



Determinants of Donor-Funded Disability Projects' Success in Kibera Informal Settlement in Nairobi City County, Kenya

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Abstract: *Managing projects with numerous activities and deliverables can be highly stressful, particularly in Africa, where achieving project success remains challenging. This study investigated factors determining the success of donor-funded disability projects in Kibera, Nairobi, Kenya, focusing on stakeholder participation. Grounded in the Theory of Change and Empowerment Theory, the study aimed to understand how these frameworks contribute to project success. A mixed-methods approach was used, employing a convergent concurrent design. The study targeted 52 donor-funded projects, involving 1853 staff members. Using purposive sampling, 10 projects were selected, with 330 respondents chosen through Yamane's formula. Quantitative data were collected via structured questionnaires, while qualitative insights were gathered from in-depth interviews. The reliability of the instruments was confirmed with a Cronbach's alpha of 0.788. Data were analyzed using SPSS Version 25, with descriptive statistics for quantitative data and thematic content analysis for qualitative data. Ethical standards, including informed consent and confidentiality, were strictly adhered to. The study achieved a high response rate of 84.84%. Statistical analyses, including ANOVA, correlation, and regression, indicated significant relationships between stakeholder participation and project success. The findings revealed a problem with stakeholder participation in Kibera, with an average mean of 1.6107 suggesting limited stakeholder involvement. The study recommended conducting comprehensive stakeholder analyses to enhance engagement and project success.*

Keywords: *Determinants, Donor-funded, Disability, Projects, Success*

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1. Introduction

Project success is multidimensional; therefore, it is still unclear how the social construction of 'success' takes place in different stages of a project's lifecycle in "messy" project management realities. Different project success dimensions are interrelated. Furthermore, they can be measured in a way that is valid from the contextual perspective (Korhonen Jääskeläinen, Laine & Saukkonen, 2023 citing Abdallah et al., 2022; He, Tian & Wang, 2022;

(Ika & Pinto, 2022; Kaufmann & Kock, 2022, Laine, Korhonen, Pinto et al., 2022; Volden & Welde, 2022 & Suomala, 2020).

The most often used metrics to assess a project's success are its completion time, quality, and cost (Seboru, 2015). According to a Deloitte assessment, there are time and budget overruns in nine (9) out of ten (10) globally significant donor-funded disability initiatives with budgets of one million US dollars. 87% of the projects have

documented cost and time overruns, with about 48% of them reporting such information (Ngacho & Das, 2014; Deloitte, 2017).

The project's completion directly impacts the management's decisions on objectives, standards, and budgets within the projected timeframe (Westerveld, 2013). Disability programmes supported by donors have faced significant obstacles and have been hampered by their success, particularly in industrialized nations. Nonetheless, several obstacles to disability-funded projects in low- and middle-income countries must be overcome to succeed (Tchanche, 2019). The number of donor-funded disability initiatives that fail in Belgium has dramatically decreased. From 2015 to 2021, the disability initiatives carried out by different groups around the nation saw a high success rate. According to national data for Belgium, between 2010 and 2015, the number of PWDs who relied on their siblings for material and financial help decreased (Boussauw & Vanoutrive, 2017).

The government of Malaysia devotes a greater percentage of its budget to disability initiatives because it wants to empower and restore the dignity of the nation's people with disabilities. Since 2019, the PWDs' income flow has significantly improved due to increasing budgetary allocations towards programs aimed at improving their standard of living in the nation (Abdelfatah, Shah, & Puan, 2020). From Central Asia to Europe, donor-funded disability programs have varying rates of failure. About half of the disability programs in India that get donor funding fail; 25% of them are the result of cost overruns, and 50% are the result of project completion delays. In 2020, donor-funded disability programs in Romania failed by 65%, while in Azerbaijan, the same year, 80% of the projects failed (Alexeeva, Queiroz, & Ishihara, 2021).

