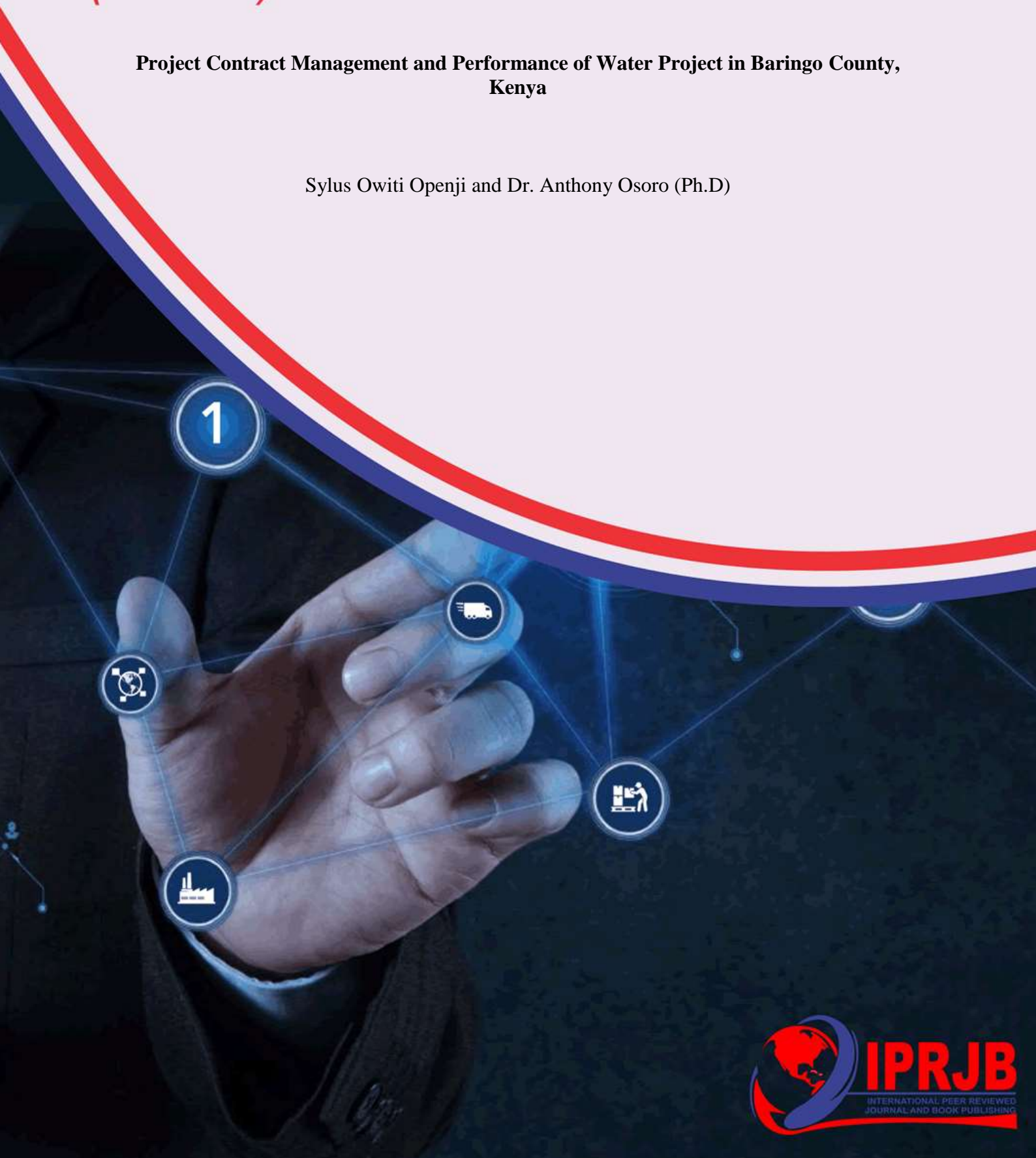



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**Project Contract Management and Performance of Water Project in Baringo County,
Kenya**

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**Project Contract Management and Performance of
Water Project in Baringo County, Kenya**

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Abstract

Purpose: This study sought to explore on projects contract management and performance of water contract in Baringo County, Kenya. The specific objectives of the study were: To determine the effect of project planning, community participation, project implementation and project evaluation on performance of contracts in Baringo County, Kenya.

Methodology: The study adopts a descriptive research design, and used both qualitative and quantitative approaches. The target population was 200 respondents from water projects management in Baringo County. This study used purposive random sampling techniques. It will be a census survey. The study used open-ended and closed-ended questionnaires as the main mode of data collection. Primary data was collected using structured questionnaires. Secondary data was collected from institutional documents, Ministry of water publications within the County and relevant publications in referred journals. The collected data was edited, coded and entered into Statistical Package for Social Science version 26. Data was analysed using descriptive and inferential statistics. In particular, Regression Analysis was used to investigate the relationships between hypothesized variables. Analysis of Variance (ANOVA) was also used to investigate whether independent variables has a combined effect on the dependent variable. The data was analysed through the use of descriptive statistics. ANOVA, t-test, Pearson correlation, p-values and coefficient of determination was used in the data analysis. The analysis from Cronbach's alpha was acceptable for reliability and validity with a results of over 0.7 and 0.5 respectively. Data was presented in form of tables.

Findings: The study summary agrees that there is a strong relationship between the independent and dependent variable. Also the conclusion and recommendation of this study confirms that there is need to implement the findings of this study.

Unique Contribution to Theory, Practice and Policy: The theories on which the study is hinged are contingency theory, the principal-agent theory, social cognitive theory and the CBPR model. The study recommends and on firms that the implementation of contracts practice and performance of water contracts in eastern region, Kenya was significant relationship. That in future different counties needs to strengthen performance of water contracts Baringo County in Kenya and procurement process to all counties in Kenya, with the help of Project planning, community participation Project implementation and Tracking stock.

