

**INFLUENCE OF STAKEHOLDERS PARTICIPATION IN THE
BUDGETARY PROCESS ON THE IMPLEMENTATION OF
GOVERNMENT FUNDED PROJECTS: THE CASE OF ISIOLO
COUNTY, KENYA**

BY

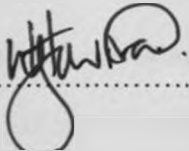
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**A research project submitted in partial fulfilment of the requirement for
the award of the degree of Master of Arts in Project Planning and
Management of the University of Nairobi**

2015

DECLARATION

This research project is my original work and has not been submitted for examination to any other University.

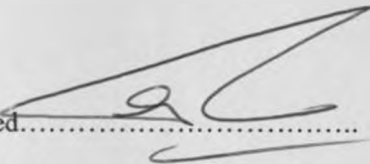
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DEDICATION

To my loving father Mr. Joseph Muchunu, your support, commitment to ensuring I get a good education and your unending love have brought me this far. To my late mum, Joan Muchunu, the great virtues you instilled in me continue to carry me through, you continue to be my greatest inspiration. To my siblings Richard Kuria, Rhoda Wangui, Sarah Nyaguthii, Sally Wamaitha and Grace Mukami, you have all believed in me and inspired me to be the woman I am today. I dedicate this research project to you all.

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ABSTRACT

Kenya has now devolved and changes have been introduced by the Constitution in the budget making process especially at the county level. The Constitution and subsequent legislation, such as the County Governments Act and the Public Finance Management Act, require public participation in matters of public finance. While there are numerous references to public participation in these laws, most are vague and contain no further guidance. As a result, two years into the devolved system of government, most counties in Kenya are yet to develop any specific strategies to ensure that all stakeholders are involved in all stages of the budget cycle leading to wastage and embezzlement of public resources. Stakeholder participation in the budget process has been argued to make government decisions more democratic and decisions made are more likely to represent the will of the people. The purpose of this study is to establish the influence of stakeholder participation in the budget process on the implementation of projects using Isiolo County as the case study. The study was guided by the following objectives: To determine how individual citizen participation in the budget process influences the implementation of projects; To establish the extent to which civil society organizations' participation in the budget process influences the implementation of projects; To assess how community group participation on the budget process influences the implementation of projects and to evaluate how the participation of funding agencies and donors in the budget process influences the implementation of projects. Descriptive survey design was used for the study. The target population was stakeholders drawn from individual citizens, civil society organizations, community groups and funding agencies in Isiolo County. The sample size was total of 579 respondents sampled from each of the four strata using Krejcie and Morgan table. Questionnaires and interview schedules were used as instruments of data collection. Data was analyzed through the use of a computer software SPSS. Primary data from the field was edited first then coding was done to translate question responses into specific categories. Quantitative data collected was analyzed by descriptive statistics while content analysis techniques were used to analyze qualitative data. Descriptive statistics such as, frequencies and percentages were used to describe the data. The analyzed data was presented in form of tables. The results revealed that citizens did not have knowledge about the county budgeting process although a sizeable number attended county budget forums. The study also revealed that stakeholder participation (citizens, CSOs, community groups and donor/funding agencies) is not being incorporated in the county budget process. The study concludes that there is lack of stakeholder participation both in the county budget process as well as in the implementation of projects and therefore recommends that the government should come up with ways of promoting citizen participation in the counties.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Stakeholder or public participation is a political principle or practice, and may also be recognised as a right (right to public participation). The terms stakeholder participation may be used interchangeably with the concept or practice of stakeholder engagement and/or popular participation (Rowe and Frewer, 2005). Generally stakeholder participation seeks and facilitates the involvement of those potentially affected by or interested in a decision. The principle of stakeholder participation holds that those who are affected by a decision have a right to be involved in the decision-making process. Stakeholder participation implies that the public's contribution will influence the decision. Stakeholder participation may be regarded as a way of empowerment and as vital part of democratic governance (Pellizzoni, 2003).

Many public officials, academic researchers, civil society organisations and government experts view stakeholder engagement as one solution to the absence of popular support for responsible fiscal policies. Public engagement in civic affairs is both “means” and “ends” of well-functioning democratic governments. It is a necessary element of efforts to improve official accountability: it results when citizens feel connected to their government. An engaged public demands that their government be efficient, responsive, transparent and accountable. The government, in turn, becomes more open to the public's input and participation. Thus, public engagement creates mutual benefits: citizens become better educated about public policies and government activities; and by tapping into the experience and expertise of their constituents, officials can build more effective and responsive government (Gomez, Friedman and Shapiro, 2005).

Budgeting is a fundamental activity of the government, symbolising an explicit agreement between people and their government: private resources in exchange for the public services and benefits that fulfil national priorities and objectives. Citizens rightfully expect governments to deliver on that promise. They further expect that public budgets be fair, equitable and transparent. If citizens believe that the management of government finances is subject to corruption, inefficiency and waste, they question the motives of their leaders and are less willing to accept tough policy choices such as structural programme reforms, tax increases and spending cuts. Their resistance is further hardened if they feel that government does not represent their interests or respect their opinions about how to allocate public resources (Ebdon and Aimee, 2004).

Effective public participation and oversight role is crucial and must remain core in the implementation of the devolved governments for development and equal distribution of resources at the grassroots to be fully realized. In the previous central government system, the role of the citizens in monitoring and evaluating public projects and finance use at the national, constituency and local authority was overlooked providing a loophole for corrupt government officials and politicians to embezzle public finance. Over the years, it has emerged that the core problem with devolved funds such as CDF was directly attributed to weak legal framework and near absent oversight mechanism that limited citizen participation in decision making and project implementation (Mugambi and Theuri, 2014).

1.1.1 Stakeholder Participation in Kenya

The passing of the new constitution in 2010 in Kenya gave birth to a devolved system of government where the constitution established forty-seven county governments and one national government. The major reason for the devolvement of the government was to ensure equitable distribution of resources and thus ensure that there was regional balance in terms of development and access to services. Another reason was to bring government resources closer

to the people and thus encourage citizen involvement in governance matters. The County Governments Act 2012 provides for public or stakeholder participation in the conduct of the activities of the county assembly as required under Article 196 of the Constitution. One of the ways in which the public can participate in is through ensuring that they contribute in the budget process as well as in other public planning processes. Incorporating the views of the citizens in the planning process ensures that the county government is able to give priority to the development projects that the community needs most (Sabahi, 2013).

Kiriria (2013) argues that as Kenya starts to implement devolution, debate rages on whether funding from National Exchequer is adequate or not. He also argues that there must be an effective PFM system at the county level to ensure successful management of the public sector and the economy. World Bank (2012) recommends that guidelines and templates need to be developed to guide the formulation of county budgets. More so, the World Bank advocates for a country-wide chart of accounts for preparing, executing and reporting the budget. In addition to this, the counties would be expected to develop adequate PFM, human resource and service delivery capacity. World Bank (2012) acknowledges that public participation will only be meaningful if choices made are translated into spending hence the need to strengthen planning and the budget process. On the contrary, this is not being fully implemented as reflected in the 2013/14 national budget preparation process where only a few people from selected counties were consulted, which is far below the stipulations in the PFM (The Institute of Economic Affairs 2013).

It is anticipated that devolution will decentralize both economic and political power to the county governments by promoting democratic and accountable exercise of power and ensuring equitable sharing of national and local resources. In spite of these hopes, when we look at the history of decentralization in Kenya we must recognize the risk of decentralizing corruption and impunity to the counties unless urgent measures are put in place to safeguard against this.

Kenya has operated devolved funds for a number of years, including the Constituency Development Fund (CDF) and the Local Authority Transfer Fund (LATF). Yet these have not always performed to expectation. They were operated in an opaque fashion, were subject to multiple abuses, and fell short in the area of public participation. Stakeholder participation in CDF and LATF through the Local Authority Service Delivery Action Plan (LASDAP) process was next to zero. Tough lessons can be drawn from the successes or failures of these two funds to inform participation at the county level.

1.2 Statement of the Problem

While it seems apparent that citizen participation can only serve to inform, and thus improve, the operation of government, turnout at public hearings and other forums for communication is not always high. Kenyans have deep and longstanding concerns about the ways in which resources have been distributed throughout the country. Many regions and communities feel that they have been excluded by a strong central regime. The antidote in the 2010 Constitution is, on the one hand, devolution of power to lower levels of government and, on the other hand, an attempt to open up institutions and increase the opportunities for stakeholder participation.

Stakeholder participation is in part about aligning the needs and demands of the public more closely with the choices of government officials. This suggests that public participation must occur at the formulation and approval stages of the budget, when priorities are being set. At this stage, stakeholder participation can enhance decision making by bringing information about public needs to the attention of policymakers as they prioritize their spending. This can lead to more equitable distribution of resources.

Devolution was introduced as a means of bringing crucial resources to the community level through equitable distribution from the national government and thus promotes regional balance in development. County governments have the responsibility of presenting their own

budgets to the central government for the allocation of resources. The PFM Act requires that the county governments include their citizens and all stakeholders in the budgeting process and has consequently created a new body, the County Budget and Economic Forum (CBEF), whose principal role should be to convene public consultations, and to facilitate genuine stakeholder participation. It is anticipated that devolution will decentralize both economic and political power to the county governments by promoting democratic and accountable exercise of power and ensuring equitable sharing of national and local resources.

In spite of these hopes, it is clear that the both CDF and LATF were operated in an opaque fashion, were subject to multiple abuses, and fell short in the area of public participation. In the few instances that there has been public participation in the budget process, women have been underrepresented. A study by Mugambi and Theuri (2014) evaluated the challenges encountered by county governments in budget preparation in Kenya, using Kilifi County as a case study. The results of the study showed that budget preparation procedures are in place at the counties and being adhered to, however, political influence and public participation affected the budget preparation process, and to avert this, the researcher recommended that public participation be enhanced at the county level by introduction of systems.

The fact that devolution is still at its infancy stages in the country shows the importance of evaluating the influence of citizen participation on the county budget process. There is therefore a gap in literature as far as the study of the influence of stakeholder participation on the county budgeting process is concerned in Kenya. This study therefore seeks to bridge this gap by assessing the influence of stakeholder participation in the budget process on the implementation of projects using Isiolo County as a study area.

1.3 Purpose of the Study

The purpose of the study was to evaluate the influence of stakeholder participation in the county budget process on the implementation of projects in Isiolo County, Kenya.

1.4 Research Objectives

1. To determine how individual citizen participation in the budget process influences the implementation of projects in Isiolo County, Kenya.
2. To establish the extent to which civil society organizations' participation in the budget process influences the implementation of projects in Isiolo County, Kenya.
3. To assess how community group participation in the budget process influences the implementation of projects in Isiolo County, Kenya.
4. To evaluate how the participation of funding agencies and donors in the budget process influences the implementation of projects in Isiolo County, Kenya.

1.5 Research Questions

1. In what ways does individual citizen participation in the budget process influence the implementation of projects in Isiolo County, Kenya?
2. To what extent does civil society organizations' participation in the budget process influence the implementation of projects in Isiolo County, Kenya?
3. In what ways does community group participation in the budget process influence the implementation of projects in Isiolo County, Kenya?
4. In what ways does the participation of funding agencies and donors in the budget process influence the implementation of projects in Isiolo County, Kenya?

1.6 Significance of the Study

The findings of this study are significant to the county governments as it shows the importance of involving the public in the county budget process. The findings of this study are also significant to citizens as it shows the influence their participation in the county budget process has on the implementation of projects and thus encourage their participation. Increased stakeholder participation in the budget process will ultimately lead to efficient utilization of the taxpayers funds. Academicians will also find this study useful as it will add to increased knowledge of the researchers in this field of study. As devolution is relatively in its early stages in the country, the findings will are also significant to policymakers in it will serve as a guide to them when making policies regarding citizen participation in the county budget process. The findings will also inform implementation of the various constitutional provisions on citizen participation and stakeholder engagement.

