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Abstract

Allowing stakeholders to set the vision of a project and prioritizing results will enable them to possess the appropriate ideas throughout planning with the results remaining relevant to them during the project cycle. The aim of the study was to assess the effect of stakeholders' engagement on sustainability of donor-funded rehabilitation centers in Kiambu County, Kenya. The study was anchored on Stakeholder and Arnstein's Participatory Theories. Descriptive research design was adopted and the targeted population was composed of 400 employees working in donor-funded rehabilitation centers in Kiambu County. The researcher used a stratified random sampling technique and a sample of 200 individuals participated in the study. Data was collected using a questionnaire and the results analyzed using descriptive and inferential statistics, with the aid of the Statistical Package for Social Sciences. Linear regression analysis was adopted and the outcome showed that donor-funded projects succeed when functional stakeholders are included. Additionally, a project's long-term viability is influenced by the resources that underpin it, and by the amount of interest and involvement from its stakeholders. The study recommends that the National and County Governments in Kiambu County should establish laws that control the execution of sustainability for donor-funded projects and invest in stakeholders to guarantee accountable use of funds. During the period of implementation, those in charge of projects should make it a priority to ensure that all relevant stakeholders have access to the resources they need to engage fully in the initiatives. There has to be a mental shift on the part of those who stand to benefit from the donor initiatives as well as the society as a whole. In order to adhere to study ethics, the researcher requested approval from Kenyatta University, National Commission for Science, Technology and Innovation and the management of the rehabilitation centers in Kiambu County. Additionally, the data gathered will only be used for academic reasons, anonymity and confidentiality adhered to and the references and works used in the paper are acknowledged.

Keywords: *Stakeholders, Donors, Donor-Funded, Sustainability, Rehabilitation Centers*

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1.1 Background of the Study

Worldwide, the primary purpose of rehabilitation centers has always been promoting social causes to better the communities served (Gazzola, Ratti, & Amelio, 2017). Rehabilitation centers, therefore, make significant contributions to the global economy and as providers of wide-ranging services, the economic importance of non-profit organizations has significantly increased (Burde, Rosenfeld, & Sheaffer, 2017). A UNDP (2017) report states that public participation is a global practice that has occasioned the international community to persuade growing economies to engage citizens in articulating issues that affect them. Public participation approaches have been adopted by development agencies such as the United Nations, and World Bank, as well as bilateral and multilateral donors.

The sustainability of a donor-funded project refers to the continuance of benefit for a longer timespan after the withdrawal of support from donor agencies whether financial, technical, or managerial (AusAid, 2018). This definition centers on the progression of the advantages of development projects, which ought to be fitting, with partners' possession, and constantly supported with resources that are locally available. According to Katy (2017), the sustainability of donor-funded projects must focus on strengthening capital, developing technical skills, and building relationships with all stakeholders. Peter *et al.* (2015) assert that project sustainability is defined as the continued existence as well as conveyance of undertaking administrations to the recipients beyond the end of external support. Kiambu County is home to 6 donor-funded rehabilitation centers and the County government has developed a keen interest in these rehabilitation centers due to the increasing cases of drug abuse especially cheap liquor. Kioko and Mutavi (2020) observed that Kiambu is among the counties with the highest number of rehabilitation centers in the country and therefore offered a good context to conduct the investigation of how the involvement of stakeholders affects the sustainability of the donor-funded rehabilitation centers.

In an evaluation of a project implemented by the World Bank in the Philippines, it was established that during ten years, the National Irrigation Administration moved from a high low technique by the government to over-dependence on resident farmers in project design, operation as well as conservation of local irrigation systems. The evaluation further revealed that the structures and canals performed excellently, the rice yields were twenty percent more and the irrigated areas were thirty-five per cent higher compared to the control groups that did not have stakeholder participation (World Bank, 2015).

In Sub-Saharan Africa, World Bank (2015) report in a study carried out in Malawi in 1968 of a community comprising of 2,000 members, who initiated a water project. The recruitment of the project staff was undertaken locally with customary community acting as the foundation for the water projects in the communities. It was noted that there was limited support from the government. Interestingly, the entire six thousand pipes that had been installed since the inception of the project continued to operate effectively. An examination of urban development after thirty years revealed a significant association between the project sustainability and level of stakeholder participation.

