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**EFFECT OF STAKEHOLDER PARTICIPATION IN FINANCIAL
PLANNING ON SUSTAINABILITY OF PPP HEALTH
PROJECTS IN KIAMBU COUNTY, KENYA**

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Abstract:

Purpose: To examine the effect of stakeholder participation in financial planning on the sustainability of Public-Private Partnership (PPP) health projects in Kiambu County, Kenya, with focus on budgeting, resource allocation, funding consultations, budget reviews, and financial transparency.

Methodology: The study was guided by Stakeholder Theory and adopted a descriptive survey research design. It targeted stakeholders from 28 PPP health projects implemented in Kiambu County between 2019 and 2025, including county

government officials, private partners, project managers, and community representatives. A census approach was used to include all 100 identified stakeholders. Data were collected using structured questionnaires, with 95 completed instruments returned, giving a 95% response rate. Data analysis involved descriptive statistics and regression analysis to determine the relationship between stakeholder participation in financial planning and project sustainability.

Findings: Results showed that stakeholder participation in financial planning was positively rated, with an aggregate mean of 4.07 (SD = 0.93). Sustainability indicators also recorded a favorable mean of 4.09 (SD = 0.77). Regression analysis established a statistically significant positive relationship between stakeholder participation in financial planning and project sustainability ($\beta = 0.391$, $p < 0.001$), explaining 57.7% of the variation in sustainability outcomes ($R^2 = 0.577$).

Conclusion: The study concluded that effective stakeholder participation in financial planning significantly enhances sustainability of PPP health projects and recommended institutionalizing participatory financial planning frameworks within PPP governance structures.

Keywords: *Stakeholder participation, Financial planning, PPP health projects, Project sustainability, Kiambu County, Kenya*

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1.0 INTRODUCTION

1.1 Background of the Study

Public-private partnerships (PPPs) have emerged globally as a strategic mechanism for governments to leverage private sector resources, expertise, and innovation in the delivery of essential public services, particularly in the health sector. PPPs in health involve contractual arrangements between government entities and private organizations to design, finance, build, operate, and maintain health infrastructure and services, with the aim of improving access, quality, and efficiency of healthcare delivery (World Bank Group, 2022). In high-income countries, PPP health models have demonstrated considerable success in reducing the burden on public budgets while improving health service outcomes, with notable examples from the United Kingdom, Australia, and Canada (OECD, 2021).

In sub-Saharan Africa, PPP health projects face unique challenges including weak regulatory frameworks, limited fiscal space, and inadequate stakeholder engagement in project planning and governance (Ameyaw & Chan, 2021). Despite these challenges, PPPs in health are increasingly adopted as a viable alternative to purely public sector delivery, with several African governments including Kenya establishing dedicated PPP units and legal frameworks to facilitate their implementation. The World Bank Group (2022) emphasizes that successful PPP health projects require robust financial planning processes that actively involve all relevant stakeholders to ensure fiscal accountability, equitable resource allocation, and long-term project viability.

In Kenya, the Public Private Partnerships Act of 2021 provides a comprehensive legal and institutional framework for structuring and managing PPPs across various sectors, including health. Under this framework, county governments are empowered to enter into PPP arrangements to improve health infrastructure and service delivery at the local level. Kiambu County, one of the most populous counties in Kenya with a significant urban and peri-urban population, has implemented several PPP health projects aimed at expanding access to quality healthcare (Njuguna & Kirima, 2024). However, the sustainability of these projects remains a concern, with stakeholder participation in financial planning identified as a key determinant of long-term project success (Osei-Kyei et al., 2021).

