ASSESSMENT OF STAKEHOLDERS' PARTICIPATION IN THE CONSTRUCTION OF DANDORA NEW STADIUM IN EMBAKASI NORTH CONSTITUENCY, NAIROBI COUNTY

BY

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DECLARATION

I declare that this project is my own original work and to the best of my knowledge, it has not been presented to any other University for an academic credit.

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DEDICATION

I would like to dedicate this study to my loving mum, Hellen Adoyo and Brother Fr. Moses Amalla, for their words encouragement, prayers and support throughout my entire education. Without them, it would have been tough to get this far. I also dedicate this work to my future wife and children that they may be inspired by this study and feel the urge to do more. To my mentor Gideon Amalla who constantly pushed and encouraged me to accomplish this study.

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ABSTRACT

The stakeholder involvement in development projects has been a going concern by donors, NGOs and governments in general for better ownership and sustainability of the project implemented in rural and urban communities. This study assessed stakeholders' participation of Nairobi City County development project; "Embakasi North Constituency Dandora Stadium construction project." The study used both qualitative and quantitative research approach where data was gathered through field interviews and focused group discussions. The findings were presented by use of figure and tables for analysis. The sample composed of eighty-nine community members who included the local community, local leaders and youth group. Findings so of the study indicated existence of low stakeholder participation in county development projects. According to the study, there were low levels of participation in the project by the local community. Limited stakeholder mobilization initiatives, trainings and capacity building activities came out as great contributor to poor involvement and participation by the locals in the development project. From the findings and conclusions, the study recommends for a more mobilized and empowered community participating in the undertakings of county development projects. It concludes that creation of an enabling environment through mobilization and trainings is critical to ensuring maximum community participation and subsequent impact on the monitoring and evaluation and sustainability process of the county development projects. This should entail active initiatives to train and mobilize local community members and enhance the capacity building activities within the community. In addition, it is vital that the county government make clear to the public effective ways of participating in its projects. The study also recommends creation of enabling environment to the locals to ensure their motivation to participate in the projects effectively.

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ABBREVIATIONS AND ACRONYMS

CBO	Community Based Organization
CDF	Constituency Development Fund
CSO	Civil Society Organization
DFID	Department for International Development
FGD	Focus Group Discussion
KII	Key Informant Interviews
KIPPRA	Kenya Institute for Public Policy and Research Analysis
KNBS	Kenya National Bureau of Statistics
LA	Local Authority
LASDAP	Local Authority Service Delivery Action Plan
LG	Local Government
M&E	Monitoring and Evaluation
MCA	Member of county assembly
MP	Member of Parliament
NAP-SMLWR	National Action Plan for Sustainable Management of Land and Water Resource
NGO	Non-Governmental Organization
NIMES	National Integrated Monitoring System
PM&E	Participatory Monitoring and Evaluation
PRSP	Poverty Reduction Strategy
TISA	The Institute of Social Accountability
UN	United Nations

CHAPTER ONE: INTRODUCTION

1.1 Background

participation is the process through which stakeholders take part in, influence and share control over development project priorities, project decisions and resources which affect their lives (Kinyashi, 2008 & Ofuoku, 2011). Unless the local community is given an opportunity to take part in the development projects designed to improve their livelihoods, this sect of stakeholders will continue to miss the benefits associated with such interventions. Stakeholder involvement is a social process through which specific groups of stakeholders with common interests, often but not always living in a defined geographical area, actively pursue identification of their needs, and establish mechanisms to meet these needs and objectives (Ofuoku, 2011 & Sonowabo, 2009).

Stakeholder participation has long been recognized and promoted worldwide by Governments, Non-governmental organisations (NGOs), the World Bank and the United Nations (UN). UN declaration of Human Rights (1948) emphasized participation by all segments of people in the decision-making process as a right. Even though stakeholder participation has had some criticism (Cleaver, 1999), arguments for enhanced participatory initiatives often rest on the benefits of the process and its outcome, and the assertion that, policies formulated would be practiced and locally accepted hence project sustainability would be achieved (Irvin and Stansburg, 2004; Bishop & Davis, 2002; Landry, 2007).

The participation of stakeholders in monitoring and evaluation is largely a result of the need to base development projects on what local people perceive as priorities. This has gained momentum over the last few decades, hence communities living in areas where development projects are implemented have become more involved (Hilhorst & Guijt, 2006). Different participatory techniques have been adopted and with tools like Venn diagrams, transects, wealth ranking, as well as social mapping, it has become the norm in community development projects (Hilhorst & Guijt, 2006). Consequently, it has become a recommended practice that governments (both national and local), ministries and departments to include participatory methodologies when developing and implementing development plans.

Despite the involvement of stakeholders through participatory diagnosis and priority setting, planning has become an acknowledged ethic and are practiced in hundreds of Southern and Northern development ethos. However, it became important that 'participation' should also address the process of implementation, monitoring and evaluation. Participatory Monitoring & Evaluation (PM&E) has then, since mid-1990s have received increasing attention (Hilhorst & Guijt, 2006:6).

Therefore, people who have legitimate concern about the development of a place should be involved in the processes that produce the development plan for the community. In addition, urban areas are essentially dynamic with complex spatial challenges that require collaborative efforts. This complexity, Healey (2007) explains "it is a mixture of nodes and networks, places and flows, in which multiple relations, activities and values coexist, interact, combine, conflict, oppress and generate creative synergy". This synergy, she argues "centers on collective action, both in formal governments and informal Mobilization efforts". This collective action, whether government initiated or self-mobilized should enhance effective stakeholder involvement for the promotion or maintenance of places on a sustainable basis. The increasing complexity of urban development and shift in power of actors involved in spatial planning has also brought to the fore the recognition of self-organized civic groups and the critical role they play in urban governance (Healey, 2007).

Participatory monitoring and evaluation, by its very nature, calls for the involvement of many people (Alur et al, 2005). It is an organized process of own assessment, generation of knowledge, and collective action whereby stakeholders in a project collaboratively set evaluation indicators, collect and analyze data, and take actions informed by the evidence gained through the process (Jackson & Kassam, 1998). It is about sharing of knowledge among program implementers, funders, direct beneficiaries, and also external evaluation practitioners.

Jobes, (1997) notes the critical difference between PM&E and conventional M&E is that whereas the latter relied on assessment from outsiders, the former empowers local communities/stakeholders to put the project administration in check. It also means involvement of stakeholders at all levels in decision-making process on planning, execution and evaluation. Therefore, stakeholder participation enables people to put forth their own

vision of development and motivates them to work towards success. On the other hand, from the community perspective it is about creating local project ownership. It aims at helping communities to take more control and ownership of the project. It is a way of helping build community's capacity to plan, make decisions, act and evaluate projects that fulfill their needs (Jobes, 1997).

Increasingly around the world, PM&E has been used for different purposes and in different sectors (Estrella & Gaventa, 1997). For instance, farmers in Brazil, India, Vietnam and Mexico have become effective planners in decision making through choosing and learning from different strategies. In India, women are more involved in health planning, establishing and managing their own savings and credit facilities. In United States, community leaders are developing and championing their own vision of change and consistently seeking to reform government policies to meet their needs (Estrella, 2000). Similarly, development funding and donor institutions in Bangladesh are conducting experiment with participatory approaches to strengthen the capacity of the projects to yield and match their goals.

In Africa, participatory monitoring and evaluation has gained progressive attention from international development agencies, civil societies and governments as an innovative platform for empowering citizens' inclusion in the budget making processes and in the dissemination of public resources (UN-HABITAT, 2008). Additionally, it has been recognized as a tool which endows the African cities an opportunity to the level of targeting of public resources to the vulnerable and also importantly embraces social accountability and decentralization of resources and functions (UN-HABITAT, 2008).

In Kenya, the new Constitution (2010) embraces enhancement of participatory governance through a profound legal framework embodied in the structures of the county governments. For effective engagements, citizens do not only need to be aware of their roles and purposes in a project but also appropriate knowledge and skills required in execution of the responsibilities (Carolyn and Mike, 2016).

County Government Act (Sections 87 and 113) provides that county governments "shall facilitate the establishment of modalities and platforms for citizens' participation." Counties are supposed to use media with the widest outreach to facilitate public communication and information dissemination to the citizens. Besides, they are to establish an office for

ensuring that information is accessible by all citizens. Nonetheless, they ought to have an institutional framework for public participation in place. Urban areas Act (Section 21 and 22) insists on an overarching participation of the citizens in the governance of urban areas and cities in which they reside. The Second section of the Urban Areas and Cities Act, 2011 provides for the rights of, and participation by residents in the affairs of their city or urban areas for which they reside.

1.1.1 The Dandora New Stadium

The Dandora New Stadium which had approximated budget of Ksh 300 million (Nairobi County Website April, 2019), is still under construction since May 2018, and was set for unveiling in August 2019. According to Nairobi county government, the new Dandora Stadium is being constructed in accordance to Fifa international standards with all prerequisite features adhered to.

The county government believes the 12,000-seater Stadium, sponsored by the county government of Nairobi will benefit Embakasi North constituency of about 181,388 people (Census 2009). The county government believes the stadium will help the local residents develop their talents (Star Newspaper 10th April 2019), reduce social crimes, drug abuse and open job opportunities.

According to the county government, this facility would not only be for nurturing talents but would also be giving the youth a reason to abandon social vices such as crime, rape and drug abuse in the area, adding that the county government would be willing to open the facility 24 hours a day. The county government also believes the stadium will provide job opportunity through leasing its stalls to the locals for doing businesses. The question that beacons, were the locals fully involved about construction of the Stadium in this Sub County?

