

**INFLUENCE OF COMMUNITY PARTICIPATION ON SUSTAINABLE  
PROJECT MANAGEMENT. A CASE OF NAKURU TOWN, KENYA**

**BY**

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Master of Arts Degree in Project Planning and Management of the University of Nairobi**

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## **DECLARATION**

This research project is my original work and has never been presented for a degree or any award in any other university.

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## **DEDICATION**

This research project is dedicated to my parents, Mr and Mrs Simon Ngugi Mwangi, for their relentless efforts and encouragement throughout my studies, my spouse Joel Verndoge Kanini, my son Hendrik and my daughter Lize for their continued support and motivation as I pursue this degree.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>SPSS:</b>	Statistical Package of Social Sciences
<b>UN:</b>	United Nations
<b>KENHA:</b>	Kenya National Highways Authority
<b>UNEP:</b>	United Nations Environment Programme
<b>IETC:</b>	International Environment Technology Centre
<b>Ha:</b>	Hectares
<b>M&amp;E:</b>	Monitoring and Evaluation

## ABSTRACT

The purpose of this study was to investigate the influence of community participation on sustainable management of projects in Nakuru town. Community participation has been regarded as the force in ensuring sustainable and positive development changes in our society. This study was based on 4 key objectives, i.e. to establish the influence of community participation on need identification and prioritization, to examine the extent to which the community participates in the planning stage of development projects, to assess the level of community participation in project implementation and to examine the influence of community participation in project monitoring and evaluation. The study's main focus was Nakuru town in Nakuru County, being the fourth largest city in Kenya, after Nairobi, Mombasa and Kisumu, with 307,990 inhabitants, according to the 2009 census report, as compared to Eldoret's 289,380, Kericho's 150,000 and Naivasha's 181,966. Geographically, Nakuru is centrally placed, making it one of the most accessible towns in Kenya. It is also a tourism town, due to its vicinity to three lakes and Lake Nakuru National Reserve. Nakuru is a major source of raw materials with its agricultural highland hinterlands, and mineral reserves in Gilgil and Kariandusi. As a result, it has attracted many development initiatives that has led to the growth and urbanization of the town. This study hoped to reveal how community participation has contributed to sustainable urban development within the town, and the extent to which its residents have contributed in idea conceptualization, prioritization, construction, operation, monitoring and evaluation of development projects. The study was based on Freire's theory of dialogical action, who believed that communication has a key role in human co-existence with each other, and that it is human nature to be dialogic. He insisted that it was the role of educators to provide a favorable conditions for dialogue so that learners can share knowledge, facilitate culture creation, liberation, while promoting understanding among people. Freire (1970), challenged the then existing conceptions of development especially in education, as he argued that development programs approach in educating farmers had failed, as they were keen to have farmers adopt new and foreign innovations as practiced by the Western world without considerations on how these concepts related with the existing practices. He argued that knowledge creation was a creative discovery of the universe, and not transfer of information from those "who have it" to the ones "who lack it". The development programs adopted an authoritarian approach that was against community interaction and knowledge sharing. In place of that, he came up with a liberating form of education where communication was conceived as dialogue and participation, which prioritized commitment, trust and cultural identity and that cultivated a sense of ownership through sharing and reconstruction of knowledge and experiences. This approach defined active community participation and equity. The findings of this study are important and could be useful in many ways, i.e. Project donors, developers and managers will be informed on the importance of involving the community in all stages of project development. This information may also be used by policy makers to emphasize on the importance of project monitoring and evaluation in the sustainability of projects. The study targeted a population of 1011 individuals, and a sample size of 278 respondents, based on Krejcie and Morgan table (1970). Purposive sampling was adopted in determining the respondents. Both quantitative and qualitative data was collected using interviews and questionnaires, and analyzed by the help of the Statistical Package for Social Sciences (SPSS), and presented using tables. The study revealed that 69.5% of the respondents participated in need identification and prioritization, 60.1% in planning of development projects, 76.5% in project implementation and 53.9% were involved in project monitoring and implementation. The researcher found that there was need to increase the participation of the community in need identification and prioritization, as failure of this involvement has led to implementation of projects that do not address the needs of the community. There is need for more emphasis by the development stakeholders, especially the government and funding agencies, on more involvement of the community to assist in community empowerment and promote project sustainability. This will ensure that the community members are well conversant with the projects around them, to enable them properly run them after financial and managerial aid has been withdrawn. It was also founded that there was need to strengthen monitoring and evaluation initiatives and system, through provision of trainings and allocation of a budget to assist in monitoring and evaluation at the community level.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

Community participation has been one of the key strategies in ensuring sustainable and positive development changes in our society. It can be defined as an active process where all beneficiaries to a project influence the planning, design and implementation of the same, instead of only receiving shares to the benefits. (World Bank 1988). Many developers in the 21<sup>st</sup> century have emphasized on the need to involve the community in planning, designing, implementation, monitoring and evaluation of projects that concern them. This has been attributed to several factors. First, community participation ensures effective and efficient utilization of limited resources, implementation of cost reduction and project sustainability. Ensuring that a project is accepted by the beneficiaries before its implementation saves money spent on white elephants, and gives assurance that the community will run the projects, with no or minimum help from the government and other stakeholders. Secondly, the national, regional and local government are faced with limited capacity in managing the ever increasing number of development projects and programs. As a result, many countries have seen the need to pursue decentralization of functions from the national level, to regional, local; and the community level, through community based organizations.

Thirdly, developers are increasingly adopting the belief that the needs of the people have to be addressed in planning and designing of the projects, while assessing the extent of effects of the projects to the community. While development is seen as a positive aspect to a community, its main objective should be in ensuring that the community, including the marginalized population, are empowered by ensuring that they have control over decisions and resources that affect them. Lastly, there is need to promote gender equity and equality, by ensuring that men and women alike, contribute fully and receive equals shares of the benefit. This can be actualized by making sure that the projects take into account their special needs and potentials.

In the 1950s and 1960s, rapid industrialization saw the adoption of the diffusion model, where extension agent were used to teach farmers new farming technologies. (Chambers 1997). Due to poor involvement of the farmers in need identification and prioritization, this approach was not successful. In the 1970s, early experimentation of participatory approaches began, fueled by the failure of externally imposed methods that were earlier experienced by the imposition of extension officers. This involved the introduction of Rapid rural appraisal and later, participatory rural appraisal that enabled members of the community to express, share and analyze their local knowledge and skills based on the conditions of the project area of interest. As a result, the role of the change agents were reversed from doing and teaching, to facilitating and listening i.e. from

prescriptive planning to participatory planning. The 1980s experienced a participation boom, as organizations sought alternatives to the Top-down form of management. This continued to the 1990s where participation was associated with sustainable development. Participatory approach became recognized by developers and donor groups, as funding groups began demanding community participatory processes as a condition for funding. As the interest for resource monitoring and evaluation grew, there was an increase in community participation in development projects. (Kelly 2001).

To date, local governments are increasingly embracing community participation as they recognize the potential offered by business communities, non-governmental organizations, civil societies, and the general public, together with other stakeholders, in realizing better and efficient preparations, implementation and monitoring of development projects. According to UN Habitat (2007), community participation is designed to identify relevant project and activities that address the needs of the community, including women, children and the marginalized groups, promote cost efficiency through utilization of local skills and resources; base projects and activities on the understanding and awareness of local issues to increase their effectiveness and respond to local needs; empower communities by developing citizens abilities and building local capacities to better negotiate and manage projects; promote gender equality by facilitating equal access to opportunities and securing sustainability of development projects by developing a sense of ownership among key stakeholders. For sustainable development to be achieved, utilization of resources should be in a manner that the environment is protected to cater for the present needs while ensuring that the ability to meet the needs for the future generations is not compromised.

This study sought to investigate the influence of community participation on management of development projects. This study's main focus was Nakuru town, being the fourth largest city in Kenya, after Nairobi, Mombasa and Kisumu. According to the 2009 census report, it is home to over 307,990 inhabitants within the town compared to Eldoret's 289,380, Kericho's 150,000 and Naivasha's 181,966. Geographically, Nakuru is centrally placed, making it one of the most accessible towns in Kenya. It is also a tourism town, due to its vicinity to Lake Nakuru, Elementaita, Naivasha and Bogoria, the Menengai Crater, Lake Nakuru National Reserve and Mt Longonot. It is a major source of raw materials with its agricultural highland hinterlands, and mineral reserves in Gilgil and Kariandusi. As a result, it has attracted many development initiatives that has led to the growth and urbanization of the town. Local community members are expected to participate in project planning, implementation, monitoring and evaluation, which assists in acquisition of skills and knowledge, empowerment while creating a sense of ownership, that will see existing and upcoming development projects in Nakuru, sustainable and well run, long after the developers, experts and donor funding has been withdrawn. This calls for more active participation of local

communities, which has been hindered by lack of information on expected benefits, lack of adequate skills and lack of awareness on strategies for benefits sharing. Benefit sharing is one of the strongest motivation for community involvement, as they tend to have high expectations on immediate benefits accrued from involvement. (Phiri, 2009). Community participation is the key strategy for sustainable development and environmental protection, which is in line with Millennium Development Goals, particularly on development and environmental sustainability.

Community participation is paramount in several stages of project development including; The needs assessment, where the desired improvements are examined against the community priorities; Project planning, which involves formulation of goals and objectives; Mobilization, where awareness is raised about the community needs, and the organizing structures are established and assessed; Training, both formal and informal; Project implementation, where the community is involved in management activities and finally, Monitoring and evaluation, which involves involvement of the community in appraisal of the work done, identifying areas for improvement and redefining their needs. This has been key in the realization of more appropriate intervention, better utilization of resources, better planning and increased efficiency, higher transparency and accountability, increased equity and empowerment through greater engagement of marginalized groups. As a result, many donors and borrowers are putting more emphasis on decentralization of management of these projects, resulting in implementation by the members of the community. (Hill et al, 1998)These raises the concern of the capacity of a given community to implement a project, and its vulnerability to local, regional and national political interference. Due to this, it is important to select the right community, for close monitoring and evaluation of the project, together with periodic audits of the project implementation. However, for communities that lack the required capacity to plan, design and implement projects, it is important to conduct trainings and awareness before rolling out the projects, for equity and empowerment of the same.

Around the 19<sup>th</sup> century, in the USA, a socialist thinker Robert Owen (1771-1851), sought to create perfect communities. This was later carried out in New Lanark and Oneida, but with little or no success. Josiah Warren (1798-1874), in his journal 'The Peace Revolutionist' attributed the failure of these efforts was attributed to poor ownership of the communal activities by the community members since the projects were identified and implemented for them, without their participation in decision making throughout the operationalization of the project management processes.

