Int Journal of Social Sciences Management and Entrepreneurship 8(4): 616-629 2024

ISSN 2411-7323

www.sagepublishers.com

PUBLIC PARTICIPATION AND IMPLEMENTATION OF WATER PROJECTS IN MT KENYA REGION, KENYA

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ABSTRACT

The involvement of communities in corporate social responsibility efforts is considered a necessity. Although there are many benefits associated with community participation in corporate social responsibility activities, many organizations do not involve these communities and when they do it is for the organizations selfish reasons. Therefore, this study sought to examine the influence of public participation on implementation of water projects in Mt Kenya Region, Kenya. The study also sought to examine the influence of public consultation and public relationship management on implementation of water projects in Mt Kenya Region, Kenya. A descriptive design was adopted in this study. The study targeted the 8 counties in Mt Kenya region. The total population was 420 consisting of 60 community leaders,40 government officials,6 project management committees and 12 county water engineers. The sample size was obtained using the Nassim formula. The 130 respondents were chosen with the help of stratified random sampling technique. Primary data was collected through use of semi structured questionnaires. The study also conduct pilot test to test the validity and the reliability of the data collection instrument. The data collection instrument generated both qualitative and quantitative data. Data from the close ended questions was analysed by use of inferential and descriptive statistics with the help of Statistical package for social sciences (SPSS version 22). Descriptive statistics included percentages, mean, standard deviations and frequency tables. The findings were represented in tables. The relationship between the independent variables and dependent variable was analyzed by use of correlation analysis and multiple regression analysis. The study concludes that public consultation has a positive and significant influence on implementation of water projects in Mt Kenya Region, Kenya. The study also concludes that public relationship management has a positive and significant influence on implementation of water projects in Mt Kenya Region, Kenya. Based on the findings, the study recommends that training and capacity building programs are needed in which facilitators who are identified and trained by the companies can interact with and exchange ideas with local communities and, at the same time, instill new ideas. The training should be broad and touch on all areas relating to development, not narrowly on project identification and implementation. Once the community have been sensitized and encouraged to take the initiative in this direction, external support could be sought for more capacity building

Key Words: Public Participation, Public Consultation, Public Relationship Management, Implementation of Water Projects in Mt Kenya Region, Kenya

Background of the Study

Project implementation is one of the poorly managed subjects in project management (Project Management institute, 2019).According (Okeniyi, 2018) to More than a third of projects worldwide fail to reach their objective that has led to questioning of project management and implementation. Project management discipline focuses on managing the various activities in a project intended to deliver the objectives of the intervention. Projects are temporary organizations to the original organization; they operate within defined timeframes, budget and quality and normally follow a chronological procedure in the inception through to the implementation. A number of different project management approaches such as iterative, lean, phased and incremental approaches may be used. Effective methodology employed must put into considerations the overall objectives of the project, cost, time in addition to roles and responsibilities of all the stakeholders of the project. Generally, project objectives express goals of a project in SMART terms. These project goals and objectives are set on the onset of the project.

Whilst some goals can be defined in quantifiable terms others are difficult to define in quantifiable parameter such as quality and soft project goals such as project reputation (Ahmed & Fazel, 2016). Project objectives aids in the definition of a project in terms of benefits perceived and project purpose. Project management main challenge is to achieve all its set project goals within its given constraints in terms of time, quality, budget and scope. Project goals and objectives can be viewed as contract between the project sponsors and the project managers (Smith, 2020).A project attracts different stakeholders with varying expectations of the outcome from the project. The level of urgency and priorities by the stakeholders has a tendency to change during the lifecycle increasing the project management challenge. Most cost overruns and delays in project are caused by issues in project management rather than the technical aspect (Ayatah, 2019).

Public Participation refers to the process through which individuals, communities, and stakeholders actively engage in decision-making, planning, and management activities that affect their lives, particularly in public or community-related projects (Achoki & Kule, 2019). It involves the inclusion of diverse voices, especially those of local communities, in various stages of a project or policy development, from inception to implementation and monitoring. The goal of public participation is to ensure that decisions reflect the needs, preferences, and knowledge of the people who are directly affected, fostering transparency, accountability, and a sense of ownership (Otoo, 2018). This approach is often used in governance, infrastructure development, environmental management, and social services, aiming to enhance the effectiveness, sustainability, and acceptance of public initiatives (Bidhari, Salim & Aisjah, 2019).

