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Relationship between Stakeholder Management and Performance of Borehole Water Projects in Makueni County, Kenya

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Abstract*— Stakeholder management is the process through which companies identify, map, and prioritize their current stakeholders in order to listen to, cooperate with, or inform them. Stakeholder management is critical to the success of any project in any organization or business because it improves the core accountability mechanism. The county government should involve stakeholders in identifying and analyzing issues in order to improve decision-making processes. The study was focused on establishing the relationship between stakeholder management and the performance of borehole water projects in Makueni County. The objectives of the study included: establishing the influence of team management, stakeholder management planning, stakeholder monitoring, and stakeholder analysis and how they affect the performance of borehole water projects in Makueni County. The study was guided by goal-setting theory. The study targeted 135 water projects undertaken by the county government of Makueni. A census was used where 144 respondents comprising community leaders' representatives from the 9 sub-counties of Makueni, and project team members. Both inferential and descriptive statistics were conducted. The study found that stakeholder management had a significant relationship with the performance of borehole water projects in Makueni County. Stakeholder management could only explain 44.8% variation in the performance of borehole water projects in Makueni County. The established strong positive correlations between Team management with the performance of borehole water projects while Stakeholder Management Planning had a weak correlation with the performance of borehole water projects. The regression analysis established that Team Management had a positive significant influence (90.3%) and relationship with the performance of borehole projects. Stakeholder Management Planning had a positive insignificant influence (17%) and relationship with the performance of borehole projects. The study recommended consideration of stakeholder management in borehole water projects in Makueni County.

***Index Terms*—Stakeholder Management, Borehole-Water projects, project team**

I. INTRODUCTION

According to [1] Water scarcity affects more than 40% of the World's population. Although water sanitation services have been improved, the supply of drinking water is affecting every continent. Water scarcity is worsening due to the increasing drought and desertification trends. Dealing with the menace requires investment in water infrastructure and facilities. It is projected that, by 2050, one in every four people will be experiencing recurring water shortage worldwide. Stakeholders' management is paramount in the success of projects and organization [2]. Even though, minor decisions and emergency situations are generally not appropriate for stakeholder participation, a complex situation with far reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, helps to avoid problems in the future [3]. The focus of stakeholder participation is usually to share information with, and gather input from, members of the public who may have an interest in a project. The Constitution of Kenya [4] gives citizen the right to take part in activities that have a direct bearing on their lives [5]. There are eight components that are the building blocks of stakeholders' engagement which include: stakeholder identification and analysis; information disclosure; stakeholder consultation; negotiation and partnerships; grievance management; stakeholder involvement in project monitoring; reporting to stakeholders; and management functions [6].

In stakeholder engagement, organizations engage relevant stakeholders for the clear purpose to achieve agreed outcomes. The international community is constantly pushing the less developed countries to ensure the sustainability of the development initiatives by engaging with beneficiaries/community members in resolving issues that affect their well-being [7,8]. According to [9], stakeholder participation is a new approach to enhancing sustainability, in the era of accountability and transparency. Improving performance, in addition to sustainability, necessitates the involvement of stakeholders' entities endowed with necessary resources and knowledge.

a) Statement of the Problem

Through the Ministry of Water and Sanitation, the Government of Kenya (GoK) has realized the implementation of more than 50 annual budgets-water projects since its independence. Other development agencies, both private through corporate social responsibility and not-for-profit organizations, have since supported the course—the government hand over completed projects to the community for continuity. In Kenya, 25-30 % of community-managed water projects will be non-operational in the first three years after completion. Unsustainable programs have a low impact on the community in the long term, thus wasting human, financial, and technical start-up investments. In Makueni County there are many projects that have been established but have not benefited the target beneficiaries because many were not even completed, a good example is Ndukuma water project that started in the year 1952 and up to today it has not served the community to the maximum (Muriuki, 2021) [10]. Stakeholder management is

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regarded as a novel management strategy useful in addressing global sustainability concerns by incorporating broader competencies from stakeholders across the project management processes [11]. Lack of stakeholder participation has led to projects failure, despite its critical role in project delivery. For example, a number of issues affecting project planning, such as budgeting, resource planning, project scheduling, and project scoping, have been identified in both the global and Kenyan contexts, implying that stakeholder participation during the project planning phase should be increased [12].

b) Objective of the Study

The general objective of this study was to establish the relationship between stakeholder

The study was guided by the following specific objectives:

1) To establish the influence of the project team on the performance of borehole water projects in Makueni County.
2) To find out how stakeholder management planning influences the performance of borehole water projects in Makueni County.