Even with this, active participation involves other risk factors e.g. It is time consuming as it requires all stakeholders to be involved; It is resource intensive and difficult to implement logistically; It may result to conflicts among the stakeholder due to their differing opinions, needs and priorities; Members of the community and other stakeholders may have very high expectations,

that may be hard and expensive to actualize resulting in disappointments; The community may lack adequate capacity to meet the projects goals and objectives and finally, these projects may be dominated by powerful and educated elites, who may not necessarily represent the needs and priorities of the target communities. (Hill et al, 1998)

## **1.2 Statement of the problem**

Project sustainability has been identified as a main challenge in many counties in Kenya. Many development projects have not survived beyond withdrawal of donor funds and foreign technical skills. In Nakuru, many project have stalled after completion and others in the implementation stage, due to poor sustainability and ownership by the local community. These projects include the free area market allocated at the outskirts of Nakuru town, and the Wakulima Hawkers Business Complex, where over Kshs 40 million was used in their construction. These has led to wastage and poor utilization of tax payers' money, as these could have been channeled to better projects that the community needs.

Community participation is regarded as a key strategy in ensuring sustainability of projects. Involving the beneficiaries in the different stages of the projects ensures that, there is community ownership, capacity building and empowerment, which are key drivers in ensuring that projects run after the completion stage and when the donor or other sources of external funding has been cut off. With this positive aspects to participatory approach, other developers associate it to cause delay to projects due to the amount of time required to mobilize and get the point of view of all the stakeholders, while increasing the human resource requirement. In other cases, participatory approach may lead to conflicts between beneficiaries with differing interests, poor performance by inexperienced workers, leading to loss in efficiency, hence discouraging developers from embracing this approach and donors from providing the required financial assistance.

However, community participation should be the backbone of any development project. Effective methods that address the negative effects that may result from involvement of stakeholders should be used. It is also important to ensure that the staff involved in mobilizing the communities have proper social skills and the required capacity for this exercise. Lack of community involvement can result in loss of capital, non-acceptance of the project by the beneficiaries, legal implications and conflicts, leading to non-sustainable projects referred to as white elephants. Even if the demands of a community have been exhaustively assessed, community demands cannot be realized as long as decisions are being made by an outside agency. Most projects that are exclusively donor aided, and implemented by outside agencies results in community dependency syndrome and consumption mentality among the beneficiaries, reducing their chances to sustainability after these aide is withdrawn.

For sustainable urban development, key environmental factors need to be considered to ensure that the use of resources meet both the current needs of a society, without compromising the ability of the future population to meet their own needs. One of the key strategies to ensure that sustainability is maintained is by involving the community and key stakeholders in planning, decision making and implementation of these development projects. The study sought to determine the influence of community participation to sustainable urban development, with the key focus being the Nyahururu-Nakuru interchange, located at the Nyahururu turnoff along the Nakuru-Nairobi highway (A104), and construction of high-rise buildings in Nakuru town. The interchange is envisioned to improve the flow of traffic and promote economic development in the county. This study focused on the means through which the community participated in decision making, monitoring and evaluation, and the impact of this involvement on sustainability of these projects.

### **1.3 Purpose of the study**

The purpose of this study was to determine the influence of community participation on sustainable project management in Nakuru town, Nakuru County.

### **1.4 Objectives of the study**

This study sought to achieve the following objectives;

1. To establish the influence of community participation in need identification and prioritization, in management of sustainable development projects.
2. To examine the extent of community participation in the planning stage of project management.
3. To assess the influence of community participation in project implementation, in management of sustainable development projects
4. To examine the influence of community participation in project monitoring and evaluation, in management of sustainable development projects

### **1.5 Research Questions**

The following research questions guided this study;

1. What is the influence of community participation on need prioritization and identification, in management of sustainable development projects?
2. To what extent is the community involved in the planning stage in the management of sustainable development projects?
3. What is the influence of community participation in project implementation in management of sustainable development projects?



4. What is the influence of community participation in project monitoring and evaluation in management of sustainable development projects?

### **1.6 Significance of the study**

The findings of this study are important and could be useful in many ways, i.e. Project donors, developers and managers will be informed on the importance of involving the community in all stages of project development. This information may also be used by policy makers to emphasize on the importance of project monitoring and evaluation in the sustainability of projects. The study will also provide significant information on the importance of adopting sustainable development, by ensuring proper utilization of resources while considering both the present and future generations.

### **1.7 Limitations of the study**

This study involved collecting information from development projects, including ongoing construction sites e.g. the Nakuru-Nyahururu interchange. Due to safety hazards associated with incomplete projects, the consultants and contractors were reluctant to authorize data collection from these sites. These concerns were mitigated by obtaining a formal written authority from the University of Nairobi as well as National Council of Science, Technology and Innovation (NACOSTI) authorizing data collection. These letters served to illustrate that data collection was for academic purpose. The researcher also ensured that she put on the relevant safety gear when accessing these sites, to prevent any casualties.

### **1.8 Delimitations of the study**

This study focused on Nakuru town area, being the fourth largest city in Kenya, after Nairobi, Mombasa and Kisumu, while covering the community members, and members of the civil society involved on development planning, implementation and environmental protection. It has a population of over 307,990 inhabitants within the town, as compared to Eldoret's 289,380, Kericho's 150,000 and Naivasha's 181,966. (Census report, 2009). Geographically, Nakuru is centrally placed, making it one of the most accessible towns in Kenya, hence its suitability for development projects. It is also a tourism town, due to its vicinity to Lake Nakuru, Elementaita, Naivasha and Bogoria, the Menengai Crater, Lake Nakuru National Reserve and Mt Longonot.

### **1.9 Basic assumptions of the study**

This study was based on the assumption that the sample represents the entire population under study, and that the respondents answered the questionnaire correctly and truthfully. It was also assumed that the data collection instruments were valid and reliable in measuring the desired construct. This assumption was enhanced by testing for validity and reliability of the

instruments used. The researcher also assumed that the four objectives mentioned were the core areas where the communities were involved for sustainability of development projects.

### **1.10 Definitions of significant terms**

**Community:** It is a group of people in a given society, that share common characteristics

**Community participation:** is an active process where all beneficiaries to a project influence the planning, design and implementation of the same, instead of only receiving shares to the benefits.

**Community based projects:** They are projects carried out for and with the community, to address their needs, Interests and aspirations.

**Sustainability:** This is the process of ensuring that resource allocation is based on enhancing an equilibrium on environmental, economic and social priorities.

**Sustainable development:** is a pattern of the use of resources that ensures that human needs are met while preserving the environment both at the present and in future. It focuses on finding the point of equilibrium to resource use, by examining the capacity of natural resources, while addressing the resource needs facing humanity.

**Environmental Management:** the process of controlling human effects and interaction with the environment, with the aim of preserving natural resources. It involves planning, developing, implementing and monitoring environmental policies for its protection.

**Projects:** This is a temporary and unique endeavor, undertaken within the constraint of resources e.g. financial, time, human resources etc.

**Monitoring:** a continuous process of collecting information on on-going projects and programs, to verify their performance.

**Evaluation:** It involves systematic collection, analysis and interpretation of project data to assess the project performance as compared to the project goals and objectives.

## **1.11 Organization of the study**

This project comprises of five chapters. Chapter one consists of the background of the study and the statement of the problem, which highlights the issues that these study sought to address. It also consists of the objectives of this study and the question this research sought to address, the significance of the study, the limitations and delimitations, the assumptions, definition of significant terms and a layout of how the project report is organized.

Chapter two entails a review of the literature based to the objectives of the study. This chapter also includes the theoretical and conceptual frameworks of this study. Chapter three covers the research methodology used in data collection, the target population and sample size, the sampling techniques used, research instruments, methods for ensuring validity and reliability of the instrument, the data analysis techniques adopted and the ethical considerations while collecting data. Chapter four presents the finding of this study. The data collected was analyzed using descriptive statistics. A data analysis tool SPSS was used as it gave exhaustive analysis of the respondent's responses in relation to the subject of the research. The output was presented by use of tables. Chapter five summarizes the findings of this study and recommendation while highlighting other areas for further studies.

# **CHAPTER TWO**

## **LITERATURE REVIEW**

### **2.1 Introduction**

This chapter reviews the literature by other scholars on the influence of community participation on sustainable urban development, particularly in Kenya, Africa and other parts of the world. It consists of the theoretical and conceptual framework, together with the knowledge gap that this study needs to address.

### **2.2 Community Participation**

Community participation has been one of the key strategies in ensuring sustainable and positive development changes in our society. It can be defined as an active process where all beneficiaries to a project influence the planning, design and implementation of the same, instead of only receiving shares to the benefits. (World Bank 1988). Many developers in the 21<sup>st</sup> century have emphasized on the need to involve the community in planning, designing, implementation and running of projects that concern them. Community participation in environmental protection requires an understanding of resource use, problems that may result from over utilization and implementation of suitable mechanisms to enhance sustainable development. Environmental management involves managing the living and non-living components and how they relate to the social, cultural and economic human aspects.

Over the past decades, environmentalist have prioritized managing natural resources, while keeping the quantity of waste generated at a minimum. This has been fueled by the high growth in the industrial sector, which has caused negative effects to the environment that is just now being realized. This is being implemented globally through conventions, agreements and other multi-lateral forms, while shifting the environmental protection and management responsibility from the national government to a more consensus-based approach, where all stakeholders are involved in their different capacities. (UNEP-IETC,2004). The community is regarded as the primary stakeholder, with its partnership with other decision makers being a key aspect in decision making. This creates a favorable atmosphere that enables the community to present their opinions on issues that affect their lives. Decisions regarding natural resource use are made daily at the individual, household and community level, which leads to short and long term impacts locally and even beyond the geographic boundaries. Incorporating environmental protection policies while making this decisions at the grass root leads to awareness and behavioral changes. Community participation provides a platform for creative brainstorming, which is essential in problem and solution identification thus maximizing benefits accrued from small resource bases.

In the 1950s and 1960s, there was rapid industrialization that saw the adoption of the diffusion model, where extension agents were used to teach farmers new farming technologies. (Chambers 1997). Due to poor involvement of the farmers in need identification and prioritization, this approach was not successful. In the 1970s, early experimentation of participatory approaches began, fueled by the failure of externally imposed methods that were earlier experienced by the imposition of extension officers. This involved the introduction of Rapid rural appraisal and later, participatory rural appraisal that enabled members of the community to express, share and analyze their local knowledge and skills based on the conditions of the project area of interest. As a result, the role of the change agents were reversed from doing and teaching, to facilitating and listening i.e. from prescriptive planning to participatory planning. The 1980s experience a participation boom, as organizations sought alternatives to the Top-down form of management. This continued to the 1990s where participation was associated with sustainable development. Participatory approach became recognized by developers and donor groups, as funding groups began demanding community participatory processes as a condition for funding. As the interest for resource monitoring and evaluation grew, there was an increase in community participation in development projects. (Kelly 2001).

