INFLUENCE OF PUBLIC PARTICIPATION ON THE IMPLEMENTATION OF COUNTY GOVERNMENT FUNDED PROJECTS: A CASE OF NAIROBI COUNTY, KENYA

BY

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(UON, POLITICAL SCIENCE)

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I dedicate this paper to my late mother Jelidah Kalemba.

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ABSTRACT

Past studies on public participation in project implementation in Nairobi County have shown citizen participation is critical to the implementation of government funded projects. However, the strategy has encountered a number of operational and policy challenges hence, the gap between provisions in the legal framework and the actual practice. This study was justified by the fact that most researches carried out in the various fields of public participation have revealed low levels of citizen participation. As a result of these developments, this study seeks to   in Kenya, case of Nairobi County. The study was guided by the following objectives; establish the extent to which public awareness influences participation in county government funded projects in Nairobi county, how information access influences public participation in county government funded projects, how stakeholders engagement management influences participation in county government funded projects, and how conflict resolution management strategies can influence participation in county government funded projects in Nairobi county. The study used descriptive design survey method focused on 8 sub-counties of Nairobi. The target populations were members of the general public in the county of Nairobi as provided by the Kenya national bureau of statistics 2009 census report. The target population comprised of all people drawn from Nairobi County. The sampling procedure applied was multistage sampling which achieved 384 respondents. The sampling design used on the county development project managers and administrators was purposive sampling method. Primary and secondary data was collected using questionnaires and document review respectively. Data was descriptively analyzed by with the help of SPSS) version 22.0. The correlation analysis of data showed that access to information variable had the strongest positive (Pearson correlation coefficient = .412) influence on promotion of county project implementation. In addition, stakeholder's engagement management and conflict resolution management variables were positively correlated to project implementation (Pearson correlation coefficient = .321 & .226). The study concluded that: inadequate structured communication between the county agencies and the citizens, the general lack of transparency and accountability in communicating county government projects, lack of financial and management skills for stakeholder engagement, nepotism, poor organizational capacities and political interferences in public development projects were the main factors that hindered the level of public participation in the County of Nairobi. The research therefore recommended the government to provide appropriate policies to address the ever changing government project implementation trends, increase sufficient resources for policy formulation and implementation of projects, and build a career development ,increased participation guidelines to be reviewed and amended from time to time to meet the needs of the various groups, strategies to facilitate better involvement, to increase the number of people accessing public information on project implementation. Additionally, very little had been done to explore applicable citizen conflict resolution methods to promote smooth project implementation at Nairobi County.

TABLE OF CONTENTS

CHAPTER ONE

CHAPTER TWO

CHAPTER FIVE

FINDINGS AND DISCUSSIONS

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

LIST OF TABLES

LIST OF FIGURES

ACRONYMS AND ABBREVIATIONS

ANOVA   Analysis of Variance

APSC   Austrian Public Service Commission for Reforms

CDF   Constituency Development Fund

ECA   European Concept for Accessibility

FDI   Foreign Direct Investment

LASDAP   Local Authority Service Delivery Action Plan

LGRP   Local Government Reform Program

MOEST   Ministry Education, Science and Technology

MPD   Ministry of planning and devolution

NSA   National Science and Academy

OECD   Organization for Economic Cooperation and Development

PPA's   Participatory Poverty Assessment

SPSS   Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1Background to the Study

Public participation has been a concern in many countries across the world since 1990's especially with the fall of Berlin wall which ended the ideological rivalries between the Union of Soviet Socialist Republics and United States of America thus opening democratic processes in many countries of the world. Many Governments were required to reform to enable citizens space in the decision making processes right fromthe sub-national levels of governance to the top. This was to allow local people to plan and implement their own development initiatives (Smoke, 1994). Public participation is therefore considered crucial to good governance because it is characterized by transparency, accountability and responsiveness of institutions (Doorgaspersad, 2009).

The rationale behind public participation is that it is believed by involving the citizens in the decision making process, promotes openness and accountability of political decision makers. As a result, county governments are likely to be responsive to the citizens' demands hence, more responsive in service delivery to people (Rajesh Tandon, MohiniKak: 2007).

However, the promises of citizen participation and adequate service provision by most governments across the world have not been fulfilled because devolving power and resources to the sub-national governments have neither increased citizen involvement in the process of resource allocation nor accountability of it. Crook (2003) believes, devolution in Africa does not automatically improve the local governance responsiveness. The Local communities are therefore required to be involved in the policy planning, organization, coordination and implementation in order to increase oversight in provision of service delivery to the people. The current disbursed resources to the county governments seem to benefit only a few elites.

Due to lack of proper public participation strategy in policy making and service delivery design, in many countries, there has been a problem responding to the individual's relevant needs at the grassroots level (Kathryn, 2016). Centralization of power and resources at the centre of governance is not something new. Since the colonial era, many countries across the world preferred centralized system of governance because power was concentrated at the center. This system of governance denied the public the necessary involvement in governance due to dictatorial leadership.

For instance, France before 1980s was a major centralized state. The national government based in Paris approved all the major decisions made by the local governments on issues of annual budgets. However, with the increase of responsibilities to the sub national governments, it resulted in the mayors objecting to the centralization of power. The socialist government who expanded the authority of sub-national governments also objected to the central government from all aspects of policy making as it denied citizens the power to plan and implement their own developments (Cole, 2006).

In the United Kingdom, the devolution strategy which emphasizes on citizen involvement became prevalent in 1970's with many groups demanding for control of their own affairs for efficient and effective delivery of public services. Once funds were received by the county government administrative units, they were spent on responsibilities deemed fit but with approval of the legislature (UK Government Document, 2013). This did not go well with the members of the public who believed that they were not involved in the making of those decisions yet they had the capacity to engage with politicians and government agencies. (Alexandra *et al.*, 2008).

In answering the question, what drives and enables participation in the UK, an audit commission survey of the general population in (2003) asked the respondents whether they would like to get involved in helping the council plan and deliver services.

The result was that 17% of the respondents said they would, while 60% said they would not. For the NHS, the figures were 22% and 51% respectively. This is in tandem with Arnestein (1969) 'Ladder of citizen participation', which she described asnon-participation'. Non-participationis a situation where the public is not directly involved in the decision making of an organization but individuals may be manipulated into thinking that he/ she is part of the decision already made. At this level, the citizens are manipulated through what she calls "education" and advised to sign proposals they believe to be in their interest which in the actual sense they are not. This leaves a gap in the legal provision of citizen participation and the actual practice on the ground.

In Africa, South Africa had a highly centralized local government system during the apartheid regime. The main aim of apartheid was to enhance the regimes' success and domination thus denying the citizens of South Africa freedom to share in government decision making (Robert, 2008). In 1980s, the government of South Africa abandoned the centralization system because it denied citizens' rights and voices to influence policy making. In its place, the government introduced diverse reforms which included the local government policy changes and new structures. The main issue that underpinned these reforms was total devolution of power and decentralization of administration to the local levels to attract public involvement in policy, decision making and quick delivery of services.

In Uganda, the devolution process was prevalent since the colonial era. The British colonial powers in execution of indirect rule policy developed and established a fusion system of administration which denied the citizens freedoms of interaction (Ochieng', 1995). In this system, the native leaders were granted little powers while the colonial government maintained overriding powers.

But with the current rationale of decentralization of power, Uganda is described as one of the Third World countries subjected to pressure to embrace devolution and citizen involvement in public affairs as a form of democratic governance based on transparency and accountability (Kauf Man *et al.,* 1999).

The major challenge of citizen involvement in Uganda was inappropriate allocation of public resources between the diverse population groups. This called for the decentralization of public resources to the lower levels of governance in what seemed semi-autonomous public/ local authorities. The most important point to note is that the powers of the regions were not entrenched in the constitution, the above mentioned countries in East Africa have been the major contributors to devolution and citizen involvement in governance in Kenya where the county has drawn lessons on how to make devolution and public participation successful (TFD, 2011).

In Kenya, the first independence constitution gave enormous powers to the local authorities by instituting strong decentralized systems of governance that offered legislative powers, financial capacity and executive authority to the local governments to operate independently (Oloo and Kanyinga, 2002). After independence, Kenya became highly centralized state with considerable executive power concentrated in the capital. The Office of the President was the apex of hierarchical system of governance known as provincial administration. The provincial administration encompassed a vast array of officials from thousands of chiefs to provincial commissioners (Thomas *et. al*, 2008). This system left the public with no say over issues of local governance. There was over concentration of power and resources at the center to the detriment of effective and efficient service delivery. This was because, the National government rolled up back from the strong independence system of devolution that allowed public participation to a centralized system of governance that denied public participation to the (Githinji, 2017). In the new system, delegation replaced devolution at the local and regional levels s almost eliminating public involvement in the decision making processes.

Before Kenya's constitution in 2010 the country had survived a 5 decade legacy of underdevelopment in which the centralization of power had led to the misuse of executive power which in turn led to a system of marginalization and exclusion of citizens from the main stream government decision making. The above action led to poverty and lack of citizen participation.

According to the interim report of the task-force on devolved government in Kenya (ITFR 2016), the service of the welfare of the people of Kenya disappeared when the government stopped serving the citizens at the expense of the few elite groups. Corruption, mismanagement, plunders of public resources and political patronage became the order of the day. This exclusion of the citizens from government decision making processes had created a feeling of exclusion in governance. Although the city and district councils that existed in Kenya then still exist as counties, their power to control public resources is questionable. Omolo (2010) argues that when county governments make annual budgets, leaders always indicated in their reports that the members of the public were involved in the entire planning process to the execution of projects when in real sense they were not.

Devolution in Kenya did not begin with the new constitution in 2010. Various strategies have been tried to allocate resources to the sub-regional levels of governance since independence, (Oyugi, 1992, Chitere et al, 2013). One of these strategies is the District Focus for Rural Development (DFRD) which became the major instrument of design and management of rural development in Kenya in 1983 (Chitere *et al.,* 2013). The DFRD was a form of decentralization in which the institutional and organizational transformation was established to encourage public participation in the development process. This strategy tried to increase transparency and accountability in service delivery despite the fact that it had its own challenges.

The DFRD strategy was believed to increase citizen involvement in governance but it was met with a lot of challenges which included weak collaboration of stakeholders, poor monitoring and evaluation of projects, lack of information access, clarity of stakeholders roles, lack of public awareness and lack of frameworks for conflict management resolution strategies between the stakeholders and government agencies (Lineth *et al.,* 2013).

When DFRD failed in its mandate owing to lack of resources to the grass root level, the Ministry of Local Government through its reform programme the Kenya Local Government Reform Programme (KLGRP) introduced another strategy the Local Authority Service Delivery Action (LASDAP). This strategy was developed to improve participation in planning, governance and service delivery. This strategy also failed owing to corruption, lack of public awareness, lack of proper frameworks for conflict management inadequate, information access and clarity of stakeholder's roles (Oyugi, 2005).

It is the failure of LASDAP which led the government to introduce the Constituencies Development Fund (CDF) in 2003 with the aim of addressing the same problem of involving the members of the public in the government decision making processes. The CDF fund up to date draws 2.5% of government's national revenue to the local authorities and is managed by the Constituency Development Fund Board. Due to corruption and mismanagement of public of funds, the CDF Act 2003 was repealed and replaced with CDF Act 2013 to align it with Kenya's constitution 2010 and make it comply with the principals of transparency, accountability, separation of powers and participation of the local citizens in development processes.

From these reports, it can be inferred that in spite of the efforts made by the government to aid public participation, most of the critical requirements for successful implementation of projects in Kenya are still limited by administrative capacities, management of financial resources, illiteracy,

inability to link policy, learning and budgeting by involving members of the public (Lineth, 2013).

1.2 Statement of the Problem

The problem addressed by this study is grounded in projects planning and implementation and the link with public participation. While there is strong impetus by the government of Kenya to involve the citizens at the grass root level in county development projects. The participatory provisions of the counties policy-making, planning, budgeting and information to the public are a prerequisite for planning processes worldwide. Unfortunately, the local authorities in Kenya seem not to abide by these rules (LGRP, 2008).

In 2013, a number of development projects were earmarked for implementation at the county of Nairobi. These projects included purchase of new commuter buses, garbage collection, street light installation, slum upgrading, relocation of hawkers from the Central Business District, relocation and resettlement of small scale traders affected by construction of roads (Rawlings, 2013).To date, the above mentioned projects have not been fully implemented in spite of the fact that most of the critical requirements for their implementation was put in place (Moses et al, 2015).

A close scrutiny of projects at the county of Nairobi (2014/15) revealed that most of the projects listed for implementation such as relocation of hawkers from the central business district and the construction of educational infrastructure were commissioned without public inputs who later on brought resistances to the whole process. This led to the many projects taking too long to complete while others stalled. The auditor-general's report (2015) on County Government of Nairobi averred that project implementation at Nairobi County was not implemented in accordance with the law as some projects went beyond the stipulated period within which they were expected to be completed. According to this report, projects in the sectors of health, roads,

physical infrastructure, and education stalled due to political wrangles amongst politicians, unclear structures and lack of oversight from members of the general public.

The study sought to unearth the extent of public participation in the implementation of projects at Nairobi County by examining the variables of public awareness, access to information, stakeholders' engagement and conflict resolution management strategies in project implementation.

1.3 Purpose of Study

The aim of this study was to establish how the influence of public participation on project implementation within the Nairobi County of Kenya.

1.4 Objectives of the Study

This study's main objective was to establish the influence of public participation on the implementation of county development projects that were funded by the Nairobi County, Kenya.

Specific Objectives

The specific objectives were to:

i. Establish how much members of the public were aware on their influence in the participation of Nairobi County Government funded projects.

ii. To establish how public information access influences citizen participation in County government projects in Nairobi County.

iii. To investigate how stakeholder's engagement management influences citizen participation in county government funded projects in Nairobi County.

iv. To establish how conflict resolution management strategies influence citizen participation in county government funded projects Nairobi County.

1.5 Research Questions

This research study was guided by the following research questions:

i. To what level were the members of the public aware of their influence as citizens in the participation in implementation of specific county government funded projects in Nairobi County?

ii. What was the extent of public information access influenced the implementation of Nairobi County government funded projects?

iii. In which ways did stakeholders engagement and management influenced the implementation of specific Nairobi County Government funded projects?

iv. In which ways did conflict resolution management influence implementation of specific county government funded projects in Nairobi County?

1.6 Justification and Significance of the Study

Accordingly, the promulgation of constitution of Kenya 2010 in the Article 1(2) avers that that its sovereignty and power belong to the citizens of the Republic of Kenya and may enjoy it through their elected representatives or proxies. This study has revealed that although the constitution of Kenya's provisions on public participation explicitly gives power to the people to make decisions. This study has pointed out those challenges and suggested recommendations on the best way forward. The study may therefore be useful to the academicians, policy makers and researchers who are/ will be interested in knowing how Kenya's devolved governance system adopted public participation strategy in project management and how the strategy was practically made a reality on how the County services were delivered to the members of the public. This research study shall be important in making policies as a guideline on how to include the public to plan to implement public projects in Nairobi County, Kenya. Lastly this study may be used by the researchers to form basis for new knowledge by identifying the knowledge gap and /or researching on the same in different Counties.

The study is therefore relevant in showcasing public participation as a credible strategy to better project implementation especially in raising awareness of the people's rights. This may help the citizens to understand their constitutional entitlements thus making them agitate for their democratic rights from their governments. Also as a society, the more we know about the issue of public participation and how to remedy it, the more likely we are able to deal with public projects effectively and in so doing reap from the benefits of improved realization of project goals.

As discussed above, the justification for this study was viewed in two dimensions namely academic and practice. On academic dimension, the study would add to the current knowledge on the available literature on public development projects. On practice dimension, it may provide information to formulate policies on public participation and county project implementation.