1.2 Problem Statement

Benefits of stakeholder participation has been researched extensively and acknowledged in literature. Van Djik, (2006) argues that participation does not only make programs and policies more acceptable; it also makes them cost-effective and enhances the feeling of ownership. Stakeholder participation is critical for the success and sustainability of community projects (UN-HABITAT, 2008). The concept of devolved governance in Kenya

provides for public participation and is a right envisaged in the constitution (2010 Constitution), the County Governments Act, (2012) as well as the Public Finance Management Act, (2012).

The planning laws and regulations make it mandatory for stakeholders to actively participate in the processes to ensure ownership of M&E plans (Ondieki, 2016). County government authorities are therefore vehicles for local mobilization and agents for local development in partnership with stakeholders (Carolyn at el, 2016). The structure of the local government system also facilitates involvement of stakeholders at the very lowest levels, which is the unit committee to the sub-county government.

Unfortunately, it is reported that most county government authorities have not been able to involve stakeholders actively in M&E planning processes as required. A report by the Nairobi City County Government covering 2013-2014, indicates low participation among the resident stakeholders and others in the monitoring and evaluation of community development projects in the urban settings. There is not enough involvement of locals in spite of the legal requirements for public hearing and 'bottom up' planning". The report further states that "communities suggest that very selective processes have been adopted; few civil society groups have been involved and those who have contributed to the process could not represent the poor and the voice-less". The assumption of getting the legal and policy framework right and adopting bottom-up approach to planning does not necessarily result in effective participation, (Cleaver, 1999). As such, Nairobi County has had abrasive relationships with the residents in trying to implement county development projects such as those geared to tapping talents, reducing crimes, decongesting the city, creating hygiene, and creating proper infrastructural plan (Hakijamii, 2017).

This study seeks to assess stakeholder participation in Nairobi County projects and the reason for the poor relationship between the local community and Nairobi County government according to (Hakijamii, 2017). The hindrances on the involvement of the community in the construction of a new stadium in Dandora, Embakasi North constituency.

1.3 Research Question

The general question; to what extent were stakeholders involved in the construction of Dandora New Stadium?

1.4 Objectives of the Study

The general objective of the study was to assess stakeholders' participation in the Dandora Stadium.

1.4.1 Specific Objectives

The specific objectives are:

1. To determine the local community mobilization initiatives/mechanisms and structures for the construction of New Dandora stadium
2. To assess the level of stakeholders' awareness of the Dandora New Stadium.
3. To assess the level of stakeholders' involvement in the construction of Dandora New stadium

1.5 Justification of the Study

Community participation in developmental programs at the grass-root level has been a major area of concern in Kenya as indicated by Sessional paper number 10 of 1965, "African socialism and its application to planning in Kenya," and in the District focus for rural development planning strategy (Nyanjom, 2011). As result of the promulgated constitution in 2010, devolved system of governance was born with new legal frameworks requisite for people participation at the grass-root levels.

The County funded projects are meant to have immediate social and economic impact on the local community and to uplift their lives by alleviating poverty at the local level. To achieve meaningful development, community participation is crucial. The study builds on a strong case to the public and private development agents that community involvement in the project life cycle is a necessary prerequisite for sustainable development. Participation seldom gives the stakeholders a formal place in the accountability structure, delegating a

role for them in deciding the criteria for success or what information is critical in collecting data. Results are also rarely communicated back to the beneficiaries.

Stakeholder participation is concerned with totally reevaluating who initiates and manages the process, benefit or learning from its findings and gives stakeholders a platform to carry out monitoring and evaluation of their projects efficiently. Previous government reports for Nairobi County, found out that there was a low level of community involvement in the general management of the County projects.

Currently there is no known study in Nairobi County on the use of stakeholder participation approach in County projects. The study provides a foundation which academic researchers can further undertake studies on Stakeholders participation of development projects and build on the knowledge based on Stakeholder participation, inform government policy in coming up with changes to streamline management of county projects and enhance effective stakeholder's involvement.

1.6 Scope and the Limitations of the Study

This study drew a specific focus on Nairobi County projects within Embakasi North Sub-County, to assess stakeholder participation. It was limited to the construction of Dandora stadium completed in August 2019.

The project is drawn from the county ministry of sports, which is one of the biggest beneficiaries of county budgetary allocations of up to ten percent of the budget. Stakeholder Participation involves stakeholder mobilization, Awareness and Levels of involvement. The study reviewed these 3 prospects of participation

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter explains onto the definitions and discussions of theories and concepts in the phenomena under study which is the factors that influence stakeholder participation in Monitoring and Evaluation. The chapter considers theoretical concepts and how they relate to the research by various authors that are of importance to the topic under consideration. Theories of participation, definitions and explanations of relevant concepts are reviewed and discussed with references to the relevant literature. The linkages in these theories and concepts are put together in a conceptual framework to help understand the phenomenon under study. At the end, conclusions are made to guide the field work.

2.2 Perspective of Participation

Literature on the concept of stakeholder has emerged from three critical areas, which are organizational management, public policy and International development projects. From the policy perspective, stakeholder engagement is to design policies that are sensitive to the needs of local people and also to promote active participation and transparency in decision making process. Additionally, the organizational management literature looks at who is important from the firm or business perspective, (Freeman, 2004). The focus on international development projects tier is on identifying those who are affected by the project or intervention and ensure their involvement.

Bryson, (2004) defines stakeholder from the public policy and international development perspective as "persons, groups or organizations that must somehow be taken into account by leaders, managers and front-line staff". He further argues, after a review of some other definitions that stakeholders should not only be those with power to affect policies, but a "broader array of people, groups or organizations including the powerless" (ibid). The argument is that stakeholder support is needed to ensure long-term prospect of organisations as well as policies, plans and programmes, (Bryson, 2004).

Besides this, the literature on international development projects focuses on those affected by development interventions. Thus, the World Bank, (1996) defines stakeholders as "those who are affected by the outcome-positively or negatively- or those who can affect the outcome of proposed interventions".

The initiators of participatory processes therefore have the task of identifying the relevant stakeholders for the development issue at stake. This implies that getting the expected results depends much on the ability to identify who would be affected and those who can affect project outcomes (World Bank, 1996). The Department for International Development, (DFID, 2003) gives another dimension by categorizing three types of stakeholders as follows:

1. *Key stakeholders* – referred to as those who can significantly influence the success or otherwise of an intervention
2. *Primary stakeholders* – are groups or individuals who are ultimately affected positively or adversely
3. *Secondary stakeholders* – Are the individuals or institutions with an interest or a stake in an activity

DFID however argues that, in reality the categorization may overlap. From the organizational management perspective, Freeman, (2004) views stakeholders as those who are critical to the continued existence and success of the project. This definition has however been criticized for focusing on the organisation, in this vein those in academia and practitioners prefer, Freeman (1984) which posit that stakeholders are "any group or individual who can affect or is affected by the achievement of the firm's objectives". From the foregoing, it can be said that stakeholder are individuals, groups or institutions who can affect or can be affected by the outcomes of policy decisions.

2.3 Theoretical Perspective of Stakeholder participation

The theory of participation underpins this research. In explaining Karol Wojtyla's theory of participation, Majos (2007) states that, "Wojtyla introduced the word participation to indicate the way in which, in common acting, the person protects the personality value of his own acting and participates together in the realization of common action and its outcome". Participation indicates a person's capacity to interact and act together with others without losing one's personal identity and self-actualization. Thus, people participate or interact not only to seek their individual good but also the common good. He argues further that, participation does not just happen but emanates from a person's purposeful effort for fulfilment and the realization that it is impossible to do it alone.

Majos, (2007) posits that as antithesis to alienation, participation gives a person an opportunity to optimize his array of experience which will eventually leads to more detailed understanding of themselves and their surroundings. He explains that in participation, a person is made to go into various interpersonal relations and thereby play different roles while pursuing common goals. This deferent roles and relationships bring about dynamism and add to the growth and development of the group as well as the individual.

This study is based on two theories, which are the resource dependency theory and the stakeholders' theory. Kadzikano al et, (2001) expounds on the stakeholder theory explaining that it is more managerial given it guides managers into articulating the shared sense of the value they create by ensuring togetherness of its core stakeholders. It also explains the mandate of management in championing the stakeholders' interests. On the other hand, according to Miles (2013) a stakeholder is any group or individual who has the ability to affect or can be affected by an organization including the government, suppliers, community, community-based organizations and the vulnerable groups.

Moreover, Freeman (2004), argues that the stakeholder approach helps managers to underline the position of the organization in the larger environment, how its plans and undertakings affect the community and promotes inclusion of considerations of potential impacts of every decision on the stakeholders in the decision-making process.

The resource dependency theory postulated by Dorfman et al., (2012) highlights that first, organizations depend on resources accessed from their environment and secondly, that the survival of such organizations, therefore, depends greatly on their potential to acquire and put them into active use. Pfeiffer and Salancil (1978) further stress that the need for resources and dissemination of finished products and services, forces the organizations to rely on their environment.

In effect, the environment has a great influence on the dependent entities. In essence, the survival of the entities heavily relies on the consistent supply of the critical resources (Hatch, 2013). Thus, for their continued existence, these entities can devise strategies to attract supplies from multiple sources, vertically integrate with the suppliers, create joint ventures, and embrace healthy horizontal integration with the competitors.

County sponsored projects are not independent entities as they depend to a large extent on the society from which they operate and for which they serve (Alur at el, 2005). This argument is further reinforced by the institution organizational theory that asserts that an organization can have the ability to gather all the resources such as labor, capital and raw materials from the environment but will not succeed if the not accepted by the society (Bishop at el, 2002). This is what is referred to as social legitimacy in the input-output model, a critical success factor in any organizational (Kadzikano & Chishawa, 2001).

