INFLUENCE OF COMMUNITY PARTICIPATION IN COMPLETION OF DEVELOPMENT PROJECTS: A CASE OF KOROGOCHO SLUMS, NAIROBI COUNTY, KENYA

BY

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DECLARATION

This research project report is my original work and has not been presented for any award in any other university.

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This research project report has been submitted for examination with my approval as the university supervisor.

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DEDICATION

With love and affection, this work is dedicated to my husband Solomon, daughter Cindy and son David, my family members and friends whose moral and material support and encouragement has brought me this far.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBOs: Church-based Organisations

NGOs: Non-Governmental Organisations

FBOs: Faith-based Organisations

GoK: Government of Kenya

KRA: Korogocho Residents Association

KSUP: Korogocho Slum Upgrading Programme

MoLG: Ministry of Local Government

SPSS: Statistical Package of Social Scientists

UN: United Nations

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ABSTRACT

Community participation in development projects is very important especially in informal settlement. The need for the full involvement of all the stakeholders stems from the need understand the needs and interests of community participants. Consequently, the purpose of this study was to assess influence of community participation in the completion of development projects in Korogocho slums. It sought to investigate the influence of community participation in the identification, planning, execution and monitoring of development projects in Korogocho. The study used descriptive survey to collect data from a target population of 34,152. From this population, a sample of 380 was selected comprising of purposive sample of 48 officials of Korogocho Residents' Committee and 2 officials from the Italian Cooperation. Questionnaires, interview guides and observation schedules were used for data collection. The research instruments were validated through a pilot study and reliability tests. The collected data was analysed using SPSS version 20 into descriptive statistics. The findings were presented in tables in the form of percentages and frequencies. The study has a response rate of 80 per cent. The findings revealed that community participation in project identification, planning, execution, and monitoring and evaluation. On project identification, 76per cent of the respondents agreed that participation in project identification influenced project completion. Furthermore, the strong positive correlation of 0.714 between participation in planning and project completion confirmed that an increase in the community's participation in the planning phase had a positive influence in its completeness. Chi-test results confirmed that there was a significant relationship between community participation in planning phase and the completion of development projects. On project execution, correlation findings showed a positive correlation of 0.575 with project completion to imply that an increase in community participation during execution phase increased the chances of completing the development project. On participation in project monitoring, correlation test showed a positive correlation of 0.799 with project completion to imply the positive effect on monitoring on project completion. Overall, the study concluded that the Korogocho community participated in the initiation phase, planning, execution, and monitoring phases of the development project. Their participation in each phase affected the completion of the development projects in Korogocho. Consequently, the researcher observed that there is need to maintain clear and open communication between stakeholders and the community to ensure the latter participated in development projects for successful

project completion. The study recommended four strategies for enhancing community participation in development projects. In project initiation, the study proposes that project teams should encourage individual members to use different communication methods to give their opinions on different projects. On project planning, the study proposes that project teams should involve community residents in planning activities such as work sequencing, scheduling, budgeting, staffing, and getting approvals from government agencies. On project execution, the project team should involve the community when performing quality assurance tests, drafting progress reports, managing communications, reporting project risks, and managing the schedule of the development project. Lastly, the study proposes that the project team and decision-makers should promote participatory monitoring by accepting feedback from the community and anticipating project issues after the project has been handed over. This tracking and control would help the project team deliver the desired product on time, cost, and with sufficient resources. Since the study was delimited to Korogocho slums, the study recommends further study in other development projects and strategies that have been put in place to ensure community participation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A major sociological shift was experienced for the first time in history, when, in 2008, the world's urban population exceeded that of the rural population. The downside of this urbanization is that a large population of urban dwellers now lives in informal settlements or slums. About one-sixth of the world's population lives in slums. In sub-Saharan Africa, 72% of its urban dwellers also live in slums. UNHABITAT has recognized that urban poverty can be as intense, dehumanizing and life-threatening as rural poverty (UNHABITAT 2006). Accordingly, the formation of slums is therefore, neither inevitable nor acceptable. The development and improvement of these informal settlements has become a priority for all those interested in poverty reduction and achievement of the UN Millennium Development Goal. Of particular interest is the seventh goal; that is Target 11, which aims at making a significant improvement in the lives of 100 million slum dwellers by the year 2020. The Government of Kenya, in alliance with the Italian Government through the Italian Cooperation and with technical support from UNHABITAT, is conducting a participatory slum upgrading programme in the informal settlement of Korogocho Slums, Nairobi Country. This programme is aimed at improving the lives of the residents and identifying a sufficient mechanism capable of making an impact both nationally and internationally. Korogocho slum is listed among the 200 informal settlements in Nairobi. It is located 11kms North-East of the Central Business District and boarders Dandora dumpsite, the capital city's main dumpsite. Korogocho slum is made up of 8 villages namely; Grogan A, Grogan B, Gitathuru, Highridge, Korogocho A, Korogocho B, Kisumu Ndogo and Nyayo. Community participation, which is core to the strategy, is integral if sustainable urban development is to be realized. Of importance too, are the pillars of the right to the city approach developed by UN Habitat. Through provision of infrastructure and participation of public institutions in charge of service provision in the governance structure of the programme, the programme attempts to address the uneven distribution of urban services.

In development thinking and practice, participation has become the norm. But what participation exactly is and how best it should be pursued in development interventions aimed at improving the lives of the poor remains debatable. This study was conducted in Korogocho

Slums to analyze the influence of community participation in development projects and processes. Development projects in informal settlements require community participation. There is need to fully involve all stakeholders to avert conflicts where there has been conflicts previously. Unfortunately, exclusion of major beneficiaries may cause new conflicts to emerge, but it may also imperil the entire development process. The involvement of the government ministries, churches and other community institutions as social actors in the proposed study ensures that they develop a sense of ownership of the programme. This sense of ownership as members of the steering committee enhances their proactive collaboration. Community participation guarantees that everyone is able to access and benefit from the full range of opportunities available to citizens. Therefore, barriers that have existed for people faced with poverty, unemployment and other forms of social inequalities are thus removed. Moreover, community participation is not just about including all people but also working to create policies to improve people's lives (Aoyama, 2005). Further, participation is about enhancing completion of a community's development projects.

In order to move to Korogocho, the GoK a lengthy process of holding discussions with the community. This was facilitated by opinion leaders identified through a listening survey. The survey, which was a two day event, was conducted by students who were accompanied by elders from the eight villages forming Korogocho. Supervision of the survey was done by social planners and programme staff. After identifying the major actors at play, the debate to come up with rules for community elections began. The process was lengthy and immense. The success of the process was ensured due to the constant mediation of the Provincial Administration and Ministry of the Local Government. The recognized community leaders also played a role in the process' success through active participation coupled with a positive attitude. A Residents Committee was borne out of the elections and it partially mirrored the pre-existing structures of community leadership. This community was viewed as legitimate and had the mandate of making significant decisions, acceptable by the community. The residents committee was paramount in ensuring community support for the slum upgrading project resulting in accelerated implementation of the project and improved coordination.

1.2 Statement of the Problem

Informal settlements (slums) have grown in numbers over the years. There is at least one informal settlement in any residential estate in urban towns. More recently, following

international policies, the government of Kenya recognised that together with their residents, slums could be upgraded without having to relocate its squatters. This acknowledgement was as a result of the strong campaigning for urban land rights and activism from Non-Governmental Organisations in the housing sector (Huchzermeryer, 2008). It is also the result of the government awareness that urbanisation is irreversible and only appropriate policies targeting the slums can make this phenomenon sustainable. In Kenya, 38% of the population lives in towns and urban population is growing at the rate of 4% annually. By 2015 the urban population is expected to equal the rural one (Ministry of Housing, 2009). If the community is not involved in development projects within their neighbourhood, then there is bound to be conflict, sabotage and disinterest negatively impacting completion. When the community participates in development projects, issues to do with identification of projects, the roles of all the stakeholders actively involved in the projects, systems of governance and channels of addressing conflict are sorted out.

1.3 Purpose of the Study

The purpose of this study was to assess influence of community participation in the completion of development projects in Korogocho slums.

1.4 Objectives of the Study

The objectives of this study were to:

1. To determine how community participation in project identification influenced the completion of development projects in Korogocho.
2. To establish how community participation in project planning influenced the completion of development projects in Korogocho.
3. To investigate how community participation in project execution influenced the completion of projects in Korogocho.
4. To determine how community participation in monitoring and evaluation influenced the completion of development projects in Korogocho.

1.5 Research Questions

This research was guided by the following research questions;

1. How does community participation in project identification influence completion of development projects in Korogocho?
2. To what extent does participation in project planning affect project completion in Korogocho?
3. How does community participation in project execution influence the completion of development projects in Korogocho?
4. To what extent does community participation in monitoring and evaluation influence the completion of development projects in Korogocho?

1.6 Significance of the Study

The findings of the study maybe used by donors and other stakeholders in enhancing participation as a good practice and ensure free interaction between the community and other stakeholders. The government and the wider community could use and emulate the positive aspects of the project to empower the community, and encourage the community to take an active role in developing themselves. The study would finally form a base on which others can develop their studies.

1.7Limitations of the Study

People in the informal settlement areas had been exploited by NGOs and politicians and now, the residents are wary of any studies that were being carried out; as they believed that the researcher was gaining financially. The study would therefore experience hiccups in information gathering and required identification of influential key informers who were well versed with the project and had the ability to convince other residents that the study was for academic purposes only. Furthermore, Korogocho is not a friendly neighbourhood and the researcher needed to address security and safety issues. To ensure my safety, I approached the chairman of KRC who linked me up with the community security team members. Three of them volunteered to accompany the research team throughout the research time. The researcher explained to the respondents that the research was for academic purposes only. The research letter issued by the University of Nairobi affirmed this.

1.8 Delimitation of the Study

The study was carried out in the informal settlement area of Korogocho which is densely populated thus population was normally distributed. The research was restricted to responses obtained from the residents of Korogocho Slums, Korogocho Resident Association officials and the Ministry of Local Government.

1.9 Assumptions of the Study

The study assumed that respondents participated genuinely and willingly, and that the responses were accurate.

1.10 Definitions of Significant Terms used in the Study

Development projects Refers to activities or undertakings meant to upgrade the lives of the Korogocho residents. These undertakings address particular area of development such as the elimination or upgrading of slums, and the rehabilitation of public shared facilities.

Community All the people including social groups as a whole who reside or work in Korogocho.

Community participation Involvement of the residents of Korogocho who have compatible goals in the development projects being undertaken in the area. Together they share the risks and benefits of the project since the project is based on a set of mutual goals established by the members.

Community development A set of values and practices which plays a special role in overcoming poverty and disadvantage, knitting society together at the grass roots and deepening democracy.