Keywords: *Projects, Contract Management, Performance, Water Contract*

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INTRODUCTION

Lack of clean water remains a serious world health and environmental issue. Over 1.1 billion people use water from unimproved sources, and 2.4 billion have no access to any form of improved sanitation (United Nations, 2015). According to the World Health Organization (WHO), achieving the Sustainable Development Goals (SDGs), drinking water and sanitation target poses two major challenges: a rapid pace of urbanization, which requires major effort even to keep up the current coverage levels; a huge backlog of rural people unserved with basic sanitation and safe drinking water, which calls for an intensive mobilization of resources to reduce the vast coverage gap.

Project success is one of the most important topic in project management (Wu, 2017). Importance of the project success varies by the contract of the project, type of project and individual role of personality in project also. Project success comprises of two parts. First is success of project management and other is success of product. Previous studies suggested that organization should improve the performance by focusing the planning (Lemma, 2014). Culture has significant effect on performance and is strongly related with project success (Ahmed, 2012). Recent studies suggest that organization which implements such management practices that include planning, risk management and culture fit have strong organizational culture which positively affects project management plan (Ahmed, 2012).

Project Planning

Project planning is considered by many researchers as one of the components of project delivery process and use project performance as the basis of evaluating its effectiveness. Project planning is identified as one of the key tools that stakeholders use to ensure that projects are successful (Naoum, Fong & Walker, 2004; Ling & Chan, 2004; Thomas, Macken, Chung & Kim, 2002). In separate studies Faniran, Love and Smith (2000) described project planning as the systematic arrangement of project resources in the best way so as to achieve project objectives.

According to Faniran et al. (2000), project success is measured in terms of the achievement of project objectives. Naoum et al. (2014) state that project planning is the process of determining appropriate strategies for the achievement of predefined project objectives and it classified into preconstruction and construction planning. Preconstruction planning is also referred to as pre-contract planning which is the planning done during the conception, design and contracts stages of a project. Construction planning on the other hand refers to contract planning which describes the planning done during the construction of a project (Faniran et al., 2018).

Project planning has are three levels, these are; end-user level of planning which focuses on the functional characteristics of the project and the end-product, the second level is the technical level that focuses on the technical specifications of the project deliverables that are needed to support the functional requirements, and the third level is the project planning level which focuses on planning the activities and processes that need to be carried out to ensure that the technical work proceed effectively (Muchelule, 2015). These three levels of planning can also be referred to as project conception planning, project design planning and contract planning. From the review above, it can be understood that different forms of planning are carried out in each of the five stages namely: conception, design, contracts, construction and closeout (Muchelule et al., 2017).

The process of project planning requires that clients' expectations and available resources are 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 (Unuafe, 2016). The final planning process is 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 (Unuafe, 2016).

Community Participation

Community participation can have a positive impact on the performance of contracts processes. By involving local communities in the planning and management of projects, stakeholders can ensure that projects are more responsive to local needs and priorities, which can lead to better performance outcomes. In a study conducted by Nyaga, Ondari-Okemwa and Waiganjo (2017), the authors found that involving local communities in the planning and management of water projects management can help to increase the sustainability of the projects, which can lead to better performance outcomes.

Community participation can help to increase the transparency and accountability of contracts processes. By involving local communities in the planning and management of projects, stakeholders can ensure that project decisions are made in an open and transparent manner. This can help to build trust and confidence among stakeholders and can lead to better performance outcomes. Reddy and Mavimbela (2016) found that involving local communities in the planning and implementation of health projects can help to increase community ownership and participation, which can lead to better performance outcomes.

By involving local communities in the planning and management of projects, stakeholders can ensure that projects are designed and implemented in a way that is sustainable over the long-term. This can help to ensure that projects continue to deliver benefits to local communities and can lead to better performance outcomes. De Bruijn and Ten Heuvelhof (2018), opined that community participation can help to increase the transparency and accountability of contracts processes, which can lead to better performance outcomes.

Project Monitoring

Effective project monitoring is essential for ensuring that resources are used efficiently and that goals and objectives are achieved. In the context of contracts, good project monitoring can help to ensure that contracts are managed in a transparent, accountable and effective manner. Operations, on the other hand, refer to the processes and activities involved in the day-to-day management of an organization or project. Effective operations management is essential for ensuring that resources are used efficiently and that goals and objectives are achieved in a timely and effective manner. In the context of contracts, good operations management can help to ensure that contracts are managed in a timely and efficient manner.

The impact of project monitoring and operations on the performance of contracts is likely to be significant. Effective project monitoring can help to ensure that contracts are managed in a transparent and accountable manner, which can improve stakeholder confidence and trust. Effective operations management can help to ensure that contracts are managed efficiently and effectively, which can lead to improved performance and cost savings. In order to improve the performance of contracts, it is important to focus on both project monitoring and operations.

This may involve developing policies and procedures that promote transparency and accountability in contracts, as well as investing in the development of the necessary skills and resources to effectively manage contracts. It may also involve adopting new technologies and approaches to contracts that can help to improve efficiency and effectiveness (Muhwezi et al., 2014).

Performance of Contracts

Contracts for water Projects are becoming mainstream in all types of organizations (Pellegrinelli & Murray-Webster, 2011). For the past sixty years, organizations have increasingly been using projects and programs to achieve their strategic objectives (Morris & Jamieson, 2004), while dealing with increasing complexity, uncertainty, and ambiguity affecting organizations and the socio-economic environment within which they operate (Gareis, 2010). Through projects, resources and competencies are mobilized to bring about strategic change, and thereby create competitive advantage and other sources of value. The Government has used Performance Contracting since 2003 as a key accountability framework in its endeavour to improve service delivery in the public service. Performance Contracting is part of the broader public sector reforms aimed at improving efficiency and effectiveness in the management of the public service.