For donor-funded disability programmes, Ika, Diallo, and Thuillier (2012) discovered a substantial correlation between several critical success indicators centered on stakeholder participation. According to Denizer et al. (2013), approximately 80% of the total variation in a project's performance can be attributed to variation across the nation and is related to the project's level of involvement with its stakeholders (Legovini, Di Maro, & Piza, 2015). The most significant disability projects that receive outside funding include many players working together. The majority of projects begin with initial discussions between donors and national governments, after which state agencies of non-governmental organizations (NGOs), private contractors, sub-national state entities, or state national agencies oversee and carry out the project (Winters & Streifeld, 2018).

Kisavi's (2019) research found that although many donor-funded disability projects in Kenya are well-planned,

nearly half fail due to inadequate stakeholder involvement. Similarly, Kariungi (2014) highlighted that timely project completion plays a crucial role in enhancing an organization's competitive advantage. Maendo (2018) suggested that while large-scale projects might take three to four years to complete, smaller and medium-sized donor-funded disability programs should ideally be finished within one to two years. However, records from the Ministry of Social Services and Development revealed that 20% of donor-funded disability programs in Kibera's informal settlement failed, largely due to poor stakeholder management.

Ogutu and Muturi (2017) state that a disability project is considered successful if all of the following specific success test criteria are satisfied: time: the project must be completed within the allotted time; finance: it must be completed within the specified budget; effectiveness: it must be completed by the originally established standards; and client or sponsor satisfaction: it must be feasible for the intended recipients. According to Ogwenko et al. (2016), money and stakeholder participation have an impact on the effectiveness of donor-funded disability programs in Kibera informal settlements. Another study revealed that the contribution of members has a significant positive relationship with the sustainability of People Living with Disability (PLWD) empowerment projects (Oyugi, Mavole, Okuku, Muhingi, 2018)

According to Ika, Diallo, and Thuillier (2012), donor-funded disability projects in Kibera informal settlements face several difficulties. These difficulties include organizations' incapacity to effectively use donor funds because of their limited financial systems, the erratic nature of donor assistance on an annual basis, and the intricate Monitoring and Evaluation requirements that are specific to each donor. In Kibera and other informal settlements where donor-financed disability programs are mostly executed, Gaturu and Muturi (2014) emphasized that comprehension of the important success aspects of these projects is a crucial component. According to Hassan et al. (2016) stakeholder participation, funding, Monitoring & Evaluation plans, and qualification of project staff were found to have a statistically significant impact on the success of donor-funded disability projects in Kibera informal settlements.

Donor-funded disability projects are initiatives that are financially supported/funded by donors or well-wishers either locally, nationally or internationally to address the needs and rights of people with disabilities. These projects aim to improve the quality of life, promote inclusion, and empower individuals with disabilities by addressing various aspects such as accessibility, education, healthcare, economic opportunities, and social participation. Kibera informal settlement has 20 donor-funded disability projects registered with the Social Development office in Kibera

Sub-County to improve the quality of life for persons with disabilities. All these projects have some level of donor funding and implement similar projects. These projects are designed to provide essential services to Persons with Disabilities, including healthcare, education, economic opportunities, and advocating for their rights in Kibera informal settlements.

1.1 Problem Statement

Studies such as those by Ogweni et al. (2016) have shown that many donor-funded disability projects in Kibera often fail because they do not positively impact the lives of people with disabilities (PWDs). Many PWDs continue to depend entirely on their siblings or turn to the street begging for survival. In Kibera's informal settlement, approximately 75% of these projects fail to actively engage their stakeholders, leading to stakeholder sabotage and eventual project failure (Ondari & Gekara, 2013; Seboru, 2015; Wambui et al., 2015; Ogutu & Muturi, 2017)

Disability projects in Kibera get a significant portion of the donor financing that most DPOs or non-profit organizations serving PWDs, receive. It is anticipated that these projects will increase income through income-generating activities (IGA), lessen the stigma associated with people with disabilities in the community, improve access to social services for people with disabilities and promote an environment that is disability-friendly, all of which will lead to a rise in economic activity and the development of people with disabilities. However, this has not happened (Charles & Humam, 2015). According to Ngachio (2013), projects that are finished to the required standards guarantee that the requirements of the stakeholders are satisfied, which increases ownership and promotes the success of the project as a whole.