1.7 Delimitations of the Study

The study will cover influence of stakeholder participation in the budget process and the influence that this has on the implementation of projects. The research was done in Isiolo County and therefore the population of the study will be drawn from the general public, civil society organizations, donors/funding agencies and county government officials in Isiolo County.

1.8 Limitations of the Study

There are a number of limitations that might affect the outcome of the study. First, data will be collected from a sample of the employees/officials of Isiolo County Government as well as residents, organizations and donors based in the same county. This may limit the applicability of findings to the entire country. Secondly, the study will focus on projects implemented in

the 2014/2015 financial year and thus may not apply to all projects implemented by the Isiolo County Government.

1.9 Assumptions of the Study

The study makes several assumptions. The study assumes that the sample that will be selected from the county will be adequate to give reliable results that can be generalised to the whole country. The study also assumes that the research questionnaires will be valid and will enable the researcher to collect the relevant data to answer the research questions. The study also assumes that the study respondents will answer the questions in the questionnaire in the correct manner.

1.10 Definition of significant terms

Budget Process - is a systematic activity that develops a plan for the expenditure of a usually fixed resource, such as money or time, during a given period to achieve a desired result.

County Budget and Economic Forum: The CBEF is mandated by the Public Finance Management (PFM) Act. The Act states that counties shall create these forums in order to provide a means for consultation by the county government preparation of county plans, the County Fiscal Strategy Paper, and the Budget Review and Outlook Paper for the county; and matters relating to budgeting, the economy and financial management at the county level.

Citizen or Public Participation: Includes the processes and methods designed to consult, involve and inform the public or stakeholders in order to allow those who would potentially be affected by a decision such as a policy, legislation, program or project to have input into the process.

Devolution – this is the statutory granting of powers from the central (national) government of a sovereign state to government at a subnational level such as the county governments in Kenya.

Stakeholders – means a person or group of persons who have an interest in a public issue or who are likely to be directly or indirectly affected by a public issue, decision or policy whether negatively or positively.

Stakeholder Participation - this is a political principle or practice which seeks and facilitates the involvement of those potentially affected by or interested in a decision.

Participatory Budgeting - a process of democratic deliberations and decision making in which ordinary citizens decide how to allocate part of county or public budget.

1.11 Organisation of the Study

The study contains five chapters. Chapter one presents the background information on the study and the problem that the study seeks to address. Chapter two focuses on a literature review of studies, research and investigations previously done in the area of participatory budgeting while chapter three outlines the research methodology the study will adopt. Chapter four presents the results of the data analysis and finally, chapter five discusses the conclusions and the recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on issues related to the influence of citizen participation on the government budget making process and will specifically focus on the county budget process in Kenya. First, a theoretical review is provided focusing on the issues related to citizen participation in government decision making in general and budget making process at the county level in detail. Secondly, the empirical review of the studies that have been done on citizen participation on the county budget process is presented. The research gap is then provided.

2.2 Implementation of Government Funded Projects

Projects are generally conducted to meet specific objectives. In the case of government projects these objectives are normally to ensure economic growth or to meet social development goals. Project success has been the subject of research by researchers and practitioners, throughout the world although almost all research has been focused on the private sector, leaving a gap relating to project success factors in the public sector (projects carried out by governments).

Atkinson R. (1999) defines project implementation as a process whereby “project inputs are converted to project outputs as set out in the project framework”. The process involves a series of activities, which need to be planned, operated and controlled, and which will inevitably involve the utilization of resources. Project, implementation is carried out following the already laid down timetable or work plan. It leads to the realization of project outputs and immediate objectives.

Project management literature often mentions cost, time and quality as the project implementation success criteria though these criteria have been criticized for being inadequate by many authors (Akinson, 1998; Munns and Bjeririmi, 1996; De wit, 1988). Several of them have suggested the incorporation of additional dimensions to project success criteria like profitability, meeting users' expectations, and stakeholder engagement among others. According to Gichoya D (2005), citizen/ end user satisfaction is the most important criterion of the success of government funded projects, followed by stakeholder involvement, the availability of technical experts and political support.

There are three main approaches that governments use to implement projects; top-down, bottom-up and collaborative participatory approaches. In the top-down approach, the implementation is mainly done by government agencies from outside the community with limited involvement by the beneficiaries. These agencies come with their own staff and workers. They may include government departments or ministries, international development agencies. This approach is good for projects that require quick results like relief projects, as there is limited time to involve the target group. The disadvantage with this approach is that it may result into passivity, hostility and resistance by the beneficiaries. When it succeeds, it makes the beneficiaries develop a dependence syndrome and lack of capacity building of the human resources and sustainability of the project. (Liu and Walker, 1998)

In the bottom-down approach, the beneficiaries implement the project. The government agencies may provide the financial resources and possibly technical assistance. The advantages with this approach are that: capacity is built within the community; the project is readily acceptable; there is increased use of local resources including labor and the beneficiaries learn to be self-reliant leading too project sustainability. The collaborative participatory approach combines both the top-down and bottom-up approaches to project implementation. A case in point is when a CBO is implementing a dairy project and say the government seconds a

veterinarian to offer technical assistance by way of offering the needed veterinary services.

(Liu and Walker, 1998).

2.3 Participatory Budgeting

Participatory budgeting refers to a situation in which government officials invite citizens' input during the budget process and allows citizens to influence budgetary decisions (Zhang & Yang, 2009). Participatory budgeting reflects stakeholder participation in the budget process. Although stakeholder participation in general has drawn concerns about administrative costs and the representativeness of participants (Robbins, Simonsen, and Feldman 2008), there has been a continued advocacy for promoting stakeholder participation in different governmental practices, including the budgeting process. Such advocacy has been supported by empirical research. For example, studies have demonstrated that stakeholder participation can enhance the performance of public programs (Guo and Neshkova, 2012 and Sirianni, 2009). It is also found that government's inclusion of public input can increase perceptions of procedural fairness among the public (Herian et al., 2012).

Stakeholder participation in government has become a strategy advocated for better development and good governance, drawing wide attention from public administration scholars and practitioners (Nabatchi 2012). Many public administration theories, such as the New Public Administration (Marini 1971), the New Public Service (Denhardt and Denhardt 2000) and the Refounding Government (Wamsley and Wolf 1996), place stakeholder participation at the centre stage of their prescriptions. Ideally it has both normative benefits (such as citizenship and legitimacy) and instrumental benefits (such as better decisions, economic growth, and organizational performance (Yang and Pandey 2011)).

As a means to effective decentralization, stakeholder participation improves service delivery by affecting its key determinants including allocative efficiency, accountability and reduction

of corruption, equity, and quality of service and cost recovery (Robinson, 2007). It enhances allocative efficiency by providing the means for 'demand revelation thus matching of allocations to user preferences' (Azfar, et al., 1999). On accountability and reduction of corruption, stakeholder participation facilitates information dissemination and increased public awareness on the actions of government. This is particularly so where it 'increases the political cost of inefficient and inadequate public decisions'.

By participation, it is argued that citizens cultivate ownership of the policy decisions undertaken and thus increases their willingness to pay for services hence there are higher chances of cost recovery. Inclusion of the marginalized and the poor in decision making would lead to pro-poor policies hence assuring equitable service provision. Quality of service is likely to be a result of citizens input and feedback on the standards of services expected.

In the general literature on stakeholder involvement, a great number of scholars have indicated that meaningful, effective, or authentic stakeholder participation requires dialogue and deliberation between government and citizens (e.g., Ebdon & Franklin, 2006 and Yang & Callahan, 2007). Franklin et al. (2009) suggested that public hearings are more likely to influence decision making than surveys and citizen advisory boards, whereas surveys and citizen advisory boards are more likely to lead to functions of education and gaining support. Built upon previous research, especially Rowe and Frewer (2005), Zhang and Liao differentiate between two-way communication mechanisms and one-way information delivery mechanisms. They define "two way communications" as a process of face-to-face interaction between citizens and government officials in which citizens are provided with an opportunity to directly raise concerns and discuss them with government officials.

Two-way communication can nurture social learning and collaborations between citizens and government because it enables stakeholders to respect and listen to one another's opinions, and allows competing perspectives to be aired and considered before decisions are made (King,

Feltey, & Susel, 1998; Roberts, 2004). Thus two-way mechanisms may create meaningful, effective, or authentic citizen participation in budgeting. On the contrary, one-way mechanisms merely transform information from government to citizens or from citizen to government. They do not involve information exchange and dialogue between citizens and public officials.

When participation mechanisms are routinely available or used, they become part of the "institutional infrastructure" for stakeholder participation of a community. Their effects on citizens are contingent upon whether the policy issues at stake draw citizens' energy. Their effects on public managers, however, are more constant. They require managers to keep participation channels available or to use them regularly. Even when stakeholders do not show up to participate, the mechanisms still motivate managers to be citizen-oriented because they, as institutional symbols and scripts of citizenship, execute cultural and cognitive effects (Scott 2001).

In addition, the institutions create steady accountability pressures or expectations that lead managers to make decisions in a way that is publicly justifiable to the stakeholders. Managers cannot predict with certainty the level of actual participation, but given the existence of participation institutions they would be afraid that citizens may participate, their decisions may be questioned, and low government performance may raise red flags. Accountability expectations are implicit or explicit expectations that one may be called on to justify her beliefs, feelings, and actions to others. They fundamentally affect individual decision making and behaviour (Lerner and Tetlock 1999).

In order to incorporate stakeholder participation efforts in planning and budgeting, governments must take into account several considerations including: purposes for involving the public; assurances that they are getting the public's perspective rather than only that of a small number of highly vocal special interest groups; approaches to eliciting public participation and the points in the planning-budgeting-performance management cycle those

approaches are likely to be most effective; information that the process will be incorporated into decision making; communication to the public regarding how the information collected will be and was used; and buy-in from top government officials (Robinson, 2007).

2.4 Statutory Provisions for Citizen Participation in Kenya

Article 35(1) of the constitution states that every citizen has the right to access information held by the State. Article 35(3) states that the State shall publish and publicize any important information affecting the nation. Effective citizen participation can be facilitated by the provision of quality information to citizens. Public bodies are entrusted with public information funded by taxpayers hence owe an obligation to provide this to the public. There is a window of opportunity to guarantee access to information through the freedom of information law pending in parliament. Intensive civic education to familiarize citizens with the provisions of the constitution, devolution and PFM Act must be carried by CSOs, independent commissions and the government as a start (NTA, 2013).

Article 137(1) of the PFM Act provides that as soon as practicable after the commencement of the Act, a county government shall establish a forum to be known as the County Budget and Economic Forum. The County Budget and Economic Forum shall consist of (a) the Governor of the county who shall be the chairperson; (b) other members of the county executive committee; (c) a number of representatives, not being county public officers, equal to the number of executive committee members appointed by the Governor from persons nominated by organisations representing professionals, business, labour issues, women, persons with disabilities, the elderly and faith based groups at the county level (NTA, 2013).

Article 129(2) of the PFM Act requires that the county budget proposal be tabled in the County Assembly on April 30. A huge opportunity for stakeholder participation is provided between May and June 30 when the County Assembly debates and amends the county budget proposal.

However the PFM Act does not provide a specific time for release of the county budget proposal to public. Stakeholders should use available networks to obtain this vital document and must demand that it be made public within the shortest time after its tabling in the Assembly to allow sufficient time for public consultations. Again stakeholders must seek audience with influential members of the county budget committee to hold consultations and lobby for their agendas through sensitization meetings, retreats and presentation of joint memos to the County Assembly. Stakeholders must ensure that the fiscal responsibility principles provided for under the PFM Act are adhered to. Article 107(1) of the Act states that a County Treasury shall manage its public finances in accordance with the principles of fiscal responsibility set out in subsection (2), Subsection 107(2) outlines the principles (NTA, 2013).