2.4. Levels of Participation

We have been able to review some definitions of participation and have summarized some elements that seem common in the definitions. The typologies developed by two authors are reviewed to help illustrate the point that there are important gradations in stakeholder participation. The typologies also show effectiveness or the extent of stakeholder influence over policy decisions.

2.4.1 Ladders of Participation

The work of Arnstein (1969) on different levels of participation has had a great influence on understanding participation. The concept of ladder of participation provides a continuum of eight levels of participation from no participation to tokenism and then to citizen's control. For Arnstein, the first five (5) levels of the rung does not represent participation and therefore citizens engaged at that level are not participating. It is only from the sixth rung upwards that some meaningful or effective participation begins to emerge. The ladder is presented in the figure below.

Figure 2.1: Ladder of participation

8	Citizen Control
7	Delegated powers
6	Partnership
5	Placation
4	Consultation
3	Informing
2	Therapy
1	Manipulation

Degree of Citizen Power

Degree of Tokenism
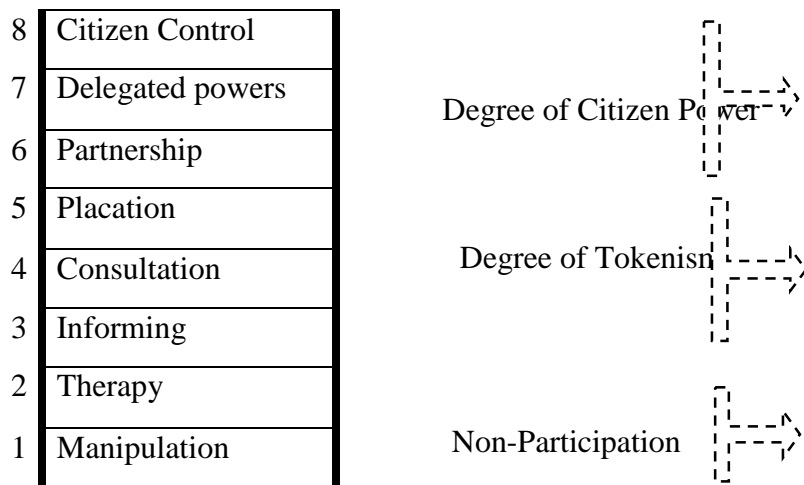
Non-Participation

Source: Arnstein (1969)

2.4.2. Criticism of Arnstien Ladder

Much as the Ladder of participation has been influential in the development literature it has attracted some level of criticism. The typology has been described as outdated and defective (Fung, 2005) in the sense that public empowerment may not be desirable in all cases. There are cases where consultation is more appropriate for the general public than citizens' control.

The ladders have also been criticized for not addressing participation processes and methods and therefore cannot solve contemporary challenges of stakeholder participation (Tritter & McCallum, 2006). They argue from the health services point of view that, user engagement and empowerment are complex phenomenon and therefore a hierarchical typology would make the evaluation of the nature of stakeholder involvement difficult. A multiple ladder is therefore proposed to capture other people who self-organize without going through hierarchical processes (Tritter & McCallum, 2006).

2.4.3 Pretty's Levels of participation

Another typology of stakeholder participation was developed by Pretty, (1995) for planning and implementation in an agricultural context. Pretty (1995) states that "the many ways that development organizations interpret and use the term participation can be resolved into

seven (7) clear types." The types range from manipulative participation which is the lowest level to self-organization which is the highest level as shown in figure 2.1

The manipulative types provide the level where stakeholders are put on official boards as representatives but have no power to influence; most times they are not elected members. At the passive level, people participate by getting informed of what the government has already decided. Pretty (1995) posits that "some suggest that the manipulation that is central to types one to four mean they should be seen as types of non-participation". It is therefore from the fifth type; *functional participation,* that some level of effective participation begins to emerge.

The highest level is self-mobilization where stakeholders take initiatives without external influence to change systems. This level can be said to be at what Arnstein's ladder describe as citizens control (Arnsteien, 1969). Pretty's typology however does not critically challenge power relations. The table below gives details of the typology and the description of the elements in each level.

Table 2.1: Levels of Participation

Type/Stage	Characteristics
Manipulative Participation	*Participation is simply a pretense, with powerless unelected people on official boards in the name of 'peoples' representatives.*
Passive Participation	*People participate being informed of the governments' decisions or actions that have been executed. In this case, the government/organization administrative makes announcements without lending an ear to the audience for inputs. The external professionals have the monotony of generation of ideas and making recommendations.*
Participation by consultation	*There are consultations and or question-answer sessions in this process. External agents define problems and information-gathering processes, and so control analysis. However, the consultative process has no liberal room to concede any share in decision making process, and the professionals are not obliged to take accommodate the people's views on the board.*
Participation for material incentives	*In this participation structure people contribute resources in exchange for material incentives, e.g. giving labor for cash or food and the likes. In such instances, people have no motive to proceed with the technologies/initiatives when the incentives run short.*
Functional Participation	*Participation held by the external agencies as means to fulfill the project goals, commonly reduced cost. In such instances, while people may corporate to meet the predetermined objectives related to the projects, they only come in after the ultimate decision-making process that set the goals had been made.*
Interactive Participation	*The people have room to participate in the joint assessment, development of action plans, and revamping of the local institutions. It is a right to participate not just a mere process to enhance goals of a project. There is the sense of inclusivity that entails embracing inter-and-multidisciplinary methodologies with diverse perspectives in a systemic and structural process. Essentially the individuals and groups have respected stakes in control the decision-making processes, resources appropriation directives and maintenance of the practice.*
Self-mobilization	*People's participation involves taking independent initiatives to change systems. There initiatives are not influenced by the external forces but instead they have a provision to contact the external institutions for the needed resources and technical advice while they (people) retain control over resource use. There is a room for the spread of self-mobilization incase NGOs and governments can provide an enabling framework of support.*

Source: (Pretty, 1995)

2.5 Empirical Assessment of Factors Influencing PM&E

It is often assumed that stakeholders would voluntarily or automatically participate in policy decision-making process because they understand the benefits, (Wodschow et al, 2016). The stand therefore is that all that is needed is to mobilize them and their capacities would be released to support development. Nevertheless, there are various factors that may enhance or constrain a person's ability to participate. Some of these factors have been documented in various literatures.

2.5.1 Stakeholder Mobilization

Stakeholder mobilization is seen as critical to encouraging citizens to participate. It is a process of getting stakeholders ready, aware and interested in participation and more importantly being involved. The process includes stakeholder analysis which is the decision as to who should be involved when and how, (Bryson, 2004). This process should result in a list of classified stakeholders including key, primary and secondary depending on the influence and resources. Other issues in the Mobilization process include informing stakeholders, establishing roles and mobilizing interest and involvement.

The evidence from case studies in Thailand, Australia, and Canada show that local community groups or individuals and other stakeholders are ready to take leadership roles, own responsibilities and structure ways of supporting their initiatives, and that they are able to partner with national and other levels of governments when effective mobilization is undertaken (UNAIDS, 1998). In the USA, for example, citizen monitoring has been an approach that enables the local citizens to assess the extent to which public programs are responsive to the community needs (Estrella, at el 1997). The idea of devolving resources to the local government encompasses ensuring the local people participate in the dynamics of power influencing citizens' engagement in priorities, financial processes and accountability relations including expenditure allocations (Agrawal, 2001).

For effective involvement of stakeholders at any phase of implementation of a project, there is need to map out their needs and priorities (Harvey, Baghri, & Reed, 2002). Training and capacity building remain an outstanding mechanism of ensuring that stakeholders are actively involved in project implementation, monitoring and evaluation.

2.5.1.1 Stakeholders' Training and Capacity Building

Project capacity building from the perspective of PM&E refers to the process of increasing the capacity of project stakeholders to execute project functions; define, plan, execute and accomplish project objectives, solve the problems, and foster sustainable development (UNDP, 1997). It has also been defined as the capability of the initiators of the projects to strengthen and empower the local communities through resource allocation, skill training, technical education, and organizational support (Langran, 2002). In addition, Okello (2016) stresses that the process of stakeholders' capacity building is to enhance the groups' ability to achieve the purposes of their projects.

The details of the process involve identification of the root causes of a problem, motivating right-holders to make active claims of their rights and supporting the responsible parties to execute their mandates (World Vision). The stakeholders typically involved in participatory activities include: the end users of project goods and services, intermediary organizations and private organizations involved in the project, and the government officials at all levels (Rietbergen-McCracken et al. 1998).

Progressively, the voice of the local communities and civic organizations have grown stronger in local decision-making, planning activities, allocation of expenditures, and performance in various interactive development initiatives in a host of African Countries. This has been triggered by the development of supportive legislature and capacity building of the stakeholders in the wake of deepening democracies and decentralization of governance in these countries (Matovu, 2006). However, recent studies show that there is still a die need for capacity building initiatives in those countries especially with a focus of ensuring sustainability participatory development and governance initiatives (Ondieki, 2016).

Literature in many countries reveal that while government officials might be properly trained as engineers, planners, accountants, economists, environmentalists and other fields of expertise, not so many are interested in developing skills in communications, listening, or getting involved to participatory processes.

From a study analyzing determinants of resident's participation in the 'National Action Plan for Sustainable Management of Land and Water Resources' (NAP-SMLWR), Elham at el.

(2008) note factors such as lack of required skills to execute effective participatory projects' monitoring and evaluation. Thus, the study recommends that a host of capacity building initiatives to that effect to bridge the gap in knowledge and participation. In another study of in Malawi, Dulani (2003) reveals that participation of the stakeholders was limited to sharing information on what had been decided by other privileged stakeholders on the project. This implied passive participation of stakeholders thus restricting their levels of involvement in the implementation of the project and its M&E process.

