



STAKEHOLDER ENGAGEMENT AND SUSTAINABILITY OF PROGRAMS IN THE MINISTRY OF LABOUR AND SOCIAL PROTECTION IN KISII, COUNTY KENYA

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ABSTRACT

Sustainability of a project ensures that project benefits are felt for extended periods of time that can justify the economic and social input invested in to the project. Stakeholder engagement plays key role in the development and implementation of projects, and in ensuring the success of projects. The purpose of this study was to determine the effect of stakeholder engagement on sustainability of programs in the ministry of labour and social protection, Kiambu County. The study objectives were to establish effect of stakeholder mapping, and communication on sustainability of projects in the ministry of labour and social protection, Kiambu County. The study was guided by stakeholder theory and Communication theory. The study adopted a descriptive survey design. The study targeted the County Social Development Officer (1), Assistant social development officers in every sub-county (9), sub-county Community development extension officers (45), and sub-county Community Health Volunteers (45). The study employed a census to sample all the 100 respondents. The study used questionnaires to collect primary data. The study conducted a pilot with 10 staff representing 10% of the sample size. The study used content and face validity. Reliability was tested using Cronbach's alpha. Data was analyzed using SPSS Version 28 to generate descriptive and inferential statistics. The pilot findings were presented in Tables. Findings show that; there is a strong significant relationship between stakeholder mapping and program sustainability ($r=0.607$, $p=0.000$), and a strong significant relationship between stakeholder communication and program sustainability ($r=0.562$, $p=0.000$). The recommendations are; there is need to map appropriately the value of the stakeholders in the program which will help in ensuring that only the stakeholders who add value to the program are considered and program managers should adopt innovative communication channels that foster fast and effective communication with stakeholders.

Key Words: Stakeholder Engagement, Stakeholder Mapping, Stakeholder Communication, Sustainability, Ministry of Labour and Social Protection, Kiambu County

Background of the Study

Developing strategies for incorporating stakeholder engagement throughout the project cycle is necessary in projects which have impacts on the incomes and livelihoods of local groups, especially disadvantaged populations. Stakeholder engagement is a process by which an organization involves relevant stakeholders who may be affected by the decisions it makes or can influence the implementation of its decisions for a purpose to achieve accepted outcomes (Tero, 2014). Stakeholder engagement plays key role in the development and implementation of projects, and in ensuring the success of projects (Eyiah-Botwe et al., 2016). One major activity to ensure effective and sustainable stakeholder engagement in projects is to address the conflicting interests, while involving them in decision-making through steering committees (Kaur & Lodhia, 2018).

Engagement of stakeholders can be in all or some phases in a project's life cycle, at numerous levels of society, and in all forms. This instance might be through pooling resources, determining projects beforehand, information dissemination, consulting, making decisions, partnering and motivation. Incorporating stakeholders' views in project decisions enhances organizational performance and commitment. Incorporation and participation of stakeholders should be the first proceeding for such a project for the numerous co-players to get to know each other and understand their roles in accomplishing the task (Ali, 2016). Rahman and Alzubi (2015) pointed out that, ineffective stakeholder engagement significantly contributed to projects cost overruns which resulted into project failure. Mwanaumo and Mambwe (2019) noted that once stakeholders are engaged on a project, the risk of accidents, incidents and fatalities on site is reduced, thus mitigation of poor scheduling that could arise from lost time.

Project stakeholders involve both internal and external to the project. Internal stakeholders include project sponsors, project team, support team, top management, internal customers and other functional managers while external stakeholders include project customers, competitors, suppliers, the wider community and other Government entities. The way the projects and programs engage with their stakeholders will be largely shaped by the Governments overall approach to stakeholder engagement. Thus, stakeholder engagement should be a continuous process in every stage of the project cycle so as to help achieve project performance (O'reilly, 2019).

