

**INFLUENCE OF STAKEHOLDER ENGAGEMENT ON IMPLEMENTATION OF
COMMUNITY DEVELOPMENT PROJECTS IN KIBERA, NAIROBI COUNTY,
KENYA**

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DECLARATION

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

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DEDICATION

I devote this study report to my entire family for their moral support, sacrifice, and prayers.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENT.....	iii
DEDICATION.....	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABSTRACT.....	x
LIST OF ABBREVIATION AND ACRONYM.....	xi
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	3
1.3 Purpose of the Study	3
1.4 Objectives of the Study.....	3
1.5 Research questions.....	4
1.6 Significance of the Study	4
1.7 Basic Assumptions of the Study	5
1.8 Limitations of the Study.....	5
1.9 Delimitation of the Study	5
1.10 Definition of Significant terms	6
1.11 Organization of the study.....	6

CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Effects of community participation on the implementation of development project	8
2.3 The Influence of information sharing among development partners on the Implementation of Development Project	10
2.4 Influence of Government and Local authorities on the Implementation of Development Project	12
2.5 Influence of Donors/Sponsors on the Implementation of Development Project	14
2.6 Theoretical Framework.....	17
2.6.1 Stakeholders Theory	17
2.7 Conceptual Framework.....	18
2.8 Research gaps.....	20
2.9 Summary of Chapter	23
CHAPTER THREE	25
RESEARCH METHODOLOGY	25
3.1 Introduction.....	25
3.2 Research Design.....	25
3.3 Target Population.....	25
3.4 Sample Size and Sampling Procedure	25
3.5 Data Collection Instrument	29
3.6 Data Collection Procedures.....	29
achieving the objectives of the study.	29
3.7 Pilot Testing of the Instruments	29
3.7.1 Validity of the Instrument.....	29

3.7.2 Reliability of the Instrument	30
3.8 Data Analysis Techniques.....	30
3.9 Ethical Considerations	31
3.10 Operational Definition of Variables.....	31
CHAPTER FOUR.....	35
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	35
4.1 Introduction.....	35
4.2 Response Rate.....	35
4.3 Demographic Characteristics of Respondents	36
4.4 Influence of Community Participation on Projects Implementation in Kibera, Nairobi. ...	38
4.4 The Influence of Information Sharing Among Development Partnerss on Community Projects in Kibera, Nairobi.	42
4.6 The Influence of Government Involvement in Implementation of Community Projects in Kibera, Nairobi.	45
4.7 The Influence of Donor Involvement on Community Projects in Kibera.	47
CHAPTER FIVE	51
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....	51
5.1 Introduction.....	51
5.2 Summary of findings.....	51
5.3 Discussion.....	54
5.6 Suggestions for further research	61
REFERENCES.....	62

LIST OF TABLES

Table 2.1: Research Gaps	20
Table 3.1: Sampling procedures for the community members	27
Table 3.2: Sampling Size	28
Table 3.4: Operationalization of Study Variables.....	32
Table 4.1: Response Rate.....	35
Table 4.2: Distribution of respondents by Gender.....	36
Table 4.4: Distribution of Respondents by Age.....	36
Table 4.6: Distribution of Respondents According to Education Level.....	37
Table 4.8: Distribution by Duration of Residence in Kibera	38
Table 4.10: Level of Awareness on existence of projects in Kibera	38
Table 4.11: Community Participation in Implementation of Projects	39
Table 4.12: Roles and Responsibilities of Community members in Implementation	39
Table 4.14: Capacity Building for Communities to Enhance Participation.....	40
Table 4.15: NGOs Feedback to Community Members	40
Table 4.16: Overall Influence of Community Participation in the Implementation of Projects...	41
Table 4.17: Participation in Projects by project managers, donors and government.....	42
Table 4.21: Information Sharing Among NGOs in Kibera.....	43
Table 4.22: Communication Channels NGOs Used in Information Sharing.....	43
Table 4.23: Benefit of Inter-Agency Information Sharing Practices.....	44
Table 4.24: Government Involvement in Community Projects	45
Table 4.25: Government Roles and Responsibilities in Community Projects.....	46
Table 4.26: Communication between local NGOs and Donor agencies	47
Table 4.27: Effectiveness of communication flow between local NGOs and donors	48
Table 4.28: Provision of Capacity Building for Projects Staff by Donors	48
Table 4.29: Donors involvement in monitoring project progress	49
Table 4.30: Consistency in Monitoring Projects.....	49
Table 4.31: Importance of Healthy NGO-Donor Relationship.....	50

LIST OF FIGURES

Figure 1: Conceptual Framework	19
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ABSTRACT

The study aimed at establishing the influence stakeholder engagement has on implementation of community development projects in Kibera. This is informed by the low level of stakeholder engagement in implementation of development projects which can limit or hinder the achievement of project goals and long term impacts on Kibera communities. The actual objectives at the crux of the study were to establish the influence of community participation, government participation, donor participation and civil society participation in the actualization of community development projects in Kibera. The research adopted a descriptive research study design with questionnaires used in collection of primary data which were administered to 147 respondents consisting of 41 project managers representing 41 different NGOs, 96 Kibera residents, 5 MCAs and 5 donor agencies. To get sampling size of 96 from Kibera population, the researcher used stratified convenience/non random sampling technique to select the respondents from each of the five wards in Kibera. The project managers, government officials and donor representatives were identified using purposive sampling technique. Stakeholder theory was used as a logical framework and a guide to analyze the study. A total of 132 questionnaires were returned representing an 89.79% response rate. The data collected was converted and prepared in a quantitative format to aid in analysis by use of Statistical Package for Social Sciences (SPSS). The data were analyzed using appropriate descriptive statistics and inferential statistics. The results revealed that stakeholder engagement has profound influence on the end result and impact of community projects in Kibera. Although 72% of Kibera residents are aware of community projects in Kibera, only 42% reported they are involved in projects implementation. Community members were not adequately consulted in identification of community needs and strategies to solve those problems as well as in monitoring processes. Only small minority (23%) of Kibera community members reported they feel empowered to have meaningful participation. 31.4% reported NGOs in Kibera provided them with feedback on projects progress during and after implementation of community developments projects. Although development partners operating in Kibera share information amongst one another, organization were reported to be mean on sharing best practices and knowledge that improve overall development programs. Inter-agency information sharing practices has reduced overlapping of donor resources and enhanced coordination. It has however done little to improve accountability and transparency of projects in Kibera. 85% of study respondents believed that government is heavily involved in coordinating humanitarian interventions and has over the years created enabling environment through supportive policy framework that guided NGO operations. However a small minority agreed that government provides support in the providing solution to implementation hitches while even a smaller minority reported government monitor community programs to ensure prudent appropriation of donor funds. 74% of study participants agreed that there is an open communication between local NGOs and donor agencies working on development projects in Kibera, however the study determined donors don't sufficiently build capacities for projects staff to improve programs and sustainability and only play a minimal role in monitoring projects. Based on the findings, the study recommended NGOs to empower communities for a meaningful participation in programs throughout projects cycle. The study further called on governments and funding agencies to improve in coordination of aid programs and accountability.

LIST OF ABBREVIATION AND ACRONYM

CBOs-	Community Based Organizations
CSOs-	Civil Society Organizations
CSR -	Corporate Social Responsibility
MDG-	Millennium Development Goals
MCA-	Members of County Assembly
EU-	European Union
FBOs-	Faith Based Organizations
IFC-	International Finance Corporation
NGDO -	Non-Governmental Development Organizations
NGOs-	Non Governmental Organizations
OECD-	Organization for Economic Co-operation and Development
PRSP-	Poverty Reduction Strategy Papers
SPSS-	Statistical package for Social Sciences.
UNDP-	United Nation for Development Programs

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Africa and the outside world have too often experienced man-made and natural disaster/ shocks, which disrupted the normal functioning of social institutions. The continent experienced cyclic droughts that caused food insecurity, malnutrition and infectious diseases, which continuously removed productive population from participating in the economy (Landesman, 2001). Additionally, some countries in Africa are affected by perennial conflicts, which destroyed governmental and social institutions that provided basic social facilities to the population. These disasters have ruined the coping mechanism of communities and destroyed their productive assets (Habtmu, 2012). The desire to meet the demands of affected population has overstretched the human and financial ability of government. The role of the NGOs and donor-funded projects to complement government efforts is therefore amplified with the rising needs of disaster-affected communities (John, 1996).

The contribution of the NGOs to the socio-economic development is paramount as they fill gaps between the government's forgotten actions or incapacity and needs of citizens (Anantu, 2014). However development agencies face complications in relationship management between themselves and different groups of stakeholders including affected communities, government, donors and private sector. Establishing good working relationship with these actors improves the effectiveness of development programs (Journal of Turkish Weekly, 2011). The absence of integration of stakeholders and sharing of responsibilities in implementation undermines project performance. Conversely participation sought from project formulation to phase-out stages hugely determines the level of impact projects have on aid recipients (Frank, Guidero, 2012).

Freeman (1984) defines stakeholder as any person or group that is directly or indirectly affected or who can influence the attainment of a company's goals. With passage of time, Freeman (2004) adjusted this definition to "groups crucial to corporate success and survival". According to (IFC, 2007) the term stakeholder engagements has continued to evolve as a way of explaining a wider, comprehensive, and progressive process between an organization and the affected that encompasses series of approaches and practices throughout project life. Project organizations engage in dialogue with their stakeholder to address their concerns and varying perspectives and

priorities and thereby improve decision-making and accountability.

According to Mulwa (2008) participatory approach is grounded on the idea that every fact or truth within a project has composite phases that should be understood. The logic and moral of the participation is that the backgrounds of individuals reveal their variation in views as they originate from varied educational setting, life experiences, culture, religion, differences in social status, as well as distinct areas of professional specialization. Such would have a huge impact on the manner they construe conditions and put forward suggestions regarding to what they see can best solve their problems and respond to their needs (Mulwa, 2008).

Meaningful engagement occurs when organizations identify key stakeholders in their operational environment and chose to establish relations with them as a means to improve organizational performance and programming. Developing and sustaining good relationships with stakeholders allow organizations to improve risk management and exploit new opportunities. Members of the community will be expected to assist if implementers create permitting conditions where opinions of the locals are expressed and the public is actively involved (IFC, 2007). Nelson (2007) maintains that stakeholder involvement in the process of decision-making is a highly reliable approach to optimize profits as well as guard against unfavorable impacts at strategic level. Stakeholder engagement educates stakeholders about the practical constraints and opportunities of implementing funded programs.

Stakeholder engagement normally happens when an organization demand inputs from groups affected by its decision to weigh in their views on projects design and execution approaches (Campbell and Marshall, 2002). If stakeholder management is not well expressed in the project, unanticipated challenges will pop up in implementation resulting from stakeholders. For example, a distinct and complete definition of project successes and failures might not be identified, and thus the project manager may attempt to attain objectives that were not proposed by the stakeholders (Jack, Samuel, 2009).

Kibera has been the center of focus for many donor-funded projects. Several donor-funded development projects to help alleviate poverty implemented in Kibera, mostly from traditional donors including World Bank and UN agencies, didn't bear commensurate impacts (Mulu, 2009).

1.2 Statement of the Problem

Since Kenya gained independence the number of NGOs and donor-funded programs have risen steadily and the roles of NGOs in development programs has gained momentum (Brass, 2012). Due to absence of a definite policy structure, efficient state programs are not there for fulfilling the needs of the people living in Kibera. The most crucial infrastructural problems that offer a great social risk are the sanitation and poor water supply. The rising demands of water over reduced water sources spawns competition and lead to conflicts over the usage of water, and with Kibera communities that are not well represented in decision making process, the problem is even more pronounced (Adhiambo, 2012).

Most of development and emergency projects in Nairobi have targeted Kibera due to the precarious living standard of its residents relative to Nairobi residents. Multi-sectorial and integrated programs have long been implemented in the non-formal settlement with a view to improve the living condition of communities through provision of social services and empowering them economically. However, massive multi-million projects didn't translate into better living conditions and improved welfare for Kibera residents. The impact of these programs has not kept pace with the level of donor investment. The constraints to effective aid provision relate to the differing aid policies among partners, limited community participation and coordination (Oino, Towett and Luyega, 2015). This study will investigate the influence of stakeholder engagement on successful implementation of community development project.

1.3 Purpose of the Study

The study objective was to assess the impact of stakeholder engagement on implementation of development projects in Kibera, Nairobi County.

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To assess the influence of community participation on project implementation in Kibera slums, Nairobi Kenya.
- ii. To examine the influence of information sharing among development partners on community development project implementation in Kibera slums, Nairobi Kenya.

- iii. To evaluate the impact of government participation on community development project implementation in Kibera slums, Nairobi Kenya.
- iv. To determine the influence of donor involvement on community development project implementation in Kibera slums, Nairobi.