In Pakistan, Randon (2019) points out that due to the participation of the community in various projects there was success in the accomplishment of the projects goals. In this case the members of the society for which the projects were meant to benefit were asked to be participants because they supplied the needed materials and they were also the customers of the produced products. This led to the achievement of the goals of the Water projects in Mt Kenya Region, Kenyafor the Unilever, Monsanto and Danone Water projects. When an organization decides to do a CSR project, it should involve the public and members of the society during the making of decisions as well as in project initiation and project implementation, which influences project performance.

In South Africa, Monaledi (2016) indicates that a favorable association between community participation and community development project performance, that is, the participation of beneficiaries positively influenced the sustainability of the projects. Performance of projects was improved by community participation as it resulted to the communities gaining skills which they used to sustain the projects for the future. Further, Chapano, Iwu and Twum-Darko (2018) indicated that making the community part of the projects made them own them and control the

outcomes in South Africa. Participation resulted to the community members being empowered and them becoming self-reliant. The projects that excluded the community members in their implementation were nit successfully completed and even those that were completed were not sustainable and they were not of much help to the community.

In Kenya, Adema, Muluka and Oteki (2019) indicate that Mumias Sugar Company (MSC) used CSP as part of their marketing plans. However the CSR was characterized by little participation from the local community. Additionally, the company came up with donations but they didn't involve the community members in the identification of the project, planning, implementation or evaluation. Gitegi and Iravo (2019) indicate that even though some institutions were providing information to the citizens, the dissemination channels used were not convenient due to poor timing and improper use of channels; Awareness levels among the community members residents was very low as majority of them thought that they had no role to play in the development projects.

Statement of the Problem

The Kenyan Government through its ministry of Water and sanitation has successfully done more than 50 annual water budget since independence. Despite this, 18 million people still struggle to get sustainable water supply in Kenya. This has been caused by fast growing population, global warming and poor management of water projects (Mulwa, Li, & Fangninou, 2021). In Mount Kenya region, More than 36% of its population lack access to clean water. This is despite the many projects and policies done in the region to mitigate water shortage (Mutua, Omuterema, & Gweyi, 2016). According County Development report (2018), Most counties in Mt Kenya region have a water shortage of an average of 44.7% to meet its demand. Mt Kenya region has many water projects that have been established, but have collapsed immediately after the project closure . According to (Masombe & Omwenga, 2020) on factors hindering implementation of water projects, inadequate stakeholder management during project planning is one key factor. This is the reason for many collapsed projects in the region. .On realizing this gap, this research was done to show the influence of adequate public participation on implementation of water projects in Mt Kenya Region, Kenya.

Without meaningful engagement from the local communities, water projects may fail to address the actual needs of the people they are intended to serve, resulting in the wastage of resources and unmet development goals. Despite existing legal and policy frameworks in Kenya that advocate for public participation in public projects, little research has been conducted to examine the extent of public involvement in water project implementation, particularly in the Mt. Kenya Region. This study sought to address this gap by investigating the influence of public participation on the implementation of water projects in the region, providing insights into how effective community engagement can enhance the success and sustainability of these critical projects.

Objectives of the Study

General objective

The main goal of this research was to examine the influence of public participation on implementation of water projects in Mt Kenya Region, Kenya.

Specific Objectives

The specific objectives of the study were;

1. To assess the influence of public consultation on implementation of water projects in Mt Kenya Region, Kenya
2. To determine the influence of public relationship management on implementation of water projects in Mt Kenya Region, Kenya

Theoretical Review

Stakeholders Theory

Stakeholders Theory was developed by Donaldson and Preston in 1995 and points out that firms often explicitly manage their relationship with various stakeholders. The stakeholder theory is a perfect way of understanding the organization in this environment. Ketokivi and Mahoney (2016) explain that the theory argues that the stakeholders that are part of the firm participate in it for their own benefits and there is no one benefit that is of more priority than the other.