Furthermore, the literature on donor-funded disability projects in Kibera informal settlements is rather thin as much of the studies focus on government-funded projects. Therefore, the purpose of this study is to examine determinants that influence the success of donor-funded disability projects in Kibera informal settlements.

1.2 Research Objectives

To examine the influence of Stakeholder participation on the success of donor-funded disability projects in Kibera informal settlement in Nairobi City County, Kenya,

1.3 Research question

How does stakeholders' participation influence the success of donor-funded disability projects in the Kibera informal settlement in Nairobi City County Kenya?

2. Literature Review

2.1 Stakeholder Engagement Theory

The origin of stakeholder theory (ST) can be traced back to Freeman (1984). In management literature, stakeholders include employees, customers, competitors, government entities, clients, suppliers, and donors (Freeman, 1984). ST provides a comprehensive framework for identifying stakeholders, understanding their agendas, and assessing their influence on a project. Stakeholder management involves recognizing and analyzing the groups involved in a project, and it suggests strategies that management can use to address the interests and expectations of these groups (Hassan, 2012).

As a management theory, ST emphasizes the importance of considering both urgency and power when addressing stakeholder interests. Without proper stakeholder engagement, project success may be compromised, leading to potential failure (Ndunda, Paul, & Mbura, 2017). However, stakeholder management theory has faced criticism for not fully meeting the criteria of a scientific theory and for its complexity, which some argue makes it impractical for project managers to adjust their focus beyond the needs of their primary beneficiaries and donors (Ndunda et al., 2017).

Despite these critiques, many scholars advocate for stakeholder involvement in complex projects, asserting that such participation is critical to project success. These proponents include Nyandika and Ngugi (2014), Onyango, Bwisa, and Orwa (2017), and Nguyen, Mohamed, and Panuwatwanich (2018). In this study, stakeholder theory remains relevant due to the diverse parties involved in deciding and implementing donor-funded disability projects. The stakeholder management approach is crucial, as the success of a project often hinges on the level of consultation and influence of its stakeholders.

In this context, stakeholders are vital in evaluating whether donor-funded disability projects are completed on time. Therefore, stakeholder theory is integral to this study, highlighting the importance of including stakeholders at all stages of the project life cycle—from design and implementation to monitoring and evaluation. Additionally, the theory supports the significance of institutional factors by recommending the inclusion of all parties to ensure adherence to essential processes and procedures in project execution.

2.2 Influence of Stakeholder Participation on Project Success

Davidson (2015) emphasizes that the active engagement of stakeholders at various stages of project design and

implementation is crucial for the success of any non-profit organization's project. Effective stakeholder participation involves integrating local expertise into the decision-making processes of the project. For a project to succeed, the project management team must identify key stakeholders early on and understand their influence, interests, and power. This step is vital because stakeholders are often the primary beneficiaries and are also directly affected by the project's outcomes.

In a study conducted by Kiarie et al. (2016), the factors influencing the success of donor-funded water projects in Nakuru County, Kenya, were evaluated. Their research aimed to understand how financing levels, stakeholder engagement, and monitoring impacted project success. Using a descriptive research design, data was collected through semi-structured questionnaires given to project managers, beneficiaries, committee members, and funding agency representatives. The data was analyzed with SPSS Version 25, employing both descriptive and inferential statistics, which were presented in tables, charts, and graphs. Correlation analysis was also performed to explore relationships between the variables. The study revealed that stakeholder participation is a critical factor influencing project success but found that it was often inadequately implemented in the projects studied. The research also highlighted the significant roles of funding and rigorous monitoring in achieving successful project outcomes, addressing a notable gap in the literature on stakeholder engagement.

