

**COMMUNITY PARTICIPATION AND IMPLEMENTATION OF CONSTITUENCY  
DEVELOPMENT FUND PROJECTS IN KENYA**

A Case Study of Embakasi West Constituency, County of Nairobi

By:

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award of Master of Arts Degree in Communication

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## DECLARATION

This is to certify that this research project is my own original work and is in no way a reproduction of any other work that has been previously presented for award of a degree in any university.

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## **DEDICATION**

I would like to dedicate this work to my son Ng'ang'a Mwangi Ndung'u, my pride and joy.

I would also like to dedicate this work to the residents of Embakasi West Constituency and all the hardworking men and women who work as Public Agents in the area for doing their best to make the Constituency a better place to live in.

## ABSTRACT

Community involvement in the development discourse has often been hailed as the ideal situation when tackling poverty and other social ills at the grassroots. The most desirable outcome of this being community empowerment and emancipation. The purpose of this research is to identify the participation strategies that development agents in Embakasi West constituency have applied to combat the socio-economic challenges that the residents face through the Constituency Development Fund vehicle. The researcher sought views from respondents living in the constituency's four wards: Umoja 1, Umoja 2, Mowlem and Kariobangi South/Uhuru which collectively have a population of 187,020 mostly youths aged between 18 and 35 years. The study adopted a mixed method research design which is a procedure for collecting, analysing and mixing both quantitative and qualitative research and methods in a single study to understand a research problem. Mixed approach was most suitable for this study as it provided a better understanding of the research problem than either type (qualitative or quantitative) by themselves. The main research findings revealed that the Member of Parliament for this constituency, Hon. George Theuri has elaborate plans for the youth – a majority population that lives in the area. These include use of the Uwezo Fund to finance their business ventures, street lighting, repair and construction of roads and social amenities, building of dispensaries and residences for medical practitioners, Mama Lucy Kiosks, police posts, boreholes to provide clean water, 'Feroze' market that provides a public space for business people to sell their wares, just to mention a few. Public agents in this constituency have adopted social media and public *Barazas* as their media for communication. However, the impacts of these youth-centred initiatives are far from being felt and a lot still needs to be done to improve the overall development agenda in the area. Rampant corruption, lack of consultation, transparency and accountability challenges were highlighted by the respondents. The researcher concluded that participatory development is a complex process with many challenges and barriers faced by both communities and Public Agents. Furthermore, there seems to be much overlap between the challenges and barriers faced by communities and those faced by the agents. This suggests that ways to address these barriers and challenges may be most effective when communities and agents work together in partnership.

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## LIST OF ABBREVIATIONS AND ACRONYMS

CAFOD	-	Catholic Agency for Overseas Development
CDF	-	Constituency Development Fund
CDC	-	Constituency Development Committee
CDFC	-	Constituency Development Fund Committees
CEDGG	-	Centre for Enhancing Democracy and Good Governance
DPP	-	District Development Planning
IEA	-	Institute of Economic Affairs
KII	-	Key Informant Institute
KIPPRA	-	Kenya Institute for Public Policy Research and Analysis
MCA	-	Member of County Assembly
MP	-	Member of Parliament
NCC	-	Nairobi City Council
NGO	-	Non-Governmental Organisation
OECD	-	Organisation for Economic Co-operation and Development
PMCs	-	Project Management Committees
RCRA	-	Resource Conservation Recovery Act.
SPSS	-	Statistical Package for the Social Sciences
SRDP	-	Special Rural Development Programmes
TISA	-	The Institute of Social Accountability
UNESCO	-	United Nations Educational, Scientific and Cultural Organization
USAID	-	United States Agency for International Development
WHO	-	World Health Program

## **CHAPTER 1**

### **BACKGROUND AND INTRODUCTION**

This Chapter focuses on development, specifically sustainable community development, its contemporary history as well as theories that relate to development. It will highlight the importance of community participation in the context of the Constituency Development Fund (CDF) and its importance in expanding the real freedoms that people enjoy. The chapter will also focus on the role of communication in development or what scholars like Serveas calls 'Development Communication' in the social, political and economic life of citizens.

#### **1.1 Background of Study**

The background to this study addresses Constituency Development Fund (CDF) a program that was introduced in 2003 to fight poverty and other social ills at the grassroots. It focuses on how and why community participation in the implementation of CDF projects in Embakasi West Constituency is of great significance. CDF was essentially introduced to control regional imbalance in development and engendering citizen participation in the management of public resources towards alleviating poverty and improve service delivery. It entailed decentralizing funds to the constituencies with the aim of reducing these disparities. According to the Institute of Economic Affairs (IEA) report of 2012 decentralization of funds to the grassroots aims at ensuring that development planning is done at a level where community needs can be captured best through public participation in the analysis, identification and prioritization of development projects through participatory process. Essentially when this happens, community ownership and sustainability is realized.



CDF was established through the CDF Act of 2003 that was later amended in the CDF (Amendment) Act of 2013. This Act has created room for the newly devolved system of government through a provision in part VIII which provides for the formation of the County Projects Committee whose mandate is to co-ordinate the implementation of projects financed through the fund. The committee comprises of the Senator, the Members of Parliament, Country Women Representatives, the governor and other public officials in the county. The CDF program has an annual budgetary allocation equivalent of 2.5% of the total national revenue. The 290 constituencies are clearly spelled out in the CDF Act where 75% of the fund is allocated equally among all the constituencies. The remaining 25% is allocated as per constituency poverty levels. CDF is managed through four committees, two of which are at the national level and two at the grassroots (KIPPRA, 2008)

In February 2015, the High Court of Kenya gave a ruling that declared the existence of CDF unlawful as per the new Constitution. This came as a result of a petition that was filed by The Institute of Social Accountability (TISA) and Centre for Enhancing Democracy and Good Governance (CEDGG) challenging the constitutionality of the CDF Amendment Act of 2013. The petition had been filed on grounds that the CDF Act was undermining devolution by infringing on the principle of separation of power and public finance. In making the ruling the three-judge bench gave the central government one year to make the necessary amendments while at the same time allowing ongoing projects to be completed. Around the same time, Nyandarua County Senator Muriki Karue and Speaker of the National Assembly Justin Muturi challenged the Members of Parliaments to embark on amending the CDF Act of 2013 to align it with the Constitution. The National Assembly is also seeking to increase CDF's allocations from the current 2.5% to 5% of the ordinary government revenue. In principle, parliament has up to February 2016 to amend this Act.

Today, CDF funded projects have immensely contributed in lessening rampant poverty and unemployment levels witnessed in the country. Before the introduction of the fund, these social ills were highly prevalent among many households which lacked even the most basic facilities like water therefore CDF funds have to a greater extent contributed to household poverty reduction. The numerous anti-poverty projects are perceived to have cumulative household's socio-economic progress. In addition, awareness on the amount of money allocated to the constituency CDF kitty has been relatively high. Conversely, war on poverty alleviation has largely been impeded by delay in disbursement of these finances and so has leadership, changing climatic conditions within the area and insufficient funds (Nyaguthii & Oyugi, 2013)

Embakasi West Constituency is one of the few constituencies that have an elaborate CDF plan. The Constituency has a CDF website that communicates its development agenda to its stakeholders <http://www.embakasiwestcdf.com/index.php/development-areas>. Before the constituency was established, it was part of Embakasi and Kamukunji Constituencies. At the moment it has four wards, Umoja One, Umoja Two, Mowlem and Kariobangi South/Uhuru. According to the 2009 population census the constituency had a population of 187,020 comprising of 50,739 in Umoja One Ward, 50,738 in Umoja Two Ward, 22,983 in Mowlem Ward, and 62,560 in Kariobangi South/Uhuru Ward. A large majority of the populaces are people who have migrated from their rural homes seeking for job opportunities in the city. The main economic activities in this area constitutes of small businesses like retailers, jua kali artisans and transport - matatu operations, to mention a few, <http://www.embakasiwestcdf.com>.

Embakasi West Constituency has a five-year strategic plan (2014 to 2018) that will seek to address key issues that have a negative impact on the community. Education, environment, health, water, security, vulnerable group, equity and poverty elimination and ICT are development areas which represent the services that CDF funds will focus on in partnership with stakeholders in the next five years. The Constituency's CDF team includes the Member of Parliament, the Chairman, a Fund Accounting Manager, Members of County Assembly (MCAs) and other members. In the 2014/2015 fiscal year, Embakasi West was allocated KES 86,559,518, <http://www.cdf.go.ke/about-cdf>. These funds are intended to go towards addressing the needs as outlined in the Constituency's strategic plan.

## **1.2 Introduction**

This study seeks to find out the nature and substance of community participation in sustainable development in the context of CDF. It draws attention to the fact that CDF as a development strategy is not only associated with community participation and involvement but also a myriad of factors which include effective communication.

According to the classical definition given by the United Nations World Commission on Environment and Development in 1987, development is sustainable if it "meets the needs of the present without compromising the ability of future generations to meet their own needs." Sustainable development can also be referred to as "equitable and balanced" meaning that, in order for development to continue indefinitely it should balance the interests of different groups of people within the same generation and among generations and do so simultaneously in three major interrelated areas: economic, social, political and environmental. Therefore, sustainable development is about equity, defined as equality of

opportunities for well-being, as well as about comprehensiveness of objectives (World Bank report, 2004).

Sustainable development aims at changing social structures, popular attitudes and national institutions as well as the acceleration of economic growth, reduction of inequality and the eradication of poverty. In improving the socio-economic conditions of people in a country, it has to focus on all sectors and institutions in the society both in urban and rural settings. In response there has been a growing interest in new approaches to national development intended to bring the poor more rapidly into full participation in development decisions, implementation and benefits (UNESCO, 1975).

Sustainable development can also be seen as a process of expanding the real freedoms that people enjoy. Focusing on human freedoms contrasts with narrower views of development such as identifying development with the growth of Gross National Product (GNP), or with the rise in personal incomes, or with industrialization, or with technological advance, or with social modernization. Growth of GNP or of individual incomes can, of course, be very important as means to expanding the freedoms enjoyed by the members of the society. But freedoms depend also on other determinants, such as social and economic arrangements, facilities for education and health care as well as political and civil rights, the liberty to participate in public discussion and scrutiny (Sen, 2001).

Globally, the modern day concept of development can be traced back to the post-colonialism and post-World War Two periods of reconstruction initiated by the then President of United States Harry Truman. Truman identified the development of nations that had been adversely affected by the War as a priority of the West. Famously known as the Marshall Plan,

officially the European Recovery Program, it was a relatively successful effort that allowed Europe to rebuild its infrastructure, strengthen its economy, and stabilize the region (Price, 1955). Building on the success of the Marshall Plan, in 1949 President Truman proposed that an international development assistance program should be formed. The 1950 Point Four Program was founded and it focused on two goals: creating markets for the United States by reducing poverty and increasing production in developing countries and diminishing the threat of communism by helping countries prosper under capitalism. From 1952 to 1961, programs supporting technical assistance and capital projects continued as the primary form of U.S. aid, and were a key component of U.S. foreign policy. Therefore, in Africa, Kenya included contemporary development can be traced in the 1960s after the passage of the Foreign Assistance Act of 1961 by the US Congress. It led to the formation of agencies such as the United States Agency for International Development (USAID), an organization that offered technical and capital assistance to the developing world. In the 1970s, the USAID began to shift its focus to a “basic human needs” approach, which concentrated on food and nutrition, population planning, health education and human resources development (Hirschman, 1981).

Theories of development can be traced after the Second World War. One of the historical theories is modernization posited by Walt Whitman Rostown in the 1960s. The model assumes that economic growth occurs in five basic stages of varying length. These are: Traditional society, Preconditions for take-off, Take-off, Drive to maturity and finally Age of high mass consumption (Rostow, 1960). Dependency development theorists followed soon after as a result of the general intellectual ‘revolution’ that took place in the mid-60s. The Euro or ethnocentric perspective of modernization theory on development was challenged by Latin American social scientists, and a theory dealing with dependency and

underdevelopment was born. This dependency approach formed part of a general structuralist reorientation in the social sciences. The 'dependistas' were primarily concerned with the effects of dependency in peripheral countries, but implicit in their analysis was the idea that development and underdevelopment must be understood in the context of the world system. This dependency paradigm played an important role in the movement for a New World Information and Communication Order from the late 1960s to the early 1980s (Servaes (2002:6). The 'father' of the dependency theory, however, is considered to be an American, Paul Baran (1957). He was one of the first to articulate the thesis that development and underdevelopment are interrelated processes, that is, they are two sides of the same coin. In Baran's view, continued imperialist dependence after the end of the colonial period is ensured first and foremost by the reproduction of socio-economic and political structures at the periphery in accordance with the interests of the centre powers. The modern day centre can be likened to the elite in societies and rich nations while the periphery is the poor communities and nations. Fundamentally, dependency scholars blamed lack of development or underdevelopment to instances whereby poor countries functioned mainly as resource-providers to wealthy industrialized countries in North America and Europe (Hirschman, 1981). The 1970s was characterized by a brief period of basic needs development that focused on human capital development and redistribution. Neo-liberalism emerged in the 1980s pushing an agenda of free trade and removal of Import Substitution Industrialization policies.

Communication is a key component in sustainable development. Mobilizing community members for development purposes is important but members can only be mobilized when communication is effective. Adequate community communication leads to effective collaborative efforts in issues of development; it will help engage citizens in development. To

bring about social change among the marginalized and vulnerable population groups, participation must be fostered through communication; as such will lead to the transformation of the community. (Adedokun *et al*, 2010) This is to say that communication is a central or the mediating factor facilitating and contributing to collective change process (Sarvaes & Liu, 2007). Communication for development therefore can be defined as the planned and systematic use of communication through inter-personal channels, ICTs, audio-visuals and mass media (Adedokun *et al*, 2010).

(Servaes, 2002) suggests that all those involved in the analysis and application of communication for development or what can broadly be termed “development communication” would probably agree that it is the sharing of knowledge aimed at reaching a consensus for action that takes into account the interests, needs and capacities of all concerned. It is therefore a social process. Communication media are important tools in achieving this process but their use is not an aim in itself - interpersonal communication too must play a fundamental role. This basic consensus on development communication has been interpreted and applied in different ways throughout the past century. Both at theory and research levels, as well as at the levels of policy and planning-making and implementation, divergent perspectives are on offer.

Community development is also an integral feature in sustainable development. It can be described as an approach that uses a bottom up rather than top down approach, which recognises that local input into solutions is likely to promote sound outcomes, (OECD, 1999). It is also the process of helping a community to strengthen itself and develop towards its full potential (Adedokun, Adeyemo & Olorunsola, 2010). The rationale for intervention through community development policy can be summarised as stimulation of employment and

economic development, increasing employment, raising incomes, encouraging people to take steps towards labour market participation, and assisting with enterprise development, improving quality of life by improving community facilities and services, encouraging social participation, enhancement of democratic participation and combating social exclusion, conserving and enhancing the environment, increasing community capacity to develop solutions to local problems and act on local opportunities, and mobilising community participation (OECD, 1999). At the heart of community development is freedom, without it communities are unable to make decisions or come up with solutions to solve their own problems. Community participation hence lies at the core of sustainable community development.

Community participation has been widely assumed to be a desired and essential part in sustainable community development. Participation allows fuller access to benefits of a democratic society (Wade, 1989). Cook (1975) notes that citizen participation can legitimize a program, its plans, actions and leadership. Legitimization can often mean the difference between success and failure of community efforts. Unsupported leaders often become discouraged and drop activities that are potentially beneficial to community residents. Voluntary participation can also reduce the cost for personnel needed to carry out many of the duties associated with community action.

The participatory model incorporates the concepts in the framework of multiplicity. It stresses the importance of cultural identity of local communities and of democratization and participation at all levels—international, national, local and individual. It points to a strategy, not merely inclusive of, but largely emanating from, the traditional ‘receivers’ (Servaes & Malikhao, 2002). Paulo Freire (1983:76) refers to this as the right of all people to individually



and collectively speak their word: “This is not the privilege of some few men, but the right of every man. In order to share information, knowledge, trust, commitment, and a right attitude in development projects participation is very important in any decision making process for development. “This calls for new attitude for overcoming stereotyped thinking and to promote more understanding of diversity and plurality, with full respect for the dignity and equality of peoples living in different conditions and acting in different ways”. (International Commission for the Study of Communication Problems, 1980:254) This model stresses reciprocal collaboration throughout all levels of participation. Listening to what the others say, respecting the counterpart’s attitude, and having mutual trust are needed. Participation supporters do not underestimate the ability of the masses to develop themselves and their environment. “Development efforts should be anchored on faith in the people’s capacity to discern what is best to be done as they seek their liberation, and how to participate actively in the task of transforming society. The people are intelligent and have centuries of experience. Draw out their strength. Listen to them.” (Xavier Institute, 1980:11).

The government of Kenya has over the years attempted to implement various participatory strategies to improve communities’ well-being with the aim of ironing out regional imbalances brought about by patronage politics. These include the *majimbo* (devolution) system in 1963, District Development Grant program in 1966, Special Rural Development Programmes (SRDP) in 1969/1970, District Development Planning (DPP) in 1971, the District Focus for Rural Development Strategy and Rural Development Fund (RDF) in 1983/1984 and most recently the Constituency Development Fund (CDF) in 2003 (Auya & Oino, 2013). Additionally, the government has gradually moved from centralized to regionalized system of governance with the aim of bringing resources and services closer to the grassroots. The move to decentralize resources was occasioned by the shortfalls that are

typical of centralized structures. These include concentration of power at the top, mismanagement of public resources, administrative bureaucracies, lack of commitment in addressing inequalities especially in marginalized areas, lack of appropriate technology, neglect of institutional development, lack of beneficiary participation and poor co-ordination from top to the bottom (Ayuya & Oino, 2013).

### **1.3 Statement of the Problem**

Despite efforts by the government at the national and county level, socio-economic and political challenges such as poverty, hunger, disease, insecurity, illiteracy and unemployment remain prevalent. Embakasi West Constituency is one such area that has elaborate CDF plans and strategies but is not immune to the many challenges facing households in Kenya. The Constituency's website <http://www.embakasiwestcdf.com/index.php/development-areas> cites youth unemployment, poor infrastructure, high level of insecurity, substance abuse and alcoholism especially among the youth, rising level of air pollution attributable to uncollected garbage, frequent sewerage bursts and lack of constant water supply, are just but a few problems this community has to contend with.

Additionally, serious concerns have been raised as to whether CDF has met its mandate additionally, giving a clear indication that the extent to which CDF has met its objectives remains a research imperative (Bagaka, 2008). CDF management also faces varied challenges, some of which include, the organization structure in managing CDF projects and project identification criteria. A research conducted by (IEA, 2006) in all Kenyan constituencies indicated that sharing of CDF within the constituency has also not been a smooth exercise. Due to the needs at the constituency level and the weak mechanisms of ensuring equity in the distribution of CDF projects within the constituencies,

some locations felt short-changed in the process. (Kerote, 2007) revealed that, relevant field methodologies that call for effective management of funds have been inadequate in allowing maximum utilization of local resources. He also notes that vital components of project implementation, project identification, monitoring and evaluation have not fully been managed by the committees in the constituencies.

One of the challenges government agents face is low community participation which leads to implementation of projects that are not aligned to their needs. In addition, while evaluations of community programs managed by governments have found participation lacking, there is a growing belief that non-governmental organisations involved in community programs have more effectively included citizens in the planning and decision making processes. It has been found that one of the advantages Non-Governmental Organisations (NGOs) claim over the government sectors is their ability to implement participatory programs that help the poorer people gain control of any new resources that are generated. Moreover, many of the NGOs are locally based and are familiar with the cultures and values of the communities they operate (Nyaguthii & Oyugi, 2013). It will be the intent of this research to probe the strategies that government agents use and interrogate where NGOs have an advantage.

Furthermore, efforts in operationalizing the term 'participation' has also led to misuse of the term with many change agents using it as a cover to control communities. In so doing participation has become superficial and is reduced to a process where people are manipulated to serve the will of those in charge thus reflecting the dominant paradigm - the participation as a means approach instead of that which genuinely represents the case for a context based paradigm – the participation as an end approach.

## **1.4 Objectives of the Study**

This study will be guided by the following objectives:

- i. To establish the community participation strategies government public agents have applied in implementing the CDF projects in Embakasi West Constituency;
- ii. To examine the effectiveness and quality of community participation strategies adopted by public agents;
- iii. To find out the extent of local community involvement in implementing the CDF projects;
- iv. To investigate how community participation strategies have impacted in the overall development discourse in Embakasi West Constituency;
- v. To find out the opportunities that can be adopted to make integrated community participation sustainable.