1.7 Assumptions

The key assumptions underlying this study were as follows: that the target population to which the study was based consisted of different cadres with diverse interests in the county government funded projects. We also relied on the county government officials as the key informants to provide us with information we needed for this study. The other assumption was that the questionnaires given to the members of the public would be completed and returned to us as quickly as possible. It was unfortunate that we ran into the months before they could be returned to us. This affected the period of time within which we had programmed to collect data and carry out analysis without rushing into deadlines. As a result, we had to quickly readjust ourselves to complete this study within the set time deadlines.

1.8 Delimitation of the Study

The current research study placed its target on the population of Nairobi which stood at 3,134,265 according to Kenya's 2009 National Housing and Population Census. Purposive technique as a sample procedure was instrumental in identifying Nairobi County as a site for study since the

county of Nairobi was the largest cosmopolitan city county in Kenya, with the largest development projects in Kenya. In normal circumstances of every study, the general view was to start with a larger population through progressive elimination to end up with the actual site where the data was finally collected (Kombo and Tromp 2006). In this case, since the target population of the study was based on the general members of the public in all the 8 sub-counties of Nairobi County, the important background information considered for the study was mainly demographic where the respondents were required to indicate their age, educational level, duration of engagement in county development projects, residence of their sub-counties and the main projects being undertaken. This information was then summarized to get the number of people to participate in the study.

The sample was then drawn from the population that accounted for adult aged 18 years and above. This was proportionately and randomly selected from each sub-county out of the 3 sub-counties of Nairobi County. The Mugenda and Mugenda (2003) formula enabled the researcher to obtain a sample of 384 people from the larger population of the county with a margin error of 5%. This study would have covered a longer period of time let's say from 1963 – 2016 to enable the researcher opportunity to know how Kenya's development plans and various economic sessional papers detailing the country's development agenda were drawn and how the public was set to participate in those developments. Unfortunately due to time constraints, the researcher decided to confine his period of study to 2013 – 2016 because this is the period that Kenya's new constitution 2010 which contain bill of rights for public participation in decision making began to be implemented.

1.9 Limitation of the Study

The study faced several limitations such as some targeted respondents were reluctant to share sensitive information while others misinterpreted the intentions behind the research and refused to provide accurate information for fear of disclosure, the suspicion normally associated with any

kind of a research study. This was resolved by assuring them of utmost confidentiality and the information provided was specifically for academic purpose. However, by discussing the relevance of the study to the respondents, the strategy helped to provide the required information. The researcher presented an introduction letter from the university to the organization's management and it resolved the suspicions and enabled them to disclose the information sought for the study.

The other challenge was scarcity of data on the selected topic. This was because the study area had not previously attracted as much attention as the researcher had expected. The researcher would have wished to carry out study on a larger scale as to evaluate as many variables as possible however it was overcome by generalization over a larger area.

The issue of unreturned questionnaires and uncooperative respondents proved somehow difficult during the study. The respondents were assured that the research was only for academic writing and would not jeopardize their positions in any way. Follow ups were made to facilitate the response rate. The organization confidentiality policy somehow restricted most of the respondents from giving information since it was considered against the organization's code of conduct.

1.10 Operational Definition of Terms

Citizen Involvement: a process through which the citizens both residence and non-residence of Nairobi County have a voice in public policy decisions.

Citizen participation programs are initiated in response to the public reaction on the proposed projects in the county.

Public participation: A process where the community participants organize themselves and their goals at the grassroots level to work together with a county government and other organizations

such as NGOs community based organizations to influence decision king processes of policy, legislation, service delivery and oversight of development projects.

Participation: Ability of people to be involved in county development activities which in this study include public awareness, access to information, clarity of stakeholder's roles and responsibilities and conflict management. It is an engagement of the people and government that built cooperation and trust in their interactive relationships in policy making and implementation.

Responsiveness: means trust to credibility of county government to the public. Public participation will not flourish where government agents or decision makers are dishonest about considering public input.

Stakeholders: Refers to the persons, groups or organizations that may influence or be affected by the policy decisions or place acclaim on an organization's or other entities after resources or output.

The Public: Means the residence of Nairobi County, rate payers or any civic resident organization with an interest in governance of the county, non-resident persons who because of their temporary presence in Nairobi County make use of services or facilities provided by the county.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature on the concept of public participation and projects implementation under variables of public awareness, information access, stakeholder's engagement management and conflict resolution management. It also covers the conceptual framework, gaps to be filled by the study and summary of literature.

2.2 The Concept of Public Participation in Development Projects

The term 'participation' may mean something different when used in politics and development. In politics, it is defined as an activity by individuals formally intended to influence those who governs or the decisions by those in authority on behalf of others. Those in power are assumed to know what is good for the citizens hence their decisions must be supported by their subjects passively and politically it would be assumed they were participating in governance. Therefore the citizens may be classified by the extent of their political involvement and by the form in which their engagement takes place (Hague and Harrop, 2004).

In development perspective, participation may be viewed as the redistribution of power that enables the "have nots" presently excluded from the political and economic processes to be deliberately included. It is a strategy by which citizens join in the process of determining how information is shared, goals and policies set, tax resources allocated, programs operated, benefits like contracts and patronage parceled out, etc. (Arnstein, 1969).

In this study, the term citizens' participation has been used to mean citizen engagement. In a devolved system of governance such as Kenya, local governments have clear and legally recognized geographical boundaries over which they exercise authority known as county

governments. It is this type of administrative decentralization that underlies most political decentralization.

Maluka (2011) argues against the direct link between decentralization and community engagement. His findings show that decentralization in whatever form does not automatically provide space for community engagement. The assumptions are the widely believed notion that taking devolution to the local people will promote transparency, accountability and public participation is far from reality. According to the government of Kenya public participation guidelines (2010) it is reported there has been low participation of citizens in the implementation of projects in the past governments since there was no statutory guidelines on public awareness, information access, stakeholder engagement and conflict resolution management strategies to aid participation. Some of the challenges that faced public participation in the organization of projects such as Constituency Development Funds (CDF) and LASDAP included; apathy from the public in taking active part in the management of CDF and LASDAP processes. While CDF had the problem of heavy political control, likewise LASDAP was bureaucratically centralized with hierarchical structures making its control very difficult. The major problem with these programs was that little public participation was undertaken as a result of inadequate access to information, lack of clear time frame for participation, inclusivity to involve marginalized and minority groups and lack of standard approach to public participation (Lineth, 2013). As a result of these developments, this study seeks to establish the influence of public participation on the implementation of county government funded projects in Kenya with a specific reference Nairobi City County.

2.2.1 Public Awareness in Project Implementation

Public awareness in project implementation is crucial. Meaningful participation can only occur if the public is knowledgeable on the importance of the projects they are required to participate in

(Marzuki, 2009). Involvement of the public has been reported to increase the quality of decisions since it promotes levels of awareness among the stakeholders involved. Kenya has a powerful legislative landscape, providing an array of clear open proficiency and principles of participation. However it meets the challenges on implementation to provide an enabling environment for service delivery namely the necessary capacities, systems and regulations (World Bank, 2015).

In reaction to the challenges of unclear working policies and guidelines for public participation in Kenya, the World Bank with Kenya's school of Government have developed the county governments working paper series that include training and technical assistance for county officials responsible for financial management and public participation. The papers highlight that "county governments and civil society are innovatively engaging citizens by publishing citizen-friendly budgets, holding structured planning and budgeting forums and using social media to share and receive information. However, these good practices have reached only a few counties". The effect of public participation is therefore determined by availability and quality of information given to the participants by government agencies (World Bank, 2015).

Public participation provides a forum for both decision makers and stakeholders to enable understanding the range of issues and viewpoints. It broadens the people's own knowledge base as they contribute to the decision making process. In one sense, involved people serve as free consultants to project management. When the public are involved, they may bring technical expertise and specific knowledge about how decisions will affect certain stakeholders, local experience and history or other specialized experience (John *et al*, 2009).

One major way of involving the public in Nairobi County's decision making is provided in what is known as the situation assessment. In all situation assessments, the main concerns are that stakeholders' voices must be heard, the process of participation must be credible to answer the stakeholders concerns and specific opportunities. (Shereen, 2016).

The most important factor in public participation in Nairobi County which influences service delivery is effective communication with the stakeholders. The three key elements to effective communication include; relationships, information and dialogue. (Shereen, 2016). In Nairobi County development projects, public awareness clarifies the problem to be addressed and the decisions to be made. Public awareness also defines the stakeholders' stakeholder engagement and their concerns.(Doug, 2013).

2.2.2 Information Access

Public participation information access is only possible when there is clear communication between the county governments and the affected parties in decision making. This is provided by article 35 of the constitution of Kenya 2010 which guarantees access to information by all Kenyan citizens seeking services from county governments. Section 93 of the County Governments Act provides that public communication and access to information shall be integrated in all development activities to create awareness on devolution and governance, promote citizen's understanding of what goes on at the county's administration, procurement of tenders, employment opportunities and the general service delivery. This is to enable stakeholders to advocate on the key developmental agenda for Nairobi county government (Government of Kenya (2014) Draft Guidelines).

All stakeholders have to be given equal opportunities to air out their views and to participate in project introduction and evaluation, to avoid speculations. Control structure has to be in place to seal all loopholes of fund accountability. Accountability is the major problem affect the growth of the county. It is essential to include all stakeholders in project and activities involvement.

For development initiatives to gain ground, the beneficiaries of public participation must first be made aware of their rights, roles and responsibilities (Mohammad, 2010). But there is more to it than meet the eyeball. Devolution can only be successful if the citizens are aware of the channels

through which they can exercise their rights (Omolo,2010). Meaningful public participation therefore requires that public activities be integrated directly into decision making processes namely; situation assessments, right levels of participation, processes design, tools, workshops, foundational skills, knowledge, resources and behavioral circumstance of the participant's.

It is therefore essential to start public participation strategy in your organization earlier so that the stakeholders are on the same learning curve with the government on issues that affect them (Shereen: 2016).

What is important is gaining knowledge of the stakeholder interests and concerns and the political information that is absolutely essential for effective decision making (Doug, 2013). This requires competent communication. In the proposed study with respect to reviewed literature, competent communication involves stakeholders access to development projects, timely information, effective feedback management, appropriate medium of communication and stakeholders knowledge in definite development project information so that they could make informed decision regarding the participation exercise. This means that communication efforts by the county should be in line with the policy, legislative and development agenda set for specific periods. County governments should be in constant communication with their residents. The county should communicate in a language the residents understand and at very least in English or Swahili in the case of Nairobi County. There is need to identify the most effective medium of communication in terms of costs and reach. Such medium may include television sets, brochures, newsletters, information technology, mass mailing and websites (Government of Kenya Draft Guidelines, 2014).

While we appreciate the fact that some of these mediums of communication have been adopted, there still exist barriers to effective communication between the county government of Nairobi and the residents. For instance, there is need for a county government radio station that

communicates and advertises public information on development projects. The other problem centers on websites and the internet where most Nairobi county populations are not literate in technological use in addition to the costs that is required for one to use technology.

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2.2.3 Stakeholder Engagement Management

In the context of public service delivery, a stakeholder is an individual or party that has relevant knowledge of, is able to influence or is affected by a proposed service. Stakeholders can include potential service providers, service users, community where services are to be delivered, service experts and any other individuals affected by a policy decision (Government of Western Australia, 2015).

For instance, if we are to restore back the flooding of Nairobi River and direct its waters elsewhere, or if we are to relocate the Ruai waste matter dumpsite elsewhere, what criteria do we

use to choose the right stakeholders to be involved in the decision making process? Who are the best suited persons to be stakeholders? How will their engagement influence the county's decision making? The above questions may raise problems of appropriate public participation strategy. In arriving at the right strategy, the following questions and answers have to be asked; is the strategy appropriate? Are we involving the right people? This study aims to answer such questions to identify the key principles for effective stakeholder identification, analysis and engagement at the county of Nairobi with the aim of incorporating the relevant principles of stakeholders' roles and responsibilities into a management model. The business benefits of effective stakeholder engagement are well known and documented by various counties but the big question has been, are the county government legal provisions on stakeholders being used properly? The answer to this question according to previous studies whose literature we have reviewed is 'No'.

Eden and Ackman (1998) argues that the importance of participation and stakeholder management strategy in an organization is in two ways. One is to develop a strategy and two to find ways and means of implementing that strategy to solve people's problems hence, stakeholder involvement begins at the identification of problem stage and not in the implementation stage as is the case in Nairobi County.

This study seeks to identify the key principles of effective stakeholder identification, analysis and engagement. Once the officials of Nairobi County understand the importance of stakeholder principles and incorporate them into their management model, the process of stakeholder engagement will be easy to undertake. The central aims for an integrated approach of stakeholder engagement therefore centers on the benefits the county stand to gain. Incorporating wide opinions in the decision making processes of the county of Nairobi can enhance the organization's financial performance and good relationships with its stakeholders Government of Western Australia (2015).

The strategy of stakeholder inclusion into the business of Nairobi County is anchored in the view that county government of Nairobi and the citizens who are the creators of the county are interdependent. The County of Nairobi need to engage inclusive stakeholders to increase productive dialogue between the executives and the members of the public, suppliers and the electorates. This is the only way the county can increase its organizational goals and objectives. According to Naidu (2005), a good organization should provide room for divergent opinions and interests without which decision making will be a one man's show. In reviewing literature of Simon Herbert on behavioral approach, he argues that decision making in an organization is a problem of definition, alternatives development, alternative appraisals and solution selection. The idea which Simon Herbert brings into public information access variable is that decision making processes begin with identification of the problem and recognition of such a problem.

2.2.4 Conflict Resolution Management

Conflict occurs when two or more parties believe their interests are incompatible, express hostile attitudes or take action that damages other party's ability to pursue their interests. When the parties no longer seek to attain their goals effectively, they resort to violence in one form or the other (Center for Conflict Resolution – Kenya 2008).

Conflicts may arise as a result of power imbalances within the process e.g. powerful organizations; dominant personalities may cause biased results by influencing the direction of discussion. From various literatures on Nairobi County, the major hindrance to implementation of projects is lack of resources, time, money and clear mandates to solve the problem. A dilemma rises when a strategy develops during a trans-disciplinary project on a local or regional level that cannot be implemented as it violates the common rules of the people (Jennifer, 2016).

Deliberative participation is effective only when the participants are allowed to bring their different opinions and experiences about the subject matter for discussion. Unfortunately, this is

not what is happening in Nairobi County. According to Hakijamii (2017), inadequate access to information by members of the public, tokenism, lack of inclusivity of the marginalized and minority groups, heavy political control of development processes discourage participation of residents on project planning and implementation in Nairobi County.

The Government of Kenya 2014 guidelines (draft) for public participation in policy formulation provides that the constitution of Kenya 2010 and other various statutes give power to the county governments to coordinate, manage and supervise participation to county officials namely the governor, executive committees and sub-administrators. Section 30(3)(g) of the County Governments Act gives power to the governor to promote and facilitate citizen participation in the development of policies, plans and service delivery in the county. As to whether this is being done is the aim of this study. Section 46 (2) of the County Government Act provide that the county executive committee should bear in mind the need to all participatory decision making. The big question is; do they consult the people?

Section 50 (3)(g) of the County Government Act gives power to the Sub-county and administrators to be responsible for the coordination, management and supervision of the general administrative functions in the sub-county including the facilitation and coordination of citizen participation in the development of policies and service delivery. Do they do it? This trend continues to the Ward administrator, village administrator, county assembly, urban cities to the executive committee members of finance who under section 125 of the Public Finance Act are required to ensure there is public participation in the budget making process. The big question is; are the citizens involved? This are some of the key areas in the county of Nairobi that this study seeks to unearth truth about the nature of public participation and the nature of conflicts that are involved and the way they are resolved.

It is widely argued that increased public participation in government decision- making produces important benefits and reduces conflicts. It is difficult therefore to envision anything but positive outcomes from citizens joining the policy process, collaborating with others, and reaching consensus to bring about positive change (APSC, 2016). All public participation requires effective communication with stakeholders to avoid conflicts. Communication is much more than creating fact sheets or web sites. One is expected to think and plan about all the key stakeholders that should be contacted. In this case, every opportunity should be used to build and strengthen relationships as one move through public participation program.