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In Ghana, several community projects such as water and sanitation projects, orphan and vulnerable children's projects, health projects, educational projects among others, have been abandoned as a result of failing to engage stakeholders in every critical stage of the projects (Boon *et al.*, 2017). The execution of advancement ventures in rural parts of Nigeria has been hindered by the top down approach whereby the involvement of persons living in the rural areas has not been considered during project conception, designing as well as implementing up until the tracking and evaluating stage, which usually lead to the collapse of various important development projects (UNDP, 2015).

In Kenya, an investigation by Maina (2018) on the impact of public participation revealed a positive association between the participants of the public during the project cycle stages and the accomplishment of implementing economic inducement programs. In this survey, stakeholder engagement was viewed from an overall perspective not considering the levels of their participation.

In another study conducted in Turkana by Maweu (2015), active public participation in project risk management activities linked to funds raised for the implementation of the project was established. The study demonstrated a significant correlation between the public participation levels and civic responsibility, which makes sure that a project is sustainable. Nevertheless, the study failed to demonstrate the various levels of public participation and how the levels influenced the sustainability of ventures. M'ikiugu (2016) alternatively recognized that the participation of the principals, teachers, children, and parents was fundamental for the success of educational projects implemented in Meru County.

Kiambu County is home to 6 donor-funded rehabilitation centers and the County government has developed a keen interest in these rehabilitation centers due to the increasing cases of drug abuse especially cheap liquor. Kioko and Mutavi (2020) observed that Kiambu is among the counties with the highest number of rehabilitation centers in the country and therefore offers a good context to conduct the investigation of how involvement of stakeholders affect the sustainability of the donor-funded rehabilitation centers. There are other surveys that have been done on stakeholders' engagement. However, the investigator never came across one targeting the sustainability of donor-funded rehabilitation centers in Kiambu County, Kenya. This, therefore, presents a contextual gap. Several rehabilitation centers' projects are being implemented in Kiambu County, the public and other stakeholders participate in the projects to ensure they are successful and sustainable; nevertheless, no conclusive research has been conducted in Kiambu in order to determine how stakeholders' engagement affects the sustainability of the donor-financed rehabilitation centers projects. This particular study intends to fill existing research gap.

1.2 Statement of the Problem

Involving stakeholders during the process of implementing projects is greatly regarded as a vital factor in ensuring that project-implementing agencies remain committed to achieving beneficiary goals as well as the communities that they serve. However, most organizations implementing projects in local communities in Kenya have not put in place effective strategies to ensure effective stakeholder involvement and participation in the projects they implement. Mostly, the community and stakeholders are only considered as the beneficiaries and hurdles of the project being implemented (Peter *et al.*, 2015). As a result, target beneficiaries and the community members in the areas where these projects are implemented do not feel ownership of projects and solutions

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hence discouraging transparency and accountability in the agencies or organizations implementing the projects (Barcott, 2018).

A significant amount of funds has been spent in Kenya on various rehabilitation projects. Usually, these funds are provided temporarily and projects usually have a defined timeframe, yet the projects are intended to last when the funding ceases (Brinkman & Brinkman, 2017). However, this does not apply to majority of donor-funded rehabilitation centers projects in Kiambu County. The failure by organizations implementing rehabilitation projects to achieve sustainability of their project activity has been as a result of various factors such as inadequate participation of stakeholders throughout the projects' life cycles and ineffective implementation of projects. Another factor is how the rehabilitation center projects are implemented which affects the various aspects of sustainability throughout a project cycle (Hemmati & Whitefield, 2018).

To achieve the intended impact on a community, programs must involve stakeholders to be able to sustain once implemented. Public involvement is regarded as a difficult affair and is ineffectively addressed, or insufficient knowledge as to how the society should be engaged lacks. Lack of public participation may result in loss of money and other resources, legal suits, refusal of programs, and non-sustainability of projects. This study was conducted because of such awareness to explore any impacts of stakeholder engagement to the sustainability of donor-financed rehabilitation centers of Kiambu County.

1.3 Objectives of the Study

To determine the effects of stakeholders' engagement on the sustainability of donor-funded rehabilitation centers in Kiambu County.

2.1 Theoretical Review

The study was guided by the Stakeholder Theory and Arnstein's Participation Theory.