## **1.5 Research Questions**

This study seeks to answer the following research questions:

- i. What community participation strategies have government public agents applied to implement the CDF projects in Embakasi West Constituency?
- ii. What is the quality community participation strategies adopted by the public agents and how effective are they?
- iii. To what extent are local communities involved in the implementation of the CDF projects?
- iv. How has community participation strategies impacted in the overall development discourse in Embakasi West Constituency?
- v. What challenges and opportunities can be explored to make integrated community participation sustainable?

## **1.6 Significance of the Study**

Community participation is an important ingredient in sustainable community development. It ensures that public agents deal directly with vocal special interest groups that may have influence both negative and positive to a project. It also ensures that community members who are not vocal but who may be a source of support are engaged. Participation also averts any media misrepresentation or misinformation that may arise in the course of project selection and implementation. Engaging communities also helps public agents to boost resources like staff, finances to support initiatives. This study will also establish the level of community participation in the current management of CDF projects and determine whether or not they have been successful. It will also build a case on why community involvement is critical for successful implementation.

Additionally, the World Bank supports community participation and gives a variety of reasons why it should be included in development strategies. These are: Local people have a great amount of experience and insight into what works, what does not work and why. Involving local people in planning projects can increase their commitment to the project, help them to develop technical and managerial skills and thereby increase their opportunities for employment, helps to increase the resources available for the programme, is a way to bring about 'social learning' for both planners and beneficiaries. 'Social learning' means the development of partnerships between professionals and local people, in which, each group learns from the other (World Bank, 1966). As an academic subject, community participation is also essential as it provides students with the skills and expertise to work well with people at the grassroots.

This study will be beneficial to program/ project beneficiaries. These are the people who gain from the interventions provided by the change agents in governmental and non-governmental organizations. It will also be helpful to the donor community. As one of the key stakeholders who provide funds and resources, so as to enhance transparency and accountability. The Government through the Ministry of Devolution and Planning as they are the policy makers will also benefit because they can demand from public development agents and communication experts to adopt suitable community participation methodologies that are appropriate for communities' growth and development.

### **1.7 Limitations of the Study**

The most imminent limitation that I experienced when conducting this investigation was confidentiality due to the delicate nature of this issue. It is political in nature due to the fact that it involves allocation of resources. It proved difficult to obtain information that was considered sensitive due to privacy concerns. Additionally, lack of adequate resources and time was an impediment to the momentum in which I undertook the study. Like many government-run initiatives, I encountered poor documentation by project staff, relatively low feedback rates from the questionnaires and general apathy.

Lastly, there are 290 constituencies in Kenya and 17 in Nairobi County alone. Therefore generalization of my findings is a big challenge. It will therefore be assumed that the findings of this research cannot be representative of all of them.

## **1.8 Scope of the Study**

The academic scope of my study is citizen participation in project planning and identification, implementation, monitoring and evaluation of CDF funded projects. The geographical scope of this study is Embakasi West Constituency, county of Nairobi.

## **1.9 Theoretical and Conceptual Framework**

Sherry Arnstein's ladder of participation (1969) is a seminal theoretical framework on the subject of community participation. The particular importance of Arnstein's work stems from the explicit recognition that there are different levels of participation. These include manipulation at the lowest rung, therapy, informing, consultation, placation, and to what we might now view as genuine participation i.e. levels of partnership, delegation of power and citizen control. However, contemporary scholars have further advanced this ladder concept of participation. One of them is David Wilcox's continuum of development (1999). In Wilcox's model the rungs include information, consultation, deciding together, acting together and supporting individual community initiatives.

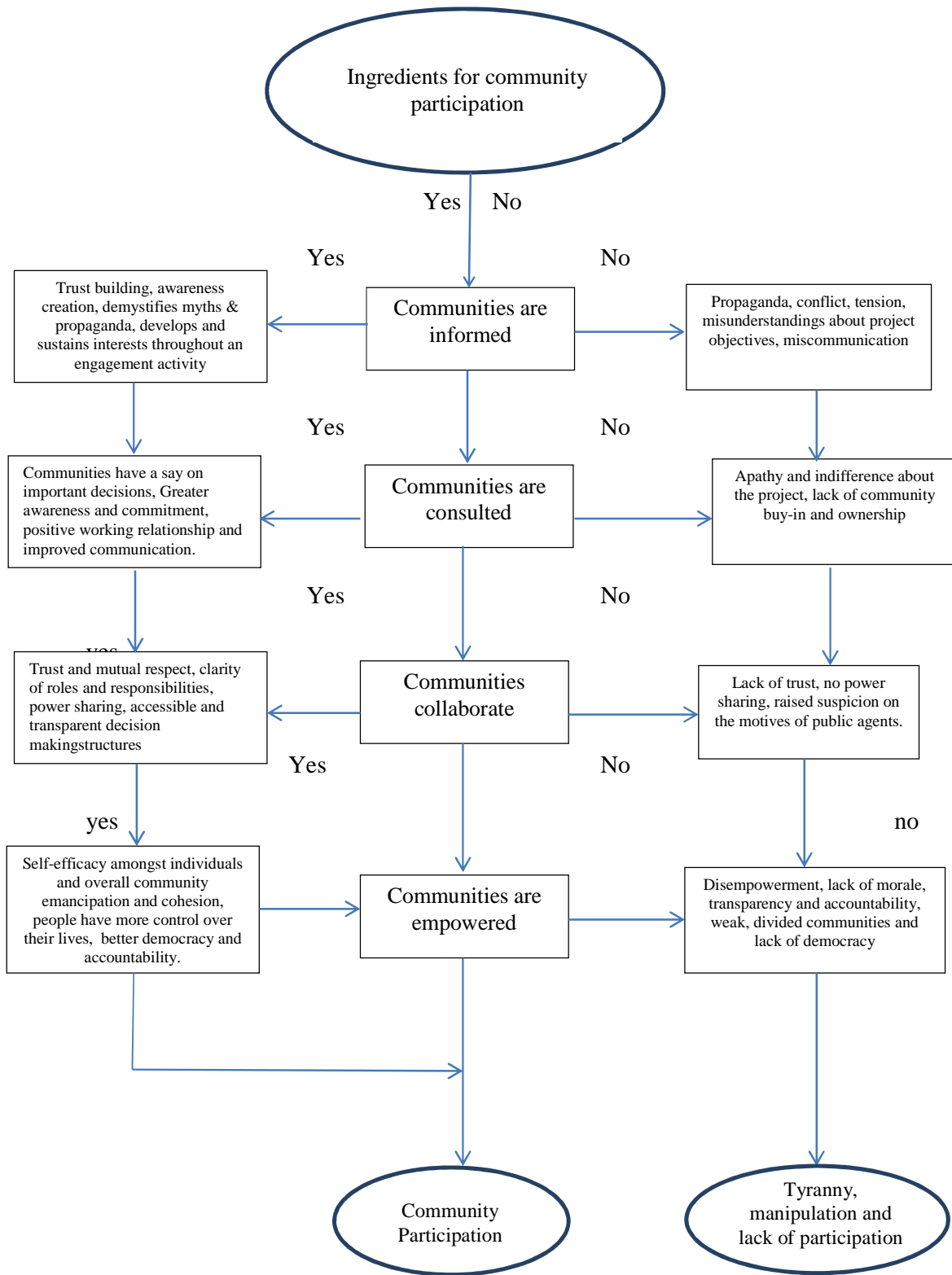
In order to clearly explain the possible factors that are inherent in community participation we can look at a typology adopted by the World Health Organization – a typology without the sharp edges of Arnstein's classification. This typology will form the basis of my conceptual framework. Its rungs include: Inform, Consult, Involve, Collaborate and Empower. The stages should not be seen as mutually exclusive; it is perhaps better to see them on a continuum that at one end has information sharing and at the other, empowerment. While there is no one definition of the concept, the continuum presents a framework, which allows the range of views to be accommodated. This view is supported by Rifkin and Pridmore who theorize that community participation should be best seen on a continuum

because this emphasizes the importance of the participation process, rather than just the outcome (Rifkin & Pridmore, 2001). Two features of WHO's model distinguish it from the Arnstein's ladder. Firstly, its components are not arranged in a hierarchical manner and secondly, each component is valid under the right circumstances and no component is merely a way station on the road to another. The model also assigns no innate value to any one component therefore no component is inherently better than the other.

To inform or in this context information sharing is equated with professionals giving information to lay people (Rifkin & Pridmore, 2001). Information sharing strategies support any community engagement activity. Providing information effectively allows communities to understand the issues and to decide whether they want to participate or not. Internal information provision approaches should also be developed to ensure that decision-makers are well informed about the engagement process, its progress and any issues that may arise throughout the process. Change agents may seek to simply provide information to community members that is information provision or to provide information to the community while also being open to receiving information from the community that is information sharing (Walsh & Sarkissian, 2000). Information delivery strategies may include briefings, advertisements, online information processes, education awareness programs, fact sheets, newsletters, media stories, telephone hotlines, news conferences, displays, community fairs, meetings and events, to mention a few.



**Figure 1.1: Ingredients for Community Participation**



Consultation offers important opportunities to develop two-way relationships between change agents and communities. The consultation processes may run parallel with information and other community involvement strategies. Often, communities have been informed about an intervention. To progress the intervention, it may be useful to use more consultative mechanisms in order to explore a wider range of opinions. They include discussion groups and workshops, one-on-one interviews, open days, polls, road shows, survey research, web-based consultation that includes internet surveys, interactive websites and email feedback (VicRoads, 1997).

There are various developments towards increasing involvement of citizen opinions and values in government policies and decisions. Change agents in government ought to move beyond information sharing and consultation to more actively involve communities in planning and decision-making processes. A range of techniques are available and they include action research, advisory committees, workshops, and community reference groups, retreats, drama workshops, learning circles, Focus Group Discussions, negotiation tables, citizen panes, fish bows and summits (RCRA, 1996).

In any type of community intervention, finding other groups and organizations with similar interests that are willing to work with you on common issues or projects is strategically beneficial. The benefits that will accrue from collaborating with others include creation of synergy, increased community awareness, sharing of resources, overcoming obstacles, avoiding duplication of efforts and access to funding sources. Collaboration strategies may include networking, building alliances and coalitions as well as partnerships with like-minded stakeholders (Thornton P *et al*, 1997).

Community empowerment is a core principle of community participation. Using community participation methods and values to underpin empowerment strategies will make the empowerment achieved more all-encompassing, effective and sustainable. Community participation is an approach to working with communities to help them see that they have common concerns. It motivates them to work together on these issues, support the collective activities of independent community groups and networks, promotes values of equality, inclusion, cooperation, increases people's capacity to influence decisions affecting their lives, enables policy makers to work in partnership with change agents and community representatives. Effective empowerment therefore means making sure that the softer, less articulate voices are heard and that the interests of disadvantaged sections of the community are promoted in decision-making platforms. Strategies to empowerment may include community organization, community based development and community based service provision (Hirst&Sarkissian, 2002). For community empowerment to be effective, inclusive and sustainable, individuals must be willing and able to operate as 'active citizens' and be prepared to do this on an on-going basis, not just through one off instances of civic activism. They therefore need to be supported in their roles as leaders or representatives, in order to build understanding and confidence. To empower people entails involving those from a range of disadvantaged backgrounds to acquire the skills, knowledge and networks to become increasingly influential in civic and community life, <http://www.cdf.org.uk>

Change agents support 'learning by doing', sometimes alongside formal training. They help people to learn through being involved in community activities, taking on new roles, observing others and reflecting on these experiences. Thus communities are empowered to explain how decisions are made, and what opportunities they have for influencing these.

## 1.10 Definition of Terms

- Constituency - an area whose voters elect a representative to a legislative body
- Constituency Development Fund - A fund that was created with the primary objective is addressing poverty at the grassroots level
- Constituency Development Act - It is an Act of parliament that was enacted to establish the CDF
- Community - Residents of a particular geographical area or region defined as a constituency, location, sub location or village and having common interests;
- Public Agent - A representative of the public administration of government or the public business
- Development - Freedom from hunger, poverty, disease and all social ills
- Participation - The action of taking part in an initiative, activity and being actively involved.

## CHAPTER 2

### INTRODUCTION TO LITERATURE REVIEW

This section reviews literature relevant to community participation and will examine previous studies that highlight strategies by public agents in their implementation of CDF projects in Kenya. It also looks at similar studies carried out that could shed some light on these issues.

#### 2.1 Past Studies Done in the Area

##### 2.1.1 Community Participation

Community participation in decision-making is not a new phenomenon. It can be traced as far back as literature written in Plato's *Republic*. Plato's ideas of freedom of speech, assembly, voting and equal representation have advanced over the years to form basic pillars upon which contemporary participation was established, it is the spirit of democracy. Traditionally, community participation has been assessed in quantitative, numeric forms for example by asking how many people have come to a meeting or how many people have joined in a community activity. The dilemma however, is that presence does not indicate participation. People can come, but not have any commitment or understanding of what is going on (Rifkin & Kangere, 2001).

Authentic participation therefore directly addresses power and its distribution in society because participation "may not sit well with those who favour the status quo and thus they may be expected to resist such efforts of reallocation of more power to the people" (Lozare, 1994:2, 242). A review of both theory and practice in community organisation indicates that power is exemplified through control of important economic, political, cultural and informational resources. These resources are necessary in some measure for individuals and

communities to make qualitative improvement in their lives. In developing countries this could also imply the fulfilment of basic needs. Power is also exercised through control of the development agenda. Domination of the poor and marginalised comes about in at least three ways. Through the control over means of material production, control over the means of knowledge production and control over power that legitimizes the relative worth and utility of different epistemologies (Rahman, 2008).

Development and change agents all agree that structural change ought to happen for participation to take place and these entails the redistribution of power. Participatory strategies in development came about to criticise the to-down approach to communication which assumed that the knowledge of change agents was correct and that indigenous populations either did not know or had incorrect beliefs. This is often referred to as the dominant paradigm. Lack of genuine participation in development strategies indeed enhances their problems. Brazilian educator Paulo Freire's literature has become very significant in community participation discourse. He argues that development programs that try to domesticate foreign concepts to feed information, force local populations to accept alien ideas and practices without asking how such practices fit existing cultures are bound to fail. The goal of communication in his opinion should be conscientization which he defines as free dialogue that prioritizes cultural identity, trust and commitment. Conscientization further entails having a model of communication that is more receiver-centred and conscious of social structure (Diaz-Bordenve, 1989: 46). This model has been called dialogical pedagogy. It defines parity in distribution and gives grass root participation as central principles in development. The model suggests a human-centred approach that values the importance of interpersonal channels of communication in decision-making processes at the community level.

According to (Ascroft & Masilela, 1989:12) post-modernism offers a theoretical basis for two distinct participatory strategies. Efforts in operationalizing the term 'participation' range from those that reflect the dominant paradigm – 'the participation as a means' approach to those that genuinely represent the case for a context based paradigm – 'the participation as an end' approach. Many scholars support the latter arguing that participation must be recognised as a basic human right. It should be supported as an end itself and not for its results. (Diaz-Bordenave, 1989:3) states that participation is not a fringe benefit that authorities may grant as a concession but every human being's birth right that no authority may deny or prevent. It tries to mobilize the population to co-operate in development activities, emancipates them so that they may be in charge of their own development.

In participation as a means people are not expected to participate in identifying their problems, monitor or evaluate development priorities. Therefore, it becomes superficial, and is reduced to a process whereby people are manipulated to serve the will of the change agents or those in charge. It is not human-centred but growth-led and is a means to implement centrally-decided projects and initiatives. It also fails to take into consideration how and why projects can be absorbed or even resisted by communities.

According to (Kronenburg, 1986:225) 'participation as an end' has six tenets: First it rests on the premise that human beings have an inborn capacity to generate knowledge and that it is not the prerogative of experts or change agents. This means that experts should be removed from playing a central role in development projects. Secondly, participation is an educational process for project beneficiaries. It entails identifying the needs of the community, awareness regarding constraints, analysing the causes of problems, designing and implementing solutions. Thirdly, there should be a cognizant commitment by change agents

to work for the cause of the community. Fourthly, participation is based on a dialectical process of dialogue between the change agent and the community. Dialogue provides a framework which guards against manipulation from outside and serves as a means of control by the community over the direction of the project implementation process. Fifthly, participation is a problem-solving approach that aims at discovering the causes of problems and mobilizes the creative human potential to solve social problems by changing the underlying conditions of those problems. Finally, its major asset is its heuristic value; which is enabling and entails building the capacities of the communities. The close co-operation between the development agents and the community fosters an atmosphere for all participants to analyze the social environment and formulate plans of action.

Participation as an end should also encompass an experiential methodology such that people on their own develop methods of consciousness-raising or critical awareness of their situation. The knowledge they generate is through collective and democratic means followed by a reflection and critical evaluation leading to endogenous participatory social action (Rahman, 2008). It should take place in a local context, use local materials and inputs and should be dominated by local people and their organisations. It also entails symmetrical exchange of knowledge and information rather than top-down information transmission or teaching (Ascroft&Masilela, 1989)

As much as participation as an end has been hailed as the panacea for development; it does not lack critics who disapprove some of its principles. Some critics claim that participation does not clearly state how communities needed to be involved for certain results to be achieved. They also argue that grassroots decision-making processes are slower than centralized ones, therefore they may not be desirable when in cases that require prompt



resolutions to be made, for instance during an outbreak of epidemics and floods. (McKee, 1999) states that if some decisions are made outside the community and the latter was assigned the role of implementing and evaluating results, participation is limited to instances that depend on decision previously made. More critics argue that participation strategies avoid the issue that there exists groups of people who do not live in democratic societies; societies that infringe their rights to participate such that they become wary and fear retaliation. These same critics further posit that people are capable of being forced or manipulated to participate and this may violate local autonomy, as a result these people might not be interested in taking an active role in their own development. Radical opponents claim that participatory strategies in communication do not offer people the chance not to participate and indirectly forces them to adopt certain approaches.

Advocates of social of social marketing – an approach for putting into practise standard technique in commercial marketing to promote pro-social behaviour have charged that participation is too idealistic such that it falls short from offering specific practical guidelines, recommendations with limited impact.

These arguments notwithstanding, participation is an important ingredient in development as long as the end result is community empowerment. In essence it should allow for multiplicity of ideas, decentralization, deprofessionalization, deinstitutionalization and symmetrical exchange with interchange of roles between the development agents and the communities, this way it is interactive and participatory at all levels (McQualis, 1983; Servaes, 1989). Media especially radio has been used alongside inter-personal communication to respond to community's needs for development. Radio is a vehicle for expression and participation of

the community (Mayo & Serveas, 1994). It has succeeded in giving people a voice in their own development.

Critics notwithstanding, there are four dimensions of community participation that have been posited by proponents Wilson and Wilde. These include influence which is how partnerships involve communities in the 'shaping' of regeneration plans/activities and in all decision making. Inclusivity which entails how partnerships ensure all groups and interests in the community can participate, and the ways in which inequality is addressed. Communication that shows how partnerships develop effective ways of sharing information with communities and clear procedures that maximise community participation; capacity which is how partnerships provide the resources required by communities to participate and support both local people and those from partner agencies to develop their understanding, knowledge and skills (Wilson & Wilde, 2003)

### **2.1.2 Constituency Development Fund**

According to (Mwangi, 2005) community development project starts with the identification of a need or the realization that there is a need. This corresponds with the CDF policy on project identification which provides for guidelines on how to identify a project. The Act requires that the location meetings should be held and the forum used to select projects to be submitted to the CDFC before onward transmission for funding. This according to (Kerote, 2007) will not only confirm the need for change but also clarify the scope of the problem at hand and the resource base available.

The CDF amendment Act of 2007, circulars, public procurement and disposal Act of 2005 and the CDF implementation guidelines of 2004 prepared by the National Management Committee provides that CDF projects are implemented by the respective government department in which they fall (Gikonyo, 2008). The members of particular constituencies are expected to be active in the implementation phase to ensure that objectives of the project are met using resources allocated for them within a given period of time (CDF National Management Committee, 2004).