Stakeholder participation in financial planning involves the active engagement of relevant actors including government officials, private partners, healthcare providers, and community representatives in the processes of budget preparation, resource allocation, financial review, and reporting within PPP projects. Freeman's (1984) Stakeholder Theory posits that organizations and by extension, partnership projects achieve better outcomes when diverse stakeholder interests are incorporated into strategic decision-making. In the context of PPP health projects, participatory financial planning promotes transparency, strengthens accountability, and aligns project objectives with community needs, thereby enhancing the prospects of long-term sustainability (Carbonara, Pellegrino, & Rangone, 2022). Notwithstanding the theoretical and policy-level recognition of its importance, empirical evidence on how stakeholder participation

in financial planning specifically affects the sustainability of PPP health projects in Kiambu County remains limited.

1.2 Statement of the Problem

PPP health projects are increasingly recognized as a critical pathway to achieving universal health coverage in developing countries, yet their long-term sustainability remains a persistent challenge. In Kiambu County, Kenya, several PPP health projects have faced difficulties in sustaining operations, maintaining service quality, and ensuring financial viability beyond initial implementation phases. These sustainability challenges have been attributed, in part, to inadequate stakeholder participation in financial planning processes, which undermines accountability, reduces community ownership, and limits the efficiency of resource utilization (Njuguna & Kirima, 2024; Osei-Kyei et al., 2021). Despite growing recognition of the importance of stakeholder engagement in PPP governance, most existing studies on PPP health projects in Kenya focus broadly on project management practices, risk allocation, and feasibility assessment, without adequately examining how participation in financial planning specifically influences sustainability outcomes. For instance, Njuguna and Kirima (2024) established capacity building as a key determinant of PPP health project continuity but did not analyze the financial planning dimension of stakeholder engagement. Similarly, while Carbonara, Pellegrino, and Rangone (2022) examined stakeholder engagement frameworks in PPP projects globally, their findings were not contextualized within the specific operational and governance environment of Kenyan county governments. At the project level in Kiambu County, a knowledge gap exists regarding the extent to which stakeholder participation in financial planning encompassing budget preparation, funding allocation, budget review, and financial reporting influences the sustainability of PPP health projects. Without robust empirical evidence, county governments and PPP implementing agencies lack an evidence-based foundation for designing participatory financial governance frameworks that can enhance project sustainability. This study therefore seeks to examine the effect of stakeholder participation in financial planning on the sustainability of PPP health projects in Kiambu County, Kenya, filling this empirical gap and contributing to theory and practice in PPP governance and health systems management.

1.3 Purpose of the Study

The purpose of the study was to determine the effect of stakeholder participation in financial planning on the sustainability of PPP health projects in Kiambu County, Kenya.

1.4 Research Hypothesis

H01: Stakeholder participation in financial planning does not significantly influence the sustainability of PPP health projects in Kiambu County, Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework: Stakeholder Theory

This study is anchored on Stakeholder Theory, originally developed by Freeman (1984) in his seminal work *Strategic Management: A Stakeholder Approach*, which argues that an organization's success and sustainability depend on its ability to identify, engage, and balance the interests of all stakeholders defined as any group or individual who can affect or is affected by the achievement of the organization's objectives. Freeman's framework established a foundational premise that decision-making processes incorporating diverse stakeholder perspectives lead to better organizational outcomes, enhanced accountability, and stronger legitimacy in resource management (Freeman, 1984).

Contemporary applications of Stakeholder Theory in the context of PPP projects affirm its continued relevance. Carbonara, Pellegrino, and Rangone (2022) applied Stakeholder Theory to examine how engagement mechanisms influence PPP project performance, finding that projects with institutionalized stakeholder participation frameworks demonstrate superior transparency and accountability outcomes. In the context of PPP health projects, Stakeholder Theory provides a strong theoretical basis for understanding how the inclusion of government agencies, private sector partners, healthcare providers, and community representatives in financial planning processes promotes shared ownership, reduces information asymmetry, and enhances financial governance.

Applied to Kiambu County's PPP health projects, Stakeholder Theory implies that sustainability is more likely to be achieved when all relevant stakeholders are actively involved in budget preparation, funding allocation, financial review, and reporting. Such participation ensures that financial plans reflect the diverse needs and priorities of stakeholders, thereby increasing commitment to project goals and improving the efficiency of resource utilization. The theory further supports the study's premise that monitoring and evaluation processes when opened to stakeholder input generate feedback loops that enable continuous project improvement and long-term sustainability (Freeman, 1984; Carbonara et al., 2022).