1.5 Research questions

Below are study questions that offered guidance on the research:

- i. To what level does community participation influences community development project implementation in Kibera slums, Nairobi Kenya?
- ii. To what extent does information sharing among development partners influence community development project implementation in Kibera slums Nairobi Kenya?
- iii. What is the effect of government participation on community development project implementation in Kibera slums Nairobi Kenya?
- iv. To what extent does donor involvement influence community development project implementation in Kibera slums, Nairobi Kenya?

1.6 Significance of the Study

The research might be crucial in recognizing levels of participation and engagement of key stakeholders in projects implemented in Kibera. The study identified the gap in stakeholder engagement and put forward recommendations to NGOs to improve programming and policymaking.

The study provided unique lens in understanding how stakeholder engagement in project implementation influences its success. This was done by first identifying stakeholder roles and exploring how the presence or absence of critical stakeholder in implementation processes contributes to or impedes achieving project milestone and end-goals. Since projects affect community groups either positively or adversely, it is implementation should peg on continuous engagement with all that have interest in its outcome. Development agencies have to seek collaborative efforts among stakeholders so as to gain general knowledge and clear program objectives. Project communities, implementing partners, donors and international NGOs will also find this study useful to deal with perennial problems and stride best ways of adopting sustainable development programs that are based on the community at large.

Proper stakeholder engagement holds the key to the success of any community project. However, little information is available on the influence of stakeholder engagement on project implementation. This study therefore aims at bridging information gap on significance of stakeholder engagement on project implementation.

1.7 Basic Assumptions of the Study

It is presumed stakeholder engagement has a significant and measurable impact on development project implementation and will continue to be significant throughout the study period. The study sample was assumed to represent the entire population the study would make inference to. It was also assumed participants would answer questions honestly while maintaining confidentiality and privacy. Finally it was assumed respondents are volunteers who are may pull out of the research at any occasion and with no difficulties.

1.8 Limitations of the Study

This research is limited by three main constraints:

The time required to finish the project is inadequate. The possible solution for limited time frame to complete the research was sampling the population. This ensured the study to be accomplished within the timeframe.

The limited amount of previous research on project implementation at Kibera slum and the bureaucracy involved for authorization to access the project site. Acquiring a letter of introduction from the university to the project site solved the bureaucracy involved at the sites and eased access.

Lastly, the respondents might have feared to respond due to fear of victimization. The study solved this by informing them the questionnaire should have no bearing of their names and details and guaranteeing them their responses would only be used for academic purposes.

1.9 Delimitation of the Study

Due to the limited time frame of the thesis project and the newness and complexity, Kibera slum was chosen to be a representative sample. The objective of the study was narrowed down to focus on the influence of stakeholder engagement in implementation of development project in Kibera. Specifically, the study was based on the influences of community participation, government participation, donor involvement and inter-agency information sharing on project

implementation in Kibera slums. According to Population Council (2009) there are 70 active organizations running multi-sectorial projects in Kibera slums. The target population was Kibera residents, project managers, government officials as well as donor agencies. The study employed stratified and purposive sampling technique to identify respondents.

1.10 Definition of Significant terms

Civil society—is a combination of groups, organizations and institutions operating outside governmental and for-profit sectors that advocate for and tend to improve the welfare of people. Examples of Civil Society include trade unions, NGOs, churches/mosques among others.

Community participation-is a proven approach where the community are involved in development projects rights from plan stage to evaluation.

Government participation-is a proven approach where the government officials are involved in project implementations.

Project donor-a person or group that gives fund in order to drive development projects

Project implementation- this is the implementation or management of the intensions of the project or transforming the program plan into activities and actions. Differently put, it is the point where resources are allocated to realize plan objectives.

Stakeholders' Involvement –this is the process in which organization engage people or groups who might affect or be influenced by the project implementation decisions. These people resist or support the choices, may be powerful in the community or company in which they run, and possess related official title or are influenced in the end.

1.11 Organization of the study

This section is an introduction of the study proposal and includes the background of the survey and the statement of the problem. It follows further by briefly stating the study objectives. The section also shows the questions under study that was used to guide the study as well as examine the various factors responsible for the existing problem. The justifications of the study and delimitation/scope have also been presented within the chapter.

Chapter two highlighted the literature of the study topic while chapter three discusses the methodology applied for this specific research. Chapter four tabulates the data collected while Chapter five outlined the major findings, conclusions as well as recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section aims at reviewing the literature on the influence of stakeholder engagement on implementation of development projects. In order to meet this purpose, the chapter identifies theoretical framework in connection with the research and develops conceptual structure of the study. The theory that underpinned and guided the study is stakeholders' theory. General and empirical literature was also reviewed in line with the influences of community participation, government participation, donors/sponsors and inter-agency information sharing on implementation of community development projects. Conceptualization of the variables was also presented in this chapter as well as the summary of the literature and the research gaps.

2.2 Effects of community participation on the implementation of development project

Globally, development projects that recognize the importance of establishing lasting relationships with target communities and other interested parties throughout its lifecycle, and not merely during design stage, are realizing the benefits of better risk management and results. Similarly, private and public sectors have begun to appreciate the risk which stem from poor stakeholder relation and opportunities that come with constructive ones (IFC, 2007).

Paul (2007) noted it is indispensable to recognize the significance of magnifying the role of community groups towards enhancing access of the poor to service delivery. Grassroots organizations are in a better position to mobilize community needs and provide rapid feedback- a combination that enhances chances of collaboration. Development policies have to encourage projects that empower and enhance the capacities of the local communities as development projects that strengthen capacities of beneficiaries become more sustainable.

Webler, (2001) proposes the efficiency of public involvement can be attained by creating a decision making process that is responsive and transparent to the public input so as to allow those participating to understand the manner in which their inputs are being valued by policy makers.

For participation to be effective and broad, projects have to raise awareness from onset about its objectives, stakeholders affected and their roles, information required for participation and the

level of participation for all parties involved. NGOs chances of meeting programmatic objectives are bolstered by grassroots mobilization and community involvement in implementation (Thomas, 2008). These are the reasons, perhaps, why NGOs are becoming highly preferred in the development process due to their increased donor interaction and participation approaches Lain (1999). However, for community participation to be effective and supportive of program implementation, it has to change the underlying structures limiting equal access (Banks, Hulme and Edwards, 2014).

Improvement in community welfare demands the participation and engagement of local citizens in pinpointing the strategies they desire to employ. Involvement is viewed as a guard for freedom, integrative, educative, as well as means of growth. One major assumption of involvement is that local citizens will greatly support programs that involve them in all decision-making processes (Robert, 2004). Further, it is assumed that residents have a clear understanding of their needs as well as resources at their disposal. Community based organizations offer numerous benefits by initiating demand-based programs since they possess massive information and contacts about the community (Green and Haines, 2008).

Grassroots linkages and close proximity to affected population provide NGOs with comparative advantage in the provision of relevant programs echoing local contexts, reality and needs and which are not motivated by political or commercial interest (Koch, Dreher, Nunnenkamp, & Thiele, 2009). To attain comparative advantage, NGOs have to adapt to changing institutional environment to strengthen and consolidate fragmented community based organizations and offer legitimacy to stakeholders through their programming (Korten, 1990).

Not-for-profit organizations encounter serious challenges and contradiction to empower community-based organizations in the face of strong requisition to remain non-political, their fragile links to grassroots constituents, and pressure to be more accountable to donors (upward accountability) more than they are to recipients (downward accountability) as well as their general interim project focus (Lang, 2013). Thus as NGOs excelled in their service delivery function, it has compromised their civil society function which is a central of NGO legitimacy. This has resulted into a prolonged crisis where organizations have gotten themselves pulled faraway from poor individuals that they otherwise work for their interest (Porter & Wallace, 2013). Increasing red tape and requirement for professionalization on the part of donor agencies

has led to erosion of participatory approaches, inconsideration to cultural sensitivity and weakened local ties. The combination of these factors diluted the core values of NGOs and reduced them to turn out to be the adopters of the donor policy instead of being equal partners in development (Elbert and Arts, 2011).

Overtime, grassroots-led movements has come to light which, beyond leadership capabilities at the grassroots level, have connections at international, local, and national ranks allowing groups that are poor to have influence on state and non-state actors (Mitlin, 2013). Faith-based organizations play a vital role in the provision of need-based and time-bound disaster response efforts and are therefore vital civil society that can support humanitarian programming. They have outstanding and strong capability to organize communities and resources and therefore can be particularly important for advocacy and awareness programs (Kirby et al, 2005). In Kibera, many CBOs press for enhanced accessibility to better and additional services and therefore challenging prevalent marginalization. International NGOs in collaboration with the Nairobi County government trained youth in Kibera on importance of devolution and duties and responsibilities of citizens in making sure devolution work through full citizen participation (Sautiya Mtaa, 2015). This was against a backdrop where no significant research existed on the influence of community participation in project implementation in Kibera, thereby exposing a knowledge-gap which is this study sought to bridge.

2.3 The Influence of information sharing among development partners on the Implementation of Development Project

Information sharing among development partners takes different forms and can include networking, communication, knowledge sharing and collaboration. Networking is also another important avenue to further development in poor countries, disseminate information and knowledge, influence decision makers and development agencies and bring about empowerment. In this regard, in a development project context, information sharing and transfer of knowledge is nearly as important as physically transferring assets (Sozansky, 2002). Plucknett et al (1993) noted that sharing information about opportunities and constraints with likeminded agencies is an essential part of social development.

Holmen and Jirström (1996) noted that emphasis is made on vertical networking that is characterized either by coordination between NGOs and CBOs, or establishing local and CBOs that NGOs initiate or support on existing social networks. Conversely little attention is given to horizontal coordination or linking NGOs with each other. According to Jessica and Leslie (2009) Complex decision tasks require superior solutions, which can be achieved when partners integrate unique, relevant, and diverse information sets. Diversity brings new knowledge, skills formation, and unique perspective to bear on problem solving and decision making process. The combination of factors improves group performance through information exchange and analysis of varied perspective and alternative solutions, which result higher quality decisions and solutions, creativity and innovations.

Both vertical and horizontal communication among project teams and stakeholders is an important information sharing opportunity that is bound to determine the ultimate success of projects of any nature. Peter (2012) opines t the success or failure of externally funded development projects rests on effective communication between stakeholders. Mariete (2012) noted that communication brings on board attitudes, perceived needs and capacities of the intended beneficiaries. Further, communication also serves multiple functions such as being a platform for information exchange, helping achieve compromise, knowledge sharing, decision making among cooperating stakeholders in government, NGOs and Individuals. According to IFC (2007) the spectrum of information sharing includes recognizing the role of communication in giving a voice to stakeholders. Communication is continuous which is best achieved through various communication mediums and regular events that provide opportunities for further hearing and learning.

Donor support has to be coordinated to avoid chances of duplication of poverty alleviation programs. In Kenya, there exist limited proper forums where multilateral and bilateral donors share their experiences. This according to Omiti et al (2002) has brought about the concentration of development programs in or around urban centers or preferred rural areas hence imbalance in poverty alleviation. Therefore coordinating humanitarian assistances enhances chances of filling humanitarian gaps, preventing overlap and ensuring development partners are synchronized to work together to achieve thematic objective thereby enabling a more coherent, appropriate response (Gilmann, 2010). In this light, in 2005, the UN launched a coordination mechanism

called the cluster approach to increase coordination amongst development partners and improve coherence in humanitarian response (Humphries, 2012).

Although cooperation is imperative for NGOs keen to scale-up activities and enhance their impact, NGOs have been found to staunchly safeguard their independence (Stremlau, 1987). Many established coordination platforms become short-lived due to NGOs protecting their independence (Horlmén, Jirstrom, 2000). Networking and coordination is not the most important or prioritized activity of organizations but rather a supplementary or secondary activity. When it is done, a certain organization takes on the role as a focal point to ensure information flow through the network without interruption. However, since networking is a rather invisible activity-one difficult to attach direct benefits to- it is often difficult to allocate sufficient funds necessary to uphold it (Haverkort et al 1993).

Oino et al (2015) argued projects that link with other NGOs projects and programs tend to be more sustainable. Such projects are more likely to benefit from support and draw lessons from each other as well as exploit each other's opportunities. Another aspect of information sharing is collaboration that is essential for long-term survival of community-based programs. Creating enabling environment for collaborations contribute to a program's continuations but recommended relevant community leaders and agencies have to be included at all levels.

2.4 Influence of Government and Local authorities on Implementation of Development Project

NGOs possess development capacities which give them comparative advantage over states and governments in service delivery and social development (Iain Atack, 1999). However, Aid in lower income countries can only be more effective and tend to have significant positive impact when supported by policy framework. Poor fiscal and monetary policy has crippled the effectiveness and potential impact of development programs in developing countries. It has been noted that without fostering strong relationships with national institutions, donor programs may not register reasonable success Vu Minh Duc (2002)

Government agencies should work in collaboration with the NGOs in coming out with action plan to address challenges and difficulties faced by NGOs in their operations (Abdiaziz, 2014). Busiinge Christopher (2010) noted while NGOs in Uganda took part in monitoring the operation of government programs, government officials rarely monitor NGOs activities and thus

compromised aid efficiency and transparency. The study recommended governments to institute information sharing platforms to coordinate and monitor development programs.

