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Stakeholder Participation in Project Implementation and Project Sustainability of the World Food Programme projects in Dadaab Refugee Camp, Kenya

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Abstract: While people gain significantly from nongovernmental organizations (NGOs), most of their projects hardly continue after donors withdraw their support. Approximately only 10% of the projects achieve the desired outcomes. Specifically, in Dadaab Refugee Camp, various studies found that, the sustainability of the World Food Programme projects has not matched the expectations, which has affected program effectiveness and stakeholders' satisfaction. The study's overarching goal was to determine the impact that stakeholder involvement in project implementation on the long-term viability of World Food Programme initiatives in Dadaab Refugee Camp, Garissa County. The study adopted a descriptive research design. The target population comprised of individuals involved either directly or indirectly with overseeing the implementation of World Food Programme projects at Dadaab refugee camp. A sample size of 133 respondents was arrived at using Slovin's formula and selected using random sampling. Questionnaires were used for data collection. Out of the 133 sent questionnaires, only 87 questionnaires were filled and used for the analysis of the study. Descriptive and inferential statistics with the help of SPSS version 20 was used in the analysis of the data. Tables were used in presentation of the findings. The correlation analysis revealed that Project implementation had Pearson Correlation of 0.437. This implied a weak positive correlation between project implementation and project sustainability. The study concludes that, availability as well as full participation of stakeholders during project implementation was important as a management opportunity for improving project sustainability. Stakeholder participation is further concluded to promoting better outcomes in projects and ensuring that they are sustainable. The study recommends a holistic approach and embracing of all the stakeholders during project implementation. The study also recommends that, the government through their legislative system should put in place appropriate policies that favour the implementation of NGO projects in not only at Dadaab but also other regions in Kenya.

Key words: *Stakeholder Participation, Project Implementation, Project Sustainability, World Food Programme projects*

1.1 Study background

Globally, billions of dollars have been spent on communities to enhance and strengthen the living condition of people through development of projects. While there is an increased outcry on the depleted resources and lack of donors to sustain those projects, a huge portion of the resources send to

these projects goes to waste. According to the World Food Programme (WFP, 2020), the support given to the refugees in Daadab refugee camp is proving futile given the limited resources available. The organization is seeking help from other stakeholders and people of good will to sustain the project that was started in collaboration with the Kenyan government to reduce the number of refugees in the camp by empowering them. However, the main concern has been on the sustainability of these projects.

According to Kwak (2012), stakeholder engagement is vital in project implementation and project sustainability. Kujala et al. (2022) defines stakeholder engagement as the strategy to identify the needs of key groups and include the group in ensuring the needs identified are met. Various institutions and governments have adopted the concept of stakeholder engagement through public participation or inclusivity in key decision-making processes. For most of the projects that have inculcated this approach there has been immense success. More of these projects have been considered a success from the stakeholders' sense of ownership and the belief of resources accountability given they are part of the process (Wang et al., 2020). While early notions of the stakeholder participation appeared in the 1990s, the construct gained more momentum in the 2000s in business and society as an application to understand and explain the relationship between organizations and stakeholders (Kujala et al., 2022). Currently, the construct has been established as the basis of effective project implementation and project sustainability. International Fund for Agricultural Development (IFAD) strategic framework 2007 – 2010 (2006) defines project sustainability as the individual and organization responsibility to ensure the outcomes, outputs and benefits of a project are fulfilled over its life cycle and during their creation, disposal and decommissioning.

In global perspective, stakeholder participation is a major concern to the sustainability of community development projects. The international community has constantly pushed the less developed countries to engage local members in decision making processes, especially in those issues that affect their wellbeing. The World Bank and the United Nations have been on a constant emphasis that the development agencies continuously promote community involvement approaches, especially the bottom-up approach to increase project performance and sustainability (She, 2012; Stoney & Winstanley, 2011). The bottom-up approach is preferred to others since it helps in effective project implementation and makes the local community members feel part of the project and own the process. It is arguable that with participation, the community will be empowered through capacity building, trainings and skills. Therefore, stakeholders should be managed instrumentally, if project sustainability is to be maximized. Adherence to stakeholder principles and practices is postulated to achieve conventional corporate project objectives. However, Mellahi, and Wood, (2013) argues that if project decisions affect the well-being of stakeholders, then managers have a normative obligation to stakeholders that is moral in nature.

According to UNDP (2007), stakeholder participation should be inclusive, considering both women and children, to enhance broader contribution to economic development. With the stakeholders' visions and focus on results, it will be possible to properly plan the best ideas in the best way and increase the continued relevance of the projects (Martinez & Olander, 2015). As such, it is imperative to involve the stakeholders to identify the required information for project implementation. Inadequate stakeholder involvement hinders the participation of the beneficiaries and weakens the capacity of their influence on project outcomes, thus resulting in poor outcomes (Murphy et al., 2021).