A study by Masanyiwa & Kinyashi, (2008) in Tanzania, observed that monitoring and evaluation of project activities was mostly done by administrators of the project who reported back to the local residents whose participation was reduced to being respondents to provide information collected during M&E process. In Uganda despite the existence of a robust model of local governance with five levels that ought to provide multiple opportunities for participation by the local citizens, there are still hurdles. The Local Government Department Programme (LGDP) for instance, is still faced with lots of cases of disguised participatory processes which are very rich on paper but quite elusive in reality (Devas, 2002).

A study by Kimani, (2012) in Kiambu Kenya recommended that local people as stakeholders in the development projects ought to be educated on the process and benefits of taking part in a development project. This should entail equipping them with suitable knowledge and skills to participate in the process whilst the stakeholders should endeavor to monitor every steps of the processes to effectively weigh in and measure the cot and expenditures in relation to the expected value. In addition, Syagga, et al. (2013) recommends that internal capacity building in the initiatives of the local authorities to enable them embrace the LASDAP process aptly in a manner that maximizes the participation of all stakeholders for the achievement of the desired quality of the projects.

According to Moseti, (2010) public participation in Kenya is hindered by limited resources at community level departments, complex bureaucracies and lack of skilled staff in the participatory techniques. The elite dominate the project participation processes in almost all levels and many CBOs lack representation of the poor. Consequently, a majority of local communities remain unaware of LASDAP and the Local Authority Fund (LATF). In

addition, they lack the impactful capacity to demand and see engagement and accountability from their local authorities.

In Kenya, Oyugi (2006) found that the LATF did not meet its objectives of improving financial management, delivery of services, reduction of debt burden and the performance of the program was constrained by limited capacity building, sub-optimal framework for monitoring and evaluation, and political interferences. Overall, whilst local communities are encouraged to participate in the various tiers of development projects, it is repeatedly observed that they are heavily constrained by the governance and project development and executions structures, limited efforts to carry out satisfactory capacity building, funding inadequacies, limited resource allocations, and weak legal backing of the local authorities at various levels of management (Blore, 2007).

2.5.2 Creating Awareness and Passing of Information to Stakeholders

Awareness among stakeholders about a project that is to be implemented has a strong impact on their participation. It is deemed essential that stakeholders have their views taken throughout the implementation stages of a project to ensure that all interests appropriately handled. Besides, awareness aids the involved parties to break any barriers such as misconception of a project while enabling the stakeholders to internalize on the underlying development projects (Good, et al., 2017). Various studies have revealed the essence of awareness creation in PM&E and other stages of project implementation.

In Ghana, a study assessing stakeholder participation in monitoring and evaluation of district assembly projects revealed that despite some interest in maintenance of projects among community members, there was minimal involvement in M&E of projects, (Sulemana et al, 2018). The major reason for minimal involvement stemmed from the fact that community members had no information pertaining to the agreements between the Municipal Assembly.

A study on factors influencing community participation in geothermal energy project implementation; targeting the Menengai Geothermal Power Project by Mading, (2013) revealed that most respondents knew about the Geothermal Power Project with about 78.7% of the stakeholders at community level having got information on the project through awareness meetings. The study, therefore, recommended that institutions needed to situate

satellite offices around project sites in a bid to boost awareness levels among stakeholders and information sharing. A study assessing factors influencing participation of stakeholders in CDF projects in Moyale arrived at the conclusion that poor communication networks resulted in poor participation of stakeholder in the CDF projects.

Oxfam carried out a study in Turkana on the residents' reasons for very low participation in the LASDAP. Limited awareness levels (18%) stood out as a critical factor in the failures. It also established that aside from delivering information, it was critical to ensure that the timeliness and correctness to ensure citizens' uptake of the information in a manner that influence their participation in the project. On the other hand, Transparency International and media reports suggest that proper channels for communicating the information is important in enabling active participation by the citizens.

2.6. Socio-Political-Economic Factors

Various socio-economic factors can affect the participation of stakeholders in any stage of project implementation. For instance, the opinions of individuals who are socially poor, the minorities as well as other disadvantaged groups may hardly be sought for in program that are run by the government, (Kwena, 2013). Kwena further emphasizes that common social determinants, as implied by social theories of participation include influence of an individual in the society, their income/economic status, education levels as well as gender. This study will, however assess the impact of levels of education and income levels as the socio-economic factors that affect PM&E.

On the other hand, Politico-Cultural factors have constrained participation of people in local government-run projects. Also, when the stakeholders participate in the projects, the outcomes of their participation have been shaped by their socio-economic and political factors (Dulani B, 2003).

It is very likely that in many of the systems, powerful stakeholders, with political, social and or economic dominance, may jeopardize the participation of their counterparts in various projects (Samad, 2002). In fact, in a majority of cases, the outcomes of the project participation process have mirrored the interests of administrators of the existing regimes and the political elite at the expense of the interest of the local communities or any other player in the process.

2.7. Level of Education

Within a number of development projects, education level is deemed key when selecting participants given that meaningful participation is pegged on educational level of the community members (Moseti, 2010). According to Kwena (2013), illiterate people hardly grasp practical aspects of projects thus posing a hindrance to their involvement in PM&E. Hughes (1998) asserts that low education levels aside the nature of various development projects being technical, has an impact of barring effective participation of stakeholders in environment impact assessment projects.

2.8. Income Level

Income levels have conventionally been thought of as important when developing a criterion to judge ability (Dulani, 2003). Consequently, it has also been relied on as a factor in choosing participants from communities when implementing projects. Individuals, thought of as financially endowed often associate with elected representatives while exploiting the positions for some mutual gains (Carolyn, 2016). He further posits that suppose key influential individuals in a society happen to be absent, the implementation of certain government program, projects or policies would not materialize.

2.9. Gender

In order to usher a balanced development, it is imperative to integrate a cross-section of people with no limitation to gender (Elham, 2008). The patriarchal nature of the rural society has a culture of looking down sidelining and looking down upon women's participation in evaluation of development projects (Estrella et al, 1997). Some religious sentiments have also exacerbated spontaneous participation by women in development programs. However, those women with strong family backgrounds enjoy un-discriminatory advantages at all levels (Mejos, 2007). Indeed, in the absence of backing from the traditionally strong background of a family, many development programs are often bound to flop at their implementation stages.
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2.10 Conceptual Framework

The conceptual framework shows how project planning and implementation depends on the community participation. The study needed to find out how communities were involved in the Construction of Dandora stadium in Embakasi North sub-county and the factors influencing that involvement.

There are various levels in which a person or community can claim or perceive to have participated in project activities. The first one is by generating ideas in a meeting or through being actively involved in the dialogue. The second one is by actively being involved in making decisions about project. Thirdly, a person can participate in project planning and implementation in developing action plan to be followed during the implementation as well as changing behaviors for better ownership and sustainability.

Beneficiaries can provide support through cost recovery, project follow-ups and reporting of day-to-day performance activities. They may also provide data and feedback, which enable them to make impact assessment. There is a sense of ownership of the projects that participants derive from their participation. This ownership inculcates the spirit if sustainability of the outcome or deliverables from the projects, including sustainable water supply services. Community involvement therefore fosters effective project implementation and sustainability. It empowers and builds capacity of the commuinity to be self-reliant and take charge of their development agenda. This has been adapted from Lenses of participatory practices DFID, 2010 Conceptual framework which looked at youth participation in development projects

Figure 2.2: The three-lens approach to youth participation

TARGET
GROUPS

COLLABORATORS

YOUTH
INITIATORS

FOCUS ON
WORKING
WITH AND FOR
YOUTH TOWARDS
EFFECTIVE
DEVELOPMENT

Working
for youth as
BENEFICIARIES

Engaging
with youth as

Supporting
youth as
PARTNERS

LEADERS

PARTICIPATORY PRACTICES
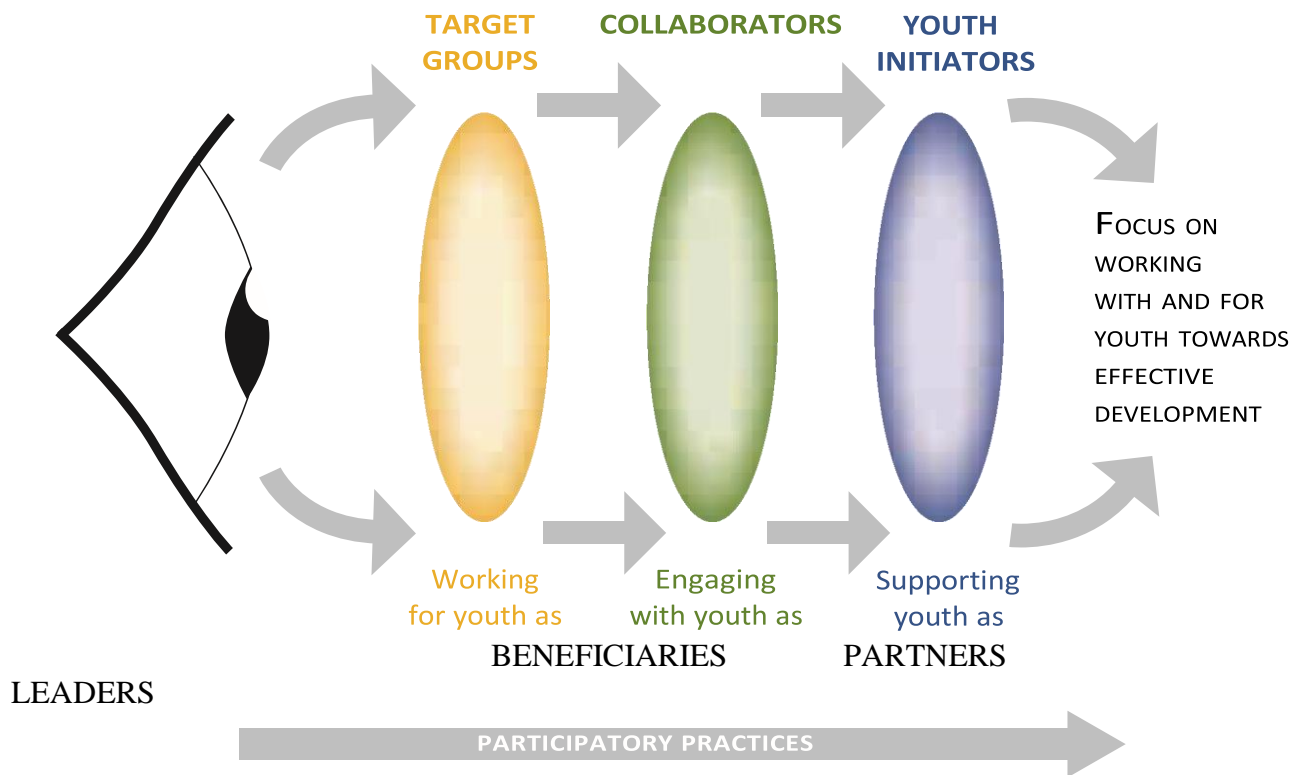
Source: Lenses of participatory practices *DFID, 2010*