The United Nations Convention on contracts for the international sale of goods is a summary of the most important law systems, in the field of international merchandising, i.e. mostly between the Romanist (Roman-Germanic) system and the Anglo-Saxon one (of common law), which ensured the success and the relatively wide success and adherence to the Convention. Key tool in levelling the international trade law, the Vienna Convention adopts modern solutions, compatible with the current requirements of the international trade relations. At international level, the Convention became effective on January 1, 1988, and over 85 States have ratified it currently, turning it into one of the most successful uniform international laws. The Convention has four parts: the scope and general provisions (First Part), Forming the agreement (Second part), Sale of Goods (Third Part) and Final provisions (Fourth Part). According to the provisions of the art. 92, upon becoming a member of the Convention, any State may declare not the it is not bind by Second or Third Part of the Convention. The goal of the Vienna Convention was to set a complex of uniform material legal norms enforceable to the international sales agreements and aimed for the use of the signatory states without appealing to own national regulations on the matter. Performance is what results from a team reaching the objectives of the outsourced project. In outsourcing as with any other project context, project performance can be measured as the extent to which a project is completed in time, within budget, and demonstrates a quality that satisfies customer requirements (Kerzner, 2018). The subject of project success is at the heart of project management. Project Management Institute (2013) has stated that the project manager is responsible and accountable for setting realistic and achievable boundaries for the project and to accomplish the project within the approved baselines. Many factors impact the degree of success in outsourced projects.

However, since outsourced projects always have a specific performance outcome, this study adhered to Hackman's (1987) concept of performance being the degree to which a team meets its goals, and how well its output fulfils project objectives. The study was interested in perceptions of the general work performance of outsourced project teams in medium manufacturing enterprises. Various surveys report a surprisingly high rate of outsourcing

failures. For example, a 2003 report published by research and consulting company Gartner reported that one-half of all outsourcing deals are labelled “failures” by decision-making executives because the results do not meet expectations (Keiser, 2010). A survey by PA Consulting Group (2003) found that sixty-six percent of the benefits anticipated by enterprises from project outsourcing were only partially realized. However, these assertions need to be validated locally in medium manufacturing enterprises in Nairobi County.

Project planning, project implementation, project coordination and Community participation play a crucial role in the performance of contracts within the context of project planning. This would improve livelihood of water project management in Baringo County, Kenya. Participatory planning involves actively involving stakeholders, including community members, in the decision-making process related to project planning, implementation, and monitoring (UN-Habitat, 2020A research summary is a piece of writing that summarizes your research on a specific topic. Its primary goal is to offer the reader a detailed overview of the study with the key findings. A research summary generally contains the article's structure in which it is written. It should not include any new information or arguments, but simply, concisely state the main points

Statement of the Problem

The Government of Kenya (GOK) has been committed to fostering on-going water sector reforms, aimed at water projects management achieving both technical and infrastructural viability. According to the National Water Services Strategy (NWSS report for projections of 2017 to 2025) Kenya faces enormous challenges in providing clean safe water to its people, estimates show that 60% are in urban settings and 40% in rural areas who lack access to regular water supply. These figures are only estimates since there is no baseline survey data to give accurate percentages. Baringo County and others counties still face challenges in engaging communities in sustaining water projects management and those ASAL counties are worst in the practice (Mwangangi, 2016).

Water projects management have failed to sustain their operations because of inadequate capacity during the construction process. Other reasons are not using modern technologies, bad management skills employed by water managers, funds mismanaged leading to poor quality projects, no training of staff and relying on public sector for service provisions. It has been observed that most of the Water projects management implementation schedule lag from what was planned in the design/ feasibility studies (Republic of Kenya, 2019). Delays in completion of infrastructure development projects during implementation continue to pose great challenges to developing countries (Sabasvan & Soon, 2017). Despite the importance of infrastructure and the huge financial resources committed to it, the intended benefits are partly or never realized due to many unsuccessful or delayed project completions (Mwandali 2016).

Muraya and Rambo (2019) in their study noted that it is common to have non-functional water systems with features like no protection of the water like fencing, vandalism of equipment like solar pumps for boreholes and hand pumps for shallow wells and water pans and the unwillingness of community members to manage and maintain the water sources lead to collapse of the water projects management. According to Nakagami, et al. (2016) it is important to genuinely and actively involve the local people as equal partners so as to be able to sustain the projects. Oino, et al. (2015) reveals that the extent of support given by community members to a project determines the implementation rate of water projects management. The community

helps in establishing the project, sustaining its operations through its maintenance. Olela (2018) noted that proactive involvement of beneficiaries; project implementation practices and sufficient funds lead to better implementation of water projects management for the local rural communities. There is need for baseline survey data to provide accurate statistics on water access.

The delay in the implementation of project can be attributed to: - delay in processing of payments, several project instructions, slowness in decision making, delay in approval of designs and conflict between the contractor and other parties (Abebit, 2013). Other causes of delay include: - The reasons for delays are primarily due to an unreasonable project scope, inadequate early planning, and the absence of risk management systems. The contractor further contributes to delay due to lack of resources and labour productivity. Over ambitious estimates, incorrect task assessment, lack of task clarity, design/ approval delays and interference in the decision-making process by the client add on to the delay (Shaikh, 2019). Effects of construction delays include total abandonment of the project; ligation/ court cases; time and cost overrun (Owusu & Aggrey, 2020) and poor quality of outputs. This study therefore, sought to establish the relationship between implementation of water projects management and performance of contracts in Baringo County, Kenya.