Public-private partnership initiative failures in the United States of America have always been attributed to the stakeholder's opposition. According to the World Bank's research on the farmer's irrigation project, the shift from the overused top-down approach by the local farmers has achieved more successes than failures (Izzi, 2021). As such, most organizations are pushing for the bottom-up approach in which the local people or everyone in an organization can form part of the project. Rasheed et al. (2020) noted in the research on irrigated areas that there was an increase in rice production, and the irrigated areas for the areas that appreciated participation compared to the groups without participation. As such, stakeholder participation becomes a vital aspect in determining the success or failure of a project.

In Ghana, various projects, including building market structures, toilet facilities, and boreholes, have failed significantly due to little or no stakeholder participation (Temba, 2015). While there is a high level of stakeholder engagement in project delivery, the participation of stakeholders in project monitoring and evaluation at the local level could be better (Tengan & Aigbavboa, 2017). More of these failures have been attributed to a need for knowledge, understanding, involvement, and time devotion to monitoring and evaluating the projects by the stakeholder (Ansu-Mensah et al., 2021). More local government has registered poor results, with others stalling in their first year or months. Conclusively, poor stakeholder participation is a recipe for increased challenges in maintaining the running of these projects for a long time for the local governments. Therefore, increased stakeholder participation becomes a significant part of ensuring the sustainability of the projects, including community-based development projects.

In Tanzania, decentralization of the processes and reforms in various sectors has significantly improved these sectors' performance. However, the government still needs to improve in various departments due to more stakeholders' engagement in research, especially in marginalized areas (Mkonda, 2022). Temba (2015) argues that, while there is the decentralization of the government processes and reforms in various sectors, there needs to be more consistency in the involvement of stakeholders; various stakeholders are included, but the most important ones are excluded in the process. The result has been less involvement of stakeholders leading to disruption in the whole adaptation process and bringing numerous controversies with the existing realities of recognizing stakeholders as essential entities in these processes (Masika, 2020). As such, there is a need to revive the strategies and aims outlined in the decentralization policy at all levels to ensure improved service delivery.

In Kenya, stakeholder participation is one of the significant aspects in governance and instituted in the constitution. The constitution decentralized some sectors and encouraged public participation in various projects to enhance the projects' transparency, integrity, and continuity. While the government can boost various successes to its projects, a significant number of projects have also stalled in their earlier years of implementation. Some projects have cost more than their intended outcome. In Dadaab refugee camp, the concept of stakeholder participation has been inculcated recently. The United Nations High Commission for Refugees (UNHCR) in collaboration with the Government of Kenya and Somalia devised a way in which the refugees can be independent and allowed to start life in their home countries. The programme was to give the refugees some financial and in-kind assistance package for a

safe and dignified return to help them reintegrate into the areas they once fled (WFP, 2016). This has facilitated a reduction in the number of refugees in the camp between 2013 and 2019. The number is 2023 were at 233, 828 down from 467, 000 in 2011 (UNHCR, 2023). While the reduction of people in the camp was a single success, the increased outcry of food shortages, reduced food ration and distance being far for disabled refuges. For the sustainability of projects in NGOs to be attained, it is required that the stakeholders must be involved from the project conceptualization to project execution and evaluation (Tearfund, 2009). Stakeholder management thus involves processes and controls which ought to be planned and guided by the underlying principles. A vital part of stakeholder management is managing these competing expectations from the initial phase to the final implementation.

1.2 Statement of the Problem

According to the report by WFP, the United Nations has been compelled to further cut the food rations for refugees in Kenya amid the increasing funding shortages. This follows a reduction of the in-kind food rations due to lack of resources since December 2016 (WFP, 2017). Such result pictures a possibly failing food ration program and a failure of the combined effort by the Kenyan government, Somali government, and the United Nation in trying to enhance the return of the Somali refugees back to their homes, a project that began in 2013 (WFP, 2016). Despite the increased support for this programs, the funds seem never to be enough to handle the increasing cases of providing food portions to the ever-increasing number of the refugees. This is almost identical to other NGO plans that are started and along the way facing a huge monetary and logistic difficulty to maintain. Various studies have supported the essence of stakeholder participation in project sustainability. According to Njogu (2016), failures to attain sustainability from the NGO projects can be attributed to weak stakeholder participation. The SAFE (Safe Access to Firewood and Alternative Sources of Energy) project, for example, has seen a continued production of the briquettes by the WFP and the refugees long after the project funding ended in October 2016 (WFP, 2017). However, currently, WFP faces a challenge of maintaining other projects due to the increased pressure on the natural resources and reduced funding on various projects. Some of these project closing after a long period of being in operation without a proper plan for their sustainability. Betts et al. (2019) reiterate that various government project such as the child protection projects in Homabay fail to attain their objective even after huge investments due to poor stakeholder involvement leading to lack of accountability. While these studies shows that importance of stakeholder participation in enhancing project sustainability, none of the studies explains at what point the stakeholder participation is highly significant to affect project sustainability. Even with the growing realization of the significance the role of stakeholder participation has on project performance, there is little efforts in place to enhance the realization of the continued progress after the exit of the donors. This leaves a gap on establishing the stage at which the stakeholder participation is more effective to enhance project sustainability and to establish the facts posited by Ruwa (2016) on the stakeholder participation limited only on the initiation due to lack of necessary skills. Therefore, the main question in which this project tends to identify is at what point in the project actualization process is the stakeholder participation highly necessary to increase the chances of project sustainability, especially for the NGOs such as WFP.