2.10.1 Conceptual Framework

The conceptual framework for this study has been adapted from that used by DFID, (2010) in the study of Lenses of participatory practices. The framework looks at independent variables as the factors influencing community participation in Nairobi county projects

Figure 2.3: The three-lens approach to Stakeholder participation

Stakeholder mobilization	Stakeholders' Awareness	Level of Stakeholder Involvement

FOCUS ON WORKING WITH AND FOR STAKEHOLDERS TOWARDS EFFECTIVE DEVELOPMENT

Working for Stakeholders as **BENEFICIARIES**	Engaging with stakeholders as **PARTNERS**	Supporting Community as **LEADERS**
Training and Capacity Building	Project - information Public Education Communication Information - Sharing	Levels of involvement Stakeholder satisfaction with participation levels

PARTICIPATORY PRACTICES

Adapted from: Lenses of participatory practices DFID, 2010

2.11 Operationalization of Variables and Indicators

The operationalization concept allows the researcher to measure what is to be measured thereby improving construct validity of the study.

Table 2.2: Operationalization of Variables

Dependent Variables	Indicators	Measurement Scale	Data Collection Methods	Source of Information
Stakeholders participation	1.1. Number of stakeholders regularly participated in the meetings.	Ordinal Likert Scale	Structured and semi-structured interviews	Local residents Local leaders
	1.2. Stakeholder satisfaction with participation levels			
Independent Variables	Indicators	Measurement Scale	Data Collection Methods	Source of Information
Local Community Mobilization	1.3. Number of trainings and capacity building activities attended by stakeholders	Nominal: Few, many, Very many	Structured and semi-structured interviews	Local residents Local leaders
	1.4. Stakeholders' perceptions on trainings and capacity building activities	Nominal: Few, many, Very many		
Stakeholders' Awareness	1.5. Sharing of project information with stakeholders	Nominal: Low, average, High		
	1.6. Public Education communication	Interval; Low, average, High		
Level of stakeholder involvement	1.7 How Stakeholders were involved in specific activities; a Involved through manipulation/pretense b Involved though merely being informed c Involved by being consulted d Involved for material incentives e Involved through Functional Participation f Involved through Interactive participation g Involved through Self-mobilization	Ordinal Options from (a) to (g) in that order	Structured and semi-structured interviews	Local residents Local leaders

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

In this section, the sources and process of data collection and analysis that were used in conducting this study are discussed. The chapter began by outlining sources of data, research design, target population, sampling protocol and sample size, instruments for data collection, data analysis methodology and reliability of the data collection instruments.

3.2 Source of Data

Data sources used for the assessment included both secondary and primary sources; primary data was collected from Local community of Dandora, Local leaders, and football club members. The study used self-administered questionnaires, focused group discussions and key informant interviews to collect the primary data.

3.3 Research design

The research employed a mixed method of study; where both qualitative and quantitative approaches were used. A case study strategy was used in assessing the stakeholders' involvement in the project. For this study, stakeholders were mostly local community residents in the area in which the project was implemented.

3.4 Study Area and Target Population

The study was carried out within the locality of Dandora New stadium in Dandora Area II ward, Embakasi North Constituency. While the constituency has approximated population of 181,388, Dandora Area II ward has an approximated population of 28,238 people and 8310 households according to (Kenya Integrated household Budget Survey by KNBS, 2016) report. The stadium is expected to benefit football clubs in the constituency that play either at Kenya premier league or Nation cups level.

3.5 Sampling Procedure and Sample Size

This study used simple random sampling to select households where respondents were picked for the assessment of involvement. The research also employed purposive sampling especially in selecting key informants where the persons with knowledgeable information and skills on subject matter were interviewed to get the required data. Structured and semi-structured questionnaires were administered to the respondents to fill.

The study population are the residents of Dandora New stadium in Dandora Area II ward. It is from this population that samples are drawn for both the survey questionnaire and the semi-structured interviews. Ninety-five respondents in the community were selected through simple random sampling technique using Bouchard's formula. Random sampling simply meant that every unit in this population, communities, head of the households or other person representing the household within the study area has equal chance of being selected for the study. In this probability sampling, the respondents are selected randomly and this helps eliminates bias in the selection procedures.

The sample was made up of local leaders, community representatives, and local residents. For the purposes of this study, 95 households were randomly selected and one member surveyed per household. According to Gay and Dielh (1992) the sample size was considered appropriate.

For the open-ended questionnaires, purposive sampling was employed to select two groups, key interview with youth officer, two CBO leaders, area member of county assembly, an assistant chief.

3.5.1 Sample techniques

Sampled population was intended to give the views, findings and recommendations of the general community members on participation on various development projects in their areas. Bouchard, (1989)'s mathematical formula was used to determine the sample size of the community members:

For an infinite population (> 1.000.000 individuals), with a margin of error of 10% with the threshold of $\alpha = 0.05$, i.e. a confidence interval of 95%, Z α =1.96

$$N = \frac{No}{1 + \frac{No}{N}} \qquad \text{where} \qquad N_o = \frac{(Z\infty)^2 \, p * q}{d^2}$$

Where;

N: Stands for total population	**q**: fail
No: Stands for the sample size for an infinite	**d**: error term
p: Stands for success	

In the most unfavorable situation (**p=q=1/2**), the necessary sample size to estimate, with a given precision a percentage by the simple random technique is equal a:

$$N_0 = \frac{(1.96)^2}{(\frac{10}{100})^2} \times 0.5 \times 0.5 = 96.04 \approx 96$$

On the opposite, if a Population-mother is defined ($< 1.000.000$ individuals), to obtain the corrected sample size, we used the formula appropriate.

$$N = \frac{N_0}{1 + \frac{N_0}{N}} \qquad N = \frac{96}{1 + \frac{96}{8310}} = 95 \text{ households}$$

Table 3.1: Sample Size

Respondents	Sampling method	Total	Sampled
Dandora Area II Households	Random Sampling	8310	95
Dandora Football Club members	Purposive Sampling	3	1
Dandora Area II Youth Group	Purposive Sampling	5	1
CBO Leader	Purposive Sampling	2	2
Area Member of County Assembly	Purposive Sampling	1	1
Assistant Chief	Purposive Sampling	2	1
Total Respondents			101

3.6 Instrument

The research used three data collection methods which are; questionnaire, focused group discussions (FGDs) and key informant interviews. The FGDs were administered to selected one group of the Dandora football club, one group of youths. Key interviews were administered to; two CBO leaders, area member of county assembly, one assistant chief. Section (A- household questionnaires) collected personal information while Section (B- household questionnaires) contained questions concerning stakeholder project awareness, mobilization, capacity building activities and levels of stakeholders' participation in the county development projects. The questionnaire was adapted from Adan (2012), Lomotey (2013), and Carolyn and Mike (2016) who assessed public participation in community-based projects, strategic planning processes and devolved governance, respectively.

3.7 Data Collection Methods and Procedures

The data collection methods employed were both quantitative and qualitative. The data collection was divided into three phases but carried out concurrently. The questionnaires were pre-tested to ensure that the concepts and questions are clear to respondents. The content analysis of the participatory process started before the fieldwork with a review of the planning guidelines. Responses from the interviews were used to assess how the process were to operate practically in the field.

First method of the data collection was the administration of the questionnaire. A Likert scale type response was adopted to measure the degree of agreement or influence for each question item. The second method of the data collection was the key informant interviews interview. A semi-structured interview instrument was used for respondents who were purposely sampled to get in-depth information. The third method of data collection process was the focus group discussion. An interview guide was used to facilitate the discussion topics.

3.8 Data Analysis

This study majorly applied qualitative, quantitative and descriptive methods of data analysis. The collected data were mostly qualitative or quantitative which were presented by use of percentage tables, bar charts and pie charts for analysis. Descriptive interpretation of the charts and tables was used in drawing findings, conclusions and recommendations.

Qualitative data analysis for this study was also by content analysis which involved looking for; themes, patterns, history/culture and behaviors among others within the data. The themes or patterns must be clearly distinct from each other and coded systematically. The study also used voices in the report to make it "rich", "real'' and "informative'' (Wearer et al., 2004; Mugenda, 2013).