Article 201 of the constitution lays down some key public finance principles including the need to ensure that there is openness and accountability in all public financial matters and that stakeholder participation will be emphasized in the whole budget process and decision making processes. The constitution further provides that public finance should promote an equitable society where burdens and benefits from the use of public resource will be shared equitably. Public money shall be used in a prudent and responsible manner and this should be accompanied by clear financial reporting. Chapter 12 of the constitution on public finance and the Act that gives it effect, the PFM Act 2012, have transformed the budget process in Kenya.

The legal responsibility to manage finances allocated by the national government now rest with the County governments. Other institutions like the Commission on Revenue Allocation (CRA) will now play a significant role in financial allocations to counties. Part IV of the PFM Act establishes County Treasuries in addition to the County Revenue Fund that will act as the golden pot for all revenues received or raised by or on behalf of county governments (NTA, 2013).

2.5 Influence of Stakeholder Participation on Implementation of Projects

Nokes and Kelly (2007) state that nearly two-thirds of projects are unsuccessful due to difficulties experienced in trying to control project deliverables, schedules and budget and therefore the need to manage and control scope is vital to give the project manager a chance of meeting the approved objectives and achieving successful projects. Studies have shown that there are various influences of stakeholder participation on the public budgeting process. Some of these include the efficiency of the process, the effectiveness of the process and equity in the allocation of funds.

There are two competing views on stakeholder participation's actual impacts on efficiency. The traditional view argues that it often entails considerable administrative cost, is time consuming, and has the potential to increase conflicts in policy systems, complicate decision making, and create decision delays (Irvin and Stansbury 2004 and Wang and Bryer 2012). It may increase decision outcome costs because stakeholders' lack of knowledge on complex and technical issues could lead to poor decisions. Kweit and Kweit (1981) write that stakeholder participation is antithetical to bureaucratic efficiency that is based on professional expertise.

The other view submits that stakeholder participation enhances efficiency because it enables stakeholders to suggest new ideas that reduce wasteful projects, streamline duplicated administrative processes, and save costs (Neshkova and Guo 2012). Moynihan (2003) argues that "public input can provide information that helps managers improve public efficiency either allocative efficiency through better resource allocation choices or managerial efficiency through information that leads to improvement of the process of public service provision". Stakeholder participation helps government avoid costs associated with citizen litigation against government and improves implementation efficiency by reducing citizens' resistance (Irvin and Stansbury 2004).

Effectiveness refers to the extent to which organizational goals are achieved and is often measured by the quality and quantities of public service outputs and outcomes (Poister 2003). It is not a cost-related measure. Most of the literature agrees on the positive impact of stakeholder participation on government effectiveness (Hawkins and Wang 2011 and Woolum 2011). The explanation has largely been demand-side driven and focuses on the strengths of citizens: they have local knowledge or context-specific information, their inputs help managers recognize citizen preferences and problems, and they possess ideas and resources that contribute to public service production and innovation (Guo and Neshkova 2012 and Wagenaar 2007).

An alternative explanation is that the accountability pressures resulting from participation institutions lead public officials to be more concerned with effectiveness issues and to provide what citizens desire for. Moreover, since in most cases only a small fraction of citizens do participate, the accountability pressure generated for public officials is a particular kind--audience views are unknown. That is, public officials do not know with certainty what stakeholders want from a policy. Psychological studies on accountability suggest that under this situation people are more likely to recognize both good and bad features of particular policies, become more cognizant about value trade-offs when evaluating controversial issues, consider multiple perspectives, and try to anticipate objections (Lerner and Tetlock 1999), all leading to better decisions.

In addition, the accountability pressure thus created is a type of process accountability as opposed to outcome accountability because the participation institutions only require managers to make available participation opportunities without specifying the policy outcomes to be achieved. Under process accountability, people are more likely to appreciate new evidence rather than sticking with old ones (Lerner and Tetlock 1999), and to "thoroughly evaluate the

available alternatives before reaching a decision" (Simonson and Staw 1992). As a result, decision biases are reduced and managerial effectiveness is improved.

Equity is the fairness of the distribution of service costs and benefit among societal groups. It is an important democratic value that has been insufficiently examined in the empirical public administration literature (Frederickson 2010; Pitts 2011). A central purpose of stakeholder participation is to expand societal groups' access to bureaucracy, thus empowering and enriching the groups (Nabatchi 2010; Vigoda 2002). Whether it actually leads to more equitable public service outcomes is still a controversial question. Some worry that participation may ironically decrease equality in a society because the disadvantaged are either excluded from the participation or lacking the time, resource, knowledge, and skill necessary for meaningful engagement (Robert 2004 and Solt 2008).

2.6 The influence of Community Groups' participation in the budget process on the successful implementation of projects

Since its emergence in Porto Alegre, participatory budgeting has spread to hundreds of cities in Latin America and elsewhere. It has also been applied to school, university and public housing budgets. Although these approaches differ significantly, they are generally defined the fact that community groups have organized themselves to influence the implementation of projects by developing a six step process of community participation. First the community members identify spending priorities and then elect budget delegates to represent their neighborhood. The budget delegates transform the community priorities into concrete project proposals. During this process, public employees facilitate and offer technical assistance where community members vote on which projects to fund. The municipality or institution implements the chosen projects (Munton, 2004).

Studies community group participation in the budget process positively influences the implementation of projects since participants get to decide local issues that directly affect their lives (C. Bromley and J. Curtice 2004). This increased participation makes government decisions more democratic. When more ordinary residents participate, decisions are more likely to represent the will of the people and to result in more equitable distribution of resources.

Lenner J (2009) documents some challenges in the participation of community groups in the budget process. Although community participation has yielded success in some areas, the process is far from perfect. For instance, in the budget cycle, communities have limited decision-making power since budget process is mostly designed and managed by staff, not participants. When residents are not in control, participatory budgeting has been more vulnerable to co-optation. In cases, politicians have used budget participation as a cover to download public services and shift the blame for spending cuts to citizens.

Lenner J (2009) also argues that the budget deliberations themselves, participation is not always representative or equal. The initiatives use facilitators to structure budget deliberations, but people with less power and linguistic or technical skills are often not able to participate equally in discussions. Even with these limitations, participatory budgeting still tends to facilitate more equal participation than other public engagement processes.

2.7 The influence of Civil Society Organizations' (CSOs) participation in the budget process on the implementation of projects

The growth in the number of organizations engaging in budget issues can be attributed to changes in the international context for CSO work. Most notably, there have been dramatic transformations in governmental systems over the past decade. Many countries have shifted from being closed societies to open ones and are striving to build more democratic and

participatory decision-making processes. The goals of this ongoing process extend beyond conducting free elections; open and democratic societies require an informed citizenry, public participation, and governing processes that are transparent. Yahong and Kaifeng (2009)

Democratic transitions in a number of countries have led to greater availability of budget information and opportunities for those outside government to contribute to the decision-making process. Lakin J. (2012) argues that civil society organizations (CSOs) interested in almost any issue can be more effective in their work if they understand the formulation of a budget, how it becomes law, how it is implemented, and how the results are evaluated. Because of its wide-ranging reach and impact, the budget process should be subject to the influence, analysis, and scrutiny of an active and informed civil society. Combining an in-depth knowledge of a policy issue, such as health or education, with a solid knowledge of budgets and an effective advocacy strategy has proved to be an outstanding method of influencing policy decisions. Strengthening civil society's ability to analyze budgets and participate effectively can play an integral role not only in policies but also in constructing a more open and participatory democratic society.

Muhuri (2009) assesses the challenges faced by CSOs arguing that the ability of civil society to participate in the budget discussion can be thwarted by legal, institutional, and political barriers. This, combined with the general lack of information on budget issues—and the shortage of information and analysis in widely usable forms using accessible language—has seriously hindered the efforts of national and local organizations attempting to participate in the debate on the use of public resources. CSOs can work to address these deficiencies in budget information and the budget process and thus improve the structure of their government's decision making

By engaging in the budget process from formulation through implementation and audit, CSOs can contribute critical information on the public's needs and priorities that can lead to stronger

policy choices. They can also draw more people into the debate by collecting, summarizing into easily understandable formats, and spreading budget information in addition to training members of the public to understand and analyze government budgets themselves. CSOs participation in the budget process can supplement government's capacity to budget effectively by providing technical support and giving an independent opinion on budget proposals and implementation. (NTA, 2013)

2.8 The influence of donors and funding agencies' participation in the budget process on the successful implementation of projects

It is generally agreed, that there are not enough resources to address all the needs of society. Yet, there are pressures on all governments by their citizens, to provide quality goods and services. Many governments, especially those in the developing world, do not have access to enough resources to enable them to do what is expected and required of them, by their citizens. Governments have therefore to find ways of getting additional resources, and one such way is to turn to donors.

Donors have in various instances positively influenced the implementation of projects by participating in several budget processes. For instance, they can promote individual citizen participation by supporting capacity development; by facilitating changes in attitudes among the citizens. Donors can also assist by emphasizing inclusiveness at the inclusiveness in the budget cycle and helping to find ways of reaching out to the most vulnerable. (Moore, 2001; Mosse, 2004; Menocal Rocha and Sharma, 2008; GSDRC, 2009)

Supporting citizen participation *and* state accountability mechanisms simultaneously – “working both sides of the equation” – through a combination of approaches (*e.g.* formal political channels *and* informal ones) can be doubly effective. The role of donors as political actors has been extensively debated (Moore, 2001; Mosse, 2004; Menocal Rocha and Sharma,

2008; GSDRC, 2009). Supporting stakeholder participation can, at times, be politically sensitive. The “working on both sides of the equation” approach avoids donors being seen as undermining government structures through parallel/independent support to civil society.

Prato B (2009) additionally argues that it makes particular sense for donors to support the strengthening of local government budget accountability procedures and at the same time support other actors to take advantage of these. This also allows donors to actively support the development of closer understanding and complementary working relations between local government and CSOs where this is feasible.

However, the presence of many donors over many years, can serve to hinder as well as help, the development of the country concerned. In fact, some countries are sinking deeper and deeper into a ‘dependency upon donors’, and this dependency is difficult to break. The resources provided to programmes may not be adequate, and/or some of the resources may be misused (Catherine 2010).

2.9 Empirical Review

Nyalunga (2006) evaluates a study on creating an enabling environment for stakeholder participation in local government in South Africa. The study shows that participation in South Africa remains largely at the level of electing political leaders and progress has not been made to ensure stakeholder participation in decision making. The lack of stakeholder participation in the affairs of local government, if not taken seriously, could negate and compromise our progressive democracy. Stakeholder participation will not happen by itself, as Kabemba (2004) puts it, citizen participation will not happen by exhortation and noble talks. It will require struggle. It needs people who have a passionate conviction and commitment and are prepared to sweat.

Effective participation also requires that municipalities be thoroughly capacitated and have to have the will to promote stakeholder engagement. The government should ensure that all the conducive legislative frameworks are properly implemented and mechanisms should be established to monitor all participatory processes. Feedback is also important. Use of media to disseminate information is also important. The government should put in place a detailed plan to facilitate periodic consultation and feedback. Reporting back should be made a norm and be regular through community ward committees and other participatory structures. It is also important that municipalities urgently attend to what is perceived to be the lack of service delivery. If delivery issues are properly addressed, this will in turn entice people, most especially the poor to actively participate in the affairs of the government. For stakeholder participation to be sustainable, it requires partnerships between government and civil society.