LITERATURE REVIEW

Theoretical Review

Contingency Theory

Warren (2005) improved contingency theory from Max Weber's bureaucracy and Fredrick Taylor's scientific management theory. About this contingency theory, there is no universally applicable set of management values to manage organizations under all circumstances. This theory opposes the theory of Fredrick Taylor's scientific management, who came up with the standard principles of management and alluded that for a firm to advance in terms of its objectives and goals, it must apply the principles of management regardless of the type, the size, and environment it operates. Warren (2005) indicated that organizations are separately diverse, face different situations, and need different ways of managing. Therefore, contingency theory postulates that it is a class of behavioral theory that claims there is no best way to organize a corporation, lead a company, or make decisions.

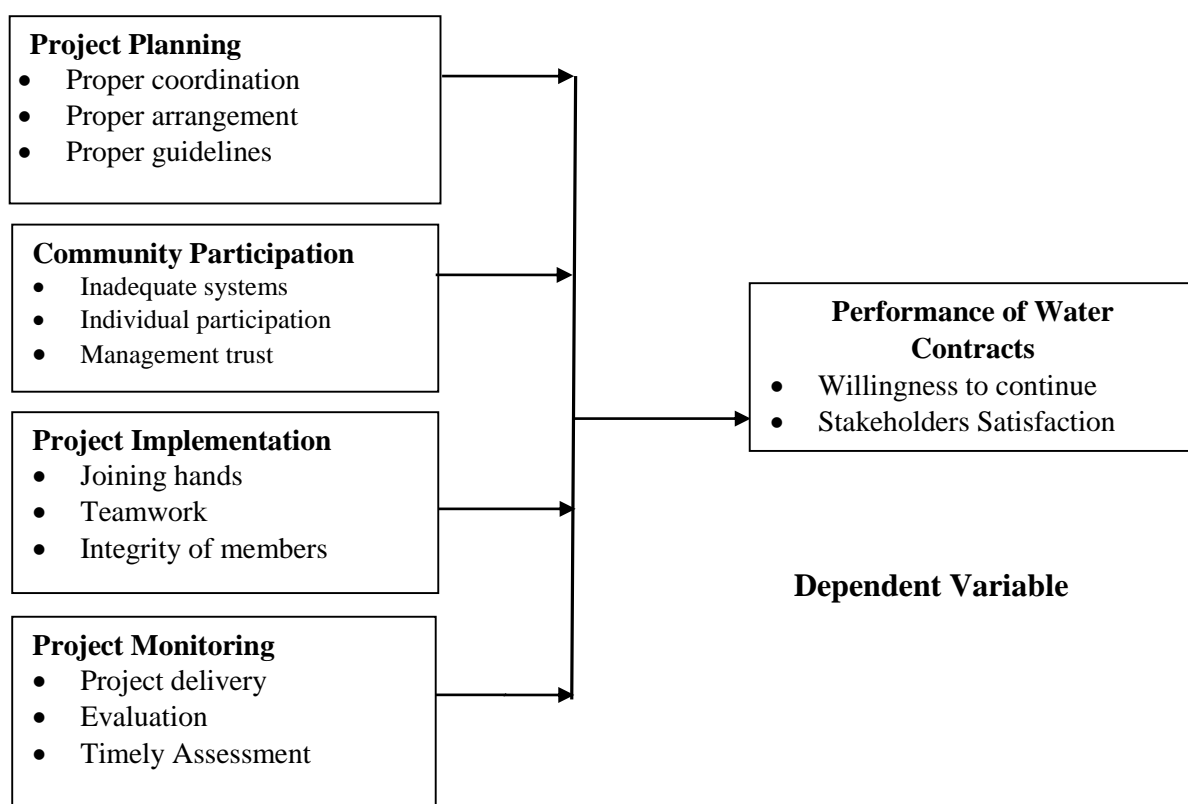
Kinnie, Hutchinson, Rayton, and Swart (2017) indicated that contingency theory is about the need to achieve a fit between what the enterprise is and wants to become and what it does; how it is structured, and the processes, procedures, and principles it puts into effect. Hence, organizations are supposed to establish diverse strategies in order to realize their objectives and goals. This is because a single strategy may not be suitable due to the environmental influences in the market. Rue and Byars (2014) allude that contingency theory is an extension of humanistic theories, whereas classical theories assumed a universal view in managing enterprises; whatever worked for one enterprise could work for another. However, this was an extension of Taylor and Max Weber's ideas.

According to Warren (2015), contingency theory explains that there is no universal principle to be found in the management of enterprises. However, one learns about management by experiencing many case problem situations and determining what will work for every situation. This is true because different water projects management have a different unique challenges from one another. For example, a water projects management may be experiencing a shortage

of materials, and another one may be experiencing go slow or boycotts of workers. The approach to solving these challenges may be quite different.

Conceptual Framework

A conceptual frame work is defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Kombo and Tromp, 2019). A conceptual framework refers to a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate it. It is a diagram that visually shows the relationship between the independent and dependent variable of the study.



Independent Variables

Figure 1: Conceptual Framework

Research Gaps

In Kenya, the studies on factors influencing implementation of water projects management on performance of contracts in Kenya. This research sought to fill the gap suggested by Mbaluku and Bwisa (2016) on the need to carry out research on factors influencing completion of projects of other public institutions. This research also furthered on the work of Kamotho (2014) who studied factors influencing completion of housing projects in Nairobi County and suggested that research on rural areas and other factors outside the project such as economic factors, legal/political factors which have been found to cause delays in other countries. This research also focused on water projects management which has unique challenges as compared to housing and roads which have been done by other researchers and also adds into the study

by Ndungu (2014) which covered influence of finance, contractor's capacity, Monitoring, and contract variations on completion time of water projects management in Kiambu County by bringing the unique challenges of water projects management in Baringo County, Kenya.