1.3 Research objective

To determine the effect of stakeholder participation in project implementation on project sustainability of World Food Programme projects in Dadaab Refugee Camp, Kenya

1.4 Justification of the Study

The World Food Programme plays a pivotal role in the well-being of thousands of refugees residing in the Dadaab refugee camp. However, despite several attempts to improve the conditions of refugees in the region through projects, the desired outcomes have yet to be partially achieved (Montclos & Kagwanja, 2014). As a result, this study is considered crucial as it may be used as a guide to identify the problems with the camp and promote success in various projects, which will further improve the welfare of the people living in Dadaab. It identifies stakeholders' role in project implementation and sustainability and ensures the projects' short- and long-term outcomes are accomplished. Understanding this is essential in ensuring that the World Food Programme projects implemented in the region are viable and sustainable, hence improving the welfare of the residents. Most NGOs in Kenya's sustainability rests on donor funding, implying the prevalent need for accountability in the projects implemented.

1.5 Significance of the Study

The study findings will be of great importance to the World Food Programme and other Non-Governmental Organizations since it will help them establish the stakeholders' role in project's sustainability. The study findings may contribute to a higher project success rate, which is essential as it elaborates on the key elements to consider during the implementation of projects. The study's recommendations will be important in contributing to the sustainability of both current and future projects. The study findings will benefit the UNHCR and the Camp managers to improve the performance of projects and hence improve the people's living conditions. The study will also be significant to other projects in Dadaab since the managers will understand how they can improve the performance of their tasks. This would further reduce the challenges facing the Camp. The study findings will also benefit other researchers and students by adding to the existing body of knowledge. This will shed more light on how stakeholder involvement contributes to the effectiveness of projects in the Dadaab refugee camp in Garissa County, adding to the scarce literature on stakeholder participation and accountability of projects. It will thus form a basis upon which further studies will be conducted in a similar field.

1.6 Scope and Delimitation of the Study

The scope of the study was on stakeholder participation on projects implementation and sustainability of NGO projects in the Dadaab refugee camp, Garissa County. The study's independent variable was stakeholder participation on implementation. The dependent variable was the sustainability of the projects. The study was also limited only to the tasks done in the Dadaab refugee camp, Garissa County, by the World Food Programme. This may be a different representation of other projects done in other regions in Kenya and by other organizations. Also, since the study used a sampled population during data collection, the findings and recommendations were mainly based on estimations, which is likely to introduce some bias. This was, however, minimized by ensuring that the sample was as reflective as possible. While there are various factors that can be used as indicators of project

sustainability, the study only focused on outcomes, resources mobilization, and continuous project improvement and improved living standards as the sustainability indicators.

1.7 The conceptual framework

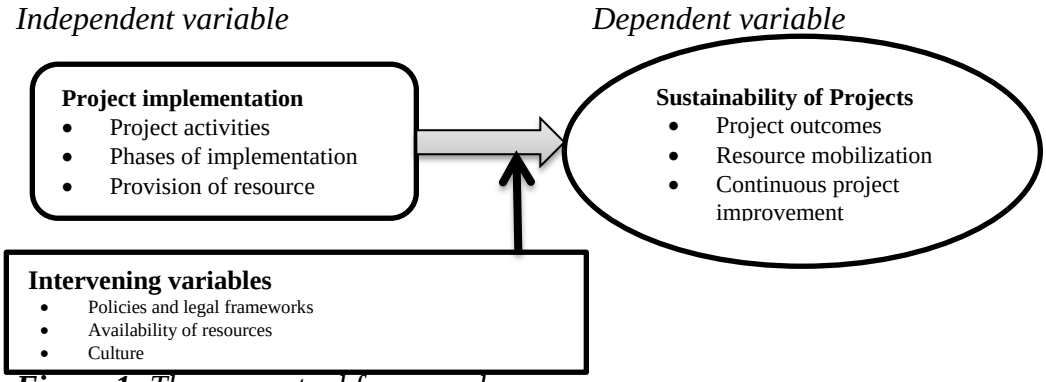

Figure 1: *The conceptual framework*
Source: *Own conceptualization, 2020*

Project implementation consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications. This involves coordinating people and resources and integrating and performing the project activities per the project management plan. During project implementation, results may require planning updates and re-basing. This can include changes to expected activity durations, resource productivity and availability changes, and unanticipated risks. Thus, the project is generally considered to be successfully implemented if it comes in on schedule, comes in on budget, and achieves all the goals initially set for its effectiveness (Muiruri, 2006).

1.8 Literature review

In this section, theoretical review and empirical review of literature guiding the study will be presented.