3.9 Ethical Consideration

Consent of the respondents were sought in order for them to participate in the study without threat or undue inducement. In addition, respondents were assured of their confidentiality of the information they gave and that the information will be used only for the purpose of the study. For anonymity of the informants, the respondents were not to provide their identities in the questionnaires.

CHAPTER FOUR: PRESENTATION AND INTERPRETATIONS OF THE FINDINGS

4.1 Introduction

This chapter presents the findings of the study, the presentation, analysis and the interpretations of the findings. The purpose of the study was to assess stakeholders' participation; a case of Dandora Stadium constructed by the Nairobi county government in Embakasi North Sub-County. This chapter presents the study findings made from discussions with local leaders and local residents through FDGs and KIIs

4.2. Background of Respondents

The background information of the response rate, out of 101 target population, 89 were surveyed which is 93%. The respondents varied in terms of sex, marital status, age, level of education, duration of residence and the household size. Profiles of the respondents who participated in this study are shown in the table 4.2

Table 4.1: Demographic characteristics of the respondents

Gender of the respondents	Frequency	Percent
Male	51	57.3
Female	38	42.7
Total	**89**	**100.0**

Highest academic level	Frequency	Percent
Lower primary	5	5.6
Upper primary	15	16.9
Secondary or middle tertiary college	33	37.1
Diploma	28	31.5
Degree	8	9.0
Total	89	**100.0**

Marital Status	Frequency	Percent
Married	41	46
Single	25	28
Widowed	9	10
Divorced	14	16
Total	89	100

Age	Frequency	Percent
(20-29)	25	28
(30-39)	29	33
(40-49)	20	22
(50-59)	10	11
(60 and above)	5	6
Total	89	100

House-hold Size	Frequency	Percent
(1-2)	27	30
(3-4)	37	42
(5-6)	20	22
(6-7)	4	4
(8 and above)	1	1
Total	89	100

Duration of Residence	Frequency	Percent
(0-2) Years	23	26
(2-4) Years	19	21
(4-6) Years	20	22
(6 and above)	27	30
Total	89	100

The majority of the respondents were male at 57.3 percent compared to female at 42.7% and were mostly youth below the age of 39 years at 61%. Majority of the respondents are either secondary or middle tertiary level of education at 37.7%, followed by diploma at 31.5%. Close to half of the respondents were married and most of them had 1-2 or 3-4 household members at 30% and 42% respectively. A third of the respondents have stayed in the area for more than 6 years followed by 0-2 years at 26%

4.3 Stakeholders Mobilization

The study sought to establish whether the community members in Dandora area II were mobilized so as to get ready, aware and interested in participation and more importantly being involved as shown in shown in table 4.3.

Table 4.2 Stakeholders mobilization

Stakeholders mobilized	Frequency	Percent
Yes	23	26
No	66	74
Total	**89**	**100**

The majority of the respondents at 74% believed there was no enough sensitization and mobilization of the community to participate. They feel the county government did not do enough awareness activities and hence not so many people aware or participated in the project.

4.3.1 Stakeholders' Training and Capacity Building

The study sought to understand whether the community members in Dandora area II were trained and capacity built to develop their knowledge, skills and operational capacity so that they may achieve their project purposes as shown in shown in table 4.4.

Table 4.3: Stakeholders' training and capacity building

Stakeholders' training and capacity building	Frequency	Percent
Yes	15	17
No	74	83
Total	**89**	**100**

The majority of the respondents at 83% reported that they were little or no trainings and capacity building that happened prior or during the project implementation. Majority indicated there were no skills acquired and operational capacity towards the construction of the stadium. During FGD, most of the members echoed that county officials through the implementers only chose a few locals to help provide security to the place and the materials. A few locals were also hired to help in the casual undertakings. However, 17% of the

respondents agreed that there were trainings and workshops conducted geared towards enlightening locals of the new project. They indicated that during the trainings, they were informed that project was going to benefit them and therefore, were tasked to report any mismanagement to the project's office''.

4.4 Stakeholders' Project Awareness and Information Sharing

The study sought to understand whether the community members in Dandora area II were aware and informed about the construction of the stadium and as shown in shown in table 4.5.

Table 4.4 Project Awareness

Project Awareness	Frequency	Percent
Yes	72	81%
No	17	19%
Total	89	100%

Stakeholder Informed	Frequency	Percent
Yes	57	64%
No	32	36%
Total	89	100%

The majority of the respondents at 81% indicated that they accessed were aware about the construction of the stadium. On the other hand, the remaining 19% were not aware of the project.

When asked whether they were informed about the project before the initiation or during the implementation, 64% admitted to being informed although through different means or channels of communication. 36% said they were not informed about the project; however, some were aware about the project.

4.4.1 Channels of information

The study sought to understand how respondents who were informed got to know about the project. The channels through which the information was passed.

Figure 4.1: Channels of Awareness
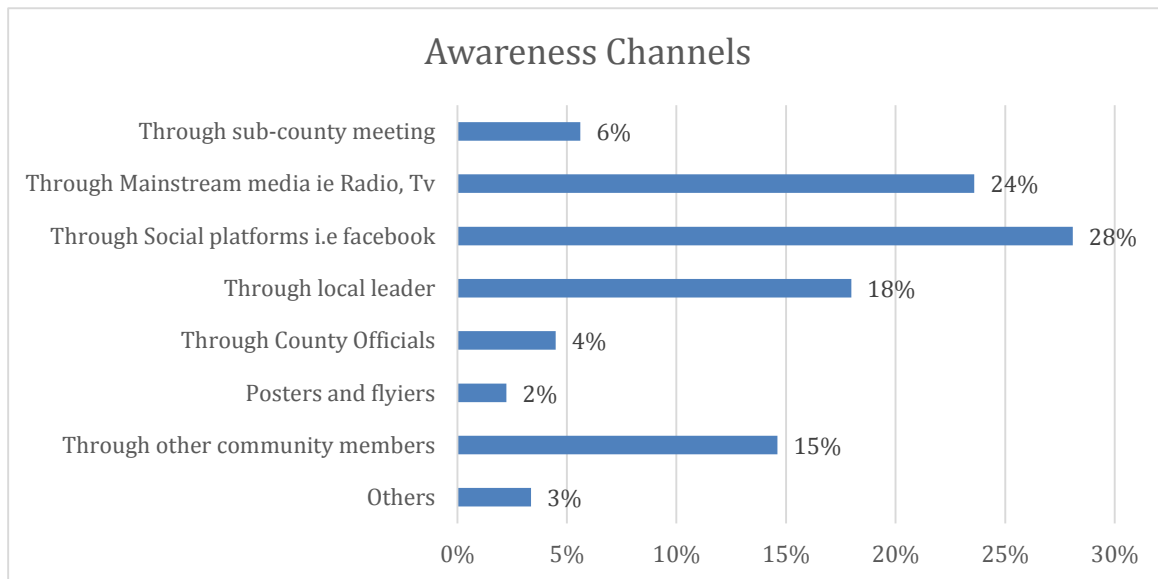
When asked how they got to know about the project, respondents who were aware about the project gave varied channels through which they were informed. Majority got to know about the project through Social media at 28% and 24% became aware about the project through mainstream media such as radio, television and newspaper while the third biggest group got the information through their local leaders either through ward representative, chiefs, youth leaders among others.

4.5 Stakeholders' Involvement

The study also tried to understand the level of community involvement in the undertaking of the project from its initiation to completion.

Respondents were asked whether they felt involved in the undertakings of the project or not. Here were the findings summarized in Figure 4.2

Figure 4.2; Community Involvement Status
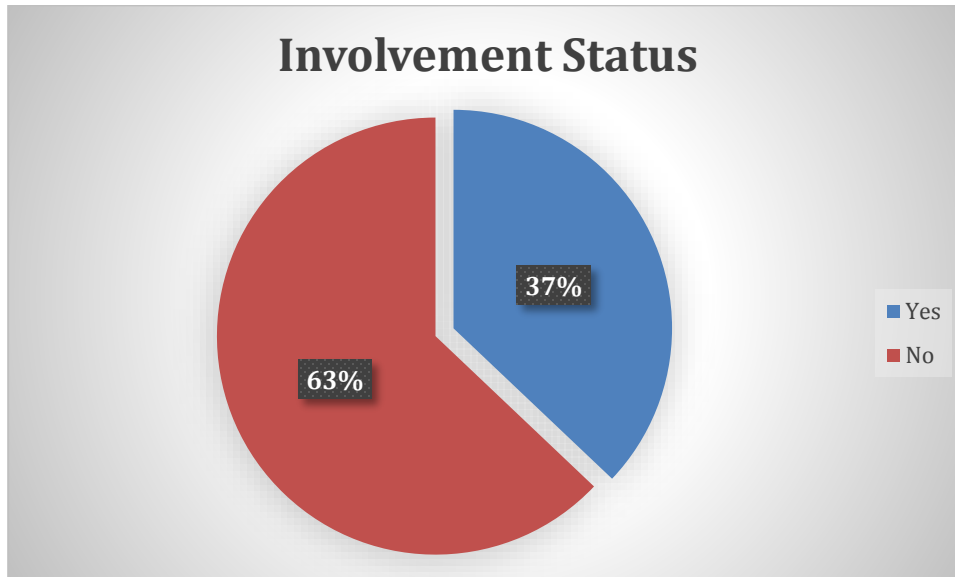
According to the findings, majority of the respondents felt they were not involved in the undertakings of the project at 63%. Only 37% believed they were involved in the activities of the project.

The respondents were then asked to rate the extent of their involvement in the activities relating to the undertaking of the project as shown in figure 4.3

Figure 4.3: Stakeholders' status and Extent of Involvement.