2.1.1 Stakeholder Theory

The theory was pioneered by Freeman (1984) and it contends that a stakeholder is a group or people who may be affected by the execution and delivery of a project outcome either adversely or favourably. Freeman goes on to say that a stakeholder might be either internal or external to the project but nevertheless has a strong interest in the project outcomes. Action Aid (2008) also opine that stakeholders have a huge influence of project outcome or an organization. This is due to the fact that businesses and organizations frequently create externalities or program results that have an influence on many stakeholders in diverse ways. According to Gray (2001), these externalities and results put pressure on businesses to lessen negative effects and increase favourable ones. According to Freeman (1994), the theory contends that a group or organization should adopt tactics that take into account those who may be impacted by choices while seeking to reduce costs and provide benefits to representative groups. According to the theory, institutions should consider their responsibilities to the community and their constituents rather than only their financial viability (Jones, 1995).

The stakeholder theory is questioned because it is based on the notion that institutions should be understood in relation to their environments. According to Mansuri and Rao (2013), the theory is

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more focused with management processes, and to Patton (2008) the stakeholders' theory focusses on individual groups in an organization and how they relate with the structures and operational inconveniences in the system. Generally the theory aims to clarify how an institution's management interacts with its employees, organizational structures, and management of the entire process. According to a number of studies, management of stakeholder relationships and organizational sustainability are the two most important management actions (Ramabodu & Verster, 2010; Raniga & Simpson, 2012). The theory fits perfectly with the current study and its variable of stakeholder engagement since it is comprehensive and dynamic enough to further the notion that stakeholder engagement is required for sustainability. The idea is pertinent to the current study because it shows how including stakeholders, such as the general public, improves organizational sustainability.

2.1.2 Arnstein's Participatory Theory

Arnstein (1969) is among the scholars involved in hypothesizing the participatory theory. Within the ladder of participation of a researcher, Arnstein (1969) explained and interpreted several types of empowerment. His model suggested that involvement of stakeholders enhances redistribution of power allowing those who are not privileged to have a place in socio-economic delegation procedure. His ladder advances from low to better levels of involvement which are important and possess empowerment for each stage. In order to illustrate the categories of social programs according to the degree of SP in the design of socio-economic projects, Arnstein (1969) utilizes a ladder. Various levels of power-sharing among various stakeholders and key decision-makers over eight rungs are shown in the model. At the bottom, two rungs of Arnstein's ladder are therapy and manipulation and representing public participation that is not genuine since those in authority and key decision-makers are not keen at re-distributing power. The following three stages, located in the center of the ladder, are consultation, information, and appeasement, all of which are tokenisms.

In the said levels of participation, stakeholders with power are given the chance to state their opinions and suggestions. Nonetheless, these suggestions are not directly implemented as the final actions. The top of the ladder takes into account additional public opinions when making decisions. Partnerships give passive stakeholders, who were formerly exempted from the processes of decision-making, the chance to negotiate with the people in charge. Delegated power and public control are at the apex of Arnstein's ladder where previously excluded stakeholders are capable of engaging in the process of making the decision (Arnstein, 1969).

Wilcox (2018) as a way of furtherance of the Arnstein's (1969) ladder discovered five interrelated levels of community engagement. According to Wilcox's (2018) theoretical framework, the individual regulating process of decision-making must be taken into account in the project initiation participation. Wilcox (2018) goes on to say that varying levels of engagement are deemed suitable in certain situations. As a result, Wilcox (2018) modified the rungs of Arnstein to provide businesses and other practitioners a different approach to assess how ready they are to incorporate community individuals in numerous organizational activities. The new model suggests a five-rung ladder of engagement, which includes the following: Information exchange, which entailed exchanging details about the activities that were planned (Wilcox, 2018).

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Wilcox (2018) states that consultation encompasses offering some listening, options as well as feedback; making key decisions together. At this point, the organization invites all parties to offer suggestions and choices and participate in the important decisions on the best course of action. Making choices collectively may also entail embracing the opinions of numerous stakeholders before deciding on a course of action. Acting together; at this stage, various stakeholders make the decision depending on the best choice and also develop partnerships to implement all decisions made. Supporting the interests of autonomous communities' entails helping the residents create and carry out their own plans. Organizations or resource owners that support this position may, of course, provide local community groups or organizations with financial resources, guidance, or other types of assistance so they can establish agendas within certain parameters. The fundamental tenet of this position is that it is the most "empowering" degree of involvement offered to those who are committed to carrying out their own activities (Wilcox, 2018). Arnstein's participatory theory is suitable for studying stakeholder engagement and sustainability of non-profit organizations as it explains the various levels of participation and the effectiveness of each level.