Residents The people who live in Korogocho Slums in either rented or owned premises.

Residents' Committee	Officials of Korogocho Slums elected by the residents representing the 8 villages of Korogocho Slums. These villages are: Kisumu Ndogo, Grogan A, Grogan B, Korogocho A, Korogocho B, Highridge, Nyayo and Gitathuru.
Steering Committee	A committee composed of Ministry of Finance, Ministry of Local Government, Ministry of Housing, Ministry of Lands, Provincial Administration, Nairobi City Council, four community members representing CBOsand FBOs.
Stakeholders	Individuals and organisations who are actively involved in development projects in Korogocho.

1.11 Organisation of the Study

This study is organized into five chapters. Chapter one introduces the topic, research problem, purpose of the study, research objectives, and questions guiding the collection and analysis of data. Chapter two analyzes literature on the phases of a project life cycle as well as empirical studies on community participation in project initiation, project planning, project execution, and project monitoring. The chapter also provides a conceptual framework outlining the relationships between the variables under study. Chapter three describes the methodology for the research as well as the selection of the target, sampling, sample size, and instruments for data collection. It also describes how the reliability and validity of the research instruments would be determined as well as procedures for collecting and analyzing data. The results of the data analysis are presented in chapter four while chapter five discusses the analyzed results with support from reviewed literature.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the literature that is related to the role of community participation in completion of development projects. It begins with a discussion on the phases of the project life cycle. These phases are project identification, planning, execution, and monitoring. Thereafter, the chapter analyses empirical studies that present cases for or against community participation in the project life cycle. The step-by-step analysis of challenge of community participation provides an insight into the role of community participation in completion of projects.

2.2 Project Life Cycle

The project life cycle had various definitions. One author, Satyanarayana (2008), defined it as the logical sequencing of a project. The author asserted that a project life cycle describes the phases of a project. This description is very important because it helps the participants to understand the sequencing of events in the entire project. Furthermore, understanding the logical sequencing of a project helps the participants follow the progress of the project from the start to the end. The City of Edmonton's Project Management Manual (2006) defined the project life cycle as an undertaking that had a definite starting point, objectives, and completion point. The definition suggested that the definition of the starting point and objectives comprises the conceptual planning phase which initiates the logical sequencing of a project. The Manual was also quick to differentiate between project life cycle and product life cycle to avoid confusing the reader. The authors poised that that a product life cycle defines the "total life of the facility" (p.11). This product life cycle begins when raw materials are transported to the manufacturer and ends when the product reaches the end of its life at the seller's end. On the other hand, the project life cycle focuses on the sequencing of the project and not a product (Edmonton, 2006).

There was also consensus on the stages of the project life cycle. Most studies identified four key stages: project identification/initiation, project planning, project implementation, and monitoring and evaluation (Satyanarayana, 2008; Westland, 2007).Edmonton's (2006)Project

Manual identified four key phases: concept, development, implementation, and termination. The concept phase involved defining the problem; preparing a needs statement; identifying constraints; receiving input from stakeholders; and identifying the scope of the project. The planning phase was concerned with designing the project and putting mechanisms in place to ensure smooth progress such as the project team, project manager, schedule, budget, and approval from the local authorities. The implementation phase was concerned with converting the designed project into physical form through construction or building. Finally, the evaluation phase involved maintaining and monitoring facilities, writing condition reports on the status of the project, and conducting regular inspections to ensure the project achieves the desired objective (Edmonton, 2006).

Another study by Westland (2007)concurred with the four sequences of a project life cycle. The study claimed that the most complex phase is project initiation. This is because the success of a project depended on the ability for stakeholders to define the problem correctly and develop a business case. Once the business case was developed, the project manager and the team would proceed to plan the resources, finances, and activities to be performed. In addition, the planning phase involved establishing quality, procurement, communication, and risk management plans to mitigate any risks and ensure a smooth transition to the implementation phase. The study also provided deeper insight on the project implementation phase that was not evident in other literature. The article poised that the implementation phase was most significant and longest because it affected how the deliverable was constructed and then presented to the community or the customer. Consequently, it was vital that the project team performed a number of activities concurrently including cost management, time management, quality management, change management, procurement management, issue management, risk management, and communication management. In essence, the author suggested that these activities allowed the project team to review its performance to ensure that the planned objectives were achieved. Finally, the author observed that it was vital that project managers monitored the project to ensure that the deliverable conformed to the business case and that the project activities conformed to management processes.

Another article that concurred with the phases of a project life cycle was by Satyanarayana (2008). The article was based on the author's analysis of project management activities in the

agriculture sector. The article stated the conceptualization phase was important for conducting feasibility studies and seeking approval from relevant authorities such as the local government authority and regulatory bodies. Furthermore, it emphasised the need to allocate and prioritise project activities and ensuring that the time, budget, and personnel for the activities are sufficient. The article also emphasised the importance of stakeholder involvement in all of the phases. This involvement was referred as participative management. Participative management is important because it stimulates synergy and ensures that all stakeholders are involved in decisions that affect them. To achieve this synergy, the article encouraged project managers to set adequate time, encourage participation, and use their communication skills to ensure that all stakeholders understand the meaning and motivation for the project.

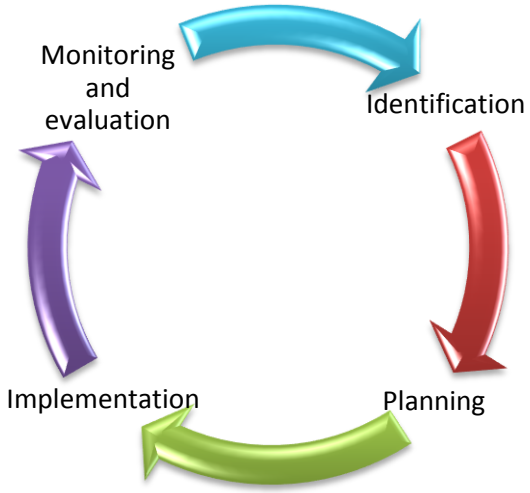

Figure 1.The Project Life Cycle (Source: UNDP, 2012).

2.3 Review of Empirical Studies

This section reviews the research variables under the following headings:Community participationin project identification; Community participation in project planning; Community participation in project execution; and Community participation in monitoring and evaluation of projects.

2.3.1 Community Participation in Project Identification

Various studies evaluated the importance of community participation during the project identification phase of the project life cycle. Heck (2003) reiterated the need for public participation during project initiation stage. This was based on his article on participatory development in agricultural development and rural development projects. The author asserted the importance of including people in agricultural and rural projects in the preparation and implementation phases. The active participation of people was important because members of a community hold diverse expectations and aspirations that may not coincide with the needs of people outside the community. Furthermore, Heck (2003) observed that it was important to include the rural poor in the initiation stages of a development project because these people were more likely to articulate their needs and wants more accurately than an outside observer. This accurate articulation of the community's needs and desires would help the project team develop a business or development case for the project.

Other scholars Feroze and Hassin (2000), conducted a similar development study for the construction of a water supply and sanitation system in Bangladesh. Their research emphasised the involvement of the community in the project identification phase. In particular, they reiterated that it was important to involve the community during needs assessment so that members could articulate their opinions about desirable improvements, priority of goals/objectives, and negotiations with agents on the projects they deemed best suited for their needs. Parker, Chung, Israel, Reyes and Wilkins (2010) concurred with Feroze and Hassin (2000) on the need for community involvement in the project initiation stage. This was based on a study on the organisation of community networks as a health development approach to improve community capacity. The study sought to find out how community organisers worked with local residents and community groups to ensure active participation in environmental projects (such as housing and air quality) and in policy decision-making. The findings showed that community-based participation during project initiation helped members of the community to collaborate, provide expertise, and share responsibility of the development project.

Similarly, Minkleret al. (2008a) observed that community participation in project initiation was important because it strengthened community capacity and subsequently improved the overall wellbeing of the community. Their study on community-based participatory research (CBPR) on environmental issues showed that the recognition of community participation in health and environmental issues was increasing. In particular, Minkler et al. (2008) reported that it was important to involve community members during the initiation stages of a project because it improved the community's capacity to identify problems, participate in decision-making, and translate problems into solutions or action. Consequently, they observed that participation in the project initiation phase helped the community address environmental, health, and social problems using practical solutions.

To add further, Freudenberg (2004) observed community participation should not be considered on a whim, but included in frameworks for development projects. The author observed that conceptualising the community's participation was important because it helped project managers to identify the factors that affected the community's ability to implement development projects. A framework to help the conceptualisation process was then proposed. This framework was based on Goodman et al.'s (1998) conceptualisation of community participation. It was adapted to reveal the community's exposure to the developmental problem and highlight the factors affecting the community's ability or capacity to construct practical and efficient solutions.

Consequently, Freudenberg (2004) proposed that a framework for development projects be designed to strengthen community capacity. This capacity could be achieved by examining the community's environment (such as political systems, economic dynamics, and culture) and how these factors affect the participation and support of the community. Furthermore, the development framework would help the project team to understand the behavioural manifestations of a particular community.

Another author Minkler et al. (2008) extended Freudenberg's (2004) work by showing how a framework for development projects would help project teams design a community-based participative research model that promoted partnership and community participation in

health-related projects. Parker et al. (2010) dissented to the effectiveness of Freudenberg's framework arguing that the effectiveness of community participation was impacted by the leadership of the project manager and the relationship between the community and the project team. Furthermore, they observed that tension between members of a community, unwillingness to compromise, and competing values and beliefs affected the level of community participation in development projects.

2.3.2 Community Participation in Project Planning

Project planning was the second phase of the project life cycle. It involved identifying the key activities, defining the plans for the activities, their sequencing, work schedule, budget, staffing requirements, and approvals from stakeholders (Satyanarayana, 2008). This phase involved a lot of decision-making and input from relevant stakeholders. Among these stakeholders were communities involved in development projects. The World Bank (2008) concurred with the decision-making aspect of project planning phase. The institution argued that participation of stakeholders was very important in decision-making, especially when the decision affects a segment of the public. Furthermore, the institution asserted the importance of seeking community participation in decisions on development projects such as infrastructure development. This is because participation allowed the project team to take into consideration the needs and concerns of the community to create a demand-driven project and improve the planning process. This implied that involving the community in project planning allowed the project team to consider the needs and concerns of the public regarding the schedule, budget, activity plan, and staffing of the project. A report by World Bank (2008) shows that many development organisations such as United Nations agencies, African Development Bank, and Asian Development Bank had started making community participation a key requirement for their funded projects. These organisations made it necessary for the community to be involved in the planning and implementation phases of the project life cycle. Community participation in the planning stage was termed participatory planning while participation in the implementation phase was termed participatory monitoring.