The key objectives of CDF are to fund projects with immediate social and economic impact of the citizens, with a view of improving lives, alleviating poverty and bringing general development (IEA, 2006). According to (Kimenyi, 2005), CDF is designed to fight poverty through the implementation of development projects at the local level, and particularly, those that provide basic needs such as education, healthcare, water, agricultural services, security and electricity. The CDF's operational structure and the mosaic expenditure decisions at the parliamentary jurisdictions have been characterized as innovative and ingenious.

Many schools have been built and equipped through the CDF funds. CDF funds have helped decongest larger district level hospitals (Ministry of Health, 2007; Bagaka, 2008). Other benefits includes improving infrastructure such as road upgrades, helping to lower transportation costs. Socially, women have been relieved of fetching water from river streams with the coming of many water boreholes. CDF has helped build more police posts in crime-prone areas, helping improve security and public safety . The operational structure of the CDF allows local people to make their own expenditure decisions that reflect their tastes and preferences to maximize their welfare. Given the mosaic of expenditure

decisions on a myriad of local projects, and because of the relaxed rules on how and where expenditures are to be incurred, the program can be construed as a delegated form of fiscal decentralization.

### **2.1.3 Information sharing**

Informing in its simplest form means to notify, enlighten or apprise. Nonetheless, sharing information ought to be at the centre of sustainable community development. It seeks to narrow the gap between the information rich and information poor (UNESCO, 2009). The effectiveness of information sharing and information sharing processes should be evaluated with opportunities for communities and change agents to provide feedback.

Information sharing is closely related to development practices in communities that experience constraints in social and economic progress. Usually, development projects that aim to improve people's livelihoods focus on the introduction of appropriate information and techniques (know-how) that can be implemented to address these problems. The sharing of information is either carried out by officials involved in specific development projects, or it can take place by means of information products or services offered by governmental authorities to provide local access to information for these communities. In communities, where a large component of the people originates from traditional societies (hereafter referred to as indigenous people), change agents tend to introduce information products or services that have been implemented successfully in other contexts (Meyer, 2009). Underlying the sharing of such information or technologies is the belief that they could be applied to solve or alleviate similar problems in other areas equally well.

Being accountable to project beneficiaries through development and/ or humanitarian projects involves ensuring people are aware of their rights and entitlements and have access to relevant and appropriate information about the project to enable their participation and feedback. This is because information sharing with the communities improves the impact and effectiveness of projects, strengthens trust, builds community ownership and encourages feedback and participation. Sharing information also ensures reduced levels of corruption and fraud for example. by sharing criteria for selection as well as beneficiary lists with local communities, it will be clear who are and who are not eligible to claim aid or support. Similarly, sharing information publically on project budgets with the communities supported and with staff can deter fraud (CAFOD, 2007). It is important to consider communication to both those directly involved with the project, as well as the wider community and other stakeholders who may also want to know what the organization is doing in their area.

Shared information should also be monitored by talking to community members who can give information about the project including details of what they are entitled to. Do community members feel they have the information necessary to actively participate in the project? Is information up to date does project information appear to be accessible to all community members? Project staff can also provide information on what information has been provided and what are the barriers and constraints (CAFOD, 2007).

#### **2.1.4 Consult**

Consultation entails identifying problems; checking preferences against a number of options and listening to feedback. It goes beyond information giving by actively seeking, listening to and taking account of people's views before making decisions or setting priorities. People may however, not be allowed to develop their own ideas or put their own plans into action. This is an outcome associated with participation and empowerment. (Wilcox, 1994).

It has been suggested that better community participation techniques should be facilitated at all levels of plan making, through preparing best practice guidelines for practitioners. Such guidelines will help to ensure that community members can identify with and gain access to the planning process at an early stage and make a difference; a system where the opinions, expertise and concerns of the community as a whole matter. For this to happen, it is essential that consultation mechanisms are practiced which ensure all members of the community feel empowered (Carson & Gelber, 2001)

Community consultation can 'work' for both the consulter and the consulted. It can bring new levels of expertise and information to the consulter, in a dynamic, cost-effective and integrated way. It can make the consulted feel that they are being listened to, that their opinions matter, and that they can be involved in decision-making that affects them. Importantly, over time it also educates the consulted in plan making processes which affect them. Consultation therefore has the ability to develop the 'deliberative capacity' of both the consulter and the consulted. The five key outcomes of a consultation process are improved coordination and integration reduced complexity, better communication and participation, effective land use controls and the development of efficient processes for plan making and review (Carson & Gelber, 2001)

### **2.1.5 Collaborate**

Today's community environment dictates that citizens and providers of service develop effective ways to improve the use of limited resources. Communities seek positive benchmarks such as safety and security, educational success, and sound economic diversity. Community leaders and agencies are discovering the power of collaboration. Simply put, collaboration involves two or more individuals working toward a desired outcome. Recognizing citizens as the community's most valuable resource unleashes people's creativity and acknowledges collaboration as the primary catalyst to move the community agenda. Effective collaboration is characterized by win-win-win situations. Collaborating partners create flexible working environments where authority is shared, each person is challenged to do their best, and all are involved in the process of improving the outcome, the service, and the community condition. Collaborations solve problems and seize opportunities. Collaboration is dynamic and ever changing as it moves the community forward (Marshall & Taylor, 2005)

According to The Chandler Center for Community Leadership, certain trends in society support the growth of community based collaborations. These include a shift to community such that communities are taking on more responsibility as the decentralization of governments continues. More responsibility is given to the community for designing solutions to problems and issues. Redefining private and public roles that have blurred the boundaries that have traditionally defined the roles of the public and private sectors, as well as individual versus institutional responsibilities. For example as our county governments' budget deficits continue to constrain action on social problems, private sector firms are contracting to perform many traditional, government functions. Business is more directly involved in social issues and becoming a major player in an area once dominated by the

public and volunteer sectors. Policy development whereby public and private sector policy supports the merging of existing and new resources to focus on commonly defined issues. This is in direct contrast to traditional turf boundary resource distribution. Additionally, new issues affecting children and women are emerging at a faster pace than previously experienced. Often pre-existing solutions do not exist. Citizen participation and political activism, reflecting our maturing society, has become more pragmatic and measured. More people are actively interested in doing "their part for the community." People who participate want two things: to make a positive impact and to grow personally from the experience.

The quality of life or what is referred to as 'wellness' issues particularly on health of children and families are emerging as key areas of public concern. Fragmentation of services cooperation is replacing competition, however, fragmentation, unproductive competition, lack of communication and unplanned service delivery still exist. Shared decisions traditional funding is shrinking. Organizations are examining the efficiencies gained by addressing common issues or jointly delivering similar services. Collaborations reduce duplication of cost and effort. (The Chandler Center for Community Leadership, 2001)

### **2.1.6 Empower**

The primer on education for empowerment is Paulo Freire's *Pedagogy of the Oppressed*. Its underlying tenet is that the disempowered already know a great deal about the sources of their oppression and what must be done to overcome it. What they do not have is an organized approach to translating this knowledge into action. The appropriate educational approach is therefore one that elicits participants' knowledge and responses. Freire calls this educational method "problem-posing" (Freire, 2002). The problem-posing educator constantly re-forms his reflections in the reflection of the students. The students - no longer docile



listeners are now critical co-investigators in dialogue with the teacher. The teacher presents the material to the students for their consideration, and re-considers her earlier considerations as the students express their own (Freire, 2002). In this context, the students are communities while the teachers are change agents. Successful empowerment means making sure that the quieter, less articulate voices are heard and that the interests of disadvantaged sections of the community are promoted in decision-making arenas, whether through direct participation, representatives or advocates (CDF, 2008)

The term 'em-powerment' also implies change: enhancing people's capacity and propensity to influence decisions that affect them in their locality and in other aspects of their lives. It can be subjective: an increase in the extent to which people believe that they can influence decisions, and this is what is measured by the Government's National Indicator. It can apply to individuals as citizens, consumers or service users, but in a community development context it usually refers to a collective, community-level change, resulting in improved collective efficacy. This has been defined as 'a shared belief that by working together we can make things happen for our community or in our area'. (CDF, 2008). For this belief to be sustained, empowerment must occur in reality. People need to experience, not just expect, that their actions and voices actually affect decision-making processes. This means providing feedback so that people can see how their interests are met, or at least their views are taken into consideration.

According to the World Bank report of 2000/2001, empowerment is the expansion of assets and capabilities of poor people to participate in negotiate with, influence, control, and hold accountable institutions that affect their lives. There are thousands of examples of empowerment strategies that have been initiated by poor people themselves and by

governments, civil society, and the private sector. Successful efforts to empower poor people, increasing their freedom of choice and action in different contexts, often share four elements. These are access to information, inclusion and participation, accountability and local organizational capacity.

### **2.1.7 Participation: the new tyranny?**

Many studies carried out in Kenya revolve around the general impact of CDF on local development challenges (IPAR, 2006; Republic of Kenya, 2008; Nyamori, 2009; 2005; Mwangi, 2005). Though copious efforts have been in place to mitigate poverty, it is too idealistic to assume that such anti-poverty projects will always have poverty-reducing effects wherever they are implemented. Additionally, there is an increasing level of poverty in Embakasi constituency in spite of multiple anti-poverty programs. Hence, there is need to gauge the extent to which the community participation strategies by government influence development in CDF projects. Over the past 50 years, experiences have highlighted critical issues for planners and professionals who promote participation in development programs. These issues emerge from trying to seek a universal definition of community participation and shifting views from participation as a product - either an outcome of an intervention, or a means by which to implement an intervention, to viewing participation as a process (Rifkin & Pidmore, 2001).

There are certainly some critical issues that need to be assessed. The first is the lack of a universally accepted conceptual framework. Although it is argued that participation has strong methodological roots, this view has been challenged severally. In a publication entitled *Participation: the new tyranny?* (Cooke & Kothari, 2001) argued that it is not possible to develop such a methodology because participation comes about as a result of practice in

specific situations. To view participation without the grounded experience would not be possible. People, especially those involved in the projects, view specific projects in a variety of ways. Consensus about what works and why, is not possible and is in fact, mutually exclusive from a single view about the process. This lack of a framework makes those living in a technological world, feel uneasy and view participation as a 'soft' science. That, participation cannot be measured, quantified and replicated, is a concern to those who are trying to see universal solutions to the wide-ranging problems of the modern world (Rifkin & Kangere, 2001)

Secondly, a critical issue for programme planners and professionals concerns the assumptions about participation as a panacea to development. It is assumed that participation will lead to sustainability of programs, to equity and to empowerment. However, the evidence of a direct causal relationship is very scarce. Anecdotal data provides support of a linkage, but not a direct knock-on effect. While it may be fair to say participation is necessary for all these outcomes, this in itself is not sufficient. More research needs to be undertaken to examine the relationships. However, we must recognize that these relationships are most likely to be situation specific (Rifkin & Kangere, 2001)

Thirdly, the most critical issue is the way in which planners and professionals deal with power and control. By involving local people, professionals and planners are giving up complete power and control over the design and management of the programme. Many see this step as threatening and dangerous, because professionals can no longer be sure that the programs are making good use of the resources given to them. They are afraid that they will be challenged about the power given to local people, if things go wrong. Past experiences, attitudes, beliefs and usually behaviours, re-enforce the power, high status and often the

salaries of professionals. They do not want to share power with local people, if this might damage their chances of continuing to receive these rewards (Rifkin & Kangere, 2001)

We can therefore assume that the future of participatory communication for development is uncertain because of serious practical and conceptual impediments facing it. Practical impediments that also include a lack of institutional support as the approaches long-range, time-consuming, and symbolic - conscientization, empowerment dimensions do not conform to the evaluative criteria of many development bureaucracies (Arnst, 1996; Fraser & Restrepo-Estrada, 1998; Servaes, 1998; Servaes & Arnst, 1999; Wilkins, 1999). These same scholars note that strong participatory projects transfer control from officials to beneficiaries and are often met with resistance from experts whose power is jeopardized. Conceptual impediments include definitional fuzziness, exemplified by the wide-ranging scholarship outlined above (Ascroft & Masilela, 1994; Jacobson, 1994; Vargas, 1995; White, S. 1994). Several scholars have also noted that because of this definitional fuzziness, dominant communication patterns and oppressive social relationships can be and are reproduced under the guise of participation (Kaplún, 1985, 1989; Wilkins, 1999).

## **2.2 Conclusions and Gaps to be Filled**

Community participation strategies depend on numerous factors. This study sought to establish these factors with a view of making recommendations that will enable the management of CDF projects address the issues that have been raised in order to enhance their effectiveness. Limited research has been done in this area of Community Participation in CDF projects therefore this study will add to the present knowledge and will be useful to other researchers as well as change agents in government and non-governmental organizations who are mandated to formulate plans and policies that affect their sector. This

research will help government to successfully find ways to improve their community engagement tactics with all stakeholders. Furthermore, there is limited data of tailor-made project management user guidelines that can help to show how CDF projects ought to be managed; this has been further complicated by the fact that most public agents do not have expertise in managing projects. Therefore, there is a gap in research that needs to be filled on project management and it should be based on CDF and related projects. This study provides a starting point as it provides insight on factors that affect the public agents' performance in the implementation of CDF.

## CHAPTER 3

### RESEARCH DESIGN AND METHODOLOGY

#### 3.1 Research Design

(Parahoo, 1997) describes a research design as a plan that describes how, when and where data are to be collected and analysed. In this study the researcher used a mixed method research design which is a procedure for collecting, analysing and mixing both quantitative and qualitative research and methods in a single study to understand a research problem. Mixed approach was most suitable for this study as it provided a better understanding of the research problem than either type (qualitative or quantitative) by themselves.

The researcher used descriptive qualitative design in order to determine factors that influence community participation in the implementation of CDF projects in Embakasi West constituency. (Burns & Grove, 2001) posit that descriptive research is designed to provide a picture of a situation as it naturally happens, justify current practice and make judgment and also develop theories. The Researcher chose this design because it is the best method for collecting information that will demonstrate relationships in my study i.e. participation and development in the context of CDF. Descriptive qualitative approach is also useful when one's intention is to have a holistic and deeper understanding of a phenomenon. Through this approach it will be possible to plan and evaluate processes and find information that would otherwise be impossible to find. The study also aimed at finding out what is not being said. These characteristics of descriptive approach therefore helped the researcher to analyze and evaluate the participation methodologies used by public CDF agents in Embakasi West.

### **3.2 Embakasi West Constituency**

The study location was Embakasi West Constituency specifically Umoja One, Umoja Two, Mowlem Ward, Kariobangi South/Uhuru Wards which are located to the east of Nairobi's central business district. The total population of this constituency as per the 2009 census is 187,020. According to a report by the Kenya Bureau of Statistics published in 2013 Embakasi West constituency has the highest share of residents with secondary level of education in Nairobi County or above at 63%. A large majority of the populaces are people who have migrated from their rural homes in search of job opportunities in the city. The main economic activity is small scale business like retail shops, *jua kali* which means people, businesspersons or entrepreneurs working in the informal sector and transport in the *matatu* and *bodaboda* industries. The former refers to the lucrative transportation business that includes public vehicles that are 14 seater or more while the later refers to the relatively new venture that comprises of motorbike and bicycle taxis very popular especially in peri-urban areas due to their accessibility and availability.

### **3.3 Target Population**

Parahoo, (1997) defines a population as the total number of units from which data can be collected such as individuals, artefacts, events or organizations. The target population of this research project were the residents of Embakasi West constituency. There are currently 50,739 in Umoja One Ward, 50,738 in Umoja Two Ward, 22,983 in Mowlem Ward, and 62,560 in Kariobangi South/Uhuru Ward. The study included the leaders – secretaries to the Member of Parliament, Members of County Assembly, project personnel, residents, business owners, youth and women in the area.

### **3.4 Sampling**

Sampling is a process of selecting a group of people, events or behavior with which to conduct a study (Burns & Groove, 2001). In sampling a portion that represents the whole population is selected (Polit&Hungler, 1997). The Researcher usedmultistage sampling method to collect data from the target population. Multistage is aquantitative data collection technique which falls under probability sampling methods. The population was divided into a number of groups or primary stages from which samples are drawn; these are then divided into groups or secondary stages from which samples are drawn again, and so on, and this increases the level of representativeness.

The population of thestudy comprised of the 290 constituencies found in Kenya. My target population was the 17 constituencies found in Nairobi. From this population I zeroed in on one – Embakasi West Constituency which has four wards:.Umoja 1, Umoja II, Mowlem, Kariobangi South/ Uhuru Ward. A random sample of neighbourhoods, households, churchesand businesses was selected from these four wards. From each of these groups individual subjects were selected at random.

#### **3.4.1 Sampling Frame**

A sampling frame is a list of all population from which you draw your sample (Sekaran, 2003). In this study a sampling frame of 300 respondents was selected from the four Wardsat random fromregisters obtained from the chief's camps located in Embakasi West Constituency at Nyayo House, Nairobi and the Local Authorities' offices in the area.



### **3.4.2 Sample Size**

According to (Nkpa, 1997) a sample is a small proportion of a target population. Random sampling was applied to select a sample size of 100 respondents from the sampling frame. This sample size was used to ensure that the respondents are representative of all aspects in the constituency.

### **3.5 Data Collection Instruments and Procedures**

The sources of data for this study were primary and secondary data. I used quantitative methods to collect my data. This entailed collecting information from respondents on what they think is working or not working as far as government engagement is concerned. The tools that were employed in the initial identification process were quantitative data collection methods that include observations and recording well defined events, obtaining information from management information systems, administering closed ended questionnaires and structured face to face and telephone interviews. The questionnaire had closed ended questions that easily guided the respondents as they have the option of selecting from multiple choice questions and on Likert scales. These kinds of questions also allow easier coding of data.

The study used qualitative data collection methods that included Focus Group Discussions (FGDs), in-depth interviews with Key Informant Interviewees (KII) using unstructured, open ended questions recording them on an audio tape and field notes. Open ended questions are useful as they provide additional information the researcher may have overlooked. Questions that are open-ended also provide rich qualitative data. In essence, they provide the researcher with an opportunity to gain insight on all the opinions on a topic they are not very familiar with.

Observation methods were also applied. They entailed interacting with the respondents, taking photographs and reviewing CDF project documents. The KII included personnel working close with the Member of Parliament of the constituency Hon. George Theuri, the MCA, Hon. George Maina, members of the CDF committee and junior project staff. Residents, youth leaders and business owners were sought from churches, schools and business enterprises and were invited to my FGDs.

The type of information that was obtained from primary data was valuable as it involved exploring the views, experiences, beliefs and motivations of respondents with regard to participation strategies applied by development agents in managing CDF funded projects. An interview schedule was used to collect data from respondent who did not have enough time to fill in a questionnaire. The interview was guided by a semi structured questionnaire.

Secondary data was first accessed from documents found in the Constituency Development Fund's (CDF) web portal <http://www.cdf.go.ke>. More documents were sought from the CDF's Embakasi offices as well as online articles and documents. Data collected was also obtained from CDF project related documents. These included work plans, brochures, reports, minutes of meetings, project plans, budgets, documentation related to project campaigns, specification of roles and relationships, mission statements as well as physical evidence such as props and artefacts. Secondary data was also sought from observations which supplemented the interviews. Observations helped the researcher to represent a social scene in a way that is familiar to all respondents.

### **3.6 Research Procedures**

The questionnaires were presented personally by the researcher to the respondents. The purpose of personally administering questionnaires to respondents is to establish rapport with the respondents while introducing the research, providing clarifications sought by the respondents on the spot and collecting the questionnaire immediately after they are completed. Short interviews were conducted on the respondents by use of a semi structured questionnaire.

### **3.7 Data Analysis and Presentation**

(Kerlinger, 1986) defines data analysis as orderly categorizing, manipulating and summarizing of data to obtain answers to research questions. Data analysis also means to organize, provide structure and elicit meaning (Polit&Hungler, 1997). Both quantitative by use of responses obtained from the Likert scale and closed ended questions and qualitative analysis method from data obtained from open ended interviews of KII and FGDs were used. Descriptive statistics which is a quantitative method was applied by use of tables, percentages and graphs were used to enable the researcher have a clear view of the respondents' responses in relation to what was expected of them. Raw information was compiled as follows: This process began on the onset when structuring the questionnaire. Questionnaires and interview schedules were checked for credibility and verification. The questions were all arranged well to make data analysis an efficient and effective exercise. Likert scales were also used so as to reduce the complexity and time taken during data analysis. The Researcher devised a way of sorting out the data by authenticating it for any errors or irrelevance because the more relevant the data the more accurate my findings would be. The Researcher sampled the data so as to decrease the probability of repetitiveness. This entailed creation of sub-categories of data according to specific variable value and dealing with them

as a whole. The data was then coded and tabulated on frequency distribution tables. Raw data was entered and stored in the Microsoft Excel, a Windows based program that can be used to analyse and generate tables and graphs. This software is capable of handling large amounts of data and can perform all of the analyses covered in text and other formats. Tape recorders were used to store recorded oral interviews while handwritten notes were typed and stored in a computer hard disk and backed up on external memory storage devices. All the hardcopy notes and documents are filed in a box file.