2.3 Empirical Literature

Previous literature on stakeholder engagement and the sustainability of donor funded projects was reviewed.

2.3.1 Stakeholders Engagement and Sustainability of Donor Funded Projects

According to Willems et al. (2016) indicators are used by interactive stakeholders with an aim of informing their views of the projects or programmes that an organization implements. Leaders in non-profit organizations focused on the development of communication channels that are highly effective as well as trusted by the interactive stakeholders must ensure that the interactive stakeholders' access organizational indicators of quality for instance mission statements, self-assessments, online and printed materials, annual reports, fundraising/resource mobilization initiatives and programme description. Research by Wyllie *et al.* (2016) showed that Twitter and Facebook have enabled nonprofit organizations to develop and build effective relationships with interactive stakeholders, this is because these platforms enables the leaders of non-profit organizations to effectively communicate, engage, collaborate and share insights of various project activities with the interactive stakeholders. Wyllie *et al.* (2016) further suggest that leaders of non-profit organizations may directly engage interactive stakeholders in order to create opportunities that could expand their organization' execution as well as the sustainability of their programmes or projects.

In the United States, a survey done by Viglia, Bigne and Pera (2017) indicated that emotional activations were not adequate enough to evoke stakeholders engagement in non-profit organizations, the researchers proposed that non-profit leaders should focus on achieving stakeholders' engagement as well as develop rational and function shared complementarity content among all the stakeholders. Additionally, the study recommended that stimulation of comments promoting and leaders in non-profit organization to enhance the participation of interactive stakeholders should give a shared understanding as well as a shared purpose. Social media networking platforms may therefore be used by non-profit organizations to improve the

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contribution and exchange of knowledge, this increases stakeholder participation and engagement opportunities. This study presents a conceptual gap as it did not relate stakeholders' engagement with sustainability of projects.

In Ghana, Sulemana *et al.* (2018) looked at the implementation of participatory monitoring and evaluation. Their study, which included a mock population of 106 respondents, used a case study research approach. The findings demonstrated how participatory M&E was very low at the village and zonal council levels but so very high among district assembly members and associates of the municipal planning and coordinating unit. The respondents indicated that this adversely affected the projects transparency, accountability and sustainability. Because this survey was carried out in a different geographic area than the present one and did not establish a correlation linking stakeholder participation to project sustainability, a gap has been formed.

Locally, Nabifwo and Kimutai (2017) did a study to establish the elements that triggered the sustainability of health projects and water sanitation implemented by AMREF in Nairobi county. A sample study was performed to define the results on health projects and water sanitation without bias in chosen Beneficiary's heads of families in the Kibera slums of Nairobi County. The targeted population consisted of 10,515 people. The study found that technical know-how, community engagement, political variables, and fund usage all possessed a considerable beneficial impact on the sustainability of health initiatives and water sanitation programs. This survey however failed to take into account the various levels of public participation which will be center of this research.

2.3.2 Sustainability of Donor Funded Projects

For a very long time, development sector has continued to have an enduring history of project failing immediately donor funding ceases. Most of these projects fail to effectively attain specified goals and objectives (Kumar, 2002). Government and development agencies globally have continued to recognize and promote stakeholder's participation in community projects for quite some time, in addition, the United Nation Declaration for Human Rights of 1948 has outlined by stressing that people participation in every area when arriving at a decision is a right. Public participation has been a major factor influencing the success of development projects for more than 50 years, although efforts towards achieving project sustainability have been criticized to some extent, governments and development practitioners are formulating policies and developing strategies to achieve sustainability of development projects (Hodging, 2014).

Globally, Alesina and La Ferrara (2017) did a study on community-based organization projects implemented locally in USA where it was revealed that their poor suitability was as a result of insufficient involvement of society around them. A case study involving community based projects evaluation in Latin America countries of Jamaica and Nicaragua undertaken by World Bank (2017) operations and evaluation department also revealed that insufficient control and low level community participation leads to failure of 38% of the projects. Although these two studies addressed sustainability of projects, they were conducted in different contexts whose social and economic setting is different from Kenya and therefore need for the current study.