In another study, Labuschagne and Brent (2007) asserted the importance of community participation in creating sustainable projects. Their study on sustainable project life cycle

management in the manufacturing sector proposed a framework for ensuring project sustainability. This framework considered a variety of factors. These factors included the corporate social responsibility strategy, economic sustainability, environmental sustainability, and social sustainability. Economic sustainability included the financial position of the project sponsor and expected benefits of the development project. Environmental sustainability included air, water, land, energy, and mineral resources influencing the success of the development project. Lastly, social sustainability involved human resources, population, stakeholder participation, and macro-social impact of the project. The social sustainability aspect of the framework confirmed the importance of community participation in project development. In particular, the framework required that the project team involve the community in the planning stage to ensure that the delivered product meets the community's needs. Furthermore, the framework provided various criteria and indicators for ensuring community participation in the planning stage. The criteria included the influence of stakeholders and provision of information. To achieve these criteria, the study proposed that the project team calculate the number of community meetings and forums as well as the number of communication channels that the public could use to voice their complaints or feedback.

Similarly, Rothman (2001) supported community participation in the planning phase. The author's article on creating community capacity on a project for tobacco education and adoption recommended the use of community organisers. The article poised that community organisers should be used to encourage and monitor community participation in planning and decision-making. These organisers would be based in key areas and would work with local residents to collect information and act as project liaisons. In addition, Rothman (2001) proposed that community organisers could be used as key informants that represented NGOs and CBOs in the local community. This would reduce the communication complexities associated with large development projects that involve numerous community stakeholders. Furthermore, the use of community organisers would simplify the planning process because these organisers would represent the community's needs, aspirations, and concerns in the planning process and decision-making.

2.3.3 Community Participation in Project Execution

The implementation phase of the project life cycle was concerned with transforming the development design into a physical model. The aim of this phase was to ensure that the facility being constructed conformed to the specifications, budget, and schedule outlined in the initiation phase. Consequently, the implementation process involved a variety of activities to ensure conformity. These included quality assurance tests, scope management by the project leader, daily progress reports, time management, risk reporting and correction, and communications management (Edmonton, 2006).Edmonton (2006) asserted that stakeholder participation was very important in the construction or implementation phase. This is because this phase involved a number of people contracted to fulfil the project. These included the contractor, construction inspectors, engineering department, general supervisor, safety evaluation officers, and tender management committee members. The involvement of these diverse stakeholders increased the conflict of interests between stakeholders in the construction phase. To reduce this conflict, the author suggested that the project supervisor ensure that the community participated in monitoring the project schedule and construction. One way was through communicating these schedules to the community to enable interested members to follow up on the progress of the project, determine whether more resources were needed to ensure the project was delivered on time, and to ensure that the implementation process did not exceed the budget estimates. On the issue of quality and risk management in implementation, the author suggested that the community should participate in quality assurance tests so that the final construction was in accordance with national and international standards. In addition, conducting risk analysis would help the committee identify project deficiencies and decide how best to resolve the deficiencies such as through penalties, replacements, or removal of the deficient element. Nevertheless, Edmonton (2006) recommended that project teams should involve the community because their quality expectations and risk of project failure would have a significant impact on the community to benefit from the project.

Similarly, Dodman and Mitlin's(2011) study on the challenges in community-based involvement in climate issues touched on participation during project implementation. They observed that community-based adaptation was a key challenge to scholars and developers. Part of the challenge was how to include the views and interests of diverse stakeholders

whilst conforming to institutional, social, and political structures. The research delved into the benefits of community participation and recommended that community-based developers should consider the experience and role of participation in project implementation. While the authors acknowledged the challenges of ensuring seamless community participation, they also recognised that community participation was very critical in navigating the political, social, and institutional risks hindering the success of a development project.

Again, Boon, Bawole, and Ahenkan (2013) concurred with these studies on the importance of community participation in development projects. Their agreement was based on results of their case study on the International Centre for Enterprise and Sustainable Development (ICED) model for Ghana. Their study noted that there was an increase in stakeholder appreciation during project implementation and evaluation for the success of the project. It evaluated how the ICED NGO used a project participation model to ensure that community members were involved in all aspects of project implementation. The findings showed that the NGO could achieve project success if it conducted a stakeholder analysis prior to commencing the project. This is because the analysis would help the project team identify and evaluate the different parties to the project, relationship with the community, and what contribution the community would make to the implementation process.

Two authors, Munt (2002) and Smith (2003), agreed with Boon et al. because they stated that a stakeholder analysis enabled a project team to develop strategies for enhancing group dynamics and leveraging the community's knowledge to improve the successful outcome of the project. To achieve project success, Boon, Bawole, and Ahenkan (2013) proposed the quadripartite project participation model (QPPM). This model consisted of a three-tier structure that comprised different management teams. The bottom tier consisted of local project management teams which comprised of members of the local communities who were selected in a participatory and transparent process. This team would be responsible for mobilising the community and coordinating project activities with the project team. The local project management team would liaise with the national project management team. This national team would be responsible for procurement, monitoring, and evaluation processes as well as diagnosing the problems and needs of the community. The national team would be supervised by an international project management team. The international team would comprise representatives of development partners, donor agencies, NGOs, CBOs, and quality

assurance teams. From the study, the benefit of QPPM model is that it sought to build consensus during project implementation. This consensus was very important because it reduced misunderstandings between community members and the project team. The QPPM model built consensus by stipulating the procedures for submitting progress reports and feedback. The model also allowed communities, through representatives on the local project management teams, to plan open market forums where the community could expresses its concerns on the project implementation such as financing and shared costs for labour. Furthermore, the QPPM model created opportunities for active involvement and fair representation of different segments of the community (Boon, Bawole, & Ahenkan, 2013). Although the model achieved the outlined benefits, Biggs (1989) suggested that project teams customise their stakeholder participation process. Broody (2003) also added that it was vital that the project team came up with a fair and transparent strategy for selecting people who would represent the community in the local management team. This would ensure that the QPPM facilitated consensus building during implementation stage.

2.3.4 Community Participation in Project Monitoring and Evaluation

Participation in project monitoring and evaluation was another area discussed in various studies (Boon, Bawole, & Ahenkan, 2013; Kambonesa, 2000; Kanwal et al., 2012; Polo, Algeria, &Sirkin, 2012). Furthermore, Institutions such as the World Bank (2008) had advocated the adoption of participatory monitoring to ensure that the project achieved the desired objectives.According to the World Bank (2008), the concept of participatory monitoring referred to the involvement of the community in monitoring practices such as detecting problems and resolving them to ensure that work progresses and the finished product meets the objectives outlined in the initiation phase. Lechner (2004) concurred that the monitoring and evaluation phase focused on anticipating and planning for issues or problems that could occur with the end product. The author observed that 20% of the time in this phase was used in planning while 80% was consumed in tracking and controlling the project outcome. This tracking and control ensured that the deliverable produced the desired results at the right time, costs, and with the right resources. Once this goal was achieved, the project leader would then follow up with the end product/deliverable and implemented upgrades when an issue warranted revisiting the project.

Additionally, Boon, Bawole and Ahenkan (2013) emphasised the need for community participation in project execution phase. This is because development projects were designed for and by actors whose contributions could cause the success or failure of the project. Thus, the authors showed that involving people who would affect or be affected by the project was a vital part of successful development projects. Their participation in the project would not only improve the likelihood of finding a local solution unique to their circumstances, but would enhance the sustainability of the project and societal harmony among different stakeholders. In addition, involving stakeholders would create trust among members of the community, increase their understanding of the problem, increase their support for the project, and improve their awareness of local issues. The authors poised that the role of stakeholders in the monitoring process should not be ignored. They argued that the active participation of the community through meetings, task forces, advisory committees, focus groups, surveys, public hearings, and interviews was very important in determining whether the final product complied with their interests and constraints (such as funds, time, and resources).

Similarly, Reid (2002) confirmed the assertion that the active participation of stakeholders in the monitoring process was a very powerful empowerment tool. He observed that participation reduced alienation of the community by empowering the public to voice their opinions and suggestions on how the project could be improved or adapted to changing political, social, cultural, and economic environments. In his study on the power of community participation, Reid noted that community participation in the monitoring stage increased the level of volunteerism and community spirit because the public no longer felt alienated or marginalized by external agents.

Additionally, Yang et al. (2011) in their study on the typology of stakeholder analysis and engagement methods reiterated the importance of public participation in project implementation and execution. This reiteration was informed by their awareness of the basic rights of humans to participation. Their research showed that community participation facilitated the monitoring process by increasing the public's self confidence and skills learned throughout the project to help the participants to respond more effectively to local problems. Furthermore, the research showed that community participation in local development projects not only improved economic conditions but the social conditions and networking as well.

Worth noting, however, is that Yang et al. placed a caveat on community participation in the project management process. The authors suggested that a stakeholder analysis should be performed in the initial project stages because it would help the project team determine who would participate, to what extent, and why. This suggestion was articulated by Munt (2002) and Broody (2003) who observed that community participation did not necessarily contribute to project success where stakeholder analysis was not performed. Kambonesa (2000) on her study on community participation in a Kensington development project revisited the need to perform a stakeholder analysis to ensure that the project deliverable achieved the desired results. Kanwal et al. (2012) and Polo, Algeria, and Sirkin (2012) introduced cultural and social perspectives to community participation by arguing that the selection of community representatives should be based on the person's ability to engage in constructive dialogue and participate in shared decision-making.

2.4 Conceptual Framework

The conceptual framework shows the independent variables, dependent variables and moderating variables for the research study. The independent variables refer to the variables that can be assessed to determine the extent of community participation in the completion of projects in Korogocho. The independent variables for the research are identification involvement, planning involvement, execution involvement and monitoring and evaluation involvement. Moderating variables were feasibility studies, funds, and Ministry of Local Government (MoLG) policy frameworks. The dependent variable was influenced by the schedule, budget, user acceptance, usability, stakeholder involvement and adaptability of the project.