Similarly, Ndung'u (2019) examined the role of stakeholders in the timely completion of donor-funded road projects in Sri Lanka. This descriptive study included responses from 665 individuals involved in 50 road projects across the southern region of Sri Lanka. Data was gathered using semi-structured questionnaires and supplemented with secondary data from published reports. Qualitative data was analyzed thematically through content analysis, while SPSS Version 23 was used for quantitative analysis, employing descriptive and inferential statistics such as means, percentages, standard deviations, and regression models. The findings indicated that the lack of stakeholder engagement and incomplete participation contributed significantly to delays in project completion. Notably, 87% of respondents stressed the importance of including stakeholders in road construction projects. Unlike Ndung'u's descriptive approach, the current study seeks to delve into the interactions and correlations between various factors, thereby addressing a critical gap in understanding the complexities of stakeholder involvement in project success.

According to Ika et al. (2012), stakeholder participation is a crucial component of a project's success for those funded by the World Bank. The study's population consisted of

1853 individuals who were involved in the 20 water projects that served as its foundation. A sample of 330 responders was selected as a sample using a two-step sampling process. As 40 respondents failed to return their questionnaires, 290 respondents from the original sample of 330 made up the final sample. During project execution, the study found a concerning result: an increase in quantities had a significant effect on project duration and accounted for somewhat more than half of the delays on the projects under investigation. This study filled a research vacuum by concentrating more on stakeholders in World Bank-funded water projects than on stakeholders in other projects. Furthermore, the analysis was applied to all programs financed by governments, NGOs, CSOs, FBOs and other organizations; however, this study will solely concentrate on initiatives supported by disability organizations in Kibera informal settlement.

Heravi, Coffey, and Trigunarsyah (2015) conducted research to assess stakeholder participation in the project planning processes of building projects in Saudi Arabia. Their study employed an exploratory research design, selecting 285 respondents through a stratified sampling approach from a target group of 1262 individuals. Data was collected using a literature review and questionnaires. The findings highlighted the importance of including stakeholders in project planning, as they often provide crucial resources and have significant influence over resource allocation and flow within project networks. Specifically, the study emphasized that projects benefited from high levels of involvement from owners/developers in both the planning and execution stages. However, it noted a comparatively lower level of participation from contractors in the planning process, suggesting a need to enhance their involvement. The study's recommendations included increasing or formalizing contractors' participation in project planning to improve project outcomes. This study addresses the limitations of its exclusive focus on quantitative data through the adoption of a mixed-methods approach, aiming to provide a more comprehensive understanding of stakeholder dynamics and their impact on project success.

Wachira and James (2018) explored stakeholder participation in development projects implemented by Community-Based Organizations (CBOs) in Zimbabwe. Their study aimed to investigate the factors influencing stakeholder engagement in CBO development projects and assess the level of community involvement. By employing a descriptive research approach, they were able to gather detailed insights into the project. A purposive sampling technique was used to select 256 participants from a population of 1,366. Data was collected using questionnaires. The analysis of quantitative data involved correlation and regression methods, facilitated by SPSS Version 17.0 software. The study found that individuals

with higher levels of education were more likely to choose local projects that met their needs, while those in rural areas often lacked the necessary information and education to identify suitable projects. The study highlighted the need for a transformative approach to community development, challenging the notion that local people are incapable of recognizing, evaluating, and solving their problems. It emphasized the importance of providing a platform for the local community, which is the primary beneficiary, to express its views on potential development projects.

Mandala (2018) examined the impact of stakeholder engagement on the identification and performance of road construction projects in Bondo Sub-County, Siaya County, Kenya. The study utilized an exploratory research design and applied descriptive statistics for analysis. A sample of 313 respondents was selected through snowball sampling from a target population of 1,800 individuals in Bondo Sub-County. The findings indicated that stakeholder participation played a significant role in the success of road construction projects in the area, underscoring the importance of involving stakeholders throughout the project's implementation phases. The study recommended that project managers incorporate stakeholders into various stages of project identification and planning, including phase reviews, to improve project outcomes

Community building activists in developed countries believe that a major factor contributing to social breakdown and the emergence of several negative behaviors is the seeming loss of community in modern society. They could view fostering community as a way to improve social fairness, promote personal well-being, and lessen the detrimental effects of people living apart from one another (Carrie 2006). Stakeholders are likely to have some pride and a sense of ownership when they contribute to the creation of anything; the more their sense of ownership grows the more they are likely to participate in the projects. Maybe the need to participate in decision-making, as opposed to just carrying it out, stems from a sincere desire to put all of our abilities to use on a given job.