Project implementation without extensive consultation from the community members can lead to having projects that are unsustainable or are not beneficial to the majority of the users. The only way to increase the performance of the projects even in the private sector is by increasing the level of stakeholder participation (Mieszkowski & Kardas, 2015). Due to the interest of stakeholders on the project, they may exert influence on the project's objective and outcomes. To ensure a successful project, the project team must identify and engage all stakeholders, determine their requirements and expectation and manage their influence in relation to their requirements (Irvin & John, 2015). Sustainability of a project ensures that project benefits are felt for extended periods of time that can justify the economic and social input invested in to the project (Dobrovolskienė et al., 2017). Maweu (2015) established that stakeholders participated actively in project risk management-oriented activities which enhanced project management.

Statement of the Problem

The Kenyan government has made significant budgetary allocations towards social protection programs, and specifically. In the 2017/2018 budget, Sh 24.2 billion was earmarked for social protection programs, accounting for 2% of the overall budget. There have been increasing investments towards poverty alleviation over the years. Social assistance programs, mainly in the form of cash transfers, have reached about 813,381 households nationwide and distributed from the National Social Security Fund with 4.6 million members and the National Health Insurance Fund that covers approximately 2.7 million contributory members (KNBS, 2020).

Social protection can enhance economic activities that lead to greater economic output and growth meaning that it is an investment rather than expenditure. It does not only tackle income poverty but also provides an effective, tangible and direct channel to maximize human development objectives, including better nutrition, health and education outcomes. Many of the proposals in the National Social Protection Policy(NSPP) of 2012 have been implemented although there are others that remain to be realized. The coverage of social protection sector includes; 7% of working age adults live in households receiving social transfers, 15% of formal and informal workers aged 18-65 years have an employer contributing to NSSF pensions. 77% of older persons aged 65 years and above receive an old age pension under Inua Jamii. However only 1% coverage exists for persons with disabilities, NHIF coverage is at 25% therefore hence 75% of the population has no health cover, and NSSF covers 15% of the population indicating 85% remain uncovered by the public pension scheme. These programs face various challenges including reimbursement policies, which have encouraged longer stays in hospitals, the growing increase in the value of claims, an uneven distribution of payments, and reimbursements that are skewed in favour of private hospitals and nursing homes rather than government or mission facilities. There are also administrative inefficiencies that have contributed to high overhead costs (Ministry of Gender, Children, and Social Development, 2022).

There are existing studies focusing on stakeholder engagement and project sustainability. Barasa, Mukanzi, and Nyang'au (2021) assessed the role of stakeholder participation in the sustainability of community based public health projects and established that stakeholder participation significantly affect sustainability of community based public health projects. Aupe and Sagwa (2020) sought to find out the influence of stakeholders in project monitoring and evaluation on sustainability of water projects in Kwanza Sub-county and found that there was a significant moderate positive correlation between stakeholder participation in monitoring and evaluation and sustainability of water projects. Ochunga (2016) on influence of stakeholder participation on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-Couny found a significant positive correlation between interactive participation among stakeholders on sustainability of community development projects. However, there is literature scarcity on stakeholder engagement and sustainability of programs in the ministry of labour and social protection.

This study addresses significant methodological, contextual, and theoretical gaps in existing literature on stakeholder engagement and program sustainability within the Ministry of Labour and Social Protection in Kisii County. Reviewed studies such as Barasa, Mukanzi, and Nyang'au (2021), Aupe and Sagwa (2020), Luhombo (2022), and Ochunga (2016), have primarily focused on stakeholder participation and sustainability in different sectors, offering valuable insights but overlooking the specific nuances of social protection programs. By narrowing the focus to this ministry, our study adopted a tailored methodological approach that aligned with the unique characteristics of social protection initiatives, filling a crucial methodological void in the literature. Additionally, the study contributes contextually by delving into the intricacies of stakeholder relationships within social protection, an area less explored in existing literature. Theoretical advancements are achieved by developing a conceptual framework grounded in relevant theories, offering a foundation for understanding the complexities of stakeholder engagement and program sustainability in social protection contexts. This study therefore sought to fill the methodological, contextual, and theoretical research gap by examining the effect of stakeholder engagement on sustainability of programs in the ministry of labour and social protection in Kisii County.