When asked on the extent to which some of them were involved, majority of the respondents involved admitted that the level of involvement was low. This was followed by 13% of the respondents who argued that the involvement level was moderate while 9% believed the involvement level was high.
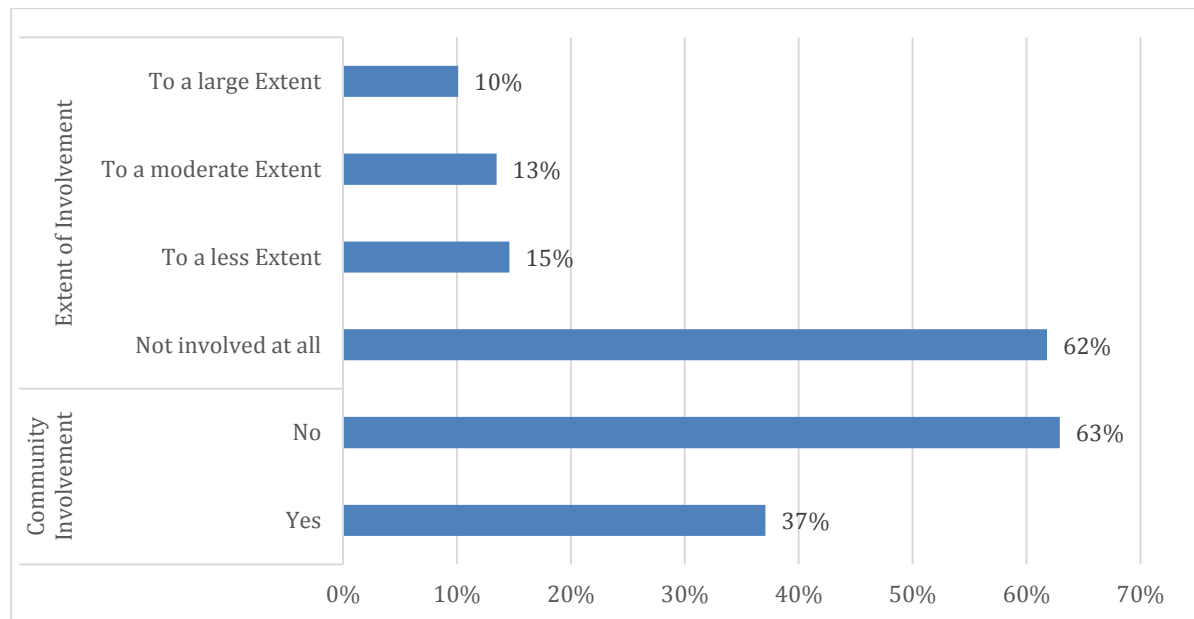
The general observation was that 38% of the respondents agreed to some level of involvement while 62% denied any level of involvement.

4.5.1 Stakeholders' Level of Involvement

For a better understanding of stakeholders' participation on the construction of Dandora Stadium, the study sought to establish the stakeholders' levels of involvement through the participation ladder by Pretty J, (1995). According to Pretty's 7 levels of participation, the lowest level of participation is the involvement through *manipulation and pretense* to the highest level of involvement through *self-mobilization* as shown the figure below.

Figure 4.4: Stakeholders' level of participation
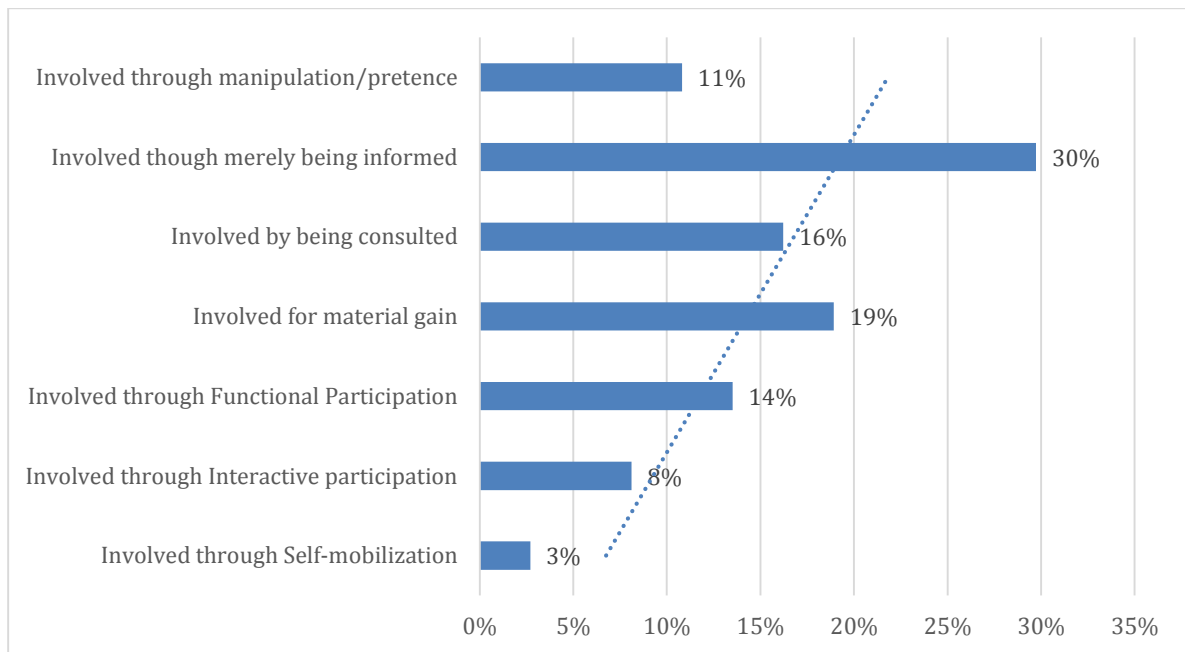
According to figure 4.4, most respondents at 30% were involved through merely being informed about the project. This was followed by respondents who were involved through material gains; such as offering labour at 19%, while 16% were involved through consultation and 14% functional participation. The lowest being through self-mobilization at 3% followed by interactive participation at 8%.

The general observation of stakeholder participation in this project inclined more to passive and manipulative participation as opposed to self-mobilization which is the most preferred level of participation.

4.6 Stakeholders Perception on Importance of Participation

The study also sought to find out the stakeholders' general perception on the importance of participation as shown in table 4.6

Table 4.5: Stakeholders' Perception on the Importance of Participation

Perception on importance of Participation	Frequency	Percent
Yes	82	92%
No	7	8%
Total	89	100%

According to the findings on table 4.6, majority of the respondents at 92% unanimously agree on the importance of the stakeholder participation on the project that affect them. They believe they should be involved in planning, initiating, implementing, monitoring and evaluation of the projects that affect them.

4.7 Summary

According to these findings, it is clearly evident that the stakeholders were not adequately involved in the undertaking of Nairobi County Development projects as seen by the case of Dandora Stadium Construction. While the majority of the population at 92% agreed to the importance of community involvement in development projects, the findings reveal that 63 percent of respondents were not involved in any of the project activities. Only 37 percent of the respondents got involved. According to Pretty's topology of participation, only 3% of the population was fully involved while majority of those involved said they were involved either by merely being informed of the project progress or by providing labour for material gain.

This research also found out that there was very low stakeholder mobilization. Only 23 percent of the respondents admitted being mobilized to participate while the majority of 77 percent did not agree to this. An insignificant 17 percent of the respondents agreed to have been trained and capacity built through seminars and workshops while the 83 percent did not. Majority of the population at 52 percent only got to know about the project through social media platforms and mainstream reporting while only 10 percent heard about the project through sub-county meetings and county officials.

CHAPTER FIVE: SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter summarizes the findings, obtained from the study, conclusions drawn from the findings and recommendations.

5.2 Summary of the findings

Majority of the respondents were males at 57 percent compared to female counter parts. Most respondents are between the age of 20 to 39 years at 61 percent and most of them at 68 percent have attained diploma and secondary or tertiary colleges. Majority of the population is married at 46 percent while the least population at 10 percent being widowed. More than 50 percent of the population have stayed in Embakasi North for more than 4 years.

On participation, only 26 percent admitted that they were mobilized to participate while 17 percent indicated that they went through some stakeholder training and capacity building for participation. Project awareness was quite high at 81 percent however, only 64 percent felt they were informed about the project with majority saying they were informed through social media or mainstream media reporting as 'news'

According to the study, only 37 percent of the population were engaged in Dandora Stadium construction either through mere communications, or as labourers. An insignificant 3 percent were fully involved and felt the drive of self-mobilization.

5.3 Conclusions

The key conclusion from the findings summarized above is the low involvement of the community in the project cycle. Majority of the population admitted to being aware about the Dandora stadium but from the study, there was minimal community mobilization, minimal capacity building, informal channels of communication and thus low participation levels. It could then be presumed that County committees in the Sub-County and project implementers did not plan for stakeholder participation or carry out the activity as required.

5.4 Recommendations

Based on the research findings the following recommendations were made.

i. There is need for County government to create rules and policies that promote and safeguard stakeholder participation and every party involved should ideally stick to such policies without neglecting community's contributions and decisions. This will further enhance community project ownership and sustainability.

ii. Since majority of stakeholders are cognizant to the importance of participation, the community members should be involved in stakeholder's mobilization in order to be ready, aware and interested in public participation. They should be empowered for self-mobilization in participating on the projects that affect their lives.

iii. The community members to be trained and empowered as stakeholders in order to develop their knowledge, technical knowhow and operational capacity so that they may be able to appropriately take part in the project that affect their lives

iv. There should be easy access to information that relates to stakeholders, proper channels of communication to enhance awareness among stakeholders. This will bring strong relationships and impact on their participation. The awareness too aids the involved parties to break any barriers such as misconception of a project while enabling the stakeholders to internalize on the underlying development projects.

v. For a positive outcome on stakeholder participation, implementing agencies and funders should have or agitate for proper and effective participation plan, with staffs fully equipped with skills on how to create and maintain an effective participation

5.5 Recommendations for Further Study

This study was a case of Dandora Area II ward, Embakasi North Sub-County, the study recommends for similar studies in other Sub-Counties in Nairobi County so as to ascertain the importance of stakeholder participation in County development projects in Kenya. Given the low levels of stakeholder participation in the county projects, it is necessary to undertake other case studies in different county projects to have more empirical evidence. Factors which can explain the above were not adequately analyzed in this study, it could be necessary for future assessments to incorporate this aspect as well.