Many governments have shown their interest and support for policy and legislative frameworks, which enhance community involvement in natural resource management. For example, with the forestry department experiencing major conflicts as a result of encroachment by neighboring communities and infrastructure developers, countries in Africa and Asia have reviewed their legislations and policies on forestry, to accommodate Participatory Forest Management, that natural resource utilization in a sustainable way. (Phiri,2009). The national Forest Policy of 1988 was formed to enhance community participation in forest resource management, to stop further forest degradation, through deforestation on common and government lands. (Hill et al, 1998). Tanzania adopted Participatory forest management in about 2.8 million Ha under this. This was followed by the National Land Policy of 1998, and Forest Act of 2002, whose main agenda was to stop existent access on public land, reduce rural poverty and protect Tanzanian forests.

To date, local governments are increasingly embracing community participation as they recognize the potential offered by business communities, non-governmental organizations, civil societies, and the general public, together with other stakeholders, in realizing better and efficient preparations, implementation and monitoring of development projects. According to UN Habitat (2007), community participation is designed to meet the following objectives: Identifying relevant project and activities that address the needs of the community, including women, children and the marginalized groups; Promoting cost efficiency by utilization of local skills and resources; Basing projects and activities on the understanding and awareness of local issues to increase their

effectiveness and respond to local needs; Empowering communities by developing citizens abilities and building local capacities to better negotiate and manage projects; Promoting gender equality by facilitating equal access to opportunities and lastly, securing sustainability of development projects by developing a sense of ownership among key stakeholders.

Participation of both men and women in development processes is key as it assists in understanding their different needs, situations and perspectives. First, gender analysis can be used as a tool in stakeholder analysis, as it assist planners and developers get clear understanding of the different ways in which different sexes impact or are impacted by urban development. Secondly, community involvement in urban development ensures that men and women participate at all levels, and as a result, there is a better understanding of any challenges to equal involvement, while addressing the same at each level. Moreover, incorporation of both men and women ensures that the effects of development initiatives and decisions are measured through development of gender focused indicators, disaggregation and analysis of data collected.

In Europe, great milestones have been achieved in promoting gender equality between men and women. This initiative started back in 1957, when the Treaty of Rome embraced the principle of equal pay for equal work. Currently, 60% of women are in the work force, up from 52% in 1998, with a target of 75% by 2020. Despite this, there is still a gender gap which the European commission aims to bridge. To do this, it adopted the Women's charter on 5<sup>th</sup> March, 2010, which commits to enhancing gender based policies through; facilitating work-life balance to improve women participation in decision making and the labor market, facilitating availability of high quality child care, addressing the gender pay gap and promoting female entrepreneurship. (European commission, 2011)

In Ethiopia, a study by Ambo University on the role of women empowerment for sustainable development revealed that, gender based discrimination and inequalities was high despite its governments aggressiveness in addressing the same. Women participation in the development agenda has been hampered by poverty, poor girl child education and low women political participation. (Endalcachew Bayeh,2016). In Kenya, a number of bills have been passed with the aim of attaining gender equality. In 2002, when the National Rainbow coalition came into power, it established the Ministry of Gender, sports and culture and the Gender Department and the National Gender Commission in 2004. A poverty reduction plan named The Economic Recovery Strategy for Wealth and Employment Creation ERS, 2003-2007, was formed, whose main goal was empowering marginalized groups and gender mainstreaming, (Björg Ryan, 2007). However, with this efforts to achieve gender mainstreaming, the gap in gender disparity is still very big more than a decade after. A participatory approach must be embraced while setting gender policies and machineries, to ensure

inclusion of all gender not forgetting the marginalized and physically challenged. Patriarchy needs to be addressed in cultural and traditional systems through involvement of men and boys, women and girls, and by provision and facilitation of culturally sensitive programs together with continued education and sensitization.

The government needs to facilitate the review, reform and harmonization of some of these customary laws and regulation, which are common sources of discrimination against women, including providing education facilities and training for legal personnel especially those who administer the customary laws on land rights, access to health facilities and provision of education to women and girls. Strict laws that address inequality need to be put in place. This should be followed by dissemination and proper interpretation of information on these laws and processes that address discrimination, to all stakeholders. Sound and effective mechanisms for implementation of policies and procedures should be put in place. Targets that are specific, measurable, achievable, realistic and timely should be set and supported by monitoring and evaluation systems, to monitor success and failures of these policies. Finally, the media should play an active role in creating awareness, sensitizing and conducting education campaigns which ensures information dissemination in wide geographical and social coverage to change patriarchal and chauvinistic attitudes in our societies (The African Development Forum (ADF VI), 2008).

### **2.3 Sustainable Urban Development**

Sustainable development is a pattern of the use of resources that ensures that human needs are met while preserving the environment both at the present and in future. It focuses on finding the point of equilibrium to resource use, by examining the capacity of natural resources, while addressing the resource needs facing humanity. Environmental sustainability ensures that all interactions with the environment sees to it that natural resources are not used faster than they can be replenished naturally, failure to which the environment degrades. If not controlled, environmental degradation may lead to extinction of natural species. The concept of sustainable development aims at ensuring that the underprivileged have the necessary help so that they do not destroy the environment in their quest for survival. It also ensures that economic development facilitates self-reliance by promoting proper utilization of available resources. Moreover, sustainable development promotes the application of cost effective development processes that prevent environmental degradation. As a result, it promotes a sustainable society that identifies sustainable growth limits and seeks proper means to attain the desired growth. (Ronald Williams, 2000)

In the 1962, Trinidad and Tobago attained its independence from the Great Britain. In their quest for economic development, the government set up a 5-year development program which involved establishing industrial institutions across its country. However, this growth did not consider any environmental management program nor the social aspects to development. As a result, the

environment deteriorated and the country was faced with neglect of human welfare and low quality of life that was experienced in all levels of the society. (Ronald Williams, 2000). For sustainability in development to prevail, there is need for mobilization of the government, private sector and the general public towards attainment of sustainable communities.

#### **2.4 Influence of Community participation in Need analysis and prioritization**

A community is a social unit that share common characteristics. For effective development, it is crucial that all the stakeholders are involved in all the stages. Over the recent years, community participation has been regarded as a key strategy by civil societies and governments in solving development problems, especially in the urban areas. It has been used in addressing key issue e.g. poverty alleviation, improvement of local shelters and infrastructures, good governance, economic development, upgrading urban environment and also improving safety standards for women and children. (UN Habitat, 2007). It entails citizens' involvement in need identification, prioritization and strategy identification to come up with development solutions that are feasible, sustainable and acceptable to the citizens. A need is a gap between the desired and what is. (Witkin et al, 1995). It can also be defined as what is real, against the ideal as acknowledged by the values of the target community and has potential for change. (Reviere, 1996).

Involving the community in need identification is key because the community appreciates the problem and finds way to solve it once it has collectively agreed and prioritized it as an issue. Minimum participation in need identification may result in the community failing to legitimize it leading to poor sustainability at the implementation stage. It is paramount for there to be genuine demand by the target community, regardless of whether aid has been given by the government of funding agencies. (Barasa and Jelagat, 2013)

In Malawi, Msamala Sustainable Energy Project, Concern Universal, an International development and emergency relief organization, in charge of finding local and sustainable solutions to inequality and poverty, embraced the Reflect model of participatory approach which aids the target communities to develop a problem analysis and identify suitable actions to be taken. This solutions lead to creation of projects e.g. local tree planting to counter deforestation. This approach ensured that the local needs are met through projects that have been identified and selected by the community through their participation in need analysis. (European Union Energy Initiative (EUEI), 2008). In Kenya, the government has recently decentralized funds to the counties through the Constituency Development Fund (CDF), Youth and Women Enterprise Development Fund and Local Authorities Transfer Fund (LATF). The main aim of this initiative was to enhance community participation in managing public resources, control imbalances experienced in regional development while improving service delivery and alleviating the poverty levels in the counties. Decentralization



of these funds also ensured that development planning is done at the grassroots where the needs of the community can be captured through participation in needs analysis, identification and prioritization of projects through implementation of participatory approaches. (IEA 2012). This ensures that the needs of the community are met while contributing towards community ownership of the development projects. It is required in the Constituency Development Act 2007, that meetings are held at the location level so that the communities are given a chance to identify projects that address their needs. The Constituency Development Fund Committee, after analysis, prioritizes

### **2.5 Influence of Community Participation in the Planning stage of development projects.**

Over the years, it has been noted that active participation of key stakeholders in project planning and design, with emphasis of those at the grass root levels, significantly contributes to effective utilization of grass root level inputs and increased ownership, resulting to the sustainability of development activities. People cannot be forced to take part in projects that directly affect their lives, but wherever possible, they should be given the chance to participate. This is considered a fundamental principle of democracy and a basic human right.

Planning involves setting up objectives to reach a desired goal, identification of responsibilities and roles of all stakeholders, estimating project cost by facilitating communication between different people working together to reach a common goal through expression of ideas. Participatory planning has been defined as a process through which parties with diverse interests works towards reaching an agreement on an idea, a plan and later its implementation. (Hague et al, (2003). In a project planning, the main activities involve budgeting, resource allocation, activities scheduling, implementation plan, estimation completion time and project duration and formulating an evaluation plan. (Barasa and Jelagat, 2013). Involvement of all stakeholders in decision making at the planning stage is crucial as it ensures that the needs and concerns of all involved is taken to consideration. From a study by the World Bank on decision making in the planning phase, community participation in decision making led to effective and efficient management processes, which later guaranteed better performance of the projects. It also indicated that due to this, many funding agencies, including The African Development Bank, The United Nations and the Asian Development Bank requires that the target community for a development initiative, are actively involved, for all their funded projects. (World Bank, 2008)

Rothman (2001) in his article on Tobacco education, from his research in the United States of America, recommended using community organizers to enhance and monitor the involvement of the community in planning and making decisions. The organizers were to be based in key areas so that they can work with the community to acts as liaisons to the project and collect relevant information. Moreover, they were to be used as key informants representing NGOs and CBOs in the

community reducing communication barriers experienced with large development projects involving many stakeholders and in turn enhancing the planning process, as the needs of the community, together with their concerns and aspirations would be represented through the community organizers.

### **2.6 Influence of Community Participation in the implementation of development projects.**

Project implementation is the phase where ideas, visions and plans are executed. All the activities designed in the planning stage are then actualized by the project team. (Mulwa 2008). It is in this phase that resources, i.e. human, financial and other resources, are mobilized to meet the set objectives. All the project stakeholders, whose roles and responsibilities had been outlined in the planning stage, are engaged to ensure that the outcome of the project is successful. (Barron and Barron, 2013). Most participatory projects form committees for overall management at the implementation phase. The community is empowered by having an elected representative as part of this committee which enables them to play an active role in the implementation of the project. For further empowerment, the community is trained on the technical aspects and maintenance of the project which also ensures project sustainability when financial and managerial aid is withdrawn. (African Development Bank, 2001).