NGOs and governments sometimes find themselves competing for funding (Lewis, 2009). The adversarial consequence of the competition can then affect implementation of development projects with the losing party refusing cooperation. Another obstacle facing NGOs capacity to act is when governments dismiss their advocacy activities with politically motivated and fuelling opposition and thus create regulations meant to either dampen or stifle civil society (Houtzager, 2005). In other situations powerful politician and administrators at the national government level have been known to instruct NGOs on where to locate their projects either directly or by implication (Brass, 2012).

Although differing approaches to development can trigger friction between governments and NGOs, it doesn't necessarily mean incompatibility in development approaches. In this regard, different NGOs and government have unique positions and advantages in implementing programs responsive to poverty. While NGOs and CBOs are closer to people, are more people-oriented in their programs and perhaps have greater capacity in terms of financial resources, government has greater expertise and legitimacy and is the largest stakeholder of poverty related programs (Omiti et al, 2002). More specifically, the role of government is twofold. One is to synchronize development actors to ascertain poverty programs are delivered effectively. The other is to compile official data for planning and budgeting (Africare Innovations in Education, 2006). In effect therefore, in striving for development, both the donors and NGOs on one hand and the government on the other have their roles well cut out. Depending on their relationship, their interactions can either have a positive or adverse effect on the development aid is expected to provide (Mbom, 2012).

Aid agencies can also influence State-NGO relationship through projects and policy dialogue with governments. Poverty Reduction Strategy Papers (PRSP, 2002-2003) formulated by Kenya government at the request of donors provided room for interaction and encouraged partnerships and shared efforts in poverty-alleviation oriented programs (World Bank, 2004). When opposed by the state, NGOs are constrained by the regulatory environment. As such, the space available for civil society organizations is significantly reduced thereby impeding what can be achieved. Although government of Kenya assured its commitment to enhancing social

integration within the context of diversified local and international NGOs and pressure groups, NGOs and the government are yet to recognize each other as partners in a practical sense with government normally critical of high profile of NGOs' advocacy campaign especially against government policy (Wanjala, Kibwana, 1997).

In Kenya, the NGO Coordination Act established a governmental agency, NGO Co-ordination Board under section 3 of the Act, to coordinate and facilitate the work of NGOs by maintaining the register of NGOs, receiving and discussing NGOs reports, advising the government on the activities and role of NGOs, providing policy guidelines to NGOs, approving reports of the NGO Council, and approval of the NGO code of conduct prepared by the NGO Council. The Act also established a self-regulatory agency, Kenya National Council of NGOs established under section 23 of the Act, which is tasked to ensure self-regulation and capacity building for development agencies (Kameri-Mbote, 2000-2). In spite of this body, many NGOs are not registered and continue operating without their activities being regulated. As a result briefcase NGOs sprung up and continue to get funding from local and international sources ostensibly to fight poverty but without any activities to show their contribution to development (Omiti et al, 2002).

Post 2010, with the adoption of a progressive constitution, stakeholder engagement is a constitutional imperative, with the Constitution of Kenya, 2010 (CoK, 2010) enshrining citizen participation, under Article 1(4), article 174 C and D, Article 184 (c) and article 232 (1) (d). This new shift towards participatory process has also percolated to the emerging legislation such as the County Governments Act 2012 and the Urban Areas and Cities Act 2011 (Ministry of Devolution and Planning and Council of Governors, 2016). Alongside these new governance documents, the emphasis on participation already existing in the Physical Planning Act Cap 286 and EMCA Act of 1999 have made sure that decentralization of planning at local level occurs, thereby empowering local people to take actions and participate in various stages of plan preparation, process and implementation. Against this backdrop the citizens are now considered to enjoy much greater rights and duties to be engaged in development projects as opposed to any other time in Kenya (Jesuit Hakimani Centre (JHC), 2013).

2.5 Influence of Donors/Sponsors on the Implementation of Development Project

Donor agencies have the mission of not only funding development project but also determining technical and institutional capacities and accountability. Besides, as part of their mission they

must make sure that development projects are not only completed but also are sustainable. However, in an environment where there is increased dependence of NGOs on donor funding, the independence of NGOs and their projects can be highly compromised (Hummels and Edwards, 1996). Further still, the potential of NGOs to have a transformative effect is often than not hampered by high-level dependency on external funding and the pressures of working within stringent rules and regulations (Banks, Hulme and Edwards, 2014). Other approaches such as donor-driven partnership arrangements between donors and NGOs have been unable to cure the obvious lopsided relationship between the two. This type of partnership arrangement puts the authority and decision-making in development process entirely in the hands of donors rather than having a shared participation in the project cycle by both donors and NGOs that represent local communities (Mbom, 2012).

Programs implementation is also greatly dependent on having the right technical and institutional capacities between donor agencies and local NGOs. The achievement of local NGOs may be limited without the technical, institutional, financial and logistic support of donor agencies (Fowler, 1991). Larger international organizations provide technical and financial resources to smaller NGOs and CBOs. However, funneling huge resources to smaller NGOs that don't have absorptive and technical capacity can undermine effectiveness of development programs. In view of this Huemann et al (2007) posits that to avoid chances of wastage, funding level should commensurate with capacities of recipient implementing partners. According to Smillie, (1997) donors should also monitor programs and only continue funding NGOs with track record of achieving set targets. Donor agencies providing more administrative and programmatic funds to effective NGOs have given performing organizations a real boost in terms of its field capacity to implement projects.

Many NGOs prioritize their functional accountability to donors in terms of targets and outputs over their broader goals of community empowerment. In this regard, it is common for donors to get the front seat with regard to accountability as compared to local communities who are targeted by donor projects. This way they move away from their areas of specialization and deviate from their missions under which they were formed (Booth, 1994). In some cases, beneficiaries have little say over policies and practices of aid agencies who which are accountable to their sponsors elsewhere and not to target populations (Williams, 2012).

A competitive funding environment compelled some NGOs to align their strategies with donor priorities and interests to attract funding (Mohan, 2011). The top-bottom relationship between donor agencies and Southern NGOs is marred by their inability to meet acceptable standards in project development and implementation. Some donors believe NGOs are not objective and therefore take upon themselves to coin project proposals that meet “acceptable standards” which then lead to Aid ineffectiveness (De Waal, 1997). As observed by Easterly and Tobias (2008), Aid ineffectiveness has largely been due to the fragmentation of donor programs with implementing partners contending with many small projects from different donors resulting increased red tape and time wastage in engagement with government officials especially in aid intensive countries.

A noted weakness of donors is where they determine local agendas which impacts negatively on sustainability, in effect reducing the role of NGOs to nothing more than sub-contracted development agency at the behest of external actors’ policies (Bebbington, 1997). NGO critics further argue foreign interests manipulate NGOs to shift their focus and adjust their strategic priorities to meet donors’ requirements and program priorities. Thus NGOs fail to solicit meaningful feedback from local stakeholders and struggle to put up need-based programs that respond to the actual needs of target population (Booth, 1994). NGOs, therefore, face a pyramid of challenges in tailoring programs that solve local problems. This goes against established norms which acknowledge that sustainable programs can benefit target communities long after project period is possible when donor agencies fully utilize indigenous knowledge and skills and encourage empowerment and participation. In this regard, sustainability is achieved by empowering community systems and structures including local NGOs, CBOs and village relief/development committees enabling provision of services even when donor agencies transition out (Fowler, 1992). Aid programs founded on strong local base will have a higher rate of success than those imposed from outside.

A more mutual and confident relation between NGOs and its donors will optimize impacts of development projects within the targeted communities, as the two parties will build on each other’s strength. If the current donor interworking conditions and methods remain unmodified, the interphase between donors and NGOs can almost hamper the ability of NGOs to follow participatory practices to be effective (Alan Fowler, 1992). Busiinge Christopher (2010) noted there has to be a paradigm shift away from donor-driven project modalities, log frames and time

limitations to a process programming where the local NGOs together with communities decide on what is priority for development. Donor-NGO partnership should be made with a sense of mutuality and equality of parties involved (Fowler, 1991). The mutual dependency is anchored on partnership that is agreed right from program inception and on the basis of defined roles and responsibilities, modalities to share risks and pursuance of joint objectives (Lewis, 1997).

2.6 Theoretical Framework

Several theories exist to explain how systems can be used to improve implementation of development project. This include stakeholder's theory, agency theory and resource based view theory. This is study will be guided by stakeholder theory which sufficiently addressed how management can meet the conflicting interest of multi-stakeholders.

2.6.1 Stakeholders Theory

Stakeholder Theory has made significant and appreciable headways into poverty alleviations and applied research relating to sustainable food security, community-led resource management and peace building (Ramires, 1999). Stakeholder theory assumes all persons or groups as having legitimate interest to engage in an enterprise by obtaining benefit with no pre-set priority of one set of interests and benefits overriding the other. The fundamental philosophy that has characterized stakeholder theory emphasizes the coordination of stakeholder interests and the need for all stakeholders to benefit over time through their collaboration (Freeman, Harrison and Wicks, 2007).

Stakeholder theory can be divided into three types-descriptive (or empirical), instrumental and normative (prescriptive) which are almost entirely separate methodological strands of literature (Donaldson, Preston, 1995). According to Freeman (1984), stakeholder theory deepens its roots in the notion of corporate social responsibility. As stakeholder theory developed and grew in number of supporters, however, it also varied in diverse interpretations and arguments for its justification. The stakeholder literature in this study focuses primarily on stakeholder orientation as a means of achieving corporate success. This theory tries to explain and provides answers for the effect of stakeholder to corporation's implementation, the stakeholders which have the most powerful incentive to increase company value and stakeholders which could be more easily expropriated by top management (Friedman 2006).

Grimble and Wellard (1997) state that stakeholder analysis is developed to respond to multiple interests and objectives, which appear to be the case for NGOs. Therefore, it can be inferred that stakeholder analysis provides a platform where NGOs better understand the complex environment they operate in. Stakeholders' model is deemed of importance in this reading as it informs the independent variables. This theory implies that stakeholders-local community, sponsors, environment, future generation and society in large in their relationship with the NGO may benefit from the programs ran by NGO or agonize the effects of NGO's misinformation or external factors.

2.7 Conceptual Framework

It is a conceptualization of the relationship and interactions among the variables informing the study so as to achieve the objectives of the research. According to Kothari (2004) the independent variable also called explanatory variable is defined as the assumed cause of the variations of the dependent variable. The dependent variable is the one that the researcher wants to expound. A conceptual framework aim to describe and categorize concepts relating to the study and draw relations amongst themselves. This will help map the research environment or conceptual scope, identify gaps in literature, systematize relations among concepts and define Concepts. This is graphically shown in figure 2.1.

Moderating Variable

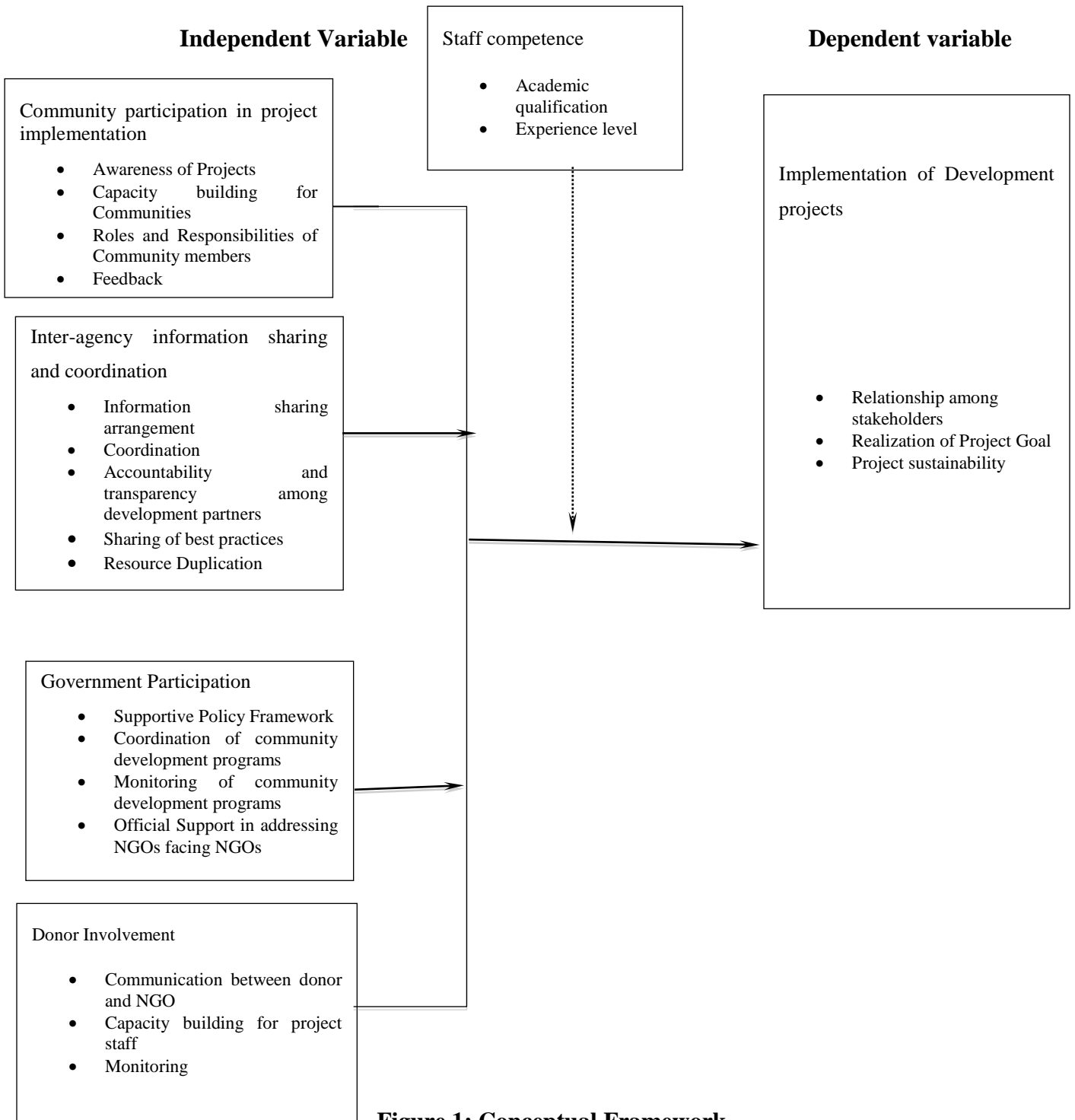


Figure 1: Conceptual Framework

2.8 Research gaps

The review of past studies on the influence of stakeholder engagement on implementation of community development projects realized a several research gaps pertinent to this study. The table below summarizes the gaps that exist on the research previously made on the subject.