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APPENDICES
APPENDIX I: TRANSMITTAL LETTER

Dear Respondent,

RE: FILLING OF THE QUESTIONNAIRE

I am a master's student at the University of Nairobi carrying out a Research Project on stakeholders' participation in Nairobi County projects. You have been sampled as one of the respondents for this study and I therefore humbly request you to kindly respond to the questions with utmost sincerity and accuracy. The objective of the study is to provide insights into the aspect of stakeholder participation on county development projects. I am assuring you that the information you give herein will be treated with utmost confidentiality and will only be used for the purpose of this study. I also request you not to write your name or anything that can lead to your real identity.

I will be very grateful for your co-operation.

Thanks in advance for your cooperation,

Yours Faithfully,

Paul Amallah

APPENDIX II: QUESTIONNAIRE FOR HOUSEHOLD HEADS

1. Name of your Electoral Area (ward) ……………………………………

2. Please indicate your sex.

   Male ( ) Female ( )

3. Marital Status

   Single ( )   Married ( )   Widowed ( )   Divorced/ Separated ( )

4. Indicate your age (in years) in the appropriate box

   a) 20-29   ( )
   b) 30-39   ( )
   c) 40-49   ( )
   d) 50-59   ( )
   e) Above 60 ( )

5. What is your highest Academic qualification?

   a) None at all ( )
   b) Lower primary ( )
   c) Upper primary ( )
   d) Secondary/middle Tertiary College ( )
   e) Diploma ( )
   f) Degree ( )
   g) Post graduate ( )

6. How big is your household?

   (a) 1-2 members ( ) (b) 3-4 members ( )

      (c) 5-7 members ( ) (d) 8 and above ( )

SECTION B: Information about Newly constructed stadium in Dandora.

7. Are you aware about the newly constructed Stadium in Dandora area II?

   a) Yes (   )   b) No (   )

8. If yes, how did you get to know about the stadium?

   (a) Through formal letter (   )

   (b) Verbal Invitation (   )

   (c) Through County Assembly member (   )

   (d) Mainstream Media (   )

   (e) Other community member (   )

   (f) Sub County meeting/notice board (   )

   (g) Others (   ) ……… Specify

9. Have you ever been involved during, before or after the construction of the Stadium?

   (a) Yes (   ) (b)   No (   )

10. If yes, how or what level were you involved?

   (a) Through people who pretended to be county officials (   )

   (b) Though merely being informed (   )

   (c) Through being consulted; or giving feedback (   )

   (d) For material incentives/gains (   )

   (e) Through Functional Participation (formulation of indicators and choosing objectives) (   )

   (f) Through Interactive participation (   )

   (g) Through Self-mobilization as local residents (   )

11. How many times did you meet in a month in matters concerning the stadium?

   (a) Not at all (   )

   (b) Rarely (   )

   (c) Often (   )

   (d) More often (   )

   (e) Very often (   )

12. If your answer to question 11 is <u>No</u> kindly give the reasons for not being involved -------

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SECTION C. Socio-economic factors contributing to community participation in development programs

13. Do you have a full time job or a source of income?

      (a) Yes ( ) (b) No ( )

14. What is your Occupation?

      (a) Self-employed ( )

      (b) Skilled Laborer Employed ( )

      (c) Other ( )

15. How can you rate your income level on a monthly basis?

      (a) Below Ksh 1,000 ( )

      (b) Ksh 2,001 – 5,000 ( )

      (c) Ksh 5,001 – 10,000 ( )

      (d) Ksh 10,000–50,000 ( )

      (e) Ksh 50,000 and above ( )

16. Does any of the households' member have a full time job/ source of income?

      (a) Yes ( ) (b) No ( )

SECTION D: Institutional and Regulatory Framework of County

17. Do you think the existing Laws of the county are conducive to the participation of local people in the management of development projects?

      Yes ( ) No ( )

18. Do you think the existing County Structure is conducive to the participation of local people in development projects/development activities?

      Yes ( ) No ( )

19. If the answer is „No", please rank how far the structure of LASDAP is conducive to local people's participation in development projects in your community

      Not conducive ( ) Moderate ( ) Highly conducive ( )

20. (a). Do you think there's openness and clear information flow between County officials and local community?

      Yes ( ) No ( )

(b) If yes, how would you rate your level of satisfaction with regards to transparency and the flow of information between County government and citizens?

Satisfied ( )   Fairly satisfied ( )

Dissatisfied ( )   No opinion ( )

SECTION E: Political Cultural factors on Planning and Implementation of county projects

21. (a). Have you seen any political pressure/ interference in undertaking of the project/stadium?

Yes ( )   No ( )

(b). If the answer is "Yes", please rank the level of political intervention in this project?

Lowest ( ) Medium ( ) Highest ( )

SECTION F: Success of County Government in involving community in the management of development projects

22. (a). Do you think County government has contributed positively to community involvement in the management of development projects?

Yes ( )   No ( )

(b) If No in 15, in your opinion what are the reasons that have led to unsuccessful involvement of the community in management of development projects?

(a) Lack of awareness on community about their participation ( )
(b) Poor information management and failure to disclose information ( )
(c) Political interferences ( )
(d) Poor planning and organization of the county government ( )
(e) Unsustainable projects ( )
(f) Inadequate revenue ( )

23. Why didn't you participate in the construction of the new stadium? (Please tick the one applicable)

(a) I am not invited ( )
(b) My financial position would not allow ( )

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(c) I do not trust the County government ministry ( )

(d) I do not have enough time ( )

(e) The meeting place is not convenient and accessible ( )

(f) I do not have the skills and competence ( )

(g) I am informed too late ( )

(h) Others ( )

24. When given the opportunity to participate, would you consider it?

a. Would not consider ( )   b. Might consider ( )c. Definitely consider ( )

Thank you for your time

APPENDIX III: FDGs guide for the local community of Dandora.

Hi, my name is Paul Amallah, and I am here today to talk to you about levels of community participation in county projects. Since you are the key persons to consult, I would like to hear your thoughts, feelings, observations, and experiences. Your answers will help us in understanding the practice of Stakeholder Participation in County development projects. It is important to keep in mind that this is not a test, and there are no rights or wrong answers. Your names will not be recorded with your answers, and everything you say will be kept secret. The most important thing is that you answer honestly on what you really think or feel. If there are questions that you do not want to answer, that is ok. If you do not understand the questions and need more clarifications, please feel free to ask.

Discussion questions

1. Are there Nairobi county development projects being undertaken in your ward that you know of?

2. How are the local people involved in the initiations, planning, designs, administration and managements of those projects?

3. How were people involved in the early stages of the Newly constructed Dandora stadium projects e.g. planning and design stages?

4. What stages of this stadium are you as local community mostly involved and why?

5. How will you as local community benefit from the construction of this project as participants?

6. How did you participate on how to go about implementing project activities or targets?

7. How are you involved in decisions regarding the monitoring of projects daily activities and targets in the field?

8. In your own opinions were the community adequately consulted and engaged about this project and do they participate in all its stages from needs assessment, planning, design, implementation and monitoring and evaluation?

9. What are your recommendations on how best to involve the community in implementation and monitoring evaluation stages of the project?

Thank you for your time

APPENDIX IV: Key Informant Interview Guide

Hello, my name is Paul Amallah. I am doing stakeholder participation assessment in the construction of The New Stadium in Dandora, Dandora area II Embakasi North sub-county. This is assessment is for the fulfillment of my study which is a requirement as my project research for M.A. in Monitoring and Evaluation of Population and Development Programmes from the University of Nairobi, Population Studies and Research Institute (PSRI).

I would like to have a discussion with you on matters stakeholder participation in the construction of Dandora stadium by County Government of Nairobi. I would like to assure you that the information you provide will remain confidential and will only be used for analysis and reporting purposes for my study and that your name(s) will not be quoted and/or mentioned.

Please note that this assessment will not have any direct benefit to you and that the results will be used to improve the system to make it better. You may choose not to answer any of my questions and you may terminate the discussion at any point of your wish. The discussion will take approximately 45 minutes.

Expected responses are: Yes, No, and an explanation for yes or No

1. Do you think that the county government development projects undertaken in your locality have involved the community in project? Please explain

2. Was the community involved in deliberation for the construction of the stadium? If Yes please explain

3. Was the community involved in the selection and identification of this project? Please explain

4. Did the stakeholders participate in selection project indicators during implementation project? Explain your answer

5. Was the community involved in the development of a participatory plan/approach? Explain your answer

6. What was the level of stakeholder' participation in this particular project? Explain your answer

7. Were there community members who are part of the project committee? Explain your answer

8. How was the project data/information shared to the stakeholders? Explain your answer

9. Were there meetings, workshops or seminars to train stakeholders on project participation? Please explain

10. Were there forums or meetings where communities participated in discussions, consultations, or shared results? Explain your answer

11. Were there collective actions taken by the project implementers as a result of deliberations from collective meetings and feedbacks? Explain your answer

12. Were the stakeholders involved in taking collective actions? Explain your answer

13. How do you think the community should have been involved better in Project? Explain your answer

Thank you for your time