The objective of this theory is to enable managers to have an understanding of stakeholders, manage them strategically. In specific, the managers should understand that stakeholders affect the success of projects. The relationship with the top management determines the participation of the stakeholders. Ketokivi and Mahoney (2016) indicate that for a firm to successfully remain relevant in the market, just treatment of its stakeholders is necessary.

Bridoux and Stoelhorst (2014) outline four basic premises of stakeholder theory. First, an organization/project will have different relationships with many stakeholders that are affected or can affect the decisions of the projects or firm. Secondly this theory looks sat the nature of the relationships in regard to the results sand processes of the organization and its stakeholders (Ketokivi & Mahoney, 2016). Thirdly, the theory points out that the legitimate stakeholder's interests have an intrinsic value and not one interest is more dominant than the others. Lastly, the stakeholder's theory looks at the managerial decision making.

Stakeholders' theory was used in this study to show the effect of public relationship management on the performance of Water projects. Community members are considered to be stakeholders in Water projects in Mt Kenya Region, Kenyaas they are the users. Project managers should therefore ensure that they are consulted in all the phases of project management. Failure to consult with the community members leads to lack of support and selection of projects that are not considered as priorities in the community.

Excellent Theory

The Excellence theory was developed James E. Grunig in 1985. This theory points out that public relations can ensure the success of a firm since it is an important factor when it comes to its effectiveness, organization, its environment and the resources used in public relations (Chasi & Levy, 2018). This model is based on four factors: competing values, the attainment of goals, strategic constituencies and systems. The competing values factor is used as a bridge between the attainment of goals and strategic constituencies since it advices firms to incorporate strategic constituencies values in its goals if it is to achieve the most valuable goals to its strategic constituencies (Afroze & Khan, 2019).

According to the goal attainment factor firms can only be effective if they attain their objectives (Mazza, 2019). The theory further states that a firms environment is crucial if the firm is to achieve its goals since there needs to be a mutual need between the two. A system is defined as a unit made of complex elements but if the system is open such that there is import and export them the components are not the same as described above. This theory also indicates the components that are a support or those that can cause the non-attainment of the firm goals. The organization's human capital is categorized in line with their behavior when it comes to seeking for crucial information when it comes to the process of problem solving (Arisi & Mugambi, 2019).

Excellent Theory was used to explain the effect of public relationship management on performance of Water projects. This model points out that the firm's public relations determine its value. If the firm is in good relationship with its publics then it has a better chance of achieving its objectives, it also reduces the possibility of the negative public speaking about the firm and its revenues increases since it is able to produce products that meet the needs of the public. For the public relations value to be maximized, the firm should seek for strategic publics and seek for sustainable relationships with them through effective mutual communication (Meng, 2012). The theory emphasizes on the relationship between project managers and the community members and ensuring that the relationship is well management by using appropriate conflict management strategies, grievance management mechanisms and ensuring that they clearly understand the needs of the community members.

Conceptual Framework

Conceptual framework is used in this study to present the relationship between dependent variable (performance of Water projects) and independent variables (public consultation and public relationship management).