Yahong and Kaifeng (2009) studied stakeholder participation in the budget process. They note that much of the literature on stakeholder participation in the budget process links the council-manager form of government with higher levels of stakeholder participation, assuming the council-manager form represents professional administration. This is contradictory to the reality that different forms of government have “borrowed” features from each other and many now have mixed forms of government (that is, adapted). The literature also contains ambiguities about city managers’ role in participatory budgeting. The study reviews the literature and identifies three competing theories about the role of professional managers in the budget process. We directly examine the effect of city managers in terms of their professional dimensions, institutional environment, and individual willingness to represent stakeholders. Using survey data from Florida, they demonstrate that managers’ professionalism, perceived political environment, and attitude toward stakeholder input are important factors explaining local governments’ adoption of participatory budgeting.

Neshkova and Guo (2012) studied Public Participation and Organizational Performance focusing on US State Agencies. The authors note that Public participation in administrative decision making has been widely advocated by both theorists and practitioners of public administration. Despite the importance of stakeholder engagement, we know little about its impact on the performance of government agencies. Is participation only normatively desirable or does it have some practical value attached to it? The study draws on data from U.S. state transportation agencies to test the relevance of two theoretical perspectives about the effect of public participation on organizational performance. The traditional perspective holds that there is a trade-off between democratic and administrative decision making. A competing perspective suggests that stakeholder input provides administrators with valuable site-specific information and contributes to more efficient and effective public programs. The study finds strong support for the latter perspective. The results show that there is not necessarily a trade-off between the values of democracy and bureaucracy.

Kaifeng (2013) measures the efficiency, effectiveness, and equity of local governments with objective data and tests how they are influenced by an institutional environment supporting stakeholder participation. The results show that participatory governments are more effective and equitable without being less efficient. Advancing an institutional perspective, this article explains the effects by theorizing that an institutional participatory environment not only encourages citizens to participate but also pressures elected officials and public managers to be more effective and equitable. The results support the critical role of stakeholder participation, as proposed by many public administration theories.

Chikerema (2013) explored literature related to the dynamics and avenues of stakeholder participation and local democracy in Zimbabwean local government system. Factors which promote stakeholder participation and local democracy were discussed including the issue of local government elections, participatory budgeting in local authorities, consultative forums,

public hearings, existence of civil society organisations as well as the formal structures which exist within the local government institutions. The study notes that for the last twenty years, the concept of stakeholder participation and local democracy has largely been used in the local government discourse. These concepts are heavily related to the rights of citizens and democratic governance. Linking stakeholder participation to local government raises fundamental and normative questions about the nature of democracy and the skills and strategies for achieving it.

Maina (2013) evaluated the influence of stakeholders' participation on the success of the Economic Stimulus Programme in Nakuru County, Kenya. A descriptive survey research design was adopted with the target population being 350 stakeholders in all secondary schools in Nakuru County that benefited from the Economic Stimulus Programme. The study had a sample of eighty four (84) purposively selected stakeholders drawn from the schools' Board Of Governors members, Parents Teachers Associations, School Principals and deputies, District Education Officers, School Infrastructure Committee members, the project technical design members from the Ministry of Public Works and project contractors. Self-administered questionnaires were used for data collection. Qualitative data collected was analyzed using descriptive statistics such as frequency distributions and percentage values aided by statistical package for social scientists (SPSS) and the findings presented in frequency distribution tables. Key findings of the study included establishment of a positive relationship between stakeholder participation in project identification and selection, participation in project planning, participation in project implementation and participation in project monitoring and evaluation and success of the Economic Stimulus Programmes. The study concluded that there is need for the government and other project facilitators to ensure full participation of key identified stakeholders in future similar programmes and the need to clearly identify and train

stakeholders before initiation of similar programmes as this aided in the success of the overall programme.

Muriu (2013), studied the influence of participation in terms of how it affected five key determinants of effective service delivery namely: efficient allocation of resources; equity in service delivery; accountability and reduction of corruption; quality of services; and, cost recovery. The study found that the participation of stakeholders is minimal and the resulting influence on the decentralized service delivery negligible. The study concluded that despite the dismal performance of stakeholder participation, LASDAP has played a key role towards institutionalizing stakeholder participation that future structures will build on. It recommends that an effective framework of stakeholder participation should be one that is not directly linked to politicians; one that is founded on a legal framework and where citizens have a legal recourse opportunity; and, one that obliges LA officials both to implement what citizen's proposals which meet the set criteria as well as to account for their actions in the management of public resources.

Nyaguthii and Oyugi (2013) carried out a study that sought to determine the extent to which involvement of community on identifying, implementation, monitoring and evaluation of community-based projects affects the successful implementation of CDF projects. No doubt that the top-down approach in management of CDF funds has not been successful. Donors call for a people-centred approach in managing local developments in developing countries, as supported by related literature. The study was carried out in Kirinyaga county, Mwea constituency, Kenya. Kenya's Constituency Development Fund assists in developing local communities. Descriptive research was utilized to guide the study. Both primary and secondary data were used, and descriptive statistics guided data analysis. The researcher revealed that, most of Mwea residents do not participate in management of CDF projects, leading to failure in implementation. In conclusion, community members, whether influential or not, should be

involved in identification, implementation, monitoring and evaluation of the CDF projects to boost success.

Mugambi and Theuri (2014) carried out a research that was centred on the challenges encountered by county governments in budget preparation in Kenya, using Kilifi County as a case study. In carrying out the research, objectives were formulated to find out if budget preparation procedures and proper planning were being adhered to at the counties and the extent to which politicians influenced the budget preparation process. Descriptive analysis was used to analyze the data collected, and from the conclusion, it was found that budget preparation procedures are in place at the counties and being adhered to, however, political influence and stakeholder participation affected the budget preparation process, and to avert this, the researcher recommended that stakeholder participation be enhanced at the county level by introduction of systems. Publicity should also be enhanced and efforts made to incorporate the views of the public in the budget, as well as enhancing capacity building within the county treasury staff, as the central government makes efforts to deploy staff, to assist the counties in budget preparation.

The review carried out above clearly shows that the influence of stakeholder participation on the county budget process has not been exhaustive enough particularly due to the fact that devolution was only introduced in Kenya one year ago (2013) after the adoption of the current constitution. It is therefore this gap that the current study seeks to fill with the hope that the views will be incorporated in the county budgeting process to ensure the process is more beneficial to both the county government and the citizens in the various counties in the Kenya. The study will also seek to evaluate the participation of women in the process and how it can be promoted.

2.10 Conceptual Framework

Independent Variable: Stakeholder Participation

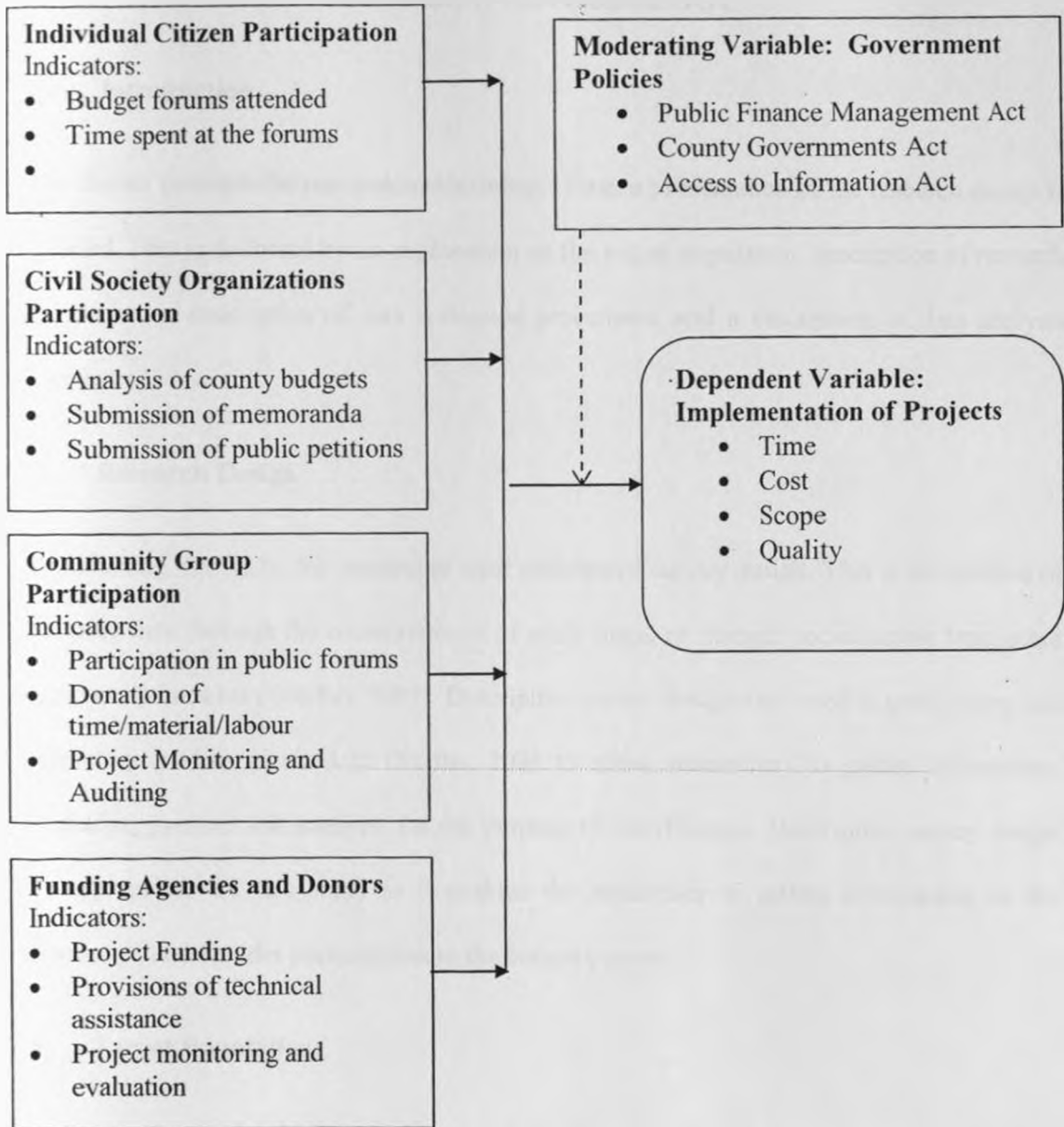


Figure 1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology. First, a presentation of the research design is provided. This is followed by an explanation on the target population, description of research instruments, a description of data collection procedures and a description of data analysis procedures.

3.2 Research Design

In conducting the study, the researcher used descriptive survey design. This is the method of collecting data through the measurements of some items or through socialization from other people or documents (Orodho, 2003). Descriptive survey designs are used in preliminary and exploratory studies as cited in Orodho, 2003 to allow researchers to gather information, summarize, present and interpret for the purpose of clarification. Descriptive survey design was appropriate for this study as it enabled the researcher to collect information on the influence of stakeholder participation in the budget process.

3.3 Target Population

The population of a study can be defined as the total number items, entities or individuals that are being studied by a researcher in a research study. Kothari (2006) defines it as “a specific set of individuals, cases or objects that have some common observable characteristics that are distinct from any other population”. This was therefore considered to be the entire population that was the focal point of the study and this means that the data that was analysed in the study was collected from either the entire group or from some of the members of this group.

The target population has also been defined by other researchers such as Stewatt and Kamins (2000) who define it as the population from which data will be collected from for the study and the results will be generalized to it. It is important to clearly describe the target population for a study since this makes it easy for the researcher to collect the right data and in the appropriate place and time.

Isiolo County is a county in the former Eastern Province of Kenya. Isiolo County is to be the first county to be developed as part of the Kenya Vision 2030 program and its capital and largest town is Isiolo. According to the 2009 census, the population of Isiolo County currently stood at 143,294 with 73,694 males and 69,600 females. The population was projected to rise to 191,627 by the end of 2017. The population consists largely of Cushites communities (Oromo-speaking Boran and Sakuye) and Turkana, Samburu, Meru, Somali, Meru and other immigrant communities from other parts of the country. Isiolo County has two constituencies; Isiolo North and Isiolo South. Isiolo North has a population of 100,176 (2009 Census) and spreads over 15,517 square kilometres. Isiolo South has a population of 43,118 and covers 9,819 square kilometres.