## CHAPTER 4

### DATA PRESENTATION AND FINDINGS

#### 4.1 Introduction

This chapter presents data and findings that have been collected through questionnaires, Key Informant Interviews and observations from a sample of 100 respondents. It provides the findings and summarizes the main findings of the research and gives their significance in relation to the nature of the study. Data was coded, edited, organized and analyzed and finally presented both qualitatively and quantitatively using descriptive statistical tools as tables, graphs and charts.

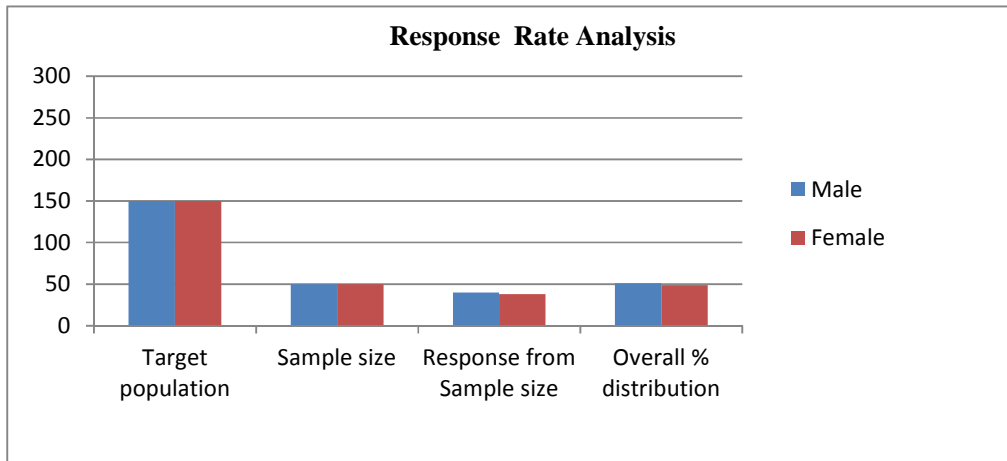
#### 4.2 Response Rate Analysis

Also referred to as completion rate return rate is the number of respondents who responded divided by the number of the sample population. Data was collected from 78 respondents out of the 100 sample population. This population was in Embakasi West Constituency. This was a 78% response rate from the questionnaires. From the above figures it can be concluded that the study captured more than half the sampled heterogeneous population.

**Table 4.1: Showing the Response Rate Analysis Of The Respondents**

<b>Category</b>	<b>Target population</b>	<b>Sample size</b>	<b>Response from Sample size</b>	<b>Overall % distribution</b>
Male	150	50	40	51
Female	150	50	38	49
<b>Total</b>	<b>300</b>	<b>100</b>	<b>78</b>	<b>100</b>

**Figure 4.1: Graph showing the response rate of the respondents**

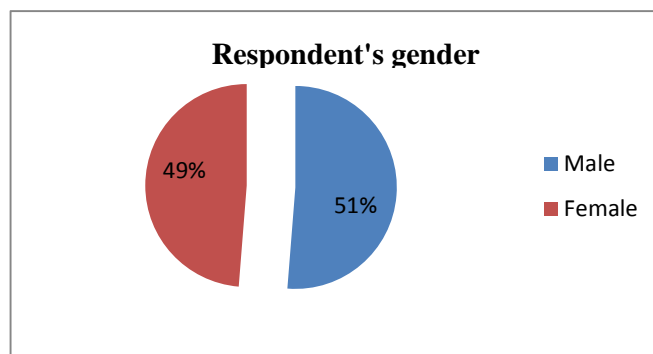


**Table 4.2: showing a summary of gender of the respondents**

Gender balance is vital in any research that seeks to have proper representativeness. From the figures below 51% of the respondents were male while 49% were female. We can therefore conclude that the majority of the respondents were male.

Category	Frequency	Percentage
		%
Male	40	51%
Female	38	49%
<b>Total</b>	<b>78</b>	<b>100%</b>

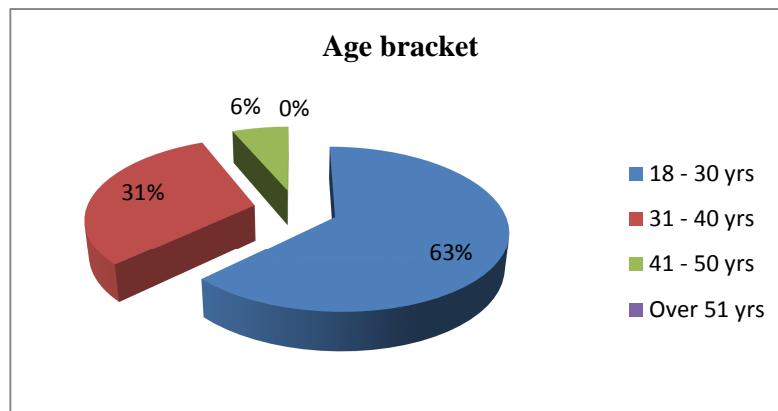
**Figure 4.2: Pie Chart Showing the Gender of the Respondents**



**Table 4.3: Shows a Summary of the Age Bracket of the Respondents**

Category	Frequency	Percentage %
18 - 30 yrs	49	63%
31 - 40 yrs	24	31%
41 - 50 yrs	5	6%
Over 51 yrs	0	0%
<b>Total</b>	<b>78</b>	<b>100%</b>

**Figure 4.3: Pie Chart of the Age Bracket of the Respondents**



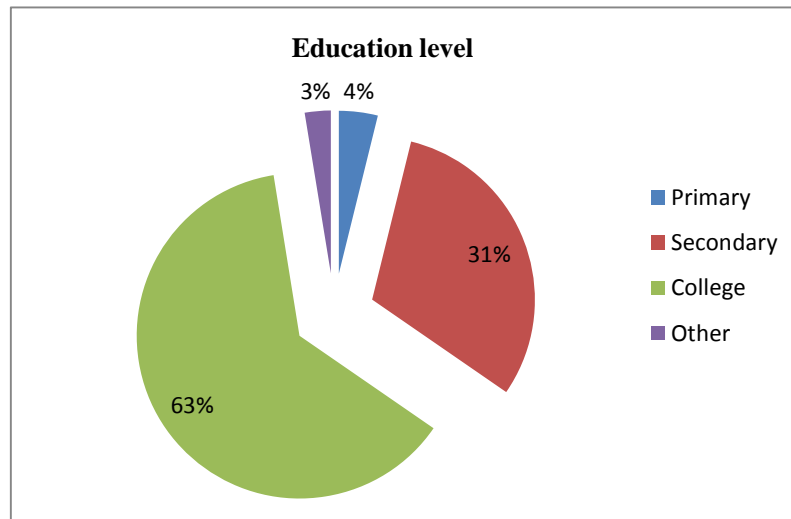
According to the 2009 Kenya National Bureau of Statistics report the population of Nairobi County stands at 3,138,369; of this are 1,114,534 youths aged between 18 – 30 years. These youths present 36% of the total population in the county. This is reflected in Embakasi Wes. From the above figures 63% of the respondents were aged between 18-30 years, while 31% were aged between 31-40 years. We can therefore deduce that majority of those who participated in this study were the youth living in Embakasi West Constituency This indicates that my study obtained views from a relatively young population – that of the youth. This is significant to this investigation as a majority of the CDF funded projects in the constituency

targets this demography. This feature however is may create gaps in my study as it does not incorporate the views of an older population who are often seen as decision makers and opinion shapers.

**Table 4.4: Shows a Summary of the Education Level of the Respondents**

Category	Frequency	Percentage %
Primary	3	4%
Secondary	24	31%
College	49	63%
Other	2	3%
<b>Total</b>	<b>78</b>	<b>100%</b>

**Figure 4.4: Pie Chart of the Education Level of the Respondents**



In view of the fact that the respondents were mainly the youth, education levels was an important feature that the Researcher sought to interrogate as it would dictate their level of understanding of the pertinent issues that surround and affect participation in CDF Projects.



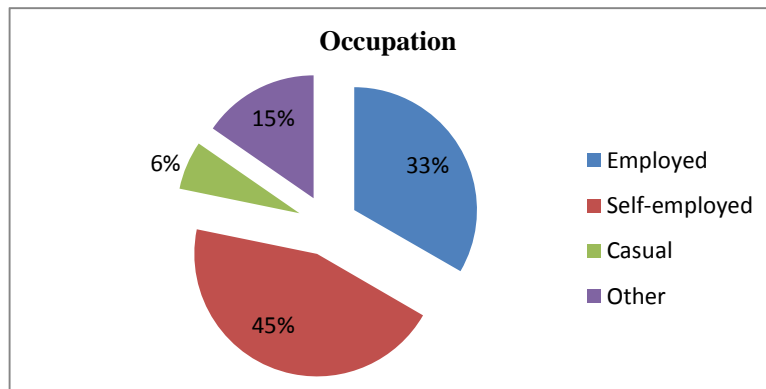
From the above figures, we can deduce that majority of the respondents - 63% have a college education while only a small fraction - 3% have primary schooling. 31% of the respondents have secondary education.

**Table 4.5: Shows a Summary of the Respondents' Occupation**

Employment, specifically for the youth is one of the key challenges that the Constituency Strategic Plan seeks to address. Lack of employment has resulted in social ills such as alcoholism and crime. Nonetheless, from the above figures, we can deduce that 45% of the respondents were self-employed while 33% were employed. 6% provide casual labor while 15% engaged in other occupations - i.e. pastors, students in college and universities, to mention a few.

Category	Frequency	Percentage %
Employed	26	33%
Self-employed	35	45%
Casual	5	6%
Other	12	15%
<b>Total</b>	<b>78</b>	<b>100%</b>

**Figure 4.5: Pie Chart Showing the Respondents' Occupation**

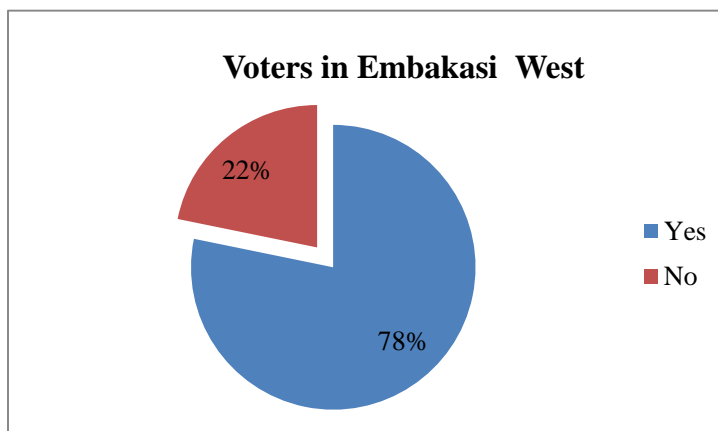


**Table 4.6: Summary from the respondent’s on whether they are voters in Embakasi West Constituency**

It was important for this study to interrogate whether the respondents were voters in Embakasi West Constituency for purposes of validating their views and opinions as issues surrounding the CDF projects would be to their best interest. We can further add that since they participated to elect officials mandated to manage and implement the CDF, they would have vested interests in how the kitty and projects are ran. This study therefore did not make the assumption that all the respondents would be voters from the Constituency and that is why the researcher embarked on determining their area of voting. From the figures we can conclude that 78% of the respondents are voters in Embakasi West Constituency while 22% are not

Category	Frequency	Percentage
Yes	61	78%
No	17	22%
<b>Total</b>	<b>78</b>	<b>100%</b>

**Figure 4.6: Pie chart showing a summary of the respondents' responses whether they are voters in Embakasi West Constituency**

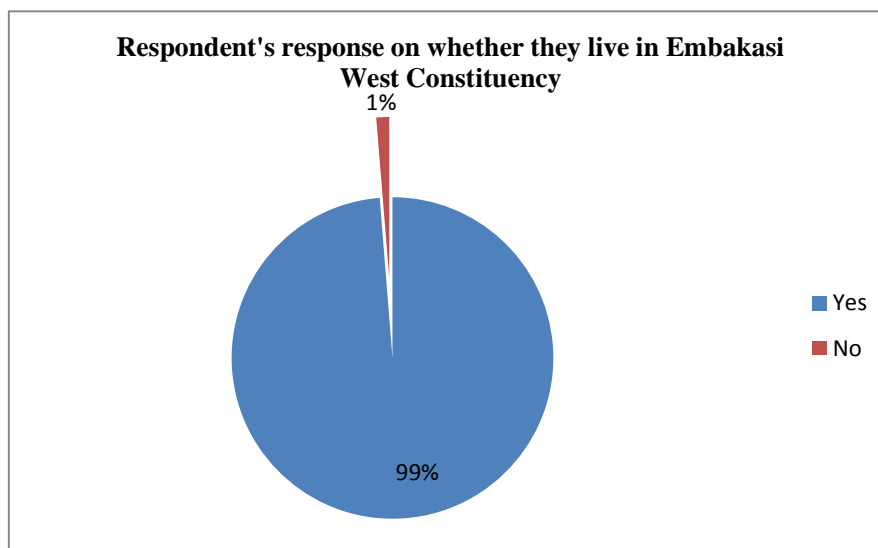


**Table 4.7: Shows a summary of respondents response whether they live in Embakasi West Constituency**

Apart from finding out whether the respondents were voters in the Constituency, it was imperative for this study to determine whether the respondents resided in the area. For participation to take place, participants ought to have easy access to the resources that include the Public Agents as well as the projects themselves and this should happen in their context and environment. From the above figures it is clear that almost all of the respondents - 99% live in Embakasi West Constituency only 1% does not.

Category	Frequency	Percentage
Yes	77	99%
No	1	1%
<b>Total</b>	<b>78</b>	<b>100%</b>

**Figure 4.7: Pie chart showing a summary of the respondents' responses whether they live in Embakasi West Constituency**

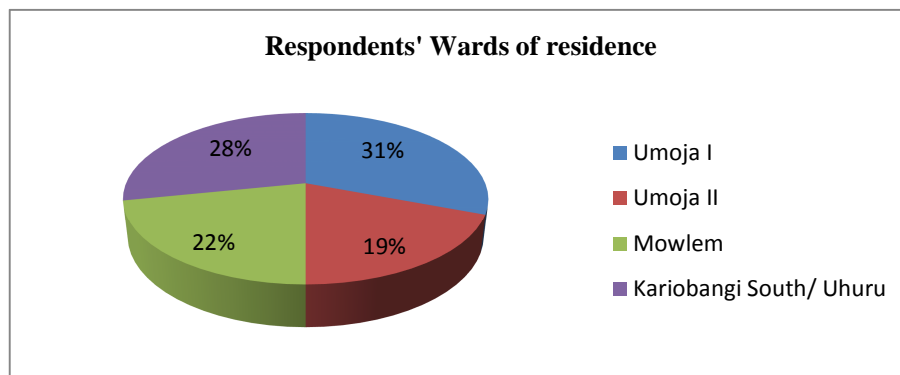


**Table 4.8: Shows a summary of the Ward(s) where the respondents live.**

Embakasi West Constituency has four wards. Therefore, in addition to determining whether they respondents were from the Constituency, it was necessary for this study to establish which Ward they resided in. This would essentially help the researcher determine the validity of their responses, establish emerging themes and patterns unique to their areas of residence that will help in answering the research questions. Additionally, identifying the respondents' area of residence will serve as an indicator of what participation strategies that have been employed by public change agents in the area. From the above figures, most of the respondents were from Umoja 1 at 31%, followed closely by Kariobangi South/ Uhuru at 28%. Mowlem ward had 22% while Umoja II respondents were the least at 19%.

Category	Frequency	Percentage %
Umoja I	24	31%
Umoja II	15	19%
Mowlem	17	22%
Kariobangi South/ Uhuru	22	28%
<b>Total</b>	<b>78</b>	<b>100%</b>

**Figure 4.8 Pie chart showing a summary of the respondents' responses of their Wards of residence**

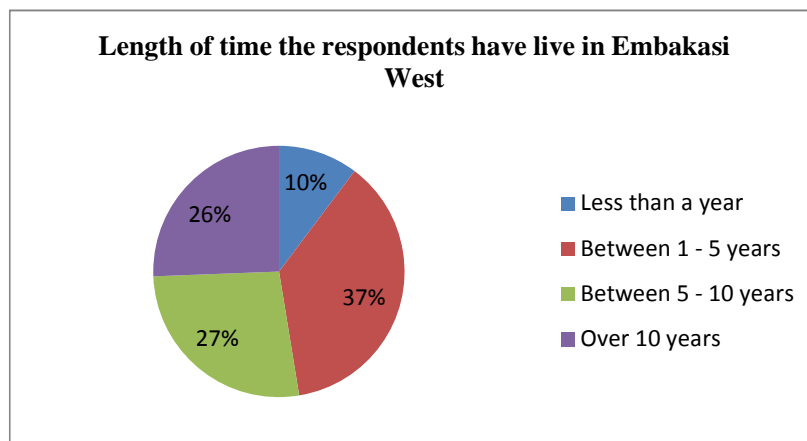


**Table 4.9 Shows a summary of the length of time the respondents have live in Embakasi West Constituency.**

The length of time was essential to this study as it would determine how acquainted the respondents are with the issues under interrogation. It would also establish the duration of time the respondents have – if ever – participated in the development discourse supported by CDF in their locales. From the figures above, a majority of the respondents, 37% have lived in Embakasi West between 1-5years, followed by 27% those who have lived between 5-10 years; 26% have been residents in this constituency for over 10 years while the remaining 10% have been living there for less than one year.

Category	Frequency	Percentage %
Less than a year	8	10%
Between 1 - 5 years	29	37%
Between 5 - 10 years	21	27%
Over 10 years	20	26%
<b>Total</b>	<b>78</b>	<b>100%</b>

**Figure 4.9: Pie chart showing a summary of length of time they have lived in Embakasi West Constituency**



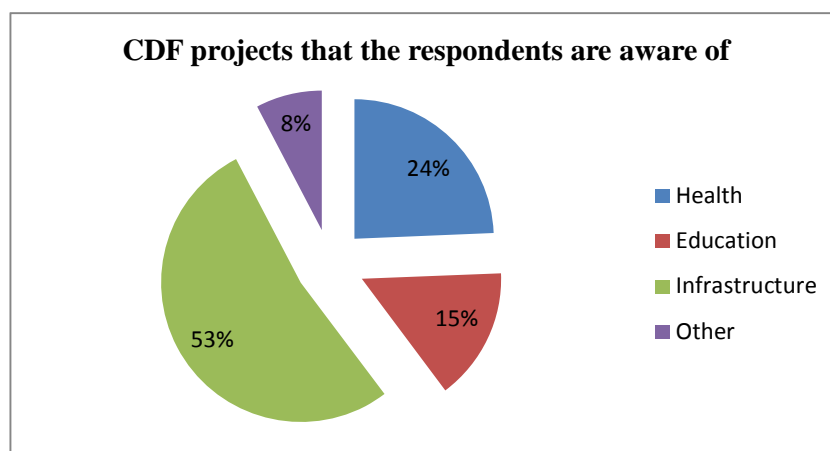
Awareness is usually one of the primary moving parts of participation. Citizens cannot and will not participate in matters that they are not aware of. It was therefore imperative for this study to establish which CDF funded projects the respondents were aware of in order to determine their depth in knowledge and interest in the initiatives. From the figures below, 53% of the respondents were aware of infrastructural projects such as roads, 24% knew of health projects, 15% were aware of education while the remaining 8% were aware of other initiatives that include 'Feroze Market' in Mowlem Ward, police posts and Mama Lucy Kiosks, street lighting and digging of boreholes in Umoja I and Umoja II Wards.

**Table 4.10: Shows a summary of which CDF projects the respondents are aware of in their wards.**

The respondents' participation in the projects that they have stated above was imperative to my study. It goes beyond knowledge and awareness and entails engaging and interacting with the public agents at in all stages of a project's cycle from identification to monitoring and evaluation. From the figures below, we can deduce that a majority - 81% of the respondents were not involved in any CDF project. A small percentage 19% were involved at either project selection, implementation or monitoring and evaluation but not in all the stages. This is detrimental in the development discourse in the constituency since the recurring theme is that either public agents are not actively seeking to get the communities involved which breeds a culture of general apathy amongst the citizens. When this happens buy-in, ownership and self efficacy are jeopardized.