In view of the literature on conflict resolution management, public awareness of conflicts, their sources, strategy for resolution, knowledge of project phase vulnerable to conflict and performance parameter affected by conflict are important indicators for measuring conflict management in project implementation.

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2.3 Implementation of County Government Funded Projects

Project implementation or execution is the phase where visions and plans become reality. This is the logical conclusion after evaluation, vision, planning, applying for funds and the financial resources of a project. Project implementation for the purpose of this study entails involvement of the public in decision making and implementation. In order to achieve this, there is need to empower the people to enable the whole community or society to participate. Empowerment is a process that fosters power in people for self-reliance (World Bank, 2005). It is a process that challenges people's assumptions about the way things are and can be and it refers to capacity building or the level of both technical and managerial abilities at the local level. It is captured by the use of knowledgeable locals in project identification, prioritization, costing, tendering systems and implementation. Without inculcating knowledge and discipline in the local people, we can never achieve a meaningful public participation in project implementation at the local level (Kessy, 2013). Several theories and models have been advanced to explain the relationship between the governed and those who govern (Collahan, 2007), polarized with uniformed and informed citizen models.

Arnstein's theory of the ladder of citizen participation is highly quoted in many studies whose central thesis stems from growing recognition that there are many different levels of participation namely manipulation or therapy (Collahan, 2007). However, the theory has limitations including each of the eight steps representing a broad category where one finds a wide range of experiences. For example, at the third level of information, some significant differences in the type and quality of the information being conveyed can be identified. From the literature reviewed, the indicators of project implementation in this study include how project is identified and selected; stakeholders input factored in, stakeholder satisfactory and acceptance level of project execution deliverables as well as time, budget and agreed standards compliance.

2.4 Conceptual Framework

A Conceptual frame work is a hypothesized model identifying the concepts under study and their relationships. According to Mugenda and Mugenda, (2003), helps the reader to quickly see the proposed relationship between the independent and dependent variables. Conceptual frameworks provide a clear concept of the areas in which meaningful relationships of variables are likely to exist (Kothari, 2008). The independent variables include (Public awareness, access to information, stakeholder engagement and conflict resolution management) while the dependent variable is (Implementation of county development projects).In this study county development project implementation was suspected to influence stakeholders participation. The relationship involved five variables which included project implementation as dependent variables. The independent variables included public awareness, access to information, stakeholder engagement and conflict management. Figure 2.1 below illustrates the operationalization of variables that included indicators, measurement scale, data collection and tools for data analysis for each variable.

25

Independent Variables

Moderating Variable

Dependent Variable

Public Awareness
Knowledge about
- Project needs
- Project core objectives
- Project team and

Political Interference

Information Access
- Consultation involvement
- Feedback lines (reports, social audits)
- Quality & integrity
- Openness (transparency & accountability)

Projects Implementation
- Equitable representation
- Service delivery
- Positive evaluation

Stakeholder Engagement Management
- Awareness on conflict management
- Clear decision making
- Clear expectations
- Efficient execution

Intervening Variable

Community Literacy level

Conflict Resolution Management
- Awareness on conflict management
- Collaboration
- Conflict management satisfaction
- Inclusion

Figure 2.1 Conceptual Framework
Source: Author 2017

2.5 Knowledge Gap

Despite the logic of projects implementation and the increasing need for public participation, the real implementation effectiveness required at the county of Nairobi is elusive due to the unwillingness of county governments agencies to genuinely and trustfully implement the legal provisions on public participation as enshrined in the constitution to meet the threshold of effective participation which include a number of views and opinions, number of forums the county should hold on projects planning and implementation and lastly the number of citizens to participated in the decision making process. The literature reviewed for the purpose of this study did not indicate any data showing how structured participation had taken place in Nairobi County. This implies that most county governments did not have structured public participation strategies in their projects implementation as specified in the constitution and in the county government guidelines on public participation.

Many of the reasons for unsatisfactory implementation of projects in Nairobi County included nepotism where leaders awarded tenders and gave other favors to their friends, relatives and colleagues. Interference by politicians was another problem especially when the MCA's, senators and members of parliament ran into wrangling over which projects to be implemented, when and how?, the amount of funds to be allocated to certain regions and who should be allowed the tenders. This led to the low implementation of projects where some projects delayed implementation within the stipulated timelines resulting in audit and parliamentary queries. Lack of capacity building at the local level was the major problem as some members of the public did not comprehend why they were being involved in the exercise of project implementation which they had all along known to be the work of the central government. Therefore to hear that they were required to be involved in the planning and execution of development projects sounded uncommon to the customs and traditional practices of many communities.

27

The other reason for the unsatisfactory implementation of projects in Nairobi County was low commitment and weak monitoring and evaluation systems and procedures put in place by the county government. In case of community driven development projects, these weaknesses could have a magnified effect on project implementation. Lack of good monitoring and evaluation systems also prevent rapid mid-course assessment of impact. Other reasons included constraints of education achievements by the county officials and the local people, lack of technical capacity building, insufficient economic resource supply and traditional power relationships.

2.6 Summary of Literature Review

In order to explore community development projects implementation, one would better view stakeholders as one of the fundamental factors. Stakeholders are persons, groups or organizations that may influence or be affected by policy decisions. Through public participation, stakeholders may interact with government agencies, political leaders, NGOs and business organizations that create or implement public policies and programs. The literature review on the proposed variables and their related indicators for this study have acknowledged participation as crucial tool for successful public projects implementation for they emphasize information access, consultation and involvement of the citizens with their agencies in formulating policies for the development of their regions and implementation of those policies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This study section dwelt on the geographical location of the research area, research design, population of study and access population, the sample determination procedures, data research instruments, validity and reliability of research instruments, data collection procedure and data analysis techniques.

3.2 Geographical Description of the area under study

The study was conducted in Nairobi County that falls within 1.2921degres S, and 36.8219degrees E.It has eight sub-counties, namely Starehe, Kamukunji, Kasarani, Makadara, Embakasi, Dagorreti, Langata, and Westlands along. The area under study had a population of 3,138,369 people, according to 2009national housing and population censusas shown in the table below.

Figure 3.1: The map of Nairobi County

Source: Softnet, 2017

3.3 Research Design

This study is a descriptive research that employed a descriptive research design. This is because the study intended to understand the influence of public participation on project implementation. According to Mugenda & Mugenda, (2003), descriptive research is used to obtain information concerning current status of the phenomena to describe "what exists" with respect to variables in a situation. Descriptive study aims to gather data without any manipulation of the research context and deals with naturally occurring phenomena, where study has no control over the variables (Mugenda & Mugenda, 2003).The study considered this design appropriate since it contributed towards minimizing bias hence maximize reliability of the data.

The design enabled the researcher to use simultaneously the quantitative and qualitative research techniques in conducting the study. Qualitative technique of data enables the collection of information/data orally. Oral data avails verbal descriptions and explanations and not data in form of numbers (Kothari, 2009). In Mugenda's work (2003), the author averred that qualitative techniques are important in research because they provide detailed descriptions and therefore it becomes easy to explain or easily information which is not communicable or digestible that numerically. Quantitative techniques help in providing accurate data by emphasizing on materials which are countable are pre-grouped into categories and statistical items for analysis (Simiyu, 2012). Application of the duo techniques cements each other in terms provision of accurate data (Kombo *et al.,* 2006). This research study relied on these two techniques for purposes of data collection with the help of questionnaires as the main instruments while quantitative data was analyzed by use of statistics. On the other hand, qualitative technique was an important tool in research which is used to interpret data on its own based on facts extracted from subject or respondents orally. This implies therefore that numerical data is not relied on.

3.4 Target and Accessible Population

The target population of this study consisted of the sub-counties of Nairobi County with accessible population of 1,473,399, with 691,578 persons over 18 years. The study also targeted Members of County Assembly, Project Coordinators and Managers of Nairobi County. These were the subjects who were considered most important in providing the required data for this study.

3.5 Sample Size and Sample Selection

Kothari (2009), Bryman& Bell (2003), define a sample size as a representation of a total population enumerated for analysis. Gall & Borg (2008) defines a sample as a carefully selected subgroup that represents the whole population in terms of characteristics. The accessible population in this study was considered to be large enough. MugendaandMugenda (2003) argues that when the study population is 10, 000 and above, a sample size of 384 is recommended.

$$n = \frac{z^2 pq}{d^2}$$

Where:

n = the desired minimum sample size

z = the standard normal deviation at the required confidence level

p = the proportion in the target population estimated to have characteristics being measured

q = 1-p

d = the level of statistical significance set

Therefore,

n= $(1.96)^2(.50)(.50) / (.05)^2$

$n = (1.96^2 \times 0.5 \times 0.5)/ (0.05^2)$, therefore the desired sample size was 384 members of the public.

Based on Mugenda and Mugenda (1999) formula, the sample distribution per Sub County when stratified sampling technique was used under proportional allocation, the sample for members of the public was follows:

Sample size   =   _384_   = 0.0005552519
 Population size 691578

Stratum	Adults	Sample size based on proportional allocation	Total
Dagoretti	230,102	0.0005552519*230102 = 128	128
Makadara	247,805	0. 0005552519 * 247805 = 137	137
Embakasi	213,671	0. 0005552519 * 213671 = 119	119
Total	691,578		384

Therefore:

Dagoretti had 128 adults, Makadara had 137 adults and Embakasi had 119 adult participants in the three Sub Counties in that order.

There were three (3) Sub-County Project coordinators from each Sub County and each one of them was purposively sampled; three (3) MCAs from wards were also purposively sampled from the three Sub Counties, three (3) city coordinators, one (1) city programme manager and one (1) city project planner. The above officials from the county of Nairobi in addition to the general members of the public (384) members totaled to 395 respondents who took part in this research.

3.6 Data Collection Instruments

The instruments of data collection were mainly questionnaires, structured and unstructured interview schedules. The tools for data collection relied on the indicators that were to be

assessed and on the objectives of the study. Primary and secondary sources of data were relied upon in sourcing for the necessary data for this study.

3.6.1 Questionnaire

Both open-ended and closed-ended items were included in the questionnaire and supplied to members of the public, MCAs, Project coordinators and Project Manager as representatives of the larger groups. Therefore 395 questionnaires were given out and 391 were filled and returned representing a response rate of 99.5% with one City project manager and one City project coordinator failing to return their questionnaires. Of the questionnaires that were filled and returned, 384 were collected from members of the public, 3 from the MCAs, 3 from the sub county project coordinator officials and 3 from the sub county project managers.

3.6.2 Interview Schedules

Structured and unstructured interviews were used to collect data. The interviews were meant to compliment the responses gotten from the questionnaires so as to reduce ambiguities in responses and to clarity of responses. The interview schedule is important as it enables to elicit effective responses from the respondents regarding the subject of the study. The information collected formed part of the primary data.

3.7 Pilot Study

In this study, pilot study involved pre-testing the questionnaires on10 respondents of the randomly selected from Njiru Sub-County. Neumann (2006) recommends a pilot test of 10% of the sample size. The study participants were sampled through the use of the convenient method. This is so because the statistical techniques are usually not a prerequisite for pilot studies. (Cooper &Schindler, 2008). The Purpose of piloting was to refine the questionnaires so that the respondents in the major study may not encounter problems in answering the questions. It is important to note that the results of pilot test would be factored into the real actual study

3.7.1 Validity of Research Instruments

Validity of research instruments refers to the degree of accuracy of which research tool purports to measure. This is according to Kothari, 2004. The research adopted content validity which refers to the extent to which a measuring instrument provides adequate coverage of the topic under study. The formula is; Content Validity Index = (No. of judges declaring item valid) (Total no. of items). To determine content validity of the instrument items, the supervisors of the researcher assisted him and ensured that the instruments were in agreement to the objectives and content area under investigation. Their suggestions and comments were used as a basis to modify the research items and make them adaptable to the study. Basing on the feedback from the experts, the wording of the instruments were modified, some were excluded while others were added as deemed fit.

It is recommended that instruments used in research should have CVI of about 0.78 or higher and three or more experts could be considered evidence of good content validity .This study adopted a threshold of 0.78 as recommended.

3.8 Reliability of Research Instruments

Reliability of research refers to a limit that the research instruments yield consistent results every time they are administered to same objects of experimentation (Mugenda and Mugenda, 2003). In order to test the reliability of the instruments, internal consistency approaches are used by applying the Cronbach Alpha whose values range from 0 to 1 with wherby its reliability increase with the increasing value. A Coefficient of 0.6-0.7 is commonly recommended indicating an acceptable reliability and a value of 0.8 or higher indicates good reliability (Mugenda, 2008).This study adopted a reliability threshold of 0.7 as recommended by Gupta (2010). It's a general form of the Kunder-Richardson (K-R) 20 formulas used to assess internal consistency of an instrument based on split-half reliabilities of data from all

possible halves of the instrument. Cronbach's alpha is usually interpreted as the mean of all possible split-half coefficients. It reduces time required to compute a reliability coefficient in other methods (Cronbach's 1971). In this study, the items' reliability coefficient of 0.70 and above was attained and therefore considered reliable.

3.9 Data Collection Procedures

A Research Permit was obtained from the Ministry of Education Science and Technology (NACOSTI) and clearance letters from Kisii University's Faculty of Arts and Social Sciences (FASS).The members of the Public, Members of County Assembly, Sub-County Project Coordinators, Managers, County Project Coordinator and Manager participated in the main study and they were visited by the researcher in person and two research assistants. Questionnaires were administered directly to them this increased high rate of return and reduced the cost of posting. The approach also allows the researcher to have an opportunity to explain the study and answer any question that the respondent has before completing the questions (Fraenkel 2000).

3.10 Data Analysis and Presentation Techniques

The statistical Package for Social Science (SPSS version 22) was used in analyzing data with the aid of a computer. By analyzing data, two methods were employed and they involved techniques such as statistics with descriptive analysis such as how frequent items appeared and presented out a hundred. Cross tabulation of frequencies was done to examine frequencies of observations that belonged to specific categories on more than one variable. The descriptive statistical measurements were applied in the analysis of demographical information of the study participants and computed the obtained score for different reasons under investigation. The open ended responses were categorized and coded. Measures of central tendency and variability were analyzed using descriptive statistics. The median, mean and mode were also used. Variability was measured by use of range, standard deviation and variance. The data that the study got from the

study participants used probability sampling technique to analyze by use of the statistical package for social sciences (SPSS).

Relation between the various variables were measured using the Pearson correlation coefficient and tested using regression analysis and the analysis of variance (ANOVA) at a 5% level of significance. Qualitative data was categorized and themes developed in accordance with the objectives of the study. The SPSS version 22 software was chosen because of its prominent use by social scientists to analyze research data. Besides, it has other advantage because their easiness in application. It can also be easily used to analyze multi-response questions, cross section and time series analysis as well as cross tabulations. The data was presented on tables preceded by explanations.

Qualitative data from interview responses noted from the field was analyzed using interview summary sheet. This began by compiling specific phrases and key words used by respondents in description of scenarios to represent themes. The researcher then used short abbreviations as descriptive codes to label data, usually a comment from key informants, under an appropriate category such as numeric codes are organized around relevant ideas, concepts, questions, or themes. Similarities and differences were sorted out then merged into larger categories then further into sub-themes. Kumar (1989) embraced the analysis method as a useful aid to analyzing interview data that summarizes the main findings of an interview. He indicated that main advantage of a summary sheet is that it enables investigators to reduce vast amounts of information into manageable themes that can be easily examined. A summary sheet also enables team members conducting individual interviews to review each other's notes when they are unable to prepare typed transcriptions for immediate circulation (Kumar, 1989).