Research Objectives

- i. To determine the effect of stakeholder mapping on sustainability of projects in the ministry of labour and social protection in Kisii County, Kenya.
- ii. To establish the effect of stakeholder communication on sustainability of projects in the ministry of labour and social protection in Kisii County, Kenya.

LITERATURE REVIEW

Theoretical Framework

Program Theory

The program theory was propounded by Bickman (1987). The theory provides a framework for understanding a program's success or failure. It provides the underlying assumptions that explain why planned activities should achieve the desired impact. The program theory has been used to manage projects for a long time. Ladhani and Sitter (2018) asserted that specifying a program theory to funders, planners, staff, and evaluators will assist them in carrying out their duties since they know what is expected of them. It explains how funding is being utilized and focuses on the outcomes as it clarifies the program's perspective upon which project monitoring and evaluation can be based. A detailed description of the process or mechanisms of the program theory includes information about the critical steps, links, and phases of the expected transformation process and some implementation issues. The social protection programs from the government and private sector need to be well crafted and provide a clear roadmap to the number of individuals they help reduce poverty. Effectively implemented programs help to reduce poverty in the community through helping the less privileged in the community (Ouma & Adésínà, 2018). This theory supports the objective on stakeholder mapping since it guides on defining stakeholders roles in a project as well as their influence and priorities.

Communication Theory

Communication theory was developed by Littlejohn (1983). The communication theory appreciates the binary aspects of information exchange which is interaction and participation. This is relevant in the context of project management and in particular on the critical factor of stakeholder management. Gachie (2019) showed that effective execution of project implementation exercise is significantly hinged on the existence of a communication framework

Alqaisi (2018) detailed the importance of comprehensive communication framework as a strategic element contained in the project delivery strategy. Integrating a comprehensive communication policy within the project delivery strategy, gives the project implementation team a concrete framework for creating participation and interaction. Communication theory is thus relevant in this study, as it builds a theoretical foundation for interactions and participation and creates channels for airing grievances and also as means of engagement and interaction amongst stakeholders. This enables the determination of any social reservations and opens an effective bridge for exchanging information and communication which in turn extinguishes any potential triggers for conflicts that could disrupt project implementation. The theory relates to the variable on stakeholder communication. The project activities need to be communicated to stakeholders on time. This will give them time to plan for the various roles that they are supposed to play during project implementation. .

Conceptual Framework

The conceptual framework shows the relationship between independent and dependent variable. The independent variables are; stakeholder mapping, and communication on sustainability of projects in the ministry of labour and social protection.