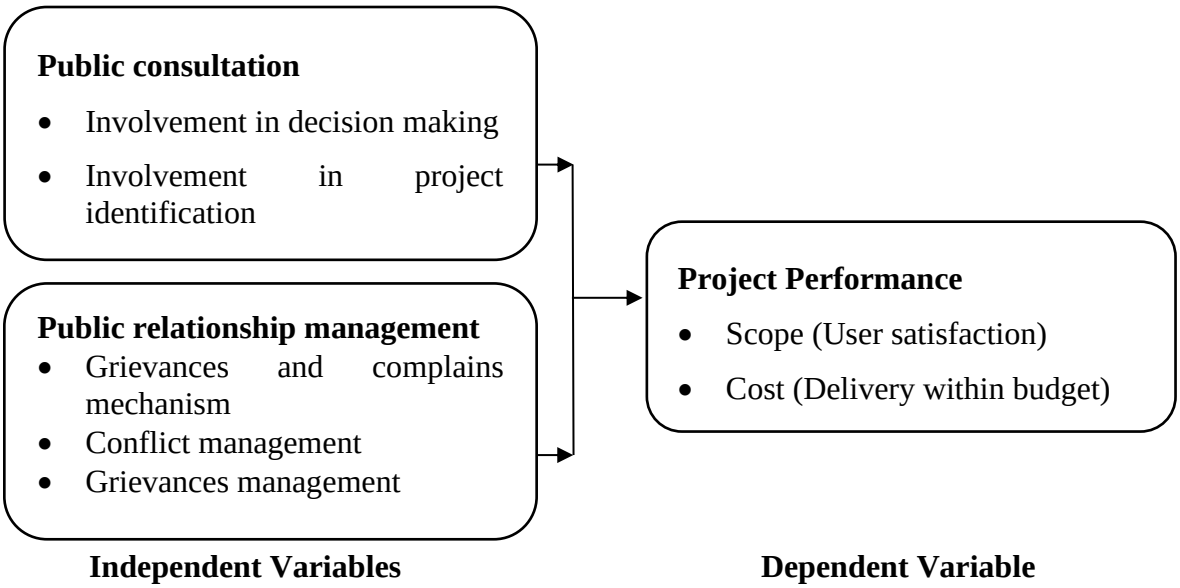

Figure 2. 1: Conceptual Framework

Public Consultation

The organization should not plan for any public or private consultation with the public without making the stakeholders aware of the project and its effects on its employees and the local communities (Olsen & Hansen, 2019). In case the community members and the employees of the said projects are at a high risk of adverse impacts, it is the responsibility of the client to come up with consultation with the stakeholders and give them an opportunity to air their concerns on the project and the client should be willing to provide the stakeholders with a response and mitigation measures he will undertake to minimize the adverse impacts (Nadeem, Hameed & Haydar, 2018).

The consultation can only be termed as meaningful if there is full disclosure of the important information where necessary the project plans and the draft project documents should be provided before the project commence. The consultation should be done early during the environmental and social appraisal process and should include the risks associated with the project on the environment

and social aspects of the community and the measures put in place to address these concerns (Bakari & Nuhu, 2018).

An Ngure (2018) note that the consultation process should be done in such a way that it respects the culture of the community and in an inclusive manner. The language used in the process should be one that the members prefer and it should also consider the vulnerable and disadvantaged in the community. In addition to the affected community members, others who should be part of this consultation should be any other interested parties. Wamugu and Ogollah (2019) explains that the consultation meeting should be included as part of public commitment of the organization. The participants should be well informed of the final decisions made by the client and the any added measures to mitigate the project risks. The participants should also be made aware of the concerns and views incorporated in the decision made and the process of complaint they can use to air any additional concerns they might have with the decision made.

Public Relations Management

The management of stakeholder relationship with the client is essential if the project is to be successful. A stakeholder in this case is anyone who will be or perceived to be impacted by the projected. It could be a person, an organization or a group of individuals. Public relations management seeks to create the best relationships between the stakeholders and their client by making sure that the expectations of the stakeholders are met or exceeded. This process should be guided by laid down principles if it is to be a success (Longhurst, 2019).

Further, the client should address the concerns of the stakeholders on time. For best results there should be a well laid down system to accept grievances from the stakeholders and to resolve these concerns. This system or process should be tailored to the social, environmental impacts of the project (Langaas, Odeck & Bjørvig, 2019).

If the stakeholders are to be satisfied with the grievance process then their concerns should be addressed in a quick manner and in a transparent way while being respectful to the community members. The mitigating measures should also be communicated to the community members at no cost and they should be able to understand these measures. The measures should also not be provided in such a way that they prevent the concerned parties from seeking lawful solutions from the courts or the administration in charge of the community (Gordon & Chadwick, 2019).

Empirical Review

Public Consultation

Milena and Guo (2019) did a study on the impact of public consultation on organizational performance in United States. The researchers adopted descriptive research method during their studies. The study found that public consultation result to better policy outcomes. The study found that according to the conservative view a tradeoff does exist between administrative and democratic decision making. Further the involvement of the public provided the administration with essential information and it improved the effectiveness of the public programs provided.