3.11 Ethical Consideration

The study participants were briefed on the purpose of the study and made to understand that their participation was purely voluntary. The researcher carefully avoided instances which would cause physical or psychological harm to the study participants and therefore did not ask questions which would embarrass or were not relevant; the researcher further did not use a language that seemed to threaten or make research participants uncooperative or otherwise. The respondents were informed on the sensitivity of some of the questions that were asked. The respondents were made aware that the information given was treated with confidentiality and they remained anonymous. The participants were asked to give an informed consent for their voluntary participation and where one indicated unwillingness was excused.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter consists of four sections. The first section covers the questionnaire response rate, the second include analysis of the background information, and the third is the discussion of the results based on variables indicators namely community awareness, communication competence, stakeholders engagement; stakeholders conflict management and county development project implementation and finally interpretation of the findings in section four.

4.2 Response Rate

The response rate was 99.5 percent of the proportionate sample of 384members of the public drawn from the three sub counties of Nairobi County using Mugenda and Mugenda formula,in addition to the officials purposefully drawn from the three Sub-Counties Nairobi, two city officials making the total number of respondents for this study to be 395.

4.3 Background information

The important background information considered for the study were mainly demographic where respondents were required to indicate their gender, age, education level, duration of engagement in county development projects, sub county of residence and main project in their county.

Age

The study sought to establish the age distribution of respondents as a way of understanding the background characteristics of the respondents. The results are illustrated below.
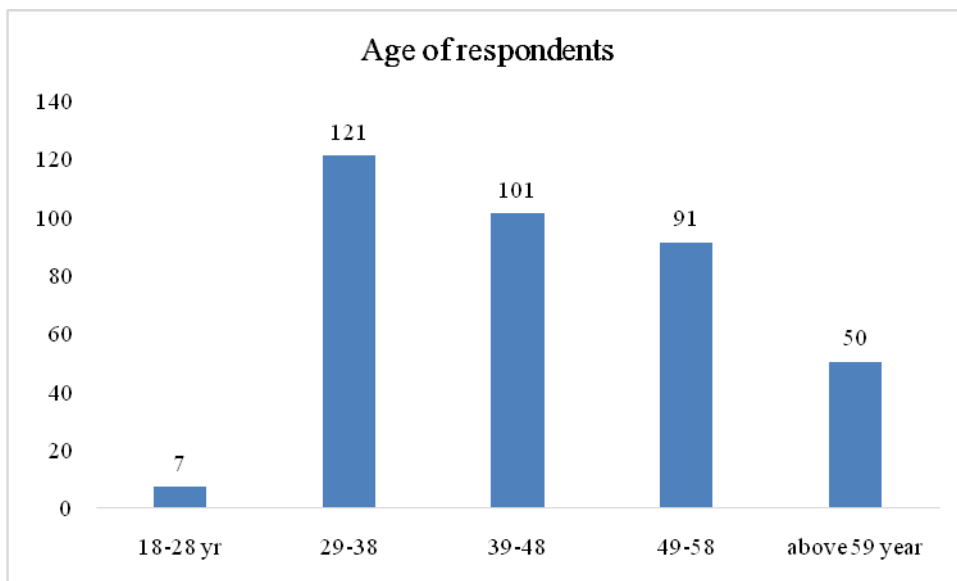
Figure 4.1 Age of the participants
Source: Researcher, 2017

Figure 4.1 shows that majority of the respondents who participated in the study were aged 29-38 years accounting for 32.7% of the total valid sample size. This majority is represented by a total of 121 respondents. Those aged between 18 and 28 years were 7, 39-48 years were 101, 49-58 years were 91 while those above 59 years were 50.

Gender

Figure 4.2: Gender distribution of respondents
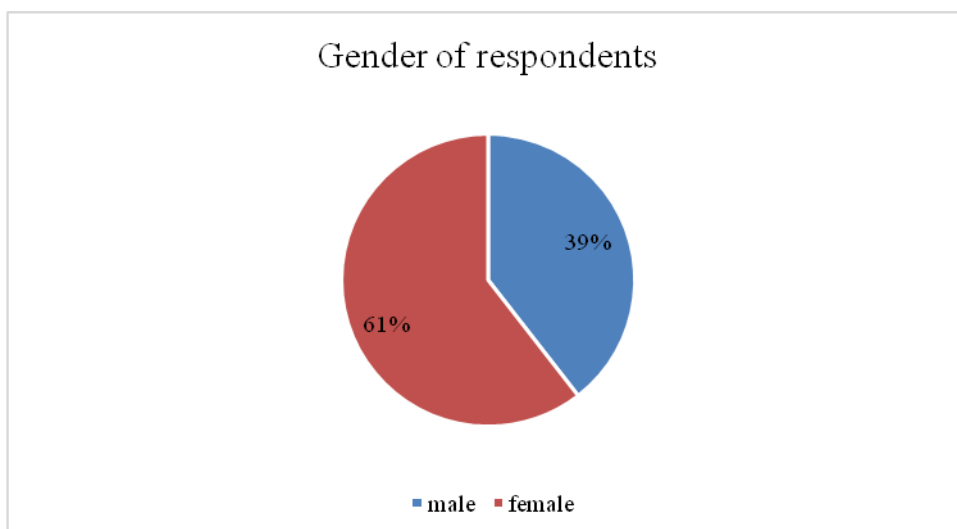
Source: Field data, 2017

With regard to gender distribution, it was observed that most of the respondents were female, accounting for 61% (224) of the total valid sample size while male respondents accounted for 39% (146) of the total valid sample size.

Level of education

The researcher was keen to understand the level of education of the respondents as this would have been crucial in understanding the respondents' knowledge of and participation in different development projects within the county.

Figure 4.3: Level of education of respondents
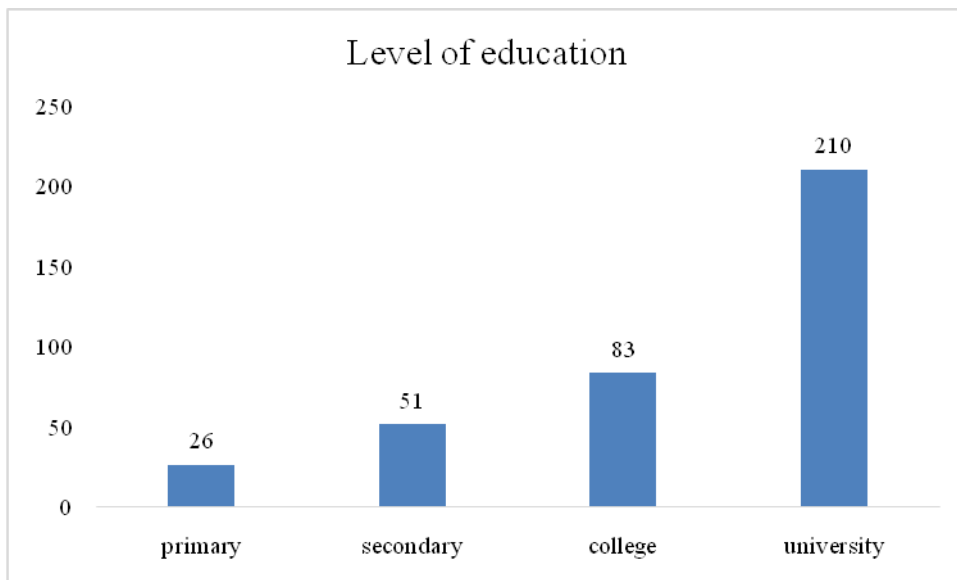
Source: Field data, 2017

It is evident as shown in figure 4.3 above that most of the respondents had achieved university level of education. This is represented by a total of 210 respondents, forming 56.8% of the total valid sample. Those with primary education were 26, those with secondary education were 51 while those with college education were 83. It is worth noting that the researcher was confident that the respondents would provide reliable and adequate information since they were well educated and thus knowledgeable enough.

Participation in County Development Projects

The study sought to examine whether members of the public participated in county development projects or not. The study also sought to understand the precise sectors of development projects in which the respondents engaged in.

Figure 4.4 Respondents engaging in County Development Project

Participation in county projects

35%

65%

■ yes ■ no
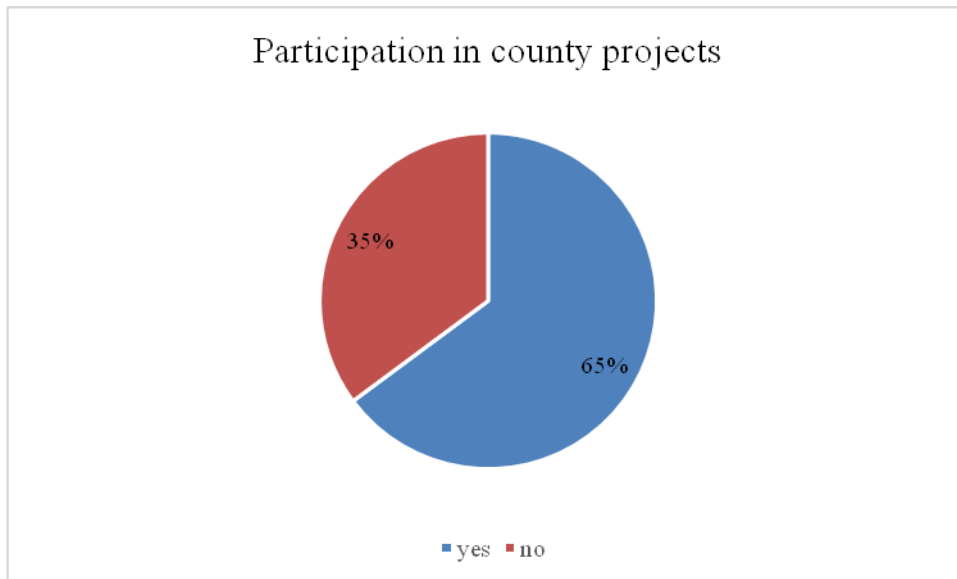
Source: Field data, 2017

It was noted that most of the members of the public did engage in county development projects. This is evident among 65% of the respondents, unlike 35% who did not engage in county development projects. The three MCAs and all the three Sub-County Project Coordinators and Project Managers agreed that members of the public were participative.

With regard to development projects in the different sectors, health sector was the most common, being recorded in 89 respondents (24.1%) while environment sector was the least engaged in project, being recorded in 40 respondents (10.8%). The education sector was recorded among 50 respondents (15.9) while housing and settlement was recorded among 43 respondents (11.6%). These results are shown in figure 4.5 below.

Figure 4.1: Main Development Projects
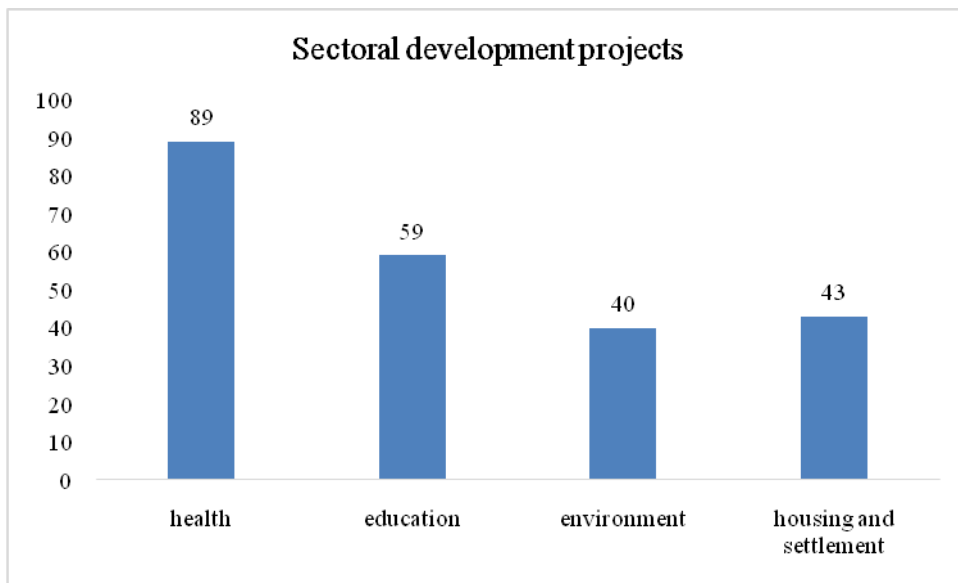
Source: Field data, 2017

4.4 County Development Project Implementation

In this study, project implementation was considered to be a dependent variable predicted by independent variables community awareness, communication competence, stakeholder engagement and responsibility and stakeholder's conflict management. On project implementation indicators were identified and five questions were formulated for seeking information from the randomly selected sample from eight sub counties of Nairobi. The respondents were asked to give their views on whether project were well selected and identified; whether current and past projects included their inputs; whether current and past project execution were satisfactory; rate the county development project deliverables acceptance by the target community and whether projects were delivered within time, budget and desired quality. The responses were collected and summarized as shown below.

Figure 4.6: Project implementation

Project Implementation
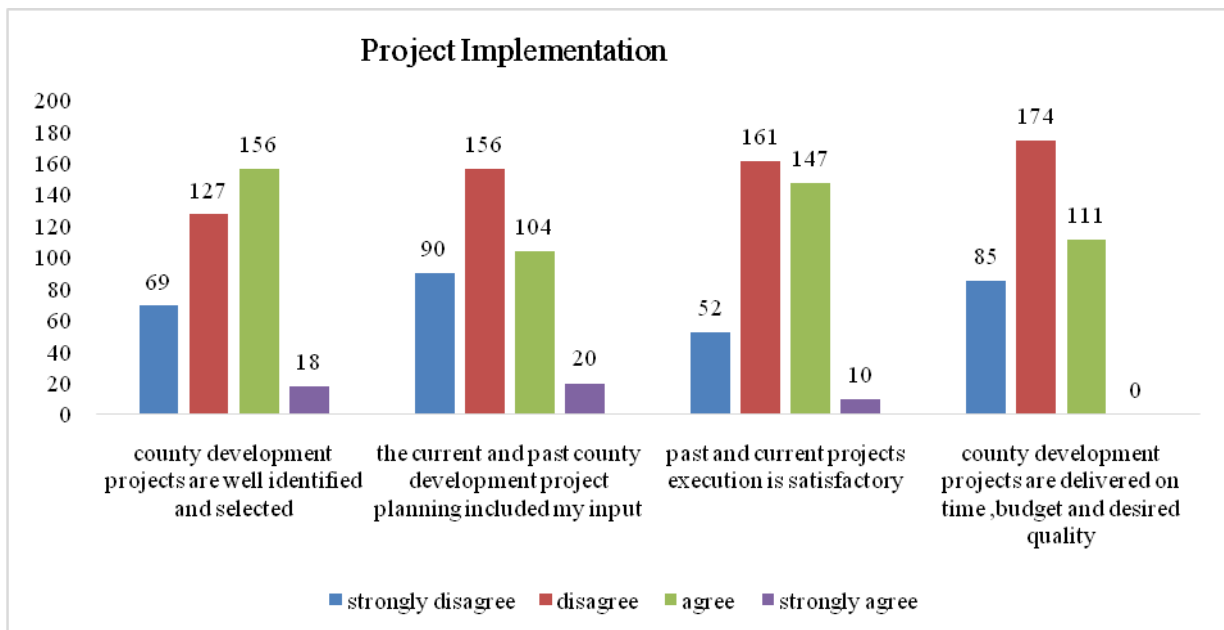
Following respondent rating of project selection and identification, majority of the members of the public (174) making 52.9% of the total sample valid size were in disagreement that county development projects were well selected and identified while 47.1% agreed that county development projects were well selected and identified. When asked to indicate their level of involvement, 66.5% of the total sample size (246) indicated that their inputs were not included with 124 respondents (33.5%) agreeing that their inputs were included in the projects. On their levels of satisfaction regarding county development project execution, 213 respondents (57.6%) of the respondents indicated that they disagree or view project execution as not satisfactory while those who felt satisfied were 157 (42.4%). When further asked about project deliverables acceptance by the community, majority (259) felt that county development projects were not delivered on time, budget and were not of the desired quality. Only 111 agreed that community development projects were delivered on time, in line with budgets and were of the desired quality.