Category	Frequency	Percentage %
Health	19	24%
Education	12	15%
Infrastructure	41	53%
Other	6	8%
<b>Total</b>	<b>78</b>	<b>100%</b>

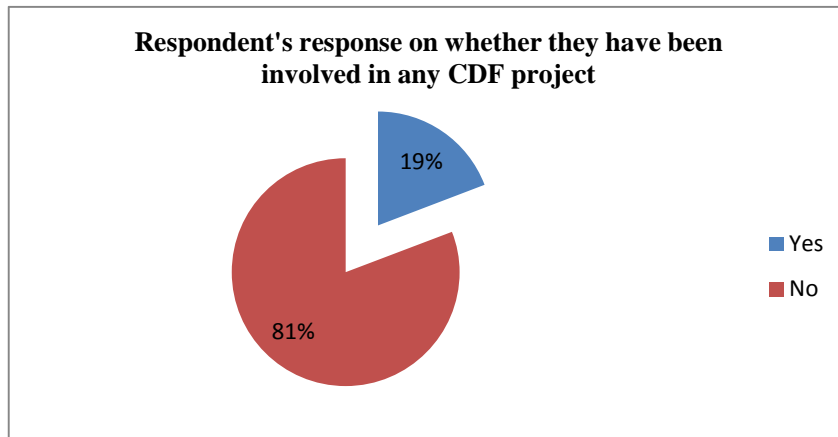
**Figure 4.10: Pie chart showing a summary of which CDF projects the respondents are aware of in their Wards.**



**Table 4.11: Shows a summary of whether the respondents were involved in any CDF funded projects**

Category	Frequency	Percentage %
Yes	15	19%
No	63	81%
<b>Total</b>	<b>78</b>	<b>100%</b>

**Figure 4.11: Pie chart showing a summary of whether the respondents have been involved in any CDF funded projects**



**Table 4.12: Shows a summary of the level the respondents were involved in the CDF funded projects**

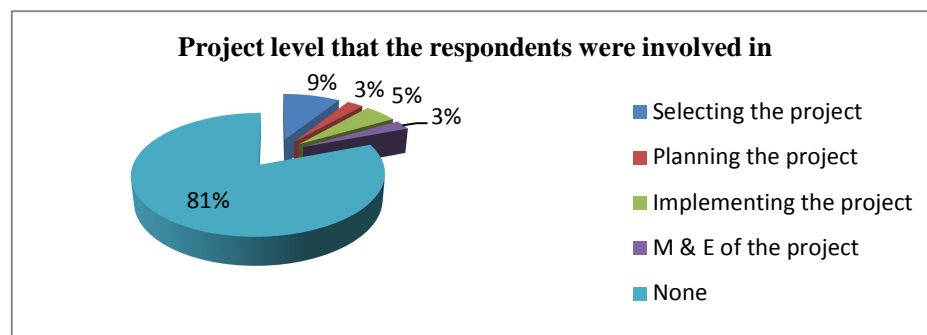
It is equally important for my study to interrogate which levels of project cycles the respondents were involved in, in order to determine which strategies the public agents do employ to enhance their participation in CDF projects. For starters, they mainly used social media platform Facebook, barazas and meetings to engage them in selecting and planning the projects.

However, deducing from the below figures we can determine that a majority of the respondents were not involved at any level of project implementation. 81% were not involved, while 9% were engaged in selecting the projects. 5% aided in their implementation, while 3% were asked to help in the planning and monitoring evaluation of CDF funded projects. These therefore depict a major setback in the constituency since it insinuates that the top down model is generally practiced and considered the norm.



Category	Frequency	Percentage %
Selecting the project	7	9%
Planning the project	2	3%
Implementing the project	4	5%
M & E of the project	2	3%
None	63	81%
<b>Total</b>	<b>78</b>	<b>100%</b>

**Figure 4.12: Pie chart showing a summary of the level the respondents were involved in the CDF funded projects**

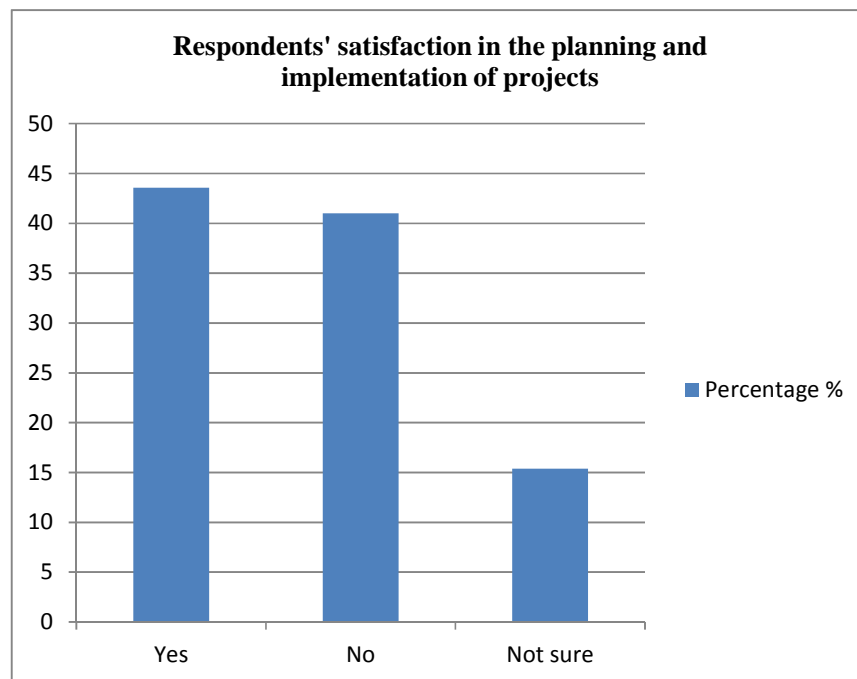


**Table 4.13: Shows a summary of the respondents opinion of whether they were satisfied with the manner in which the CDF projects were planned and implemented**

The respondents' level of satisfaction in the manner in which the projects were implemented was of importance to my study. It helps in shaping the already emerging and recurring themes. From the figures below we can conclude that 44% were satisfied with the manner in which the projects were implemented while 41% were not. 15% of them were not sure.

Category	Frequency	Percentage %
Yes	34	44
No	32	41
Not sure	12	15
<b>Total</b>	<b>78</b>	<b>100</b>

**Figure 4.13: Bar graph showing a summary of the whether the respondents were satisfied with the manner in which the CDF projects were planned and implemented**



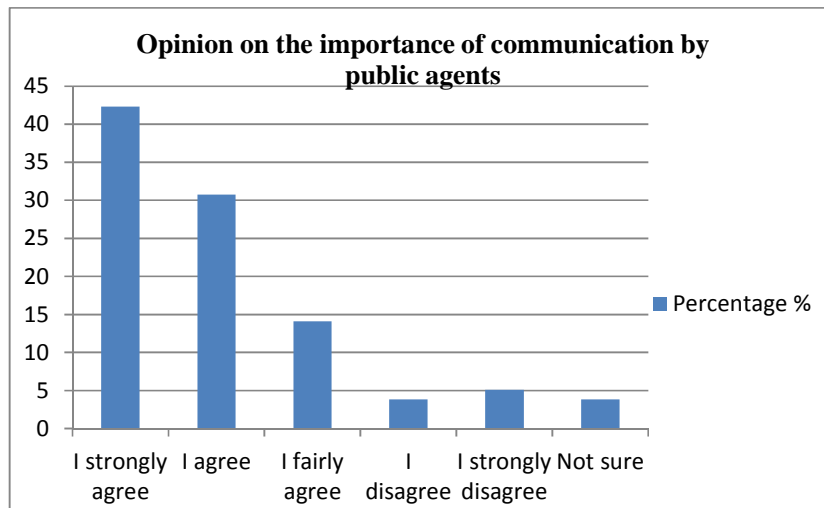
**Table 4.14: Communication by public CDF agents is important when they are planning and implementing CDF projects**

The importance of communication in participation cannot be overly emphasized. It is indeed the vehicle in which change agents use to connect with them. To a large extent this study aimed at finding out which communication strategies that the public agents in Embakasi West employed and their effectiveness. In order to triangulate the findings, the researcher went

further to find out whether this element was of importance to the respondents as well. From the figures above 42% of the respondents strongly agree that communication by public CDF is of importance while 31% agree. 14% fairly agree while 4% disagree. 5% strongly disagree while 4% were unsure. From the figures above 42% of the respondents strongly agree that communication by public CDF is of importance while 31% agree. 14% fairly agree while 4% disagree. 5% strongly disagree while 4% were unsure.

Category	Frequency	Percentage %
I strongly agree	33	42
I agree	24	31
I fairly agree	11	14
I disagree	3	4
I strongly disagree	4	5
Not sure	3	4
<b>Total</b>	<b>78</b>	<b>100</b>

**Figure 4.14: Bar graph showing a summary of the respondents opinion on the importance of communication**

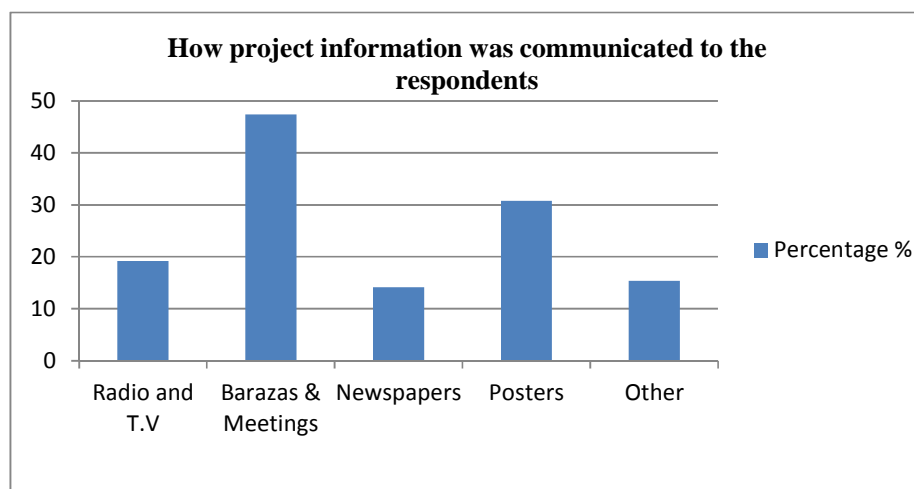


**Table 4.15: Showing a summary of methods that the CDF project information was communicated to the respondents**

From the below figures we can conclude that Barazas and Meetings are the preferred media of communication by public agents as 47% of the respondents received project information through these fora. 31% were communicated through posters and 19% received communication through radio and television. 15% of the respondents received information through other means such as face to face with public agents and Facebook, the online platform.

Category	Frequency	Percentage %
Radio and T.V	15	19
Barazas & Meetings	37	47
Newspapers	11	14
Posters	24	31
Other	12	15
<b>Total</b>		

**Figure 4.15: Bar graph showing a summary of methods that the CDF project information was communicated to the respondents**

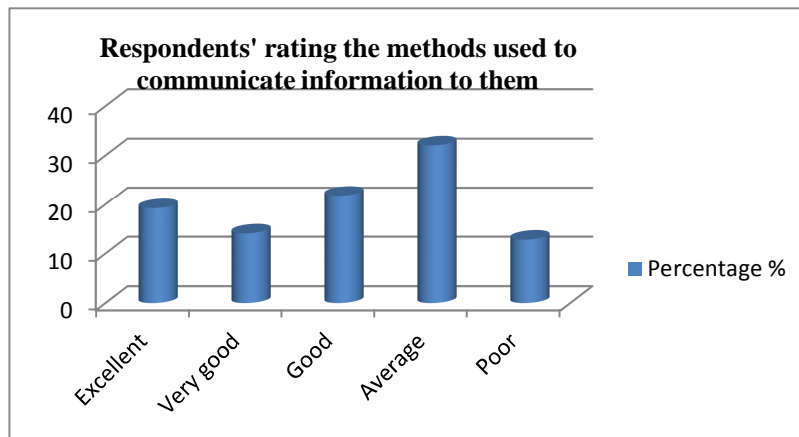


**Table 4.16: Showing a summary of how the respondents rated the methods that the CDF project information was communicated to them**

Not only is communication important, the manner in which information is relayed is of importance as well. This is because access to information narrows the knowledge gap that allows communities to participate in their own development. From the above figures, we can conclude that 32% of the respondents felt that the methods used were average while 22% felt they were good. 19% rated the methods used as excellent and 14% felt that they were very good. 13% of the respondents felt that the methods were poor.

Category	Frequency	Percentage %
Excellent	15	19
Very good	11	14
Good	17	22
Average	25	32
Poor	10	13
<b>Total</b>	<b>78</b>	<b>100</b>

**Figure 4.16: Bar graph showing a summary of how the respondents rated the methods that the CDF project information was communicated to them**

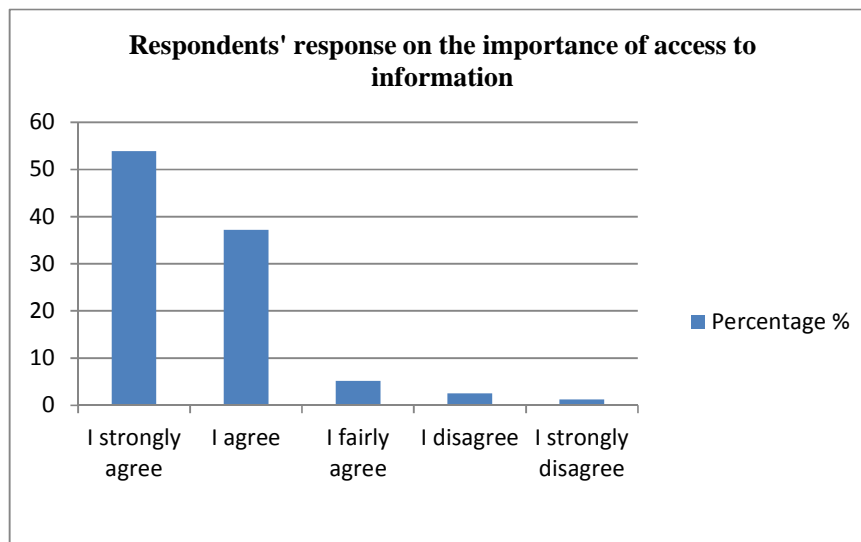


**Table 4.17: Showing a summary of the respondents opinion on the importance of access to information**

From the below figures, we can conclude that 54% of the respondents strongly agree that access to CDF projects' information is important.37% agree that it is important while 5%fairly agree. 3% of the respondents approached disagreed while 1% strongly disagreed.

Category	Frequency	Percentage %
I strongly agree	42	54
I agree	29	37
I fairly agree	4	5
I disagree	2	3
I strongly disagree	1	1
<b>Total</b>	<b>78</b>	<b>100</b>

**Figure 4.17: Bar graph showing a summary of how the respondents opinion on the**

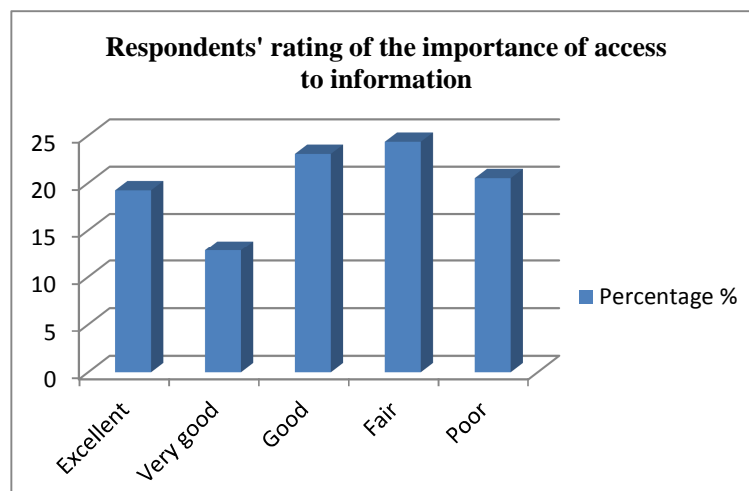


**Table 4.18: Showing a summary of the respondents rating on the importance of access to information provided by public agents.**

Information sharing strategies support any community engagement activity. Providing information effectively allows communities to understand the issues and to decide whether they want to participate or not. From the figures above we can conclude that 24% of the respondents felt that it access to information was fair followed very closely by 23% who felt that it was good. 21% thought that it was poor while 19% felt that it was excellent. 13% of the respondents felt that it was very good.

Category	Frequency	Percentage %
Excellent	15	19
Very good	10	13
Good	18	23
Fair	19	24
Poor	16	21
<b>Total</b>	<b>78</b>	<b>100</b>

**Figure 4.18: Pie chart showing a summary of how the respondents rated the importance of access to information**

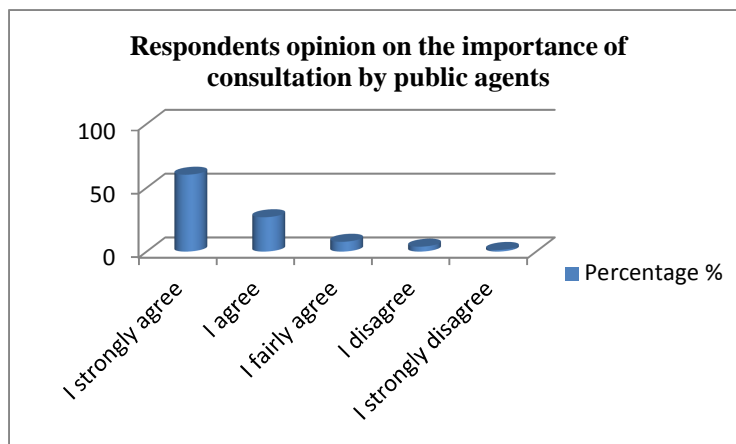


**Table 4.19: Showing a summary of the respondents opinion on the importance of consultation by public agents before, during and in the implementation of CDF projects**

Often, communities have been informed about an intervention. To progress the intervention, it may be useful to use more consultative mechanisms in order to explore a wider range of opinions. They include discussion groups and workshops. From the above figures, we can conclude that 60% of the respondents included in this study strongly agree on the importance of consultation by public agents, while 27% agree. 8% fairly agree while 4% and 1% disagree and strongly disagree respectively.

Category	Frequency	Percentage %
I strongly agree	47	60
I agree	21	27
I fairly agree	6	8
I disagree	3	4
I strongly disagree	1	1
<b>Total</b>	<b>78</b>	<b>100</b>

**Figure 4.19: Bar graph showing a summary of the respondents opinion on the importance of consultation by public agents before**



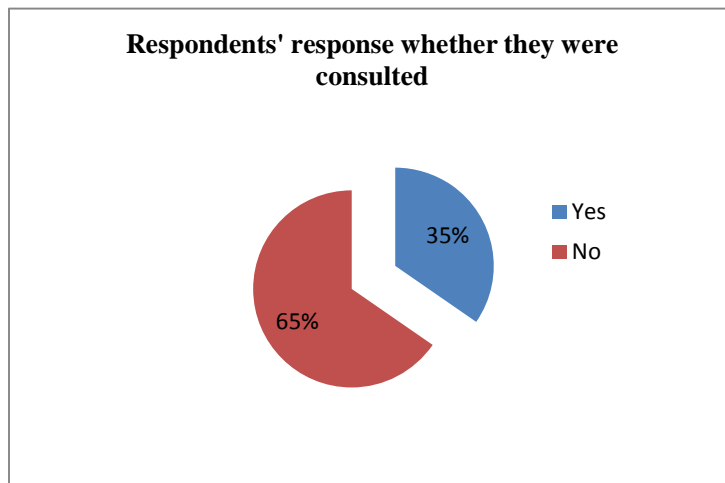


**Table 4.20: Showing the respondents' responses on whether they were consulted in the planning and implementation of any CDF project.**

From the figures below, 65% of the respondents were consulted in the while 35% were not

Category	Frequency	Percentage %
Yes	27	35%
No	51	65%
<b>Total</b>	78	100%

**Figure 4.20: Pie chart showing the respondents' responses on whether they were consulted in the planning and implementation of any CDF project.**



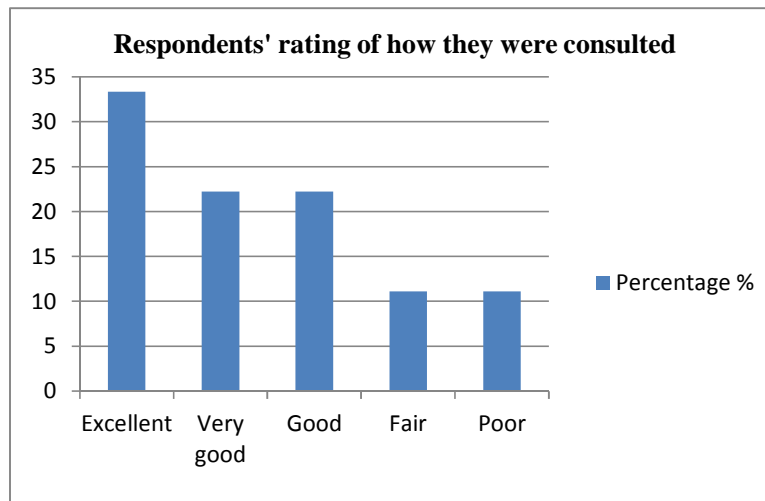
**Table 4.21: Showing the respondents' rating on the manner in which they were consulted in the planning and implementation of any CDF project.**

Consultation offers important opportunities to develop two-way relationships between change agents and communities. It should also be of high standards. Consultation should

not happen for consultation's sake. Of the 27 respondents who were consulted 33% of them said that the consultation was excellent, while 22% each said that it was either good or very good. A further 11% each said that it was either fair or poor.