II. LITERATURE REVIEW

The goal-setting theory was developed by [13] and is based on the simplest of thoughtful observations that conscious human behavior is purposeful. It is controlled by an individual's goals. Performance in organizations is enhanced when goals are set. The goals are achievable when the project team is given the appropriate support to enhance performance [14]. Goal setting is understood to mean the identification process in the stages of performance to achieve the desired outcomes. The basic principle of goal-setting theory in projects is to look for means to achieve the project constraints (time, scope, and cost) without compromising quality [15]. It is understood that if the project team finds that the program performance is not achievable to the desired goals, they will find a new strategy not to compromise the project constraints or goals [13]

[16] argued that the effectiveness of the goals is achieved when the goals are assigned to the project team. This is contrary to [13] who view that participative set goals achieve higher performance. They further suggested that benefits arrived at participation are not due to motivation but rather cognition like task strategy development. [13] further indicated that the Goal Setting Theory is premised on the human interaction with the projects, which is directed to conscious goal achievement. Purposive is fully aimed at ensuring the project constraints are achieved as they are the ultimate goals of a project. The decision to set a goal result from dissatisfaction with current performance levels. [17] reiterate that Goal setting theory is enhanced through projects' achievement of objectives, stakeholder satisfaction, benefits realization, and completion of the project within scope, time, and cost.

[18] states that the goal-setting theory aims at ensuring the project team set achievable targets to accomplish them with their project managers. The water projects require adequate participation in goal setting as means of achieving the desired goals [15]. This theory is applicable in water projects as the stakeholders set goals to meet or achieve project constraints to their satisfaction. This theory was useful in explaining the project planning and performance of water projects in Makueni County.

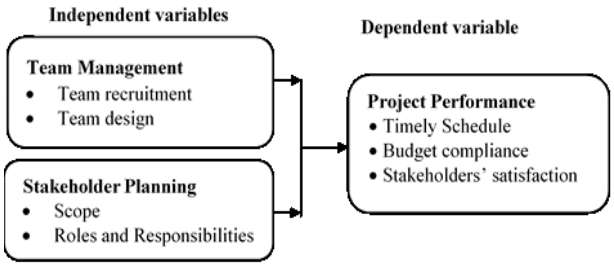

Figure I: Conceptual Framework

i). Team Management

Team management refers to a system of behaviors and psychological process occurring within a team [19], In team management process, the first step is identification of skills that are necessary for performing project activities. Identification of team members is not about the technical skills but also other factors like ability to lead, corporate and integrate. Project team recruitment is the process of identification, selecting, interviewing, and hiring of project team members to fill skills gap [20]. Team recruitment is a complex process since the project management team will have direct control of all those involved in projects. Negotiations may be needed with other people in other positions to provide the right individuals with skills, knowledge, and experience that is appropriate. In projects that cut across departments, failure to secure the right human resources affects the project's schedule, budget, quality, and even the customer satisfaction. Further, the project risk to be delivered on time and even within its budget. The impact of the human resources required need to be considered during the planning stages of the projects [21].

Project Team Design is the ability to conduct project activities successfully or efficiently by considering factors such as team skills, competence diversity and leadership [22]. Team skills and competence refer to the ability to conduct project activities successfully or efficiently. Team skills and competence such as listening, problem solving, support, conflict management and feedback skills have a significant role on project performance [22]. Communication is a key component to the success of your project. Communicate project progress and issues to the project stakeholders, team members and leadership. It provides the baseline for the appropriate checkpoints or tasks to be added to the project plan. According to [23], project success depends on effective communication and this is the importance of communication in any project. Improving communication maximizes success and minimizes risk. In addition, if a project manager can develop effective communication with its stakeholder; this may mean more projects for him and the team [24]. The project management teams should be able to identify the required stakeholders to participate in the projects. They

should create practical tools and frameworks to help project managers identify, evaluate, and prepare for stakeholder engagement activities that are sustainable [25].