Table 2.1: Research Gaps

Research Question	Research Gaps
<p>To assess the influence of community participation on project implementation in Kibera slums, Nairobi Kenya.</p>	<p>In her study on factors affecting the effectiveness of donor funded projects in promoting development in Kibera Lillian (2013) found out most projects in the informal settlements failed to empower community members for meaningful project participation, which resulted unsuccessful implementation of some projects and total failure of others. Besides the study also revealed target communities were not consulted during projects monitoring and in some cases it was solely conducted by implementing agencies thus making the process less transparent. In addition, the Influence of other stakeholders' involvement in project implementation including government, donor agencies and inter-agency information sharing didn't receive attention from the study and therefore present a conceptual gap. To close the research gap, this study has determined the influences of government and donors involvement and inter-agency information sharing practices on implementation of government projects.</p> <p>Another study conducted by Ogari, (2012) on the influence of community participation in the sustainable implementation of health projects in Borabu Division, Nyamira County, found that through participation, local</p>

	<p>people identify their needs as well as relevant goals of a program. However the study primarily focused on influence of community participation as the only variable thus exposing a conceptual gap and geographical gap. This study will close the gap by further exploring the influences of government involvement, coordination between agencies and involvement of donor agencies on implementation of community projects.</p>
<p>To examine the influence of information sharing among development partners on community development project implementation in Kibera slums, Nairobi Kenya.</p>	<p>A study by Gitonka (2014) on Information Sharing among Humanitarian Organization in Kenya highlighted the absence of appropriate information governance, policy and guidelines protocols necessary to facilitate sharing and handling of information. Further, while the study found evidence of information, it recommended the need for organizations to belong to and collaborate with established networks to enhance organizational information sharing. In addition, the study noted the centrality of having well laid out communication strategies that facilitate easy access to data held by one humanitarian agency by other humanitarian actors. This study only focused on the influence information sharing among humanitarian organization in Kenya thereby presenting conceptual gap. To address the aforementioned gaps, this study focus on factors that influence performance of development projects, which include involvement of donor/sponsors, involvement of government and local authorities and Participation of Civil Society.</p>
<p>To evaluate the impact of government participation on</p>	<p>While investigating the determinants of implementation of non-governmental projects in Kenya: a case of World</p>

<p>community development project implementation in Kibera slums, Nairobi Kenya.</p>	<p>Vision OsiligiIpa in Kajiado County, Jhuthi (2015) found out effective management, a competent project team, community participation, and government involvement are all very important in implementation of NGO projects in the area. The study doesn't investigate how different and key stakeholders can influence community projects. The study also present geographical gap as it was done in Kajiado County. This study sought to close these gaps by exploring the influence of community, government, donors and information sharing between development partners have on projects implementation.</p> <p>Another key finding by Staka (2013) related to the inability of government to regulate the proliferation of OVC programs due to capacity challenges. The study identified lack of effective coordination of several OVCs projects in the area as a key weakness. Additionally, the study confined to scope of projects, availability of funding and monitoring and evaluation as the only factors that influence projects implementation in Mt. Elgon district and therefore presenting geographical and conceptual gap.</p> <p>In his study Abdiaziz (2014) on factors that influence performance of Non-Governmental Organization operations in Garissa County, Kenya, reckoned that both NGO and government related factors are bound to affect service delivery and advocacy functions of NGOs, thus recommending collaboration for effective programming and policymaking. Besides the study presented both geographical and conceptual gap in relation to this study.</p>
<p>To determine the influence of donor</p>	<p>Staka (2013) identified access to funding as well as</p>

<p>involvement on community development project implementation in Kibera slums, Nairobi.</p>	<p>conditions attached to funding a major problem in implementation of OVC education projects as NGOs depend on offshore donors for projects funds. The research, however didn't look into roles and influences other stakeholders including community members, donors and other humanitarian agencies affects the outcome of development projects. This study sought to determine the influence of holistic stakeholder engagement in projects implementation.</p>
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2.9 Summary of Chapter

The summary of literature covers the theories employed in the study, the related secondary data and the conceptualization of the main theme of the study. Stakeholder theory is deemed important in this study as it informs the independent variables. The theory implies that stakeholders-local community, sponsors, environment, future generation and society in large in their relationship with the NGO may benefit from the implementation programs ran by the NGO or adversely affected by NGO's externalities or misinformation.

Many of the problems facing development today are complex and therefore cannot be addressed by one agency or organization alone. Development projects need several players that include donors who fund schemes, affected communities/primary stakeholders who best understand local interests, governments who have authority over project operational areas and other development partners working in the same area (Franke and Guidero, 2012). Congruency among these actors on their engagement and coordination translates to establishing partnerships that aim at attaining developments that are sustainable and effective response to Challenges, threats and risks. Affected communities and other interested parties support initiatives if implementing NGOs and donors create enabling environment where their voices are incorporated in decision-making processes (IFC, 2007).

From this review it is clear that stakeholders to development projects are several and amongst the key are the variables of this study. This study focused on the influence of stakeholder

engagement on implementation of community development projects. The project concentrated on four stakeholders that include community, government, donor agencies and other development partners and explore the influence of their engagement on implementation of development projects.

Contribution of community members in decision-making helps in revitalizing planning process, improves understanding of the processes involved and expands community endorsement of projects. The notion of people's participation in development implies improving the lot of the previously neglected populations, allowing them to make decision there that will bear on their overall wellbeing. Community participation, government involvement, and effective information sharing among NGOs all have positive impact on the implementation of projects by NGOs.

Programs implementation can only be successful when there is high level of mutual reliance between donor agencies and local NGOs. The achievement of local NGOs may be limited without the technical, institutional, financial and logistic support of donor agencies (Fowler, 1991). Inter-agency information sharing enhances quality of development projects in poor countries, disseminate information and knowledge, influence decision makers and development agencies and bring about empowerment. Sharing of information about opportunities and constraints among development partners is an essential part of social development.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology that was used in the collection of data and its analysis in order to answer research questions regarding stakeholder participation in implementation of community development projects. The chapter outlines a description of research design, target population, sampling, data collection techniques and procedures, data analysis as well as ethical considerations.

3.2 Research Design

A research design is the framework or plan for a study that is developed to guide collection, measurement and analysis of data that can accurately respond to research questions and control variance (Prabhat, Meenu, 2015). This study was quantitative in nature and employed a descriptive research design, thus intended to provide a description that is factual and accurate. As already noted this type of research design endeavors to provide an explanation of such phenomenon as possible behaviors, attitudes, values, and characteristics including qualitative and quantitative ones (Mugenda and Mugenda 2003).

3.3 Target Population

While describing population, Burns and Grove (2003) defined it as all the elements that meet certain criteria for inclusion into a study. Population is therefore entire set of people, services, elements and objects that have general visible features. Another description provided by Newing (2011) described a population as the set of sampling units or cases that is of great interest to the researcher. According to Kothari (2004), a population also known as the “universe” refers to all items in any field of inquiry. The target population of the study was the Kibera residents, government officials, NGOs operating in Kibera as well as representatives of donor agencies.

3.4 Sample Size and Sampling Procedure

Kombo, Tromp (2009) and Kothari (2004) describe a sample as a representative set of units selected from the whole population. Marczyk, Dematteo, Festinger (2005) and Yang (2008) defined a sample as subset of the population under study to yield some information about the whole population, particularly for making predictions based on statistical inference. Benefits of

sampling include cost effectiveness, urgency, precision and quality of the data.

Since the population is large and from a diverse set of population, it is important to adopt a mixed sampling technique. A mixed sampling technique involves combining well established, more than one technique in creative ways to answer research questions. It consists of combining both probabilistic and non-probabilistic sampling techniques (Teddlie & Yu, 2007). In sampling community members from a population of 178,284 Kibera residents (Kenyan Census, 2009), a statistical formula developed by Cochran (1963:75) to yield a representative sample for large populations was employed:

$$n = \frac{Z^2 p(1-p)}{e^2}$$

Where **n** is the sample size; (**Z**) is the confidence interval corresponding to a level of confidence; **p** is the population proportion; **q** is **1-p** represents the proportion of population that does not bear the characteristics of the population; and **e²** is the precision or error limit.

The targeted population is 178,284 in Kibera. Placing the information in the formula at 95% confidence level (z statistic=1.96), proportion of population (p) bearing the characteristics pegged at 0.5 (maximum variability since the reviewer doesn't know the variability in the proportion) and at a margin error of 10%, the sample of the community members to be interviewed was:

$$n = \frac{1.96^2(0.5)(1-0.5)}{0.1^2}$$

$$n = 96$$

96 Kibera residents were considered for the study. To get the sampling units in the 96, the researcher used stratified convenience/non random sampling technique to select the respondents from each of the wards in Kibera. In particular, the researcher went to a particular ward and chose respondents from households with the help of government officials. The table below shows the sampling procedure for Kibera residents:

Table 3.1: Sampling procedures for the community members

Ward	Population	Sample	Sample %
Laini Saba	28,182	15	28,182/178,284*96
Lindi	35,158	20	35,158/178,284*96
Makina	25,242	13	25,242/178,284*96
Woodley/Kenyatta Golf Course	35,355	19	35,355/178,284*96
Sarangome	54,347	29	54,347/178,284*96
Total	178,284	96	100%

The study obtained a representative sample drawn from active NGOs running development projects in Kibera. The sample was arrived at based on findings attributed to Ochieng, Matheke (2009) who identified that there are were approximately 70 local NGOs implementing one or more projects in Kibera. The Yamane formula (1967) was then used to get a representative sample size from a population of 70 NGOs in Kibera slums. Yamane equation is shown below:

$$n = \frac{N}{1+N(e)^2}$$

Where **n** is the sample size; **N** is the total population; and **e** is the margin error.

The targeted number of NGOs in Kibera is 70. Placing information in the formula at 95% confidence level and on an error limit of 10%:

$$n = \frac{70}{1+70(0.1)^2}$$

n = 41

In all, 41 project managers from 41 different organizations running at least one project in Kibera were identified using stratified conveyance sampling technique. Besides, Five Members of County Assembly (MCA) and 5 donor agencies were also identified using purposive sampling to provide information about the influence of government and donor agency participation in development project respectively.

Overall, the project interviewed a total of 147 respondents consisting of 41 project managers, 96 Kibera residents, 5 MCAs and 5 donor agencies. The total sample size is shown in table 3.2

Table 3.2: Sampling Size

Categories	Population	Sample	Approach
Community members	178,284	96	Stratified Conveyance Sampling
Government Representatives	5	5	Purposive Sampling
NGOs	70	41	Purposive Sampling
Donors	5	5	Purposive Sampling
Total	178,373	147	

3.5 Data Collection Instrument

The study utilized a questionnaire and document review to gather primary and secondary data for the analysis. The questionnaire consisted of open and close-ended questions where the respondents recorded their answers. In some instances, close-ended questions consisted of a likert scale for respondents to record their degree of assessment of an issue. The Likert scale as observed by Upagade & Shende, (2012) is good as it measures people's attitudes, perception and behavior towards certain objects, services, products and events. These questionnaires were self-administered. Self-administration of the questionnaires was deemed fit because as it would tackle the concerns of information reliability by reducing and removing variations in the questions asked. The questionnaire was administered to project managers, community members, government officials and representatives from donor agencies. Participant observation and field site visits were also used to gain holistic understanding of the research community.