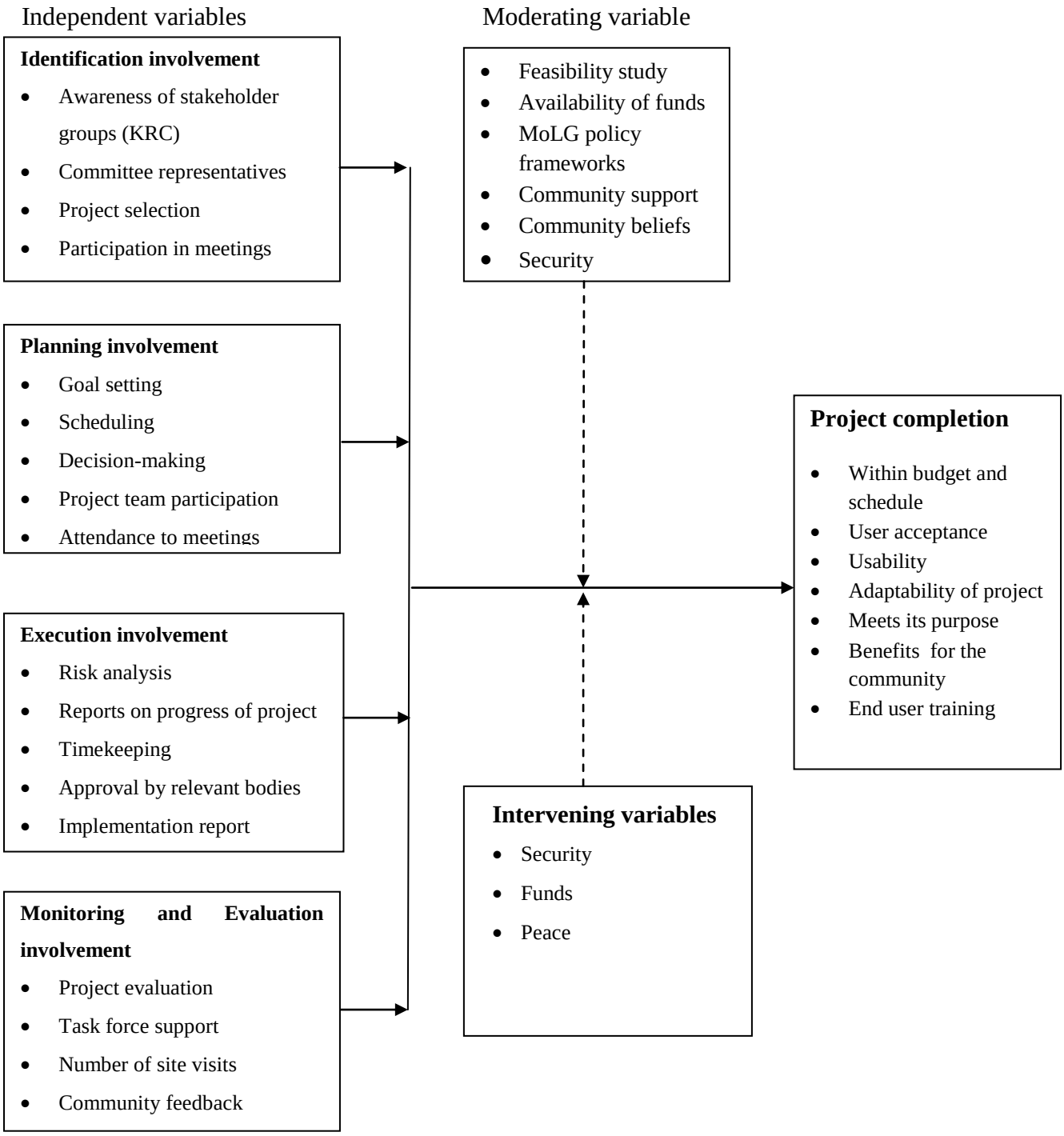

Figure 2. The Conceptual Framework

2.5 Summary of literature review

The literature review discussed different literature on community participation in the initiation, planning, implementation, and monitoring phases of the project life cycle. These studies were largely concerned with the role of the community in group decision-making and how project managers could harness the value of public participation in developing sustainable projects. Furthermore, most of the studies addressed the issue of community participation as a separate element or aspect of project management that did not seem to have a significant impact on the completion of the project. In essence, the literature did not discuss community participation from the context of project completion. This study sought to fill this research gap by showing how community participation, or lack thereof, in the project life cycle phases affected the completion of a project.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter deals with the strategies and procedures used in the study to address the research objectives. Specifically, it describes the study design, target population, sample size and sampling procedures, research instruments, data collection procedures and lastly methods used in analysing data.

3.2Research Design

The study adopted the descriptive survey design to determine the level of participation of the Korogocho community. According to Orodho (2004) descriptive survey design allows researchers to gather information, summarise, present and interpret for the purpose of clarification. This design was appropriate for this study for it helped the researcher obtain information from the Korogocho community. The results were generalised to a wider representation of the population and would be used by the project sponsors to make informed decisions in matters related to community participation.

3.3Target Population

The location of the study was Korogocho Slums, Nairobi County of Kenya. Korogocho slum is the fourth largest informal settlement in Nairobi, after Kibera, Mathare Valley, and Mukuru Kwa Njenga. It is located in the Kasarani Division, in eastern Nairobi, approximately 11 kilometres from the central business district. According to KSUP enumeration exercise finalised in July 2010, the total population stood at 34,152 as laid out in Table 3.1 below. Korogocho borders the largest dumping site in Nairobi – the Dandora dumping site – posing environmental health and security risk for the residents and surrounding settlements. The area is 95% government owned land and has 8 villages (KSUP, 2009). Settlement in Korogocho dates from the 1960s, when it was a settlement for quarry workers, and the late 1970s as a result of the demolition of informal settlements close to the city and the resettlement of the squatters there.

Table 3.1 KSUP Enumeration results

#	Village	Total No. of Households	Total Population
1	Kisumu Ndogo	1,459	4,841
2	Grogan A	856	2,752
3	Grogan B	832	2,456
4	Korogocho A	2,357	4,472
5	Korogocho B	1,175	3,411
6	Highridge	1,536	8,638
7	Nyayo	853	2,593
8	Gitathuru	1,513	4,989
TOTAL		**10,581**	**34,152**

Source: Korogocho Situation Analysis: A Snapshot

According to Orodho (2004) in exploratory descriptive survey studies, two categories of respondents are crucial, namely, informed specialists and consumers or users. Korogocho slum upgrading programme had specialists with a great deal of command in the housing and planning (informed specialists) and the residents of Korogocho (consumers or users). The target population comprised of 48 officials of Korogocho Residents' Committee (6 for each of the 8 villages) and 2 officials from the Italian Cooperation. The total number of targeted respondents was34,154.

3.4Sample Size and Sampling Method

According to an enumeration exercise of Korogocho carried out by the KSUP in July 2010, Korogocho Slum had a population of 34,152 on 0.53 square kilometres of land owned by the Government of Kenya. The total number of households was enumerated at 10,581, with the largest of the eight villages consisting of 2,357 households and a population of 4,472, whereas the least has 832 households and a population of 2,456. Each of these 8 villages was represented by six residents who were elected by the residents, forming Korogocho Residents' Committee. Moreover, the KRC represented all sections of the community i.e. women, men, elders, youths, tenants, and structure owners. Purposive sampling was used to select all the KRC officials. Simple random sampling was used to select respondents from all

the villages. According to Krejcie and Morgan (1970), sample size for a population above 30,000is 380. This is based on a calculation using the formula:$s = X^2NP(1-P) \div d^2(N-1) + X^2P(1-P)$where *s* is the sample size being sought, X^2 is the Chi-square value for confidence level of 3.841, *N* is the population size, *P* is the population proportion (0.5) and *d* is the degree of accuracy (0.05).Therefore, the sample size is 380 respondents.

3.5 Data Collection Methods

The researcher also contacted the Korogocho Residents Committee through a letter after which the researcher personally visited the KRC to explain the purpose of the study. At the same time, questionnaires were delivered to them and administered. For the officials of Italian Cooperation involved in the Korogocho Slum Upgrading Programme, the researcher booked appointments with them and interviewed them using interview guides and their responses recorded in writing. This ensured quick feedback as most of them had busy schedules. To carry out observation, the researcher liaised with KRC chairman for a tour of the development projects. All respondents were assured of confidentiality.

3.6Research Instruments

Three instruments were used by the researcher to collect data for the study. They were pilot tested, revised and then administered to obtain data from respondents. These included a questionnaire, interview schedule, and an observation schedule. A questionnaire was the main instrument for collecting data. Piel (1995) states that questionnaires provide a cheap means of collecting data from a large number of people. A questionnaire was used to obtain information from the randomly selected respondents in Korogocho Slum. The researcher used interview schedules for the officials of the Italian Cooperation sought information on strategies used to ensure the community was included and actually participated in the development project. The motive for creating an interview schedule was influenced by Bell (1993) who states that interviews put flesh onto the bone of questionnaire responses. Piel(1995) was even more apt saying that interviews provided reliable, valid and theoretically satisfactory results than a questionnaire. To complement data that was elicited by the questionnaire and interview schedule, an observation schedule was developed by the researcher to assess the state and stage of the development project to determine whether the

projects were complete and whether they made the lives of the resident easier. Gosh (1992) confirms that much is learnt by observing what people actually do and how they do it, and that observation is almost combined with casual or informal interview. Before the actual study was conducted, piloting was done in 2 villages with the questionnaires being administered on the 8 Korogocho Slum residents and 8Korogocho Residents' Committee officials to establish the validity and reliability of the questionnaire, interview and observation schedules. Saunders et al. (2007) states that a pilot test is a small-scale study to test a questionnaire or interview checklist, to minimise the likelihood of respondents having problems in answering the questions and or data recording problems as well as to allow some assessment of the questions' validity and the reliability of the collected data. Orodho (2004) adds that in piloting the researcher is concerned about the reliability and validity of instruments.

3.6.1 Validity of research instruments

Saunders et al. (2007) define validity as the extent to which data collection method(s) accurately measures what it was intended to measure. They further state that validity is the extent to which research findings are really about what they profess to be about. Mugenda and Mugenda (1999) define validity as the degree to which results obtained from the analysis of data actually represented the phenomenon under study. To enhance validity of the questionnaire, the researcher receivedguidance from the supervisor on validity of the topic under study; the instruments were administered to 8Korogocho Residents' Committee officials and 8Korogocho Slum residents. Corrections were then done on the instruments.

3.6.2 Instruments Reliability

Saunders et al. (2007) define reliability as the degree to which data collection method or methods yield consistent findings, similar observations are made or conclusions reached by other researchers or there is transparency in how sense is made from the raw data. Mugenda and Mugenda (1999) define reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Reliability was determined by the split half technique whereby all items that purported to measure the same construct were divided into two sets. The entire instrument was then administered to a sample of

people after which the researcher calculated the total score for each randomly divided half and thereafter, the two total scores were correlated. The scores of the first test were correlated to scores of the second test through Pearson correlation coefficient formula in Lavrakas (2013). $r = \frac{n(\Sigma xy) - (\Sigma x)(\Sigma y)}{\sqrt{[n\Sigma x^2 - (\Sigma x)^2][n\Sigma y^2 - (\Sigma y)^2]}}$. According to Mugenda and Mugenda (1999), a correlation co-efficient of 0.8 and above is accepted as sufficient for the instrument's reliability. A correlation coefficient of 0.74 was arrived at, hence the data collection instrument was deemed reliable for collecting data.