3. Methodology

This study adopted a mixed methods research approach, utilizing a convergent concurrent design for data collection. Creswell and Plano Clark (2011) assert that mixed-methods research integrates philosophical assumptions and methodological approaches to guide the collection and analysis of diverse data sources within a single study. Mixed methods research often combines qualitative and quantitative techniques to broaden and deepen the understanding and validation of the research findings (Kolner, 2017).

In this study, the target population includes employees engaged in donor-funded disability projects within the Kibera informal settlement. Similarly, Casteel and Bridier (2021) describe the target population as a subset of individuals who are accessible to the researcher for data collection. According to Barnsbee et al. (2018), the target population refers to the specific group from whom the study's conclusions will be drawn. As reported by the NGO Coordination Board (2019), there are 52 donor-funded disability projects in the Kibera informal settlement, employing a total of 1853 staff members. Therefore, a sample of 330 staff members was selected to participate in this study.

The precise sample size for Sekaran & Bougie (2019) is unknown; instead, it depends on the goal of the research and the characteristics of the population being studied. However, a sample is often more dependable the larger it is. Gathering information from each of the ten donor-funded disability initiatives was ideal. However, sampling has to be done owing to several limitations, including time and resources. The sample size, *n*, was calculated using the Yamane (1967) formula given the known population size, *N*.

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

Where *n*= is the required responses/sample population

*e*²= error margin

N= Sample size

N=1853

*e*²= 0.05

$$n = \frac{1853}{1 + 1853(0.05)^2}$$

$$n = \frac{1853}{1 + 1853(0.0025)}$$

$$n = \frac{1853}{1 + 4.6325}$$

$$n = 329.98 \quad n = 330$$

The respondents (staff) were sampled using a stratified methodology in the secondary stage, whilst management staff were sampled using a census approach. Every project was considered a stratum, and responders were selected proportionately.

According to Kelly (2022), data analysis encompasses gathering, processing, scrutinizing, and using data to uncover trends and other meaningful insights. In this study, quantitative data underwent cleaning, processing, and analysis through descriptive methods, utilizing SPSS Version 26 software. The analysed data was presented using tables, statistical measures, percentages, descriptions, and frequency distributions. Qualitative data,

on the other hand, was analysed through thematic content analysis and presented narratively.

When conducting research, it is essential to adhere to ethical guidelines (Bhandari, 2021). This study followed the protocols established by overseeing organizations before beginning data collection. The researcher obtained an introductory letter from the Head of the Department of Social Sciences and Development Studies to apply for a NACOSTI Certificate. Authorization from the Kibra local government was also secured before accessing the targeted organizations.

4. Results and Discussion

4.1 Response Rate

The term response rate describes the percentage of survey responses received compared to the total number of respondents (De Vaus, 2013). The researcher issued 330 questionnaires to collect data from the junior staff and

interviewed 20 team leaders. Out of the questionnaires issued 280 were filled and submitted for data analysis. Out of 330 questionnaires distributed, 280 were returned fully completed (84.84% response rate). Similarly, all 20 targeted participants participated in the face-to-face interviews, resulting in a 100% response rate. These response rates exceed the recommended threshold of 60% as cited by Mugenda and Mugenda (2019) which is sufficient for data analysis and reporting, ensuring high representativeness and generalization of study findings.

4.2 Summary of Demographic Data

The general information of the research participants was of interest to the study as it helped the researcher understand the characteristics of the population and how it would change in the future, which is important for making decisions. In an attempt, this section presents the respondents' gender, age distribution, marital status, level of education, placed departments, and number of years worked in the organization were also scrutinized.