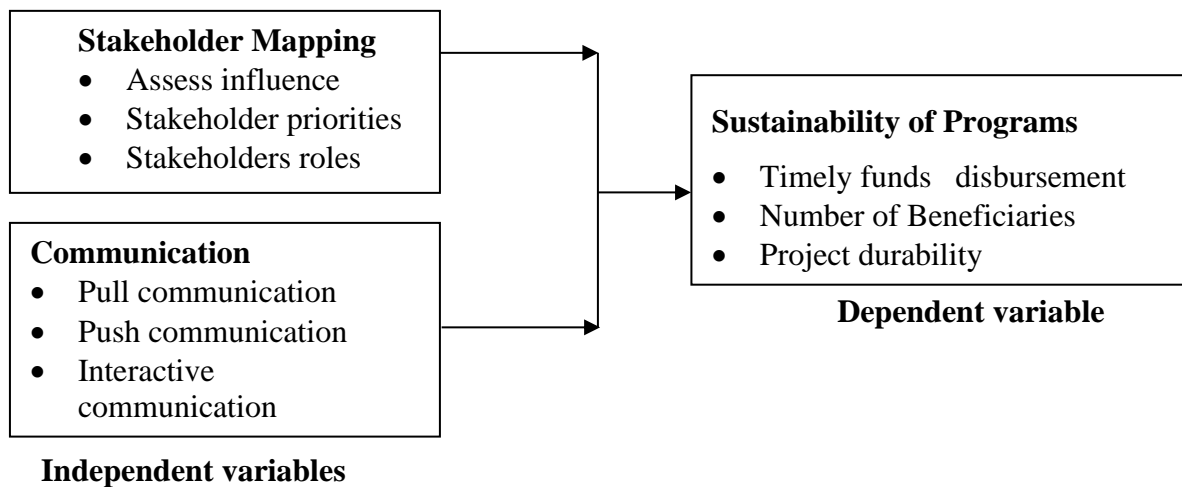


Figure 1: Conceptual Framework

Stakeholder Mapping

Stakeholder mapping is the process of identifying and categorizing key stakeholders involved in achieving the policy objectives of an organization. Stakeholder Mapping is a tool used to analyze and prioritize the engagement of stakeholders when you are planning to implement a project. This tool helps a project manager and a project team generate information about stakeholders to understand their interests and assess their influence in order to successfully implement and sustain a new initiative. Stakeholder mapping offers the first step of identifying stakeholders, a simple way to visualise stakeholders and their likely impact and influence. In addition, the approach is simply to list stakeholders along one axis of a table, list the significant stakeholder interest along another axis of the table and to then indicate the perceived magnitude of their interest (Cleland, 2019).

Stakeholder mapping is not simply a process of identifying individuals and groups that will be impacted by or those who may have an influence over investment plan outcomes, but also understanding the intricate relationships between them, the interests they represent and possibly the agendas they are beholden to, as well as recognizing their varying degrees of importance to the investment plan, their individual levels of capacity and means to engage, as well as their preferred channels and networks of communication. Only from such a comprehensive analysis is it possible to fully understand the stakeholder base and develop an effective engagement strategy (Bourne, 2015),

Thorough and comprehensive mapping is a critical first step in stakeholder engagement. The critical importance of stakeholder mapping lies in the fact that the process of understanding stakeholders' needs and interests. It is also the building block of establishing a working relationship between all the parties involved and a determinant of the effectiveness of the stakeholder engagement framework in eliciting inputs that will inform and improve the objectives and outcomes that an investment plan is intended to deliver. Stakeholders with high interest and high influence are the major contributors and need to be engaged at the onset of the project. Stakeholders with low interest in the initiative and low influence will require minimum effort (Singh, Gmyrek, Hernandez, Damon, & Hayashi, 2017).

Stakeholder Communication

Communication is the process of developing appropriate management strategies to effectively engage stakeholders throughout the lifecycle of the project, premised on the analysis of their needs, interests and potential impact on project success. The key benefit of this process is that it provides

a clear and actionable plan of interacting with project stakeholders to support the project's interests (Project Management Institute, 2013b). Communication also creates an enabling environment for stakeholders to engage in dialogue with members of the organization. Communication is a key component across all factors of their project implementation profile and often seen as lubricant that keeps everything working properly (Sanghera, 2019).

Maintaining open, accurate and regular channels of communication within the different levels of the project stakeholders and staff is vital to ensuring smooth and efficient flow of instructions from initiators of projects to the beneficiaries and sufficient warning of changes and risks to enable preparation and early assessment (Binder, 2015). It is necessary that the project stakeholders know their expectations; tasks, time frame of activities, quality specification, what budget and time constraints they are working towards. If stakeholders are not sure of their allocated tasks, how to accomplish them, the entire project will cease (Nguyen & Mohamed, 2020).

Gregory (2013) emphasized on maintaining dialogue to engage stakeholder for mutual understanding rigorous conversation helps to discover truth, increases knowledge, exposes the reasoning processes and facilitates the formulation of correct choices and policies. Turner (2016) states that an effective communication plan enables team development since, proper communication actually gives the reason for the project team to work together, and conceptualize tasks and objectives to be completed. According to Turner, better communication ensures better performance.

Empirical Review

Stakeholder Mapping and Sustainability of Projects

Di Maddaloni and Davis (2017) studied the effect that local community stakeholders on mega-projects. The study was conducted in Canada public infrastructure projects. The findings indicted that stakeholder management helps the stakeholder to effectively manage project resources. The study also indicted that engaging the local opinion on in the initiation phase increases performance of the project. Mannetti, Göttert, Zeller, and Esler(2019)sought to find out the effectiveness of stakeholder identification on national park program in Namibia. Findings showed that the park management classified the important stakeholders into groups according to their importance in the project. A consideration of stakeholder salience, different perceptions surrounding the benefits of living adjacent to a protected area, led to better implementation of integrated conservation areas.