3.7Data Analysis Techniques

The data collected was subjected to both quantitative and qualitative analysis. Quantitative data from the questionnaire was analyzed using SPSS. Tabulation was done based on the responses from the sample population. The analyzed data was then presented in a report format with the use of tables showing frequencies, distribution tables, percentages, Chi-square results, and correlation results. Qualitative findings were reported by grouping answers by the research objectives and drawing inference from the narratives. The data was then interpreted according to the objectives of the study.

3.8 Ethical Considerations of the Study

In the course of the data collection process the researcher ensured adherence to the following ethical considerations. First, the researcher did not force the respondents to participate in the study, allowing them to participate on their own volition. This implies that if any of the respondents felt like withdrawing during the data collection process; they were allowed to do so. Secondly, the researcher will sought permission from the relevant research stakeholders before undertaking the study. Thirdly, the researcher upheld anonymity and thus the respondents were not required to give their names.

Table 3.2 Operationalization of Variables

Objective	**Variable**	**Indicator**	**Measurement**	**Scale**	**Data collection method**	**Analysis Tool**
Determine how community participation in project identification affects the completion of development projects in Korogocho	Participation in decision-making	• Participation in problem definition • Participating in technical, functional, and performance specifications • Participation in stakeholder analysis	Role in decision-making Representation in stakeholder meetings Membership in quality assurance Frequency of meetings	Ordinal	Questionnaire Interview	SPSS
Establish how community participation in project planning influences the completion of development projects in Korogocho	Contribution to objectives, deliverables, budget and schedule	• Identify deliverables • Planning, budgeting and schedule • Support planning process	Frequency of contributions in meetings Participation in budget and scheduling Number of meetings	Ordinal	Questionnaire Observation	SPSS

Investigate how community participation in project execution influences the completion of projects in Korogocho.	Contribution to execution, user training	• Contribution to training module • Support of maintenance documentation • Role in the execution plan	Visits to projects Complications of projects Resolution of projects Documentation is maintained	Ordinal	Questionnaire Interview Observation	SPSS
Determine how community participation in monitoring and evaluation influences the completion of development projects in Korogocho	Contribution to performance reviews	• Role in performance review • Procedures review • Role in schedule and budget review	Number of visits to project per month Meetings with officials Completion of project Success of project	Ordinal	Questionnaire Interview	SPSS

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTEPRETATION

4.1 Introduction

This chapter presents the results of data collected from respondents. It begins with a discussion on the return rate of the issued questionnaires. Thereafter, the chapter is divided into six sections: section one provides demographic information on the respondents. Section two provides findings on community participation in project identification; section three on community participation in project planning; section four on community participation in project execution; section five on community participation in monitoring and evaluation; and section six on the analysis of the interview schedule.

4.2 Questionnaire Return Rate

The response rate for the questionnaire was determined by the number of responses over the sample size. A total of 305 respondents answered and returned the questionnaire used for the research. An outline of the responses and the percentage is shown in table 4.1.

Table4.1 The Response Rate

Questionnaire	Responses	Percentage (%)
Answered and returned	305	80.2
Did not return	75	19.8
Total	**380**	**100**

It can be observed from table 4.1 that 80% of respondents fully answered and returned the questionnaire. Only 20% of the respondents did not answer or return the questionnaire to the researcher. Most of the respondents were unavailable to answer the questionnaire while others declined to participate in the process. Nevertheless, a response rate of 80% was deemed adequate by the researcher to continue with the analysis given that Babbie (1989) asserted that a response rate of 50% was adequate to carry out an analysis on the sample.

4.3 Demographic Information

This section provides results of the respondents' demographic characteristics. It was important that the researcher collect this information to help establish some form of connection with the respondents and by extension the sample population.

4.3.1 Gender of Respondents

Respondents were asked to select their gender. Two options were given: male and female. The findings were interpreted as 0 for male and 1 for female.

Table 4.2 Gender of the Respondents

Gender	Frequency	Valid Percent	Cumulative Percent
Male	190	62.1	62.1
Female	115	37.9	100.0
Total	**305**	**100**	

As can be seen from Table 4.2, majority of the respondents were male. A total of 190 were male while 115 were female. Male respondents accounted for 62%of the sample while female respondents accounted for 38% of the sample population. This implies that the male gender was predominant among the sample population.

4.3.2 Age of the Respondents

Respondents were asked to select the age group to which they belonged. This is shown in table 4.3.

Table 4.3 Age of the Respondents

Age	Frequency	Valid Percent	Cumulative Percent
20-30 yrs	93	30.4	30.4
31-49 yrs	165	53.9	84.3
50 yrs and above	47	15.7	100.0
Total	**305**	**100**	

Table 4.3 reveals that 165 respondents were aged between 31 and 49 years. This amounted to 53.9%. Ninety-three respondents were aged between 20 and 30 years while 47 respondents were aged above 50 years. These ages accounted for 30% and 16% of the sampled population. The findings implied that majority of the respondents were a mix of generation Y and generation X since they were born between 1983 and 1964.

4.3.3 Years of Residence

Respondents were asked to indicate how many years they had lived in Korogocho. Their responses are shown in table 4.4.

Table 4.4 Years of Residence

Years of Residence	Frequency	Valid Percent	Cumulative percent
1-5 yrs	98	32.1	32.1
over 5 yrs	207	67.9	100.0
Total	**305**	**100**	

It was observed that most of the respondents had lived in Korogocho for more than five years. A total of 207 respondents had lived for more than five years in Korogocho wile 98 had lived less than five years. Table 4.4 shows that 68% of the respondents had lived for more than 5 years in Korogocho while 32%of the respondents resided in the slums for 5 years of less.

4.3.4 Highest Education Level

The respondents were asked to select their highest education level. Choices ranged from none, primary, secondary to tertiary. This is shown in table 4.5.

Table 4.5 Highest Level of Education

Education	Frequency	Valid Per cent	Cumulative Per cent
None	24	7.9	7.9
Primary	100	32.8	40.6
Secondary	155	50.8	91.5
Tertiary	26	8.5	100.0
Total	**305**	**100**	

Table 4.5 reveals the responses on the education level of the respondents. The findings showed that24 respondents did not have any education, 100 had up to primary-level education, 155 respondents had secondary level education, and 26 had tertiary-level education. The results showed that majority of the respondents had acquired up to secondary-level education.

4.4 Community Participation in Project Identification

This section establishes whether members of the Korogocho community added value to the initiation phase of development projects through their awareness of the project stakeholders, the frequency of stakeholder meetings, their representation, the slum upgrade program, and their participatory role in the identification phase of the project.

4.4.1 Knowledge of Stakeholders

The researcher sought to find out whether the respondents were aware of KRC and their representatives. The responses are shown in table 4.6.

Table 4.6 Respondents aware of KRC and their representatives

Response		Aware of KRC	Aware of Representatives
Yes	Count	225	260
	% of Total	73.8%	85.2%
No	Count	80	45
	% of Total	26.2%	14.8%
Total	**Count**	**305**	**305**
	Percent	**100.0**	**100.0**

The table 4.6 shows that 225 respondents were aware of KRC. This accounted for 74% of the sample. On the other hand, 80 respondents were not aware of KRC. They accounted for 26% of the sample. Majority of the responses showed that most of the respondents were aware of KRC. On knowledge of representatives, 260 respondents said they were aware. This accounted for 85% of the sample. On the other hand, 45 respondents were not aware of their representatives. This accounted for 15% of the sample

4.4.2 Knowledge of Korogocho Slum Upgrade Programme

Respondents were asked whether they knew that there was a slum upgrade project in Korogocho. Their responses are show in table 4.7

.

Table 4.7 Respondents Aware of The Slum Upgrade Project

Response	Frequency	Valid Percent	Cumulative Percent
Yes	215	70.5	70.5
No	90	29.5	100.0
Total	**305**	**100**	

A total of 215 respondents said they were aware of the project while 90 respondents said they were unaware of the slum upgrade project. The findings revealed that 70% of respondents had knowledge of the Korogocho Slum Upgrade Programme while 30% did not. This implied that majority of respondents were aware of the slum upgrade programme.

4.4.3 Adequacy of Representation

Table 4.8 depicts the views of respondents on whether they felt well represented in development projects.

Table 4.8 Community Representation is Adequate

	Frequency	Valid Percent	Cumulative Percent
Yes	250	82.0	82.0
No	55	18.0	100.0
Total	**305**	**100**	

From the results, 250 respondents answered ‘yes’ to the adequacy of the representation while 55 respondents said ‘no’. This means that 82% of respondents said that they felt they were well-represented by their representatives in KRC. Only 18% were discontented about the adequacy of their representation to KRC. Overall, the findings confirmed that majority of respondents were confident that their representation to KRC was adequate.

4.4.4 Correlation between knowledge of KRC and the adequacy of representation

A correlation test was performed to determine the strength of the relationship between the knowledge of KRC and the adequacy of the representation. Table 4.9 shows the correlation findings between the respondents’ knowledge of KRC and their responses on the adequacy of their representation in development projects.

Table 4.9 Correlation of knowledge of KRC and adequacy of representation

	Value
Pearson's Correlation (R)	0.842
Number of valid cases (frequency)	305

The results showed a strong positive correlation of 0.842 between knowledge of KRC and the adequacy of representation. This implied that as the community's knowledge of KRC increased so did their responses on being well represented in community projects increase.

4.4.5 Chi-Tests on the Knowledge of KRC and Adequate Representation in Development Projects

Chi-square test checks for the independence of hypothesized results whose correlation has been determined. A low value indicates that the hypothesized results are independent and therefore the variables are less likely to be correlated. Table 4.10 shows the correlation between the respondents' knowledge of KRC and the adequacy of their representation

Table 4.10 Chi-square Test on the Knowledge of KRC and Adequacy of Representation

	Value	Df	Asymp Sig. (2-sided)
Chi-square	729.126	12	.000
Number of valid cases (frequency)	305	1	

The chi-square test between the knowledge of KRC and the adequacy of representation validated the correlation results shown in Table 4.8 that the two variables were correlated. This is because the test returned a high value of 729.12. This showed that the two variables were dependent and more likely to be correlated. This implies that there was a significant relationship between the respondents' knowledge of KRC and their feelings of being well represented in development projects.

4.4.6 Involvement in Project Initiation Processes

Respondents were asked whether they were involved in the project initiation process. The researcher investigated this involvement based on two elements: attendance to meetings with representatives and the awareness of the frequency of the meetings. This is shown in table 4.11.