Table 1: Demographic Data

Gender	Frequency	Percent
Male	93	33.2
Female	169	60.4
Other	18	6.4
Age Distribution		
Below 20 years	18	6.4
20 – 30 years	90	32.1
30 – 40 years	102	36.4
40 – 50 years	60	21.4
50 years and above	10	3.6
Marital Status		
Married	110	39.3
Single	131	46.8
Widow	23	8.2
Divorced	16	5.7
Educational Level		
Secondary	20	7.1
Certificate	41	14.6
Diploma	112	40
Degree	97	34.6
Masters and above	10	3.6
Working Department		
Administration	50	17.9
Security	30	10.7
Socio Economic	74	26.4
Special Education	86	30.7
Community Outreach and Advocacy	40	14.3
Number of years in the department		
Below 1 year	56	20
Between 1 – 2	62	22.1
Between 2- 3	72	25.7
Between 3- 5	53	18.9
Above 5	37	13.2
Total	280	100

4.3 Influence of Stakeholder Participation on Project Success

The influence of Stakeholder participation on project success was the first objective that the researcher sought to investigate in this study. The objective is justified by the understanding that the participation of stakeholders such as funders, local businesses, government agencies and

community members is essential to the project's viability, relevance and impact realization. The descriptive data show how organizations in Kibera Sub-County Nairobi, Kenya view stakeholder participation in their projects and how it affects the effectiveness of donor-funded disability programs in Kibera informal settlement. The Table below presents the data that was analysed on this particular objective.

Table 2: Descriptive Data on Stakeholder Participation

Descriptive Statistics	N	Mean	Std. Deviation
Our organizations involve stakeholders in their projects which has enhanced its success.	280	2.1107	1.28900
Stakeholders' participation in the projects enhances its success.	280	1.6107	.80002
Stakeholder participation in the project design promotes project success	280	2.2143	1.30774
Proper stakeholder participation in projects ensures right interactions to get a head of problems and undertake opportunities.	280	1.9107	1.23097
Stakeholder's participation in organization projects ensures that each stakeholder understands their roles and responsibilities which enhances project success	280	1.7214	.77198
Stakeholders' participation is very important in ensuring the success of disability projects in Kibera informal settlement	280	2.1786	1.25449
Understanding stakeholders influence is important in ensuring project success	280	2.1821	1.27241
Project failure might result from neglecting to ascertain whether the stakeholders are pleased with the quality of your offerings.	280	2.1071	1.23681
Inconsistent communication with the stakeholders can lead to project failure	280	1.9071	1.09346
Active stakeholder participation in the project can lead to its success	280	1.8107	1.02122
Monitoring stakeholder involvement in the project enhances its success.	280	2.1429	1.20674

Source: Field Data, 2024

According to the table above the findings obtained from the descriptive statistics has shown that on average, participants rated the statement "Our organizations involve stakeholders in their projects which has enhanced its success" moderately positively (Mean = 2.1107, SD = 1.28900), suggesting a general acknowledgment of stakeholder participation in project success. Similarly, stakeholders viewed stakeholder participation in project design favorably (Mean = 2.2143, SD = 1.30774), indicating recognition of the importance of engaging stakeholders while designing projects. Moreover,

participants emphasized the significance of understanding stakeholders' influence (Mean = 2.1821, SD = 1.27241) and monitoring their involvement (Mean = 2.1429, SD = 1.20674) for ensuring project success. However, there were concerns regarding inconsistent communication (Mean = 1.9071, SD = 1.09346) and the potential consequences of failing to address stakeholders' satisfaction (Mean = 2.1071, SD = 1.23681).

These findings highlight the critical role of effective stakeholder engagement strategies, including proactive

communication and responsiveness to stakeholder needs in enhancing the success and sustainability of donor-funded disability projects in the Kibera informal settlement. The study established that the organizations involve community stakeholders in their programs, appropriate engagement of community stakeholders guarantees appropriate communication to anticipate issues and seize opportunities between stakeholders and Incorporating community stakeholders into the formulation of organizational programs guarantees that all stakeholders are aware of their respective roles and responsibilities. These findings are in agreement with Kiarie et al., (2016) conducted a study on the assessment of factors influencing the sustainability of donor-funded projects in Nakuru County, Kenya.