From a research in Bolivia in South America, where 2 rural projects were reviewed, it was established that training at the community level improved the maintenance of the projects, project sustainability and ultimately led to better water quality. (Newman et al, 2002). Project ownership and sustainability can also be promoted through ensuring that foreign systems and forms of organization are not imposed on the local community. This is key as it assists in keeping the project relevant as it can adapt to changing situations, it utilizes a wider range of local resources i.e. finances, human resource and raw materials, while supporting local capacities, expertise and skills. (ALNAP, 2009)

### **2.7 Community Participation in monitoring and evaluation of development projects**

Project monitoring is a continuous process of collecting information on on-going projects and programs, to verify their performance. Project evaluation on the other hand involves systematic collection, analysis and interpretation of project data to assess the project performance as compared to the project goals and objectives. Participatory monitoring and evaluation involves incorporating all stakeholders, including the poor and marginalized groups, in decision making, on how the a projects progress can be measured, and how the results will be disseminated and acted upon. This allows the involved parties to celebrate successes and learn from challenges and failures, while empowering the members of the community. Key principles of participatory Monitoring and evaluation identified by Guijt and Gaventa included; (i) Participation-involvement of all

stakeholders, (ii) Negotiation on how, when and what to monitor, (iii) constant learning and improvement and finally, (iv) Flexibility to the ever changing environment. (Estrella and Gaventa, 1998).

Over the years, many development projects have overlooked the local communities at the conception, planning, designing, implementation and monitoring stages, resulting in unsustainable projects. (Gilbert, 1998). As a result, many funding agencies require a monitoring and evaluation system in place, before extending their support, to ensure effectiveness, efficiency and sustainability of the projects, thus minimizing financial losses. Members of the community are well conversant with the problems and challenges they face, and are better placed to monitor and evaluate projects around them. Further progress assessment and evaluation may be conducted by project managers, who should present progress reports to donor agencies, policy makers and all relevant stakeholders. (Kizlik,2010). Evaluation indicators should be agreed on by all stakeholders. For an effective community based monitoring and evaluation, the members of the community must be empowered on ways to design, implement and monitor development projects, which need to be simple and flexible for the local people to adopt. Goals and objective must be clear, specific, measurable, achievable, realistic and timely. Relevant information on all stages of the project must be documented and made available to all stakeholders to promote transparency and accountability. (Gordon 2004).

## **2.8 Theoretical Framework: Freire's theory of dialogical Action**

This study was based on Freire's theory of dialogical action. Paulo Freire (1970) believed that communication has a key role in human co-existence with each other, and that it is human nature to be dialogic. (Freire, 1970). It is through constant dialogue with each other that human beings create and recreate themselves. As a result, it was the role of educators to provide a favorable conditions for dialogue so that learners can share knowledge, facilitate culture creation, liberation while promoting understanding among people. Freire's work in the 1970s challenged the then existing conceptions of development especially in education, as he argued that development programs approach in educating farmers had failed, as they were keen to have them adopt new and foreign innovations as practiced by the Western world without considerations on how these concepts related with the existing practices. He argued that knowledge creation was a creative discovery of the universe, and not transfer of information from those "who have it" to the ones "who lack it". The development programs adopted an authoritarian approach that was against community interaction and knowledge sharing. In place of that, he came up with a liberating form of education where communication was conceived as dialogue and participation, which prioritized commitment, trust and cultural identity and that cultivated a sense of ownership through sharing and reconstruction of

knowledge and experiences. This approach defined active community participation and equity distribution as the key principles. (Freire, 1970)

Freire's model of participation embraced a human centered approach, which valued interpersonal communication channels at the grassroots level, in decision making processes. Through the participatory theories, professionals, developers and experts seized to have a central role as information holders and transmitter in development projects. The local population, and not the agents of change, became central to community participation while recognizing indigenous knowledge and development aspirations.

Despite the merits associated with participatory approach, some weaknesses have been identified. First, when emergencies and epidemics were experienced, top-down directive yielded positive results as compared to participatory, which was slower. Second, it was not clear what participation entailed, and at what levels in the development cycle should it be incorporated. In other cases. Participation can promote confusion, division, disruptions and conflicts, which can compromise the effectiveness and efficiency of development projects. However, despite the weaknesses, participatory models might result to divisions and conflicts, but this should be addressed through teaching mediation skills, negotiation skills and conflict resolution strategies, rather than adopting approaches that disempower people, in the quest for consensus-building. (Fekade 1994)

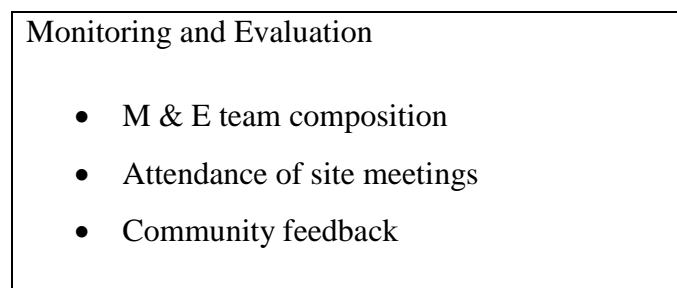
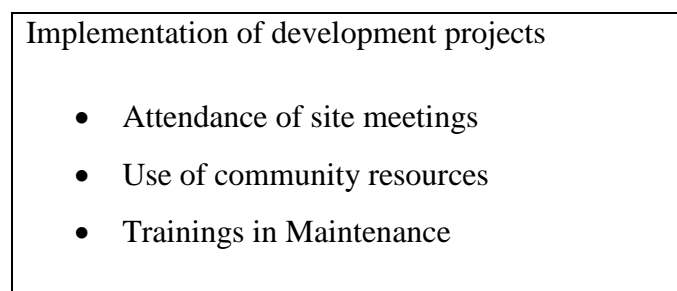
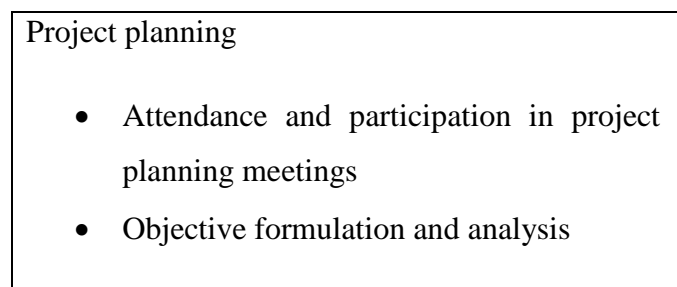
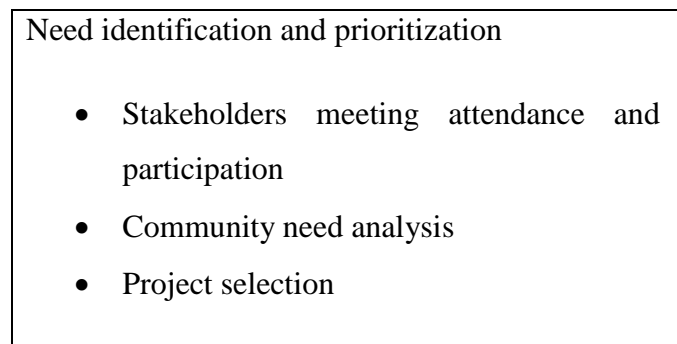
## **2.9 Conceptual Framework**

In this study, management of development projects was conceptualized as the dependent variable, while community participation, reflected through their involvement in project need identification, planning, implementation, project monitoring and evaluation, conceptualized as the independent variables. These independent variables influence the management and sustainability of the development projects in Nakuru County.

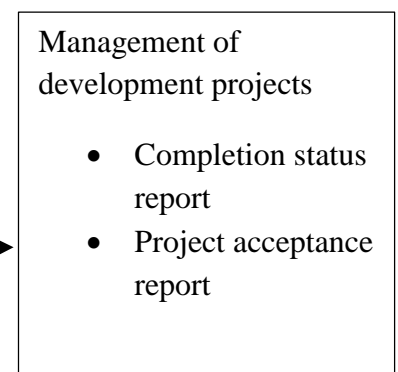
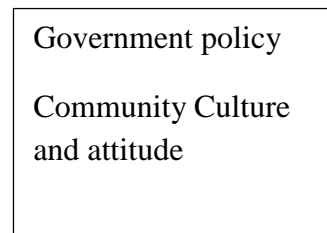
Other factors that moderate the sustainability of these projects, also known as the moderating variables includes, community cultures and attitudes and the community expertise and experience. This is because, the quality of the information and input of the community members in project planning, design, implementation, monitoring and evaluation depend on their know-how, cultures and beliefs and their skill sets on the subject matter. The intervening variables for community participation in management of development projects include the policies set by the government and other governing bodies.

**Figure 2.1 Conceptual Framework**

**Independent Variables**



**Moderating variable**



**Dependent Variable**

## 2.10 Knowledge Gap

**Table 2.1 Matrix table on empirical literature**

<b>Author</b>	<b>Title of Study</b>	<b>Finding</b>	<b>Knowledge Gap</b>
Mbugua Kahacho (2011)	Influence of Community participation in the Implementation of Local Authority Transfer Funded Projects in Nakuru County	There is a strong positive relationship between community participation and implementation of LATF projects	Examined community participation in LATF funded projects but not on infrastructure development.
Onjolo Nashon (2015)	Influence of community involvement on the sustainability of education projects in Nakuru county	There is a strong positive relationship between community involvement and sustainability of education projects	Did not apply this specifically to development projects
Afsar R (1999)	The State of Urban Governance and People's Participation in Bangladesh	There has been severe neglect of the poor and the disadvantaged in the decision-making process	Concentrated on participation of the marginalized groups and not all the members of the community

## 2.11 Summary of the Literature Review

The above literature reviews key past studies done on management of development projects, in other countries around the world, and in Kenya. It highlights the development efforts in Trinidad and Tobago, after attaining their independence from Great Britain in 1962, and the challenges faced when environmental management and the social aspects to development, including community involvement, was disregarded. It has also explained the use of diffusion model between 1950 and 1960, where the extension officers were used to teach farmers, and its replacement later in the 1970s, when the participatory approaches were embraced. This section also shows how different governments supported community involvement in resource management, through introduction of policy and legislative frameworks that aided the same.

This section also defines the theoretical framework through which this study was based i.e. Freires theory of dialogical action. It explains that the role of educators was to provide a favorable condition for dialogue so that learners can share knowledge, facilitate culture creation, liberation while promoting understanding among people. This approach defined active community participation and equity distribution as the key principles. The conceptual framework shows the relation of the independent and the dependent variables, while also highlighting the moderating factors that affected the study. It is also in this section that the researcher has explained the relevance of community involvement in development to funders, developers, the government and other project stakeholders, by highlighting a gap in the way planning, design, implementation, monitoring and evaluation is currently carried out.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses how the data will be collected, processed and analyzed to achieve the research objectives. It entails the research design, the population targeted by the study, research instrument used, the sample size and sampling techniques and the analysis techniques to be used in this study.