With regard to the rating of project deliverables, most of the respondents said that project deliverables were fair. This was according to 152 respondents (41.1%). Only 4 respondents (1.1%) gave a rating of excellent, 90 (24.3%) gave a rating of poor while 124 respondents gave a

43

rating of good (33.5%).The three MCAs and all the three Sub-County Project Coordinators and Project Managers agreed that projects delivered as planned.

Figure 4.7: Members of the Public's Response rating of project deliverables
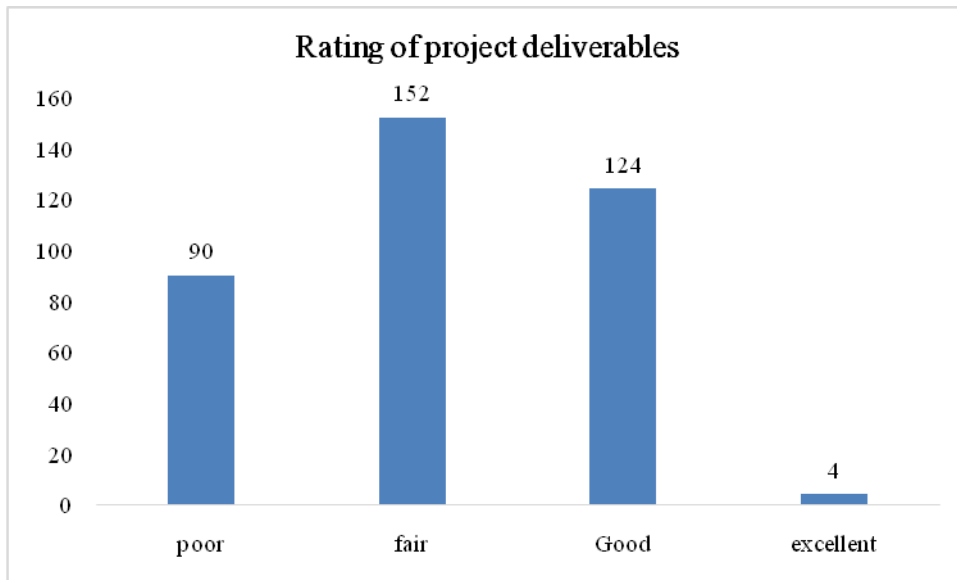
Source: Field data, 2017

Qualitative Analysis

The study wanted to find out whether projects undertaken were well selected and identified. From the field responses most participants were affirmative that indeed county development projects were well selected and identified. Various field responses from Makadara, Langata, and Dagorreti sub county administrators affirm through their revelations.

> *The Makadara Sub County Project Coordinator said that, "project identification and selection of the project cycle was slotted in the Project Initiation Phase whereby the business problem is identified, a solution is defined, a project is formed and a project team is appointed to build and deliver the solution for implementation"*
>
> *The Embakasi Sub County Project Coordinator also said that indicated that detailed description of the problem was done; a list of the alternative solutions available; an*

44

analysis of the business benefits, costs, risks and issues; description of the preferred solution; and they summarized plan for implementation.

The DagorettiSub County Project Coordinator said that further, it was revealed that, feasibility study was undertaken at any stage during or after the creation of a business case. This enabled to assess the likelihood of each alternative solution option achieving the benefits outlined and also helped to investigate whether the forecast costs are reasonable, the solution is achievable, the risks are acceptable and the identified issues are avoidable.

The study also wanted to establish opinions on whether current and past projects include the inputs of the publics. The study further wanted to establish from the respondents whether the current and past project execution was satisfactory. From the field responses, it revealed that, *"conduct of project execution and control kick-off failed in the first place. He further, attested that project manager did conduct a meeting to formally begin the project execution and control phase, orient new project team members, and review the documentation and current status of the project* (**Embakasi MCA**).

4.5 Community Awareness and Project Implementation

Determining whether community awareness influences county development project was one of the objective in this study. To accomplish this objective, six questions on selected indicators were formulated to collect data on the variable community awareness. The respondent were asked whether they would participate in development projects if given opportunity; rate the level of participation in county projects; whether they were aware of county development project priority; whether they had any training on how to participate in development projects; whether they knew personal requirements for them to participate in project and if they knew they were required to

suggest what they felt was needed for them to participate in development projects. The data collected was analyzed and summarized as shown below.

Figure 4.8 Community awareness on public participation in development projects
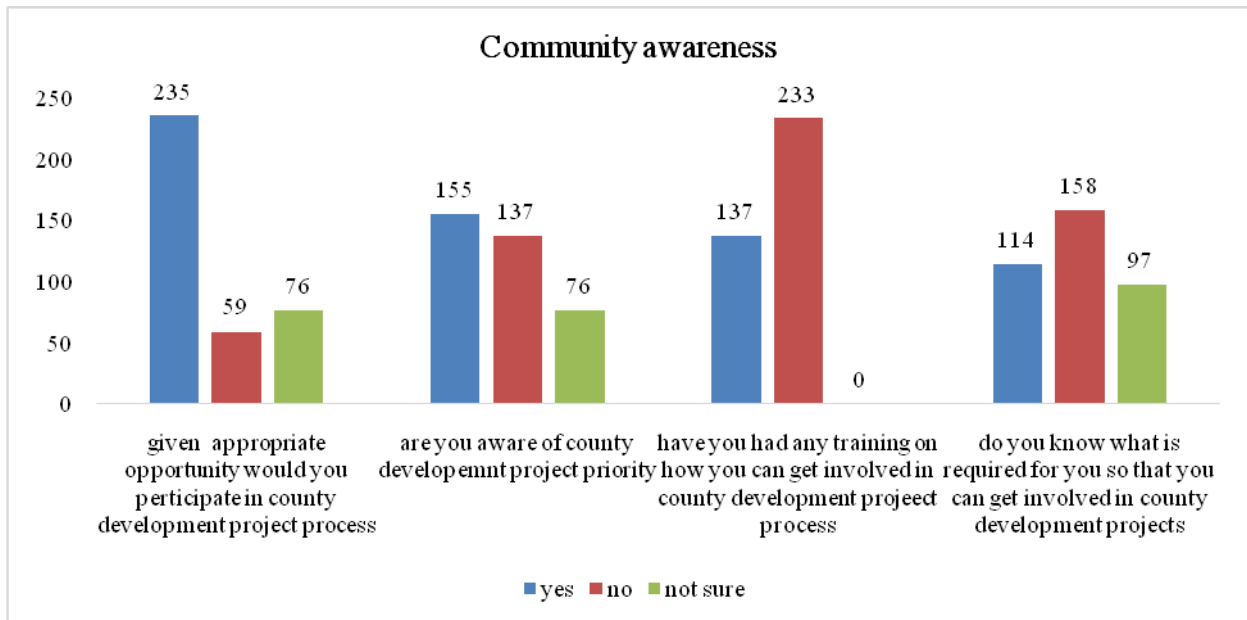
Source: Field data, 2017

From figure 4.8 above, most of the respondents were positive that given an opportunity, they would participate in county development project processes. This was evident among 235 respondents (63.5%). On the other hand, 59 respondents (159%) said that they would not participate in county development projects while 76 (20.5%) were not sure. A high number of respondents were aware of county development project priority. This was observed in a total of 155 respondents (41.9%) with 137 respondents (37%) not being aware while 76 (20.5%) were not sure.

It is worth noting that a very high number of respondents did not have any training on how they could get involved in county development projects. This was recorded in 233 respondents (63%) with 137 (37%) having the said training. Similarly, a high number did not know what was required of them so that the can get involved in county development projects. This was observed

in 158 respondents (42.7%) with 114 respondents (30.8%) being in the know while 97 (26.5%) were not sure.

With regard to rating of level of participation in county development projects, only 12 respondents gave a rating of excellent, with 132 (35.7%) giving a rating of good, 119 (32.2%) rating fair while 107 (28.9%) gave a rating of poor. Figure 4.9 below illustrates this distribution.

Figure 4.9: Level of participation in county development projects
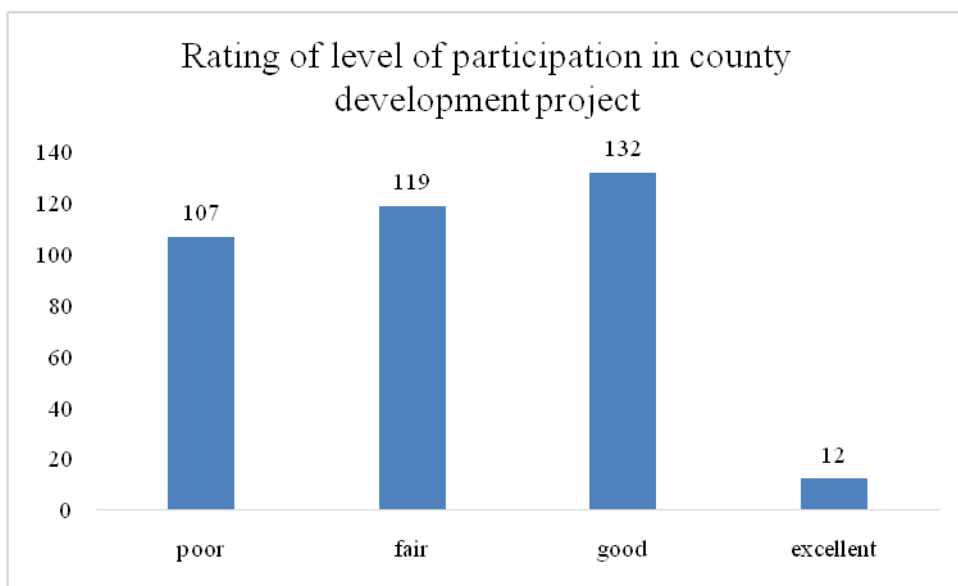
Source: Field data, 2017

The researcher was also keen to establish respondents' knowledge on the requirements for involvement in county projects. As evidenced in figure 4.10 below, most of the respondents cited civic education and training as the most prevalent requirements, each receiving backing from 38% of the total valid sample size. Resource support was recoded among 24% of the total valid sample. This implies that most of the respondents value civic education and training as motivators for participation in county development projects.

Figure 4.10: Requirements for participation in county development projects.

Requirement for involvement in county projects

- 24% resources support
- 38% training
- 38% civic education

training ■ civic education ■ resources support
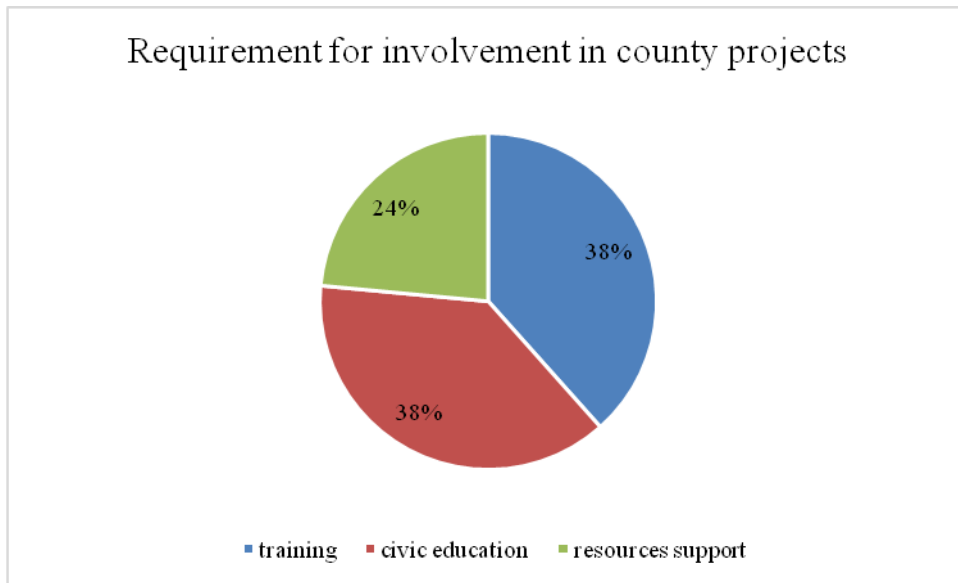
Source: Field data, 2017

Qualitative analysis

The study sought to establish whether community awareness influenced county development project in Nairobi County. *From the Key Informant, community awareness helps ensure successful change. It helps managers access and manage the environment around the planned program and brings out the interests of the community and identifies potential conflicts to assign a level of risk or challenges to the programmer's success. It also helps identify existing relationships between community members that can be leveraged to build coalitions and potential partnerships that go on to build valuable trust and collaboration among the community members.*

4.6 Access to information and Project Implementation

Communication competence was another variable that could influence the implementation of county development project. To accomplish the objective of determining whether communication competence among the county development project leaders has influence on project implementation, some indicators were identified and questions formulated to seek information. On this, respondents were asked to rate their accessibility to county development projects; give their view on whether county project management leaders gave appropriate information; rate

feedback management by the county development project leaders; give method by which they get county development project information; whether they get county development project information on time and whether they knew where to get county information on development projects. The data was collected and analyzed and the information presented as follows.

Figure 4.11: Rating of development projects information accessibility and appropriateness to stakeholders
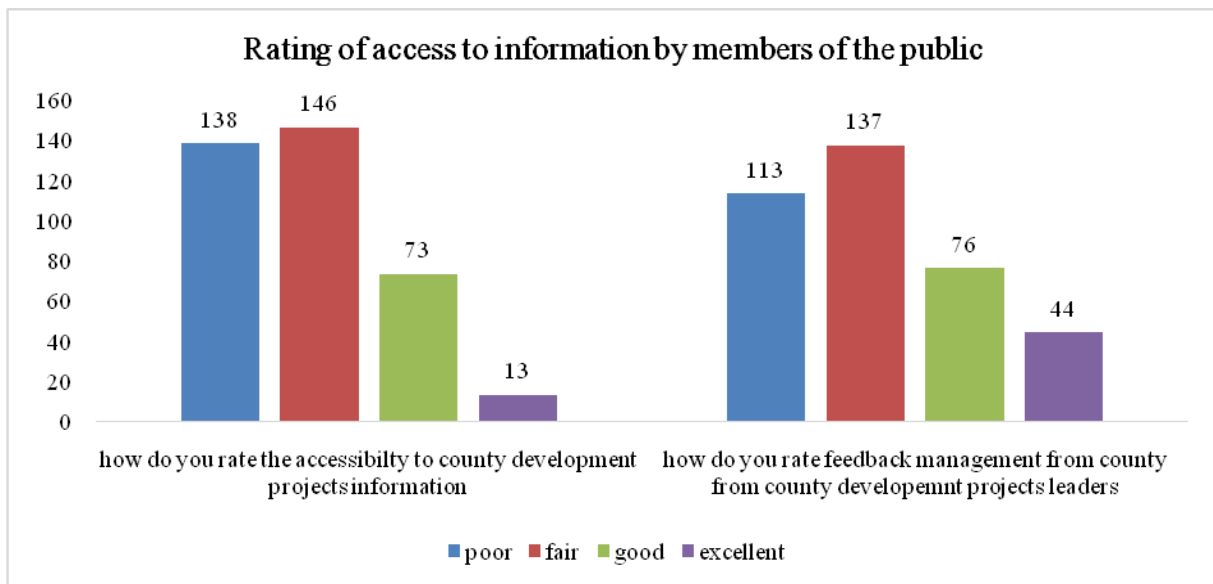
Source: Field data, 2017

It is evident that accessibility to information was very low and did not meet the expectations of the members of the public. While 138 respondents rated accessibility to county development project information as poor, 146 felt that accessibility was fair. 73 respondents gave a rating of good while only 13 gave a rating of excellent. Similarly, a high number of respondents felt that feedback management from county from county development project leaders was poor. A total of 113 respondents gave a poor rating, 137 rated feedback management as fair, 76 gave a rating of good while 44 rated feedback management as excellent.