Table 4.11 Attendance to Meetings in the Project Initiation Stage

Response		Regular meetings with representatives	Frequency of meetings is known
Yes	Count	275	241
	% of Total	90.2%	79.0%
No	Count	30	64
	% of Total	9.8%	21.0%
Total	**Count**	**305**	**305**
	Percent	**100.0**	**100.0**

On the participation of the community in meetings with representatives, the findings in table 4.11 showed that 90% of the respondents had been called to meet their representatives while only 10% did not meet with their representatives. The findings in Table 4.11 also showed that 79% of the respondents knew the frequency of KRC meetings. However, 21% of the respondents did not know how often the committee meetings were held. The majority of responses in the study confirmed that members of the Korogocho community participated in project identification by holding frequent meetings with representatives and knowing the frequency of the meetings.

4.4.7 Involvement in Identification of Development Projects

Respondents were asked on the level of involvement in identifying development projects. This is shown in table 4.12.

Table 4.12Respondents Participated in Project Identification

	Frequency	Valid Percent	Cumulative Percent
Yes	200	65.6	65.6
No	105	34.4	100.0
Total	**305**	**100**	

The findings showed that 66%percent of the respondents were involved in the identification phase of development projects. Only 34% answered that they were not involved or did not participate in the identification stage.The findings implied that majority of respondents were involved in project identification phase.

4.5 Community Participation in Project Planning

This section sought to establish whether members of the Korogocho community were involved in project planning and whether their participation affected the completion of the development project.

4.5.1 Involvement in Project Planning

Respondents were asked whether they were involved in the planning of development projects. This is shown in table 4.13.

Table 4.13Respondents Were Involved in Project Planning

	Frequency	Valid Percent	Cumulative Percent
Yes	215	70.5	70.5
No	90	29.5	100.0
Total	**305**	**100**	

A total of 215 respondents said they were involved in the planning stage. Ninety respondents said they were not involved in the project planning phase. In other words, 70% of the respondents were involved in planning for the development project while 30% did not participate in the planning process. This implied that community had a chance of participating in the planning process through their individual involvement or their representatives.

4.5.2 Participation in Project Planning Influenced its Completion

Respondents were asked whether they felt that their participation in the planning stage affected the completion of the development project. Table 4.14 shows the results.

Table 4.14 Participation in Planning affected Project Completion

	Frequency	Valid Percent	Cumulative Percent
Yes	258	84.6	84.6
No	47	15.4	100.0
Total	**305**	**100**	

The findings reveal that 85% of respondents felt their participation in the planning phase affected the completion of the development project. Only 15% of the respondents felt that their participation did not affect the completion of the project. The implication from the majority of responses showed that participation in the planning phase had an effect on the completion of development projects.

4.5.3. Correlation between Participation in Project Planning and Project Completion

Table 4.15 shows the correlation findings between the participation of the community in the planning stage and the completion of development projects.

Table 4.15 Correlation findings between participation in planning and project completion

	Value
Pearson's Correlation (R)	0.714
Number of Valid Cases (Frequency)	305

The results in table 4.16 show a strong positive correlation of 0.714 between participation in planning and project completion. A strong positive correlation implies that as community participation in planning phase increased so did the completeness of development projects increase. This shows that there is a relationship between community participation in planning and the completion of development projects.

4.5.4 Chi-Tests on Participation in Planning and Project Completion

Chi-square test checks for the independence of hypothesized results whose correlation has been determined. A low value indicates that the hypothesized results are independent and therefore the variables are less likely to be correlated. This is shown in table 4.16.

Table 4.16 Chi-square Test on Planning Participation and Project Completion

	Value	df	Asymp Sig. (2-sided)
Chi-square	885.32	12	.000
Number of valid cases (frequency)	305		

The chi-square test between the participation of the community in the planning stage and the completeness of the project validated the correlation results shown in Table 4.16 that the two variables were correlated. This is because the results showed a high value of 885.32. The

results confirmed that there was a significant relationship between the participation in planning processes and the completeness of development projects.

4.6 Community Participation in Project Execution

This section wanted to establish the participation of the Korogocho community in development projects and the effect of this participation on project completion.

4.6.1 Knowledge of Person in Charge of Project Execution

Respondents were asked whether they knew the person or people in charge of executing the project as a determinant for their participation in project execution. This is shown in table 4.17.

Table 4.17 Respondents Know Person in Charge of Project Execution

	Frequency	Valid Percent	Cumulative Percent
Yes	186	61.0	61.0
No	119	39.0	100.0
Total	**305**	**100**	

It was observed that 61% of the respondents knew who was in charge of executing the development project. On the other hand, 39% had no knowledge of the person in charge of executing the project. This implied that majority of respondents had some knowledge on the person responsible for executing the development project. Their knowledge could imply the ability to monitor the project and participate in a risk analysis.

4.6.2 Engagement of Community in Project Execution

Respondents were asked whether they were engaged in the execution process. Table 4.18 shows the results of community engagement in the execution phase of development projects.

Table 4.18Community Engaged in Project Execution

	Frequency	Valid Percent	Cumulative Percent
Yes	187	61.3	61.3
No	118	38.7	100.0
Total	**305**	**100**	

The findings reveal that 61% of respondents confirmed that they engaged in the execution phase of the development project while 39% did not engage in the project execution phase. The results by majority of the respondents indicated that they played a participatory role in the execution of the project.

4.6.3. Correlation between Participation in Project Execution and Project Completion

A correlation test was performed to establish the relationship between the participation of the community in the execution phase and project completion. This is shown in table 4.19.

Table 4.19 Correlation between participation in execution and project completion

	Value
Pearson's correlation (R)	0.575
N of Valid Cases	305

The results showed a positive correlation of 0.575 between participation in execution and project completion. This implied that as community participation in the execution phase increased so did the completeness of development projects increase.

4.7 Community Participation in Project Monitoring and Evaluation

This section seeks to examine the participation of the Korogocho community in project monitoring and evaluation, and to establish the effect of this participation on the completeness of the project.

4.7.1 Who Monitors Projects

Respondents were asked whether they knew who monitored the development projects at Korogocho. Table 4.20 shows results on who the respondents felt monitored the project.

Table 4.20Respondents Know Who Monitors Development Projects

	Frequency	Valid Percent	Cumulative Percent
KSUP	70	23.0	23.0
KRC	150	49.2	72.1
Ministry	15	4.9	77.0
Community	33	10.8	87.9

All of the above	37	12.1	100.0
Total	**305**	**100**	

The results showed that 150 respondents felt that KRC played the greatest role in monitoring the project. On the other hand, 70 respondents said that KSUP monitored the project while another 33 respondents said the community monitored the project. Fifteen respondents selected the Ministry as the key stakeholder who monitored the projects. Only 37 respondents said that all the stakeholders mentioned played a monitoring role.

4.7.2Is The Project Complete?

Respondents were asked whether they felt that the project was complete. This is shown in table 4.21.

Table 4.21 The Project is Complete

Project completeness	Frequency	Valid Percent	Cumulative Percent
Yes	241	79.0	79.0
No	64	21.0	100.0
Total	**305**	**100**	

The results showed that 79% of respondents said that the project was complete. The remaining 21% felt the project was incomplete. The implication of majority of responses was that the project was deemed to be complete.

4.7.5 Success of the Project

Responses in table 4.22 show the perception of the project's success to the community.

Table 4.22The Project is a Success

	Frequency	Valid Percent	Cumulative Percent
Yes	250	82.0	82.0
No	55	18.0	100.0
Total	**305**	**100**	

A total of 250 respondents said that the project was successful. Fifty-five respondents said the project was not successful. The results showed that 82% of the respondents felt that the project was a success because it made life easier while 18% disapproved. The majority

responses in this study confirm that the Korogocho development project has gained the trust and commitment of the community, thereby terming it as successful.

4.7.6 Correlation between Participation in Project Monitoring and Project Completion

A correlation test on the relationship between the participation of the community in the monitoring and evaluation phase and the completion of development projects was performed. This is shown in table 4.23.

Table 4.23 Correlation between participation in monitoring and project completion

	Value
Pearson's Correlation (R)	0.799
Number of Valid Cases (Frequency)	305

The results showed a positive correlation of 0.799 between participation in monitoring and project completion. This implied that as community's participation in the monitoring and evaluation phase increase so did the completeness of development projects increase.

4.8 Analysis of the Interview Schedules

Two interview schedules were created for this project. One schedule was for the two Italian officials in KSUP and the second schedule was developed for the 48 KRC officials. It was observed that the Italian officials encouraged the participation of the Korogocho community in the development project. To begin with, the officials held regular meetings with the community twice a month. They also engaged with the community by informing Korogocho residents of meetings, providing the meeting agendas a week in advance, using open feedback mechanisms, and communicating the importance of the project to the community. This confirmed that stakeholders had taken initiative in encouraging the community to participate in the development project. As with the responses from the questionnaire, the Italian Cooperation interviewees confirmed that the community participated in the initiation, planning, execution and monitoring stages of the development project. They introduced new insight to the study by showing how they encouraged community participation. The interviewees responded that they used collaboration, compromise and persuasion to encourage community participation. Similar to the questionnaire responses, the interviewees confirmed that the project was complete and successful.

Similar findings were observed in the interview responses from KRC officials. The officials responded that they consulted the Korogocho community in all matters that need decision-making. This consultation was twice a month (for the community) and weekly for the steering committee. Their feedback confirmed the questionnaire responses that the community was engaged in decisions concerning the development project. The KRC officials were further asked whether they were involved in all the project phases. A majority of the responses showed that KRC officials participated in the planning, execution, and monitoring and evaluation phases of the development project. Their response showed that the Korogocho community was adequately represented by the KRC officials on all matters concerning the project. On representing the community needs to the project team, the KRC officials responded that they presented the concerns and sentiments of the residents to the steering committee. When probed on the means of communication, the officials responded that they presented the residents' sentiments through face-to-face meetings, community representatives, telephone, e-mail, and SMS. The responses showed that as key stakeholders, the KRC officials were concerned with maintaining the trust and commitment through different means of communication. On the completion and success of the development project, the responses showed that majority of the KRC officials felt that the project was complete and that it was successful. Their response agreed with the questionnaire responses showing that majority of community members felt that the development project was complete and successful. When probed on solutions for improving the completion rate for projects, the officials stated that they need to encourage more community participation, observe the project schedule, ensure that they are allocated sufficient funding, and reduce bureaucracy in decision-making.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings in chapter four and supports the responses using literature from journal articles and scholarly databases. The chapter begins with a summary of the findings followed by a detailed discussion and then conclusions and recommendations for development workers and for further research.