3.6 Data Collection Procedures

The research collected data by use of questionnaires attached as appendix 2. Two questionnaire sets were prepared, one for 96 community members and the other for 41 project managers, 5 government officials and 5 donor agencies. The data collection entailed collection of both quantitative and qualitative data. The qualitative data (non-numerical data) was collected using the questionnaire. This data was collected from the open-ended questions where the responses were recorded verbatim. The quantitative data was collected using the closed questions where the responses were scored on a numerical scale. These instruments were developed to contain the items that helped in achieving the objectives of the study.

3.7 Pilot Testing of the Instruments

Different authors have described pilot study as a practice that makes sure errors are confined at a minimal cost. It is carried out so as to ascertain the reliability and validity of data collection tools (Saunders, Lewis & Thornhill, 2007). Those engaged in the pilot study will not be incorporated in the final research to prevent research fatigue and tiresome.

3.7.1 Validity of the Instrument

Validity refers to the extent which the findings obtained are representative of the phenomenon under study. In other words, it is the precision and relevance of interpretations, which are based

on the research results. While according to Mugenda and Mugenda (2003) to enhance validity of a questionnaire, data should be collected from reliable sources. In line with Kirk & Miller, (1986) Content validity was also used to ensure the instrument was adequate and that a representative set of items had been included in the questionnaire to answer the research objectives. In this research, piloting of the instruments was conducted to 5 project managers and 5 community members that were not to be part of the study to determine the accuracy, relevance and accuracy of the instruments. Besides, Research supervisors and monitoring and Evaluations experts validated the instruments through expert judgments.

3.7.2 Reliability of the Instrument

Mugenda and Mugenda (1999) define reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated tests when administered a number of times. This included measuring whether the questionnaire is reliable source of data through cross checking of the questions set ensuring ease when answering and that all is well understood by respondents. Carrying out a reliability test is important as it ensures accuracy of questions so as to get reliable data for results analysis. A pilot study was conducted among 5 randomly selected project managers and 5 community members sharing similar characteristics with the target sample to gauge the relevance and clarity of the instrument. A retest was conducted after a week and compared with the responses of the primary test. The Cronbach's Alpha was used to test reliability of the instrument. A coefficient of 0.7 and above shows high reliability of data (Saunders, 2009). The Cronbach Alpha test of the instrument resulted in a value of 0.765 which is greater than 0.7 suggested by Saunders (2009) an indication that the questionnaires were reliable.

3.8 Data Analysis Techniques

Burns and grove (2003) define data analysis as a process of reducing and organizing data to produce results that demand interpretation from the researcher. According to Hyndman (2008) analysis of data encompasses coding, editing, and data entry. With the help of Statistical Package for Social Sciences (SPSS), data collected was arranged and converted to quantitative format for ease in analysis. Qualitative data was analyzed thematically. The statistics generated were frequencies, descriptive and inferential.

3.9 Ethical Considerations

With ethical considerations, it is concerned with the acceptable moral standards that should be considered by the researcher in all research methodologies and every phase of the research design. After approval from the University is obtained to conduct the study, permission was obtained from the Management of projects in Kibera. The principles of ethics guided the research included beneficence, respect for human dignity and justice (Polit and Beck, 2003). Following the three principles, sensitivity to respondents' feeling was exercised when asking questions to avoid harming them mentally and in putting them in harm's way. The research also ensured the participant's information provided will only be used for academic purpose and will not be exploited for commercial and selfish personal gain. Information provided was also treated with utmost confidentiality.

3.10 Operational Definition of Variables

Variables are referred to anything that might affect the outcome of the study. Operational variable refer to how a specific variable is defined and measured as it is used in a study. The study's independent variables are Community participation, government participation, donor involvement and inter-agency information sharing. The dependent variable is the implementation of community development projects in Kibera, Nairobi Kenya.

The dependent variable is the implementation of community development projects in Kibera slums, Nairobi Kenya. Table 3.4 shows operational definition of variables of this study, indicators and data collection methods that were used.

Table 3.4: Operationalization of Study Variables

Objectives	Type of Variables	Indicators	Measurement	Measurement Scale	Research Approach	Data Analysis
To assess the influence of community participation on project implementation in Kibera slums, Nairobi Kenya.	Independent Variable Community participation	-Awareness of Projects -Capacity building for Communities -Roles and Responsibilities of communities -Monitoring and feedback	-Awareness level on community projects -Number of community members participated in each implementation stages -Adequacy of community trainings Roles in project cycles Monitoring Feedback	Nominal, Ordinal	Questionnaire	Frequencies, Descriptive statistics and inferential statistics

<p>To examine the influence of Inter-agency information sharing and coordination on project implementation in Kibera slums, Nairobi Kenya.</p>	<p>Independent Variable Inter-agency information sharing</p>	<ul style="list-style-type: none"> -Information sharing arrangements -Accountability and transparency among development partners -Sharing of best practices and lessons learned among development partners -Transparency 	<ul style="list-style-type: none"> -Existence of Organizational information sharing arrangements - Benefits of information sharing -Avoidance of activity duplications and wastage -Accountability and transparency -Sharing of best practices 	<p>Ordinal</p>	<p>Questionnaire</p>	<p>Frequencies, Descriptive statistics and inferential statistics</p>
<p>To assess the influence of government participation on project implementation in Kibera slums, Nairobi Kenya.</p>	<p>Independent Variable Government Participation</p>	<ul style="list-style-type: none"> -Supportive Policy Framework -Coordination of community development programs -Monitoring of community development programs -Official Support 	<ul style="list-style-type: none"> -Government roles in projects implementation -Fairness in government policy towards implementation of development projects -Project monitoring -Relationship with NGOs. -Collaboration in addressing development challenges 	<p>Nominal, Ordinal</p>	<p>Questionnaire</p>	<p>Frequencies, Descriptive statistics and inferential statistics</p>

<p>To determine the influence of donor involvement on project implementation in Kibera slums, Nairobi Kenya.</p>	<p>Independent Variable</p> <p>Donor Involvement</p>	<ul style="list-style-type: none"> -Communication between donor and NGO -Capacity building for project staff -Monitoring -Identification of projects 	<ul style="list-style-type: none"> -Effectiveness of communication -Sufficiency in Community training -Donor monitoring of projects -Identification of Community needs -Financial and technical support by donors -Independence and sustainability of NGOs and projects 	<p>Nominal, Ordinal</p>	<p>Questionnaire</p>	<p>Frequencies, Descriptive statistics and inferential statistics</p>
<p>To assess the influence of NGO-stakeholder engagement on implementation of development projects in Kibera, Nairobi County.</p>	<p>Dependent Variable</p> <p>Implementation of community development projects in Kibera, Nairobi Kenya.</p>	<ul style="list-style-type: none"> - Relationship with Stakeholders -Realization of Project Goal -Project sustainability 	<ul style="list-style-type: none"> -Positive Stakeholder relationship -Shared responsibility -Project ownership -Utilization of donor and community resources -Collaboration among stakeholders -Accountability and transparency 	<p>Nominal, Ordinal</p>	<p>Questionnaire</p>	<p>Frequencies, Descriptive statistics and inferential statistics</p>

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter focuses on data analysis, interpretation and presentation. The purpose of this study was to assess the influence of stakeholder engagement in implementation of development project in Kibera, Nairobi County. The objectives of the study were to assess the influence of community participation on project implementation; to examine the influence of information sharing among development partners on community development project implementation; to assess the influence of government participation on community development project implementation; and to determine the influence of donor involvement on community development project implementation in Kibera slums, Nairobi Kenya.

4.2 Response Rate

The response rate of the of respondents is presented in the table 4.1 below

Table 4.1: Response Rate

Categories	Sample	Respondents	Percentage
Community members	96	86	65.2
Government Representatives	5	5	3.8
NGOs (Project Managers)	41	36	27.3
Donors	5	5	3.8
Total	147	132	100

From the table 4.2, one hundred and forty-seven self-administered questionnaires were distributed to the study respondents. A total of 132 questionnaires were returned representing an 89.79% response rate. According to (Mugenda and Mugenda 1999) at least 55% response rate is sufficient to proceed with data analysis. The high rate or responses was attributed to the working

of the researchers with local contacts who had the required motivation in administering the questionnaires to the respondents.

4.3 Demographic Characteristics of Respondents

The respondents were asked to indicate their gender, educational background, age, and duration of stay. This information was organized in the tables below.

Table 4.2: Distribution of respondents by Gender

Gender	Frequency	Percent
Male	90	68.2
Female	42	31.2
Total	132	100.0

The gender of the respondents was analysed in order to establish the representation of respondents in terms of gender on implementation of community development projects in Kibera, Nairobi County. The finding shows large proportion of community members interviewed (68.2%) were males, while 31.2% were females. This is partly due to the fact that most females are employed as casual domestic workers- a relatively available job for poverty-affected women in the suburbs of Nairobi, hence were unavailable for the study. The researcher has also observed large percentage of project managers; representatives of donors and all government officials interviewed were male revealing gender inequality in employment.

Table 4.4: Distribution of Respondents by Age

Age Groups	Frequency	Percent	Cumulative Percent
18-23	19	14.4	14.4
24-29	54	40.9	55.3
30-35	35	26.5	81.8
36 and above	24	18.2	100.0
Total	132	100.0	

The analysis of age was performed in order to establish the representation of respondents on implementation of community development projects in Kibera according to their age. 70% of respondents aged 29 years and below. Another population of 26.5% aged between 30 and 35 years, while the rest of the population (18.2%) aged 36 years and above. Thus, it could be deduced that majority of the respondents were young (below 35 years).

Since the research covers different questions, it was imperative to get perspectives and opinions from different age groups who usually have different opinions on the same subject. The researcher observed the age distribution of project managers, Donor agencies and Government was skewed towards 30 years and above whereas most community members aged were below 30 years. This indicates while large percentage of the population is youth below 30 years of age, few of them were in employment.

Table 4.6: Distribution of Respondents According to Education Level

	Frequency	Percent
Never gone to school	6	4.5
Primary	22	16.7
Secondary	41	31.1
College	25	18.9
University	38	28.8
Total	132	100.0

Analysis on the education level of respondents was undertaken to ascertain their different educational level. Getting responses from respondents with different educational background is important as difference in education affect the ability to respond to different questions and their views on different subjects.

From the findings, 16.7% of the respondents attained primary education and majority of them (31.1%) had secondary education. 18.8% and 28.8% respectively attained college and university education. The high number of project managers, donors and government officials in the sampled size explains the high number of people who attained tertiary education.

Table 4.8: Distribution by Duration of Residence in Kibera

	Number of Years	Frequency	Percent
	0-1 years	2	2.3
	1-2 years	5	5.8
	2-3 years	9	10.5
	3-4 years	25	29.1
	More than 4 years	45	52.3
	Total	86	100.0

It was important in establishing the length of involvement in the projects and how it had benefited them. The results are shown in Table 4.9.

The study noted a small minority (8.1%) of Kibera residents stayed in Kibera for not more than two years while 10.5% had stayed in the area for 1-2 years. 81.4% of the residents lived in Kibera more than four years. Thus, majority of the residents who had taken part in the study survey were found to have stayed there for more than four years which qualify them to provide an informed answers on community projects in the area.

4.4 Influence of Community Participation on Projects Implementation in Kibera, Nairobi.

This Section is concerned with assessing the influence of community participation on community development project implementation in Kibera slums. In investigating the extent of how participation of community members influences development project implementation, the study asked the different respondent groups questions relating to their awareness of community projects in Kibera, capacity building opportunities, Level of participation and roles in development projects in Kibera. The following are the results:

Table 4.10: Level of Awareness on existence of projects in Kibera

		Frequency	Percent	Cumulative Percent
	Yes	62	72.1	72.1
	No	24	27.9	100.0
	Total	86	100.0	

The awareness level among Kibera community members regarding the existence of community development projects was found to be considerably high. The study noted 72 % are aware of the

various community projects implemented or being implemented by NGOs in Kibera while 28% were not aware of any community projects targeting Kibera communities.

Table 4.11: Community Participation in Implementation of Projects

	Frequency	Percent
Yes	36	41.9
No	50	58.1
Total	86	100.0

41.9 % of community members agreed that they have participated in implementation of development projects in the last three years while a population of 58.1 % did not participate in the implementation of development project in the last three years. The researcher determined three years is enough duration to assess the consistency of participation.

Table 4.12: Roles and Responsibilities of Community members in Implementation

Roles and Responsibilities of Community	Frequency	Percentage
Identification of Community Needs	11	30.6%
Identification of Community Strategies to Solve Community Problems	17	47.2%
Support Beneficiary Selection	6	16.7%
Contribution of Resources towards Projects Implementation	25	69.4%
Monitoring and Evaluation of Projects	7	19.4%
Total	66	183.3%

Respondents who agreed they have participated in project implementation reported playing different roles in community development projects as follows.

The study found out community members who contributed time and material resources towards community projects was relatively higher at nearly 69% compared to groups who played other roles. Community members were also consulted fairly in the identification of community needs

and strategies to solve those problems at 31% and 47% respectively. The data collected further suggested community members were least involved in beneficiary selection processes and monitoring of community projects at 17% and 19% respectively.