Table 1: Target Population

Constituency	Wards	Sub-locations
Isiolo North	Wabera	Kiwanjani and Wabera
	Bulla Pesa	Waso and Bullapesa
	Chari	Bisan Biliqo, Kom, Bulesa and Goda

Cherab Merti North, Merti South, Mataarba, Korbessa, Bulto Bonsa, Duma, Yamicha, Malka Galla and Urura

Ngare Mara Ngare Mara and Gotu

Burat Burat, Odha and Isiolo West

Oldo Nyiro Kipsing, Lenguruma, Oldonyiro and Lengopito

Isiolo South Garba Tulla Gafarsa, Muchuro, Belgesh, Malkadaka, Garbatulla North, Garbatulla South and Eskot

Kinna Kinna, Bibi, Rapsu, Korbessa, Kula Mawe and Madoyaka

Sericho Sericho, Gubatu, Modogashe North, Modogashe South, Iresaboru, Eldera, Badana Garadida and Quri

Table 2: Estimated Voting Population Registered and Percentage of Registered Voters

Constituency	Wards	Total ward population	Estimated voting population (2012)	Registered voters as at close of registration (2012)	Percentage of registered voters as at close of registration
Isiolo North	Wabera	17431	8126	9424	115.90
	Bullapesa	22722	10593	6219	58.71
	Chari	4781	2229	2421	108.62
	Cherab	15560	7254	4652	64.13

	Ngare Mara	5520	2573	2619	101.80
	Burat	18774	8752	9654	110.30
	Oldo Nyiro	15388	7174	3009	41.94
	Sub-total	100176	46701	37998	81.36
Isiolo South	Garbatulla	16401	7646	4063	53.14
	Kinna	14618	6815	5982	87.78
	Sericho	12099	5641	4574	81.09
	Sub-total	43118	20102	14619	72.73
	Grand Total	143294	66804	52617	78.7

Source: IEBC, 2012

According to the Isiolo County Integrated Development Plan 2013-2017, the county's intercensal census growth rate is high at 3.7 percent. The county's population growth is further expected to increase rapidly as the Lamu Port-Southern Sudan and Ethiopia Transport corridor (LAPSSET) projects including the Resort City and International Airport; flagship projects of the Vision 2030, attract increased migration into the county.

Civil Society Organizations (CSOs)

According to the International Journal of Economics, Commerce and Management (Volume II, Issue 9, September 2014), there were ten (10) registered civil society organizations in Isiolo County as at January 2014 as per the NGOs registration board. In the absence of more recent data, the study focused on these ten (10) registered civil society organizations.

Community Based Groups

According to the Isiolo County Integrated Development Plan (CIDP), there are 345 community based organizations in Isiolo County. Among these are 60 active women self-help groups and 28 youth groups registered and operating in the county. Most women groups operate revolving funds. The level of activity of women and youth groups in the county depends on funding from various donors and government funded initiatives.

Funding Agencies and Donors

According to the Funds for NGOs website, there are about eight (8) top funding agencies and donors supporting the implementation of various development projects in Isiolo County.

3.4 Sample Size Selection

According to Orodho and Kombo (2002), sampling is the process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire population. Kothari (1985) describes sampling as the process of obtaining information about the entire population by examining only part of it. Sample sizing, however, is a complex matter, with many considerations. Kent (1993) maintains that textbooks tend to ignore the complexities and take a simplified statistical approach that calculates sample size based on minimum level of accuracy and allowable sampling error.

Krejcie and Morgan (1970) came up with a table for determining sample size for a given population for easy reference.

Table 3: Sample Size Determination

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	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
 "S" is sample size

Source: Krejcie & Morgan, 1970

According to the table the samples were selected as follows; from a population of 143, 294 citizens in Isiolo county, a sample of 375 was selected; from a population of 10 civil society organizations, all the 10 were selected as the sample; from a population of 345 community based organizations, a sample of 186 was selected while all the 8 funding agencies and donors were part of the sample population. This is shown in the table below

Table 4: Sample Size

Category	Frequency	Percentage
Individual Citizens	375	64.8
Civil Society Organisations	10	1.7
Community Groups	186	32.1
Funding Agencies and Donors	8	1.4
Total	579	100

3.5 Methods of Data Collection

For purposes of this study, primary data was obtained through a questionnaire that was structured to meet the objectives of the study. The questionnaires were used because they are straightforward and less time consuming for both the researcher and the participants (Owens, 2002). The questionnaires had a number of sub-sections that were sub-divided based on the major research questions except the first sub-section (section A) that was meant to capture the background information of the participants like gender, marital status, age, working experience, level of education. Other sections addressed questions to achieve each of the specific objectives of the study.

The questions were both open - ended and closed ended. The closed ended questions helped capture the results that were quantified during analysis. The open ended questions helped in eliciting responses that were qualitatively analysed and helped capture the issues that were relevant to the study but could be captured by structured questions. The researcher administered the questionnaires to ensure the accuracy of the responses from citizens. Oral interviews with the various members of interest groups were also be conducted by the researcher.

3.6 Pilot Testing

According to Mugenda and Mugenda (1999), piloting refers to pre-testing of the research instrument by administering it to a selected sample which is similar to the actual sample which the researcher plans to use in the study. Piloting of the questionnaires was be among a sample population of the residents in Isiolo County who did not form part of the study sample. The pilot study was used to identify items in the questionnaire that were ambiguous or unclear to the respondents and hence change or modify them. The pilot study also helped the researcher to familiarize herself with the administration of the instrument.

3.7 Validity of the Research Instruments

To establish the validity of the research instruments the researcher sought opinions of experts in the field of study especially the lecturers in the department of Extra Mural Studies at the University of Nairobi. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity. Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Mugenda and Mugenda (2003) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field.

3.8 Reliability of Research Instruments

According to Walliman and Nicholas (2001), reliability refers to the consistency of measurement and is frequently assessed using the test–retest reliability method. The questionnaires were tested for reliability using the Cronbach reliability test where the alpha coefficients will be measured. Reliability was increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures.

3.9 Data Analysis

After collection of data and testing for reliability, the questionnaires were coded and analyzed with the aid of the Statistical Package for Social Sciences (SPSS). Thereafter, the study used descriptive statistics and inferential statistics to establish the influence of stakeholder participation on the county budget process. The descriptive statistics here is the use of percentages, and data is presented in the form of tables and pie charts.

3.10 Ethical Considerations

In this study, the researcher sought authorization to conduct the research from Ministry of Education National Council of Science and Technology and as such a letter clarifying the aim of the research and the nature of the study was obtained. Further, the researcher sought the consent of each participant in the research and encouraged voluntary participation. The researcher also explained the purpose and nature of the research to every participant before engaging them in the study. The researcher also ensured confidentiality of the information given by the respondents through using the information without mentioning of the specific names of the people from whom the data was collected. Finally, the researcher ensured that all the sources of information were properly quoted and acknowledged in the study body and a list of bibliography in respect to the same given in the reference section.

3.11 Operational Definition of Variables

In this section the study identified behavioral dimensions, indicators or properties of the main variables under the study in order to make them measurable. The measurement was both objective and subjective. The table below shows the operational indicators which were used during the investigation on the influence of stakeholder participation in the budget process on the implementation of projects in Isiolo County, Kenya.

Table 5: Operational Definition of Variables

Objectives	Type of variable	Indicators	Measurement	Measurement scale	Methods of analysis
<ul style="list-style-type: none"> • To determine how individual citizen participation in the budget process influences the implementation of projects in Isiolo County, Kenya • To establish the extent to which civil society organizations' participation in the budget process influences the implementation of projects in Isiolo County, Kenya • To assess how community group participation on the budget process influences the implementation of projects in Isiolo County, Kenya • To evaluate how the participation of funding agencies and donors in the budget process influences the implementation of projects in Isiolo County, Kenya. 	Dependent : Implementation of projects	Cost	<ul style="list-style-type: none"> • No. of projects implemented • Budget utilized on projects 	Ordinal Scale	Descriptive statistics analysis computing frequency and percentage for responses to questionnaires
		Time	<ul style="list-style-type: none"> • Time in years, months and days taken to complete the project 		
		Quality	<ul style="list-style-type: none"> • Users satisfaction of the project 		
		Scope	<ul style="list-style-type: none"> • Locations and wards covered by the project 		

<ul style="list-style-type: none"> To determine how individual citizen participation in the budget process influences the implementation of projects in Isiolo County, Kenya 	Independent: Individual Citizen Participation in the budget process	Participation in budget forums	<ul style="list-style-type: none"> No. of public forums attended Time spent in the budget forums No. of budget-related questions asked in the budget forums 	Ordinal scale	Descriptive statistics analysis computing frequency and percentage for responses to questionnaires
To establish the extent to which civil society organizations' participation in the budget process influences the implementation of projects in Isiolo County, Kenya	Independent : Civil Society Organizations Participation in the budget process	Analysis of the 2013/14 financial year county budget	<ul style="list-style-type: none"> No. of analysis reports produced 	Ordinal scale	Descriptive statistics analysis computing frequency and percentage for responses to questionnaires
		Submission of memoranda	<ul style="list-style-type: none"> No. of memorandums produced and submitted 		

		Submission of public petitions	<ul style="list-style-type: none"> No. of public petitions presented 		
		Project Monitoring and Evaluation	<ul style="list-style-type: none"> Monitoring and Evaluation frameworks developed 		
To assess how community group participation on the budget process influences the implementation of projects in Isiolo County, Kenya	Independent: Community Groups Participation in the budget process	Participation in public budget forums	<ul style="list-style-type: none"> No. of public budget forums attended No. of hours spent at budget forums No. of community members mobilized to attend budget forums 	Ordinal Scale	Descriptive statistics analysis computing frequency and percentage for responses to questionnaires
		Donation of project construction materials	<ul style="list-style-type: none"> No. and type of project construction materials donated 		

To evaluate how the participation of funding agencies and donors in the budget process influences the implementation of projects in Isiolo County, Kenya.	Independent Participation of funding agencies in the budget process	Funding agencies supporting development	<ul style="list-style-type: none"> • Amount of funding allocated to projects • Geographical spread of projects funded 	Ordinal Scale	Descriptive statistics analysis computing frequency and percentage for responses to interview schedules
		Technical assistance offered to government agencies	<ul style="list-style-type: none"> • No. of government agencies supported • No. of frameworks developed 		
		Engagement of communities	<ul style="list-style-type: none"> • No. of community members engaged • No. of project reports produced 		

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter is a presentation of results and findings obtained from field responses and data, broken into two parts. The first section deals with the background information of the respondents, while the other sections present findings of the analysis, based on the objectives of the study where both descriptive and inferential statistics have been employed in this analysis and discuss the issues in the best way possible.

4.2 Response Rate

From the data collected, out of the 582 questionnaires administered, 350 were filled and returned. This represents a response rate of 60.1%. This response rate is considered satisfactory to make conclusions for the study. According to Mugenda and Mugenda (2003) a 50% response rate is adequate, 60% good and above 70% rated very good. This also collaborates Bailey (2000) assertion that a response rate of 50% is adequate, while a response rate greater than 70% is very good. This implies that based on this assertion; the response rate in this case of 60.1% is good. The results are shown in Table 6.

Table 6: Response Rate

	Questionnaires administered	Questionnaires filled and returned	Percentage
Citizens	375	225	60%
Civil Societies	10	7	70%
CBOs	186	113	61%
Funding Agencies	8	5	62.5%
Total	582	350	60.1%

4.2 Demographic Results

The researcher sought to establish the demographic characteristics of the respondents. The results are presented in the following sections.