In Tanzania, Bakari and Nuhu (2018) conducted a research on the influence of public consultation on performance of government projects. Descriptive research design was used to select 15 sub-projects selected in TASAF II national project in Bagamoyo District, Tanzania. The researchers observed 55 of the subprojects site. The outcomes revealed that although the projects were beneficial to the communities and they allowed the local communities to demand, utilize and evaluate services provided to them, challenges still existed in terms of poor analysis, lack of analysis and high costs due to the wastage of time and money. The study also established that

although there were problems that were part of the projects, it was very important for the community to be part of the monitoring and evaluation of the TASAF 11 sub-projects.

In Kenya, Wamugu and Ogollah (2017) did a research on the role of public consultation on the performance of CDF projects in Mathira East Constituency. Descriptive research method was adopted during the study. The independent variables of this research were stakeholder participation in the start stages of the projects, planning stage, monitoring stage and implementation stage and monitoring and evaluation stage. The study found that public consultation in the project stages mentioned above significantly affected the projects performance.

Public Relationship Management

Heeringa (2019) examined effect of stakeholder relationship management on complexity and integrated contracts in large infrastructure projects. The study adopted a cross sectional study design. Stakeholder relationship management (SRM) is acknowledged as a discipline in large infrastructure projects (LIPs) by governmental- and private organizations since several years, which have embedded it in their project teams. Stakeholder relationship management involved the involvement of all relevant stakeholders in a project and alignment of contradicting or supporting demands and wishes to reach shared goals.

Meng (2019) conducted a study on the effect of relationship management on project performance in construction. The study that used a questionnaire survey collected data from the UK construction industry and sought to deduce the traits of supply chain association that affected performance of construction projects. The ten indicators that were used to describe the supply chain association included continuous improvement, measurement of performance, allocation of risks, solving of challenges, communication, working as a team, no blame games, sharing of profit and loses and mutual goals. The outcomes showed that a deterioration of the association among the involved stakeholders increased the like hood of declined project performance. In case the performance was not good, enhancing some of relationship aspects could improve it.

Shamsan and Otieno (2019) conducted a study on the effect of strategic public relation on performance of Red Cross projects in Kenya. The descriptive study revealed that public relationship management significantly impacted the performance of Red Cross projects in Kenya. The study also established that public relationship management improved communication since it emphasized on communicating with the project stakeholders and ensuring that the objectives of this communication were in line with the projects goals and mission while improving the stakeholders support for the organization.

RESEARCH METHODOLOGY

Research Design

The study used a descriptive research design. A descriptive design was adopted by the researcher. As pointed out by Creswell (2014), a descriptive design seeks to collect data without manipulating the study environment or study variables. Further, this design was used since it allows for the use of both qualitative and quantitative data collection techniques.

Target Population

Mt Kenya region was the target area of study. The region has a total of 8 counties which include; Meru County, Tharaka Nithi, Embu, Kirinyaga, Nyeri, Muranga, Kiambu County and Laikipia County. The total population was 420 consisting of 60 community leaders,40 government officials,6 project management committees and 12 county water engineers.

Table 3. 1: Target Population

Category	Target Population
Community leaders	60
Government officials	40
6 PMC	308
County water Engineers	12
Total	420

Sampling Frame

In this study, the sampling frame was a list of all the 420 respondents.

Sample Size and Sampling Technique

The sample size was obtained using the Nassim formula

$n=Nc^2 / (c^2+ (N-1) e^2)$

Where: n = sample size N= accessible population c= Coefficient of Variance (0.6) e= standard Error (0.05)

$N=420(0.6)^2/ [0.6^2+ (420-1)0.05^2] =130$

Table 3. 2: Sample Size

Target population	Respondents	Sample size
Community leaders	60	42.5
Government officials	40	31
6 PMC	308	46
County water Engineers	12	11
Total	420	130

The 130 respondents were chosen with the help of stratified random sampling technique. Stratified random sampling technique was used since the population of interest is not homogeneous and could be sub-divided into groups or strata to obtain a representative sample. The study then used simple random sampling to select respondents from each group.

Data Collection Instrument

The researcher used both primary and secondary data. The instrument of collection of the raw data was a semi-structured questionnaire. Secondary data was gotten from reports on Water projects in Mt Kenya Region, Kenyadone in the past.