Fonseca, Ramos, Rosa and Braga(2016) studied the relationship between stakeholders' satisfaction and organizational sustainable growth. The findings showed that competitive position is strongly correlated with shareholders, suppliers and partners, employees and customers satisfaction. The importance of shareholders, partners/suppliers, employees and customers satisfaction resulted to organizational sustainable success. Orawari (2018) explored the relationship between stakeholder relationship and project performance. The study sought to understand the role project managers' play as key stakeholders in integrating the goals of all stakeholders in the attainment of project objectives. The study adopted a cross sectional survey. Data was collected using questionnaires from 107 sampled respondents from public institutions. Findings revealed that there is a significant relationship between the dimensions of stakeholder relationship management (stakeholder mapping and engagement) and the measures of project performance (cost, time, quality and stakeholder satisfaction).

Mugata and Muchelule (2018) studied effect of stakeholder analysis on performance of road construction projects in ElgeyoMarakwet County. The study respondents were the county government staff, road contractors, and the authorities that oversee construction of public roads in the County. Simple random sampling was adopted to select 377 respondents from the community. Data was collected using self-administered questionnaires. Results showed that analyzing the role

of each shareholder in the roads project could help the county government in optimizing satisfaction and production. Understanding the needs and interests of each shareholder helped the county government to set up a good working environment that motivates them leading to increased performance.

Stakeholder Communication and Sustainability of Projects

Kamalirad, Kermanshachi, Shane and Anderson (2017) investigated on primary stakeholder communication and complex projects' outcomes. The study concentrated on stakeholders' internal communication forms within the terms of project owners and design. The study indicated that the project characteristic increases effective communication. Ayella (2015) examined the effect of participatory monitoring and evaluation on project sustainability, a case study of HEAR Sudan project. The study adopted a cross sectional survey design methodology. The study population was 55 and sample size was 52. Data was collected using questionnaires and interviews. Findings indicated a positive relationship between empowerment of stakeholders, and improved public accountability and resource use with project sustainability. The study concluded that empowerment of stakeholders account for project sustainability.

Machange and Fujo (2021) assessed effective communication management in achieving stakeholder satisfaction in project-based organizations in Tanzania. The sample respondents were 125. Findings showed that traditional communication channels are still highly used in rural-oriented projects. Of the four communication channels used, face-to-face and meetings were rated the most effective modes of communication channels preferred by the stakeholders in projects due their convenience. Ochunga and Awiti (2017) conducted a study on effect of stakeholder contribution on sustainability of community development projects implemented by plan international. The study found out if stakeholders share information with each other in recurrent manner, which stakeholders are actively involved in planning or controlling the ventures or making key decisions.

Kosgei(2021) looked at the influence of stakeholder consultation on the implementation of water projects in Machakos County, Kenya. The study targeted 172 water projects under implementation in the County of Machakos. Questionnaire was used to collect data from 120 respondents managing 17 water projects. The study concluded that increased stakeholders' consultation would result in effective water projects implementation in the county. The study recommends that there is a need for the identification of link persons or officials who will always represent them during the implementation process.

RESEARCH METHODOLOGY

The study adopted a descriptive survey design. Bell, Bryman and Harley (2018) explained that descriptive survey research design integrates statistical presentations in describing a phenomenon under investigation. The study targeted the projects in ministry of labour and social protection. The unit of observation was the staff who oversee implementation of labour and social protection projects at the community level in Kisii County. The county has nine sub-counties, and 45 wards. The target included the County Social Development Officer (1), Assistant social development officers in every sub-county (9), sub-county Community development extension officers (45), and sub-county Community Health Volunteers (45). The study used census. The study sample was the County Social Development Officer, nine assistant social development officers, 45 sub-county Community development extension officers, and 45 sub-county Community Health Volunteers. Sample size was 100 respondents. The study used questionnaires to collect primary data. Pretest sample should be between 10% of the study sample size (Mugenda & Mugenda, 2003). The researcher conducted a pilot with one assistant social development officer, 4 sub-county Community development extension officers, and 5 sub-county Community Health Volunteers representing 10% of the sample size. Data analysis refers to the procedure adopted while sorting

and transforming raw data. Data was analyzed using SPSS Version 28 to generate descriptive and inferential statistics. Descriptive statistics included frequency, percentage, and mean. Inferential statistics on the other hand included regression and correlation with a significance value of 0.05. The regression equation was used.