#### **3.2 Research Design**

This study adopted a descriptive survey design. Descriptive survey aims at describing characteristics of variables in specific situations, while being concerned with pre-existing conditions or relationships, opinions, ongoing processes and developing trends. (Best and Khan, 2009). This design was suitable for this study as it assisted in getting specific information relevant for this study, from respondents with specific characteristics. It also assisted in acquiring both descriptive and quantitative data, which when analyzed assisted in making observations and thereafter, relevant conclusions. It was also appropriate for the target population and location, while taking into considerations the limited time and financial resources.

#### **3.3 Sample size and Sampling Technique**

Sampling is the selection of a number of subjects from a given population, to represent the same. A sample is valid if the information attained from it is a true reflection of the population it represents. From the Krejcie and Morgan table (1970), see Appendix A, for determining sample size for finite population, a target population of 1011, attracts a sample size of 278 respondents, at 95% confidence level and 0.05 margin of error, (5% degree of accuracy).

In this research, non-probability sampling technique was adopted in selecting the respondents. This was suitable for this study as it accommodates the different categories targeted for this study, which had the relevant information with respect to the objectives outlined. The respondents within the categories were selected using purposive sampling method, where those with adequate knowledge relevant to the study were preferred. They were distributed as follows.



**Table 3.1 Distribution of Sample size**

Categories	Population size (N)	Sample size (S)	Percentage (%)
Cass Consultant	3	3	1.05
KENHA	3	3	1.05
Ministry of Planning	5	5	1.7
Community Members	1000	278	96.2
<b>Total</b>	1090	289	100

### 3.4 Target Population

A population is a group of persons that possess one or more common characteristic. A target population is a group through which a researcher wishes to draw his information, so that he can make relevant observations and conclusions. (Mugenda and Mugenda, 1999). This study wished to analyze the influence of community involvement in management of development projects in Nakuru town. The study population included, Cass Consultant-in charge of construction of the Nakuru-Nyahururu Interchange, Staff from Kenya National Highways Authority (KENHA), Staff of Ministry of planning-Nakuru County, 1000 community members living Section 58, White highlands, London, Kiamunyi and along the Nakuru-Nyahururu road.

**Table 3.2 Target Population**

Categories	Location	Target Population
Cass Consultant	Nakuru-Nyahururu Interchange	3
KENHA	Nakuru	3
Ministry of Planning	Nakuru	5
Community Members	Section 58, London, Kiamunyi, Along Nakuru-Nyahururu road	1000
<b>Total</b>		<b>1011</b>

### 3.5 Research Instruments

Survey questionnaires and schedule interviews were the data collection instruments used. The items in the questionnaire and interviews were similar but customized to suit the respondents. The interviewees were presented with open ended questions in the interviews to get descriptive data, while the questionnaires had multiple choices. The use of different data collection methods assisted in triangulation, which measure the reliability and validity of the data collected.

#### 3.5.1 Pilot testing

Pilot testing is important in revealing unclear or vague questions in the data collection instruments. It also helps the researcher incorporate important suggestions from the respondents. This assists in adjusting the instruments to increase efficiency and effectiveness while attracting maximum response from the respondents. In this study, the researcher targeted 10% of the total sample size, i.e. 29 people for the pilot test. These comprised of respondent in the different categories identified in table 3.2 above. A questionnaire was presented to the respondents, collected after three days and checked if correctly answered. A similar questionnaire was presented to the same people after 2 weeks. The two questionnaires were compared, and necessary changes made to the questionnaires.

#### 3.5.2 Validity of instruments

Validity refers to the extent to which data collected is appropriate, meaningful and useful in representing the phenomena under study. In this project, different instruments i.e. questionnaires and interviews were used. The validity of the instruments in this research was determined using content validity, which refers to the extent to which an instrument measures all facets of a given construct. This was ascertained by the project supervisor in the University. A pre-test was conducted through a pilot study with the aim of checking any deficiencies e.g., insufficient space to write responses, unclear instructions and the suitability of the language used.

#### 3.5.3 Reliability of instruments

Reliability refers to consistency of inferences over time. It shows the extent to which the data collection instruments yield consistent findings. In this study, apart from the use of two data collection techniques, the reliability of the instruments was computed using Cronbach's Coefficient Alpha formula, which gives values ranging from 0 to 1. This formula computes the closeness of a set of items. Reliability coefficient values of 0.7 or higher show consistency.

$$\alpha = n/(n - 1) \left[ 1 - \frac{\text{Sum Var } (Y_i)}{\text{Var } (X)} \right]$$

Where: n=Total number of Items

Sum (Y<sub>i</sub>) = Sum of item variances

Var (X) = Composite Variance

### **3.6 Data collection procedure**

This refers to the process used to collect relevant data from the field. Necessary authorization letters were obtained including, an identification letter from the University of Nairobi highlighting the purpose of the study and a Letter of Authority from the National Commission of Science, technology and Innovation (NACOSTI), authorizing data collection from the relevant institutions. The research permit was obtained by applying through NACOSTI's online platform. After collecting the permit, the researcher presented it to the respondents in the field and the relevant offices, where data was collected. A Drop-off and Pick up method of self-administration was adopted, where the researcher dropped off the questionnaires to potential respondents and picked them after a few hours. This method improved the response rate of the respondents as they had sufficient time to respond to the questionnaires. It also ensured that all the questionnaires submitted were filled.

### **3.7 Data analysis techniques**

After the data was collected, both qualitative and quantitative methods of data analysis were used. When all questionnaires were received, data cleaning was conducted. This involves identifying incomplete and inaccurate responses, with the aim of improving the quality of data collected. A coding strategy was adopted, where the data collected was coded, changing the non-numeric data to numerical codes. A code sheet was prepared, and this information analyzed by the Statistical Package for Social Science (SPSS), which is a computer aided program. For the structured questions in the questionnaire, specific responses were assigned numeric codes, while in the unstructured questions, the responses were compiled and common themes identified. These themes were assigned numbers that were entered into the code sheet. Preliminary editing was done, where the data was checked for errors to ensure a high level of accuracy. This information was then analyzed using the SPSS program, which made it possible to generate frequency distributions and percentages that assisted in making observations on the data collected. The findings of the data collected was presented using tables.

### 3.8 Operationalization of Variables

Research Objectives	Independent Variables	Indicators	Measures	Measurement Scale	Tools of Analysis
To establish the influence of community participation on need identification and prioritization.	Community participation in need identification	-Stakeholders meeting attendance and participation	-Frequency	-Nominal	-Descriptive analysis (frequency distribution, standard deviation)
		-Community need analysis	-Magnitude	-Ordinal	
		-Project selection	-Magnitude	-Ordinal	
To examine the extent to which the community participates in the planning stage of development projects	Community participation in planning	- Attendance and participation in project planning meetings	-Number	-Nominal	-Descriptive analysis (frequency distribution, standard deviation)
		-Objective formulation and analysis	-Magnitude	-Ordinal	
To assess the level of community participation in project implementation.	Community participation in project implementation	-Attendance of site meetings	-Number	-Nominal	-Descriptive analysis (frequency distribution, standard deviation)
		-Use of community resources	-Number	-Nominal	
		-Trainings in Maintenance	-Magnitude	-Ordinal	
To examine the influence of community participation in project monitoring and evaluation.	Community participation in project M & E	- M & E team composition	-Number	-Nominal	-Descriptive analysis (frequency distribution, standard deviation)
		-Attendance of site meetings	-Frequency	-Nominal	
		-Community feedback	-Magnitude	-Ordinal	

### **3.9 Ethical considerations**

The respondent's names and particulars was not captured in both the interviews and questionnaires. Codes were assigned to the respondents based on their categories and location. The researcher described to the respondent the purpose of the study, possible risks and benefits to participating in this research, before data collection begins. Participation by the respondents was voluntary, and total confidentiality was assured by the researcher.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, DISCUSSIONS AND INTERPRETATION

#### 4.1 Introduction

This chapter presents analysis of the data collected, presentation and interpretations for this study. A mixed method approach was used, where quantitative and qualitative techniques were employed. Descriptive statistics and summaries, together with the Pearson correlation statistics were used, and the data presented by use of tables.

#### 4.2 Response Rate

Questionnaires and interview schedules were used to collect data. 11 respondents, who were staff of KENHA, CASS Consultants and the ministry of Planning, together with 278 community members were involved in the study. Out of 11 interviews scheduled, 11 were conducted presenting a response rate of 100%, while out of 278 questionnaires 243 were filled and returned presenting a success rate of 87.4%. The overall response rate was 87.89% which was considered adequate and reliable for generalization of similar studies. The response rate is presented in table 4.1 below.

**Table 4.1 Response Rate**

	<b>Issued</b>	<b>Returned</b>	<b>Percent</b>
Questionnaires	278	243	87.41
Interview Schedules	11	11	100
<b>Total</b>	<b>289</b>	<b>254</b>	<b>87.89</b>

#### 4.3 Demographic Characteristics of the respondents

There was need to obtain information on the characteristics of the respondents, with regards to gender, age, education level and area of specialization, to understand the study better. The table 4.2 below presents this information.

**Table 4.2 Demographic Characteristics of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	105	43.2
Female	138	56.8
Total	243	100.0

<b>Age</b>		
18-25 Years	42	17.3
26-35 Years	91	37.4
36-45 Years	77	31.7
46-55 Years	26	10.7
Over 55 Years	7	2.9
Total	243	100.0

<b>Education Level</b>		
Non-Formal	33	13.6
Primary	56	23.0
Secondary	87	35.8
College/University	67	27.6
Total	243	100.0

<b>Area of Specialization</b>		
Engineering	19	7.8
Environment	12	4.9
Planning	9	3.7
Infrastructure	51	21.0
Others	152	62.6
Total	243	100.0

This study established that 43.2% of the population were male, while 56.8% were female. This implied that the female population in Nakuru is more than that of their male counterparts, which is in line with the 2009 census report that reported that the male population was 49.7% of the total population, and that of female at 50.3%. (KNBS 2015). Participation of both men and women in development processes is key as it assists in understanding their different needs, situations and perspectives. First, gender analysis can be used as a tool in stakeholder analysis, as it assist planners and developers get clear understanding of the different ways in which different sexes impact or are impacted by urban development. Secondly, community involvement in urban development ensures that men and women participate at all levels, and as a result, there is a better understanding of any challenges to equal involvement, while addressing the same at each level. Moreover, incorporation of both men and women ensures that the effects of development initiatives and decisions are measured through development of gender focused indicators, disaggregation and analysis of data collected. (European commission, 2011)

Most of the respondents were between 26-35yrs at 37.4%, followed by those of age 36-45yrs at 31.7%. The lowest percentage were of those over 55yrs, at 2.9%. Population distribution across different age categories is important as the social and economic behaviors of members of a society varies at different stages of life, resulting to a significant impact on a community's socio-economic development. (Bloom et al, 2007). In this study, 86.4% of the population were between the ages of 18-55% showing a large working population, hence the need to involve them in development activities to ensure sustainability as they continue to work and depend on these development ventures as a source of their livelihood.