It is essential for group workers to be able to communicate both verbally and through use of body languages in a professional manner. Through effective and efficient communication, one is able to express his or her ideas in a better way, carefully listen to others not necessarily with an aim to reply, express their feelings without a threatening tone, understand other people's feelings on the basis of their body language or what they say and have a reflection of the past interactions and the appropriate way things could have been done [25]. Important skills in a project include problem solving skills, listening and feedback skills.

ii). Stakeholder Management Planning

Project planning is a complex and iterative task which typically involves; Identification of all of the tasks to be performed given the scope of the project and the technical and business constraints, estimating the effort and cost of completing each task and project scheduling [26]. Planning is the management function that involves setting goals, prioritizing these goals and deciding how to achieve them [6]. An organization without planning is like a sailboat minus its ruder. Project planning is widely thought to be an important contributor to project success and points to a strong link between planning and project success [27].

The planning function encompasses both goals and plans. Whereas a goal is a future end result that an organization wants to achieve, a plan is the road map used for attempting to achieve the set goals. Project scheduling is one of the critical management tasks as it dictates the time frames in which the project will be completed, the budgets/costs in terms of resource requirements and the sequence of tasks to be completed [6] Project scheduling is defined as the process of determining when project activities will take place depending upon defined durations and precedent activities. Schedule constraints specify when an activity should start or end, based on duration, predecessors, external predecessor relationships, resource availability, target dates or other time constraints [6].

According to [27] pressure exists in the project environment to reduce the time spent on planning rather than increase it yet planning is associated with project success; both project efficiency and overall project success. A project plan, according to the Project Management Body of Knowledge (PMBOK), is: "a formal, approved document used to guide both project execution and project control [6]. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and document approved scope, cost, and schedule baselines [26]. Many researchers consider project planning as one of the components of project delivery process and use project performance as the basis of evaluating its effectiveness [26, 28]. [26] identified project planning as one of the key tools that stakeholders use to ensure that construction projects are successful. Although, project planning cannot be limited to the arrangement of project resources, it is concerned mainly with the achievement of project objectives. Project success is measured in terms of the achievement of project objectives, therefore the descriptions of project planning. In project delivery, project objectives are the focal point of every effort and activity. Project objectives are important in planning because project plans are derived from them. In project planning, project objectives are first defined; thereafter the strategies to achieve them are formulated and presented as project plans and these are used in evaluating the achievement of the objectives. Project planning can therefore be regarded as the process of defining project objectives, determining the framework, methods, strategies, tactics, targets and deadlines to achieve the objectives and the techniques of communicating them to project stakeholders [26].

The process of project planning requires that clients' expectations and available resources be defined first, matched to set project objectives, so that available options are identified and evaluated and the most appropriate frameworks, strategies and tactics to achieve the objectives are selected. It ends with communicating the objectives and the frameworks, methods, strategies, targets/deadlines to achieve them to people, parties and organizations concerned with their implementation, monitoring and control. The end products of project planning are numerous project plans that represent defined strategies to achieve defined project objectives [6].

III. RESEARCH METHODOLOGY

The study adopted a descriptive survey design which included qualitative and quantitative aspects. The purpose of descriptive research was to collect data to test hypotheses or answer questions about the current state of the study's subject [29]. Both qualitative and quantitative methodologies were used in the descriptive research design. The study aimed at collecting facts on thoughts, opinions, and feelings of respondents on the relationship of stakeholder management on Performance of borehole-water projects in Makueni county. The study will target 135 water projects undertaken by the county government of Makueni [30]. The unit of observation was selected community leaders (9), county government official and project team members involved in 135 water projects in Makueni county thus a total of 144 respondents. In this study, census was used since the population was small (144) though adequate. Primary data was collected by administering open and close-ended questionnaire to the respondents.

IV. RESEARCH FINDINGS AND DISCUSSION

The sample of the study comprised of 144 respondents (9 community leaders and 135 project team members borehole water projects in Makueni county. From the sample of 144 respondents administered with questionnaire 118 were returned giving a response rate of 81.9% which is considered to be excellent and adequate for analysis and drawing conclusions [31].

a) Descriptive Statistics

The section attempts to establish the relationship between

stakeholder management and performance borehole water projects in Makueni county. A Likert scale was used where the responses were coded as follows: 1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree, 5 = Strongly Disagree. The results were presented in tables and analyzed and discussed. The descriptive statistics for the study variables are as follows:

i). Team Management and Performance of Borehole water projects

The first objective of the study was to establish the influence of project team on performance of borehole water projects in Makueni county. Team Management refers to the activities that allow tracking performance of team members, using feedback, resolving strategic and operational issues, and managing changes to optimize project performance. The process of managing a project team addresses specific team management challenges associated with communication, recognition and assessment of team objectives [19]. The descriptive statistics are as shown in Table I below.