Category	Frequency	Percentage %
Excellent	9	33
Very good	6	22
Good	6	22
Fair	3	11
Poor	3	11
<b>Total</b>	<b>27</b>	<b>100</b>

**Figure 4.21: Bar graph showing the respondents' rating on the manner in which they were consulted in the planning and implementation of any CDF project**



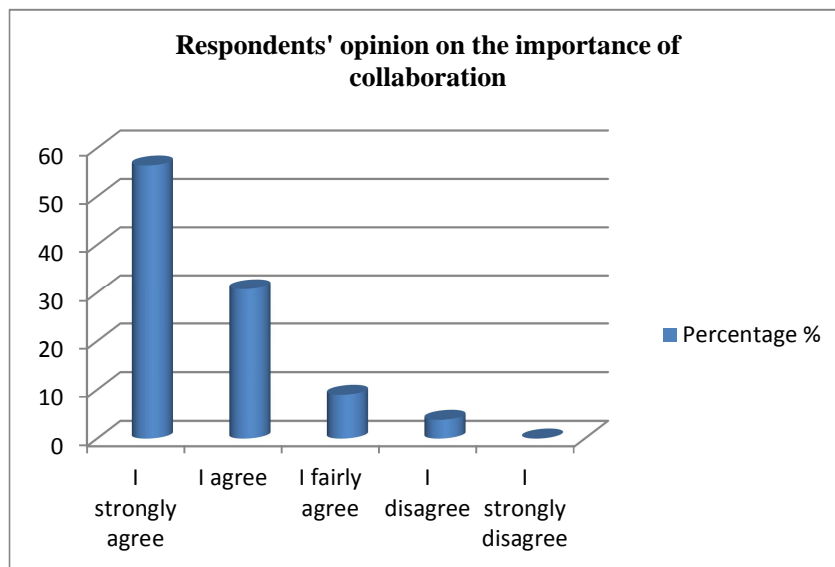
**Table 4.22: Respondent's opinion on the importance of collaboration with other development base institutions in CDF projects**

Collaboration should involve two or more individuals working toward a desired outcome.

Recognizing citizens as the community's most valuable resource unleashes people's creativity and acknowledges collaboration as the primary catalyst to move the community agenda. From the above figures, we can 56% strongly agree, 31% agree, 9% fairly agree while 4% disagree of its importance.

Category	Frequency	Percentage %
I strongly agree	44	56
I agree	24	31
I fairly agree	7	9
I disagree	3	4
I strongly disagree	0	0
<b>Total</b>	<b>78</b>	<b>100</b>

**Figure 4.22: Bar graph showing the respondents' opinion on the importance of collaboration with other development base institutions in the planning and implementation of any CDF project**

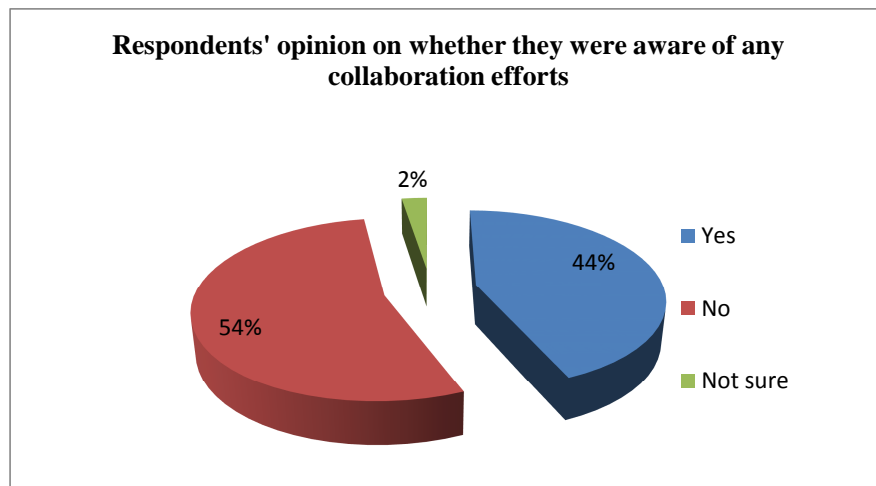


**Table 4.23: Respondents' opinion on whether they are aware of collaboration efforts**

From the figures below, 54% said that they were not aware of any collaboration efforts that public CDF agents were engaged in while 44% said that they were. A further 3% said that they were not sure.

Category	Frequency	Percentage %
Yes	34	44
No	42	54
Not sure	2	3
<b>Total</b>	<b>78</b>	<b>100</b>

**Figure 4.23: Pie chart showing the respondents' opinion on whether they are aware of any collaboration efforts by public CDF agents.**

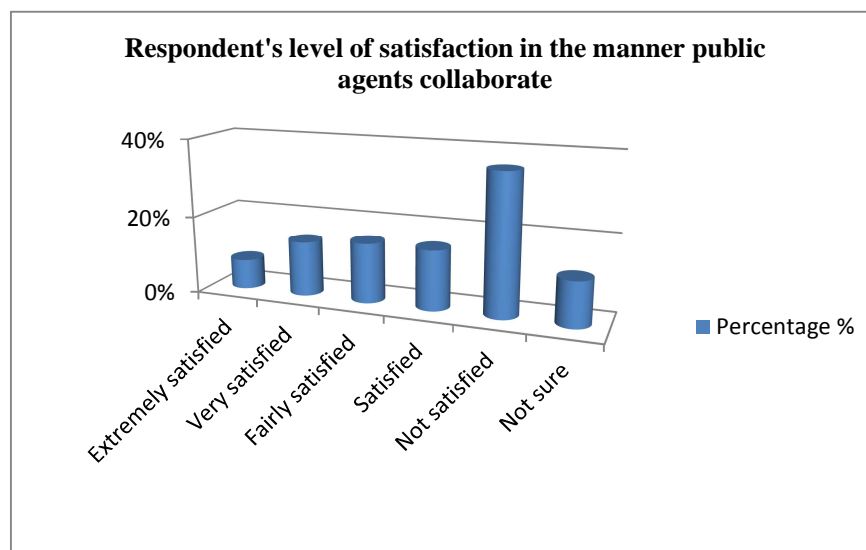


**Table 4.24: Showing the respondents' level of satisfaction.**

Category	Frequency	Percentage %
Extremely satisfied	6	8
Very satisfied	11	14
Fairly satisfied	12	15
Satisfied	12	15
Not satisfied	28	36
Not sure	9	12
<b>Total</b>	<b>78</b>	<b>100</b>

**Figure 4.24: Bar graph showing the respondents' level of satisfaction with the manner in which public CDF agents collaborated with other development institutions**

From the figures above, 36% of the respondents were not satisfied while 15% a piece were either satisfied or fairly satisfied. 14% were very satisfied while 12% were not sure. Only 8% were extremely satisfied.



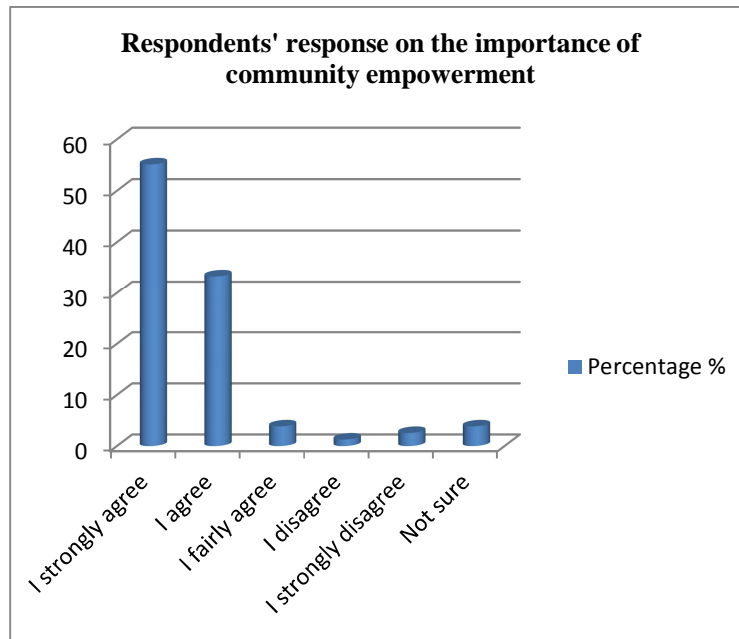
**Table 4.25: Showing the respondents' opinion on: Community empowerment by public CDF agents is important to the community.**

Community empowerment is a core principle of community participation; it is the most desirable outcome in any developmental intervention. Using community participation methods and values to underpin empowerment strategies will make the empowerment achieved more all-encompassing, effective and sustainable.

<b>Category</b>	<b>Frequency</b>	<b>Percentage %</b>
I strongly agree	43	55
I agree	26	33
I fairly agree	3	4
I disagree	1	1
I strongly disagree	2	3
Not sure	3	4
<b>Total</b>	<b>78</b>	<b>100</b>

**Figure 4.25: Bar graph showing the respondents' opinion on: Community empowerment by public CDF agents is important to the community.**

To empower people entails involving those from a range of disadvantaged backgrounds to acquire the skills, knowledge and networks to become increasingly influential in civic and community life. From the figures below, we can conclude that over half the respondents i.e. 55% strongly agree that community empowerment is important to them, while 33% agree. 4% fairly agree while a further 4% was not sure. 3% of those approached strongly disagreed while 1% disagreed

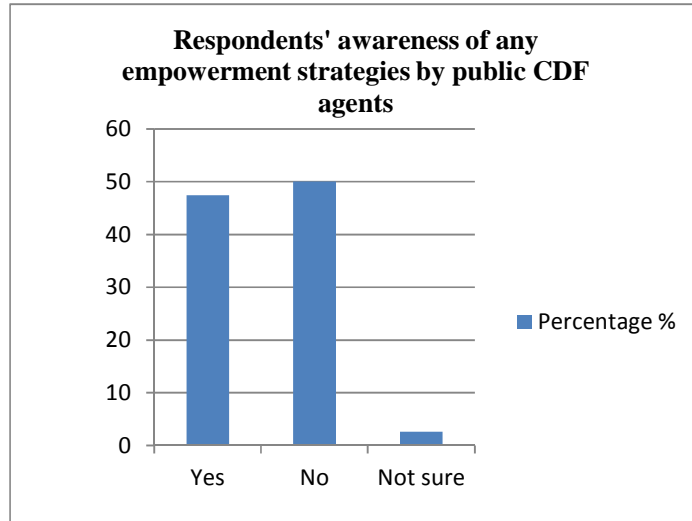


**Table 4.26: Showing the respondents' responses on whether they are aware of any empowerment strategies the public CDF agents have used in their constituency**

For community empowerment to be effective, inclusive and sustainable, individuals must be willing and able to operate as ‘active citizens’ and be prepared to do this on an on-going basis, not just through one off instances of civic activism. They therefore need to be supported in their roles as leaders or representatives, in order to build understanding and confidence. From the figures above, we can conclude that half of the respondents i.e 50% were not aware of any empowerment strategies used by public agents while slightly less than half - 47% were aware. The remaining 3% were not sure.

Category	Frequency	Percentage %
Yes	37	47
No	39	50
Not sure	2	3
<b>Total</b>	<b>78</b>	<b>100</b>

**Figure 4.26: Pie chart showing the respondents' responses on whether they are aware of any empowerment strategies that the public CDF agents have used in their constituency**



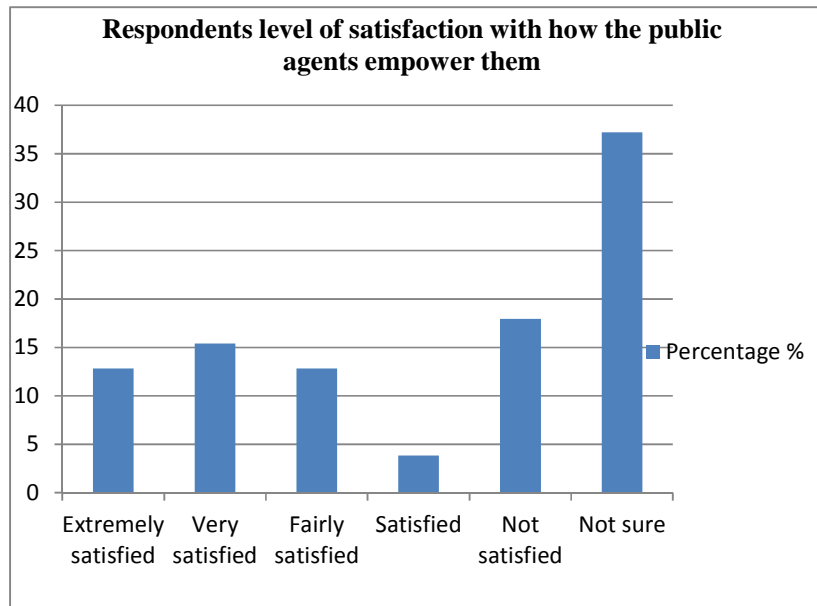
**Table 4.27: Showing the respondents' level of satisfaction with the manner in which public CDF agents empowers their community**

From the figures below, we can conclude that 37% of the respondents were not sure, while 18% were not satisfied. 15% were very satisfied while 13% were either extremely or fairly satisfied while the remaining 4% said they were satisfied.

Category	Frequency	Percentage %
Extremely satisfied	10	13
Very satisfied	12	15
Fairly satisfied	10	13
Satisfied	3	4
Not satisfied	14	18
Not sure	29	37
<b>Total</b>	<b>78</b>	<b>100</b>



**Figure 4.27: Bar graph showing the respondents' level of satisfaction with the manner in which public CDF agents empowers their community**



### 4.3. Findings

In this investigation, there were 2 percent more male respondents than female. This response rate is significant to my study as it counters the challenge of gender disparity by ensuring that the sample selected enhances representativeness. The age bracket of the respondents was mainly youths aged between 18 – 30 years and this paints the general picture of the demography in Embakasi West Constituency which has a very youthful population. This feature also explains why the member of parliament, Hon. George Theuri has been targeting the youth in most of the CDF projects in area. This however has had a counterproductive outcome as the older population feels left out of the development agenda.

The majority of the respondents had Secondary school and college education which essentially means that most of them had good literacy and numeracy skills and therefore understood this phenomenon quite well. However, notably in Mowlem Ward this was not the case. A large portion of the population had Primary level of education and had great

difficulty in reading, understanding and filling in the questionnaires. Like many constituencies in the county, the youths are self-employed in the informal sector engaging in the transport industry and small scale enterprises. More than half of those sampled are voters and residents of Embakasi West Constituency. This characteristic is very important to my study as it underscores their understanding of the issues which they face on a day to day basis in their constituency.

The Ward that had the highest response rate was Umoja 1, followed by Kariobangi South/Uhuru, then Mowlem and lastly Umoja II. Of these respondents, most of them had lived in Embakasi West between 1 and 5 years. None of them had lived in the constituency for more than 10 years which again, can be explained by the fact that the population was quite youthful. Most of them were born and raised in the area.

A large percentage of the respondents were aware of an ongoing or a combination of ongoing CDF projects in health, education, infrastructure and those listed under 'other' such as the Feroze market, police posts, jua kali shades, sports complex, to mention a few. This shows that information on these projects by Public Agents has been trickling down albeit on a small scale to the grassroots. Nonetheless, more than half of the respondents were not involved in any of the projects. This presents a huge knowledge and information gap that public agents need to fill reason being that communication is just one moving elements of the participation process, deeper community engagement ought to happen for genuine participation to be realised. Of the small percentage that was engaged in the projects, most were involved in project selection only while none were asked to participate in the monitoring and evaluation stages which are often crucial for appraisal purposes. This feature came to light when issues of transparency and accountability were cited as the biggest challenge that the constituency

faces. Lack of proper auditing of the projects' funds, awarding tenders to questionable contractors just being a few of the issues raised.

Remarkably opinions were split with regard to whether the respondents were satisfied in the manner in which the projects were implemented and this was evident with the manner they responded. 44 percent said that they were satisfied while 41 percent were not. The remaining 15 percent were not sure.

With regard to communication, a large majority of the respondents strongly agreed that it is an important ingredient in community participation. From their responses, public agents in the Constituency mostly communicated through *Barazas* and meetings. A few cited radio, television, newspapers and posters. It also emerged that they also received information through the social network site – Facebook. This was not very surprising as most of the youths access this site quite often. Then again, this brings about the issue of exclusivity whereby the older generation feels left out as most of them don't often use social networks.

When asked to rate the effectiveness of these media of communication, a majority rated them as average. This perhaps explains the issue of inclusivity and exclusivity that was cited as a challenge meaning that information was only available to a chosen few. For participation to be effective, information has to be available to all not just an exclusive few.

The respondents' views on the importance of consultation were by and large positive. More than three quarters either agreed or strongly agreed on its importance. Of these, more than half were not consulted by public agents at any point of the project cycle – from identification to monitoring and evaluation. Of those who were consulted, only 33 percent rated the process

as excellent, while 22 percent rated it as very good. Those who found the consultation process as fair or poor were on the 11 percentile. It is worth noting that the trend was different depending on the Wards. Respondents from Umoja I and Umoja II were very positive while those from Mowlem and Kariobangi South/ Uhuru were negative.

Over 75 percent of the respondents agreed that it was imperative for public agents to collaborate with the community with only a paltry 4 percent disagreeing. It is worth noting here that the Member of Parliament George Theuri enjoys a loyal following from the Umoja I Ward where he hails from and this perhaps explains why engagement by public agents in this area is felt more than the other three wards.

With regard to the collaboration efforts set out by the Constituency, slightly more than half opined that they were not aware of any strategies. 44 percent stated that they were aware while three percent were not sure. This response can lead us to the conclusion that the information communicated by public agents to the communities is inadequate. Communities ought to be made aware of any institutions or organisations that are involved in their own growth and development.

Over 80 percent of the respondents advocated and agreed that community empowerment is an essential component of participation. While they reached this consensus more than half were unaware of any empowerment strategies used by public agents in their constituency. Again, those who were aware of empowerment strategies live in Umoja I Ward. They cited the Uwezo Fund as one of the vehicles that the public agents use to empower the community especially the youth and women from the area. This fragmentation of how much information is shared with the public continues to be a catalyst in the widening of the gaps in knowledge.

Nonetheless, of those who were aware of the strategies applied, a very small fraction was satisfied while a huge majority were either not satisfied or unsure.

The researcher observed that there exists unequal development in the four Wards. Umoja I appear to be most developed followed by Umoja II, then Kariobangi South with Mowlem coming in at a distant fourth. Although development challenges are overt in all the fur areas, they appear to be more prevalent in some areas more than others.