METHODOLOGY

The study adopted a descriptive survey research design. The target population was 200 respondent from water projects management in Baringo County, Kenya. The study adopted stratified random sampling technique. The sample size comprised of 133 respondents from a population of 200 which represents 100% of the target population which fulfils the minimum threshold sample. From each strata, we selected respondents randomly from four (4) strata of Project Managers, Project Accountants, Project Procurement Officers and Project Community Executives. This study used both closed and open ended questionnaires. This study collected both qualitative and quantitative data. The collected data was edited, coded and entered into Statistical Package for Social Science (SPSS) version 26. This study used both descriptive and inferential statistics to analyse the quantitative data. Data was presented in form of tables.

FINDINGS AND DISCUSSION

Descriptive Statistics

Respondents were requested to give their opinion on the variable Project planning. From Table 1, the respondents unanimously agreement that Project planning ensured performance of water contracts and periodic review in Baringo County in Kenya viable with agreement of a mean was 3.742, and Standard Deviation of 1.0602; Through tender documentation in Baringo County the respondents gave neutral response with a mean of 3.533 and Standard Deviation of .9202; tender committees assessment has contribution to the quality and innovation of the project planning with strongly agree a Mean of 3.903, and Standard Deviation of .9007; assessment of tender duration in Project planning it is important to put in place and maintain procurement the respondents gave a strongly agree with a Mean of 4.061, and Standard Deviation of .9851; The management of Baringo County in Kenya implements performance of water contracts award the respondents disagreed with a Mean of 3.541 and SD=1.3020); and Project planning enhances performance of water contracts at Baringo County in Kenya, they agreed with a Mean of 3.566, Standard Deviation of .7017. This finding agrees with the findings of Nyile *et al.* (2022) who observed that clear description of Project planning, enhance effective performance of water contracts in eastern region, Kenya.

Table 1: Project Planning

Statement	Mean	Std. Dev.
My In Kenya ensures tender documentation Sharing through Real time basis	3.3742	1.0602
Through tender documentation in Baringo County Kenya has been able to make decisions on timeliness	3.533	.9202
Responsiveness of tenders has contribution to performance of eastern region, Kenya	3.903	.9007
By Quick, frequent & accurate community participation It is important to put in place Project planning	4.061	.9851
The management of supplier evaluation Tender duration in project planning	3.541	1.3020
Project planning enhances performance of eastern region, Kenya.	3.566	.8017

Community Participation

From table 2, respondents agreed that: The Baringo County in Kenya considers Strategic alliances on community participation with a mean of 3.551 and Standard Deviation of.8312; A community participation is likely to circulated based on tender period on performance of water contracts in Baringo County in Kenya agreed with a Mean of 4.033 and Standard Deviation of.9806; Early technology application involvement on performance of water contracts in Baringo County in Kenya the respondents were neutral with a Mean of 4.041 and Standard Deviation of.7302); Through tender target groups towards performance of water contracts in Baringo County in Kenya; the respondents strongly disagreed with a Mean of 4.111 and Standard Deviation of .7117; proper community participation and County access to bids in the earliest possible has improved performance of water contracts in Baringo County in Kenya, the agreed with a Mean of 4.094 and Standard Deviation of .8005; Online advertisement has enhances performance of water contracts in Baringo County in Kenya, the respondents gave a strongly agree with a Mean of 4.252 and Standard Deviation of .8165 . These findings was in agreement with the findings of Onger and Osoro (2021) that the goal of Tender proactive planning is to ensure performance of water contracts in Baringo County in Kenya. Effective COMMUNITY PARTICIPATION minimizes or eliminates problems and potential claims and disputes. This results agrees with the finding of Ominde et al. (2022). It is essential for COMMUNITY PARTICIPATION to understand the provisions of the supplier evaluation, have the ability to perform to all practices involved, and maintain control over the performance of water contracts in Baringo County.

Table 2: Community Participation

Statement	Mean	Std. Dev.
My In Kenya considers Strategic alliances on performance of water contracts in Baringo County in Kenya	3.551	.8312
Early supplier involvement enables performance of Baringo County in Kenya	4.033	.9806
Joint coordination of production activities enhances Performance of water contracts in eastern region in Kenya	4.041	.7302
Financial stableness enhances performance of Baringo County in Kenya	4.111	.7117
Sound finance enhances procurement performance of Baringo County in Kenya	4.094	.7005
Stability of supplier can boast procurement performance of water contracts eastern region in Kenya	4.252	.9165

Project Implementation

The findings presented in Table 3 show that respondents agree that: Network has effect on performance of water contracts in Baringo County in Kenya (M=3.505, SD=.9802); project implementation criterion on performance of water contracts in Baringo County in Kenya city County, Kenya ; the respondents agreed with a Mean of 3.411 and Standard Deviation of .9834; evaluation criterion on performance of water contracts Baringo County in Kenya city County, Kenya they gave strongly agree with a Mean of 4.603, Standard Deviation of .9836; Project implementation is significant when you want performance of water contracts in Baringo County in Kenya; the gave strongly agree response with a mean of 4.603, Standard Deviation of .6909; contract sections enhances on performance of water contracts in Baringo County in Kenya; the disagreed with a Mean of 3.596, Standard Deviation of .7024; and through evaluation, the organization is able to identify problems and find solutions in a timely manner to ensure high quality of the goods and services delivered Strongly disagreed with a Mean of 4-.011, Standard Deviation of .7045).

The findings concurs with the finding of Boit and Osoro (2021), who argued that it is critical to Project implementation frequently and at regular intervals after award to ensure that the supplier is providing the goods and services on schedule and within the procurement plan , and that quality standards are being met, especially for the highest-risk and most complex contracts. Evaluating post-award performance entails several activities to ensure that the delivery of services meets the terms of the contract. These include identifying performance criteria, such as key performance indicators, at the time of contract formulation, and providing adequate monitoring resources and a capable workforce for overseeing contractor evaluation, by so doing performance of water contracts in Baringo County in Kenya was improve communication a mong.