Theoretical review

Ladder Theory of Project Participation

The Ladder of participation theory was advanced by Arnstein (1969). The Ladder of participation theory serves as a beginning typology for thinking about project participation. The theory posits that, participation is only fulfilling and complete in determining the end project with redistribution of power. It is essential from its standpoint that there are different levels of participation ranging from manipulation or therapy of citizens to consultation and genuine participation. Arnstein describes participation as how stakeholders can induce significant reforms, which enables them to share in the benefits of the projects. The theory provides a framework for identifying predetermined categories of stakeholders whose views are taken to represent others of their kind. Specifically, there are different types of participation, depending on the objectives for which participation is used, the scope of interaction between different actors, and the extent of citizens' power in determining the final decision. The various types of participation, mentioning informative, consultative, functional, collaborative, and

transformative, result in different outcomes in terms of knowledge, decision-making, and power (Arnstein, 1969; Lawrence, 2006).

According to the theory, the greater the number of people involved in the project, the higher chance that the project team will act as a unit and succeed (Cornwall & Coelho, 2006). The importance of the theory is explaining that the results of participation in a project depend on the nature of participation. Hence, according to this theory, the influence of the stakeholders on World Food Programme projects in Daadab may be either positive or negative on the project sustainability based on how they are involved in the projects. Though this theory provides a platform for understanding the importance of stakeholders in participation, it has been critiqued for failing to adequately describe the nature and extent of participation in the projects. The theory is divided into broad categories which could explain a wide range of experiences. For instance, the informing level could significantly differ in the type and quality of the information conveyed. Therefore, the use of the theory may mean a more complex continuum than the simple steps they portray. Besides, the theory's use signifies that more control is better than less control (Contreras, 2019; Carpentier, 2016). While control is a factor in ensuring participation, increased control may be desirable by the community, and increased control with the necessary support may lead to failure. In addition, Arnstein argues that more than the eight rings are needed to differentiate the levels of participation due to various distinctions between how people participate in policy and programs. This is attributed to the fact that participation is a broad concept that revolves and develops with various levels of participation deliberation; hence numerous loopholes are exposed, which may result in the project outcomes needing to be fully achieved (Punton, Vogel & Lloyd, 2016).

In this study, the theory helps explain the power balance when vital decisions are made during and after the project is established. According to the theory, the local community achieves significant power in the planning process, which benefits the project's sustainability objectives. Besides, the theory emphasizes the initial creation of some new community institutions solely governed by the local community with a specified sum of money allotted to them to increase their sense of belonging. The theory explores participation in eight rings explaining informing and consultation. It establishes that the community or the inhabitants have the power to influence and determine the project's performance and sustainability.

Empirical review

Stakeholder Participation in Project Implementation on Project Sustainability

Fulgham & Shaughnessy (2013) recommended that community engagement in project planning can lead to different types of project success: Attitudinal success, most likely when the project creates or improves social capital, when communities participate in project planning, establishment, and daily management, and when benefits are equitably dispersed without choice capture; behavioral success most likely when the project invests in building the capacity of local individuals and institutions; ecological success most likely when the project engages positively with cultural traditions and governance institutions, and economic success most likely when the project invests in capacity building. Kaynak (2013) aimed to study the quality management and in-time purchase concerning a firm's performance. The study established that the two dimensions are not mutually exclusive but complement each other, being components of the indicators system that measure the organization's

performance. The major problem of approaching risk and quality is that each is associated with a different system, with its own goals, structures, processes, and resources, which increase the costs and complexity of the organization's management system. In addition, management effectiveness is reduced because problems are solved without considering the links between the two systems.

Yang, Huang & Wu (2011) studied the association between project planning and project success. The study used questionnaires to measure the project manager's leadership style and the project's success in scope, budget, quality, and client satisfaction. The study findings showed that better project management leadership leads to better project team members' relationships. The study also revealed that teamwork spirit has a statistically significant influence on project performance.
Zenna (2013) conducted a study on the DADP micro-projects sustainability. Data were collected through personal interviews with selected farmers. Findings show that factors influencing the sustainability of DADP micro-projects could have been better preparation for DADPs, the short duration for training provided on DADP micro-projects, poor follow-up of micro-projects, and lack of adequate involvement of stakeholders in project planning. However, the study should have mentioned how such factors in project planning affect the project's sustainability, making it challenging to establish the effects of such changes on the project's sustainability. Buba and Tanko (2017) study examined the influence of project planning on the quality performance of construction projects. A total of 43 questionnaires were distributed to 3 key groups of respondents, including Quantity Surveyors, Builders, and Architects, who were project managers in Nigeria. It was established that a project manager's ability to give direction is the best leadership style, contributes to the best artistic quality of the project, and leads to better inter-functional relationships.

Edmund (2010) studied the key factors influencing the sustainability of local NGOs in Ghana. The study adopted a case study approach, and data was collected using questionnaires and structured interviews. The study found that local NGOs had a broader view of their sustainability (scope of sustainability) to include issues relating to leadership, availability of funds, development, and management of need-based and demand-driven programs in decreasing order of importance. The key factors that affected NGOs' sustainability were the role of human resources capacity, funding, program development, management, and material resources. NGOs need help attracting funding from foreign donors to support their programmes and are therefore compelled to diversify their funding sources with emphasis on domestic sources mobilization. The NGOs were also raising funds through good proposal writing and consultancy services.