4.2.1 Gender of Respondent

The researcher sought to establish the gender of the respondents. The results shown in the table below reveal that a majority 53% of the respondents were female while the rest were male.

Table 7: Respondents Gender

Gender	Frequency	Percentage
Male	274	47%
Female	308	53%
Total	582	100

4.2.2 Highest Level of Education

The researcher also sought to establish whether the respondents had attained any form of education and the level they had reached. The results reveal that a majority of the respondents (32%) had attained secondary school level, another 29% of the respondents had vocational education, another 16% had attained college level of education, another 14% had attained primary level of education, another 8% had attained University level of education and finally, 1% had attain post graduate level of education.

4.3 Influence of Citizen Participation on Project Implementation

The study sought to examine the influence of citizen participation in the budget process on the implementation of projects in the county. In order to meet the first research objective, the researcher asked the respondents various questions. These are presented in the following sections.

4.3.1 County Budgeting activity Citizens Participated in

The researcher sought to identify the budgeting activities that the citizens had been involved in. The results reveal that 24% of the citizens had participated in the budgeting process by attending the budget forum, another 12.4% through attending the budget hearing, 19.1% through project visits and 1.3% through donation of materials.

Table 8: County Budgeting Activity Citizens Participated in

Activity	Frequency	Percentage
Budget Forum	54	24%
Budget Hearing	28	12.4%
Project Visit	43	19.1%
Donation of materials	3	1.3%

4.3.2 Source of Information about Budgeting Activity

The study also sought to establish how the citizens learnt about the county budgeting activities that they participated in. The results reveal that 84% of the citizens heard about the budgeting activity from the local chief's baraza, another 94.7% from the radio, another 7.5% from the Newspapers, another 54.7% from their County Member of Assembly, and 37.8 from a County Executive Member.

Table 9: Source of Information

Activity	Frequency	Percentage
Local Chief/Baraza	189	84
Radio	213	94.7
Newspaper	17	7.5
MCA	123	54.7
County Executive Member	85	37.8

4.3.3 Budget Forum Venues

The study also sought to establish the venues used by the county for the budget forums. The results reveal that 43.5% of the citizens noted that the forums were held at an open ground, 12% in a government building such as a CDF hall and finally, 16% in a privately owned facility such as a hotel or lodging.

Table 10: Budget Forum Venues

Activity	Frequency	Percentage
Open ground	98	43.5
Government building	27	12
Privately owned facility	36	16

4.3.4 Budget Documents Issued

The study sought to establish whether the county officials issued the citizens with the budget documents during the forums. The citizens noted that they were issued with some documents. Further, the researcher wanted to establish which documents were issued to the citizens. The results reveal that 18.2% of the citizens had been issued with the budget estimate forms, 10.2% had been issued with the country integrated development plan and another 8% had been issued with the implementation reports.

Table 11: Budget Documents Issued during Forum

Activity	Frequency	Percentage
Budget Estimates	41	18.2
County Integrated Development Plan	23	10.2
Implementation Reports	18	8

4.3.5 Understanding of the County Budgeting Process

The researcher sought to establish the citizens' level of understanding of the county budgeting process. The results reveal that a majority (55%) of the citizens had a very low understanding of the county budgeting process, another 39% had an average understanding of the country budgeting process and finally, 6% had a high understanding of the process.

4.3.6 Successful Implementation of Budgeted Projects

The study sought to establish whether any of the budgeted projects had been fully implemented in the financial year. The results reveal that the citizens knew of projects that had been fully implemented. The study further sought to establish the nature of the successful implementation of the projects. The results reveal that 29.5% of the citizens felt that the projects were implemented on time, 23.1% felt that the projects were implemented within the budget, 28.4% felt that the projects were of good quality, and 36.9% felt that the projects were serving the intended purpose.

Table 7: Indicator of Successful Implementation

Activity	Frequency	Percentage
Timely Implementation	89	39.5
Implementation within the budget	52	23.1
Good quality project	64	28.4
Project is serving intended purpose	128	56.9

The study also sought to establish the way in which the citizens felt that their contribution had contributed to the successful implementation of projects. The results show that citizens felt that their contributions to the budgeting process in terms of the preferred projects and allocations of funds were not incorporated in the budgeting process. This can be attributed to the fact that most of the budgeting forums were simply informatory meetings and that the budgets and the projects had already been settled on. Further, the citizens also noted that the lack of civic education on the budgeting process is limited their participation in the budgeting process.

4.4 The Influence of Community group Participation in the Budget Process on the Implementation of Projects

The study sought to examine the influence of community group participation in the budget process on the implementation of projects in the county. In order to meet the second research objective, the researcher asked the respondents various questions. These are presented in the following sections.

4.4.1 County Budgeting Activity that Group Participated in

The study sought to establish the county budget activity that the community groups had participated in. The results reveal that (50.4%) of the groups had participated in the budget forums, 42.5% of the groups attended the budget hearing, 20.4% conducted visits to the projects being implemented and 1.8% donated some materials for the completion of the project.

Table 8: Budgeting Activity Group Participated in

Activity	Frequency	Percentage
Budget Forum	57	50.4
Budget Hearing	48	42.5
Project Visit	23	20.4
Donation of materials	2	1.8

4.4.2 Influence of Participation on the success of Projects

The researcher sought to establish the influence of the participation of the community groups on the successful implementation of the budgeted projects. The results reveal that the community groups felt that their efforts in the budgeting process were ignored since their contribution was not included in the final budget as well as in the implementation of the projects.

The study also sought to establish the strategies that the community groups employed to evaluate and monitor the projects. The results reveal that few community groups carry out site visits to the projects every week in order to ensure that there is progress in the implementation process. The groups also compare the budgeted proposals and the actual funds spent on the projects to identify which projects spent more than had been allocated in the budget and which ones were within the budgeted amounts.

4.5 The Influence of CSOs Participation in the Budget Process on the Implementation of Projects

The study sought to examine the influence of CSOs participation in the budget process on the implementation of projects in the county. In order to meet the third research objective, the researcher asked the respondents various questions. These are presented in the following sections.

4.5.1 County Budgeting Activity that CSOs Participated in

The study sought to establish the county budget activity that the CSOs had participated in. The results reveal that (42.9%) of the CSOs had participated in the budget forums, 42.9% of the groups attended the budget hearing, 28.6% conducted visits to the projects being implemented and 14.3% donated some materials for the completion of the project.

Table 9: Budgeting Activity CSOs participated in

Activity	Frequency	Percentage
Budget Forum	3	42.9
Budget Hearing	3	42.9
Project Visit	2	28.6
Donation of materials	1	14.3

4.5.2 CSO input in the Budgeting Process

The study sought to establish how the CSOs contributed to the county budgeting process. The study reveals 42.9% of the CSOs analysed the county budgets, 28.6% of the groups submitted memorandums for considerations during the budgeting process, 14.3% submitted petitions for the reconsideration of their proposals and another 42.9% lobbied for the inclusion of specific projects in the county budget.

Table 10: CSO Input in Budget Process

Activity	Frequency	Percentage
Analysis of county budget	3	42.9
Submission of memorandums	2	28.6
Submission of petitions	1	14.3
Lobbying for specific projects	3	42.9

4.5.3 Issues addressed by the CSOs that attended Budgeting Process

The study also sought to establish the issues that were addressed by the CSOs during the county budgeting process. The results reveal that all the CSOs that attended addressed issues to do with the financial allocations to projects and the location of projects, 66.7% addressed issues to do with the participation of stakeholders, 33.3% addressed issues to do with procurement and tendering processes, 33.3% addressed issues to do with the implementation of projects and finally, 66.7% addressed issues to do with evaluation and monitoring of the projects.

Table 11: Issues addressed by CSOs

Activity	Frequency	Percentage
Financial Allocations	3	100
Location of Projects	3	100
Stakeholder Participation	2	66.7
Procurement and Tendering Processes	1	33.3
Project Implementation	1	33.3
Project Monitoring and Evaluation	2	66.7

4.5.4 Influence of Participation on Budgeting Process

The study also sought to establish the ways in which the CSOs influenced the budgeting process. The results reveal that CSOs felt that their lobbying, submissions and proposals on the financial allocations were not considered in the final budget as well as in the selection and implementation of the various county projects. The CSOs also noted that there was lack of government engagement in civil education aimed at ensuring participation in the county budgeting process is promoted. Further, they noted that the government should tighten the requirements for citizen participation in the budgeting process through a monitoring program on how citizens are involved in process.

4.6 The Influence of Donor/Funding Agencies Participation in the Budget Process on the Implementation of Projects

The study sought to examine the influence of donor/funding agencies participation in the budget process on the implementation of projects in the county. In order to meet the fourth research objective, the researcher asked the respondents various questions.

The researcher sought to establish whether the donor agencies had funded any projects in the county. The results reveal that the agencies had on-going projects in the county. The agencies also noted that most of their projects were not in collaboration with any government agencies but some were in collaboration with individual hospitals or schools in the county. The funding agencies noted that their funding contributed to an average of 20% of total cost of funding the individual projects. Further, the agencies also reported they offer implementation monitoring and evaluation as well as capacity building to the groups they were funding. Capacity building included imparting of skills in fund management, proposal implementation as well as project implementation.

In terms of the county budgeting process, it was noted that the donor agencies contributed greatly in the provision of technical expertise, capacity building and support which were influential in ensuring success in the process as well as in the implementation of the budgeted projects. They also noted that the county government can promote the participation of donor agencies through calling for consultative meetings with the agencies to discuss issues to do with the budgeting process. They additionally noted that they would offer more support to the county government only when support systems and structures such as the CBEF are set up and closely monitored.

CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The main objective of this study was to evaluate the influence of stakeholder participation in the county budget process on the implementation of projects in Isiolo County, Kenya. This chapter presents the summary of findings, discussion, conclusion, recommendations, and suggestions for further research.

5.2 Summary of Findings

The major findings are summarized as follows based on the conceptual framework of the study.

5.2.1 Influence of Citizen Participation on Project Implementation

The study sought to examine the influence of citizen participation in the budget process on the implementation of projects in the county.

The results reveal that 24% of the citizens had participated in the budgeting process by attending the budget forum, another 12.4% through attending the budget hearing, 19.1% through project visits and 1.3% through donation of materials. The results also reveal that 84% of the citizens heard about the budgeting activity from the local chief's baraza, another 94.7% from the radio, another 7.5% from the Newspapers, another 54.7% from their County Member of Assembly, and 37.8 from a County Executive Member.

The results reveal that 43.5% of the citizens noted that the forums were held at an open ground, 12% in a government building such as a CDF hall and finally, 16% in a privately owned facility such as a hotel or lodging.

The results reveal that 18.2% of the citizens had been issued with the budget estimate forms, 10.2% had been issued with the country integrated development plan and another 8% had been issued with the implementation reports. The results also reveal that a majority (55%) of the citizens had a very low understanding of the county budgeting process, another 39% had an average understanding of the country budgeting process and finally, 6% had a high understanding of the process.

The results reveal that 39.5% of the citizens felt that the projects were implemented on time, 23.1% felt that the projects were implemented within the budget, 28.4% felt that the projects were of good quality, and 56.9% felt that the projects were serving the intended purpose.

5.2.2 The Influence of Community group Participation in the Budget Process on the Implementation of Projects

The study sought to examine the influence of community group participation in the budget process on the implementation of projects in the county. The results reveal that (50.4%) of the groups had participated in the budget forums, 42.5% of the groups attended the budget hearing, 20.4% conducted visits to the projects being implemented and 1.8% donated some materials for the completion of the project.

The results also reveal that most community groups carry out site visits to the projects every week in order to ensure that there is progress in the implementation process. The groups also compare the budgeted proposals and the actual funds spent on the projects to identify which projects spent more than had been allocated in the budget and which ones were within the budgeted amounts.