From the responses the researcher obtained, the overall impression of Umoja I Ward is that the population is divided along political and tribal lines. Two camps exists: those that are pro-leadership and those that are against. This has been perpetuated by the fact that there exists rivalry between the MP and MCA. From the Focus Group Discussions and interviews conducted the main allegations were that the office of the Member of Parliament Hon. George Theuri lacks transparency and accountability in his leadership. He allegedly does not consult with other offices such as that of the Hon. George Maina, Member of County Assembly and the Nairobi City Council (NCC). Additionally, he is supposedly said to make decisions at the top and impose them down to the grassroots. One respondent from the Ward gave the example of a dispensary that was built near a bar in Umoja I without proper consultation with the nearby community. Also constructed adjacent to it was a one-roomed structure to house medical practioners who would offer services at the dispensary. This project has to date remained abandoned because no one in that area claimed ownership as they were never consulted.

Another project is that of “Mama Lucy Shops” which are essentially portable metallic containers that have been converted into shops to help shield business owners from the

elements. Residents who are said to be anti-leadership have tried to sabotage this initiative with some challenging where the shops have been set up with claims that they were obstructing public pathways. This resulted to some shops being moved by the NCC to different a locale which has proved to be very unfavourable and unprofitable for many business owners.

The segment of population that does not support the MP also believes that his actions are often done for public relations to give him positive public opinion. One youth from the area stated that he has made many elaborate plans on paper but these are yet to materialise and actualise on the ground.

The emerging and recurring themes cited by the respondents as reason why community participation in CDF projects in the area is low include the fact that public agents need to be more organised when calling for *Barazas* and meetings. At the moment, they are arranged impulsively and often conducted on weekdays when a large chunk of the working and influential population is at their places of work. This locks them out of the decision making process. They proposed that these gatherings should be well planned, communicated in advance and held over the weekends.

The researcher also found out that there exists 'CDF personalities' in Embakasi West Constituency allegedly propagated by those in positions of leadership. These are influential individuals who act at the MPs directive to impose projects on the residents whether they liked them or not. They opined that professionals need to be more involved to ensure that quality projects that are beneficial to the community are selected and implemented; a good case in point is the construction of roads.

In Umoja I, views were sought from Key Informant Interviewees who included the Secretary to the Member of Parliament of Embakasi West Constituency, the Secretary to the Member of County Assembly, project staff, CDF committee members, a senior church Pastor at Deliverance Church Umoja and the Chairlady of Mama Lucy Kiosk Projects in Umoja II.

The Secretary to the MP has worked in the constituency for the past 1½ years and his office is based in Umoja 1 Ward. He was born and raised in Embakasi and appeared to be well versed in the development agenda of not only the Ward but the constituency at large. He is 30 years of age and a holder of a degree in Peace and Conflict. The general impression that one gets is that he is very optimistic about what the office is striving to achieve via the CDF projects. He began the interview by stating that one of the ways that they encourage the community to participate is to offer training to the youths on how to apply, budget for and use the Uwezo Fund, a flagship programme for vision 2030 aimed at enabling women, youth and persons with disability access finances to promote businesses and enterprises at the constituency level. This they do to enhance economic growth towards the realization of the same and the Millennium Development Goals – eradicating extreme poverty and hunger as well as promote gender equality and empowering women. He stated that they use social media specifically Facebook, notices posted at the CDF offices and public campaigns to communicate this to the populace. He further asserted that these strategies have been successful as to date over KES 10 million shillings have been disbursed.

The secretary further stated that the MP's office also uses church meetings, *barazas*, and similar public gatherings to provide information to the community about on-going projects. Advertisements for tenders are usually pinned on their notice boards and gazetted to

allow the general public to participate in the process. They also post photos showing the different stages of projects on Facebook so that the public can stay informed of their progress. To consult project beneficiaries, they use *barazas* where they allow the public to elect representatives such as Chair Persons who will actively engage with the office on matters surrounding the projects. The elected official is often someone who is well known to the people and is in touch with their needs. This he opined demonstrated democracy and transparency. With regard to collaborating with the beneficiaries and other stakeholders, he stated that the office does not have clear cut strategies. Nonetheless, they have worked hand in hand with casual workers outsourced directly from the community, the ‘Sonko rescue team’ an initiative started by the current Senator of Nairobi Hon. Mike MbuviSonko and the City Council of Nairobi. Additionally, he asserted that when a project is underway, for example road construction, they ensure that labor is sought from the Ward and not outside. This is one of the arrangements that the office makes with the contractor who wins a tender to implement any project.

The Secretary further opined that the Uwezo Fund is the vehicle that the office uses to empower the community especially women and the youth. They have used capital derived from this fund to build markets thus creating employment in the area. They have built stalls for the youth and had consulted them beforehand where they would like the structures to be located. Businesses are now conducted in these stalls and have become very popular and a source of income for many. He rated these strategies as excellent and very effective.

The secretary further stated that they involve the community at the project selection and planning phases. A good case in point is when they engage the community in the planning phase of the street lighting project in the Ward. There had been an increase in crime in the



area because some areas were very dark hence harbouring criminals. The office deemed it fit to install flood lights in these hot spots. Before rolling out the project the public was asked through social media specifically Facebook to identify these hot spots. Subsequently, 10 flood lights were erected in the areas as suggested by the public. In his opinion, community participation has ensured that public agents address the needs of the community. It also ensures that projects run more efficiently and effectively and that quality projects are implemented. It also empowers them as public agents when communities participate. He feels that the community has control because they own the project; a good case in point is the street lighting project where the final decision of where the lights would be erected rested on the public. Benefits from CDF projects he cited include the improved security and livelihood that have empowered the community economically, secondary schools, social halls and amenities that have been built have ensured that social ills are kept to a minimum because the youth are kept busy away from drugs, alcohol and petty crimes.

The challenges the office of the MP faces, the Secretary shared was the political differences, public demos, tribalism and conflict that is often experienced as was in the case where the MCAs choose to work against the MP. This has gravely affected how they engage the community because the population is forced to take sides. This he said can be improved if the MCAs and the MP could show solidarity by collaborating and working as a unit for progress and success to be realised. The other challenge has been that a lot of their communication is done on Facebook; this has excluded a large chunk of the population especially the older generation that does not access this platform. This state of affairs has seen to it that the youth are the biggest winners of the CDF initiative while the elderly remain the biggest losers.

The views of the secretary to the MCA were also sought. His office is also based in Umoja I Ward and the general vibe that one gets from him is that he is less optimistic about the strategies used by the MP and CDF committee to engage the populace to ensure that sound projects are implemented. The rivalry between his office and that of the MP was clearly evident from his demeanour and responses to the questions posed. This rivalry has created the perception amongst the public that through public *Barazas*, communities were only consulted during the first projects that had been implemented immediately after the 2013 General Elections. In essence it was a political gimmick cleverly crafted to win favourable public opinion. Again, the issue of consultations were not done on weekends when 'real people' who have great contributions to make to the success of the projects are included comes up. Lack of transparency where all stakeholders in the Ward who include business persons, church leaders and other professionals needs to be looked into.

There is the perception that in order for community participation to be effective, the office of the MP needs to involve other offices in the constituency. At the moment it is alleged that his office has personalised the CDF projects by involving his 'henchmen' hence lacking transparency.

Consultative meetings ought not to be packed by hired youths who are paid to support any idea that has been proposed by the office of the MP but should rather be an all-inclusive process that engages stakeholders who are genuinely interested in the development agenda in the Ward.

From views collected, it is emerging that the CDF projects have not had any social impact in the population residing in Umoja I Ward due to the fact that public agents do not consult on

what needs to be planned and implemented, and that the projects have continued to receive a lot of criticism especially when they fail.

The challenges faced by public agents include the fact that the constituency does not organise proper public participation forums for all stakeholders. Therefore the Constituency should implement what the public has suggested and needs rather than what they (project implementers) think is good for the community. A good case in point is the dispensary that was constructed without public consultation on whether it was needed and if so, where it should be built. To date, this project remains abandoned.

Public agents as well as opinion leaders in Embakasi West who include Pastors and Chairpersons of the ongoing projects use their influence to encourage communities in the area to participate in CDF projects by encouraging them to take advantage of the opportunities offered therein; for instance the bursaries and Mama Lucy Kiosk project. They use the Baraza fora to advocate these. They use this platform to provide correct information to the people on the ground on what is happening. This strategy has been very effective. Citing the police post project where they have mobilised the community to collaborate with the police to ensure that the post is erected to serve the needs of the public. They were very satisfied by what they have been able to accomplish thus far with regard to community policing and collaboration with the police. The main challenge has also been the fact that more campaigns and road shows need to be done to ensure that citizens are well informed of the projects. Additionally public agents should capitalize on visiting areas where communities can be easily found for example schools and churches. These personalities have also been involved in engaging communities when implementing of projects. A good case in point being that of road construction where they were involved in the planning and

implementation process. Meetings were held and tenders were also publicised to the public, in the spirit of enhancing transparency.

Community participation in CDF projects have impacted their work positively because it has allowed the youth at secondary and university levels to stay in school and hence stay away from crime. The Mama Lucy Kiosk project has allowed the community to gain and sustain themselves financially. Challenges experienced by public agents are that as much as the tenders were openly publicised, they were in fact issued in a 'shady' manner. There are allegations that they are not allocated to qualified professionals but instead to the 'who's who' in the community hence this has been a major setback for many projects. For example roads that had been constructed are already dilapidated. It is therefore important that tenders should be given to experts – people whose previous work is proof that they are up to task.

Another challenge cited was politicization of projects; a situation whereby political and tribal differences suppress the momentum in which projects are undertaken. The rift between the MP's and MCA's office as well as the City Council in their opinion acts as a bottleneck to development in the area.

A visit at Mowlem Ward was an enlightening experience. The general impression that the researcher got at the Ward is that, compared to the first two Wards visited i.e. Umoja I and Umoja II, Mowlem has been neglected. One FGD and one KII was conducted at the Ward. The FGD included *boda boda* operators, a fish vendor, a vegetable trader and a number of unemployed youths. The KII was done with the secretary to the MCA in the area. Thematic issues that came up from the discussions revolved around the fact that the area is in a very poor state and that more development initiatives especially construction and

repair of roads need to be carried out as a matter of urgency. The youth in the area were given more consideration thus isolating other voters from the area such as the elderly. This state of affairs has ensured that information was secluded to only a few. The group seem not to know where the CDF office in the area was or if there existed one. For this reason, the community does not have a place to go whenever they need assistance. Presence of middlemen act as a hindrance to the development agenda in the area such that project related services were outsourced from other Wards neglecting the expertise of professionals in Mowlem. Politics and tribalism also ranked high as the main challenges that the leadership in the area faced. Additionally, in as much as the public agents called for public *barazas*, a large chunk of the population that is employed are not able to attend because they are conducted during the week. To counter this, public agents ought to hold these over the weekends and should go directly where the communities are found – in plots, estates, churches and market places.

In this Ward, the need for well planned meetings was highlighted in order to avoid disrupting and people's businesses and the community's day to day activities. To what appears to be radical measures suggested by the group was the total overhaul of the CDF offices by sacking all the agents should be sacked as they were ineffective and incompetent. This is as a result of infrastructural projects that were only being implemented in areas where there is public housing; those living in private residences have been ignored. This is a bitter pill to swallow for private residents who have argued that they pay taxes just like their neighbours in living in public residences. There is need to have locals from the Mowlem community to represent them so that these challenges and needs may be addressed. To encourage public participation in CDF projects in the Ward, face to face communication and road shows should be carried out to keep the populace well informed. Information should be open to all

and should not be reserved to only a few. Public facilities in the area should also be protected as it is there is no playing ground for the children as most public land has been grabbed by developers – an issue the MP should address. Poor sanitation has led to epidemics in cholera, insecurity, and a sense of abandonment – the community feels that they have been left to their own devices by the leadership they had elected in office. They were however fairly satisfied with ‘Feroze’ market that has provided many with a place to sell their wares. They were however disappointed because they were never consulted before the market was built.

The secretary to the MCA of the area was more candid and forthcoming with information regarding what was ailing Mowlem Ward. She opined that there was very high level of illiteracy in the area. This, the researcher could collaborate in the manner in which a majority of the respondents filled in the questionnaires and responded to questions. There lacked understanding in the community on what the roles of the County and National governments were, therefore civic education was imperative. The main challenge that public agents experience is that the youth are apathetic to the projects that were proposed. For example, they were not applying for the Uwezo fund probably due to illiteracy and possibly alcoholism. However, there is light at the end of the tunnel with the creation of development committees that have been formed to help in community consultation. The committees comprise of people from different tribes for fair representativeness who will hopefully facilitate proper auditing and publicizing of the projects.

The mood observed by the Researcher and the respondents' responses in an FGD at Kariobangi South/Uhuru is that the public is angry. They were especially irked by the fact that there are no proper consultation strategies laid out in the Ward for CDF projects. The youth interviewed proposed that public agents ought to go where they 'hang out' or otherwise known as 'base' in slang. They should invest and use field managers/ heads men and women to talk to people. The Constituency should also have social halls in all wards where meetings can be held and the meetings should be well planned not called impromptu. The Local Government personnel who include chiefs should be used because the public is in constant contact with them hence they add that personal touch and connection that is missing from CDF public agents. The youths felt that public agents should improve their empowerment strategies. They should be transparent and also be accountable when auditing CDF projects because in their opinion some of the projects seem to have over inflated budgets. The challenges the youths face include corruption, the fact that public agents don't consult or seek for their opinions after implementation. The business men felt that minimal funding from the national government and poor management of the CDF office was their main challenge and hence detrimental to their businesses especially the poor state of roads and other infrastructure. In their opinion, CDF projects are personalise and the community does not feel as if they own them.

From this FGD the general consensus was that there is no CDF office in Kariobangi and if there is the respondent was not aware of it. The group did not appear to know of any collaboration efforts by the public agents as they have never been included in any stage of the project(s) cycles. To improve collaboration strategies, they opined, public agents need to be accountable to the public.

To overcome these challenges, they agreed that Constituency needs to organise proper public participation fora and implement what the public has suggested and needs rather than what they think is good for the community. The repetitive narrative was that consultation was the key to success of any CDF project.

#### **4.4 Summary of Major Findings**

The anticipated results of this study included local community participation in project identification and planning at the constituency level; their engagement in the scope and functional procedures of the projects; their participation in the implementation, monitoring and evaluation of projects; and increased demand for accountability and transparency in the management of the projects.

The research findings reveal that indeed there are several factors that affect community participation in the CDF funded projects in Embakasi West Constituency. Among the notable factors with the revelation of the above statistical findings is that Embakasi West Constituency has elaborate plans for the youth – a majority population that lives in the area. The Member of Parliament Hon. George Theuri has been actively advocating for projects that mainly targets this group. This has clearly been seen in his style of communicating through social media and public *Barazas* to draw them in. However, the impacts of these youth-centred initiatives are far from being felt and a lot still needs to be done to improve the overall development agenda in the area.

Several projects are currently running concurrently with funding coming from the CDF kitty in Embakasi West Constituency. They include: repair and construction of roads and social amenities, building of dispensaries and residents for medical practitioners, Mama Lucy Kiosks,



police posts, street lighting, boreholes to provide clean water, 'Feroze' market that provides a public space for business people to sell their wares, just to mention a few. From the findings it was clear that the respondents' perception of their participation in CDF funded projects in the constituency is inadequate.

## CHAPTER 5

### ANALYSIS, CONCLUSION AND RECOMMENDATIONS

#### **5.1 Analysing Community Participation in Embakasi West Constituency**

This chapter analyzes the main findings of the research and gives their significance in relation to the nature of the study to reveal relationships, patterns and emerging trends. The chapter will also include recommendations and suggestions for further research.

##### **5.1.1 Community participation strategies applied by public agents in implementing the CDF projects in Embakasi West Constituency**

This study's literature review interrogated the main issues surrounding participation by communities in their development. It looked at participation in the context of power and its distribution in society and why participation may in fact not sit well with those in office. One of the most useful resources is information and how it is relayed to the communities. Those in power, depending on their agenda, have control over this resource. They are the gatekeepers who decide who knows what, why, where and when.

A variety of participation strategies have been employed by public agents in Embakasi West Constituency to provide information; these include public *Barazas* held during the week. According to Angelique Haugerud (1997) *Barazas* have been key to relay government information and policy to the people. These fora are essentially meetings where the public is invited to attend and air their views. They have to a great extent enhanced community participation in policy making, provided an environment for debate on issues and acts as checks and balances to the CDF funded projects. They also popularise, inform and educate the community on government policies.

Posters have also been used to engage the community. They are mainly used to advertise requests for tenders and are pinned on the CDF offices' notice boards. The challenge with this strategy is that a segment of the population that lacks literary and numerary skills is isolated. Additionally, one has to physically visit the offices in order to have access to this information. This has helped create an information and knowledge gap in the community and further exacerbated feelings of lack of transparency and accountability in the area.

Mass media has also been employed by public agents in the area. According to 19% of the respondents they were engaged through the electronic media – television and radio while 14% through print media i.e. newspapers.

15% of the respondents opined that they were engaged through face to face communication with public agents and the Social Media platform – Facebook. Interpersonal communication has been hailed as one of the best and most effective forms of engaging communities to participate. This is because it helps to build trust and understanding as well as maintain relationships. Nonetheless, it is very limiting in the sense that only few people can be engaged at a time. The MP favours using Facebook to engage the youth in his area. As a participation platform, it has allowed him to dialogue and seek views wherever they may be located. Facebook has numerous interactive features that allows users to share, post pictures and even popularise an idea.

### **5.1.2 Quality and effectiveness of community participation strategies adopted by the public agents**

The literature review further questioned the efficacy of participation as a means approach in development. It is seen as a brazen attempt to create the illusion that people are being engaged. *Barazas* may be effective in bringing people together, however the mere fact that they attended the forum doesn't necessary mean that they have participated neither does it mean that their views will be put into consideration in the planning and implementation of projects. *Barazas* can suffer from poor attendance depending on the day and time of the week that they are held. This means that a large population's views may not be heard.

Additionally lack of proper planning as well as inadequate preparation can render them to fail. According to the respondents, in most cases they are hurriedly and haphazardly organised, minutes and other forms of documentation are rarely kept meaning that the public's views are heard but action is rarely taken beyond the meeting. This can and will render them as a weak participation strategy. The respondents therefore suggested that these fora ought to be done on weekends when a large part of the population especially those in employment should be given an opportunity to participate in decision making. The respondents also indicated that they should be attended by serious participants only youthful 'goons' who are hired to settle scores with opposing sides.

As much as the mass media especially radio, has a multiplier effect with the ability of reaching a large population at a go, it locks out a population who lack access to these communication technologies – again widening the information gap.

Just like any novel technology that has the capacity to reach large audiences in an interactive and interesting manner, Facebook is bound to create a situation where the ‘haves’ have access to information while the ‘have nots’ are locked out of the knowledge sharing and decision making processes. This is as a result of challenges that may arise due to lack of accessibility and skills to use.

Furthermore, the respondents rating of the methods that the public agents use opinions were split. 32% rated the communication methods applied i.e. mass media, social media, barazas and posters as average meaning that they were not satisfied with their quality. This can be interpreted to mean that either they did not favour these methods or had no access to some of them. 22% rated them as good, 19% said that they were excellent, 14% said that they were very good while 10% said that they were of poor quality.

### **5.1.3 Extent local communities are involved in the implementation of the CDF projects**

The literature review also looked at the issue of power from the public agent’s perspective. It sought to answer the question as to whether they have an inherent fear to relinquish it by allowing communities to be in charge of projects and programs. Views that were sought from them seemed to negate this hypothesis however; data collected from the citizens appear to confirm it. Very few respondents included in this study were involved in the full cycle of the projects. More than three quarters of the respondents that is 81% percent said that they were not involved in CDF projects while the remaining 19% were. Of these figures 9% were involved in the project selection process, 3 percent in the project planning phase, 5% in the implementation stage, 2% in Monitoring and Evaluation while the remaining 81% were not involved at any point.

#### **5.1.4 How community participation strategies impacted in the overall development discourse in Embakasi West Constituency**

Community empowerment is the most desirable outcome of community participation. Paulo Freire, the father of community empowerment cites that citizenry ought to reach a level of conscientization whereby they are able to dialogue, trust and commit to initiatives implemented by public agents. Conscientization further entails having a model of communication that is more receiver-centred and conscious of social structure (Diaz-Bordenve, 1989: 46). Therefore, participation strategies in development are one of the surest ways in enabling communities to help themselves and sustain efforts in development work. In participatory development, communities are no longer seen as recipients of development programmes; rather, they have become critical stakeholders that have an important role to play in the management of programmes and projects in their areas.