Thairu (2014) studied the factors influencing the success of NGO projects in Nairobi County. The study was descriptive survey research. The data were sampled from a population of two hundred and one NGOs. However, Thairu (2014) only used half of the sample to conclude the study. Primary data was collected through a survey questionnaire. Findings were represented in tables and analyzed through frequencies, percentages, mean scores, and standard deviations. The five-point Likert Scale was used to analyze the effective implementation of NGO projects and their impact and usage magnitude. The researcher found that stakeholder involvement had a significant positive effect on the project implementation; however, their influence on project sustainability needed to be established. Adhola (2016) researched development projects in Kisumu central Sub-County, Kenya. The study used the descriptive design approach. The total number of registered NGOs in the sub-

county was 50, but WIFIP (women in the fishing industry) and K-MET (Kenya Medical Trust Fund) were purposively sampled since they specifically fund women's development projects. The total number of projects funded by K-MET was 15, and 12 for WIFIP. The studies used systematic random sampling, of which 17 and 12 third projects were selected, giving four projects funded by K-MET and three funded by WIFIP, giving a total of 7 projects. The study findings revealed that beneficiaries' involvement, training on project management, and stakeholder need analysis are key to the sustainability of women's development projects. The study was limited only to women's development projects, which tend to differ from other projects in other sectors.

According to Ojwang & Bwisa (2014), a manager must have a vision, a good implementation plan, follow-up, and follow-through for successful implementation. Successful implementation requires, in addition, proper knowledge and skill, clear, well-written goals, clear priorities, a clear plan of action, and an emphasis on quality control (Q.C.), quality assurance (Q.A.), and quality improvement (Q.I.). A preliminary implementation plan is a final factor that can sabotage an otherwise successful project's performance. Githinji (2013) investigated the factors that affect the sustainability of Community-Based Projects (CBPs) in the Mutomo District of Kitui County. The research used descriptive analysis, and qualitative and quantitative data were collected. The target populations were CBP managers, project donors, facilitators, and project beneficiaries. The respondents were selected through both purposeful and random sampling. The study found that the most significant factor affecting the sustainability of community-based projects lies with the controllers and stakeholders engaged in project implementation. This study was, however, based in Kitui County, which presents a different setting from Garissa County.

Njogu (2016) studied the Influence of Stakeholders' Involvement on Project Performance in the Nema Automobile Emission Control Project in Nairobi County, Kenya. This study adopted a descriptive survey research design. The study population was 181 respondents, who were managers, project managers, operation managers, supervisors, and quality control officers. Stratified sampling was used adopted. The questionnaire was used to collect primary data. The study revealed that stakeholder involvement in project monitoring positively and significantly influences Automobile Emission control project Performance. Kahura (2013) conducted a study on the role of Project Management Information Systems towards the success of a project taking the case of construction projects in Nairobi, Kenya. The quality of the software, the quality of information output, and the influence of the PMIS user on the project's success were tested. Purposive sampling was used, and data were measured on a Likert scale. The research found that using the software generates quality information needed by the user (project manager) to perform project tasks. Despite the study establishing the positive impact of integrating I.T., it does not specify its exact use in project evaluation.

Mugo (2014) studied the monitoring and evaluation of development projects and economic policy development in Kenya. Data for the research was collected from survey questionnaires distributed to the Ministry of Devolution and Planning personnel. Binary Probity Model was instrumental in data analysis. The study established a short-run negative relationship between the dependent and explanatory variables. The study recommends that improvement in the monitoring and evaluation and evaluation systems be undertaken. Odhiambo (2013) examined the accountability of donor funding by nongovernmental organizations in Kisumu County. The study established that donor funding depended

on the accountability mechanisms implemented by the implementing NGOs. It was found that NGOs were expected to keep a minimum set of financial statements, for example, statements of comprehensive income, statements of financial position, and cash flow statements. The study also revealed that community involvement in the oversight of NGOs still needed to be adequately practiced. The satisfaction of the employees with their pay perks could not be established.

Mbugua (2013) studied the effects of financial accountability on the performance of nongovernmental organizations in Kenya. The study found that NGOs that applied financial standards in ensuring accountability of finances in the organizations boosted donor support, resulting in improved performance. The study also established a significant relationship between the financial performance of NGOs in Kenya and financial accountability. As a recommendation, the study suggested an establishment of policies and procedures in all NGOs for the boards and officers to understand their fiduciary responsibilities and ensure proper management of the NGOs' finances and effective undertaking of charitable purposes. In essence, accountability through stakeholders' involvement and accountability becomes a significant aspect in ensuring the effective implementation of projects and proper management of resources.