In Malawi, a large number of sustainable community-based projects provided Home Based Care using the society to come up with packages for orphans including psychological support, paying school fees, buying clothes, foods, enhancing talents and life skills training to older ones, training

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on food security tips and providing advocacy to less fortunate in the community (Kleemeier, 2018). In Zambia, the sustainability of projects proves to be lower than anticipated. Rarely can you hear of a locally initiated project incomplete or far much behind its schedule. Although this survey focused on sustainability of community-based projects, it did not take into account the different levels of participation which will be the focus of the current study.

In Kenya, Okumu (2018) did a survey in Kiambu on elements enhancing the sustainability of women's self-help groups' projects. As per the research outcomes, the idea of designing joint partnerships with community-based objectives is founded on the society attitude view of establishing joint, non-exploitative trusts with members of the society. This results to growth of Community-Based Organizations (CBO). The study indicated that CBOs provide an essential and vital service to the community such as providing support to HIV/AIDS patients thus reducing the death rate by 7%. According to the United States Agency, a society participating in community-based programs may feel comfortable participating in more activities frequently in investments groups and transacting funds by borrowing money compared to thousands of same study groups. The study was conducted on the sustainability of women's self-help groups whose operations differ from those of donor-funded rehabilitation centers and therefore need for the current study.

3.0 Research Methodology

In this survey, a descriptive survey research design was embraced. The population was made up of those who were currently undergoing rehabilitation and the employees working in the donor-funded rehabilitation centers in Kiambu as depicted in Table 1.

Table 1: Study Population

	Rehabilitation Centers' Project	No. of Respondents
1	Conquerors With Christ Trust Rehabilitation Center	52
2	Primrose Rehab and Wellness Centre	68
3	Wonderpeace Rehabilitation Centre Ruiru Kimbo	74
4	Lifeway House	84
5	Retreat Rehab Centre	68
6	Brightside Treatment And Rehabilitation Center	74
	Total	400

Source: NACADA, 2021

For this survey, stratified simple random sampling was employed. Slovin's formula was used to settle on a sample size of 200 respondents who were distributed as shown in Table 2 below.

Table 2: Sample Size

Rehabilitation Centers Project		No of Respondents	Sample
1	Conquerors With Christ Trust Rehabilitation Center	52	26
2	Primrose Rehab and Wellness Centre	68	34
3	Wonderpeace Rehabilitation Centre Ruiru Kimbo	74	37
4	Lifeway House	84	42
5	Retreat Rehab Centre	68	34
6	Brightside Treatment And Rehabilitation Center	74	37
Total		400	200

A questionnaire was used to collect quantitative data from the people in the rehabilitation centers. A pilot study was conducted to establish the reliability and validity of the questionnaire. The study applied both qualitative and quantitative approaches for data analysis. Quantitative data, was analyzed using descriptive and inferential statistics.

4.0 Findings and Discussions

The aim of the study was to find out how stakeholder collaboration in project execution affect the long-term viability of donor-funded initiatives. Out of 200 questionnaires issued, 196 were dully filled and returned indicating a response rate of 98% which was deemed acceptable.

4.1 Demographic Analysis

Respondents were required to fill in on a variety of demographic variables such as age range, gender, degree of education, the sector in which they work, and tenure. In the beginning, the respondents about their ages was inquired. Table 3 illustrates the age of respondents results.

Table 3: Age of the Respondents

Years	Frequency	Percentage
18-25 years	46	23.46%
25 - 35 years	70	35.71%
36 - 50years	50	25.51%
51 years and above	30	15.3%
Total	196	100%

Source: (Field Data, 2022)

From Table 3, the research indicated that 35.51% of respondents were aged between 25 to 35, 25.51% were 36 to 50, 23.46% were 18 to 25, and 15.3% were beyond the age of 51. This was acceptable because the majority of staff members working in rehabilitation clinics are young adults. Moreover, respondents had to identify themselves by gender. Their responses for this question were depicted in Table 4.

Table 4: Gender of the Respondents

Gender	Frequency	Percentage
Male	130	66.3%
Female	66	33.7%
Total	196	100.0%

Source: (Primary Data, 2022)

Table 4 shows that, men made up the majority of respondents (66.3% of the total), while women made up the minority (33.7% of the total). It was discovered that the gender ratio was practically same, despite the fact that males make up a greater percentage of the Rehabilitation center NGOs than females do. As a result, it is clear that the researcher took into account the gender of the respondents when assessing their ability to provide reliable data on the topic at hand. Participants were prompted to reveal their highest degree earned. Table 5 displays the results.