Table 3: Project Implementation

Statement	Mean	Std. Dev.
Our County use project implementation on performance of Baringo County in Kenya	3.505,	.9802
Our use project implementation criteria on performance to performance of Baringo County in Kenya	3.411	.9834
Through devices on performance of water contracts Eastern in Kenya	4.603	.9836
Input of evaluation on performance of Baringo County in Kenya	4.603	.8909
Supplier evaluation enhances our performance of water contracts in Kenya	3.594	.7024
Through of project implementation best practise on performance of Baringo County in Kenya	4.105	.7045

Project Monitoring

From Table 4, respondents, respondents agreed that project monitoring ensure performance of water contracts Baringo County in Kenya; the respondent gave a Mean of 4.039 and Standard Deviation of .7307; post tender negotiation on performance of water contracts Baringo County in Kenya , they gave strongly disagree with a Mean of 4.004 and Standard Deviation of .7307; My County ensures that contract award of fairness on performance of all County in Baringo County in Kenya; the gave strongly agree with a Mean of 4.207, Standard Deviation of .9807; In cases of contract management systems to embrace better performance of water contracts in Baringo County in Kenya they gave a Mean of 4.010 and Standard Deviation of .8073; Alternative value reaction process contributes to performance of water contracts in Baringo County in Kenya ;most of the respondents were neutral with a Mean of 3.926 and Standard Deviation of .7306; and to enhance dispute resolution results, our County has in recent time conducted supplier evaluation resolution towards performance of water contracts in Baringo County in Kenya; they gave a Mean of 4.105 and Standard Deviation of .7055.

These findings are in line with the findings of Nyile *et al.* (2022) who observed that the characteristic of project monitoring are the best value reaction to sort out non-performance of, after tracking stock, for resolving return on investment. The problem areas giving rise to disputes are mainly related to eastern region's matters.

Table 4: Tracking Stock

Statement	Mean	Std. Dev.
My County embrace post tender negotiation on performance of Baringo County in Kenya.	4.035	.7307
My County embrace fair contract award activities on performance of Baringo County in Kenya.	4.004	.7307
My County embrace contract management on performance of Baringo County in Kenya	4.010	.9873
In cases of tender disputes on performance of water contracts in Baringo County in Kenya	3.926	.8306
Alternative tender methods for money process on performance of water contracts Baringo County in Kenya	4.105	.8055
To enhance project monitoring processes on performance of Baringo County in Kenya	4.054	.7105

Performance of Water Contracts in Eastern Region

From the findings, respondents were in agreement that performance of water contracts in Baringo County in Kenya is being affect by supplier relationship management, they gave 63.2%; when asked about Value for money and its effect on procurement performance of water contracts in Baringo County in Kenya they gave strongly agree of 70.7 %; When the respondents were asked to show their level of agreement on how complaints affects performance of water contracts in Baringo County in Kenya they gave strongly disagreed of 9%; When also the respondents were asked to show their level of agreement on growth of the In Kenya government on performance of water contracts in Baringo County in Kenya they gave They gave agreed of 69.7%; Alternative dispute resolution process contributes to Project implementation on performance of water contracts in Baringo County in Kenya they gave neutral of 42.5% and through contract management, operational performance measured by quality, flexibility, Project implementation on procurement performance of water contracts in Baringo County in Kenya they gave disagreed of 74.2%. The outcome is in line with the findings of Mutai and Osoro (2021) they observed that some of the factors that contribute to inefficiency in public procurement as corruption, delayed payments, poor planning, statutory amendments, insufficient use supplier evaluation low public participation, and improper payment procedures negatively affects performance of water contracts Baringo County in Kenya in Kenya.

Table 5: Performance of Water Contracts in Baringo County

Statements	Yes (%)	No (%)
Customer Satisfaction an affects performance of water contracts Baringo County in Kenya	62.2	37.5
No. of County can affects their performance Eastern in Kenya	70.6	26.4
Access to tender can affect performance of water contracts Eastern in Kenya	44	56
Easier participation can affects performance of water contracts Baringo County in Kenya	69.7	31.3
Quality of tenders can affects performance of water contracts Baringo County in Kenya	42.2	57.5
on performance of water contracts in Baringo County in Kenya , Kenya	74.1	25.9

Pearson Correlation Analysis

The study further conducted inferential statistics entailing both Pearson and regression analysis with a view to determine both the nature and respective strengths of associations between the conceptualized predictors such as Project planning, community participation ,Project implementation and Project monitoring and performance of water contracts in eastern region, Kenya.

Table 6: Correlation Coefficients

		Performance of water contracts	Project planning	Community Participation	Project implementation	Project monitoring
Performance Of eastern region	Pearson correlation	1				
	Sig. (2-tailed)					
Project planning	Pearson correlation	.571*	1			
	N.	98*				
	Sig. (2-tailed)	.000				
Community Participation.	Pearson correlation	.984**	.264	1		
	N	98	98			
	Sig. (2-tailed)	.002	.098			
Project implementation	Pearson correlation	.765**	.314	.335	1	
	N	98	98	98		
	Sig. (2-tailed)	.001	.041	.040		
Project monitoring.	Pearson correlation	.501*	.240	.256	.253	1
	N	98*	98	98	98	
	Sig. (2-tailed)	.000	.035	.060	.070	
			98	98		98

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

From the findings, a positive correlation is seen between each variable and performance. The strongest correlation was established between Project monitoring and performance of water contracts in Baringo County in Kenya ($r = 0.535$) and the weaker relationship found between Project monitoring and performance of water contracts in Baringo County ($r = 0.153$). While community participation and performance of water contracts in Baringo County in Kenya were found to be strongly and positively correlating with performance of water contracts in Baringo County in Kenya correlation coefficient of 0.307 and 0.413 respectively. This is tandem with the findings of Onger and Osoro (2021), who observed that all independent variables were found to have a statistically significant association with the dependent variable at over 0.05 level of confidence.