5.2.3 The Influence of CSOs Participation in the Budget Process on the Implementation of Projects

The study sought to examine the influence of CSOs participation in the budget process on the implementation of projects in the county.

The results reveal that (42.9%) of the CSOs had participated in the budget forums, 42.9% of the groups attended the budget hearing, 28.6% conducted visits to the projects being implemented and 14.3% donated some materials for the completion of the project. The study reveals 42.9% of the CSOs analysed the county budgets, 28.6% of the groups submitted memorandums for considerations during the budgeting process, 14.3% submitted petitions for the reconsideration of their proposals and another 42.9% lobbied for the inclusion of specific projects in the county budget.

The results also reveal that all the CSOs that attended addressed issues to do with the financial allocations to projects and the location of projects, 66.7% addressed issues to do with the participation of stakeholders, 33.3% addressed issues to do with procurement and tendering processes, 33.3% addressed issues to do with the implementation of projects and finally, 66.7% addressed issues to do with evaluation and monitoring of the projects.

The finally results reveal that CSOs felt that their lobbying, submissions and proposals on the financial allocations were not considered in the final budget as well as in the selection and implementation of the various county projects. The CSOs also noted that there was lack of government engagement in civil education aimed at ensuring participation in the county budgeting process is promoted. Further, they noted that the government should tighten the requirements for citizen participation in the budgeting process through a monitoring program on how citizens are involved in process.

5.2.4 The Influence of Donor/Funding Agencies Participation in the Budget Process on the Implementation of Projects

The study sought to examine the influence of donor/funding agencies participation in the budget process on the implementation of projects in the county.

The results reveal that the agencies had on-going projects in the county. The agencies also noted that most of their projects were not in collaboration with any government agencies but some were in collaboration with individual schools or hospitals in the county.

The results also revealed that the donor agencies contribution helped in, provision of technical expertise capacity building and support which were influential in ensuring success in the process as well as in the implementation of the budgeted projects. They also noted that the county government can promote the participation of donor agencies through calling for consultative meetings with the agencies to discuss issues to do with the budgeting process. Participation of donor agencies can also be improved by setting up of the necessary legal framework to support public participation in the budget process such as the CBEF or public participation laws.

5.3 Discussion of Results

This section discusses the findings of the study and is organized based on the study objectives.

5.3.1 Influence of Citizen Participation on Project Implementation

The study sought to examine the influence of citizen participation in the budget process on the implementation of projects in the county. The results reveal that most of the citizens were not aware of the county budgeting process. This can be attributed to the fact that there has been no civic education in counties on the responsibilities of citizens as well as their responsibilities in the budget making process. This can also be attributed to the low literacy levels of the

respondents. The results also show that citizens felt that their contributions to the budgeting process in terms of the preferred projects and allocations of funds were not incorporated in the budgeting process. This can be attributed to the fact that most of the budgeting forums were simply **informatory meetings** and that the budgets and the projects had already been settled on. Even though there were opportunities for communities to share their priority projects, the processes of engagement did not provide clear indication of the extent to which the public view were incorporated.

These results clearly reveal that citizen participation in the county budgeting process has not been present in Isiolo County despite its importance and the presence of a legal framework for the same. The Isiolo County Government currently lacks a county specific legal structure to support citizen participation in the budget process. The county currently does not have any Public Participation Law or a functional CBEF. Further, it is clear that there is lack of knowledge among the citizens on their rights and responsibilities to participate in the county budget process as well as on the benefits of participation. It is also clear that the budget forums were simply constituted to pass information to the citizens and not to seek for their input in the budgeting process. This is in line with the results of Muriu (2013) who found that the participation of stakeholders is minimal and the resulting influence on the decentralized service delivery negligible.

5.3.2 The Influence of Community group Participation in the Budget Process on the Implementation of Projects

The study sought to examine the influence of community group participation in the budget process on the implementation of projects in the county. The results reveal that the community groups felt that their efforts in the budgeting process were ignored since their contribution was not included in the final budget as well as in the implementation of the projects. The study also sought to establish the strategies that the community groups employed to evaluate and monitor

the projects. The results reveal that few community groups carry out site visits to the projects every week in order to ensure that there is progress in the implementation process. The groups also compare the budgeted proposals and the actual funds spent on the projects to identify which projects spent more than had been allocated in the budget and which ones were within the budgeted amounts.

It is clear from the above results that in Isiolo County, the community groups have not been involved in the budgeting process as well as in the project implementation process as is required despite the fact that a majority of citizens belong to community groups. The approach to public participation was poor as most of the projects had already been predetermined and the meetings were intended for information sharing. This is in line with the results are similar to the results of Robbins, et al. (2008) who point out that although there has been a continued advocacy for promoting stakeholder participation in different governmental practices, including the budgeting process, this is not being implemented on the ground.

5.3.3 The Influence of CSOs Participation in the Budget Process on the Implementation of Projects

The study sought to examine the influence of CSOs participation in the budget process on the implementation of projects in the county. The results show that CSOs participate in the budgeting process through submission of memorandums for considerations during the budgeting process, submission of petitions for the reconsideration of their proposals and through lobbying for the inclusion of specific projects in the county budget. The results also reveal that CSOs address issues such as financial allocation to projects, the location of projects, stakeholder involvement as well as procurement and tendering processes. It is however shown that the influence of these CSOs is minimal due to the fact that county projects are predetermined by the county officials even before the budget forums are constituted.

These results clearly indicate the CSOs have little or no influence in the county budgeting process as well as in the implementation of county projects even though they possess knowledge of community needs as well as experience in project implementation. This is valuable knowledge for the county government in terms of the budgeting process but is not being utilised. Maina (2013) noted that there is need for the government and other project facilitators to ensure full participation of key identified stakeholders in future similar programmes and the need to clearly identify and train stakeholders before initiation of similar programmes as this aided in the success of the overall programme.

5.3.4 The Influence of Donor/Funding Agencies Participation in the Budget Process on the Implementation of Projects

The study sought to examine the influence of donor/funding agencies participation in the budget process on the implementation of projects in the county. The results show that donor/funding agencies influence the budget process through the provision of technical expertise, capacity building, and support which are influential in ensuring success in the process as well as in the implementation of the budgeted projects.

These results clearly indicate that the participation of donor/funding agencies is required in the county budget process due to their knowledge in fund management, project implementation as well as budget proposal implementation. This supports the results of Robinson (2007) noted that stakeholder participation improves service delivery by affecting its key determinants including allocative efficiency, accountability and reduction of corruption, equity, and quality of service and cost recovery.

5.4 Conclusions of the Study

The results reveal that most of the citizens were not aware of the county budgeting process. The study concludes that there has been no civic education in counties on the responsibilities

of citizens as well as their responsibilities in the budget making process. The results also show that citizens felt that their contributions to the budgeting process in terms of the preferred projects and allocations of funds were not incorporated in the budgeting process. The study therefore concludes that citizen participation in the counties is not being implemented fully as citizen input in the process is not incorporated in the final budgets and in project implementation.

The results reveal that community groups have little influence in the county budgeting process due to the fact that their participation was sought for information purposes only and their proposals were not incorporated in the budget. The study therefore concludes that the importance of community groups in the budgeting process is not valued by the county government since their contributions are ignored. The results show that CSOs participate in the budgeting process through submission of memorandums for considerations during the budgeting process, submission of petitions for the reconsideration of their proposals and through lobbying for the inclusion of specific projects in the county budget. It is however revealed that their submissions are not incorporated in the county budgets. The study therefore concludes that although CSOs should be part of the county budgeting process, their inputs are ignored by the county government.

The results also reveal that donor/funding agencies influence the county budgeting process and implementation of projects through the provision of technical expertise, capacity building and support as well as monitoring and evaluation. The study therefore concludes that CSOs are important stakeholders in the county budgeting process due to their expertise in budgeting, project implementation and fund management.

5.5 Recommendations of the Study

Based on the conclusions made, the study makes the following recommendations

- i. The study recommends that the government should carry out civic education to promote the participation of citizens in the county budgeting process.
- ii. The study also recommends that there is need for the government to follow up on the enforcement of the regulations of stakeholder participation in the county budgeting process since this will ensure better management of county funds and successful implementation of various projects.
- iii. The study also recommends that there is need for county governments to engage in consultations with the community, CSOs as well as donor agencies operating in the county to promote the process of budgeting and project implementation.
- iv. The study also recommends that stakeholders should make it their responsibility to participate in the county budgeting process since it is their democratic right provided for by the constitution.

5.6 Suggestions for Further Research

This study recommends that there is need to carry out further studies using time series data and regression analysis in order to establish the direction of the relationship between citizen participation in the budgeting process and successful implementation of county projects.

The study also recommends that this study be replicated on a wider geographical scope to cover the whole country as this will help understand the issues affecting each county.

5.7 Contribution to the Body of Knowledge

This study contributes to the area of stakeholder participation in public management by providing the various ways in which participation by citizens and other stakeholders influence the budgeting process in counties as well as the implementation of county projects

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Appendix 1: Letter of Transmittal

**Hellen Nyawira Muchunu,
University of Nairobi,
P.O Box 31826-00600,
Nairobi.**

18th September 2015

**XXXXXXXXXX,
XXXXXX,
P.O Box XXXXXXXX,
Isiolo.**

Dear Sir / Madam,

RE: Support on data collection for a Master of Arts Thesis

I am a post graduate student at the University of Nairobi pursuing a Masters in Arts: Project Planning and Management. In partial fulfilment of my degree course, I am undertaking a study on the influence of stakeholder participation in the budget process on the implementation of projects in Isiolo County.

It is in the light of this that I have selected you to participate in this study and as such request you to fill in the attached questionnaire in order to generate data required for this study. The information provided will be used purely for academic purposes and will be treated in confidence. Neither your name nor the name of your institution will be mentioned in the report. Your assistance and cooperation will be highly appreciated.

Thank you in advance.

Yours faithfully,
Hellen Nyawira Muchunu

Appendix 2: Questionnaire

**INFLUENCE OF STAKEHOLDER PARTICIPATION IN THE BUDGETARY
PROCESS ON THE IMPLEMENTATION OF GOVERNMENT FUNDED
PROJECTS: THE CASE OF ISIOLO COUNTY, KENYA**

Questionnaire No.	
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Sub County	Ward	Enumeration Area	Area
			Urban.....01 Peri Urban.....02 Rural.....03
LANGUAGE			
LANGUAGE OF QUESTIONNAIRE: ENGLISH LANGUAGE OF..... WAS A TRANSLATOR USED? (Yes = 1; No = 2)			
SUPERVISOR	FIELD EDITOR	OFFICE EDITOR	KEYED BY

Verbal Consent Forum for Survey

Good morning/afternoon/evening. My name is Hellen Nyawira Muchunu

I am here as a student of Master of Arts in Project Planning and Management at the University of Nairobi. I am conducting a research study for my studies on the influence of stakeholder participation in the budgetary process on the implementation of projects in Isiolo County. I hope that the results of this research will be useful in increasing stakeholder participation in the budget process in the county.

You have been selected to participate in this exercise. I would like to ask you some questions. This interview will last approximately 15 minutes. All the information provided will be kept strictly confidential and will only be used for the purpose of this study. Your participation will be highly appreciated. You are free stop the interview at any time.