Table 5: Respondents Academic Qualifications

Academic qualifications	Frequency	Percent
College Diploma	40	20.4
Bachelor's Degree	101	51.5
Post Graduate Degree	55	28.1
Total	196	100

Source: (Primary data, 2022)

According to Table 5, the research indicated that 51.0% of all respondents were graduates with a bachelor's degree, and 28.5% of them held a master's degree or above. In addition, among the respondents, there were individuals with a diploma making up 20.4% of the total. This shows a pool of educated respondents that were able to grasp the topic that was being researched and offer

information that could be trusted on that topic. This was further an indication that most respondents understood the significance of the survey and answered honestly.

Table 6: Respondent's number of years worked

Years	Frequency	Percentage
Less than 1 year	15	7.653
1-2 years	25	12.80
3-5 years	45	22.95
6-10 years	51	26.02
Over 10 years	60	30.61
Total	196	100.0

Source: (Primary data, 2022)

In Table 6, 30.61% of respondents had been in the institution for at least 10 years. Afterwards, the percentages drop to 26.02% for those who have been working in the institution for 6-10 years, 22.95% for those who have been there for 3-5 years, 12.80% for those who have been there for 1-2 years, and 7.65% for those who have been there for less than a year. The majority of respondents had been employed by their respective rehabilitation clinics for at least five years, suggesting that the data they provided was valid and dependable.

4.2 Stakeholder Engagement and Sustainability of Donor Funded Projects

To find out how the stakeholder collaboration in project execution affect the long-term viability of donor-funded initiatives, respondents were asked to rank their status of agreement with a series of statements making use of a Likert scale running from 1 to 5. Using the scale: one (1) for strongly disagreeing to five (5) for strongly agreeing with, a score of two (2) indicating disagreement, a score of three (3) would being neutral and a score of four (4) showing agreement. The investigation outcome is presented and discussed in Table 7.

Table 7: Stakeholders Engagement and Sustainability of Donor Funded Projects

Statement	1	2	3	4	5	Average	SD
Team development	(6)3.06%	(45)22.96%	(62)31.63%	(64)32.65%	(19)9.69%	3.23	1.00
Assigning and allocation of resources	(3)1.53%	(27)13.78%	(66)33.67%	(76)38.78%	(24)12.24%	3.46	0.93
Execute project management plans	(9)4.59%	(39)19.9%	(67)34.18%	(56)28.57%	(25)12.76%	3.25	1.05
Execution of task assignments	(15)7.65%	(21)10.71%	(37)18.88%	(105)53.57%	(15)7.65%	3.47	1.08
Setting up tracking systems	(12)6.12%	(27)13.78%	(50)25.51%	(77)39.29%	(27)13.78%	3.45	1.12
Composite average and S.D						3.37	1.03

Source: (Primary Data, 2022)

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From Table 7, out of 196 respondents 6 (3.06%) strongly agreed that they were involved in team development, while 19 (9.69%) strongly disagreed, 64 (32.65%) disagreed, 62 (31.63%) were neutral and 45 (22.96%) agreed that they were involved in team development. The composite average was 3.37, and the S.D was 1.36; this statement's average score was 3.23, which was lower than both of those numbers. This indicated that team development in project execution does not have any bearing on the viability of the restoration programs. On the assignment and allocation of resources, 3 (1.53%) agreed strongly 27 (13.78%) agreed 66 (33.67%) were neutral, 76(38.78%) disagreed, and 24 (12.24%) disagreed strongly. Compared to the overall average of 3.37 and the overall S.D of 1.36, the statement averaged 3.46 and had a S.D of 0.93. This is a demonstration that assignment and allocation of resources has a noteworthy effect on the sustainability of rehabilitation programs over the long run.