Majority of the respondents had secondary education (35.8%), followed by those who have been to colleges or universities, at 27.6%. The lowest percentage of the respondent were those with informal education, at 13.6%. It was also noted that, majority of the respondents, 62.6%, were in business while only 28.8% were in engineering and construction. Education is a fundamental tool to sustainable development as it enables members of a community to be more productive, to earn a better living leading to better quality of life while contributing to the overall economic growth of a country. In this study, 86.4% of the respondents had formal education. This shows that they were able to understand the questions asked and give reliable feedback, while indicating their suitability in participating in development projects that concern them.



## Data Analysis as per the Objectives of the study

### 4.4 Community participation in need identification and prioritization

In this study, the first objective sought to establish the influence of community participation in need identification and prioritization. As a result, there was need to establish if and how the community was involved in identification and prioritization of projects. Table 4.3 below presents the finding of this study.

**Table 4.3 Community Participation in need identification and prioritization**

	Is the community involved in the identification and prioritization of development projects in your locality?		If no, would you want to take part in need identification and prioritization of development projects in your locality?	
	Yes	No	Yes	No
		30.3%	28.7%	1.8%
If Yes, what is the extent of their participation?	Rarely	24.6%		
	Moderately	27.4%		
	Always	17.5%		
<b>Total</b>	<b>69.5%</b>	<b>30.5%</b>		<b>100.0%</b>

As shown in table 4.3 above, the study revealed that 69.5% of the respondents participated in need identification and prioritization with only 17.5% of these with the opinion that they were always involved. 27.4% indicated that they were moderately involved while 24.6% indicated that their involvement was rare. However, 30.3% of the community had never participated in selecting projects in their locality, with 28.7 indicating that they would love to be a part of a team involved in the identification and prioritization of projects that concern them. Despite the fact that majority of the respondents intuited that they had been moderately involved in identification and selection of development projects, there is need to take this participation to greater heights, and ensure that every member of a community has an input in selecting projects that affect them. Involving the community in need identification is key because the community appreciates the problem and finds way to solve it once it has collectively agreed and prioritized it as an issue. Minimum participation in need identification may result in the community failing to legitimize it leading to poor sustainability at the implementation stage. It is paramount for there to be genuine demand by the target community,

regardless of whether aid has been given by the government or funding agencies. (Barasa and Jelagat, 2013)

**Table 4.4 Activities the community participated in**

	<b>Frequency</b>	<b>Percent</b>
Attend meeting to come up with suitable projects	67	39.7
Consulted on preferred project	46	27.2
Take part in prioritizing a suitable project	56	33.1
<b>Total</b>	<b>169</b>	<b>100.0</b>

Of the 69.5% of the community members that affirmed to participating in need identification and prioritization, 39.7% agreed to have attended a meeting to identify suitable projects for the area, while 27.2% were consulted on the which of the projects identified they would prefer. However, only 33.1% indicated that they were involved in prioritizing the projects. These finding implied that while 39.7% of the community members were involved in identifying projects relevant to them, only 33.1% were involved in prioritizing the same.

However, there was further need to examine the extent to which the community's participation in need identification and prioritization are effected in the actual implementation of development projects. The findings are presented in table 4.5 below.

**Table 4.5 Extent to which the community participated in need identification and prioritization**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Standard deviation</b>
The extent to which the community's participation in need identification and prioritization affect project selection	169	1	10	5.7	2.462

The respondents were required to rate how their participation have affected the development projects in their locality, by indicating a minimum of 1 and a maximum of 10. As shown in table 4.5 above, a mean of 5.7 which was considered as moderate, and a standard deviation of 2.462, which

indicated a deviation from the mean by 2 points, was derived from the responses. This shows that from the community perspective, not all their input are taken into consideration or implemented.

The study further sought to establish to what extent community participation affected sustainability of the development projects, as presented in table 4.6 below.

**Table 4.6 Sustainability and community participation in need identification and prioritization**

	Frequency	Percent
Small Extent	36	21.3
Moderate Extent	62	36.7
Large Extent	71	42.0
<b>Total</b>	<b>169</b>	<b>100.0</b>

It was established that community participation affected sustainability of the projects to a large extent i.e. 42%. However, 36.7% of the community were of the opinion that participation affected sustainability to a moderate extent, while 21.3% were of the view that the effects were on a small extent.

#### **4.5 Community participation in the planning stage of development projects**

The second objective of this study sought to examine the extent to which the community participated in planning of development projects. As a result, there was need to establish the number of people that had participated in planning of development projects, and the extent of this participation. Table 4.7 below presented these findings.

**Table 4.7 Community participation in planning of development projects**

		Have you participated in planning of development projects in your locality?		If no, would you like to take part in planning of development projects in your locality?	
		Yes	No	Yes	No
			39.9%	38.6%	1.3%
If Yes, what is the extent of their participation?	Rarely	18.9%			
	Moderately	28.9%			
	Always	12.3%			
<b>Total</b>		<b>60.1%</b>	<b>39.9%</b>		<b>100.0%</b>

The study established that 60.1% of the respondents were involved in planning of projects in their locality. Out of this, 28.9% were moderately involved, while 18.9% and 12.3% were rarely and always involved, respectively. However, 39.9% had not participated in planning, while 38.6% intuited that they would love to be involved. These findings implied that majority of the community members had been moderately involved. It also showed that those who had not been involved preferred being a part of a team involved in planning of development projects. Involvement of all stakeholders in decision making at the planning stage is crucial as it ensures that the needs and concerns of all involved is taken to consideration. Effective community participation in decision making leads to effective and efficient management processes, which later guarantees better performance of the projects. As a result, many funding agencies, including The African Development Bank, The United Nations and the Asian Development Bank requires that the target community for a development initiative, are actively involved, for all their funded projects. (World Bank, 2008)

Among the 60.1% members of the community that participated in planning, 43.8% were involved in identifying suitable locations for the projects while 12.3% participated in estimating the cost of the project and budgeting. 17.8 percent were involved in resource mobilization, 16.5% participated in the formulation of an implementation plan while 9.6 percent came up with a monitoring and evaluation plan, as shown in table 4.8 below.

**Table 4.8 Activities in the planning stage that the community participated in**

	Frequency	Percent
Identifying location of projects	64	43.8
Participation in project costing and budgeting	18	12.3
Resource mobilization	26	17.8
Coming up with an implementation plan	24	16.5
Coming up with a monitoring and evaluation plan	14	9.6
<b>Total</b>	<b>146</b>	<b>100.0</b>

There was need to determine the extent to which participation of the community in project planning assisted in the sustainability of the project. The respondent were required to rate this effect between 1 and 10, 1 being the lowest and 10 the highest. As shown in table 4.9 below, the mean of this response was 6.6 with a standard deviation of 1.74. This findings implied that the sustainability of a project was highly influenced by the participation of the community, and as a result, every development initiative should ensure that the members of the target community are actively involved

in planning, to ensure that the project can sustain itself even after withdrawal of funding and external experts.

**Table 4.91 Community participation in project planning and project sustainability**

	N	Minimum	Maximum	Mean	SD
The extent to which the community's participation in project planning affect project sustainability	146	1	10	6.6	1.74

#### 4.6 Community participation in the implementation of development projects

The third objective of this study sought to assess the influence of community participation in the implementation of development projects. Due to this, the respondents were required to indicate whether they had been involved in implementation of development projects. Those who had not participated in such initiatives were required to indicate whether they wanted to take part in the implementation of projects that concern them. The findings were presented in table 4.10 below.

**Table 4.10 Community participation in implementation of development projects**

	Have you participated in the implementation of development projects in your locality?		If no, would you like to take part in implementing the development projects in your locality?	
	Yes	No	Yes	No
		23.5%	21.6%	1.9%
If Yes, what is the extent of their participation?	Rarely	28.9%		
	Moderately	35.3%		
	Always	12.3%		
<b>Total</b>	<b>76.5%</b>	<b>23.5%</b>		<b>100.0%</b>

From these findings, 76.5% of the community affirmed to have been involved in the implementation of development projects. Out of this, Majority indicated to be moderately involved i.e. 35.3% while 28.9% were rarely involved. However, 12.3% of the respondents indicated that they were always involved. Among the 23.5% who indicated that they had not been involved in

implementing projects around them, 21.6% preferred being a member of a team or committee involved in implementation, as they argued that this would assist in having their needs met. A community is empowered by having an elected representative as part of this committee which enables them to play an active role in the implementation of a project. For further empowerment, the community is trained on the technical aspects and maintenance of the project which also ensures project sustainability when financial and managerial aid is withdrawn. (African Development Bank, 2001).

As shown in table 4.11 below, 45.2% of the respondents affirmed to have participated in providing skilled and unskilled labor required in these development projects. 23.1% have attended site meetings while 31.7% have attended trainings on technical aspects and maintenance of the projects.

**Table 4.11 Activities in project implementation that the community participated in**

	Frequency	Percent
Provision of labor	84	45.2
Attending site meetings	43	23.1
Training	59	31.7
<b>Total</b>	<b>186</b>	<b>100.0</b>

There was need to examine the extent to which community participation in project implementation affected the sustainability of the same. The respondents were required to rate the effect between 1 and 10, 1 being the lowest and 10 the highest. Of the responses received, a mean of 7.2 and standard deviation of 1.78 was computed. This implied that community participation in project implementation had a high impact on the sustainability of the project.

**Table 4.12 Community participation in project implementation and project sustainability**

	N	Minimum	Maximum	Mean	SD
The extent to which the community's participation in project implementation affect project sustainability	186	1	10	7.2	1.78

#### 4.7 Community participation in monitoring and evaluation of development projects

The fourth objective of this study sought to examine the influence of community participation in the monitoring and evaluation of development projects. The respondents were expected to indicate their participation and the extent of the same. The findings were presented in table 4.10 below.