The semi-structured questionnaires were provided to community representatives and project managers of Nairobi manufacturing organizations that have undertaken Water projects. The unstructured questions helped the researcher to obtain detailed information from the participants since it allow for in-depth responses from the respondents. While the close-ended questions helped the researcher conserve time and costs since they are easy to analyze and are often in simple useable form. The questionnaire as a tool of research was also preserved because it ensures the confidentiality of the respondents (Bhattacherjee, 2012).

The questionnaire had six subsections. The first section comprised of demographic questions for the participants. The subsequent sections up to the fifth section sought data on the four research independent variables (public consultation and public relationship management). The last section sought data on the study's dependent variable (performance of water projects).

Pilot Study

A pilot test was done to ensure the instrument of research is valid and reliable. In case any unclear, misunderstood and misinterpreted questions are identified during the pre-test, the researcher corrects such questions. The pilot test also helps to reduce errors and determine if the questions asked are appropriate and relevant. As recommended by Sahu (2019) 10% of the main study sample size was used for the pilot test.

Data Analysis and Presentation

The close ended questions analysis was done with the help of inferential and descriptive statistics. Statistical package for social sciences (SPSS version 22) helped in this analysis. Percentages, mean, standard deviations and frequency tables are some of the descriptive statistics that were used. The findings were represented in tables. The relationship between the independent variables and dependent variable was analyzed by use of correlation analysis and multiple regression analysis at 95% confidence level or significance level of 0.05. Meaning that if the independent variable was to have a significant effect on the dependent variable it ought to have a value lower than 0.05 or the significance level value.

A multivariate regression equation helped deduce the weight of the relationship between the dependent variable and the four independent variables.

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

Descriptive Statistics

Influence of Public Consultation and the Performance of Projects

The first objective was to assess the influence of public consultation on implementation of water projects in Mt Kenya Region, Kenya. Respondents were asked to respond to the questions on the extent to which public consultation influence implementation of water projects in Mt Kenya Region, Kenya. Findings are presented in Table 4.1.

Key: VGE= Very great extent, GE= Great extent, ME= Moderate extent, LE= Little Extent, NE= No extent at all, M=Mean, SD=Standard Deviation.

Mean (1-1.80= Very great extent, 1.81-2.60= Great extent, 2.61-3.40= Moderate extent, 3.41-4.20= Little extent, 4.21-5.00= No extent at all)

Table 4.1: Public Consultation and Project Performance

Public Consultation	VGE		GE		ME		LE		NE		M	SD
	F	%	F	%	F	%	F	%	F	%		
To what extent does involvement in decision making influence user satisfaction (scope) of Water projects	104	68.0	27	17.6	16	10.5	6	3.9	0	0	1.50	0.836
To what extent does involvement in decision making influence the cost of Water projects	97	63.4	35	22.9	12	7.8	9	5.9	0	0	1.56	0.872
To what extent does involvement in decision making influence the delivery time of Water projects	93	60.8	35	22.9	14	9.2	7	4.6	4	2.6	1.65	1.002
To what extent does involvement in project identification influence user satisfaction (scope) of Water projects	75	49.0	40	26.1	22	14.4	12	7.8	4	2.6	1.89	1.086
To what extent does involvement in project identification influence the cost of Water projects	43	28.1	82	53.6	16	10.5	9	5.9	3	2.0	2.00	0.896
To what extent does involvement in project identification influence the delivery time of Water projects	79	51.6	39	25.5	16	10.5	14	9.2	5	3.3	1.87	1.128
To what extent does participation in project management influence user satisfaction (scope) of Water projects	114	74.5	20	13.1	10	6.5	0	0	9	5.9	1.69	1.258
To what extent does participation in project management influence the cost of Water projects	14	9.2	32	20.9	84	54.9	17	11.1	6	3.9	2.80	0.899
To what extent does participation in project management influence the delivery time of Water projects	78	51.0	30	19.6	21	13.7	14	9.2	10	6.5	2.01	1.270