The study also sought the views of the respondents regarding provision of appropriate information to the community relating to county development projects. A total of 133 respondents (35.9%)

disagreed appropriate information was provided to the community while 13 respondents (3.5%) strongly were agreeing and 90 (24.6%) agreeing that appropriate information was provided to the community regarding development projects. Figure 4.12 below illustrates this distribution further.

Figure 4.12: Provision of appropriate information to the community as suggested by members of the public
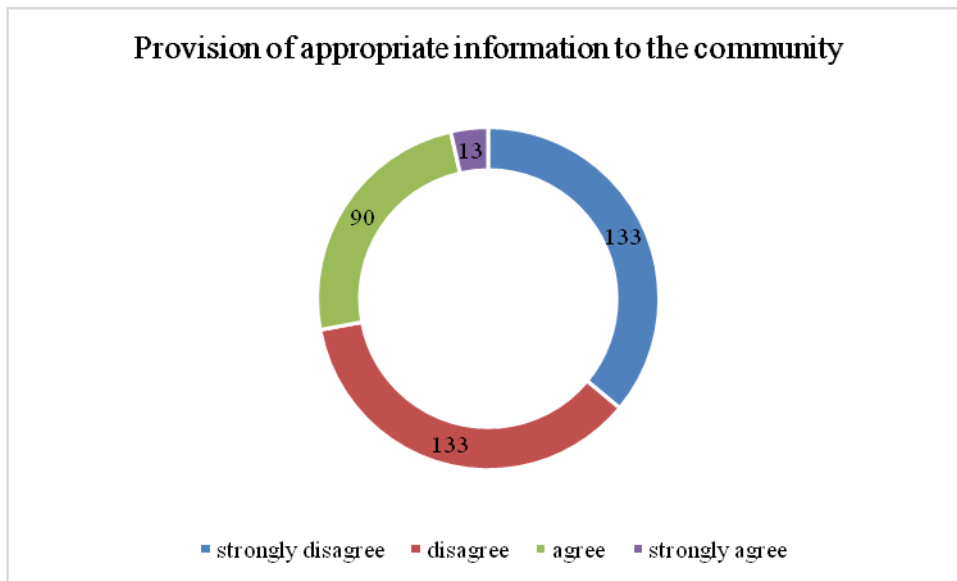
Source: Field data, 2017

1. The study found out that television was the most common source of information for the respondents. This was recorded in 29.7% of the total valid sample. Newspapers were cited by 15.4%, radio being cited by 24.3%, public meeting being cited by 23.3% while other sources like social media, the internet, friends and relatives were cited by 7.3% of the respondents. Table 4.1 illustrates further.

Table 4.1: Method of how the members of the public got information on development project

Category	Frequency	Percentage
Newspapers	57	15.4
Radio	90	24.3
Television	110	29.7
Public meeting	75	23.3
Others	37	7.3
Total	**370**	**100.0**

Source: Field data, 2017

Furthermore, members of the public were asked whether they got project information in time. From the data collected, it is true to say that most of the respondents received project information on time. This was recorded in 145 respondents, with 139 saying they did not receive information in the appropriate time. 86 respondents were not sure whether they received information in the appropriate time or not. Figure 4.13 shows this distribution.

Figure 4.13 Respondent getting project information at appropriate time

Source: Field data, 2017

51
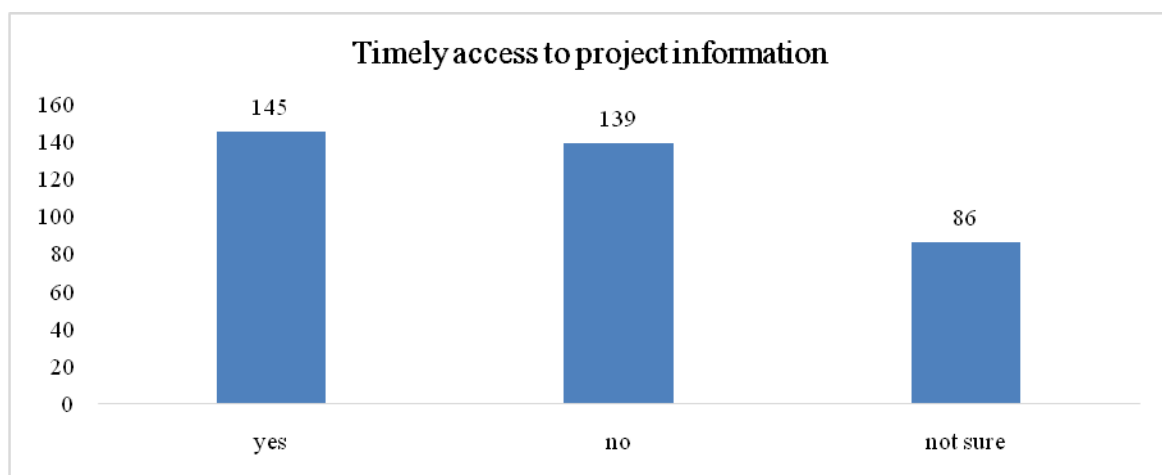
Figure 4.14 Members of the public's knowledge on where to get county project information
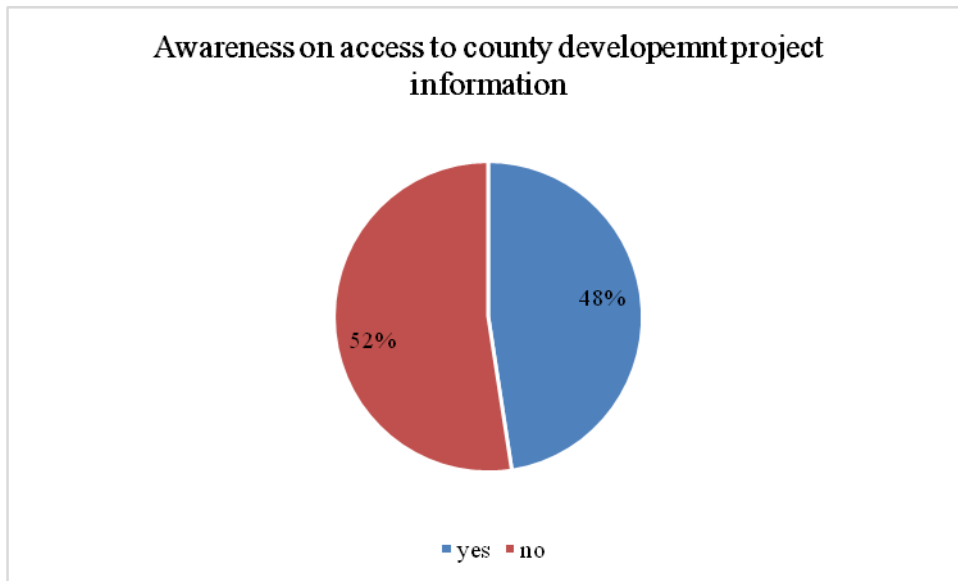
Source: Field data, 2017

It is worth noting that most of the respondents were not aware of how to access county development project information. This was noted in 52% (194) of the respondents with only 48% (176) indicating that they were aware of access to county development information.

The study sought to establish whether access to information influenced project implementation. *According to the field responses access to information helps communication to go through sending email to instant messaging, and work which can be carried out easier and faster though the introduction of different tools and software applications catering to every need of mankind. Access to information assist to support a system that provides fast and actionable information to decision makers, thereby enabling them to continuous plan and execute strategies.*

4.7 Stakeholder Engagement and Project Implementation

Stakeholder engagement as a variable on the side of the community was also suspected to have influence on Nairobi county development project implementation. This variable was operationalized by establishing selected five indicators. To seek information on the indicators, five questions were formulated for the community being the respondent in this study. The

respondents were asked whether they felt county development project leaders recognized them as stakeholders; their view on roles and responsibility clarity; indicate stages in project management process they were involved; indicate the roles they are playing in the current and played in past project and whether the current and past projects involved consultation. The data was collected, analyzed and presented as shown in the table 4.12 that follows

Figure 4.15: Stakeholders' roles and responsibilities
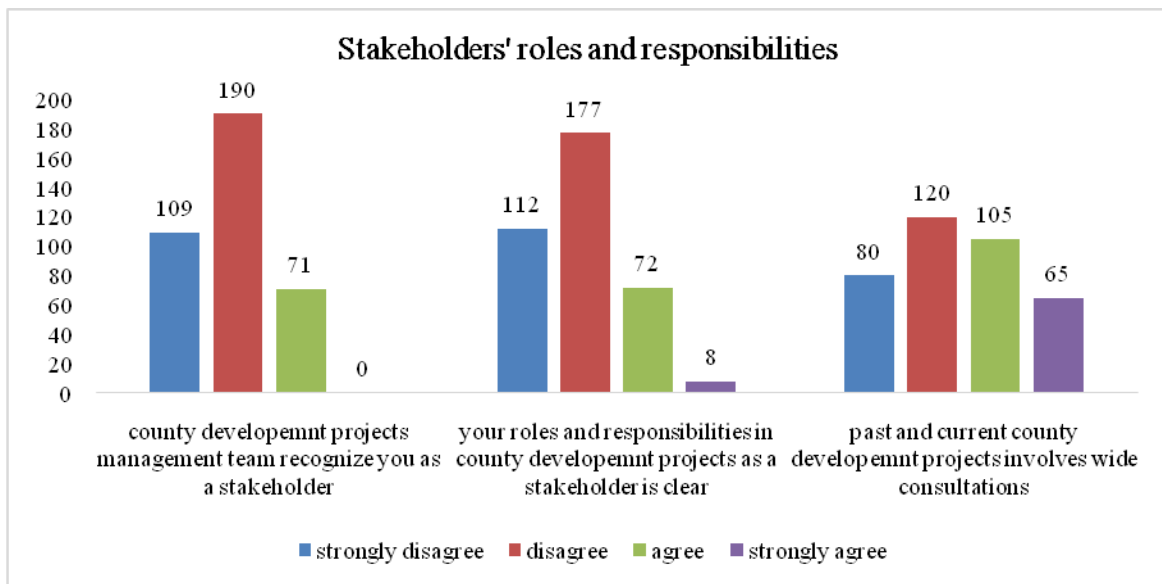
Source: Field data, 2017

Most of the respondents felt that stakeholders were not recognized by county development projects management. This is according to a total of 299 respondents (80.9%) who were in disagreement while only 71 respondents felt that stakeholders were recognized by management of development projects (19.1%). With respect to their roles as stakeholders, 289 respondents (78.1%) disagreed that their roles and responsibilities in county development projects as stakeholders were clear. Only 80 respondents (21.9%) agreed that their roles and responsibilities were clear.

In respect to involvement of wide consultations, 182 respondents (54%) were in disagreement that past and current development projects involve wide consultations with 170 respondents (46%) agreeing that past and current county development projects involve wide consultations.

The study also interrogated the project stages where respondents had actively participated in. from the data collected, project selection was the most common stage, being evident among 100 respondents (27%). 63 respondents (17%) had engaged in project identification, 70 (18.9%) had been involved in project planning, 78 (21.1%) in project execution while 59 (15.9%) had been involved in stages such as project design and monitoring and evaluation. Figure 4.16 illustrates further.

Figure 4.16 Project stage where respondent has actively been involved
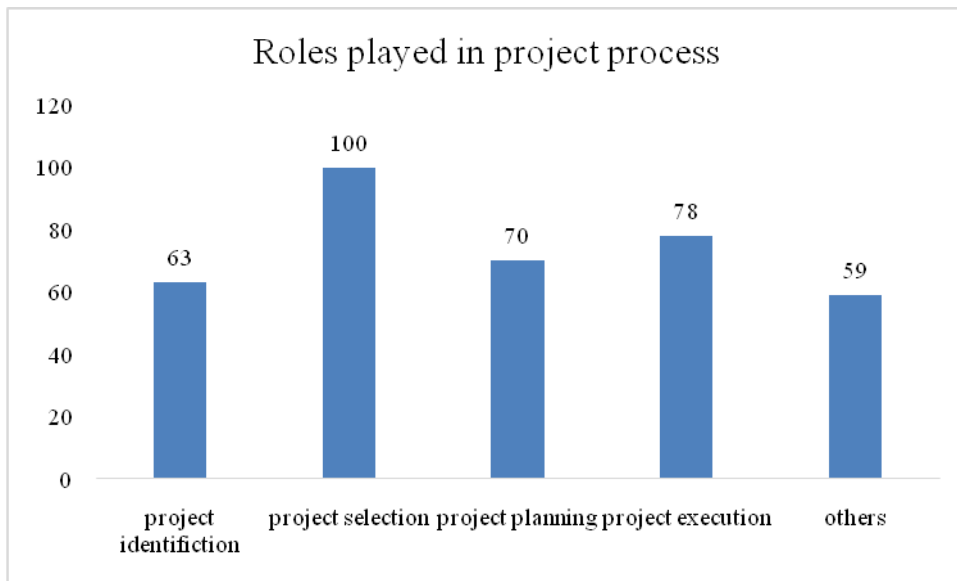
Source: Field data, 2017

With regard to roles played in current and past projects by respondents, 106 respondents (28.6) cited identifying priority project, 127 (34.3%) cited budgeting while 137 (37%) cited monitoring of projects. Figure 4.17 illustrates this distribution.

Figure 4.17 Role played by the respondent in current and past projects
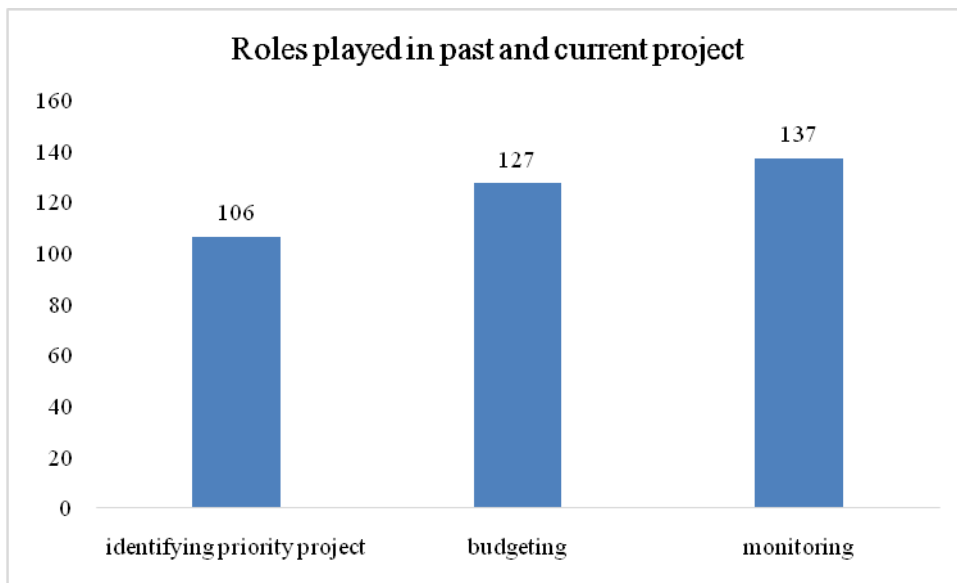
Source: Field data, 2017

The study sought whether the stakeholder's engagement management influenced citizen participation in county government projects. *From the MCA responses, it emerged that building and managing relationships with stakeholders are essential for success. Advises received from the stakeholders make a detailed examination of stakeholder relationship management, starting with a discussion of the personal changes that senior managers must make as they move into executive roles in the organization, and recognizing that through targeted and purposeful communication the team must ensure that their stakeholders understand how best to support their work.*

The active support of stakeholders from the Senior Leadership Team, is a critical factor in creating successful outcomes. Successful activity managers not only understand this but are also willing to do whatever is necessary to ensure that their senior stakeholders understand and fulfill this support role. This requires the activity manager to be skillful at building and maintaining robust relationships, focused on engaging the support of senior executives, understanding their expectations and managing them through targeted communication.