5.2 Summary of Findings

The findings reveal that community participation in the project phases had an effect on the completion of development projects in Korogocho. A summary of the findings is provided according to the research objectives

5.2.1 Community Participation in Project Identification

The findings revealed that the community participation in project identification influenced the completion of the project. The study showed that 76% of the respondents were of this view owing to their participation in the project initiation stage. However, 24% did not think that the participation of the community in the identification stage affected the completion of the project. Further, a positive correlation of 0.842 between knowledge of KRC and the adequacy of representation showed that community awareness of their KRC officials influenced their perception on representation in the development project.

5.2.2 Community Participation in Project Planning

Responses from the study showed that 70% of the respondents were involved in planning the development project. On the other hand, 20% of the respondents did not believe that they participated in the planning stage. On the effect of community participation in the planning phase on the completion of the project, 85% of the respondents felt that their participation affected the project's completion. Only 15% of the respondents felt that their participation in the planning phase did not affect the completion of the project. These sentiments were confirmed by a strong positive correlation of 0.714 between participation in planning and

project completion. The correlation results showed that an increase in the community's participation in the planning phase increased the completeness of the project. Chi-test results also confirmed that there was a significant relationship between community participation in planning phase and the completion of development projects.

5.2.3 Community Participation in Project Execution

Responses from the study showed that 61% of the respondents knew who was in-charge of the executing the project. Similarly, 61% of respondents confirmed that they engaged in the execution phase of the development project while 39% did not engage in the project execution phase. The results by majority of the respondents indicated that they played a participatory role in the execution of the project. The study also sought to determine whether community participation in the execution phase had an effect on the completion of the project. Correlation findings showed a positive correlation of 0.575 between participation in execution and project completion. The implication was that an increase in community participation during execution phase increased the chances of completing the development project.

5.2.4 Community Participation in Project Monitoring and Evaluation

The findings revealed that the community participated in the project through the KRC, Ministry officials and KSUP. The findings confirmed that respondents were aware of the committees and had elected representatives who would participate in the project. Similarly, the 79% of the respondents felt that the project was complete. Only a minority 21% felt that the project was incomplete. Lastly, 82% of the respondents felt that the project was a success because it made life easier while 18% disapproved. The majority responses confirm that the Korogocho development project had gained the trust and commitment of the community leading to its success. These findings were confirmed by a correlation test which showed a positive correlation of 0.799 between participation in monitoring and project completion. The implication of the findings is that the community's participation in the monitoring and evaluation phase had a positive effect on the completeness of development projects.

5.3 Discussion

The study has investigated the influence of community participation in the identification, planning, execution, and monitoring stages and how this role affects the completion of development projects. This discussion will answer the research questions using the research findings in the previous chapter and literature to help the reader understand the role of community participation in the completion of development projects in Korogocho.

5.3.1 Influence of Identification Involvement on Project Completion

The study found that community participation indeed did affect the completion of development projects. On knowledge of stakeholders during project initiation, the findings showed that majority of respondents were aware of KRC at 74%. Only 26% were unaware of the committee. Similarly, 85% of the respondents said they were aware of their representatives while 15% said they were unaware of their representatives. The implication from majority of responses confirmed that the Korogocho community had some knowledge of KRC and their representatives. The findings were in accordance with Feroze and Hasin (2000) who asserted that the community's knowledge of the stakeholder committee was very critical since it affected the project team's understanding of the development case and the needs of the community. Westland (2007) concurred that knowledge of the stakeholder committee was paramount in ensuring the community was consulted by the project team when developing a needs assessment for the development project. Heck (2003) also agreed that it is important to include the rural community in the initiation stages of a development project because these people, through their representatives, are more likely to articulate their needs and wants more accurately than an outside observer. Furthermore, representation allows the community to articulate its needs and provide feedback on the goals set by the project team in consultation with stakeholders. The author's sentiments were echoed in the findings which showed that majority of the respondents were aware of their representatives, and therefore could provide feedback and articulate their project needs through these representatives.

On knowledge of the Korogocho slum upgrade project, the study revealed that 70% of respondents had knowledge of the project while 30% did not. The results were echoed by Freudenberg (2004) who emphasized the need for community knowledge on initiated projects since this awareness influenced community's participation and ability to

implementdevelopment projects. Therefore, awareness by majority of respondents on the slum upgrade program was a positive influence on their participation and ability to implement the development project.

On the adequacy of representation in the project initiation stage, the study revealed that majority of the respondents (82%) felt well well-represented by their representatives in KRC. Only 18% were discontented about the adequacy of their representation to KRC. The findings echoed a community-based participative research model developed by Freudenberg's (2004) and proposed by Minkler et al. (2008) which encouraged partnership and community participation in health-related projects through representatives. From the study, majority of the responses suggested that the Korogocho community were positive about the number of representatives to development project teams. This positive attitude was important in reducing the tension between members and their representatives that would have affected the level of community participation and the completion of development projects (Parker et al., 2010).

On the level of involvement in project initiation, the study established that the community was involved through meetings with representatives. The findings showed that 90% of the respondents had been called to meet their representatives while only 10% did not meet with their representatives. This finding confirmed research which suggested that having the local community participate in meetings on the project was vital in ensuring the success of the project (Heck, 2003).This implied the call to attending meetings was obeyed by representatives and community members as well. The high attendance of the respondents therefore shows that the local community participated in the meetings through their representatives to ensure the success of the project. The findings showed that 66% percent of the respondents were involved in the identification phase of development projects. Only 34% answered that they were not involved or did not participate in the identification stage. The findings implied that majority of respondents were involved in project identification phase. Parker et al. (2010) echoed the findings in their study on the organization of community networks in development approaches. They observed that community-based participation in the project initiation phase was important because it helped members of the community to share responsibility of the project, collaborate with different stakeholders, and offer expertise that would be useful to the project team.

Similarly, Westland (2007) and Edmonton (2006) assert that community participation in the project committee is most important because it allows the community to articulate its needs, help the project team in developing a business case, support the needs analysis for the project, and provide insight on key priority goals for the project. From the findings, the study asserts that the ability for Korogocho residents to meet with their representatives affect their participation levels and commitment to completing the project (Heck, 2003). Minkler et al. (2008a) adds that community participation through attendance in meetings is vital in strengthening community capacity and wellbeing. Parker et al. (2010) also observes that community-based participation in the project initiation phase is important because it helps members of the community to share responsibility of the project, collaborate with different stakeholders, and offer expertise that would be useful to the project team. Through these support functions, the researcher posits that the community would have a positive effect on the project since residents are vested interest in ensuring the project is completed successfully. The findings and literature therefore answer the research question that indeed community participation in project initiation affects the completion of Korogocho development projects.

5.3.2Influence of Planning Involvement on Project Completion

The findings by 70% of the questionnaire responses showed that Korogocho residents were involved in the planning process. On whether the community's involvement in the planning phase affected the completion of development projects, the findings revealed that 85% of respondents said that their participation in the planning phase affected the completion of the development project. Only 15% of the respondents felt that their participation did not affect the completion of the project. The implication from the majority of responses showed that participation in the planning phase had an effect on the completion of development projects.

Similarly, author such as Satyanarayana (2008), World Bank (2008), Labuschagne and Brent (2007), and Rothman (2001) agree with the findings that community participation in project planning is very important. This is because participation gives the community a chance to contribute to decisions and ensure that the project will fulfil their needs (Labuschagne and Brent, 2007). The literature confirms that community participation is a necessity in project planning and supports the involvement of the Korogocho community in development projects in the slum. The authors posit that project teams could achieve project completion if they

involved the community in planning and decision-making. The literature and findings of this study therefore answer the research question that the involvement of the community in the planning phase affects the completion of development projects in Korogocho.

5.3.3 Influence of Community Project Execution on Project Completion

The findings revealed that the community did actually participate in the execution of development projects in Korogocho. On whether the residents knew the people in charge of the execution, slightly more than half (61%) of the respondents confirmed knowing the person responsible for executing the project. Edmonton (2006) agrees that the knowledge of decision-makers in development projects is important because it enables the community to obtain first-hand information on the progress of the project and participate in risk analysis so that the project committee can identify and rectify deficiencies in the executed project.

On community involvement in the execution phase, an equivalent percentage (61%) of respondents confirmed that they participated while 39% did not. In agreement were scholarly research from Edmonton (2006), Dodman and Mitlin (2011), Munt (2002) and Boon, Bawole and Ahenkan (2013) which emphasized the importance of community involvement in project execution. The researchers argue that community involvement during the execution phase is important because it helps the public to follow up on the progress of the project and ascertain whether any more resources are needed for the timely delivery of the development project. Dodham and Mitlin (2011) observes that the public has important knowledge and expertise that would help the project team navigate the political, social, and institutional challenges affecting the execution of the project.

On whether the participation of the community during execution affected the completion of the project, the findings in this study posit a positive relationship between the two variables. Correlation findings of 0.575 showed that there was a positive significant relationship between community participation in the execution phase and the completion of development projects in Korogocho slums. It could therefore be implied that community participation in the execution phase has an effect on the completion of development projects in Korogocho, and should be encouraged. The literature and findings of this study answer the research question: that the involvement of the community in the execution phase affects the completion rate of a development project.

5.3.4 Influence of Monitoring and Execution Involvement on Project Completion

The findings revealed that the participation of residents was very high with 49% being attributed to KRC officials followed by KSUP at 23%, the community at 11% and representatives from the government ministries at 5%. All these stakeholders were believed to have participated in the monitoring phase, according to responses to the questionnaire. Literature from Boon, Bawole and Ahenkan (2013) and Reid (2002) confirm the role of stakeholders in the monitoring phase stating that the community should not be ignored. This is because the involvement of the community through task forces, monitoring committees, and focus groups can determine whether the final product complies with the community's interests and therefore be approved as complete and successful by the intended users.

The study established that there was a positive significant relationship between project monitoring and completion of development projects in Korogocho. The findings showed a correlation of 0.799 which indicated that a change in the participation of the community in the monitoring phase had an equal positive change in the completion of development projects. Similarly, it was apparent from literature that the involvement of the community was very critical in the monitoring phase because it helped the project team to detect problems, resolve them, and upgrade the project outcome so that the product conformed to the desired results (Lechner, 2004; Yang et al., 2011; Kambonesa, 2000; World Bank, 2008). The literature and findings of this study therefore answer the research question that the involvement of the community in the monitoring and evaluation phase affects the completion of development projects in Korogocho.

5.3 Conclusions

The objective of the development project in Korogocho was to improve the quality of life among residents. The study sought to identify whether the residents were involved in different stages of the development project. Consequently, the purpose of the study was to assess the role of community participation in the completion of development projects in Korogocho slums. It was guided by the following objectives: to determine how community participation in project identification affected the completion of development projects in Korogocho; to establish how community participation in project planning influenced the

completion of development projects in Korogocho; to investigate how community participation in project execution influenced the completion of projects in Korogocho; and to determine how community participation in monitoring and evaluation influenced the completion of development projects in Korogocho.