Findings in Table 4.1 show that; involvement in decision making influence user satisfaction (scope) of water projects to a very great extent (M=1.50, SD= 0.836), involvement in decision making influence the cost of water projects to a very great extent (M=1.56, SD= 0.872), involvement in decision making influence the delivery time of water projects to a very great extent (M=1.65, SD= 1.002), involvement in project identification influence user satisfaction (scope) of water projects to a great extent (M=1.89, SD= 1.086), involvement in project identification influence the cost of water projects to a great extent (M=2.00, SD= 0.896), involvement in project identification influence the delivery time of water projects to a great extent (M=1.87, SD= 1.128), participation in project management influence user satisfaction (scope) of water projects to a very

great extent (M=1.69, SD= 1.258), participation in project management influence the cost of water projects to a moderate extent (M=2.80, SD= 0.899) and participation in project management influence the delivery time of water projects to a great extent (M=2.01, SD= 1.270). This implies that all stakeholders should be involved in all stages of project from planning to implementation to it successful and benefit the targeted beneficiaries. The finding is in agreement with Mbevi (2016) that community participation through information sharing, resource contribution, collective decision making and project governance have contributed extensively towards development project performance.

Public Relationship Management and Performance of Projects

The second objective was to determine the influence of public relationship management on implementation of water projects in Mt Kenya Region, Kenya. Respondents were asked to respond to the questions on the extent to which public relationship management influence implementation of water projects in Mt Kenya Region, Kenya. Findings are presented in Table 4.2. *Key: VGE= Very great extent, GE= Great extent, ME= Moderate extent, LE= Little Extent, NE= No extent at all, M=Mean, SD=Standard Deviation.*

Table 4.2: Influence of Public Relationship Management

Public Relationship Management	**VGE**		**GE**		**ME**		**LE**		**NE**		**M**	**SD**
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**		
To what extent does grievances and complains mechanisms influence user satisfaction (scope) of Water projects	68	44.4	37	24.2	25	16.3	14	9.2	9	5.9	2.08	1.228
To what extent does grievances and complains mechanisms influence the cost of Water projects	70	45.8	34	22.2	23	15.0	16	10.5	10	6.5	2.10	1.271
To what extent does grievances and complains mechanisms influence the delivery time of Water projects	88	57.5	35	22.9	18	11.8	8	5.2	4	2.6	1.73	1.034
To what extent does conflict management influence user satisfaction (scope) of Water projects	77	50.3	33	21.6	23	15.0	14	9.2	6	3.9	1.95	1.174
To what extent does conflict management influence the cost of Water projects	36	23.5	68	44.4	21	13.7	18	11.8	10	6.5	2.33	1.153
To what extent does conflict management influence the delivery time of Water projects	40	26.1	78	51.0	17	11.1	13	8.5	5	3.3	2.12	1.000
To what extent does grievances management influence user satisfaction (scope) of Water projects	36	23.5	85	55.6	10	6.5	14	9.2	8	5.2	2.17	1.056
To what extent do grievances management influence the cost of Water projects	35	22.9	75	49.0	20	13.1	13	8.5	10	6.5	2.27	1.106
To what extent do grievances management influence the delivery time of Water projects	28	18.3	86	56.2	18	11.8	12	7.8	9	5.9	2.27	1.039

Findings in Table 4.2 show that; grievances and complains mechanisms influence user satisfaction (scope) of water projects to a great extent (M=2.08, SD= 1.228), grievances and complains mechanisms influence the cost of water projects to a great extent (M=2.10, SD= 1.271), grievances and complains mechanisms influence the delivery time of water projects to a very great extent (M=1.73, SD= 1.034), conflict management influence user satisfaction (scope) of water projects to a great extent (M=1.95, SD= 1.174), conflict management influence the cost of water projects to a great extent (M=2.33, SD= 1.153), conflict management influence the delivery time of corporate water projects to a great extent (M=2.12, SD= 1.000), grievances management influence user satisfaction (scope) of water projects to a great extent (M=2.17, SD= 1.056), grievances management influence the cost of water projects to a great extent (M=2.27, SD= 1.106) and grievances management influence the delivery time of water projects to a great extent (M=2.27, SD= 1.039). This means that users' grievances and complaints could influence the performance of Water projects in Mt Kenya Region, Kenya if not well handled. The finding is in agreement with Meng (2012) that a deterioration of the association among the involved stakeholders increases the like hood of declined project performance. The researcher also sought to find out the performance of Water projects. Respondents were asked to tick on their agreement level with statements of CSR project performance. Findings are presented in Table 4.8.