Involving stakeholders in a participatory analysis and decision making around community and project development issues is an important operational method. Stakeholders may have a varied level of interest, involvement and influence on the project but it is extremely important to identify all the stakeholders and manage them as they can have a negative and positive influence on the project.

4.8 Stakeholder Conflict Management on Project Implementation

The fourth variable suspected to have influence on county development project implementation was conflict resolution management strategy by the county project leaders. This variable was operationalized by identifying five indicators. To collect data on the indicators, five questions were formulated for each indicator. The respondents were asked whether they were aware of conflict in current and past projects; identify the sources of conflict; rate the satisfactory level of conflict resolution by the county project leaders; identify particular project stage and parameters adversely affected by the conflict. The data was collected, analyzed and presented as shown below

Table 4.2: Knowledge on past and current county project conflicts

	Awareness of stakeholder conflicts in the past and current projects		
	YES	**NO**	**NOT SURE**
	120	138	112
Priority issues	18		
Lack of consultation	60		
Budget issues	22		
Poor communication	15		
Others	5		

Source: Field data, 2017

From table 4.2 above, it is evident that 120 respondents (32.4%) were aware of stakeholder conflicts in the past and current projects. 138 respondents (37.3%) were not aware of such conflicts while 112 (30.3%) were not sure. Among those who were are of stakeholder conflict in past and current projects, priority issues were cited by 18 respondents (22.4%), lack of

consultation was cited by 60 respondents (27.3%), budget issues were cited by 22 respondents (26.2%) while poor communication was cited by 15 (12.2%) respondents. 5 respondents (11.9%) cited bias in implementing projects in one part of the county while neglecting other parts.

When asked about their satisfaction with conflict resolution strategies, 130 respondents and 116 respondents disagreed that conflict resolution by county development project leaders is satisfactory. A total of 114 respondents and 10 respondents were in agreement that conflict resolution by county development project leaders is satisfactory.

Figure 4.18: Satisfaction level by the respondent on county project conflict resolution strategy
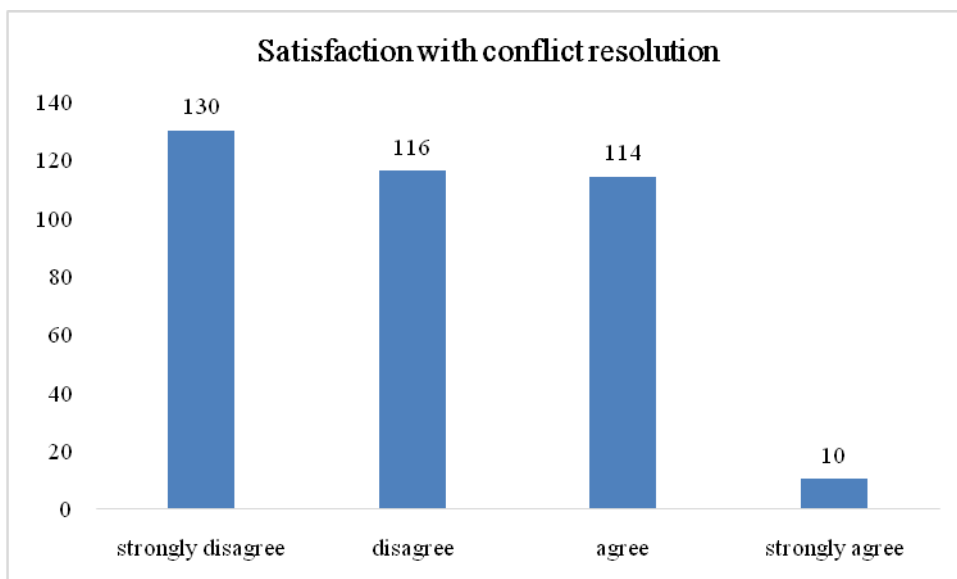
Source: Field data, 2017

The researcher was also keen to investigate the phases that were mainly affected by stakeholder conflicts. Project execution was the most affected, being cited by a total of 152 respondents. Project planning was cited by 116 respondents, project selection was cited by 68 respondents, monitoring was cited by 29 respondents while 5 respondents cited all the phases as being affected by stakeholder conflicts. Figure 4.19 illustrates this distribution.

Figure 4.19 Project phases mainly affected by the conflict
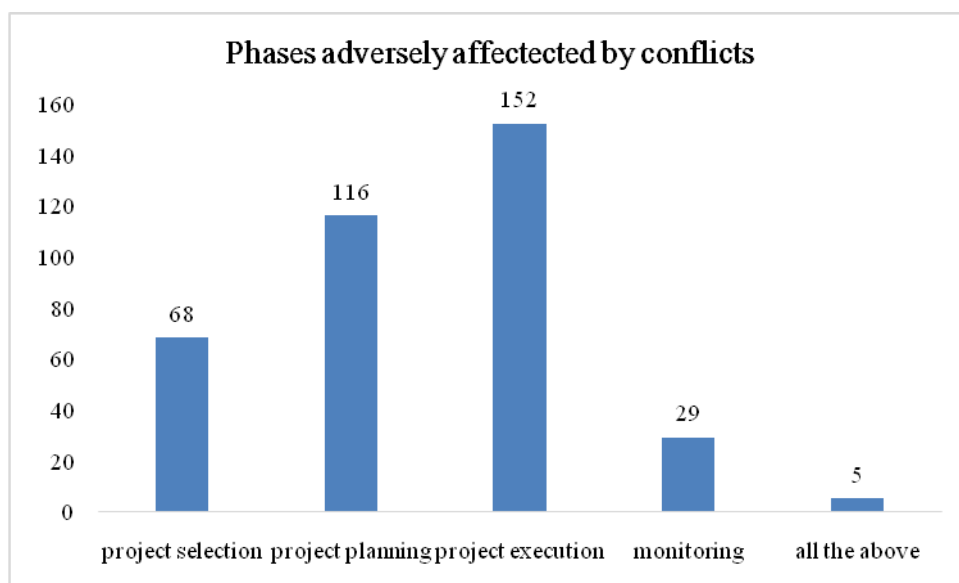
Source: Field data, 2017

Parameters that were mainly affected by conflict included budget, timeline, deliverables quality, project scope and acceptance. From the data collected, budget was cited by 38.6%, deliverables quality was cited by 30.3%, timeline was cited by 14.1%, project scope was cited by 12.2% while acceptance was cited by 4.9%.

Table 4.3: Project performance parameter mainly affected by the conflict

Category	Frequency	Percentage
Budget	143	38.6
Timeline	52	14.1
Deliverables quality	112	30.3
Project scope	45	12.2
Acceptance	18	4.9
Total		**100.0**

Source: Field data, 2017

The study also sought to establish whether conflict resolution management strategies influenced project implementation in county government funded projects. *From the field responses it emerged that conflict resolution management aid in developing individuals and improving the organization involved in county development projects by building on the individual assets of its*

members; conflict bring about underlying issues; it can force people to confront possible defects in a solution and choose a better one; the understanding of real interests, goals and needs is enhanced and ongoing communication around those issues is induced. In addition, it can prevent premature and inappropriate resolution of conflict; constructive conflict occurs when people change and grow personally from the conflict' involvement of the individuals affected by the conflict is increased, cohesiveness is formed among team members, and a solution to the problem is found.

4.9 Correlation Analysis

In this study public awareness, access to information, stakeholder engagement and conflict management were variables operationalized to predict their influence on Nairobi County development projects implementation to establish whether there could be any relationship between the variables, the responses were correlated, analyzed and presented as shown below.

Table 4.4: Correlation matrix

Correlations

		project implementation score	access to information score	stakeholders engagement score
project implementation score	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	370		
access to information score	Pearson Correlation	.412	1	
	Sig. (2-tailed)	.015		
	N	370	370	
stakeholders engagement score	Pearson Correlation	.321	.336	1
	Sig. (2-tailed)	.006	.000	
	N	370	370	370
stakeholders conflict management resolution score	Pearson Correlation	.241	.348	.226
	Sig. (2-tailed)	.000	.003	.000
	N	370	370	370

The study sought to establish the relationship between the project implementation as the dependent variable and other determinants which plays a key role in the implementation process and a Pearson correlation was performed to exhibit the relationship.

From the results it is established that there is a strong positive relationship (0.412) between the implementation score and access to information though the results cannot account for the cause and effect. This relationship significant at 95% confidence level having a p-value of 0.015<0.05

There was a weak positive (0.321) relationship between project implementation score and the stakeholder's role and responsibilities score. This association is significant at 95% confidence level this affirms that project implementation process and stakeholders role go hand in hand as in increase in one the other also increases even though the results does not again account for the cause and effect. Lastly there was a positive (0.226) relationship between stakeholder's conflict management resolution and the project implementation score which is also significant at 95% confidence level affirming an increase in one attribute also the other increases

CHAPTER FIVE

FINDINGS AND DISCUSSIONS

5.1 Introduction

The chapter presents the findings and discussions.

5.2 Summary and Discussions of the Findings

This section summarizes background information, findings on variables which include public awareness, access to information, stakeholder engagement, conflict management and project implementation. Summary of the descriptive statistics and correlation analysis has been given. Discussions on specific factor influencing project implementation are as follows.

5.3 Project Implementation

With respect to county development project identification and selection, majority of the respondent accounting for 52.9 % disagreed that projects were well identified and selected. Similarly, 66.5% indicated that they were not involved in project management processes and at the same time 57.6% indicated that current and past project execution were not satisfactory. 41.4% of the respondents rated project acceptance by the community as fair and they also indicated that projects did not comply with project performance parameters respectively.

5.3.1 Public Awareness and Project Implementation

The study sought to establish how public awareness influenced project implementation. This was measured by the questions such as: Given appropriate opportunity, would you be involved in Nairobi county progress implementation? How would you rate the extent of public participation in county development projects? What are the county development project priorities? Do you know what is required for you so that you can get involved in county development projects? If yes, in question above, suggest what you may need?

On community awareness, 63.5% indicated that given opportunity they can get involved in county development projects. Many respondents rated public participation in county project good accounting 35.7% of the sample. Those accounted for 37% indicated that they were not aware of county development project priority. 63% indicated that they had never gotten any training on how to participate in county development projects. Majority further indicated that training and civic education would be preferred if they were to get involved in county development projects since a good percentage of them knew their prerequisite need for participating in county development project.

The above findings corresponded well with the work of Herranz (2010) who had earlier argued that access to information in improvement of governance lies in the willingness of the government to be transparent so as to provide information and the inability of the citizens to claim for the use of such information. However, information and participation alone is not a sufficient condition for community awareness in project implementation as citizens may be affected or constrained to have the requisite awareness and capability to participate input. This may be in the form of lack of skills and knowledge to process, analyze or use complex information. They may also face the problem limited capacity to conduct advocacy and develop networks and platforms that may be needed to ensure their voices are heard and addressed (Pande, 2008).

For instance, the constitution of Kenya (2010), has given most people a lot of hope when it promised them the power to plan, organize and execute their own projects, yet in real life situations appears disillusionment in its form and shape. Although the element of centralizing power and resources to the people look so simple yet there is more to it than what meets the eye. Taking funds to the people alone does not make it better without providing a realistic means of promoting transparency and accountability amongst the government officials and the agencies/organizations involved. Public participation ensures individual ethics in the procurement and expending of public funds to meet both local and national needs.

When public funds are allocated to the county governments, it is important for the local people to be made aware of the purpose and use of those funds including the means of redistribution until they reach the intended purpose. It is unfortunate that in some counties it is reported that citizens are not aware of these funds. The governments in the world which have prospered especially the Western countries and some countries in the Asian sphere did so because of the ideologies that they inculcated in their culture of every one being transparent and accountable to actions of his or her own. The governments should learn how to engage the people in molding values that can be pursued from the local level to the national level in meeting both the people and government goals.

5.3.2 Access to Information and Project Implementation

Majority rates access to county development project as fair accounting for 146 respondents. 71.8% disagreed that they got appropriate county development project information. Majority (137) also rated feedback management by the county leadership as fair. Most of the county development project information is got through television as indicated by of the respondents (29.7%). Majority (145) indicated that county development project information was released at appropriate time despite the fact that majority (48%) indicated that they did not know where to get county development project information.

The researcher further conducted a correlation relating to project implementation and access to information. From the results it is established that there is a strong positive relationship (0.412) between the implementation score and access to information though the results cannot account for the cause and effect. This relationship significant at 95% confidence level having a p-value of 0.015<0.05

5.3.3 Stakeholder Engagement and Project Implementation

On recognizing members of community as stakeholders, majority of the respondent accounting for 80.9% felt that they were not recognized by the county project leaders as stakeholders. However, majority of them (21.9%) agreed that they were clear on their roles and responsibilities on the county development projects. 54% were in disagreement that past and current development projects involve wide consultations with 170 respondents (46%) agreeing that past and current county development projects involve wide consultations. Most of the respondents (27%) had participated in project selection with the least number (15.9%) taking part in other steps such as project design, monitoring and evaluation.

From the correlation analysis involving project implementation and stakeholders' roles and responsibilities, there was a weak positive (0.321) relationship between project implementation score and the stakeholder's role and responsibilities score. This association is significant at 95% confidence level this affirms that project implementation process and stakeholders role go hand in hand as in increase in one the other also increases even though the results does not again account for the cause and effect.

The point we deduce from the analysis is that with 80.9% of the respondents accepting that they were not recognized as stakeholders with 21.9% agreeing that they were clear on their roles and responsibilities. The information is in tandem with the views of Kathryn (2016) who argued that in designing public participation programs greater attention needs to be put on creating the opportunities to get to know the key stakeholders so as to create the necessary dialogue to build trust and understanding. Going by the above percentages of respondents, it indicates that the majority of community members did not know their roles in project implementation at the counties. The reason could be that they were not involved in the planning and monitoring of those projects except those respondents who had direct connection to the county projects. The greater percentage of the people indicates that the majority of stakeholders were not recognized by the

counties when it came to the planning and implementation of projects. This is true because in some instances it has been reported that governors assign themselves of duties of carrying out specific projects such as construction of classrooms where he ensures that the contract is done by his own contractors without involving the stakeholders. This kind of attitude may constitute corruption in project implementation since there is no one to oversight the work.

Stakeholders' engagement is important if well established and defined to provide stakeholders roles in implementation of projects in a manner that is real, practical and shared amongst the stakeholders. This will help them to set public expectations other than making empty promises. There is need for clear structure and process that is well defined with rules about how the community members should participate and the tools to be used and how decision ought to be made. There is also need for a mechanism to provide for public input considering making decisions to avoid dominance by a section of the public who claim to represent the entire members of the community stakeholders.

There is therefore need for a mechanism to be put in place to ensure that the count reaches out to the right representatives of stakeholders with knowledge to represent the interests of all others. For this to happen, there is need for trust and credibility of the county governments and stakeholders where county agencies or decision makers ought not to be dishonest to ignore public input. Counties should believe in the value that input by stakeholders leads to good governance. In this case counties are required to build capacity by imparting knowledge in the stakeholders on the issues the counties want them to participate before their ideas are brought on board to ensure both the public and the agencies have communication skills to effectively participate in the process.

5.3.4 Conflict Resolution Management and Project Implementation

On conflict management strategy, majority of the respondents accounting for 37.3% indicated that they had no knowledge of conflict in the current and past projects. 30.3% did not respond to the question on whether they knew the existence of conflict in the projects. Majority representing 246 respondents disagreed that county development project leaders' conflict management strategies were satisfactory. Majority at 39.6% indicated that lack of consultation in project management was the main sources of conflict. Project execution was the most affected, being cited by a total of 152 respondents. Parameters that were most affected were budget and deliverables quality, being cited by 38.6% and 30.3% respectively.

Responses on respondent involvement in current and past project and project compliance with project performance parameters indicates positive correlations with respondent knowledge on conflict and rating of county development project conflict managing strategy. Majority indicated that they were not involved in project management process and county development project did not comply with performance parameters. When correlated, responses on respondent involvement in project and knowledge on conflict in current and past project is positive. There was a positive (0.226) relationship between stakeholder's conflict management resolution and the project implementation score which is also significant at 95% confidence level affirming an increase in one attribute also the other increases.