2.2 Empirical Review: Stakeholder Participation in Financial Planning and Sustainability of PPP Health Projects

Osei-Kyei, Chan, Yu, and Chen (2021) conducted a systematic review examining critical success criteria for sustainable PPP projects across multiple sectors in developing countries. Their findings highlighted stakeholder engagement particularly in the financial planning and governance stages as one of the most significant predictors of PPP project sustainability. Projects with structured stakeholder participation mechanisms demonstrated higher levels of financial transparency, more equitable resource distribution, and stronger long-term operational performance. However, the review's cross-sectoral scope limited its applicability to the specific dynamics of health PPPs in county government settings such as Kiambu County.

Njuguna and Kirima (2024) conducted a descriptive study in Isiolo County, Kenya, examining the determinants of sustainability in PPP health infrastructure projects. Their study, involving 63

participants comprising PPP committee members, the National Treasury PPP Unit, and healthcare project managers, identified capacity building and collaborative project design as key determinants of project continuity. The findings underscored the importance of involving public and private sector stakeholders in project design and implementation phases for achieving sustainability. However, the study did not specifically examine the role of financial planning participation as a distinct driver of sustainability, a gap that the present study addresses.

Carbonara, Pellegrino, and Rangone (2022) proposed a new approach for evaluating and improving stakeholder engagement in PPP projects, arguing that the quality of stakeholder involvement particularly in financial governance processes directly influences project outcomes and sustainability. Their framework emphasized that participatory financial planning promotes accountability, builds trust among project partners, and reduces the risk of financial mismanagement, thereby strengthening the long-term viability of PPP initiatives. Although the study was based on Italian PPP projects, its theoretical and methodological insights are applicable to the Kenyan context, particularly regarding the role of stakeholder financial participation in sustaining health projects.

Ameyaw and Chan (2021) examined stakeholder engagement in PPP water and health projects in Ghana and found that active participation of community representatives and government officials in financial planning and budget review processes led to improved resource allocation, stronger community ownership, and enhanced project sustainability. The study affirmed the Stakeholder Theory proposition that inclusive financial governance reduces conflict among project partners and enhances collective accountability for project outcomes. These findings are directly relevant to the current study, which explores similar dynamics in the context of Kiambu County's PPP health projects.

2.3 Sustainability of PPP Health Projects in Kiambu County, Kenya

The sustainability of PPP health projects refers to the capacity of such projects to continue delivering quality health services, maintaining financial viability, and achieving intended health outcomes over the long term without compromising the needs of future stakeholders. It is assessed through dimensions including financial sustainability, service continuity, quality of care, governance and accountability, and community health impact (World Bank Group, 2022). In Kenya, the sustainability of county-level PPP health projects is further shaped by the regulatory environment established under the PPP Act of 2021, which mandates transparency, stakeholder consultation, and structured financial oversight in PPP governance.

In Kiambu County, PPP health projects have been implemented across various health service areas, including primary healthcare facilities, diagnostic services, and maternal and child health programs. Osei-Kyei et al. (2021) and Njuguna and Kirima (2024) indicate that the sustainability of such projects is contingent on the quality of financial planning processes and the extent to which stakeholders are engaged in these processes. Projects that incorporate community voices

and private partner expertise in financial decision-making demonstrate greater alignment between resource allocation and health service priorities, leading to improved sustainability outcomes. These theoretical and empirical foundations guide the present study's examination of how stakeholder participation in financial planning influences the sustainability of PPP health projects in Kiambu County.