Table 4.14: Capacity Building for Communities to Enhance Participation

		Frequency	Valid Percent
	Yes	20	23.3
	No	66	76.7
	Total	86	100.0

Only small minority (23%) of Kibera community members had benefitted from training that increase their skills and knowledge from NGO running development projects in Kibera.

The results also illustrate disconnection between provision of training opportunities and participation opportunities. While 42% of the population reported they were involved in projects implementation as was earlier noted, only 23% agreed they benefitted from capacity building opportunities from NGOs implementing development programs.

Table 4.15: NGOs Feedback to Community Members

		Frequency	Percent
	Yes	27	31.4
	No	59	68.6
	Total	86	100.0

Respondents of the study were asked whether NGOs provide them with feedback on progress/regress during and after implementation of community developments projects.

From the finding, 31.4% reported NGOs give feedback to community members during and after implementation of community developments projects while a population of 68.6% didn't receive feedback.

Table 4.16: Overall Influence of Community Participation in the Implementation of Projects

Influence of Community participation on projects	N	Min.	Max	Mean	Std. Deviation
Community Participation ensures strategies are appropriate and acceptable to the communities	86	1	5	4.45	.835
Community Participation enhances community endorsement and support for Projects	86	3	5	4.50	.589
Community Participation promotes shared responsibility and mobilization of resources on the part of community	86	1	5	4.28	.941
Community participation can increase projects sustainability as communities develop as strong sense of ownership, and their capacities empowered	86	2	5	4.00	1.040
Total	86				

Respondents at this part of the study were asked to provide answers on each item that was measured by a five point Likert scale ranging from 1 (very low) to 5 (very high). The participants strongly agreed the community participation enhances project endorsement and support with a mean of 4.5, which corresponds to “strongly agree”. To achieve endorsement of projects, project managers have to bring communities on board from project initiations and throughout to final stages. The other main benefit that was widely agreed among respondents with a strong mean of 4.45 is community participation strategies are appropriate and are more acceptable to the recipient. Relevance of strategies is attained when project strategies are in line with community needs and are developed in partnership with the community.

Not only the mean of the first two statements are considerably higher, but also their standard deviation is also smaller. This means the scores provided by the first two statements are clustered around the mean of that group compared to the distribution of cases around the mean in the mean in the other two groups. Put differently the means of individuals who believe community participation enhances community support for projects and those who believe with community participation, strategies are appropriate and acceptable are more representatives of scores of respondents in those groups than for the means of the other two groups.

Other significant factors included “Community Participation promotes shared responsibility and mobilization of resources on the part of community” as supported with a mean of 4.28 and “Community participation enhances projects sustainability as communities develop strong sense of ownership and capacities improved” with a mean of 4.0.

4.4 The Influence of Information Sharing Among Development Partners on Community Projects in Kibera, Nairobi.

Information sharing in development encompasses communication, networking, coordination and collaboration. The study sought views of respondents groups drawn from the NGOs, Donors and government regarding the significance of information sharing towards development projects.

Table 4.17: Participation in Projects by project managers, donors and government

Categories of Respondents		Involvement in community Projects	Total
		Yes	
	Project Managers	36	36
	Government Officials	5	5
	Donor Representatives	5	5
Total		46	46

All Project managers, donors and government officials interviewed reported they were involved implementation of developments. This is important to know since the respondents were required to provide insights about projects implementation and engagements with different actors which is only possible when the respondents are not only familiar with community projects but are involved in its implementation.

Table 4.21: Information Sharing Among NGOs in Kibera

Categories of Respondents			Information Sharing Among NGOs in Kibera		Total
			No	Yes	
	Project Managers	Frequency	9	27	36
		% Within Project managers	25.0%	75.0%	100.0%
	Government Officials	Frequency	2	3	5
		% Within Government.	40.0%	60.0%	100.0%
	Donor Representatives	Frequency	1	4	5
		% Within Donor Rep.	20.0%	80.0%	100.0%
Total		Frequency	12	34	46
		% Total	26.1%	73.9%	100.0%

Project managers, government officials and donor representatives were asked whether NGOs in Kibera share information with other development partners in the same area. The table 4.14 summarize the findings.

74% of participants agreed NGOs in Kibera share information amongst themselves during implementation of development projects. However, the study found out responses on the level of inter-agency information sharing and coordination varies across project managers, donors and government officials. While 75% of project managers interviewed agreed NGOs share information with each other, only 60% of government officials interviewed share that opinion.

Table 4.22: Communication Channels NGOs Used in Information Sharing

Channels of Communication	N	Minimum	Maximum	Mean	Std. Deviation
Coordination Meetings	32	1	5	4.03	.999
Electronic Emails	32	0	5	3.84	1.051
Print Media	32	0	4	2.22	1.362
Website	32	0	5	2.81	1.512
Social Media	32	0	5	2.44	1.684
Total	32				

Respondents were asked to indicate the most common information sharing method(s) used by NGOs in Kibera in sharing information with other development partners. The Table 4.22 shows the findings. Respondents were asked to provide answers on each item that was measured by a five point Likert scale ranging from 1 (very low) to 5 (very high).

Coordination meeting was found to be the most common information sharing method as supported with a mean of 4.03 that falls between “often” and “always”. The second most used channel is electronic emails with a mean of 3.84. The small standard deviation for the number of times coordination meetings and electronic emails NGOs used to share information suggest the answers provided are closely clustered around the mean and therefore the means are more representative of the general view of respondents. Print media, websites and social media were reported to be the least used channels as supported with means of 2.2, 2.8 and 2.4 which fall between “rarely” to “sometimes”.

Table 4.23: Benefit of Inter-Agency Information Sharing Practices.

Benefits of Inter-Agency Information Sharing	N	Mean	Std. Deviation
Enhances inter-agency collaboration and coordination in implementation of development projects.	46	4.52	.836
Help in reducing chances of duplications and waste of resources.	46	4.70	.662
Ensures accountability and transparency of humanitarian activities.	46	3.93	1.041
Promotes sharing of best practices improving project quality and its chances of realizing set objectives.	46	4.20	.957
Total	46		

From the findings, majority of the respondents strongly agree that inter-agency information sharing help in the reduction of duplication and wastage of donor and community funds/resources. The statement was supported with a mean of 4.7 that almost correspond to “strongly agree” on the likert scale and a small standard deviation of 0.662. The other benefit that was widely agreed among the respondents is the fact that inter-agency information sharing practices enhances collaboration and coordination in implementation of development projects with a mean score of 4.52 and standard deviation of 0.836. The benefit which was ranked third and is agreed among respondents is information sharing practices between partners promotes

sharing of best practices improving project quality and its chances objectives which was supported by a mean scored of 4.2 and standard deviation of 0.957.

The least ranked benefit or factor is information promotes sharing of best practices improving project quality and its chances of realizing objectives and information sharing promotes accountability and transparency which was supported with a mean of 4.20 and 3.93 respectively corresponding to “agree” on the likertscale.

High mean suggest the statement is agreed between study participants while a low standard deviation tells us the data points tend to be close to the mean while high sd tells us that the data points spread over a large range of value. The study reveals, therefore, information sharing help in the reduction of resource duplication, enhances inter-agency collaboration and sharing of best practices as well as improving accountability of humanitarian activities in Kibera.

4.6 The Influence of Government Involvement in Implementation of Community Projects in Kibera, Nairobi.

Governments exist to safeguard public interest hence they are indispensable partners in development projects. A government must not only ensure accountability for resources used for public good but must at the same time ensure equality and equity in utilization. Government officials are expected to participate in development projects to safe guard the public interest.

Project managers, funding agencies and government officials were asked whether the government participate in project implementation in Kibera. The table below provides the summary of their response.

Table 4.24: Government Involvement in Community Projects

Categories of Respondents			Government Involvement in Community Projects		Total
			No	Yes	
	Project Managers	Frequency	11	25	36
		% Within Project managers	30.6%	69.4%	100.0%
	Government Officials	Frequency	0	5	5
		% Within Gov.	0.0%	100.0%	100.0%
	Donor Representatives	Frequency	1	4	5
		% Within donors	20.0%	80.0%	100.0%
Total		Frequency	12	34	46
		% Total	26.1%	73.9%	100.0%

On whether government officials participate in the implementation of community development projects, 74% of study participants reported that the government is involved in the implementation of community development projects. However, while 100% of government officials interviewed believe government is involved in implementation of Kibera community projects, 31% of project managers and 20% of funders of community projects in Kibera believe the government are not involved in projects implementation.

To understand the role the government play in development projects, the project managers and government officials were further asked the same. Table 4.25 presents response summary.

Table 4.25: Government Roles and Responsibilities in Community Projects

Government Roles in Implementation		Frequency	Percent of Cases
	Creating enabling environment through supportive policy framework	25	73.5%
	Coordination of community development programs in Kibera	29	85.3%
	Collaborating with NGOs in addressing challenges and difficulties faced in implementation of community development projects.	14	41.2%
	Monitoring of community development programs to ensure there is no improper utilization donor funds.	12	35.3%
Total		80	235.3%

Respondents were asked roles which government play in implementation of community development projects in Kibera and the findings are summarized in the table below.

Majority of project managers, donors and government officials (85.3%) believe that government is heavily involved in coordinating humanitarian interventions in Kibera. The study further indicated that 73.5% of study respondents agreed the government create enabling environment through supportive policy framework that guides operations. However only 41% of study respondents agreed that the government provides support in the providing solution to

implementation hitches while even a smaller minority (35%) reported government monitor community programs to ensure funds prudent appropriation of donor funds.

4.7: The Influence of Donor Involvement on Community Projects in Kibera.

Information regarding communication patterns between NGOs and donor agencies, capacity building opportunities for projects staff, projects monitoring and significance of donor involvement in projects were drawn from the Project managers, government officials and representatives from donor communities. The findings were summarized in the tables below.

Table 4.26: Communication between local NGOs and Donor agencies

Categories of Respondents			Open communication between local NGOs and donor agencies partnering on development projects in Kibera		Total
			No	Yes	
	Project Managers	Frequency	10	26	36
		% within PM	27.80%	72.20%	100.00%
	Government Officials	Frequency	2	3	5
		% Within Donors	40.00%	60.00%	100.00%
	Donor Representatives	Frequency	0	5	5
		% Within Gov.	0.00%	100.00%	100.00%
Total		Frequency	12	34	46
		% Total	26.10%	73.90%	100.00%

From the findings, 74% of study participants agreed that there is an open communication between local NGOs and donor agencies partnering on development projects on Kibera while a population of 26% reported that there is no open dialogue and communication between local NGOs and donor agencies. The study sought the variations of response across the different categories and noted while all donor representatives reported there is open communication

between NGOs and donors, 28% of project managers and 40% of government officials interviewed have a contrary opinion.

Table 4.27: Effectiveness of communication flow between local NGOs and donors

Categories of Respondents		Effectiveness of communication flow between local NGOs and donor agencies partnering on development projects in Kibera					Total
		Very unsatisfactory	Unsatisfactory	Fair	Satisfactory	Very satisfactory	
Project Managers	Frequency	1	4	8	17	6	36
	% Within project manager	2.8%	11.1%	22.2%	47.2%	16.7%	100.0%
Government Officials	Frequency	1	1	0	2	1	5
	% Within Gov.	20.0%	20.0%	0.0%	40.0%	20.0%	100.0%
Donor Representatives	Frequency	0	0	0	3	2	5
	% Within Donors.	0.0%	0.0%	0.0%	60.0%	40.0%	100.0%
Total	Count	2	5	8	22	9	46
	% Total	4.3%	10.9%	17.4%	47.8%	19.6%	100.0%

48% of project managers rate the effectiveness of communication flow between implementing partners and donor agencies as satisfactory while only 20% reported as “very satisfactory” on effectiveness of communication between funding and implementing agencies. 17% and 11% of rated as “fair” and “unsatisfactory” respectively on the effectiveness of communication between partners.

Table 4.28: Provision of Capacity Building for Projects Staff by Donors

Capacity Building Opportunities		<i>Frequency</i>	<i>Percent</i>
	No	21	45.7
	Yes	25	54.3
	Total	46	100.0

54% of participants reported funding agencies provide training to NGOs working on development programs in Kibera while 46% of the population reported funding agencies don't build the capacities of NGOs to improve efficiency in programming.

Table 4.29: Donors involvement in monitoring project progress

		Frequency	Percent
	No	21	45.7
	Yes	25	54.3
	Total	46	100.0

The study found that 54% were in agreement that donors are involved in monitoring project progress while 46% did not acknowledge their involvement. This means almost 50% of NGOs or donor-funded programs are not monitored by the donors and thereby leaving out the benefit of external monitoring and evaluation. Donors need to monitor project activities progressively to enable timely strategic changes or program adjustment towards realization of goals. Monitoring and evaluation of NGOs programs forms the basis whether to continue or end partnership with implementing partners.