**Table 4.13 Community participation in monitoring and evaluation of development projects**

		Have you participated in the monitoring and evaluating the development projects in your locality?			If no, would you like to take part in monitoring and evaluation of the development projects in your locality?	
		Yes	No	I don't Know	Yes	No
			26.7%	19.4%	25.4%	1.3%
If Yes, what is the extent of their participation?	Rarely	24.6%				
	Moderately	19.6%				
	Always	9.7%				
<b>Total</b>		<b>53.9%</b>	<b>26.7%</b>	<b>19.4%</b>	<b>100.0%</b>	

The findings showed that, while 53.9% of the respondents indicated to have been involved in monitoring and evaluation of development projects, 26.7% were of the contrary view, while 19.4% were not aware of such initiatives. Out of the 53.9% who affirmed to have participated, 24.6% rarely participated, 19.6% were moderately involved while 8.7% were always involved. However, of the 26.7 who had not participated, 25.4% showed interest in being a part of monitoring and evaluation teams of projects that concern them. Members of a community are well conversant with the problems and challenges they face, and are better placed to monitor and evaluate projects around them. (Kizlik,2010)

Table 4.14 below presents the different activities in monitoring and evaluation siting how members of the community took part in each of the activities. Majority of the respondents i.e. 48.1%, indicated that they had attended site meetings whose purpose was to monitor and evaluate. 14.5% were involved in the formation of M&E teams, while 37.4% have given feedback on the relevance of projects in their localities.

**Table 4.14 Activities in M&E that the community participated in**

	Frequency	Percent
Formation of the M&E Team	19	14.5
Attending site meetings	63	48.1
Giving feedback on project relevance	49	37.4
<b>Total</b>	<b>131</b>	<b>100.0</b>

This study also evaluated the extent to which monitoring and evaluation affected sustainability of development projects. Respondents were required to rate this effect between 1 and 10, 1 being the lowest and 10 the highest. The findings have been presented in table 4.9 below.

**Table 4.15 Community participation in M&E and project sustainability**

	N	Minimum	Maximum	Mean	SD
The extent to which the community's participation in project monitoring and evaluation affect project sustainability	131	1	10	6.32	2.316

The study presented a mean of 6.32 and a standard deviation of 2.316. These findings implied that the participation of the community in monitoring and evaluation affected the sustainability of development projects. These findings were in line to Gordon's 2004, who asserted that for an effective community based monitoring and evaluation, the members of the community must be empowered on ways to design, implement and monitor development projects, which need to be simple and flexible for the local people to adopt. Goals and objectives must be clear, specific, measurable, achievable, realistic and timely. Relevant information on all stages of the project must be documented and made available to all stakeholders to promote transparency and accountability. (Gordon 2004).

#### 4.8 Correlation Analysis

Pearson Correlation was computed to determine the relationship between the dependent and independent variables in this study. As shown in table 4.16 below, there was a strong positive relationship between community participation in need identification and prioritization and sustainable project management by  $r=0.754$  significant at  $P(0.00) < \alpha(0.05)$ . This indicates that an



increase in community participation in need identification and prioritization will lead to an increase in sustainability of development projects.

There was a strong moderate correlation,  $r=0.654$  significant at  $P(0.00) < \alpha(0.05)$ , between community participation in project planning and sustainability of development projects. This implied that an increase in community participation in project planning will increase sustainability of development projects in Nakuru County.

The study also established that there was a strong positive relationship between community participation in project implementation and the sustainability of development projects, with  $r=0.749$  significant at  $P(0.00) < \alpha(0.05)$ . This showed that for an increase in sustainability of development projects, there has to be an increase in community participation in the implementation of the same.

Lastly, on project monitoring and evaluation, the study revealed that there was a strong positive relationship,  $r=0.698$  significant at  $P(0.00) < \alpha(0.05)$ , between community participation in M&E and the sustainability of development projects. This implied that an increase in participation of the local communities in monitoring and evaluation of projects that concern them will increase the sustainability of the same.

From the above findings, it can be deduced that increasing community participation in the various stages of project management will lead to increase community ownership, capacity building and empowerment, which are key drivers in ensuring that projects run after the completion stage and when the donor or other sources of external funding has been cut off. Lack of community involvement can result in loss of capital, non-acceptance of the project by the beneficiaries, legal implications and conflicts, leading to non-sustainable projects. Even if the demands of a community have been exhaustively assessed, community demands cannot be realized as long as decisions are being made by an outside agency. Most projects that are exclusively donor aided, and implemented by outside agencies results in community dependency syndrome and consumption mentality among the beneficiaries, reducing their chances to sustainability after these aide is withdrawn. (Kizlik,2010)

**Table 4.16 Correlation Analyses**

		Sustainable Project Management	Community participation in need identification and prioritization	Community participation in project planning	Community participation in project implementation	Community participation in Project monitoring and evaluation
Sustainable Project Management	Pearson Correlation	1				
	Sig. (2- tailed)					
	N	254				
Community participation in need identification and prioritization	Pearson Correlation	.754**	1			
	Sig. (2- tailed)	.000				
	N	254	254			
Community participation in project planning	Pearson Correlation	.654**	.876**	1		
	Sig. (2- tailed)	.000	.000			
	N	254	254	254		
Community participation in project implementation	Pearson Correlation	.749**	.886**	.942**	1	
	Sig. (2- tailed)	.000	.000	.000		
	N	254	254	254	254	
Community participation in Project monitoring and evaluation	Pearson Correlation	.698**	.834**	.943**	.985**	1
	Sig. (2- tailed)	.000	.000	.000	.000	
	N	254	254	254	254	254

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

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summary, discussions, conclusions and recommendation for this study, based on the findings drawn from chapter four.

#### 5.2 Summary of findings

The study established that 43.2% of the population were male, while 56.8% were female. This is in line with the 2009 census report that reported that the male population was 49.7% of the total population, and that of female at 50.3%. (KNBS 2015). Most of the respondents were between 26-35yrs at 37.4%, followed by those of age 36-45yrs at 31.7%. The lowest percentage were of those over 55yrs, at 2.9%. Majority of the respondents had secondary education (35.8%), followed by those who have been to colleges or universities, at 27.6%. The lowest percentage of the respondent were those with informal education, at 13.6%. This implied that they clearly understood the questions in the questionnaire and were able to provide reliable and objective answers. It was also noted that, majority of the respondents, 62.6%, were in business while only 28.8% were in engineering and construction.

The study revealed that 69.5% of the respondents participated in need identification and prioritization with only 17.5% of these with the opinion that they were always involved. 27.4% indicated that they were moderately involved while 24.6% indicated that their involvement was rare. However, 30.3% of the community had never participated in selecting projects in their locality, with 28.7 indicating that they would love to be a part of a team involved in the identification and prioritization of projects that concern them. Of this 69.5% of the community members that affirmed to participating in need identification and prioritization, 39.7% agreed to have attended a meeting to identify suitable projects for the area, while 27.2% were consulted in selecting projects that they would prefer. Only 33.1% indicated that they were involved in prioritizing the projects. This study also established that community participation affected sustainability of the projects to a large extent i.e. 42%. However, 36.7% of the community were of the opinion that participation affected sustainability to a moderate extent, while 21.3% were of the view that the effects were on a small extent. There is need to take this participation to greater heights, and ensure that every member of a community has an input in selecting projects that affect them. Involving the community in need identification is key because the community appreciates the problem and finds way to solve it once it has collectively agreed and prioritized it as an issue. Minimum participation in need identification may result in the community failing to legitimize it, leading to poor sustainability at the implementation stage. It is paramount for there to be genuine demand by the target community,

regardless of whether aid has been given by the government or funding agencies. (Barasa and Jelagat, 2013)

On community participation in planning of development projects, the study revealed that 60.1% of the respondents were involved in planning of projects in their locality. Out of this, 28.9% were moderately involved, while 18.9% and 12.3% were rarely and always involved, respectively. However, 39.9% had not participated in planning, while 38.6% intuited that they would love to be involved. Among the 60.1% members of the community that participated in planning, 43.8% were involved in identifying suitable locations for the projects while 12.3% participated in estimating the cost of the project and budgeting. 17.8 percent were involved in resource mobilization, 16.5% participated in the formulation of an implementation plan while 9.6 percent came up with a monitoring and evaluation plan, as shown in table 4.8 below. It was also noted that community participation affected project sustainability. This was obtained from a rating of 1 to 10, where a mean of 6.6 and a standard deviation of 1.74 was derived. Involvement of all stakeholders in decision making at the planning stage is crucial as it ensures that the needs and concerns of all involved is taken to consideration. Effective community participation in decision making leads to effective and efficient management processes, which later guarantees better performance of the projects. As a result, many funding agencies, including The African Development Bank, The United Nations and the Asian Development Bank requires that the target community for a development initiative, are actively involved, for all their funded projects. (World Bank, 2008). The findings of this study also showed that the sustainability of a project was highly influenced by the participation of the community, and as a result, every development initiative should ensure that the members of the target community are actively involved in planning, to ensure that the project can sustain itself even after withdrawal of funding and external experts.

It was established that 76.5% of the community had been involved in the implementation of development projects. Out of this, Majority indicated to be moderately involved i.e. 35.3% while 28.9% were rarely involved. However, 12.3% of the respondents indicated that they were always involved. Among the 23.5% who indicated that they had not been involved in implementing projects around them, 21.6% preferred being a member of a team or committee involved in implementation. The respondents affirmed to have participated in providing skilled and unskilled labor required in these development projects. 23.1% have attended site meetings while 31.7% have attended trainings on technical aspects and maintenance of the projects. It was also noted that community participation highly affected project sustainability, with a mean of 7.2 and a standard deviation of 1.78 computed from the responses. A community is empowered by having an elected representative as part of this committee which enables them to play an active role in the implementation of a project. For further empowerment, the community is trained on the technical aspects and maintenance of the project

which also ensures project sustainability when financial and managerial aid is withdrawn. (African Development Bank, 2001).

Lastly, the findings showed that, while 53.9% of the respondents indicated to have been involved in monitoring and evaluation of development projects, 26.7% were of the contrary view, while 19.4% were not aware of such initiatives. Out of the 53.9% who affirmed to have participated, 24.6% rarely participated, 19.6% were moderately involved while 8.7% were always involved. However, of the 26.7 who had not participated, 25.4% showed interest in being a part of monitoring and evaluation teams of projects that concern them. Out of the 53.9%, 48.1%, indicated that they had attended site meetings whose purpose was to monitor and evaluate. 14.5% were involved in the formation of M&E teams, while 37.4% had given feedback on the relevance of projects in their localities. This study also showed that project sustainability was moderately affected by community participation in monitoring and evaluation. A mean of 6.32 and a standard deviation of 2.316 was derived from the responses, where the respondents were required to rate these effect from 1 to 10, 1 being the lowest and 10 the highest. . Members of a community are well conversant with the problems and challenges they face, and are better placed to monitor and evaluate projects around them. (Kizlik,2010). It was also noted that, community participation in monitoring and evaluation affected the sustainability of the project. This was in line with Gordon's assertion, who argued that for an effective community based monitoring and evaluation, the members of the community must be empowered on ways to design, implement and monitor development projects, which need to be simple and flexible for the local people to adopt. Goals and objective must be clear, specific, measurable, achievable, realistic and timely. Relevant information on all stages of the project must be documented and made available to all stakeholders to promote transparency and accountability. (Gordon 2004).