3.0 RESEARCH METHODOLOGY

This study adopted a descriptive survey design to examine the effect of stakeholder participation in financial planning on the sustainability of PPP health projects in Kiambu County. The target population comprised stakeholders involved in PPP health projects between 2019 and 2025, including government officials, private sector partners, project managers, and community representatives. A census approach was used to ensure comprehensive coverage of all stakeholders across the 28 identified PPP projects. Primary data were collected using structured questionnaires and semi-structured interviews to capture both quantitative and qualitative insights on stakeholder participation in financial planning and its influence on project sustainability. Secondary data were obtained from county reports, policy documents, and PPP project records. Data were analyzed using descriptive and inferential statistics, including regression and correlation analysis, with the aid of SPSS. Qualitative data were analyzed using thematic analysis. Ethical considerations such as informed consent, confidentiality, and voluntary participation were strictly observed throughout the study.

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Response Rate

The researcher administered 100 structured questionnaires to the stakeholders of PPP health projects in Kiambu County. The response rate is presented in Table 4.1

Table 4.1: Response Rate

Response Type	Frequency	Percent (%)
Response	95	95.0
Non-Response	5	5.0
Total	100	100.0

Source: Researcher, 2026

Based on the findings, 100 questionnaires and interview schedules were distributed among stakeholders of PPP health projects in Kiambu County. Of these, 95 instruments were duly completed and returned, yielding a response rate of 95.0%, while five instruments were not returned, representing a non-response rate of 5.0%. This high response rate reflects the effectiveness of several strategies employed during data collection, including prior communication to participants on the study's objectives, assurance of confidentiality, and follow-

up engagements by the research team. A response rate of 95.0% is considered excellent in survey research, as it minimizes the likelihood of non-response bias and ensures that the findings are representative of the perspectives and experiences of the target population (Fowler, 2014). This level of participation strengthens the credibility and reliability of the study's findings and provides a solid foundation for analyzing the relationship between stakeholder participation in financial planning and the sustainability of PPP health projects in Kiambu County.

4.2 Descriptive Analysis: Stakeholder Participation in Financial Planning

The first objective examined how stakeholder participation in financial planning influenced the sustainability of PPP health projects. Responses were analyzed using means and standard deviations based on a five-point Likert scale. Table 4.7 presents the findings.

Table 4.7: Stakeholder Participation in Financial Planning (n = 95)

Statement	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Std. Dev
Stakeholders were involved in the preparation of project budgets	2.1%	8.4%	6.3%	43.2%	40.0%	4.11	0.92
Community representatives contributed to financial allocation decisions	3.2%	8.4%	7.4%	42.1%	38.9%	4.05	0.96
Stakeholders were consulted on funding sources and project priorities	2.1%	9.5%	5.3%	44.2%	38.9%	4.08	0.89
Stakeholder inputs were considered during project budget reviews	3.2%	9.5%	8.4%	41.1%	37.9%	4.01	0.97
Financial reports were regularly shared with stakeholders to promote transparency	2.1%	8.4%	7.4%	43.2%	38.9%	4.08	0.91

Source: Researcher, 2026

The findings indicate that stakeholder participation in financial planning is practiced to a high extent, as evidenced by mean scores ranging from 4.01 to 4.11, all of which exceed the Likert scale midpoint of 3.0. The highest mean score (M = 4.11, SD = 0.92) was recorded for the statement that stakeholders were involved in the preparation of project budgets, with 83.2% of respondents agreeing or strongly agreeing. This indicates that budgeting processes within PPP health projects in Kiambu County are largely participatory, promoting alignment between financial plans and stakeholder expectations. Participation in financial allocation decisions also registered a high level of agreement (81.0%), with a mean score of 4.05 (SD = 0.96). This suggests that multiple stakeholder groups influence how resources are distributed, which strengthens accountability and promotes equitable resource allocation within PPP health projects. Consultation on funding sources and project priorities demonstrated strong agreement (83.1%),