The average score for the statement "Execute project management plans" was 3.37, with a S.D of 1.36; the average score for the whole statement was 3.25. This was further adduced by 35 of 196 (12.76%) disagreed strongly, 56 of 194 (28.57%) disagreed, 67 of 196 (34.18%) were neutral, 39 of 196 (19.9%) agreed and 9 (4.59%) strongly agreed with that stakeholder's engagement possessed an impact on the viability of donor financed projects. This suggested that the assertion made above has a detrimental impact on the long-term viability of rehabilitation programs, that there is space for advancement. On the statement execution assignment, there were 15 (7.65%) participants who agreed strongly with the statement, 21 (10.71%) who agreed, 37 (18.88%) who were neutral, 105 (53.57%) who disagreed, and 15 (7.65%) who strongly disagreed. The statement execution assignment averaged 3.47 points out of a possible 4.0, with a S.D of 1.08 points. This was higher than the composite average of 3.37 points out of a possible 1.36. This suggested that the execution of project management plans has a favorable impact on the long-term viability of rehabilitation programs.

When asked about setting up tracking systems, 27 (13.78%) disagreed strongly, 77 (39.91%) disagreed, 50 (25.51%) were neutral, 27(13.78%) agreed and 12 (6.12%) respondents agreed strongly with same opinion. The average and S.D for this question were 3.45 and 1.12, respectively, both of which were higher than the overall average and S.D of 3.37 and 1.36. In light of this, the above remark likely has a favorable impact on the viability of rehabilitation initiatives.

4.2.1 Correlation Analysis

Correlation analysis was conducted in order to establish the relationship between stakeholders' engagement and sustainability of donor funded projects. Table 8 shows the correlation.

Table 8: Correlation between Stakeholders Engagement and Sustainability of Donor Funded Project

		Interactive stakeholder's participation	Sustainability of donor funded project
Interactive stakeholder's participation	Pearson Correlation	1	0.699**
	Sig. (2-tailed)		.000
	N	196	196
Sustainability of donor funded project	Pearson Correlation	0.699**	1
	Sig. (2-tailed)	0.000	
	N	196	196

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

Source: (Primary Data, 2022)

The research found a significant connection ($r=0.699$, $P=0.00<0.05$) between stakeholder engagement in interactive stakeholder's participation and the long-term viability of donor-funded projects. Therefore, there is a significance relationship between stakeholders' engagement and sustainability of donor funded project. These results were in line with the findings of Viglia, Bigne and Pera (2017) who established that stakeholder engagement led to enhanced engagement opportunities. In addition, the results were in line with the findings of Sulemana et al. (2018) who demonstrated that project transparency, accountability and sustainability as indicators of stakeholder engagement positively influenced project sustainability.

4.2.2 Simple Linear Regression Analysis

Simple linear regression analysis was conducted to determine the relationship between stakeholder participation in implementation and sustainability of donor funded projects. Table 9 shows the results of the model.

Table 9: Model Summary for stakeholders' engagement and sustainability of donor projects

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599 ^a	.358	.357	5.901

a. Predictors: (Constant), stakeholder participation in implementation

Source: (Primary Data, 2022)

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Based on the information provided in Table 9, it can be observed that the R square value was 0.358, suggesting that interactive stakeholder engagement accounted for 35.8% of the sustainability of donor-funded projects. This implied that there are other factors that contribute to the remaining 64.2% of the viability of such projects. The results demonstrate a significant relationship between these variables, indicating that interactive stakeholder engagement plays a role in enhancing the sustainability of donor-funded initiatives.

Table 10: ANOVA for Stakeholders engagement and Sustainability of Donor Funded Project

Model		Sum of Squares	Df	Average Square	F	Sig.
1	Regression	7737.883	1	7737.883	222.196	.000 ^b
	Residual	13860.157	194	34.825		
	Total	21598.040	195			

a. Dependent Variable: Sustainability of donor projects

b. Predictors: (Constant), Stakeholder participation in implementation

Source: (Primary Data, 2022)

Table 10 demonstrates that the model's ability to predict the impact of stakeholder participation in implementation on the longevity of donor projects is supported by the F-calculated (222.196) being above the F-critical (3.9103) with p-value (0.000) being less than the significance level (0.005). The study sought to measure the strength of the relationship between stakeholders engagement and sustainability of donor projects. Table 11 outlines the outcomes.