RESEARCH FINDINGS AND DISCUSSIONS

The study participants were the staff who oversee implementation of labour and social protection projects at the community level in Kisii County. The sample size was 100 staff but 10 were used for sampling. Questionnaires were hence administered to 90 respondents and 77 responded to the study questionnaire which is 85.6% response rate. This is an adequate response rate as recommended by Fincham (2008) that a response rate of 60% and above should be the target of every social science researcher.

Stakeholder Mapping

This first objective focused on effect of stakeholder mapping on sustainability of projects in the ministry of labour and social protection in Kisii County, Kenya. Respondents were asked to tick on the extent to which they agree/disagree with statements related to stakeholder mapping ation. Findings are shown in Table 1.

Table 1: Stakeholder Mapping

Key: SD=Strongly disagree, D=Disagree, NS=Not Sure, A=Agree, SA= Strongly agree, M=Mean.

Statements	SD		D		NS		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
Stakeholder mapping helps to identify all individuals who have an interest in the project outcome	3	3.9	14	18.2	5	6.5	39	50.6	16	20.8	3.66
The project manager map stakeholders according to different levels of engagement	8	10.4	7	9.1	8	10.4	30	39.0	24	31.2	3.71
Mapping helps to monitor stakeholders periodically and stay partially engaged with them	2	2.6	9	11.7	10	13.0	20	26.0	36	46.8	3.97
Stakeholder mapping ensures anyone important in the project planning process is not missed out	3	3.9	12	15.6	6	7.8	27	35.1	29	37.7	4.13
Stakeholder mapping helps to find out the relationship between the stakeholders	0	0	8	10.4	9	11.7	37	48.1	23	29.9	4.20
Stakeholder mapping helps to find out the stakeholders relationship with the project activities	8	10.4	14	18.2	6	7.8	36	46.8	13	16.9	3.58
Stakeholder mapping helps to understand what the key stakeholders are looking for as an outcome of the project	5	6.5	8	10.4	9	11.7	40	51.9	15	19.5	3.72

N=77

Findings show that the respondents agreed that; stakeholder mapping helps to find out the relationship between the stakeholders (m=4.20), stakeholder mapping ensures anyone important in the project planning process is not missed out (m=4.13), mapping helps to monitor stakeholders periodically and stay partially engaged with them (m=3.97), stakeholder mapping helps to understand what the key stakeholders are looking for as an outcome of the project (m=3.72), the project manager map stakeholders according to different levels of engagement (m=3.71), stakeholder mapping helps to identify all individuals who have an interest in the project outcome (m=3.66), and stakeholder mapping helps to find out the stakeholders relationship with the project activities (m=3.58). Respondents also added stakeholder mapping affects program performance to a great extent since it enables the program managers to categorizing key stakeholders involved in achieving the program objectives. Findings imply that the program managers effectively map the stakeholders. The stakeholders are classified according to the level of engagement in the programs. Through stakeholder mapping, the program managers are able to; ensure all important people are included in the program plans, understand the interests of every stakeholder, identify everyone interested in the programs, and the relation between stakeholders and project activities as well as how the stakeholders relate with each other. Findings are in support of Mugata and Muchelule (2018) that understanding the needs and interests of each shareholder help program managers to set up a good working environment that motivates them leading to increased performance.