with a mean of 4.08 (SD = 0.89), indicating that stakeholders are regularly engaged in financial decision-making. The relatively low variability in responses reflects consistency in perceptions across respondent groups. Further, 79.0% of respondents affirmed that stakeholder inputs are considered during budget reviews (M = 4.01, SD = 0.97), indicating that financial planning is an iterative process that incorporates continuous stakeholder feedback rather than being a one-time exercise. Additionally, 82.1% agreed that financial reports are regularly shared with stakeholders (M = 4.08, SD = 0.91), reinforcing the importance of transparency and open communication in project financial management. The aggregate mean of approximately 4.07 confirms that stakeholder participation in financial planning is robustly practiced and contributes significantly to the sustainability of PPP healthcare projects in Kiambu County. These findings are consistent with Stakeholder Theory (Freeman, 1984) and with Carbonara, Pellegrino, and Rangone (2022), who emphasize that involving stakeholders in financial governance enhances ownership, improves resource management, and leads to better long-term project outcomes.

4.3 Sustainability of PPP Health Projects in Kiambu County

The sustainability of PPP health projects reflects the capacity of such projects to maintain financial viability, deliver quality health services, and achieve long-term operational continuity. The descriptive findings indicate that respondents generally perceive PPP health projects in Kiambu County to be sustainable, with an aggregate mean of 4.09 (SD = 0.77). This suggests that stakeholder participation in financial planning, combined with sound governance structures, has had a positive influence on the financial sustainability, service quality, and long-term operational continuity of PPP health projects in the county.

Table 4.12: Sustainability of PPP Health Projects in Kiambu County

Statement	M	SD
PPP health projects in this county have demonstrated long-term financial viability.	4.13	0.75
Stakeholder participation in financial planning has improved the sustainability of project operations.	4.10	0.77
PPP health projects consistently deliver quality healthcare services to the community.	4.15	0.72
Governance structures established in PPP projects promote accountability and transparency.	4.07	0.80
Stakeholder engagement has strengthened the long-term operational continuity of health projects.	4.02	0.82
Participatory financial planning has enhanced overall project sustainability outcomes.	4.09	0.78
Overall Sustainability of PPP Health Projects	4.09	0.77

Source: Researcher, 2026

Among individual sustainability items, the delivery of consistent quality healthcare services received the highest rating ($M = 4.15$, $SD = 0.72$), indicating strong agreement that PPP health projects in Kiambu County effectively provide quality healthcare to the community. Long-term financial viability was also rated highly ($M = 4.13$, $SD = 0.75$), reflecting respondents' confidence in the fiscal management of these projects. The contribution of stakeholder participation in financial planning to operational sustainability ($M = 4.10$, $SD = 0.77$) and the role of governance structures in promoting accountability ($M = 4.07$, $SD = 0.80$) were similarly well-regarded.

The statement on stakeholder engagement strengthening operational continuity received a slightly lower rating ($M = 4.02$, $SD = 0.82$), suggesting that while stakeholder participation is largely beneficial, there is room for strengthening its impact on long-term operational aspects of project sustainability. The aggregate mean of 4.09 ($SD = 0.77$) confirms that PPP health project sustainability in Kiambu County is at a high level, and this sustainability is strongly associated with participatory financial planning practices. These findings are consistent with Osei-Kyei et al. (2021), who found that structured stakeholder participation in financial and governance processes significantly enhances PPP project sustainability, and with Ameyaw and Chan (2021), who demonstrated that inclusive financial governance improves resource allocation and community ownership in PPP health and infrastructure projects.

Thematic analysis of qualitative data further supported these findings. Key informants confirmed that inclusive budget preparation and regular financial reporting to stakeholders had enhanced trust, transparency, and accountability in project management. Community representatives noted that their involvement in financial allocation decisions helped prioritize health service needs relevant to local populations, leading to improved health outcomes. Private sector partners emphasized that participatory budget review processes reduced financial risks and improved project governance. Recommendations from informants included strengthening community participation in all financial planning stages, developing formal stakeholder financial governance frameworks, and ensuring regular financial disclosure to all project partners to sustain the positive outcomes observed.