SECTION A: SOCIO – DEMOGRAPHIC INFORMATION

Instruction: Circle appropriate options

Administer to those above 18 years

Q #	QUESTION	CODES	GO TO Q.
1	Record sex of respondent as observed	Male.....01 Female.....02	
2	How old are you?	Age in years.....	
3	Have you ever attended school? (Formal and Informal)	Yes.....01 No.....02	
4	What is the highest level of education you have attained?	Formal Education Primary.....01 Secondary.....02 Vocational.....03 College.....04 University.....05 Post Graduate Studies.....06 Other.....96 (Specify)	

5	Do you belong to any of the following groups/organization?	Civil Society Organization...01 Community Based Organization or Group.....02 Donor or Funding Agency.....03 If yes, specify.....	→Section B →Section C
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**SECTION B: THE INFLUENCE OF INDIVIDUAL CITIZEN PARTICIPATION IN
THE BUDGET PROCESS ON THE IMPLEMENTATION OF PROJECTS**

Q #	QUESTION	CODES	GO TO Q.
6	Which county budgeting activity did you participate in?	Budget Forum.....01 Budget Hearing.....02 Project Visit.....03 Donation of materials to a project.....04	
7	How many times have you participated in a county budgeting activity?	Once.....01 More than once but less than 502 More than 5.....03	
8	How many hours (on average) did you spend at each budget forum?	Less than 1 hour.....01 Between 1 to 2 hours.....02 Between 2 to 4 hours.....03 Over 4 hours.....04	
9	How did you hear about the county budgeting activity you participated in?	Local Chief/Baraza.....01 Radio.....02 Newspaper.....03 Member of County Assembly.....04 County Executive Member.....05 Other.....96	

		(Specify)	
10	Where did the budget forum(s) take place?	Open ground e.g. a stadium.....01 Government building e.g. CDF Hall, Social Hall.....02 Hotel/Lodging/Privatey owned facility.....03 Other.....96	
11	What is the approximate distance of the venue from the nearest town/centre?	Less than 1 kilometre.....01 Between 1 kilometre and 3 kilometres.....02 Over 3 kilometres.....03	
11	Were there any budget documents given out by the county government officials during this activity?	Yes.....01 No.....02	→13
12	Which of the following budget documents were	Budget Estimates.....01 County Integrated Development Plan.....02 Implementation Reports.....03	

Other.....06 (Specify)	
Very low.....01 Average.....02 High.....03	
Yes.....01 No.....02	
Yes.....01 No.....02	→17
Project was implemented on time.....01 Project was implemented within budget.....02 Project is of good quality.....03 Project is serving the intended purpose.....04	

	given out in 9 above?	Other.....96 (Specify)	
13	How would you rate your understanding of the county budget process	Very low.....01 Average.....02 High.....03	
14	Has there been any feedback from the county government since this activity?	Yes.....01 No.....02	
15	Do you know of any project that has been fully implemented in the 2013/14 financial year?	Yes.....01 No.....02	→17
16	Which of the following applies to the project in 12 above?	Project was implemented on time.....01 Project was implemented within budget.....02 Project is of good quality.....03 Project is serving the intended purpose.....04	

17	<p>In your opinion, how did your participation contribute to the situation above?</p>	(List)	
18	<p>In what ways can the Isiolo County Government promote individual citizen participation in the budget process?</p>	(List)	

SECTION C: INFLUENCE OF COMMUNITY GROUP PARTICIPATION IN THE BUDGET PROCESS ON THE IMPLEMENTATION OF GOVERNMENT FUNDED PROJECTS

Q #	QUESTION	CODES	
1.	How many members does your community group have?	Less than 50.....01 Between 51 to 100.....02 Between 101 to 200.....03 201 and above.....04	
2.	Does your group have leaders?	Yes.....01 No.....02	
3.	How are the leaders chosen?	Chosen through a democratic process.....01 Appointed by a few members.....02	
4.	In how wards in Isiolo County have members/offices in?	Less than 5 wards.....01 Between 6 and 10.....02 More than 11.....03	
5.	Which particular sectoral area does your group focus on?	Education.....01 Water and Sanitation.....02 Health.....03 Environmental issues.....04 Economic activities.....05	

		Others (specify).....	
6.	Which county budgeting activity did you participate in?	Budget Forum.....01 Budget Hearing/Feedback session.....02 Project Visit.....03	
7.	As a group, how many times have you participated in a county budgeting activity?	Once.....01 More than once but less than 502 More than 5.....03	
8	How many members from your group on average attend budget forums?	Less than 50.....01 Between 51 to 100.....02 Between 101 to 200.....03 201 and above.....04	
9	How did you hear about the county budgeting activity you participated in?	Local Chief/Baraza.....01 Radio.....02 Newspaper.....03 Member of County Assembly.....04 County Executive Member.....05 Other.....96 (Specify)	

		
10.	Were there any budget documents given out by the county government officials during this activity?	Yes.....01 No.....02	
11.	Which of the following budget documents were given out in 9 above?	Budget Estimates.....01 County Integrated Development Plan.....02 Implementation Reports.....03 Other.....96 (Specify)	
12.	Has there been any feedback from the county government since this activity?	Yes.....01 No.....02	
13.	Do you know of any project that has been fully implemented in the 2013/14 financial year?	Yes.....01 No.....02	

14.	Which of the following applies to the project in 12 above?	Project was implemented on time.....01 Project was implemented within budget.....02 Project is of good quality.....03 Project is serving the intended purpose.....04	
15.	In your opinion, how did your participation contribute to the situation above?	(List)	
16.	Has your group developed any strategies to evaluate and monitor development projects?	Yes.....01 No.....02 Kindly explain further.....	
17.	In what ways can the Isiolo County Government promote community group participation in the budget process?	(List)	

SECTION D: THE INFLUENCE OF CIVIL SOCIETY ORGANIZATIONS PARTICIPATION IN THE BUDGET PROCESS ON THE IMPLEMENTATION OF PROJECTS

Q #	QUESTION	CODES	
1	How many members are in your group?	Less than 50.....01 Between 51 to 100.....02 Between 101 to 200.....03 201 and above.....04	
2	How many members of staff does your organization have?	1-5.....01 6-10.....02 11 and above.....03	
3	Kindly fill in the following appropriately regarding the level of education of your staff?	Education LevelNo. of staff KCSE and below - Certificate Level - Diploma Level - Degree Level - No formal education -	
4	How many branch offices do you have in Isiolo County?	0 – 5.....01 6 – 10.....02 More than 11.....03	
5	Do you have a presence outside Isiolo County?	Yes.....01 No.....02	

6	In how many other counties do you have a presence in?	1 – 4.....01 5 – 7.....02 More than 8.....03	
7	What thematic area does your civil society group specialize in?	Education.....01 Water and Sanitation.....02 Health.....03 Environmental issues.....04 Economic activities.....05 Human rights and governance.....06 Others (specify).....	
8	How many budget forums did you participate in in the financial year 2013/14?	Less than 3.....01 Between 4 and 6.....02 More than 7.....03	
9	Which of the following county budget documents does your group have access to?	County Integrated Development Plan.....01 County Fiscal Strategy Paper.....02 Budget Calender.....03 Budget Estimates.....04 Implementation Reports.....05	
10	Which county budgeting activity did you participate in in the financial year 2013/14?	Budget Forum.....01 Budget Hearing.....02 Project Visit.....03 Donation of materials to a project.....04	

11	As a group, many times have you participated in a county budgeting activity?	Once.....01 More than once but less than 502 More than 5.....03	
12	How did you hear about the county budgeting activity you participated in?	Local Chief/Baraza.....01 Radio.....02 Newspaper.....03 Member of County Assembly.....04 County Executive Member.....05 Other.....96	
13	Were there any budget documents given out by the county government officials during this activity?	Yes.....01 No.....02	→15
14	Which of the following budget documents were given out in 9 above?	Budget Estimates.....01 County Integrated Development Plan.....02 Implementation Reports.....03 Budget Calender.....04 Other.....96 (Specify)	
15	Did your CSO do any options listed here?	Analysis of the county budget.....01 Submission of memorandums.....02	

		Submission of petitions.....03 Other.....	
16	Which of the following issues did your document in 21 above address?	Financial Allocations.....01 Location of projects.....02 Participation of Stakeholders.....03 Procurement and Tendering Processes.....04 Project Implementation.....05 Project Monitoring and Evaluation.....06	
17	In your opinion, how did your participation influence the implementation of the projects?	(List)	
18	In what ways can the Isiolo County Government promote CSOs participation in the budget process?	(List)	

Do you have any comment?.....

.....

Interviewer's Observations:.....

Appendix 3: Interview Schedule

INFLUENCE OF DONOR/FUNDING AGENCIES PARTICIPATION IN THE BUDGET PROCESS ON THE IMPLEMENTATION OF GOVERNMENT FUNDED PROJECTS

Verbal Consent Forum for Interview

Good morning/afternoon/evening. My name is Hellen Nyawira Muchunu

I am here as a student of Master of Arts in Project Planning and Management at the University of Nairobi. I am conducting a research study for my studies on the influence of stakeholder participation in the budgetary process on the implementation of projects in Isiolo County. I hope that the results of this research will be useful in increasing stakeholder participation in the budget process in the county.

You have been selected to participate in this exercise. I would like to ask you some questions. This interview will last approximately 15 minutes. All the information provided will be kept strictly confidential and will only be used for the purpose of this study. Your participation will be highly appreciated. You are free stop the interview at any time.

INTERVIEW QUESTIONS:

1. Name of the donor/funding agency:.....
2. What specific area does your organization/agency specialize in?
3. Does your organization/agency have offices in Isiolo County? If yes, how many and where are the offices located?
4. Did you fund any projects in Isiolo County in the 2013/2014 financial year?.....
If yes, how many?.....
5. Did you partner with any other organization or government agency in this process?....

If yes, what is name of the organization or government agency?.....

.....

5. Apart from allocating funds, did you offer any other assistance to the projects?.....

If yes, kindly explain.....

.....

.....

6. Has your organization participated in other county budgeting activities?

7. How has your participation as a donor/funding agency influenced the implementation of projects?.....

.....

8. How can the Isiolo County Government promote the participation of donors/ funding agencies in the county budgeting processes?.....

.....

.....

9. Where does your organization/agency get funding from?.....

10. What monitoring, evaluation and performance measurement strategies have you put in place to ensure effectiveness of donor funds?

11. How many members of staff does your agency have?

12. Kindly list some of areas that your staff have expertise in.

Do you have any other comments?.....

.....

THANK THE RESPONDENT

Appendix 4: Interview Schedule

PROJECT IMPLEMENTATION BY THE COUNTY GOVERNMENT

Verbal Consent Forum for Interview

Good morning/afternoon/evening. My name is Hellen Nyawira Muchunu

I am here as a student of Master of Arts in Project Planning and Management at the University of Nairobi. I am conducting a research study for my studies on the influence of stakeholder participation in the budgetary process on the implementation of projects in Isiolo County. I hope that the results of this research will be useful in increasing stakeholder participation in the budget process in the county.

You have been selected to participate in this exercise. I would like to ask you some questions. This interview will last approximately 15 minutes. All the information provided will be kept strictly confidential and will only be used for the purpose of this study. Your participation will be highly appreciated. You are free stop the interview at any time.

INTERVIEW QUESTIONS:

1. How many county budget forums did you hold in the 2013/14 financial year?
2. How did you invite the public/publicize the forum(s)?
3. Where were the budget forums held?
4. How was input from the stakeholders (individual citizens, community groups, civil societies) gathered during the forums?
5. How was the input incorporated into approval and implementation of the budget?
6. How many citizens on average attended the forum(s)?
7. How many members make up the budget committee in the Isiolo County Government?

8. What is the educational background of each of the members identified in (7) above?
9. What is the political affiliation of the committee members?
10. Which wards do the committee members represent in Isiolo County?
11. How many male and female members serve in the budget committee?

Appendix 5: Research Authorization Letter



**UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE**

Your Ref:

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

Our Ref:

Telephone: 318262 Ext. 120

10th July 2015

REF: UON/CEES/NEMC/22/120

TO WHOM IT MAY CONCERN

RE: MUCHUNU HELLEN NYAMBURA - L50/60163/2013

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

She is proceeding for research entitled "influence of stakeholders participation in the budgetary process on the implementation of government funded project" The case of Isiolo County, Kenya.

Any assistance given to her will be appreciated.

F ² *[Signature]*
**CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE**