The study has further sought to explore how frequently donor communities are involved in implementation of development projects. The findings are summarized in table 4.30 below.

Table 4.30: Consistency in Monitoring Projects.

Categories of Respondents		How often do donor agencies monitor development projects				Total
		Never	Monthly	Quarterly	Annually	
Project Managers	Frequency	18	3	8	7	36
	% within PM	50.0%	8.3%	22.2%	19.4%	100.0%
Government Officials	Frequency	2	1	1	1	5
	% within Gov.	40.0%	20.0%	20.0%	20.0%	100.0%
Donor Representatives	Frequency	1	1	2	1	5
	% within donors	20.0%	20.0%	40.0%	20.0%	100.0%
Total	Frequency	21	5	11	9	46
	% Total respondents	45.7%	10.9%	23.9%	19.6%	100.0%

Only small minority (10%) of the respondents reported that donors monitor programs on monthly basis while another 24% believe that donor monitor project activities on quarterly basis. However majority of the respondents (45.7) reported donors don't monitor programs at all.

The study also sought to find out if respondents agree/or disagree with the statements that outlines benefits of healthy NGO-donor relationship. The table 4.31 shows the research findings.

Table 4.31: Importance of Healthy NGO-Donor Relationship

	N	Mean	Std. Deviation
Open and continuous communication between donors and NGOs is useful in the quick identification of implementation challenges and hence timely mitigation.	46	4.65	.604
Defined roles and responsibilities improve relationship between donors and NGOs	46	4.02	1.000
When donors build capacities of projects staff, efficiency and effectiveness of implementation is proportionally improved.	46	4.57	.620
When donors continuously monitor funded programs, chances of misappropriation and diversion of projects funds is reduced.	46	4.07	.952
Aid programs founded on strong local base have a higher rate of success and is more sustainable than those imposed from outside	46	4.70	.591
Total	46		

The table above shows how respondents ranked the benefit of sound donor-NGO relationship towards projects implementation. The study determined that aid programs tend to be more successful and impactful when it's identified by local affected communities than when it's imposed from outside. The statement was supported with a mean of 4.7 which corresponds to "strongly agree". Open and continuous communication between donors and NGOs was found to be useful in the quick identification of implementation challenges and hence timely mitigation. The statement was supported with a mean of 4.65 corresponding to "strongly agree" and standard deviation of 0.604. The impact of capacity building for projects staff towards efficiency and effectiveness of implementation was also generally agreed amongst study respondents with a mean of 4.07. The respondents were also in agreement that open communication helps in addressing implementation challenges through provision of timely technical support.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, discussion and conclusions drawn from the findings and recommendations made. The conclusions and recommendations drawn were focused on addressing the purpose of the study which was to assess the influence of NGO-stakeholder engagement on implementation of development project in Kibera, Nairobi County. Finally areas of further research are suggested.

5.2 Summary of findings

The general objective of the study was to assess the influence of NGO-stakeholder engagement on implementation of development project in Kibera, Nairobi County. The study was guided by four specific objectives that include: to assess the influence of community participation on project implementation; to examine the influence of information sharing among development partners on community development project implementation; to assess the influence of government participation on community development project implementation; and to determine the influence of donor involvement on community development project implementation in Kibera slums, Nairobi Kenya. The study achieved a 90 percent response rate. A majority of the respondents were male with those responding being 65percent male and 35percent female. Majority of the respondents (75%) had lived in Kibera for more than 3 years and therefore were best suited to give information being sought by the study.

The first objective was to establish the extent to which community participation influences implementation of donor-funded projects. The first objective of the study was to establish the influence of community participation on projects implementation in Kibera. The community members were asked on awareness of projects, existing capacity building opportunities and roles assigned to them in implementation.

Majority of the residents who had taken part in the study survey were found to have stayed in Kibera for more than four years which qualify them to provide an informed answers on community projects in the area. The study revealed that although large percentage of Kibera

residents is aware of on-going community projects, few of them are involved in its implementation. The study further revealed the minority who reported to have participated project implementation have indicated they played a lesser role in identification and formulation of projects.

Only small minority (23%) of Kibera community members had benefitted from training that empower them to play a comprehensive role throughout implementation stages. The results also illustrated disconnection between provision of training opportunities and participation opportunities. While 42% of the population reported they were involved in projects implementation, only 23% agreed they benefited from capacity building opportunities from NGOs implementing development programs.

The study finding determined project managers don't provide regular consistent feedback on project achievement and challenges to all project stakeholders. The percentage of individuals who reported to have received feedback from NGOs is less than the number involved in implementation of community projects. This means there are community members who are ostensibly involved in implementations processes but who don't receive feedback on progress.

From the findings, the participants widely agreed that meaningful and informed community participation improves implementation and gears it towards realization of overall objectives, enhanced community ownership and sustainability. The participants reported once communities are involved in all stages of implementation from identification through monitoring and evaluation, projects ownership among stakeholders will be enhanced. Participated have also reported participation should be more than superficial and promote shared responsibility between implementing partners and stakeholders.

The second objective examined the influence of information sharing with other development partners on implementation of community projects. The study results show that community respondents were informed about the existence of development projects through public meetings, workshops consultation public forums and focus group discussions in that order of preference.

The study found out 74% of development partners operating in Kibera share information amongst one another and with other stakeholders. Information shared on planned and on-going activities is useful for coordination, prevention of overlapping of resources and enhanced knowledge within humanitarian network. Additionally the result shows most project managers,

donors and government officials are quite satisfied with the effectiveness of information disseminated to beneficiaries regarding project particulars including its objectives, target population and criteria for beneficiary selection. Project participants are also satisfied with how information on implementation timelines is disseminated to beneficiaries. However study participants are somewhat dissatisfied on the effectiveness of information disseminated to beneficiaries on project contact details and feedback mechanism put in place.

The third objective assessed the influence of government participation in implementation of community projects in Kibera. Findings show that the government participated in development projects either through coordination, providing an enabling policy environment, monitoring and collaboration. Respondents were mild about the role the government plays in addressing challenges and difficulties faced in implementation of community projects as well as in monitoring of community development programs to ensure there is no improper utilization donor funds.

The fourth objective explored the influence donor participation on projects implementation. This was done through assessing the flow of communication between donors and implementing partners, capacity building opportunities for projects staff and the overall benefit of sound donor-NGO relation to successful implementation of projects and the impact it leaves on life conditions of affected communities. The respondents positively ranked the openness and frequency of communication between donor agencies and local NGOs. However 46% of participants reported donor agencies don't provide capacity building opportunities for project staff for efficiency and effectiveness in implementation. The study further found out donor agencies play a peripheral role in monitoring aid programs with 46% of participants reporting donors don't monitor funded programs at all.

There is a general agreement among the study participants that identification of projects through bottom-up approach, provision of capacity building for projects by donors, open and consistent communication between implementing partners and donor agencies as well as defined roles and shared responsibilities amongst stakeholders improves projects' chances of realization overall goals and optimizing impacts.

5.3 Discussion

The first objective of the study was to establish the influence of influence of community participation in projects implementation. A questionnaire was administered to 96 community members with 86 of them returned for analysis. The study found out that 72% of Kibera residents are aware of ongoing or past development projects in their constituency. In Kibera, the high level of community awareness on project, however, didn't translate into high community participation level in implementation with only 42% of them reporting to have participated in projects. This in part implies awareness on existence of development projects in local areas present participation platform for local communities including the poor and the marginalized communities only when communities are empowered and feel their opinions are respected.

The research found out there is variation on participation level in different stages of project cycles. While there is low level of involvement at conception stage notably identification of needs and strategies to respond to those needs, relatively higher level of involvement during execution of project activities i.e. beneficiary selection and contribution towards realization of objective were reported. This means majority of Kibera population is not consulted in project design and planning leaving out community inputs at a crucial stage of planning. This has implications on quality of the project, project ownership and its long-term sustainability. Similarly low community participation (11%) at monitoring and evaluation stages exhibits limited participatory monitoring and evaluation in development projects.

The study revealed development partners provide capacity building opportunities to unusually low number (23%) of Kibera community members. Meaningful and relevant community capacity building can empower communities to take the driver's seat towards taking control of their situations and defy economic and social challenges. Improving the capacities of disaster-affected communities enable them to develop skills and competencies which in turn promote participation in community initiatives. The finding agrees with a study by Hedayat and Redzuan (2010) that observed NGOs through capacity building empower communities to be more self-reliant and contribute towards sustainable community development.

There was a broad agreement on the contribution of community participation towards successful implementation of development programs. Study participants strongly agreed local community would be more supportive for development projects that involve them in its planning stages

implying that collective decision-making at the planning stage result in identification of community needs and appropriate strategies. The study further revealed community participation stimulates shared responsibility and mobilization of resources which in turn fosters project acceptability, strong sense of ownership, sustainability and durable solution to community suffering.

The second objective of the study sought to examine the influence of inter-agency information sharing on projects implementation in Kibera. The study presented questionnaire to 46 project managers, 5 representatives of donor agencies and 5 representatives of government officials. 36 questionnaires were available for analysis. The study found out development partners operating share information amongst one another and with other stakeholders at 74%. Accordingly, sharing of information on operational practices and activities is the gateway to sustainable coordination among partners and has the potential to cap problems of program duplication.

Most project managers, donors and government officials are quite satisfied with the effectiveness of information disseminated to beneficiaries regarding project particulars and implementation timelines. Standard deviation for these two groups are also quite small at 0.689 and 0.753 respectively meaning that responses are not far apart from the mean and the satisfaction is generally quite high among respondents.

Majority of the respondents ranked high the benefit of inter-agency information sharing in the reduction of duplication and wastage of donor and community funds/resources. The statement was supported with a mean of 4.7 that almost correspond to “strongly agree” on the likert scale and a small standard deviation of 0.662. The other benefit that was widely agreed among the respondents is the fact that inter-agency information sharing enhances collaboration and coordination in implementation of development project which in turn promote sharing of knowledge and operational best practices. The finding agrees with Plucknet et al (1993) who found out information sharing about opportunities and constraints is an essential part of social development as it improves project overall quality and realization of broader developmental goals.

The third objective of the study investigated the influence government participation has on implementation of community projects. 74% of study respondents reported government are involved in implementation of community projects in one way or the other. The study further revealed that 73.5% of study respondents agreed the government Create enabling environment

through supportive policy framework that guides operations. This implies that government policy towards NGOs is fair and supportive to the smooth operation of development projects in Kibera. Shared and healthy responsibility between NGOs and governments improves programming and policy making on development agenda.

However the study revealed governments play a lesser role in in addressing challenges and difficulties faced in implementation of community development projects and even a lesser role in monitoring of community development programs to ensure there is no improper utilization donor funds. Government's role in monitoring and coordination becomes handy especially against a backdrop where global development debate lingered around duplication of donor resources due to poor coordination and competition for resources amongst development partners. Government coordination mechanism is able to identify gaps and lead development actors towards filling the gap.

While majority of the project managers and government officials interviewed believe government support NGO operations in Kenya through supportive policy framework, few of them believe that government monitor programs and collaborate with NGOs in addressing everyday developmental challenges. This implies while the government scrutinizes NGOs before registration, little efforts are directed at monitoring activities of development agencies operating within its borders. Such leeway in regulation can make way for money laundering, terrorism and diversion of resources which would have benefited the poverty-stricken population. State-NGO collaboration and joint monitoring of programs allows NGOs to remain true to their agenda and accountable to beneficiaries and improves relationship between them.

The fourth objective of the study assessed the influence of donor involvement in projects implementation. The responses came from 36 project managers, government officials and representatives of donor officials to obtain diverse and broad opinion on the subject. Majority of the respondents (67%) rate the effectiveness of communication flow between local NGOs and donor agencies partnering on development projects in Kibera as either as "satisfactory" or "very satisfactory" while 32.5% of respondents rated communication between NGOs and donor agencies as either fair, poor or very poor. The study sought to get the segregated views of project managers, donors and government officials on the subject. It was determined from the study 40% of government officials believe communication between NGOs and funding agencies is either "poor" or "very poor". This is either due to the fact government is not well versed with level of

collaboration between NGOs or there is “response-bias” in the answers provided by donor officials and government officials.

Effective and consistent communication between donors and NGOs help in addressing challenges of implementation of project through provision of expertise and technical support. The finding is in line with the study of Ebrahim (2003) which indicated NGOs and donors rely on each other for information with NGOs requiring information that can provide consultation and expertise that is vital for implementation. Funding agencies require information on impacts of funded programs during and after implementation (Ebrahim, 2003). As such inconsistent flow of communication interrupts implementation, reduces efficiency and reduces donors’ confidence in funded programs and by extension in implementing partners.

The study has determined funding agencies support only 54% of implementing partners with capacity building trainings. According to Fowler (1991) success of implementation depends on the right of institutional capacities of implementing partners. Sustainability of NGOs and their programs is tied down to their capacities and therefore funding agencies have to muster the wherewithal to improve the capacities of their implementing partners.