### **5.3 Conclusions**

From this study, it was determined that an increase in community participation in need identification and prioritization will lead to an increase in sustainability of development projects. This was due to the strong positive relationship between community participation and need identification and prioritization. The study also established that for an increase in sustainability of development projects, there has to be an increase in community participation in planning and implementation of the same. Lastly, the study revealed that there was a strong positive relationship between community participation in M&E and the sustainability of development projects. This implied that an increase in participation of the local communities in monitoring and evaluation of projects that concern them will increase the sustainability of the same.

From the above findings, it was concluded that increasing community participation in the various stages of project management will lead to an increase in community ownership, capacity

building and empowerment, which are key drivers in ensuring that projects run after the completion stage and when the donor or other sources of external funding has been cut off. Lack of community involvement can result in loss of capital, non-acceptance of the project by the beneficiaries, legal implications and conflicts, leading to non-sustainable projects. Even if the demands of a community have been exhaustively assessed, community demands cannot be realized as long as decisions are being made by an outside agency. Most projects that are exclusively donor aided, and implemented by outside agencies results in community dependency syndrome and consumption mentality among the beneficiaries, reducing their chances to sustainability after these aide is withdrawn. (Kizlik,2010)

#### **5.4 Recommendations**

The study investigated the influence of community participation in sustainable project management in Nakuru County. Based on the findings, the following recommendations were made;

There was need to increase the participation of the community in need identification and prioritization. Failure of involvement of part of the population while conducting the need analysis has led to implementation of projects that do not address the needs of the community, hence poor project sustainability.

Secondly, the participation of the community in project planning was moderate, while majority of the population wanted to be a part of this. More emphasis by the development stakeholders, especially the government and funding agencies, on more involvement of the community should be made to assist in community empowerment and promote project sustainability.

Thirdly, it was noted that the community participation on implementation of development projects was high, especially in provision of unskilled labor. However, there is need to take this to greater heights, especially in provision of skilled labor, attending training on maintenance of the project and attending site meetings. This will ensure that the community members are well conversant with the projects around them, to enable them properly run them after financial and managerial aid has been withdrawn.

Lastly, the community is sidelined in the monitoring and evaluation of projects around them. There is need to strengthen monitoring and evaluation initiatives and system, through provision of trainings and allocation of a budget to assist in monitoring and evaluation at the community level.

### **5.5 Suggestions for further research**

1. A study on the influence of community participation on sustainable project management should be conducted on other counties to assist in comparison and generalization of data of findings.
2. A study should also be carried out investigating the influence of community participation on environmental protection in the urban areas, to establish the effects of development on the environment, and how community participation influences it.

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## APPENDICES

### Appendix i: Letter of Transmittal

Veronicah Nyambura Ngugi,  
P.O. Box 62502-00200,  
Nairobi.

The Resident Engineer,  
Nyahururu-Nakuru Interchange Project,  
P.O. Box 12990-20100,  
Nakuru.

Dear Respondent,

My name is Veronicah Nyambura Ngugi, a student at the University of Nairobi, currently undertaking a Master's Degree in Project Planning and Management on the '**Influence of Community Participation on Sustainable Project Management in Nakuru Town, Kenya**'. I am inviting you to complete the attached questionnaire. Information that you share with me will be handled with utmost confidentiality, and will only be used for the purpose of this study. Your participation is voluntary. The outcome of the research will be used for academic and general purpose such as writing of research reports, books etc. Your participation will be highly appreciated.

Yours faithfully,

Veronicah Nyambura Ngugi.





b. If No, would you be interested in taking part in planning of the development projects around you?

Yes [ ]

No [ ]

c. If yes in 6 above, what activities were you involved in?

.....  
.....  
.....  
.....

d. In your opinion, to what extent does your participation affect the sustainability of development projects in your locality? Please rate between 1 and 10, 1 being the lowest and 10 the highest.

R 1    2    3    4    5    6    7    8    9    10

Please clarify.

.....  
.....  
.....  
.....

**C. Community participation in project implementation**

7. Is the community involved in the implementation of development projects?

Yes [ ]

No [ ]

a. If Yes, what is the extent of this participation?

Rarely [ ]

Moderate [ ]

Always [ ]

b. If No, would you be interested in taking part in the implementation of development projects around you?

Yes [ ]

No [ ]

c. If yes in 7 above, what activities were you involved in?

.....  
.....  
.....  
.....

e. In your opinion, to what extent does your participation affect the sustainability of development projects in your locality? Please rate between 1 and 10, 1 being the lowest and 10 the highest.

R 1    2    3    4    5    6    7    8    9    10

Please clarify.

.....  
.....





planning, and designing of development projects					
The community is involved in project implementation of development projects in their locality					
The community is involved in project monitoring and evaluation of development projects in their locality					

**Thank you very much for your cooperation in completing this questionnaire**

**Appendix iii: Interview Schedule for Key Informants**

Dear respondent,

How are you? I am a master’s student from the University of Nairobi, pursuing a degree in Project Planning and Management. I am carrying out a project as a requirement before I graduate, to enable me to complete my course. The study is about the **Influence of Community Participation on Sustainable Project Management in Nakuru town**. If completed successfully, this information will be of great help to the government and development shareholders, as it will highlight the effects of community participation in development. Please assist me in answering the questions below. I assure you maximum confidentiality on the information obtained, which will be used purely for my masters course. Thank you in advance for your cooperation.

Veronicah Nyambura Ngugi

University of Nairobi, Extra Mural Centre, Nakuru

**SECTION 1**

In this section, I am going to ask you questions on your biological characteristics, the organization you work for and the role you play. Kindly explain on the spaces provided.

1. Gender: Male  Female

2. How long have you worked in your current organization?  
.....  
.....

3. What is your role in the organization?  
.....  
.....  
.....  
.....

4. What is your opinion on the involvement of the community in the need identification of development projects

.....  
.....  
.....  
.....  
5. What is your opinion on the involvement of the community in project planning?

.....  
.....  
.....  
.....

6. What is your opinion on the involvement of the community in implementation of development projects?

.....  
.....  
.....  
.....

7. What is your opinion on the involvement of the community in project monitoring and evaluation?

.....  
.....  
.....  
.....

8. How has the community benefited from the current project?

.....  
.....  
.....  
.....

9. In your opinion, what effect would more community participation have on the general performance of your current project?

.....  
.....  
.....  
.....

10. How has the neighboring community participated in environmental protection in the different development stages of your project?

.....

.....

.....

.....

11. In your opinion, how would you rate community involvement in your current organization/ current project, in the following areas?

<b>ITEM</b>	<b>Very good=5</b>	<b>Good=4</b>	<b>Moderate=3</b>	<b>Poor=2</b>	<b>Very Poor=1</b>
Idea conceptualization					
Planning					
Implementation					
Monitoring					
Evaluation					

12. What challenges have hindered more community participation in the various stages of project development?

.....

.....

.....

13. In your opinion, what do you think could be done differently to improve the participation of the benefiting community in project development?

.....

.....

.....

.....

**Thank you very much for your cooperation.**

**Appendix iv: Turnitin report.**

INFLUENCE OF COMMUNITY PARTICIPATION ON  
SUSTAINABLE PROJECT MANAGEMENT. A CASE OF  
NAKURU TOWN, KENYA

ORIGINALITY REPORT

7%

SIMILARITY INDEX

5%

INTERNET SOURCES

0%

PUBLICATIONS

4%

STUDENT PAPERS

MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

3%

★ [erepository.uonbi.ac.ke](http://erepository.uonbi.ac.ke)

Internet Source

Exclude quotes Off

Exclude matches Off

Exclude bibliography Off

Appendix v: NACOSTI research authorization.



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,  
2241349,3310571,2219420  
Fax: +254-20-318245,318249  
Email: dg@nacosti.go.ke  
Website : www.nacosti.go.ke  
When replying please quote

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref No. **NACOSTI/P/18/85776/23240**

Date: **27<sup>th</sup> July, 2018**

Veronicah Nyambura Ngugi  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Influence of community participation on sustainable project management in Nakuru County”* I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for the period ending **25<sup>th</sup> July, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Nakuru County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

  
**BONIFACE WANYAMA  
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nakuru County.

The County Director of Education  
Nakuru County.

**Appendix vi: Ministry of Education research authorization.**

**MINISTRY OF EDUCATION  
STATE DEPARTMENT OF EARLY LEARNING OF BASIC EDUCATION**

Telegrams: "EDUCATION",  
Telephone: 051-2216917  
When replying please quote  
Email: cdenakurucounty@gmail.com  
Ref. CDE/NKU/GEN/4/1/21 VOL.VIII/37



COUNTY DIRECTOR OF EDUCATION  
NAKURU COUNTY  
P. O. BOX 259,  
NAKURU.

22<sup>nd</sup> October, 2018

TO WHOM IT MAY CONCERN

**RE: RESEARCH AUTHORIZATION -VERONICAH NYAMBURA NGUGI  
PERMIT NO. NACOSTI/P/18/85776/23240**

Reference is made to letter NACOSTI/P/18/85776/23240  
dated 27<sup>th</sup> July, 2018.

Authority is hereby granted to the above named to carry out research on  
*"Influence of community participation on sustainable project  
management in Nakuru County"* for a period ending *25<sup>th</sup> July, 2019.*

Kindly accord her the necessary assistance.

A handwritten signature in black ink, appearing to read 'G.N. Kimani'.

**G.N.KIMANI  
FOR: COUNTY DIRECTOR OF EDUCATION  
NAKURU**

Copy to:

- University of Nairobi  
P.O Box 30197 - 00100  
NAIROBI

Appendix vii: Nakuru County research authorization.



**THE PRESIDENCY  
MINISTRY OF INTERIOR AND  
CO-ORDINATION OF NATIONAL GOVERNMENT**

Telegram: "DISTRICTER" Nakuru  
Telephone: Nakuru 051-2212515  
When replying please quote

DEPUTY COUNTY COMMISSIONER  
NAKURU EAST SUB COUNTY  
P.O. BOX 81  
NAKURU.

Ref No. EDU.12/10 VOL.VI/26

22<sup>nd</sup> October 2018

TO WHOM IT MAY CONCERN

**RE:- RESEARCH AUTHORIZATION  
VERONICAH NYAMBURA NGUGI**

---

The above named from University of Nairobi has been authorized to carry out research "**influence of community participation on sustainable project management in**" in Nakuru Town East Sub County, Nakuru County for a period ending 25<sup>th</sup> July, 2019

Please accord her all the necessary support to facilitate the success of her research

A handwritten signature in blue ink, appearing to be 'John Kichwen', written over a horizontal line.

**JOHN KICHWEN  
FOR DEPUTY COUNTY COMMISSIONER  
NAKURU EAST SUB COUNTY**