Stakeholder Communication

The second objective aimed at establishing the effect of stakeholder communication on sustainability of projects in the ministry of labour and social protection in Kisii County, Kenya. Respondents were asked to tick on the extent to which they agree/disagree with statements related to stakeholder communication. Findings are shown in Table 2

Table 2: Stakeholder Communication

Statements	SD		D		NS		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
The state department have a communication plan that is made known to all stakeholders	4	5.2	5	6.5	12	15.6	25	32.5	31	40.3	3.96
The stakeholders are always informed as the project progresses by sending updated information	18	23.4	38	49.4	5	6.5	10	13.0	6	7.8	2.58
Information shared minimizes stakeholder resistance throughout the life of the project	10	13.0	3	3.9	8	10.4	42	54.5	14	18.2	3.61
All Stakeholders have a medium to provide feedback to the project	19	24.7	42	54.5	5	6.5	8	10.4	3	3.9	2.36
Communication among the stakeholders is fast and efficient throughout the project cycle	19	24.7	44	57.1	7	9.1	5	6.5	2	2.6	1.95
Stakeholder management risks are documented in all the projects initiated	0	0	9	11.7	2	2.6	31	40.3	35	45.5	4.19
There is a face-to-face meetings with the particular stakeholders	11	14.3	9	11.7	3	3.9	41	53.2	13	16.9	3.47

N=77

Results show that the respondents agreed that; stakeholder management risks are documented in all the projects initiated (m=4.19), the state department have a communication plan that is made known to all stakeholders (m=3.96), there is a face-to-face meetings with the particular stakeholders (m=3.47), and information shared minimizes stakeholder resistance throughout the life of the project (m=3.61). Respondents disagreed that stakeholders are always informed as the project progresses by sending updated information (m=2.58), all Stakeholders have a medium to provide feedback to the project (m=2.36), and communication among the stakeholders is fast and efficient throughout the project cycle (m=1.95). Respondents further opined that communication is key to stakeholder engagement as it keeps them informed on project activities and also provides room for information sharing which fosters good relationship between stakeholders and the program implementers.

Findings imply that there is proper documentation of stakeholder engagement in the programs. The program managers make efforts to have physical meetings with the stakeholders to deliberate on matters pertaining to the program. There is however delay in communication whereby there is slow communication o project cycle. This could be mainly due to poor medium of communication. The findings are in support of Machange and Fujo (2021) that face-to-face and meetings were the most effective modes of communication channels preferred by the stakeholders in projects due their convenience.

Project Sustainability

In order to measure sustainability of social protection programs, the respondents were asked to rate the performance of social protection programs based on various parameters. Results are presented in Table 3

Table 3: Project Sustainability

Key: SD=Strongly disagree, D=Disagree, NS=Not Sure, A=Agree, SA= Strongly agree, M=Mean.

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
Intended beneficiaries are using/ benefiting from the program	1	1.3	6	7.8	8	10.4	43	55.8	19	24.7	3.95
Number of people benefiting from the project have been increasing	1	1.3	10	13.0	3	3.9	48	62.3	15	19.5	3.86
The social projects are sustainable	5	6.5	8	10.4	2	2.6	49	63.6	13	16.9	3.74
The funds are disbursed on time	16	20.8	45	58.4	7	9.1	6	7.8	3	3.9	2.16

N=77

Results show that the respondents agreed that; intended beneficiaries are using/ benefiting from the project's outcome (m=3.95), number of people benefiting from the project have been increasing (m=3.86), and the social projects are sustainable (m=3.74). Respondents disagreed that the funds are disbursed on time (m=2.16). Findings imply that the programs are benefiting the intended beneficiaries and they are also sustainable. However, the funds are delayed which may have a great effect negative on the beneficiaries especially those who depend on the support from the government which is through monetary and foodstuffs support.

Inferential Statistics

Inferential statistics were correlation and regression which were used to test the relationship between the study variables. The threshold for a significant relationship was p value of <0.005 while p value of >0.005 means there is no significant relationship.

Correlation Analysis

Correlation portrays the strength of relationship between the independent and dependent variable. Table 4 shows the Pearson correlation results.