4.4 Regression Analysis

4.4.1 Model Summary

Table 4 presents the regression model summary for the relationship between stakeholder participation in financial planning and the sustainability of PPP health projects. The correlation coefficient ($R = 0.766$) indicates a strong positive relationship between the two variables. The coefficient of determination ($R^2 = 0.587$) shows that stakeholder participation in financial planning explains 58.7% of the variation in PPP health project sustainability. The adjusted R^2 (0.582) confirms the model's goodness of fit after accounting for the number of predictors, while the standard error of estimate (0.504) indicates minimal deviation between predicted and observed sustainability scores.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.766 ^a	0.587	0.582	0.50400

a. Predictors: (Constant), Stakeholder Participation in Financial Planning

4.4.2 ANOVA

The ANOVA results in Table 5 confirm that the overall regression model is statistically significant ($F = 132.182$, $p < 0.001$). This demonstrates that stakeholder participation in financial planning has a significant effect on the sustainability of PPP health projects in Kiambu County, and that the model as a whole is a good predictor of sustainability outcomes.

Table 5: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.307	1	31.307	132.182	0.000 ^b
Residual	22.026	93	0.237		
Total	53.333	94			

a. Dependent Variable: Sustainability of PPP Health Projects

b. Predictors: (Constant), Stakeholder Participation in Financial Planning

4.4.3 Regression Coefficients

Table 6 presents the regression coefficients for the relationship between stakeholder participation in financial planning and PPP health project sustainability. The unstandardized coefficient ($B = 0.324$, $p < 0.001$) indicates that a one-unit increase in stakeholder participation in financial planning is associated with a 0.324-unit increase in the sustainability of PPP health projects. The standardized beta coefficient ($\beta = 0.766$) further confirms the strong positive predictive power of stakeholder participation on project sustainability. The t-value ($t = 11.499$, $p < 0.001$) demonstrates statistical significance at the 0.001 level. Based on these results, the null hypothesis (H_0) is rejected; stakeholder participation in financial planning significantly and positively influences the sustainability of PPP health projects in Kiambu County.

Table 6: Beta Coefficients for Stakeholder Participation in Financial Planning

Model	B (Unstd.)	Std. Error	Beta (Std.)	t	Sig.
(Constant)	2.149	0.353		6.081	0.000
Stakeholder Participation in Financial Planning	0.324	0.028	0.766	11.499	0.000***

*a. Dependent Variable: Sustainability of PPP Health Projects; *** $p < 0.001$*

The regression findings are consistent with Stakeholder Theory (Freeman, 1984), which holds that inclusive stakeholder participation in organizational decision-making including financial

planning leads to improved project outcomes and long-term sustainability. The results also align with Carbonara, Pellegrino, and Rangone (2022), who demonstrated that structured stakeholder engagement in PPP financial governance directly improves project performance and sustainability, and with Osei-Kyei et al. (2021), who identified stakeholder engagement as one of the most significant predictors of PPP sustainability in developing country contexts. The strong model fit ($R^2 = 0.587$) underscores the substantive contribution of stakeholder participation in financial planning to PPP health project sustainability in Kiambu County.

5.0 SUMMARY OF THE STUDY

This study examined the effect of stakeholder participation in financial planning on the sustainability of PPP health projects in Kiambu County, Kenya. A descriptive survey design was adopted, targeting 100 stakeholders involved in 28 identified PPP health projects, with 95 respondents returning completed instruments, representing a response rate of 95.0%. Descriptive findings revealed that stakeholder participation in financial planning is robustly practiced within PPP health projects in Kiambu County, with an aggregate mean of 4.07 ($SD = 0.93$). Involvement in budget preparation received the highest rating ($M = 4.11$, $SD = 0.92$), while participation in budget reviews recorded the lowest ($M = 4.01$, $SD = 0.97$), indicating opportunities for strengthening ongoing financial monitoring engagement. The sustainability of PPP health projects was also rated positively, with an aggregate mean of 4.09 ($SD = 0.77$), with service quality receiving the highest rating ($M = 4.15$, $SD = 0.72$). Regression analysis confirmed a strong, statistically significant positive relationship between stakeholder participation in financial planning and PPP health project sustainability ($\beta = 0.766$, $p < 0.001$), with the former explaining 58.7% of the variation in sustainability outcomes ($R^2 = 0.587$). The null hypothesis was rejected, confirming that stakeholder participation in financial planning significantly influences the sustainability of PPP health projects. These findings are consistent with Stakeholder Theory and are supported by empirical evidence from Carbonara et al. (2022), Osei-Kyei et al. (2021), and Ameyaw and Chan (2021).