From the data collected, responses were varied depending on which camp the respondents favoured. This rivalry between the office of MP and MCA has created this divided opinion. The office of the MP was very positive and confident that their participation strategies are bringing big changes to the community. They cited the Uwezo Fund which has already released KES 10 million to the youth programs. Some respondents especially those found in Umoja 1 Ward also felt that the strategies have opened up channels of communication between the public and the public agents. There has also been heightened security in the area as a result of citizen participation in the installation of floodlights and police posts.

Participation strategies have also aided in building the capacities of the residents living in Embakasi West albeit not to a level that had been anticipated. The biggest winners have been women and the youth who have been provided with resources to advance their social and economic enterprises.

However, as earlier mentioned, from observation there appears to be unequal distribution of resources in the four Wards which has impacted development unevenly.

#### **5.1.5 Challenges and opportunities can be explored to make integrated community participation sustainable?**

Effective community involvement is based upon dialogue and information. Only an informed community can be part of the decision-making process, which then will lead to sustainable projects. Community members who contribute to the planning process will better understand the process and will be more likely to support a project they had input in.

Community participation should therefore be used to not only produce project ideas and their implementation, but also ideas that will further improve existing project features. This can be expedited and improved by investigating what it is that they need, what will be of value to them, what has been tried and tested in the past, and what could be done to improve past ideas. Given an opportunity, community members can be a critical factor to a project's success. They may have special issues or concerns that, if incorporated into a project at the outset, may help to reduce the possibility of challenges, risk assessment results, and potential remediation strategies. Therefore, staying accountable to communities in development projects entails ensuring that they are aware of their rights and entitlements and have access

to relevant and appropriate information about the project to enable their participation and feedback.

Lack of information was the biggest impediment that the respondents cited in the implementation of the CDF projects. A large percentage of the respondents did not know where the CDF offices were located and this was probably one of the reasons why. Substantial opportunities can be harnessed by sharing information. This include improved impact and effectiveness of projects; strengthening trust, building community ownership, encouraging feedback and participation. Making individuals and communities aware of the support they will be receiving can help them to plan their lives.

Politics entails allocation of resources which are known to be scarce. Political and tribal differences are therefore very difficult to discern in Embakasi West Constituency more so because sharing of resources through the CDF vehicle is a political matter. Two political camps exist in the Constituency. The Gikuyu, Embu, Meru Association (GEMA) community that the MP comes from is affiliated with the current Jubilee administration while communities from Western Province are affiliated with the opposition party Coalition for Reform and Democracy (CORD). This difference has been overtly seen and felt through observations, interviews and Focus Group Discussions and unfortunately they have been thrust to the development agenda. This state of affairs has regrettably been replicated higher up at the county and national level. We can therefore conclude that it is not only a constituency problem but a national one that needs to be addressed at the highest office.



Lack of or poor consultation has been cited as yet another failure by the Public Agents in Embakasi West Constituency. The national government has emphasized the central role that county governments ought to play in tackling social issues through enhanced local democratic legitimacy and engagement with the public. However, it is apparent that many of the consultation techniques we are used to are not up to the challenge.

Public engagement and consultation provides a vital source of information about where to target scarce resources that the CDF kitty seeks to address. For consultation to be effective, it has to rely on the principles of inclusivity and sustainability. Public agents entrusted with making consultation work may, in the past, have questioned its relevance and struggled with its implementation. The respondents felt frustrated by its perceived lack of impact and have therefore felt disempowered, while experts have criticized the suitability of its results. There are reasons that the public agents gave for not consulting which range from there being not enough time, it is costly, communities will not understand the complex issues involved, people will not agree or it might encourage dissatisfaction and so on.

However, these doubts and difficulties can be overcome. Differences of opinion are inevitable. What ought to be done therefore is to strategically develop an integrated and all inclusive approach to consultation and participation.

The other concern that came up was that was closely related to information provision was exclusivity. According to a large majority of the respondents, the CDF projects targets mainly the youth isolating the rest of the electorate. This has created an information gap within a large chunk of the populace. Information shared via social media can be very useful as it has the ability to reach a large group instantaneously. However, when a certain

demography of the population, in this case the senior, the elderly and those not subscribed to the social network. Additionally, if meetings are held on weekdays it excludes a wide group of the population – the employed who may have a lot of valuable ideas to share.

Use of CDF personalities has also been mentioned as a huge challenge by the respondents. These are essentially people who are said to be loyal to the MP and are used as props to advance the agenda of those holding influential positions of leadership in the area. These personalities are said to have reduced the CDF projects into a one-man's show –that of the MP's in the sense that divergent views are not easily accommodated. This has created an environment whereby totalitarianism has borne roots and participation has been relegated to the backburner. The most common factor that has been identified as an precursor to exclusionism is authoritarianism because it perpetrates an atmosphere whereby the ruling class makes all the important decisions for the common *mwanainchi* thus discouraging participation. This may also explain why consultation has not been resourcefully used to encourage this community to get involved in the CDF projects.

Lack of transparency and accountability has been an on going narrative with regard to the CDF kitty not just in Embakasi West but the whole nation. This has created a challenge such that the efficacy of this fund has been diluted by poor auditing and mismanagement. Inadequacies in the CDF Act appear to have created room for abuse and corruption as exposed by many Civil Society Organisations (CSOs) and the local media. Additionally, according to the respondents CDF allocations at the grass roots are said to be based on patronage networks. Whereas the allocation formula is clear at the national level allocation at the grassroots is based on the projects prioritized by the Constituency Development Committee (CDC) and forwarded to the CDF Board for funding. This has created a situation

whereby the MP has leeway to easily use their support networks by appointing them to the Committee to ensure that projects identified and prioritized are located in areas where the MP enjoy massive support or in areas where he has hopes of getting votes in the future. Therefore, as many of the respondents shared, CDF is now being used as a campaigning tool by the MP and leadership currently in office for purposes of retaining political mileage.

Additionally, as a public fund, local communities' participation is paramount in ensuring that CDF realizes its set objectives. There has been lack of transparency and accountability in the utilization of this fund with regard to financial allocations to individual projects and the criteria for selecting beneficiaries of CDF bursaries set aside for school going pupils and students. This has come about as a result of defiance by public agents such that information of this nature is not pinned up on public notice boards in the CDF offices or at the chief's camps. This goes to show that the problems with CDF may not necessary relate to inadequacies in the CDF Act but also to poor mechanisms to enforce compliance with the CDF Act.

This state of affairs has created an environment where the public is apathetic to the goings-on of the projects as they don't believe that they stand a chance to benefit. This coupled with lack of sufficient information and communication as in the case where the youths are not motivated to apply for the Uwezo Funds is pulling the youth's development agenda backwards. Additionally, high levels of illiteracy amongst the youth especially those living in Mowlem Ward has relegated participatory efforts in Embakasi West. Lacking numeracy and literacy skills has also been pointed out as a reason why many of them are shying away from applying for the Uwezo Fund because they don't meet the basic skills needed to be eligible for the fund.

Amongst the grievances cited, the MP has also been accused of using henchmen or as one respondent called them 'foot soldiers' to intimidate those he perceives to be his archenemies and their cohorts. Public agents have also been accused of awarding 'shady' tenders to outsiders and non-professionals as well as engaging middlemen so that they may get a 'cut' of the deal. Many of these tenders are said to be given once the owner of the winning tender offers a bribe. This has further deepened mistrust and suspicion amongst the public.

Apart from illiteracy, poor civic education amongst the population was observed by the researcher such that a large majority does not seem to differentiate the role of the county and national government. They blamed some of the social problems that ought to be addressed at the county level to the national government and vice versa.

Another grievance that the respondents noted was that the grassroots are not targeted; also referred to as *mashinani* in Swahili. They accused the public agents for failing to engage them one on one - face to face, interpersonal communication by visiting them where they can be found. This includes 'base' where the youths 'hang out' to catch up on politics, inside plots, estates, churches to mention a few.

The CDC is charged with the responsibility of managing CDF at the constituency level. Once the Committee has been assembled, the MP is required to hold a meeting at the locational level where the community is expected to communicate their needs and come up with projects to address them. The CDC then receives the project proposals from the various locations in the constituency and prioritizes them according to short term and long term development priorities of the constituency. The projects prioritized are then forwarded to the CDF board for funding. Once funded, CDF projects are to be implemented within the existing

structures of government at the district level. This is the ideal situation on paper. However, minimal funding of CDF projects has been listed by many a respondent as a major challenge. This is because in order for all elements in project planning and implementation to run seamlessly, financial resources ought to be mobilized. Organising and communicating venues for barazas for example require finances. In the 2014/2015 financial year, Embakasi West was allocated KES 86,559,518; the Researcher could not get access to information on how much of this is actually going towards the selected projects.

Lack of sufficient professional field managers and personnel is yet another challenge mentioned by the respondents. Involvement by members of the public in the planning and implementation of CDF projects has been done through the Project Management Committees (PMCs) which comprise of members of the public who ought to manage the implementation of individual CDF projects. One of the challenges that emerged during the implementation of these projects is lack of capacity among a majority of PMCs. According to a number of respondents a number of them are illiterate resulting in poor implementation of projects and poor documentation. There were claims that some PMCs collude with Constituency Development Fund Committees (CDFC) members to award their cronies with tenders for the provision of supplies.

It is not all gloom and doom in Embakasi West as the Constituency holds a lot of promise one of them being its youthful population. Embakasi's young people will be the driving force behind its economic prosperity in years to come, but only if policies are put in place to enhance their opportunities both in the formal and informal sector. This notwithstanding, the thorn in the flesh that is illiteracy that plagues a large section of the population needs to be addressed because a sequence of positive outcomes will result from having a larger, better-

educated workforce who will in turn be more educated and employable. This can only actualise if institutions are strengthened and viable economic policies are in place especially in their ambitious 2014 - 2018 Strategic Plan.

Additionally, the Constituency appears to have honed great skills in ensuring that public *barazas* are held regularly to inform and communicate to the public. If this strategy could be coupled with other media such as inter-personal and face to face communication, a lot of public awareness and consciousness will be realised. From the findings, the public and public agents have recognized the need for increased access to information to narrow the knowledge gap. Media used should be accessible to all and it should cut across gender and technological divide.

The respondents have expressed their frustration when trying to have their policy concerns heard by public agents. This frustration may be due in part to a structure that seems to limit opportunities for community members to communicate with them. Changing this structure requires the development of mechanisms that provides both communities with a voice and public agents with a means to hear the public's concerns.

## **5.2 Conclusion**

This study supports community involvement in identification, implementation, evaluation and monitoring the projects, these would not only aid in curbing corruption and misappropriation of funds by the CDF committee and other stakeholders in CDF projects, but improve funds distribution and community's general satisfaction. However data analysis for Community Participation in Embakasi West Constituency shows that, though the project purposes were to benefit the community, only influential people were deeply involved in implementing them.

CDF anticipates grassroots participation in identifying priorities and allocating funds according to these priorities. Today CDF projects are found in the rural and urban areas, health centres, markets, schools, roads, markets, police post to mention a few. Grassroots disbursement has positively impacted grassroots small scale businesses and enterprises and provided a source of income to many. Children who could not afford school fees now benefit from these funds through CDF bursaries.

These notwithstanding we can conclude that participatory development is a complex process with many challenges and barriers faced by both communities and Public Agents. Further, there seems to be much overlap between the challenges and barriers faced by communities and those faced by the agents. This suggests that ways to address these barriers and challenges may be most effective when communities and agents work together in partnership. All said and done, CDF has been beneficial to the local economy in the Constituency and national development.

### **5.3 Recommendations**

The first recommendation is of a policy nature. Many of the challenges cited by the respondents are issues that need to be addressed by amending the CDF Act. The Act as it is does not provide for both direct and indirect participation of the community members in all CDF structures and processes. If we broaden the public's role in their own development, their participation in CDF projects will help to increase competence and efficacy in project delivery.

Additionally, there is urgent need for separation of powers in the role played by MPs in the management of the CDF kitty. As things stand, they play the twofold function of implementers as well as overseers through the Parliamentary Accounts Committee (PAC). Detaching the legislators from the implementation of development projects will go a long way in improving accountability by the Public Agents in the management of the fund.

The second recommendation is of a structural nature. Embakasi West Constituency needs to open up CDF offices in all wards hence bring services closer to the public. Public Agents should go a step further to make public their locations and services rendered so that the citizenry stays informed, know where to go for help and in turn be motivated to participate in the projects.

Public Agents also need to raise awareness of the public to encourage them participate in CDF activities through monitoring, evaluation and audits to increase transparency and accountability in project management.



Various projects are currently running concurrently in the Constituency. This has undoubtedly contributed to lack of due diligence in their planning and implementation because project staff are stretched to the limit. Therefore, the Constituency should consider having a viable number of projects running at any one given time. Additionally, as a monitoring and evaluation measure, performance contracts at all levels of the CDF should be introduced in the Constituency to improve efficiency.

To counter the challenge of 'CDF personalities', project staff ought to be hired by the CDF board and not the Constituency. This will ensure that all staff are answerable to the board. As it is, staff employed by the Member of Parliament pledge their allegiance to him and some will only show up to their stations or perform their duties when they know that he is around. Lastly, community members whether influential or not should be involved in identification of the CDF projects. A system to curb scams in CDF's tendering process should also be put in place where ordinary community members can go to raise their dissatisfaction and to report malpractices in every phase of the projects life.

#### **5.4 Suggestions/ Room for Further Studies**

While this study attempted to examine underlying issues that affect community participation and development in the context of CDF at the Embakasi West Constituency, it must be acknowledged that it could not capture them all. Further research should be conducted to establish how best a community can be involved in CDF projects as this study only covered one Constituency.

The civil society organizations continue to play a significant role in enhancing accountability and community participation in CDF projects, therefore it would be prudent for the next researcher to capture their viewpoints. The media as a public watchdog has also been instrumental in highlighting the various facets of CDF, it would be judicious for the next research to capture these insights as well.

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8. If you are a resident in Embakasi West Constituency, how long have you lived here?

Less than a year  Between 1-5 years

Between 5-10 years  Over 10 years

9. Which CDF projects in your Ward are you aware of?

Health  Education  Infrastructure  Other .....

10. Have you been involved in any of the CDF funded project(s) above?

Yes  No

11. If your answer in no. 10 is 'Yes', at what level of the project were you involved in?

Project selection  Project planning

Project implementation  Monitoring & evaluation of project

12. In your opinion, are you satisfied with the manner in which the CDF project(s) was carried out?

Yes  No

**Communication**

13. Is communication by public CDF agents important when implementing CDF projects in your constituency?

Yes  No

14. If your answer is in no. 13 'Yes' how would you rate the importance of communication?

- A. Very important (4)
- B. Important (3)
- C. Fairly important (2)
- D. Not important (1)

15. Public CDF agents use a variety of ways to communicate CDF project information. Which method did they use to communicate to you? Tick as many as possible

Radio & T.V  Barazas& meetings

Newspapers  Posters  Other .....

16. In your view, how would you rate the effectiveness of the method(s) used by the public CDF agents that you have chosen in no. 15 above?
- A. Excellent (5)
  - B. Very Good (4)
  - C. Good (3)
  - D. Average (2)
  - E. Poor (1)

**Information**

17. Is access to information on CDF projects that will be implemented important to you?

Yes  No

18. If your answer is 'Yes' how important is access to information?

- A. Very important (4)
- B. Important (3)
- C. Fairly important (2)
- D. Not important (1)

19. How would you rate the public CDF agent's efforts to provide access to knowledge and information on CDF projects?

- A. Excellent (5)
- B. Very good (4)
- C. Good (3)
- D. Fair (2)
- D. Poor (1)

**Consultation**

20. Do you think that consultation by the public CDF agents is important when implementing CDF projects?

Yes  No

21. If your answer is 'Yes' to how important is consultation?

- A. Very important (4)
- B. Important (3)
- C. Fairly important (2)
- D. Not important (1)

22. Were you consulted by any public CDF official when they were implementing the CDF project(s) in your constituency?

Yes  No

23. How would you rate the manner in which you were consulted?
- A. Excellent (5)
  - B. Very good (4)
  - C. Good (3)
  - D. Fair (2)
  - D. Poor (1)

**Collaboration**

24. Do you think that CDF planners should actively collaborate with the community and other development-based institutions during implementation of CDF projects?

Yes  No

25. If your answer is 'Yes' to what extent should project managers collaborate with the community and other development-based institutions?

- A. Very large extent (5)
- B. Large extent (4)
- C. Average extent (3)
- D. Low extent (3)
- E. Very low extent (4)

26. Are you aware of any collaboration that the government and CDF planners have done in the selection, planning and implementation of CDF projects in your area?

Yes  No

27. Are you satisfied with the manner in which the government collaborates with these organisations?

Yes  No  Not sure

28. If your answers is 'Yes' to what extent are your satisfied?

- A. Very large extent (5)
- B. Large extent (4)
- C. Average extent (3)
- D. Low extent (2)
- E. Very low extent (1)

**Empowerment**

29. In your opinion is community empowerment important?

Yes  No

30. If your answer is 'Yes' how important is community empowerment?

- A. Very important (4)
- B. Important (3)
- C. Moderately important (2)
- D. Not important (1)

*Thank you for filling in the questionnaire!*

## Appendix II: Interview Questions

1. What is your education level?
2. What is your occupation?
3. Are you a voter/ resident of Embakasi West Constituency?
  - a. If a resident, which Ward do you live in?How long have you lived here?
4. Are you aware of any CDF funded projects in your Ward?
  - a. If yes, how did you get information on the CDF project you have named above?
5. Have you been involved in any CDF funded project?If yes, how were you involved in the project?
6. In your view, what have the public CDF agents done to ensure that you receive knowledge and information regarding selection, planning and implementation of CDF projects? Which means did they use?
  - a. What do you think the public CDF agents should do to enhance access to knowledge and information when selecting, planning and implementing CDF projects?
7. Were you ever consulted by the public agentswhen they were implementing any CDF project? If your answer is ‘Yes’, how were you consulted?
  - a. What do you think the public CDF agents should do in order to improve their consultation strategies with the community residing in Embakasi West Constituency?
8. Are you aware of any partners that the public CDF agents have collaborated with in the projects? If yes, name them.
  - a. Were you satisfied in the manner in which the agents collaboration strategies?

- b. What do you think the public CDF agents should do to improve its collaboration strategies when implementing CDF projects?
- 9. What gains or benefits do you think the CDF projects have brought to your community?
- 10. What have the public CDF agents in Embakasi West Constituency done to empower communities in the implementation of CDF projects?
  - a. How should the public CDF agents improve community empowerment in Embakasi West Constituency?
- 11. What challenges do you think public agents face when implementing CDF projects?
  - a. How can these challenges be overcome?
- 12. How can the criteria for project selection, planning, implementation, monitoring and evaluation of CDF projects be improved?
- 13. What other factors in your opinion affect your ability to participate in the implementation of CDF projects? How can they be improved?
- 14. In your opinion:
  - a. How has community participation impacted your life as a resident/ worker/ voter? Does it empower you or disempower?
  - b. How has community participation impacted in the overall development in Embakasi West Constituency? Do you think that it gives you more powers than the public agents?
- 15. What opportunities do you foresee can be explored when you are encouraged to participate?
- 16. What challenges do you experience when you are engaged to participate?
- 17. How can they be improved?

**Appendix III: Key Informant Interview**  
**Interview Questions**

1. What is your education background?
2. What is your occupation?
3. How long have you worked/ resided in Embakasi West Constituency?
4. How have you used your position to encourage communities in Embakasi to participate? Has it been successful or challenging? How?
5. What community participation strategies have you applied to implement the CDF projects in Embakasi West Constituency in:
  - a. Providing information on CDF projects
  - b. Consulting with the beneficiaries
  - c. Collaborate with the beneficiaries and other stake holders
  - d. Empower communities
6. How would you rate these strategies?
7. How effective were these strategies?
8. At what level do you engage communities when implementing CDF projects?  
*Selection, Planning, Implementation or Monitoring and Evaluation?*
9. In your opinion
  - a. How has community participation impacted your work? Does it empower you or disempower you as a public agent?
  - b. How has community participation impacted in the overall development in Embakasi West Constituency? Does it give more power to communities and less control to you?
10. What opportunities do you foresee can be explored when communities are encouraged to participate?
11. What challenges do you experience when engaging communities to participate?
12. How can they be improved?