Table I: Team Management

Team Management Items	Mean	S dev
The dynamics of the project team has a big impact on the performance of the borehole water projects	3.26	1.640
The design of the project team influences individual performance which in turn has an influence on performance of the project	4.34	.945
The project team comprises of multi-cultural teams that are highly professionals.	3.72	1.204
Major project stakeholders are involved in recruiting the project team members.	3.08	1.241
Roles and Responsibilities in management of projects are appropriately identified and distributed accordingly	2.45	1.442
There is clear determination and adoption modern technology facilities, tools and equipment to support stakeholder participation in projects	3.39	1.220
There is well establish communication plan to ensure project team members report, communicate, and provide feedback on the project	2.99	1.173
The project team comprises of all key stakeholders of the water projects	3.96	1.024
Average Team Management	*3.41*	*1.239*

Respondents didn't clear indicate their decision on whether the dynamics of the project team had a big impact on the performance of the borehole water projects (M = 3.26, S dev = 1.64). However, majority of the respondents agreed on the influence of the project team design on individual performance and consequently the overall performance of the borehole water projects (M =4.34, S dev = .945). Majority of the respondents also agreed on the composition of multicultural teams that are highly professionals (M = 3.72, S dev = 1.204). Further, the respondents also agreed that the project team comprises of all the key project stakeholders of borehole water projects (M = 3.96, S dev= 1.024). Majority of the respondents could not clearly indicate whether major project stakeholders were involved in recruitment of other project team members (M =3.08, S dev = 1.241). Respondents also disagreed that the roles and responsibilities of the project team in management of projects were appropriately identified and distributed accordingly (M = 2.45, S dev = 1.442). The respondents also didn't clearly indicate on determination and adoption modern technology facilities, tools and equipment for supporting stakeholder participation in projects (M = 3.39, S dev = 1.220). In addition to that, respondents didn't clearly indicate on whether there was a well establish communication plan for reporting and provision of feedback on the water projects (M= 2.99, S dev = 1.173).

Though the success of projects is normally based on time, cost, scope, quality, and achieving goals [6, 26]., the performance of a project can also be gauged based through team satisfaction, client impact, future preparations and business success. Globally, despite the heavy investment in projects to ensure effective and efficient service delivery in the water industry, projects in devolved governments have been experiencing high project failure rates in terms of cost and delivery schedule [32]. [33] that project management, project team management is being developed and implemented as it is vital to the effective functioning and success of projects. Project team management facilitates the implementation of structures ensuring competency in specific activities, development of complex social relations as well as generating knowledge to maintain the competitive advantage of the organization together with project success [33]. Team management contributes accounts for a larger percentage of all types of costs in any given projects [34]. Thus, there has to be a systematic approach to manage the workforce by training, motivating, and retaining employees that results in employee and team performance through several human resource practices [23]. Project team management must therefore be properly planned as well as executed to increase the effectiveness, productivity, and performance of the team members and the project as well [35].

ii). *Stakeholder Management Planning and Performance of Borehole water projects*

The second objective of the study was to find out how stakeholder management planning influences performance of water projects in Makueni county. Planning is the management function that involves setting goals, prioritizing these goals and deciding how to achieve them [6]. Many researchers consider project planning as one of the components of project delivery process and use project performance as the basis of evaluating its effectiveness [26, 28]. The descriptive statistics for measuring the objective are shown in Table II below.