The study established that community/ stakeholder involvement greatly affects the success of disability projects however in the projects sampled this was not done adequately therefore there is a need to continue emphasizing this. Holmes and Moir (2015), who noted that the stakeholder participation approach creates a proactive two-way relationship between the business and the stakeholder, further validated this. Through stakeholder engagement, the organization may modify its behaviour which in turn affects the effective execution of programs. Stakeholder opinions, suggestions and communication flow both ways. This was supported by one of the Key Informant Interviews as stated below:

“When stakeholders are actively involved in a project, they are more likely to feel a sense of ownership and responsibility toward its outcomes. This increases their commitment to the project’s success and can lead to better collaboration and support throughout the project lifecycle” (KII 17)

One more KII added that

“Engaging stakeholders early and throughout the project helps build trust and ensures that their needs and concerns are addressed. This can lead to greater acceptance of the project outcomes, reducing resistance and increasing the likelihood of successful implementation” Key Informant Interview 13

4.4 Discussion of Findings

The research area has a problem with stakeholder participation in their projects. This was evident from the results of the analysis on stakeholder participation where an average mean of 1.6107 of respondents agreed on the fact that their organization involves stakeholders in their projects which enhances their success. The results varied slightly with a standard deviation of 0.8002. The research recognized that the few organizations that involved their stakeholders at all levels of project implementation had a

track record of milestones realized on their beneficiaries compared to those that didn’t actively involve their stakeholders.

These results are consistent with research by Kiarie et al. (2016) on the factors impacting the effectiveness of donor-funded projects in Kenya's Nakuru County. The study established that stakeholder involvement greatly affects the success of donor funder projects, however, in the projects sampled this was not done adequately therefore there is a need to continue emphasizing this. Holmes and Moir (2015), who also noted that a proactive two-way process is built between the organization and the stakeholders through stakeholder involvement processes, further validated this. Stakeholder engagement influences the organization's ability to modify its behavior, which in turn affects the effectiveness of program execution. Communication, views, and recommendations flow both ways.

The majority of respondents concurred that having stakeholders participate in organizational projects guarantees that each stakeholder is aware of their responsibilities which enhances project success. Through increased transparency and opportunity for stakeholder views to be heard, this holds the project responsible to the stakeholders and builds relationship trust. Furthermore, it guarantees that the project is held accountable for its acts and encourages even more transparency in the initiative's actions. Through doing so the probability of the project to succeed is highly enhanced as the stakeholders can own the project and support the initiatives even upon the exit of the donors.

Donor-funded disability projects in Kibera informal settlement face difficulties in actively engaging the stakeholders due to factors like the failure of the projects to conduct a stakeholder analysis to understand their interests and influence, project's poor knowledge of stakeholder management strategies, poor communication between the projects and the stakeholders, etc. To cope with these difficulties, 41.1 percent of the respondents in the study anonymously recommended that to improve stakeholder participation in donor-funded disability projects the organizations need to have regular stakeholder participation sessions and transparent decision-making processes to promote inclusivity and ownership of project initiatives that will in turn enhance the success of the projects.

5. Conclusion and Recommendations

5.1 Conclusion

The study's findings revealed that stakeholder engagement significantly influenced the success of disability programs in the Kibera informal settlement. This suggests that increasing stakeholder participation raises the likelihood of a disability project's success. The study found that the 10 disability projects actively involved their stakeholders, which contributed to the success of these initiatives. Additionally, involving stakeholders in disability programs ensures that each participant understands their roles and responsibilities, which is crucial for the effectiveness of these interventions.

5.2 Recommendations

The study found that in the Kibera informal community, stakeholder participation is critical to the success of disability projects. Any project's success depends on the stakeholders feeling that their perspectives are considered during decision-making. This can be achieved by coming up with clear policies and structures that will ensure the right interactions among different stakeholders and at the same time ensure each stakeholder understands their roles and responsibilities. This can be achieved through conducting a stakeholder analysis which will help the disability projects to understand the influence and interests of each stakeholder. Therefore, the study recommends that Non-profit organizations ensure the active participation of the various stakeholders at all levels of the project implementation. Further to that they should make sure that they understand the influence and interests of each of their stakeholders for easy management.

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