Regression Analysis

To establish the degree of the effect of supply chain for a regression analysis was conducted, with the assumption that: variables are normally distributed to avoid distortion of associations and significance tests, which was achieved as outliers were not identified; a linear relationship between the independent variables and dependent variable for accuracy of estimation, which was achieved as the standardized coefficients were used in interpretation. The multiple regression model was as follows:

$$Y = \beta_0 + \beta_1 \times 1 + \beta_2 \times 2 + \beta_3 \times 3 + \beta_4 \times 4 + \epsilon$$

Performance of water contracts in eastern region = $\beta_0 + \beta_1$ (Project planning) + β_2 (community participation) + β_3 (project implementation) + β_4 (project monitoring) + error term. Regression analysis produced the efficient of determination and analysis of variance (ANOVA). Analysis of variance was done to show whether there is a significant mean difference between dependent and independent variables. The ANOVA was conducted at 95% confidence level.

Model of Goodness Fit

Regression analysis was used to establish the strengths of relationship between the performance of water contracts in Baringo County in Kenya (dependent variable) and the predicting variables; Project planning, community participation, Project implementation and Project monitoring (Independent variables). The results showed a correlation value (R) of 0.765 which depicts that there is a good linear dependence between the independent and dependent variables. This finding is in line with the findings of Onger and Osoro (2021). They observed that this also to depict the significance of the regression analysis done at 95% confidence level. This implies that the regression model is significant and can thus be used to evaluate the association between the dependent and independent variables. This finding is in line with the findings of Ittmann (2015), who observed that analysis of variance statistics examines the differences between group means and their associated procedures.

Table 7: Model of Goodness Fit

R	R ²	Adjusted R	Std. Error of the Estimate
0.765	0.896	0.731	0.064

a. Predictors: (constants); Project planning, community participation, Project implementation and Project monitoring

b. Dependent Variable: performance of water contracts

With an R-squared of 0.896, the model shows that Project planning, community participation, Project implementation and Project monitoring contribute up to 89.6% on performance of water contracts in Baringo County while 11.4% this variation is explained by other indicators which are not inclusive in this study or model. A measure of goodness of fit synopsis the discrepancy between observed values and the values anticipated under the model in question. This finding is in line with the findings of Mwakubo and Ikiara (2007).

Analysis of Variance (ANOVA)

From the results in Table 8, analysis of variance statistics was conducted to determine the differences in the means of the dependent and independent variables to show whether a relationship exists between the two. The P-value of 0.005 implies that organizational performance of water contracts in Baringo County have a significant relationship with Project planning, community participation, Project implementation and project monitoring management which is significant at 95 % level of significance.

Table 8: ANOVA TEST

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4.155	1	1.059	.041	.001
Residual	6.466	97	.531		
Total	10.611	98			

Regression Coefficients of Determination

To determine the relationship between the independent variables and the dependent variable and the respective strengths, the regression analysis produced coefficients of determination. Findings in Table 9 reveal a positive relationship between the performances of County in Baringo County in Kenya,

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon; \text{ where,}$$

Y= performance of water contracts in Baringo County in

β_0 = constant;

$\beta_1 - \beta_4$ = Beta coefficients;

1 = Project planning

2 = community participation

3 =Project Implementation

4 = Project monitoring and

ϵ = Error term,

From the result shown below, it's clear that when all the independent variables are regressed against the dependent variable the constant gives a negative result meaning there is a strong relationship and how each predictor has an effect on the dependent variable.

Table 9: Regression Coefficient Results

	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.134	.060	-1.144	4.004	.002
Project planning	.470	.132	.555	5.472	.003
Community participation	.219	.067	.162	2.471	.001
Project implementation	.141	.059	.563	4.355	.004
Project Monitoring	.262	.115	.321	2.657	0.001

a. Predictors: (constants), Project planning, Community participation Project implementation and project monitoring

b. Dependent Variable: performance of water contracts in Baringo County in Kenya

A unit change in Polity commitment management would thus lead to a .470 effect on performance of water contracts in Baringo County in Kenya sector *ceteris paribus*; while a unit change in community participation would have an effect of .202 change in performance of water contracts in Baringo County of eastern region; also unit change of put traceability would lead to .143 of performance of Baringo County in further unit change in supplier relationship management would lead to .263 of sector also a unit Project implementation would have an effect of .143 change in on performance of water contracts in Baringo County and finally a unit change in dispute resolution would have an effect of .31 of performance of Baringo County in Kenya. This finding is in line with the findings of Ongeru and Osoro (2021). This implies that among other factors, Project planning, community participation, Project implementation and Project monitoring are significant determinants of performance of water contracts in eastern region, Kenya.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Therefore, from the foregoing, this study concludes that Project planning have broadly impacted on performance of water contracts in eastern region, Kenya. The findings conclude that any in Kenya should drive to embrace the best performance of water contracts in Baringo County after improving supplier evaluation in Kenya. When public-private partnerships is embraced through community participation, Project implementation, and Project monitoring then the implementation of performance of water contracts in eastern region, Kenya.

Project Planning

The study concludes that there is a positive relationship between Project planning and Performance of water contracts Speciation identification, periodic design assessment, continues improvement and proactive assessment are among the Project planning factors that significantly influenced the performance of water contracts in eastern region, Kenya. The study further concludes that by implementing Project planning has enhanced performance of water contracts in eastern region, Kenya, leading to operational increase in efficiency and effectiveness .Therefore, the study concludes that County, Kenya has significantly increased their suppliers' quality management in the In Kenya government in the supply chain practices.