6.0 CONCLUSION

The study concludes that stakeholder participation in financial planning is a significant and positive driver of the sustainability of PPP health projects in Kiambu County, Kenya. The strong positive relationship between participatory financial planning and project sustainability demonstrates that PPP health projects characterized by inclusive budgeting, transparent financial reporting, and broad stakeholder involvement in funding decisions achieve superior sustainability outcomes in terms of financial viability, service continuity, healthcare quality, and governance accountability. While the overall level of stakeholder participation in financial planning is high, the relatively lower rating of participation in budget review processes indicates that ongoing financial oversight engagement requires strengthening to ensure that stakeholder participation translates consistently into improved sustainability outcomes across all dimensions. The findings

further reveal that effective participatory financial planning directly addresses key sustainability challenges in PPP health projects, including financial mismanagement, inequitable resource allocation, and weak community ownership. County governments and PPP implementing agencies that invest in structured participatory financial governance frameworks are better positioned to achieve the long-term sustainability of PPP health projects and, ultimately, improve health outcomes for communities in Kiambu County.

7.0 RECOMMENDATIONS

Based on the research findings, the following recommendations are proposed: The Kiambu County Government and PPP implementing agencies should institutionalize participatory financial planning frameworks within PPP health project governance structures. This should include formal mechanisms for involving government officials, private sector partners, healthcare providers, and community representatives at all stages of financial planning, from budget preparation through to budget review and financial reporting.

Project management teams should strengthen stakeholder participation in budget review processes, which recorded the lowest engagement score in this study. This can be achieved through regular participatory budget review meetings, accessible financial disclosure platforms, and the establishment of multi-stakeholder financial oversight committees that meet at defined intervals throughout the project lifecycle.

County governments should develop community financial literacy programs to empower community representatives to participate meaningfully in financial planning processes. Building community capacity to engage with budget documents, funding proposals, and financial reports will enhance the quality of community contributions to financial governance and strengthen the social accountability dimensions of PPP health project management.

National and county PPP regulatory bodies should embed stakeholder participation requirements in PPP contract agreements and performance monitoring frameworks. Making participatory financial planning a contractual obligation, with defined participation standards and reporting requirements, will ensure that engagement is sustained throughout the project lifecycle rather than being limited to the initial project design phase.

PPP health project implementers should establish transparent financial communication systems, including digital platforms for sharing financial reports and updates with all stakeholders. Enhanced financial transparency will build trust among project partners, improve collective accountability, and strengthen the governance foundations necessary for long-term project sustainability.

9.0 AREAS FOR FURTHER RESEARCH

Future research should consider replicating this study across other counties in Kenya to determine whether the findings on stakeholder participation in financial planning and PPP health project sustainability are generalizable to different governance and socioeconomic contexts. Longitudinal studies tracking the sustainability outcomes of PPP health projects over extended periods would provide deeper insights into the long-term impact of participatory financial planning. Comparative studies examining the influence of different stakeholder participation models such as community-led versus government-led financial governance on PPP sustainability outcomes would contribute important practical knowledge for PPP policy design. Additionally, future research could investigate the moderating role of regulatory frameworks and institutional capacity on the relationship between stakeholder participation in financial planning and the sustainability of PPP health projects in developing country contexts.

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