Table 11: Regression Coefficients for Stakeholders engagement and Sustainability of Donor Funded Project

Model		Unstandardized Coefficients	Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	
1	(Constant)	15.685	1.423		11.025 .000
	Interactive stakeholder's participation	.614	.041	.599	14.906 .000

a. Dependent Variable: Sustainability of donor projects

Source: (Primary Data, 2022)

This research has a significance level of $p=0.00<0.05$. Since P is determined to be $p=0.00<0.05$, the involvement of stakeholders in a project has a substantial impact on whether or not it will

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survive when donor funding ends. Sustainability of donor-funded programs is greatly impacted by stakeholder engagement in execution. The importance of stakeholder engagement in achieving sustainability in donor-funded projects cannot be overemphasized. The study showed that there is a strong positive correlation between improving stakeholder engagement and project sustainability. The data suggests that a one-unit increase in stakeholder engagement results in a 0.614-unit increase in project sustainability. This finding underscores the need to prioritize stakeholder engagement as a key strategy for achieving sustainable project outcomes.

The findings are in line with Ngondo's (2014) assertion that strategies should be developed to assess feedback quality in order to improve stakeholder engagement. This indicates that stakeholders need to be adequately engaged throughout the project's lifecycle to ensure feedback quality, which can lead to better project outcomes. It is, therefore, essential for project managers to establish effective stakeholder engagement strategies that encourage participation throughout the planning, implementation, and review stages of the project.

The study also backs the Dawkins (2015) who argues that stakeholder engagement tactics and resource allocation are critical drivers of the shift in focus from project activities to implementation. Successful project implementation depends on the proper allocation of resources and effective engagement of stakeholders. Therefore, project managers need to prioritize stakeholder engagement and allocate the necessary resources to ensure that the project is implemented successfully. Mirza and Ehsan (2016) argue that proper planning and resource allocation are necessary prerequisites for successful project implementation.

The study's results are also in line with the findings of Nabifwo and Kimutai (2017), who discovered that community engagement had a significant positive effect on the sustainability of health and water sanitation initiatives in AMREF in Nairobi County. The data underscores the importance of stakeholder engagement in enhancing the sustainability of donor-funded projects. In summary, the study's results provide strong evidence that improving stakeholder engagement is crucial for achieving sustainability in donor-funded projects. Project managers need to prioritize stakeholder engagement throughout the project lifecycle, allocate resources appropriately, and develop effective stakeholder engagement strategies to ensure that the project is implemented successfully.

5.0 Conclusions

Based on the study's evidence, it appears that interactive stakeholder participation is beneficial for donor-funded initiatives. The engagement of passive stakeholders, who are less involved, can impact a project's capacity to continue receiving donor funding. This is likely due to the fact that by involving stakeholders in project management decisions, such as selecting the project's duration, they feel more invested in the initiative. A study found that engaging passive stakeholders is associated with the long-term viability of donor-funded initiatives. This positive relationship can be attributed to factors such as regular meetings with stakeholders and staff monitoring for project cost overruns. The study also revealed that engaging stakeholders has a favorable association with the sustainability of donor-funded initiatives. The integrated drivers of stakeholder involvement,

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including regular meetings, monitoring, and evaluation, were all found to be positively and significantly related to program sustainability. In summary, the evidence suggests that involving stakeholders, including passive stakeholders, is critical for the long-term success of donor-funded initiatives. Regular meetings, monitoring, and evaluation are important drivers of stakeholder involvement and contribute significantly to the sustainability of donor-funded programs.

6.0 Recommendations

From the objective as well as the conclusion this research recommends the national and county governments of Kiambu need to come up with strong rules that regulate the execution of feasibility of donor-financed initiatives, and they ought to invest in stakeholders in order to guarantee that the monies spent in donor projects are utilized in a sustainable manner. In addition, during the period of implementation, those in charge of implementing projects should make it as easy as possible for project stakeholders to take part in monitoring and evaluation activities. On essence, they have to be instructed on how to preserve records of the activities associated with their project by collecting data, taking part in the presentation of data, and doing analysis. This may be accomplished by permitting user-friendly techniques of data collection, which would make it possible for all relevant parties to participate.

The study further recommended that to promote the long-term viability of donor programs, it is essential that all project stakeholders be briefed on the importance of the project and have a hand in defining its objectives, vision, and purpose. There also has to be a shift in mindset on the part of the stakeholders and of society as a whole, so that they no longer perceive donor initiatives as opportunities to make money but rather as an avenue of bettering the lives of the population.

Additionally, the study recommended that all of the parties involved in the donor projects should make an effort to work together, and they should see the donor projects as investments that are designed to satisfy their needs as well as the requirements of future generations. Finally, the study recommended that donor funded rehabilitation centers should make sure there's enough transparency and responsibility in project management to make sure projects can survive in the long run.

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