Table II: Stakeholder Management Planning

Stakeholder Management Planning Items	Mean	S dev
Involvement of stakeholders in planning for the water projects has helped to ensure its successful implementation of the projects.	4.34	1.045
All project stakeholders are involved in development of the water project management plan.	3.82	1.124
The water projects have well elaborate plans on how the stakeholders communicate.	3.18	1.241
The water projects have clear plans on how the interests of the various stakeholders are met	2.40	1.421
The project stakeholders work together with the project manager to identify the scope of the project.	3.42	1.441
There is a clear scope management plan that is shared to the stakeholders to measure performance of the project	2.98	1.408
All the stakeholders have been given clear roles and responsibilities in the projects.	3.19	1.587
The roles and responsibilities of the various stakeholders in the water projects are clearly identified and communicated to.	4.22	.962
Stakeholder Management Planning	*3.44*	*1.279*

Respondents agreed that involvement of stakeholder in planning of the borehole water projects has helped ensured successful implementation of the projects (M = 4.34, S dev = 1.045). Respondents also agreed that all the project stakeholders were involved in development of the borehole water management project plans (M = 3.82, S dev =1.124). The respondents also agreed on clearly identification and communication of the roles and responsibilities of various stakeholders in the water projects (M = 4.22, S dev = .962). However, respondents didn't clear indicate on: existence of well elaborate project plans on stakeholder communication (M = 3.18, S dev =1.224); clear plans on meeting the various stakeholders interests (M = 2.40, S dev = 1.421); working together between project stakeholders and project manager in identification of the project scope (M = 3.42, S dev = 1.441); and a clear scope management plan that is shared to the stakeholders for measuring the project performance (M = 2.98, S dev = 1.408).

According to [6] the process of planning requires that clients' expectations and available resources be defined first, matched to set project objectives, so that available options are identified and evaluated and the most appropriate frameworks, strategies and tactics to achieve the objectives are selected. It ends with communicating the objectives and the frameworks, methods, strategies, targets/deadlines to achieve them to people, parties and organizations concerned with their implementation, monitoring and control [36]. The end products of project planning are numerous project plans that represent defined strategies to achieve defined project objectives. Planning must make an indication of the human resources, equipment, materials, facilities, as well as other resources that are essential to ensure project completion [6].

iii). ***Status of Performance of Borehole water projects***

The main objective of the study establish relationship between stakeholder management and performance of borehole water projects in Makueni County. Project performance has been considered to be related to project success which is also related to the project objectives. Project success can be measured by many dimensions which include, end-users' benefits, the design goals, benefits to the developing organization, and overall success [26, 6]. Projects performance is achieved when projects are completed on time and to the satisfaction of the stakeholders. Performance of projects is highly attributed to cost reduction and on-time completion of a project [37]. The findings are as shown in Table III below.

Table III: Status of Performance of Borehole water Projects

Performance of Projects Items	Mean	S dev
Stakeholder management has helped ensured projects are completed within their timelines.	2.80	1.181
Involvement of stakeholders have ensured the projects are implemented according to their plans.	3.39	1.220
The water projects have complied to the budget requirements.	2.99	1.173
Stakeholders are satisfied on how the water projects are being implemented.	3.26	1.540
The stakeholders are satisfied on how they are involved in implementation of the water projects.	4.44	1.045
The stakeholders felt the project were successful implemented	3.82	1.114
The water projects are of high quality and standards.	3.35	1.164
There was good coordination between the project stakeholders and the project team on the project status and performance,	3.61	1.116
Average Performance of Water Projects	*3.46*	*1.194*

Respondents didn't clearly indicate on whether how Stakeholder management has helped ensured completion of projects within their timelines (M =2.80, S dev = 1.181). Further, respondents didn't clear indicate that neither involvement of stakeholders have ensured the projects are implemented according to their plans (M = 3.39, S dev = 1.220) nor compliance of the borehole water projects to the budget requirements (M = 2.99, S dev = 1.173). In addition, respondents didn't clear indicate on stakeholder's satisfaction on how the borehole water projects were being implemented (M = 3.26, S dev = 1.540). However, the respondents agreed on their level of involvement implementation of the water

projects (M = 4.44, S dev = 1.045). Additionally, respondents agreed that the major project stakeholders felt that the project were successful implemented (M = 3.82, S dev = 1.114) though it wasn't clear whether they were of high quality and standards (M = 3.35, S dev = 1.164). Finally, respondents agreed that there was good coordination between the project stakeholders and the project team on the project status and performance (M = 3.61, S dev = 1.116).

b) Correlation Analysis

Pearson Correlation analysis was used to determine the relationship between Stakeholder Management and Performance of Borehole water Projects in Makueni county. The findings are shown on Table IV below.