Table 4: Coefficient of Correlation

Variables		Performance	Stakeholder mapping	Stakeholder communication
Program sustainability	Pearson Correlation	1		
	Sig. (2-tailed)			
Mapping	Pearson Correlation	.607**	1	
	Sig. (2-tailed)	.000		
Communication	Pearson Correlation	.562**	.423	1
	Sig. (2-tailed)	.000	.000	

** . Correlation is significant at the 0.05 level (2-tailed).

Finding in Table 4 show that; there is a strong significant relationship between stakeholder mapping and program sustainability ($r=0.607$, $p=0.000$), and a strong significant relationship between stakeholder communication and program sustainability ($r=0.562$, $p=0.000$). This implies that stakeholder engagement have a significant effect on sustainability of labor and social protection programs. Findings are in agreement with; Orawari (2018) that there is a significant relationship between stakeholder mapping and project performance, and Kosgei(2021) that increased stakeholders' consultation results in effective water projects implementation.

Regression Analysis

Regression analysis was conducted to examine whether changes in the independent variables could predict changes in the dependent variable. Regression outputs are presented in Tables 5-7.

Table 5: Model Summary

Model	R	r ²	Adjusted r ²	Std. Error of the Estimate
1	0.791	0.613	0.558	.765

Predictors: (constant) stakeholder mapping, stakeholder communication

Findings in Table 5 show R-square value of 0.613. This shows that 61.3% of changes in sustainability of social protection programs may be explained by stakeholder mapping, and communication. This means that other stakeholder engagement strategies that this study did not focus on contribute to 37.7% of sustainability of labour and social protection programs

Table 5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	40.660	4	10.608	25.857	.000 ^b
Residual	25.704	72	.410		
Total	66.364	76			

Predictors: (constant) stakeholder mapping, stakeholder communication

Dependent variable: Program sustainability

The ANOVA shows that the F value 25.857 is significant at the 0.05 significance level. In general, the regression model with the independent variables of stakeholder mapping, and communication was suitable in explaining the changes in program sustainability.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant/Y Intercept	5.245	.739		7.099	.000
Stakeholder mapping	.594	.098	.591	6.040	.000
Stakeholder communication	.424	.146	.302	2.901	.005

As per the SPSS generated in Table 7,

Program sustainability = 5.245 + 0.594(stakeholder mapping) + 0.424 (stakeholder communication).

The equation above reveals that holding stakeholder mapping, and stakeholder communication at to constant zero, program sustainability will be at 5.245. Results further show that stakeholder mapping is statistically significant to sustainability of labour and social protection programs ($\beta = 0.594$, $t=6.040$, $P = 0.000$). This shows that stakeholder mapping had significant positive relationship with sustainability of labour and social protection programs. This implies that a unit increase in stakeholder mapping will result to increase in sustainability of labour and social protection programs.

Stakeholder communication is statistically significant to sustainability of labour and social protection programs ($\beta = 0.424$, $t=2.901$, $P = 0.005$). This shows that stakeholder communication had significant positive relationship with sustainability of labour and social protection programs. This implies that a unit increase in stakeholder communication will result to increase in sustainability of labour and social protection programs.

Conclusion

Project stakeholder mapping has a positive and significant effect on program sustainability. Stakeholder mapping helps to understand the voice of the project stakeholders for the successful performance of a project. The project managers need to map appropriately the stakeholder's values the program and classify them accordingly. .

Communication has a positive and significant effect on program sustainability. Program managers see the high value and the importance of communication and its impact on program sustainability. There is however poor utilization of innovative communication methods which affects the speed of communication as well as feedback to the stakeholders.

Recommendations

The program managers need to map appropriately the value of the stakeholders in the program. This will help in ensuring that only the stakeholders who add value to the program are considered. The program managers also need to conducted a thorough analysis on the stakeholders to evaluate their skills and abilities in management of social programs.

Program managers should improve on stakeholder communication. They should adopt innovative communication channels that foster fast and effective communication with stakeholders. The should also improve on the frequency on providing feedback to the stakeholders.

Areas for Further Study

The researcher recommends the following:

A study focusing on another county in Kenya to examine if findings differ or are similar to programs implemented in Kisii county

A study incorporating the key stakeholders of the programs and beneficiaries to seek their opinion regarding their satisfaction with the social programs

A study on other stakeholder engagement practices that possibly contribute to 37.7% of sustainability of labour and social protection programs

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