Coefficient of Correlation

According to the findings as indicated in Table 4.3, there is a positive correlation between public consultation and project performance with a correlation value of (r = 0.796, p-value=0.000) and a positive correlation between public relationship management and project performance with a correlation value of (r = 0.915, p-value=0.000).

Table 4.3: Coefficient of Correlation

Variables		**Project performance**	**Public consultation**	**Public relationship management**
Project Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
Public consultation	Pearson Correlation	.796**	1	
	Sig. (2-tailed)	.000		
Public relationship management	Pearson Correlation	. 915**	.823	1
	Sig. (2-tailed)	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

Analysis of Variance

An analysis was carried out on the relationship between Public consultation and Public relationship management and project performance. From Table 4.4 below, the model was significant (p-value = 0.000) at 0.05 level in explaining the linear relationship between the study variables. Additionally, the F-statistic is significantly greater than 1 thus indicating the appropriateness of the model in testing the relationship between the study variables. This means that the model is appropriate for use running a factor analysis.

Table 4.4: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.562	2	37.281	12.752	.000[b]
	Residual	12.967	150	.086		
	Total	87.529	152			

Predicators: (constant) Public consultation and Public relationship management.

Dependent variable: Project performance

Coefficient of Determination of Research Variables

The coefficient of determination was conducted to assess the suitability of statistical model in forecasting future results. Adjusted R squared is coefficient of assurance which shows the changes in the dependent variable as a result of variations in independent variables. Results in Table 4.5 show that the value of R squared was 0.852 which shows that there was change of 85.2% on project performance due to changes in public consultation and public relationship management at 95% confidence level.

Table 4.5: Model Summary.

Model	r	r^2	Adjusted r^2	Std. Error of the Estimate
1	0.923	0.852	0.848	0.296

Predicators: (constant) Public consultation and Public relationship management.

Multiple Regression

$Y= \beta o + \beta_1 X_1 + \beta_2 X_2 + e_0$ becomes:

$Y = 0.248 + 0.175\ X_1 + 0.634 X_2$

The results show that, holding public consultation and public relationship management at constant zero, corporate social responsibility project performance would be at 0.248. The researcher found out that a unit change in public consultation would contribute to change in project performance by a factor of 0.175 and a unit change in public relationship management would contribute to change in CSR project performance by a factor of 0.634.

Table 4.6: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	β	Std. Error	Beta	t	Sig.
Constant/Y Intercept	.248	.058		4.271	.000
Public consultation	.175	.052	.193	3.370	.001
Public relationship management	.634	.101	.863	6.297	.000

Conclusion

The study concludes that that public consultation has a positive and significant influence on implementation of water projects in Mt Kenya Region, Kenya. Findings revealed that involvement

in decision making, involvement in project identification and participation in project management influence implementation of water projects in Mt Kenya Region, Kenya.

The study also concludes that that public relationship management has a positive and significant influence on implementation of water projects in Mt Kenya Region, Kenya. Findings revealed that grievances and complains mechanism, conflict management and grievances management influence implementation of water projects in Mt Kenya Region, Kenya.

Recommendations

Based on the findings of this research study, it is recommended that:

Training and capacity building programs are needed in which facilitators who are identified and trained by the companies can interact with and exchange ideas with local communities and, at the same time, instill new ideas. The training should be broad and touch on all areas relating to development, not narrowly on project identification and implementation. Once the community have been sensitized and encouraged to take the initiative in this direction, external support could be sought for more capacity building.

Policymakers of water projects and project managers need to ensure that communities are

Stakeholders‟ involvement in a project need to be initiated from the planning stage in order to win support of various stakeholders. The support can be in form of material support, Resource mobilization, Knowledge and skills, involvements ensure sustainability through active participation in various aspect of resource mobilization, material contribution, and setting standard for monitoring the project success, collaborative partnership, consultation and information giving.

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