Only small minority (10%) of the study participants reported that donors monitor programs on monthly basis while another 24% believed donor monitor project activities on quarterly basis. However majority of the respondents (45.7%) reported donors don’t monitor programs at all. Owing to the inability of humanitarian/development intervention in Kibera to cause a palpable economic development, donors have to raise the bar for requirement of accountability and quality of community programs. This should be done through donor-initiated periodic external monitoring of project milestones and end results.

The study has found out identification of projects through bottom-up approach, provision of capacity building for projects by donors, open and consistent communication between implementing partners and donor agencies as well as defined roles and shared responsibilities amongst stakeholders improves realization of overall project goals. The result show that the respondents ranked aid programs that was identified through bottom-up approach as the most important factor that contribute towards successful implementation of projects and its sustainability. The result of the study is therefore in agreement with the study by De waal (1997) which established aid programs formulated at donor level and imposed on people leads to aid ineffectiveness and lack of support within the recipient communities. The study, in addition,

found out the effect of open and consistent communication in adjusting program anomalies and mitigation of challenges. This is closely followed by the significance of capacity building for project staff in the overall implementation.

When roles and modalities to share risks and pursuance of joint objective are defined, partnership between NGOs and donor agencies are improved. A more mutual and confident relation between NGOs and its donors will optimize impacts of development projects within the targeted communities, as the two parties will build on each other's strength. When donors provide relevant technical, institutional, financial training to NGOs, programs efficiency and impacts improve proportionately.

5.4 Conclusion of the Study

Engaging stakeholders in community development projects at the initial stages is not standard practice among NGOs in Kibera. As established from various literatures, development project processes that are underpinned by stakeholder interactions at the beginning can lead to sustainable interventions. As exhibited in the findings most residents were called on for their participation at later stages of implementation and monitoring rather than planning and prioritization of problems. Hence, it can be concluded that the community was not given a chance to direct their development project from the beginning as should have been the case and therefore do not influence the formulation and design of development projects in Kibera.

The study and the literature review show information sharing has a profound positive influence on development projects. Respondents were in agreement that there was a strong awareness of information sharing platforms. In particular, coordination meeting was found to be the most common information sharing method next to electronic email. The study reveals information sharing help in the reduction of resource duplication, enhances inter-agency collaboration and sharing of best practices as well as improving accountability of humanitarian activities in Kibera.

Government influence over development projects in Kibera, through ensuring coordinated actions and providing enabling policy environment is well established. While the foregoing is useful, Government as an important stakeholder ought to have also greater influence over implementation measures including monitoring and evaluation and collaborating to address implementation challenges, which, besides improving quality of projects, informs effective legislative and policy alignment.

Donors continue to have considerable influence over implementation of development projects. From the findings, Aid programs founded on strong local base will have a higher rate of success than those imposed from outside was the greatest supported statement of donor participation other factors were; A more mutual and confident relation between NGOs and its donors will optimize impacts of development projects within the targeted communities, as the two parties will build on each other's strength, When donors continuously monitor funded programs, development projects become more transparent and accountable, Capacity building for project staff maximizes social impacts of development projects and donors provide relevant technical, institutional, financial training to NGOs implementing donor-funded projects, chances of achieving of project goals is bolstered.

The fourth objective of the study explored the influence of donor participation in projects implementation. Generally the results point to a significant role played by donors in monitoring development projects. In particular, the monitoring was said to occur on quarterly basis. Among the Donor respondent group, Information sharing among development agencies was considered to enhance stakeholder engagement in implementation of development projects

From the findings, Aid programs founded on strong local base was found to have a higher rate of success than those imposed from outside. A more mutual and confident relation between NGOs and its donors optimizes impacts of development projects within the targeted communities, as the two parties will build on each other's strength. When donors continuously monitor funded programs, development projects become more transparent and accountable. Capacity building for project staff maximizes social impacts of development projects and donors provide relevant technical, institutional, financial training to NGOs implementing donor-funded projects, chances of achieving of project goals is bolstered.

5.5 Recommendation

The study makes the following recommendations based on the findings of the study.

- i. To improve awareness and participation of development projects by local communities in Kibera, NGOs should scale up sensitization campaigns to reach out more local communities on planning and execution of development projects.
- ii. Awareness raising is imperative and prerequisite for meaningful and informed community participation in development projects to take place. Accordingly, to

improve community participation, awareness raising and sensitization campaigns have to be proportionally strengthened.

- iii. To motivate community members to unremittingly participate in projects implementation throughout project cycle, NGOs have to provide them with regular/progressive feedback to community members and other stakeholders as this is useful in adjusting development projects towards objective realization; helps community get on track and stay focus, enhance learning mechanism and enhance overall program quality and efficacy.
- iv. With the project managers and the donors being left to supervise the projects, there is a danger of sweeping project weaknesses under the carpet. The capacities of community members should be enhanced to enable them effectively participate in monitoring and evaluation in order to have their own independent assessment of the development projects. Community representatives and opinion leaders has to provided with more training to enlighten them on the goals of the projects and expected outcomes. This knowledge will help them know whether the projects achieved their goals or not.
- v. Government ought to take a more proactive stance with respect to ensuring the community members are well prepared to engage with development projects and in the absence of such preparation, assume the role of advancing community interests.
- vi. In terms of accountability, donors should ensure NGOs are as much accountable to community members as they are to them. Only organizations with proven track records and/or organizations who successfully pass capacity assessments should be trusted with donors' resources.
- vii. Donors normally, unlike implementing partners, have sufficient financial resources to employ people with relevant qualifications for effective programming. Conversely NGOs have budget issues to attract and retain competent employees. Donors should therefore continuously improve the capacities of NGOs staff and support NGOs to device ways to retain trained staff for continuity and efficiency in programming.
- viii. To reap the full benefit of information sharing, engagement of communities and other partner agencies working in the same area must be carried out in good time to ensure that no pertinent information is left out that may negatively affect the project.

5.6 Suggestions for further research

There is need to carry out more studies on this issue to establish whether there are other factors informing the influence of stakeholder engagement on implementation of community development projects given that this study only considered four factors. The study did not explore the influence of stakeholder's engagement and gender on implementation of community development projects making the way for more research on the same.

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APPENDIX I: A LETTER OF INTRODUCTION

Hared Ibrahim Osman

Department of Extra Mural Studies

University of Nairobi

Dear Respondent,

RE: COLLECTION OF RESEARCH DATA

I am Hared Ibrahim Osman, a postgraduate student at the University of Nairobi. I am carrying out a research on “**the influence of Stakeholder engagement on implementation of development project in Kibera**”. This is in partial fulfillment of the requirement for the award of the Master of Arts in Project Planning and Management.

I kindly request you to participate as one of the respondents for an interview to assist me in data collection. Don't write your name on the questionnaire as the information provided here will be confidential and will only be used for the sole purpose of this research.

Thank you for your cooperation.

Yours Faithfully,

HARED IBRAHIM OSMAN

APPENDIX II: QUESTIONNAIRE FOR KIBERA COMMUNITY

Instruction

- In questions where you are given options for responses please mark in the provided box using a tick (√) or a cross (x)
- In the questions where you are asked to explain, please write down your reasons.
- Answer all questions.

Section A: Demographic Information

This Section is concerned with assessing the influence of community participation on community development project implementation in Kibera slums.

5 Gender?

Male ()

Female ()

6 Age in years?

18-25 ()

26-33 ()

34-41 ()

42 and above ()

7 Highest level of education attained?

Primary ()

Secondary ()

College ()

University ()

Have never gone to school ()

8 How long did you live in Kibera?

a) 0-1 year ()

b) 1-2 years ()

c) 2-3 years ()

d) 3-4 years ()

e) More than 4 years ()

Section B: Community Participation in the Implementation of Development Projects in Kibera

9 Do you know any community development projects implemented or being implemented by NGOs in Kibera?

Yes () No ()

10 Do you participate in the implementation of development project in the last three years?

Yes () No ()

11 If your answer in number 10 above is yes, what is your role in the implementation of community development projects?

a) Identification of community problems ()

b) Identification of strategies to solve community problems ()

c) Selection of project beneficiaries ()

d) Contribution of resources (either in time, money or material) towards projects implementation ()

e) Monitoring and evaluation of projects ()

12 Did any NGO implementing development projects in Kibera provide you with training that increase your skills and knowledge on development projects?

Yes () No ()

13 Do NGOs provide feedback on progress/regress to community members during implementation and after completion of community development projects?

Yes () No ()

14 Please mark (x) in the box which best describes your agreement or disagreement on each of the following statements. The choices given are: Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree Use scale 1 to 5 where 5 is Strongly agree, 1 Strongly disagree)

Statement	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
Community Participation ensures strategies are appropriate and acceptable to the community.					
Community Participation enhances community endorsement and support for community projects					
Community Participation promotes shared responsibility and mobilization					

of resources on the part of the community and projects.					
Community participation can increase projects sustainability as communities develop a strong sense of ownership of projects					

APPENDIX III: QUESTIONNAIRE FOR PROJECT MANAGERS, DONORS AND GOVERNMENT OFFICIALS

This Section is concerned with assessing the influence of community members, inter-agency information sharing, government participation, donor participation on project implementation in Kibera.

Instruction

- In questions where you are given options for responses please mark in the provided box using a tick (√) or a cross (x)
- In the questions where you are asked to explain, please write down your reasons.
- Please attend to all questions

Thank you for cooperating.

Section A: Demographic Information

15 Gender?

Male () Female ()

16 Age in years?

18-25 () 26-35 () 36-45 () 45 and above ()

17 Highest level of education attained?

Primary () Secondary () College () University ()

SECTION C: INTER-AGENCY INFORMATION SHARING AND COORDINATION

18 Were you involved in implementation of development projects in Kibera?

Yes () No ()

19 Do you think NGOs operating in Kibera share information on community projects in Kibera?

Yes () No ()

20 If your answer in Number 19 above is yes, how effectively do you think NGOs provide the following piece of information to projects stakeholders? Use scale 1 to 5 where 5 is very effective, 1 isn't effective at all)

Statement	Rank
Details of program (goals, number and type of target beneficiaries, criteria for targeting, budget)	
Contact information including office address, contact details of project manager and other important project staff	
Regular reports in actual performance in relation to target and indicators	
Dates and location of key participating events e.g meeting, workshop, consultations forums	
Details of how to make complaints about the NGOs activities	

- 21 If your answer in number 19 above is yes, Please indicate the most common information sharing method(s) used by NGOs in Kibera in sharing information with stakeholders including other development partners?

	Always	Often	Sometimes	Rarely	Never
Coordination meetings/Forums					
Electronic Email					
Print Media					
Website					
Social Media					

- 22 Please mark (x) in the box which best describes your agreement or disagreement on each of the following statements. Use scale 1 to 5 where 5 is strongly agree, 1 strongly disagree)

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Information sharing among development agencies enhances inter-agency collaboration and coordination in implementation of development projects.					
Inter-agency information sharing help in reducing chances of duplications					

and waste of resources					
Inter-agency information sharing ensures accountability and transparency of humanitarian activities					
Sharing of best practices among development agencies improves project quality and its chances of realizing set goals.					

SECTION D: GOVERNMENT PARTICIPATION/INVOLVEMENT IN IMPLEMENTATION OF COMMUNITY DEVELOPMENT PROJECTS

23 Do you think government officials participate or are involved in implementation of community development projects?

Yes () No ()

24 What role does government play in implementation of community development projects in Kibera? You

a) Creating enabling environment through supportive policy framework ()

b) Coordination of community development programs in Kibera ()

c) Collaborating with NGOs in addressing challenges and difficulties faced in implementation of community development projects. ()

d) Monitoring of community development programs to ensure there is no improper utilization donor funds. ()

e) Other_____

SECTION E: DONOR PARTICIPATION/INVOLVEMENT IN IMPLEMENTATION OF DEVELOPMENT PROJECTS

25 Do you think there is an open dialogue and communication between local NGOs and donor agencies partnering on development projects in Kibera?

Yes () no ()

26 How will you rate the effectiveness of communication flow between local NGOs and donor agencies partnering on development projects in Kibera?

Very good ()

Good ()

Fair ()

Poor ()

Very poor ()

27 Besides funding for development projects, do you think donor/funding agencies provide capacity building for project staff to improve implementation of development projects?

Yes () No ()

28 Are donors involved in monitoring project progress?

Yes () No ()

29 If your answer in number 31 above is yes, how often do donor agencies monitor development projects?

Yearly ()

Quarterly ()

Monthly ()

Weekly ()

Other _____

30 The following statements seek to find out if you agree/or disagree with the statements. Please tick (✓) the statement that agrees with the situation. Use scale 1 to 5 where 5 is strongly agree, 1strongly disagree)

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Open and continuous communication between donors and NGOs is useful in the quick identification of implementation challenges and hence their mitigation					
Defined roles and responsibilities improve relationship between donors					

and NGOs					
When donors build capacities of projects staff, efficiency and effectiveness of implementation is proportionally improved.					
When donors continuously monitor funded programs, chances of misappropriation and diversion of projects funds is reduced.					
Aid programs founded on strong local base will have a higher rate of success and is more sustainable than when imposed from outside					