A descriptive research design was used on a sample of 380 from a target population of 34,152. The sample size was arrived at using an estimation table by Krejcie and Morgan. Questionnaire surveys and interview schedules were created for the Korogocho residents and officials respectively. The data was analyzed quantitatively using SPSS software. Both descriptive analysis and inferential analysis was performed to help the researcher draw inferences from the interview and questionnaire responses. Statistical outputs in the form of percentages, means, Pearson correlation, chi-square tests, and frequencies. The findings revealed that community participation in development projects had an effect on the completion of the projects.

According to the findings, communities participated variously in the project life cycle. They participated in the initiation phase, planning, execution, and monitoring phases of the development project. The findings further revealed that community participation in each phase affected the completion of the development project. These findings helped the researcher validate the research questions in the study. They also revealed that respondents were willing to participate and that decision-makers encouraged the community to participate in development project. In addition, the findings showed that positive correlations between community participation in the different phases and the completion of the development project. This confirmed the research topic that community participation affected the completion of development projects in Korogocho. To this end, the researcher observes that there is need to ensure clear and open communication between stakeholders and the community to ensure the latter participated in development projects to ensure successful completion.

5.5 Recommendations

Based on the findings, the researcher proposes the following strategies for improving community participation in the entire project life-cycle.

1. On project initiation, the study established that the community's participation affects the completion of development projects in Korogocho. To ensure that the project initiation phase progresses smoothly for the project team, the researcher proposes that the team should encourage participation of the community by encouraging individual members to give their opinions on different projects. The project team also needs to use different communication means to ensure that people are able to articulate their needs and wants. The study also proposes that project teams should use a variety of communication methods such as face-to-face interviews, community meetings, focus groups, bazaars, representatives, television, and radio. Incorporating these methods would help the community articulate its needs and help the project team develop a better business case for the development project.

2. On project planning, the study established that the community's participation affects the completion of development projects in Korogocho. To achieve maximum participation in the planning phase, so as to complete the projects successfully, the researcher proposes that the project team should involve community residents in all planning activities including work sequencing, work scheduling, budgeting, staffing, and getting approvals from government agencies. Their involvement would enable the project team to take into consideration the residents' concerns thereby create a demand-driven project. The completion of such a project would be guaranteed since it would have the trust and commitment of the community.

3. On project execution, the study established that the community's participation affects the completion of development projects in Korogocho. To achieve maximum participation in the execution phase for the successful completion of these projects, the researcher suggests that the project team should encourage community participation to ensure that the physical model conforms to their needs and desires. It proposes that the project should involve the community when performing quality assurance tests, drafting progress reports, managing communications, reporting project risks, and managing the schedule of the development project. The study also proposes that the research team should develop communication schedules to help the community follow up on the project and ensure that the execution conforms to the goals and interests of all the stakeholders. This participation would create trust and encourage the people to commit to the completion and success of the project.

4. On project monitoring and evaluation, the study established that the community's participation in this phase affected the completion of development projects in Korogocho. For optimum participation in the monitoring and evaluation phase and for successful project completion, the study proposes that participatory monitoring be encouraged as a way of gaining community support and ensuring the completion of development projects. The researcher recommends that the project team and decision-makers should promote participatory monitoring by accepting feedback from the community and anticipating project issues that could come after it has been handed over. This tracking and control would help the project team deliver the desired product on time, cost, and with sufficient resources.

5.6 Suggestions for Further Study

The researcher proposes that the study be carried out on a larger scale to develop a better understanding of the effect of community participation on the completion of development projects. This is because this study was delimited to Korogocho slums. The findings cannot, therefore, be generalised in larger slums such as Kibera. Further research is encouraged on the ways community participate in development projects and the strategies put in place by key stakeholders to ensure that participation is effective so that the projects are delivered on time, budget and with residents' support.

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APPENDICES

APPENDIX A: INTRODUCTION LETTER TO RESPONDENT

Agatha King'ori
University of Nairobi
P O Box30197 - 00100 GPO
NAIROBI

The Chairman
Korogocho Residents Committee
Korogocho

Dear Sir

RE: RESEARCH PROJECT ON THE ROLE OF COMMUNITY PARTICIPATION ON COMPLETION OF DEVELOPMENT PROJECTS

I am a student at the University of Nairobi pursuing a Master of Arts in Project Planning and Management. I am carrying out a research to assess the role of community participation on completion of development projects in Korogocho Slums. Korogocho Residents Committee has been identified to participate in this study.

I hereby request for your cooperation to enable me successfully carry out this study. The information gathered is meant for this study and will be treated with utmost confidentiality.

Thanking you in advance.

Yours faithfully

King'ori A.N.

APPENDIX B: INTERVIEW SCHEDULE FOR OFFICIALS OF ITALIAN COOPERATION INVOLVED IN KSUP

1. How long have you served in this organisation in your current capacity engaged in KSUP?

   ……..

2. How often do you visit Korogocho Slum in a month?

   ……..

3. What are your responsibilities in KSUP?

   …….....

4. How often do you meet with the KRC officials?

   ……..

5. How do you ensure that the Korogocho residents are engaged in initiating development projects?

   ……
   ……

6. <u>At planning stage of</u> the project, do you involve the community? If yes, what is their role?

   ……
   ……

7. How do you ensure that the residents of Korogocho participate inplanning development projects;

……

……

……

8. What mechanisms do you employ to ensure that the community is involved in project execution;

……..

9. Is the community engaged in the monitoring and evaluation activities of the projects?
   Yes ☐ No ☐

10. In your opinion, is the project is complete?

……

……

11. Is the project successful in your opinion? Yes ☐ No ☐ Give reasons:

……

……

12. Has community participation in projects impacted negatively or positively on completion? Explain.

……

……

……

APPENDIX C: INTERVIEW SCHEDULE FOR THE KRC OFFICIALS

1. How long have you served as a KRC official?

   (a) 1 year ( )

   (b) 2 years ( )

   (c) 3 years ( )

   (d) Over 4 years ( )

2. Does KRC consult the residents in all matters that need decision-making?

   (a) Yes ( )

   (b) No ( )

3. How often does KRC meet in a month?

   (a) Weekly ( )

   (b) After a fortnight ( )

   (c) Once a month ( )

   (d) Other ……..

4. How often does the Steering Committee meet?

   (a) Weekly ( )

   (b) After a fortnight ( )

   (c) Once a month ( )

   (d) Other ……..

5. Does the Steering Committee involve KRC to identify projects will directly benefit Korogocho Residents? How?

   (a) Yes

   (b) No

   How? …….

   ……

   ……

   …….....

6. Were you involved in the planning phase of the project?

   (a) Yes ( )

   (b) No ( )

7. What is your role during the planning phase?

   ……

   ……

   ……

8. During monitoring and evaluation, is KRC involved?

   (a) Yes ( )

   (b) No ( )

9. How do you present the residents' sentiments or concerns to the Steering Committee?

   ……

   ……

   ……

10. In your opinion, is the project complete?

(a) Yes ( )

(b) No ( )

11. Are you of the opinion that community participation affected completion of the project?

(a) Yes ( )

(b) No ( )

12. Would you say that the project is successful?

(a) Yes ( )

(b) No ( )

13. Any suggestion(s) that you feel would help complete the project sooner?

……

……

……

APPENDIX D: QUESTIONNAIRE FOR KOROGOCHO RESIDENTS

Questionnaire No.: ……

Date: …….

This questionnaire consists of two parts. Please complete each part as honestly as possible. This questionnaire is intended to help collect information on the role of community participation on completion of development projects. The information will be treated in strict confidence.

PART A: BACKGROUND INFORMATION

Tick appropriately (√)

1. Gender:
   (a) Male ( )
   (b) Female ( )

2. Age
   (a) 20 – 30 years ( )
   (b) 31 – 49 years( )
   (c) 50 years and above ( )

3. Years of residence:
   (a) 1 – 5 years ( )
   (b) over 5 years ( )

4. Highest Level of Education
   a) None ( )
   b) Primary ( )

c) Secondary ( )

d) Tertiary ( )

PART B: COMMUNITY PARTICIPATION IN PROJECT IDENTIFICATION

5. Do you know about Korogocho Residents' Committee?

   (a) Yes ( )

   (b) No ( )

6. Do you know your representatives?

   (a) Yes ( )

   (b) No ( )

7. Do you feel well represented by them?

   (a) Yes ( )

   (b) No ( )

8. Do you know how often the committee meets to discuss new projects?

   (a) Yes ( )

   (b) No ( )

9. Does your representative call for a meeting with the residents during project initiation? If yes, how often?

   (a) Yes ( ) ……..

   (b) No ( )

10. Do you know about Korogocho Slum Upgrading Programme?

(a) Yes ( )

(b) No ( )

11. Have you been involved in identification of any development projects?

(a) Yes ( )

(b) No ( )

PART C: COMMUNITY PARTICIPATION IN PROJECT PLANNING

12. Are you involved in the planning for the project?

(a) Yes ( )

(b) No ( )

13. Did participation in the planning phase affect the completion of the project?

(a) Yes ( )

(b) No ( )

PART D: COMMUNITY PARTICIPATION IN PROJECT EXECUTION

14. Do you know who is in charge of implementation of the project?

(a) Yes ( )

(b) No ( )

15. Would you say that the community is fully engaged in the project execution stage?

(a) Yes ( )

(b) No ( )

16. Did the participation of the community affect the completion of the project?

(a) Yes ( )

(b) No ( )

PART E: COMMUNITY PARTICIPATION IN PROJECT MONITORING AND EXECUTION

17. Who monitors the projects?

    (a) KSUP

    (b) KRC

    (c) Ministry

    (d) Community

    (e) All of the above

18. In your opinion, is the project complete?

    (a) Yes ( )

    (b) No ( )

19. Would you say the project is successful?

    (a) Yes ( )

    (b) No ( )

RECOMMENDATIONS

What ways do you think community members can be more involved in initiating and planning community development projects?

……

……

What ways do you think community members can be more involved in the execution of community development projects?

……

……

Give your recommendations on what you think needs to be done to complete these projects on time

……

……

……

THANK YOU FOR YOUR COOPERATION!

APPENDIX E: OBSERVATION SCHEDULE

At what stage is the project?

Initiation ( )

Planning ( )

Execution ( )

M&E ( )

Complete ( )

Is it being utilised by the community?

Yes ( )

No ( )

APPENDIX F: KREJCIE AND MORGAN SAMPLE SIZE ESTIMATION TABLE

R.V. Krejcie and D. W. Morgan (1970) Sample Size Estimation Table

*N**	*S*†	*N*	*S*	*N*	*S*	*N*	*S*	*N*	*S*
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

*N is the population
†S is the sample size