1.9 Methodology

A descriptive research design brings out the information describing the existing phenomena by asking questions related to individual attitudes and perceptions regarding the subject matter. The study site is located in Dadaab, North-Eastern Kenya in Garissa County. It is a semi-arid town 500 kilometers from Nairobi and 90 kilometers from the Kenya -Somalia border. It spreads over an area of more than 50 square kilometers. Dadaab refugee camp is a complex consisting of three camps (Dagahaley, Hagadera, and Ifo). Dagahaley and Ifo are located in Lagdera sub county while Hagadera is located in Fafi sub county. Dadaab refuge complex is a UNHCR base hosting a population of 218,873 registered refugees and asylum seekers as of July 2020. A large part of the residents in the camps (Ifo, Dagahaley & Hagadera) arrived in Dadaab in the 1990s and have children and grandchildren born in the camps. The camps resemble naturally grown towns and have developed into commercial hubs connecting North-Eastern Kenya and Southern Somalia. The UNHCR in conjunction with the Kenyan government runs the camp, and foreign donors finance its operations. With camps filled, NGOs have worked to improve camp conditions. However, as most urban planners frequently need more tools to contend with such complex issues, there have been few innovations to improve Dadaab. The main reason Dadaab was chosen as a refugee camp for the Somali refugees can be attributed to its geographical proximity to the Somali border, considering that the refugees fleeing would quickly return home once their home areas stabilized. In this study the target population were the workers and stakeholders directly supporting the implementation of WFP projects in Dadaab refugee complex, starting from project managers, refugee camp leaders and refugee local community leaders, they were chosen because they are the gatekeepers of the community who are the main beneficiaries of the projects.

The study's sample size was obtained based on the size of the target population and the confidence level. According to Taherdoost (2016), the first step in sampling involves taking a sample of 40% of the population targeted. 10 – 40% of any homogeneous sample is satisfactory for representing a scientific study (Kerlinger, 1998). With the target population being the leaders, locals, and the management in the Dadaab refugee camp, UNHCR (2018) indicates that the total number of this group

is 200. To select the representative sample of the targeted population, the study followed the Slovin formula since it is scientific. However, the sampling of the respondents was through simple random sampling. Slovin's formula (1960) was adopted to identify the refugee community members' study population.

Slovin's formula is:

$$n = \frac{N}{1 + (N(e^2)}$$

Where n is the sample size

N is the population size which is 200 leaders and management as per the current study

e is the margin of error which is 5%

The sample size of 133 respondents was determined as shown below;

$$133.333 = \frac{200}{1 + (200(0.05^2)}$$

-~ 133 respondents

Table 1 Study Sample Table

Respondent category	Target Population	Sampling method	Sample Proportion (%)	Sample Size
Project Managers	**52**	Simple random sampling	**23%**	**30**
Camp leaders	**68**	Simple random sampling	**35%**	**46**
Local community leaders	**80**	Simple random sampling	**43%**	**57**
TOTAL	**200**		**100%**	**133**

Source: Field study, 2020

The study used quantitative methods in collecting both primary and secondary data. In this research, the primary data collection was through the survey technique. The secondary data was obtained from peer-reviewed journals, books, scholarly articles, government periodicals, and other internationally recognized organization documents that have been published on the topic of the study. The secondary data used was chosen based on the relevance to the study's objectives. The primary data was collected using questionnaires. With the focus on the leaders and workers, the questionnaire was one kind that was administered to all the respondents. The respondents were to respond to items given on a Likert scale of 1-5, where one strongly disagreed, and five strongly agreed. However, there were some open-ended questions where respondents were asked to states using their own words what their thoughts were on the subject matter. The secondary data was collected through systematic review of the information in various documents. The study evaluated various multiple primary studies that are related to the topic to reduce the biases and random errors. Before the actual data collection, pre-test was conducted to detect weaknesses in design and instrumentation and provide proxy data for selecting a probability sample (Cooper & Schindler, 2010). This was carried out on 13 respondents (10% of the sample). The pre-testing was done in Dagahaley camp one of the three camps in the study, and these respondents were excluded from the study. The results from the pretesting exercise helped the researcher to find out the validity and reliability of the research instruments. This ensured that the questions in the research instruments were stated clearly and had the same interpretation to all the respondents.

1.10 Study findings

Response rate

Eighty-seven respondents filled out their questionnaires, making the response rate 65.4%. This was within the recommended level. Kothari (2014) opines that a response rate above 50% is acceptable in descriptive social science for practical analysis. In addition, Mugenda and Mugenda (2008) assert that a response rate of 50% is adequate, 60% is good and above, and over 70% is excellent. Thus, the response rate of 65.4% is suitable for analysis.

Table 2: Response Rate

Status	Frequency	Percent
Responded	87	65.4%
Not Respond	46	34.6%
Total	133	100%

Source: Primary Data, 2020

Ways Stakeholder Participation in Project Implementation Contribute to Project Sustainability

When asked of the ways in which stakeholder participation in project implementation contribute to project sustainability, four themes came out clearly; makes the projects accountable to the stakeholders, improves the level of trust, promotes transparency and increases the sense of ownership.