Community Participation

The study concludes that community participation influences performance of water contracts in eastern region, Kenya. The suppliers during evaluation was through adherence to the set criterion in the bid documentation during the advertisement focusing on Community participation. A well-integrated internal supply chain should provide excellence in community participation on performance of water contracts in eastern region, Kenya. Through embracing community participation has benefited from facilitated teamwork, resource allocation and fulfilment of set goals between complementary functions. This has made it easy for the In Kenya to ensure increased Service delivery to the community. Therefore, the study concludes that Baringo County in Kenya has experienced significant increase in growth, through community participation in the supply chain practices in supply chain.

Project Implementation

Further, the study concludes that Project implementation had a positive effect on performance of water contracts in eastern region, Kenya. The study established that competence reviews, supplier performance, Supplier skills, supplier knowledge, supplier training, Baringo County in Kenya is able to identify problems and find solutions in a timely manner to ensure Project implementation of the goods and services delivered. From the findings, the study concludes that increasing Project monitoringl evaluation can leads to increased performance of water contracts in eastern region, Kenya by supply chain practices.

Project Monitoring

The study concludes that there is a positive relationship between Project monitoring and performance of water contracts in eastern region, Kenya. Partnership enforcement policy, collective bargaining, alternative dispute resolution processes, free expression of concerns by involved practices are among the coordination factors that significantly influenced the performance of water contracts in eastern region, Kenya. The study further concludes that by adopting alternative coordination and partnership mechanisms as it was observed at Baringo County in the level of performance of water contracts in Baringo County has increased. Therefore, the study concludes that Baringo County in Kenya has been experiencing significant increase in service delivery through embracing proper coordination in the supply chain practices.

Recommendations

The study recommends and on firms that the implementation of contracts practice and performance of water contracts in eastern region, Kenya was significant relationship. That in future different counties needs to strengthen performance of water contracts Baringo County in Kenya and procurement process to all counties in Kenya, with the help of Project planning, community participation Project implementation and Tracking stock. This study therefore sought to explore what past scholars had said on factors affecting supply chain best practices on performance of water contracts in eastern region, Kenya and tested viability of best procurement policy and procedures in the public entities in Kenya. That from the foregoing, this study recommends that the best Performance of water contracts in eastern region, Kenya should strive to be proactive on how to perform better to retain integrity and improve transparency and accountability on performance of water contracts in eastern region. The study has now filled the existing gap after the reaction of this new knowledge.

Project Planning

The study recommend that Project planning formalizes relations between practices within a robust legal framework, but is much more besides; it is an opportunity to define the arrangements that encompass every aspect of what outcomes the Baringo County in Kenya wants from the supplier and how it wants the relationship to work. This means that the In Kenya needs to take an active role in the development of the quality mechanism early on; it should not be left as a supplementary activity post negotiation. At preparation of every quality management can contribute to supplier evaluation on performance of water contracts in eastern region, Kenya. Proper Project planning can result to high procurement in eastern region, Kenya.

Community Participation

This study recommends that community participation had a good relationship with performance of water contracts in Baringo County in Kenya. Hence effective community participation can minimizes or eliminates problems and potential claims towards performance of water contracts in eastern region, Kenya perspective. A key factor in successful community participation is being arable to give credit to customers. It is essential for community participation to understand the provisions of the purchase document, have the ability to communicate financial obligations to all practices involved, and maintain control over the performance of water contracts in eastern region. A good supplier manager ensures that the community participation requirements are satisfied, that the goods and services are delivered in a timely manner, and that the financial interests of the In Kenya are protected. The procurement staff at Baringo County in Kenya should ensure that they do proper community participation by maintaining an updated form of the process; assessing and managing supplier involvement; supplier being paid on time; delivering at the right time; inspection or audit of all documents before settling payment. By allocating all the necessary resources to a reputable suppliers through efficiency and effectiveness analysis of previous records in the supply chain practices.

Project Implementation

The study recommends that Project implementation had a strong relationship with performance of water contracts in Baringo County in Kenya. There should be a thorough and independent review that is informed by those involved in establishing and managing the Project implementation. The evaluation was need to be tailored to the particular circumstances of the In Kenya but should consider both the effectiveness and efficiency of the arrangement. To get the best out of the evaluation, entities should: review all aspects of performance of water contracts in Baringo County and its management; provide feedback to the contractor; this should not be done as part of another procurement process; report to stakeholders; and identify lessons learned. The management of Baringo County in Kenya should ensure regular supplier evaluation through well-established monitoring and evaluation of performance of water contracts in eastern region. This was ensure that there is input correctives measures to hedge against deviation of actual results against standards in the supply chain practices.

Tracking Stock

This study recommends that project monitoring had a strong relationship with performance of water contracts in eastern region, Kenya. When relationship are not properly managed, they may cause supplier delays, undermine team spirit, increase delay costs, and, above all, damage business relationships. With the increase in the number of participants in a supplier

management, it is obvious that more business interactions and arguments end up with an increase in the number of supplier relationship disputes. Research in preventing and resolving relationship disputes supports the effort for better understanding and harmonization of the different cultures. Therefore, this study recommends to the management of Baringo County in Kenya to enhance and upgrade on the implementation of all applicable alternative disputes resolution mechanisms so to protect relationship with its stakeholders in the supply chain practices.

Areas for Further Studies

This study focused on project planning, community participation, project implementation and project monitoring and performance of water contracts in eastern region, Kenya. The study therefore recommends a further study to be conducted to other counties in Kenya. Then get their findings and compare with this and agree or disagree. The study also recommends replication of the study in other sectors such as manufacturing sector and public sector to allow comparison of research findings. Future researchers an investigate the factors affecting project management best practices broadly in all areas of concern in this profession on performance of water contracts the supply chain practices.

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