Table IV: Correlation Matrix

		Performance of Projects
Performance of Projects	Pearson Correlation	1
	Sig. (2-tailed)	
	N	118
Team Management	Pearson Correlation	.625**
	Sig. (2-tailed)	.000
	N	118
Stakeholder Management Planning	Pearson Correlation	.392**
	Sig. (2-tailed)	.000
	N	118

The results show a positive correlation between Team Management (TM) and Performance of borehole water projects in Makueni county. The Pearson Correlation (r = .625) indicated a strong positive association between the variables. The p-value (.000<0.05) further indicated a significant association. This implies than an increase Team Management may lead to a significant increase Performance of Borehole water projects in Makueni county. Stakeholder Management Planning (SMP)- has a positive correlation with Performance of borehole water projects in Makueni county. The Pearson Correlation (r = .392) indicated a weak positive association between the variables. The p-value (.000<0.05) further indicated a significant association. This implies than an increase in Stakeholder Management Planning may lead to a significant increase in Performance of Borehole water projects in Makueni county. The findings are in line with [38] who found a positive significant relationship between stakeholder planning and performance of Coast Development Authority (CDA) projects in Kenya.

c) Analysis of Variance

ANOVA was used to determine if the model was good fit for the data. As depicted on Table V below, F (4, 113) was 22.925 and P-value .000< 0.05. This implies that one of the predictor variables is fit in predicting the change in Performance of Borehole water projects in Makueni county.

Table V: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.901	4	2.475	22.925	.000[b]
	Residual	12.201	113	.108		
	Total	22.102	117			

d) Regression Analysis

Multiple regression analysis was used in this study since the dependent variable was used to test the significance of the independent variables. The analysis aimed at to fit the best fitting model that describes the relationship between the study variables. The study assumed multiple linear relationships between the study constructs, and followed a general regression model as follows:

$$Y= \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon \quad \ldots\ldots\ldots\ldots\ldots\ldots \text{(i)}$$

Table VI: Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.316	.254		5.180	.000
Team Management	.858	.121	.903	7.105	.000
Stakeholder Management Planning	.153	.097	.170	1.576	.118

Team Management (β = .858, P-value = .000) is positively related to Performance of borehole water projects in Makueni county. This implies an increase in Team Management by .858 will lead to an increase in performance of borehole water projects by a unit. The p-value for Team Management .000 which indicate that Team Management has a significant relationship p-value = .000<0.05. Further, the standardized β show that Team Management influence Performance of borehole water projects by .903 or 90.3% which implies that it highly significantly influences performance. On the other hand, Stakeholder Management Planning (β =.153, p-value = .118) is positively related to Performance of borehole water projects in Makueni county. This implies an increase in Stakeholder Management Planning by .153 will lead to an increase in performance of borehole water projects by a unit. The p-value of Stakeholder Management Planning is .118 respectively which indicate that the relationship between Stakeholder Management Planning is not significant in the study (p-value = .118>0.05). Stakeholder Management Planning Influences Performance of borehole water projects by .170 or 17% though the influence is insignificant. Thus, though Stakeholder Management Planning is related to Performance of borehole water projects in Makueni, it doesn't significantly influence it. The findings are contrary to [38] who found a positive significant relationship between stakeholder planning and performance of CDA projects in Kenya.

V. CONCLUSION

The study concludes that there is a strong correlation between Stakeholder management and Performance of Borehole water projects in Makueni county. The identified factors of stakeholder management in this study i.e. (Team Management, Stakeholder Management Planning, Stakeholder Monitoring, & Stakeholder Analysis) could only explain 44.8% of variability of Performance of borehole water projects in Makueni county. Thus, there are other factors beyond this study that can explain the variance of 55.2% of performance of borehole water projects. The study also concludes that Team Management has a positive significant influence and relationship with performance of borehole water projects in Makueni county. The variables strongly influence performance of borehole water projects by 90.3%. Further, an increase in Team Management by .858 on a unit lead to an increase in performance by a unit. The findings also are in line with [39] found team attitude and behavior to influence performance of information system projects in the US. In another study by [40] found project team commitment to have a significant influence on performance of NGOs in Kenya. The study also concludes that Stakeholder Management Planning has a positive relationship with Performance of borehole water projects in Makueni county. However, in this study, Stakeholder Management doesn't significantly influence Performance of Borehole projects in Makueni county. Though insignificant to the performance of borehole projects it influences performance by 17%. The findings are also contrary to [38] who found a positive significant relationship between stakeholder planning and performance of CDA projects in Kenya.

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