"*With the local community involvement any mistake in the project will be considered a communal responsibility; thus, improving the sense of ownership and accountability in every undertaking." "Involving stakeholders in the project implementation process increases the commitment they have to the project and increases the chances of sustainability"(Respondent 53, October 2020). "Stakeholder's participation in the project implementation removes the doubt of mischievous activities undertaken by the leaders and ensures the projects are held accountable for its actions" (Respondent 16, October, 2020).*

Project Monitoring

Stakeholder Participation in Project Monitoring

To assess stakeholder participation in project monitoring, the respondents were presented with six statements on a point Likert scale and asked to rate their agreement with each. The results are as shown in table below.

Table 3: Stakeholder Participation in Project Monitoring

S.No	Statements	VSE	SE	ME	LE	VLE	Mean	Std Dev
1	There are proper Monitoring and Evaluation strategies by the stakeholders	13.80%	16.10%	19.50%	25.30%	25.30%	3.32	0.4693
2	Control of activities during project monitoring ensures no deviations of the projects	2.30%	6.90%	12.60%	33.30%	44.80%	4.11	0.9458
3	Provision of direction is a huge determinant of the success of the project implementation	1.10%	11.50%	11.50%	36.80%	39.10%	4.01	0.8568
4	Adjustment of errors during project monitoring ensures that the project objectives are met	1.10%	4.60%	18.40%	32.20%	43.70%	4.13	0.913
5	There is availability of adequate stakeholder engagement in project monitoring	13.80%	25.30%	16.10%	25.30%	19.50%	3.11	0.3691
6	There is frequent utilization of project monitoring tools in accessing the sustainability of projects	11.50%	21.80%	32.20%	20.70%	13.80%	3.03	0.3373
	Average Mean Score						**3.63**	**0.648**

VSE=Very Small Extent, SE= Small Extent, ME= Moderate Extent, LE=Large Extent, VLE= Very Large Extent

Source: Primary Data, 2020

The table above shows the representation of respondents and the level of their agreement with the statements on stakeholder participation in project monitoring. Most respondents (70.1%) agreed that there is proper monitoring and evaluation strategies by the stakeholders. Most of the respondents (90.8%) agreed that control of activities during project monitoring ensures no deviations of the projects and majority (87.4%) agree that provision of direction is a huge determinant of the success of the project implementation. In addition, most of the respondents (94.3%) agreed that adjustment of errors during project monitoring ensures that the project objectives are met. Besides, the majority (60.9%) agreed that there is availability of adequate stakeholder engagement in project monitoring. Still, the majority (66.7%) agreed that there is frequent utilization of project monitoring tools in accessing the sustainability of projects. The means ranging between 3.03 and 4.13 indicate an agreement in all the statements given to the respondents.

Project Sustainability

Measures of Project Sustainability

To assess project sustainability, respondents were presented with eleven elements on a point Likert scale and asked to rate their agreement with each as a measure of project sustainability. The table below shows the results obtained.

Table 4: Measures of project sustainability

S.No	Measures	VSE	SE	ME	LE	VLE	Mean	Std Dev
1	Timeliness	20.70%	11.50%	29.90%	33.30%	4.60%	2.9	0.5129
2	Achievement of project objectives	17.20%	10.30%	25.30%	13.80%	33.30%	3.36	0.6077
3	Completion within cost budget	8.00%	33.30%	19.50%	25.30%	13.80%	3.03	0.336
4	Resource mobilization	9.20%	33.30%	33.30%	21.80%	2.30%	2.75	0.4242
5	Improved living standards	12.60%	5.70%	26.40%	33.30%	21.80%	3.46	0.5555
6	Continuous project improvement	11.50%	11.50%	33.30%	29.90%	13.80%	3.23	0.4702
7	Continuous project improvement	17.20%	20.70%	33.30%	14.90%	13.80%	2.87	0.3092
8	Financial viability	20.70%	12.60%	12.60%	20.70%	33.30%	3.33	0.6105
9	Long term continuity	8.00%	16.10%	11.50%	31.00%	33.30%	3.66	0.6848
10	Production quality	12.60%	11.50%	17.20%	25.30%	33.30%	3.55	0.6353
11	Project outcomes	17.20%	10.30%	20.70%	26.40%	25.30%	3.32	0.4919
	Average Mean Score						**3.22**	**0.5126**
VSE=Very Small Extent, SE= Small Extent, ME= Moderate Extent, LE=Large Extent, VLE= Very Large Extent								

Source: Primary Data, 2020

The table above shows the representation of respondents and the level of their agreement with the statements on stakeholder participation in project sustainability. The final results showed that the majority agreed with all the elements as measures of projects sustainability. 67.8% agreed with timeliness, 72.4% agreed that achievement of project objective was a measure and 58.6% agreed that completion within budget cost was a measure. The other measures agreed upon included resource mobilization (57.5%), improved living standards (81.6%), continuous project improvement (77.0%), continuous project adjustments (62.1%), financial viability (66.7%), long-term continuity (75.9%), production quality (75.9%) and project outcomes (72.4%). This affirms that project sustainability is a measure of various aspects indicated above.

Correlations Analysis

To determine any linear relationship between the dependent variable (project sustainability) and the independent variable (project implementation), Pearson moment correlation was employed.

A weak positive correlation was observed for Project Implementation on Project Sustainability ($r=0.437^{**}$, $P < 0.01$). This means that, at a 1% level of significance of Project Implementation play a significant role in determining Project Sustainability. The correlation between the stakeholder participation in project implementation and the project sustainability, the relationship is weak. However, it shows that the stakeholder participation in project implementation still has some effect on project sustainability.

Univariate Analysis

Effects of Stakeholder Participation in Project Implementation (X3) on Project Sustainability (Y)

Linear Regression analysis was employed to predict Project Sustainability from Stakeholder Participation in Project Implementation. The model summary shows the coefficient of determination (R2) which tells us the percentage of the variation in Project Sustainability explained by the model. From the table below results, the regression model containing Stakeholder Participation in Project Implementation as the independent variable explains 21.4% of the variation in Project Sustainability. The size of the Durbin-Watson statistic depends on the number of predictors and several observations; as a conservative rule of thumb, values less than one or greater than three are cause for concern. Durbin-Watson value of 2.185 indicates that the model did not suffer significantly from autocorrelation.

Table 5: Model Summary of Stakeholder Participation in Project Implementation as an Indicator of Project Sustainability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.463[a]	.214	.212	.46425	.214	93.597	1	85	.000	2.185

A. Predictors: (constant), Project Implementation

B. Dependent variable: Project Sustainability

Source: Primary Data, 2020

The table below displays ANOVA results that test the significance of the R^2 for the model. The R squared value of 0.214 indicates that 21.4% of stakeholder participation in project implementation explains project sustainability.

Table 5: ANOVA of Stakeholder Participation in Project Implementation as an Indicator of Project Sustainability

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.173	1	20.173	20.991	.000[a]
	Residual	73.927	86	.961		
	Total	94.100	87			

A. Predictors: (constant), Project Implementation

B. Dependent variable: Project Sustainability

Source: Primary Data, 2020

Table of coefficients below presents the unstandardized and standardized coefficients of the model, the t statistic for each coefficient and the associated p-values. The predictor variable had significant positive relationship with Project Sustainability.

The findings confirm that there is a statistically significant influence of Stakeholder Participation in Project Implementation on Project Sustainability. This implies that an increase in Stakeholder Participation in Project Implementation by 0.315 leads to a unit increase in Project Sustainability as demonstrated by the equation below.

Project Sustainability**= 2.652 + .315** Project Implementation

Table 6: Coefficients of Stakeholder Participation in Project Implementation as an Indicator of Project Sustainability

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.652	.096		27.551	.000
	Project Implementation	.315	.033	.463	9.675	.000

Source: Primary Data, 2020

1.11 Conclusion

The study aimed at establishing the effects of stakeholder participation in project implementation on the project's sustainability in Dadaab Refugee Camp, Garissa County. The study concludes that the stakeholder participation in project implementation has some significance in determining the success of project sustainability.

1.12 Recommendations

Based on the findings and conclusion of this study, the following recommendation ensued.

a) With the significant influence stakeholder participation has on project sustainability, the stakeholders' participation is necessary in the objective definition, feasibility studies, approval, and implementation process, and in evaluation processes, especially for the refugees or the refugee camp leaders should be involved immensely in the consultative and participatory stages to enhance full sustainability of the projects within the camp. Therefore, WFP and the United Nations in general should review their policies to involve the local stakeholders in need analysis, benefit analysis and project selection. This could enhance more sense of ownership and improved responsibility in seeing the project continues even after donor funding stops.

b) There should be efforts and emphasis placed on various projects procurement and planning processes by the current management and aligning them to the NGOs rules and regulation in project implementation within the country and in various refugees camp, resource allocation and spending aligned to the local public finance regulations and monitoring and evaluation improved to enhance the participation of most or all refuges in participating in policies and other legal frameworks that can improve their participation in self-reliant activities.

c) The participation of the refugee camp leaders and the refugees in cost management, quality controls and time management of the projects at the grassroots level should be enforced in line with the current legal frameworks to enhance transparency and accountability of the projects. The refugees could also work hard to ensure they become independent if they had the idea of the time, quality and cost of the projects. These legal frameworks could also be used to evaluate the performance of various leaders on timely product deliveries, prudent spending of the funds

donated and provision of quality training that could help the refugees be independent when they exit the camp.

d) Besides, proper documentation of projects is necessary to improve monitoring and control. This would include documentation of project designs, data collected, and reports obtained through collective participation and inclusivity in decision making such as the validation of the project scope, reliability, relevance and other evaluation elements. WFP and other NGOs should have a policy that clearly capture the procedures of funding a project and include clauses on mandatory allocations to the ongoing projects to their completion. In addition, the committee on projects should be expanded to include some refugees to help with the technical works in the management of projects and the funds provided for various projects.

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