Vroom (1988), argues that community development beneficiaries can only participate in development projects if they know what is expected of them.

According to Cogan *et al.* (1986), the feelings of stakeholders and planners is an important consideration in development and implementation of any public participation program because public participation is often a requirement for planners, however, it is always optional for citizens. Citizens choose to participate because they expect a satisfying experience and hope to influence

the planning process. Well planned citizens' involvement programs relate the expectations of both the citizens and the planner. In a successful citizen involvement programs, the disparity between the planners and participants expectations is minimal. If expectations are different, the possibility of a conflict is probable. Cogan argues that this conflict may damage the planning process as well as the agency's reputation and to the relationship between the participants and the planner.

According to Jennifer (2016), the issue of unclear role of representative of stakeholders is born out of the expectations whether the citizens should participate as experts, people's representatives or political defenders of their organizations. In this study when the respondents were asked if they were aware of any stakeholders conflict in the past and current County development project implementation processes, 54% of the people interviewed indicated that they had no knowledge about county project development and implementation. This was interpreted to mean that such people were not included in the list of public participators and therefore they knew nothing which took place at the county's project implementation. 30.3% did not respond adequately to the question, whether there were conflicts in project implementation at the county of Nairobi or not. This was interpreted to mean those were the employees or cohorts of the county siding with the current leadership of the county. 39% said that conflicts were the source of failure in the implementation of projects at the Nairobi County. This corresponded well with the studies by Jennifer (2016) that sources of conflicts in public organizations arise due to the fact that identified programs are not shared by all stakeholders as some of them have enough powers to go their own way while ignoring the complex process of consultation. It is also reported that conflicts arise as a result of power imbalance within the process where powerful organizations or dominant personalities could cause biased results to influence the direction of the participation.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION AND SUGGESTIONS FOR FURTHER STUDIES

6.1 Conclusion

This chapter reviews specific objectives of the study which includes public awareness, assessment of information access, stakeholder's engagement and conflict resolution management and the way they influenced project implementation in Nairobi County. This study's objectives as stated in the statement of the problem was to find out whether public participation has any influence on project implementation and service delivery at the County of Nairobi.

With the coming of the new constitution, new laws were enacted to enable county governments to establish structures, mechanisms and guidelines for citizen participation in development activities. However, even with the new laws on public participation having been put in place, complains on service delivery have persisted. The purpose of this study was to find out why there were complains in implementation of projects at the county of Nairobi yet the citizens are assumed to be involved in the planning, organization and execution of projects in Nairobi County. This question led us to establish the four possible cause of ineffective public participation at the Nairobi County as follows:

6.1.1 Public Awareness on Project Implementation

Majority of the respondents interviewed indicated that they were not allowed opportunity to participate in county development projects. This represented 66.5% of the valid sample size. However, the same people at a reduced 33.5% indicated that public participation in project implementation was good while 37% indicated that they were not aware of county development project priority. This was summed up to mean that despite the fact that public participation was recognized, it did not necessarily translate to implementation of projects as participation alone without training skills to enable the participants to effectively engage each other in deliberations

was probably missing. This was indicated by 63% of the respondents who said they had never been trained on how to participate in project development at the county of Nairobi.

These findings corresponded well with the work of Herranz (2010) who argued that access to information enables the citizens to demand for information and use it to establish whether selection and identification of projects were rightfully done and whether the communities concerned were involved or not. These studies show that despite the fact that there was public participation in project selection and implementation at Nairobi County, their performance was not good when compared to the performance parameters. This could be interpreted to mean that the kind of participation organized at the County of Nairobi was not properly structured as it did not enable transparency and accountability since the citizens were not openly involved in the selection of their own projects and implementation. Despite the fact that the projects selected by the city planners seemed to be good, such project were not easy to be implemented because they lacked inputs of the citizens.

6.1.2 Access to information and Project Implementation

When the respondents were asked to rate their accessibility to county development projects, only 146 respondents pointed out that accessibility to county development project information at Nairobi County was fair. They also disagreed at 71.8% that county development project management team provided appropriate information to the community, while they rated feedback by the county management leadership as fair. The reason for this was probably that most of the information concerning county project implementation was provided through the media such as television, radios and newspapers where the majority of the people were unable to reach them. This therefore had cut communication between the people and the county leadership as there was no competence thus leading to the execution of the majority of projects to be carried out without the inputs of the people. Due to the above reason, majority of the respondents (48%) indicated they did not know where to get county development project information.

In other related studies, Brenton Holmes politics and public administration (2011) research paper done by the Australian government on reforms in public service(A.P.S) argues that democratizing information alone is limited in the implementation of public decisions as decision makers are not bound by it. While consultation is more influential as citizens have greater access to decision makers and are able to feed into parts of decision making roles, they do not have the power to ensure their knowledge or opinions are taken into account. It is only through public participation with deliberative qualities that is likely to have positive effects.

This study shows that information about most projects at the Nairobi County were obtained through the media (television, newspaper advertisement and radios). A good number of the respondents (139) said that county development project information was not released on time. This locked out many citizens as participants of their own development projects with 48% of the respondents saying that they did not know where to get county development information on projects.

6.1.3 Stakeholders Engagement and Project Implementation

When the respondents were asked whether their county government development project management team recognized them as stakeholders, 80.9% replied that they were not recognized by their leaders in taking part in development projects. 21.9% however agreed that they were clear on their roles and responsibilities in county development projects. Surprisingly, 46% agreed that county projects leaders consult with them whenever there was a project to be undertaken. According to this study therefore, there was a correlation on the rating of project selection and identification with stakeholder engagement and responsibilities of citizen's participation in project management at the county of Nairobi. This means that there was somewhat total participation in project management however, majority of the respondents disagreed that despite the fact they participated in the exercise, and they were not satisfied with the way most projects were executed. This could be interpreted to show that what happens in most of the county

governments in Kenya where governors have been accused of holding public meetings on participation at shopping centers, churches and at market places expressing their development agendas to the members of the public while assuming such meetings as "public participation". There are also instances where governors have been accused of identifying projects by themselves and getting direct contracts to do the work while disregarding the public procurement rules.

In such cases, where a governor chooses to do a project and he/she instead tries to legitimize such a project on a *baraza* or shopping Centre without giving the citizens space to air their views, he could not be said to have consulted the people. What he/she could be doing is trying to do his personal development for his personal gains, likewise in other cases where the public are not properly informed on their roles and responsibilities, the decision taken cannot said to be public participation. The best solution to these problems lies in the unstructured public participation mechanisms which do not enable the citizens to know who amongst them should attend county development meetings and their qualifications, roles and responsibilities. It is also important to define the mode of communication for each and every individual participating so as to understand what is going on and how to engage each other in discussions.

6.1.4 Conflict Resolution Management and Project Implementation

When respondents were asked whether they were aware of any stakeholder conflicts in the past and current county development project implementation processes, majority of them at 37.3% indicated that they had no knowledge of conflicts at the County of Nairobi. This was interpreted to mean that they were not involved in any project management hence couldn't know whether there have been any conflicts in the past and current developments or not. However, 32.4% of the respondents agreed that there were conflicts and that the county development project leaders conflict management did not take any steps to end such conflicts.152 respondents indicated that the execution of projects was difficult at the county of Nairobi due to conflicts. They also indicated that county development project did not comply with the performance parameters.

Elsewhere, other studies have shown that conflicts at the counties are increasing with the growing popularity of stakeholder involvement who wishes to serve different interests. There are those who wish to serve their own personal interests and those who are genuinely for the public good. The way stakeholders are identified and selected, whether each one of them is clear of his/her roles and responsibilities is the main problem. The question that has been asked is whether stakeholders are expected to participate as experts, the people's representatives or as political defenders of their organizations. It is also reported that sources of conflicts arise due to the fact that identified problems were not shared by all stakeholders as some had a lot of power to go their own way while ignoring the complex process of consultation. Conflicts also arose due to power imbalances within the process where bias is seen as the main problem when it influences the direction of discussions. This probably could be the reason why this study show that majority of the people did not participate as stakeholders because the criteria used to choose stakeholders was biased while those who were lucky to be involved met with the harsh bias of leaders on their favored participants who directed the way decisions went. For effective stakeholder participation, there is need for effective communication to avoid conflicts. Communication is much more than creating fact sheets or websites as one is expected to think and plan about all the key stakeholders that should be contacted. In this case, every opportunity ought to be used to build and strengthen relations amongst the agency and the public as one move through public participation program.

The major focus of this study was on public awareness, access to information, stakeholder engagement and responsibilities of the stakeholders and conflict management and how they were handled during project initiations and implementation. Public participation alone without the physical citizen involvement is the major concern of this study.

6.2 Recommendations and Suggestions for Further Studies

County governments should not assume they are comprehensive in public service delivery. Instead, they should engage stakeholders in services delivery. Successful stakeholder engagement

improves service knowledge to inform the procurement process which results in public delivery of services. It is necessary to engage a clear strategy for the process by defining the clarity of stakeholder roles and issues to be included to inform stakeholder development. The stakeholder engagement processes that are unclear about how engagement should influence decisions may not be of value to the engagement.

On many occasions, it is reported in the press that governors have invited citizens to *barazas* for unstructured public participation sessions and as a result, the outcomes of such deliberations are tilted in one direction to favor the political dimensions. The idea is to influence those closer to the government to support it. This leaves out the major issues that would have been discussed for the welfare and well-being of the people. This is one of the most important finding of this study which the government should put into consideration when allocating resources to the counties.

The big question is, resources allocated to the county governments are put to the intended use? If those resources are for public use, there is need for strong regulating institutions, rule of law and a fully operational judiciary and civil society to ensure the funds allocated to the people's development projects are well planned, organized and executed by the people themselves. When people put demands on how their resources are to be used, there is need for social auditing, transparency and accountability. The challenge is whether the local people can be allowed opportunity to participate in project implementation at the county of Nairobi and if so, does it imply, a more opportunity for economically motivated special interest groups to dominate in the decision process? This is the major concern of this study. The constitution of Kenya (2010) gives Kenyans a lot of hope when it promises the people the power to plan, organize and execute their own projects yet in real life situations, that is not the case.

Although the element of decentralizing power and resources to the people look so simple yet taking funds to the local people alone does not make it better without providing a realistic means

of promoting transparency and accountability amongst the people and agencies / organizations involved. The purpose of public participation is therefore to provide the public with balanced and objective information to assist them understand their own problems, alternatives and opportunities or solutions. It is also to enable feedback on analysis, alternatives and or decision, to work directly with the public throughout the process to ensure the people's concerns and aspirations are consistently understood and considered.

Lastly it is to partner with the public in each aspect of decision making including the development of alternatives and the identification of preferred solutions. This study identifies a number of challenges at the County of Nairobi which include: - limited access to information, lack of proper conflict management strategies, lack of citizen's awareness and civil competence, lack of stakeholder engagement for stakeholders and the failure of the public to appreciate the fact that public participation in their own programs is their democratic right. In order to deal with these problems, the following recommendations are proposed:-

i. Need for Information for participation

The Constitution of Kenya (2010) article 118 requires parliament to facilitate public participation and involvement in legislative and other business of parliament and its committees while Article 232 recognizes involvement of people in the process of policy making as one of values and principles of public service (Taita Taveta County,2010). Therefore there is need for both the central and county governments to develop effective frameworks for civic education to ensure citizen engagement in the planning and implementation of projects. The sub-county administrators ward administrators, village administrators at the county should conduct civic education sessions to enlighten the residents on the issues that may come up for public participation. This include their inputs in policy making, law making processes, public finance management processes, development of planning processes, monitoring and evaluation of county

budget implementation, evaluations of periodic county reports and evaluation of county service delivery.

ii. Training the local people on the importance of oversight in their development projects.

County government should regularly develop a monitoring and evaluation framework for purposes of public participation by conducting an evaluation of all public participation sessions in the county and advice on how to improve on item. The monitoring and evaluation reports are supposed to be made available to the public to confirm that the citizens were involved in the planning process, resource allocation, civic education, access to information and stakeholders mapping.

iii. Development of information infrastructures

There is need for counties to develop elaborate E-participation platforms to gather information from the residents. Since most people are not strategically placed to physically take part in county public participation, they can use the social media to share in the county's deliberations as long as the information is well monitored and regulated to ensure the deliberations are constructive, transparent and accountable. This will strengthen and update the communities on the current and relevant information access, utilized and updated.

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APPENDICES

Appendix I: Cover Letter to Respondent

School of Development Studies

Kisii University

P. O. Box 408 – 40200.

Kisii, Kenya

Dear Sir/Madam,

Invitation to Participate in a Research

I am a Master's student at Kisii University conducting a research on the influence of public participation on implementation of county government projects in Kenya with specific reference to Nairobi City County. The findings of the study will be useful min formulating policies to enable members of the public to participate in decision making both at county and national levels of governance.

I humbly request that you spare a few minutes off your schedule to complete the attached questionnaire. The questions seek your opinions regarding the influence of public participation on implementation of county government projects. There are no right or wrong answers; I just need your honest opinion. Your anonymity is assured and the information you provide will remain confidential.

Thank you for participating in this study. Your cooperation and contribution in this research is very much appreciated.

Yours faithfully,

Christopher AmasavaKetoyo
Tel. no.: +254725909011

Email:christopheramasava@yahoo.com

Appendix II: Research Questionnaires

Dear Sir/Madam

The purpose of this questionnaire is to collect information on the on the influence of public participation on implementation of county government projects in Kenya with a specific reference to Nairobi City County. This is only for academic exercise and you are assured of anonymity and confidentiality.

Thank you.

Instructions: Check (√) or mark (x) where appropriate.

SECTION A: BACKGROUND INFORMATION					
	1	2	3	4	5
1. Gender	Male	Female			
2. Age	18-28	28-38	38-48	48-58	Over 58yrs
3. Education level	Primary	secondary	College	University	Others
4. Duration of involvement with Nairobi county development project	1-2 yrs	2-3yrs	Over 3yrs		
5. Name of your sub county ……………………………………………………………					
6. Identify sectoral development projects in the county	Health	Education	Environment	Housing & settlement	Others
SECTION B: PROJECT IMPLEMENTATION					
7. County development projects are well identified and selected	Strongly Agree	Agree	Disagree	Strongly Disagree	
8. The current and past County development project planning included my input	Yes	No	Partially	Not Sure	

9. Past and current projects execution is satisfactory — Strongly   Agree   Disagree   Strongly

10. What is your rating on County development projects deliverables acceptance by the community? — Excellent   Good   Fair   Poor

11. Do you feel county development projects are delivered on time, budget and desired quality? — Yes   No   Not sure

SECTION C: COMMUNITY AWARENESS

12. Given appropriate opportunity would you participate in county development projects process? — Yes   No   Not sure

13. How do you rate your level of participation in county development projects? — Excellent   Good   Fair   Poor

14. Are you aware of county development project priority? — Not sure   Yes   No

15. Have had any training on how you can get involved in county development project processes? — Yes   No

16. Do you know what is required for you so that you can get involved in county development projects? — Yes   No   No idea

17. If yes, in question above, suggest what you may need. — Civic   Resources   Training   education   support

SECTION D: ACCESS TO INFORMATION

18. How do you rate your accessibility to county development projects information

Excellent	Good	Fair	Poor

19. County development projects management team provides appropriate information to the community.

Strongly Agree	Agree	Disagree	Strongly Disagree

20. How do you rate feedback management from county development projects leaders

Excellent	Good	Fair	Poor

21. How do you get county development projects information?

Radio	Television	Newspaper	Public Meetings	Others

22. Do you get county development project information at appropriate time?

Yes	No	Not sure	No information given

23. Are you aware of where to get county development projects information?

Yes	No

SECTION E: STAKEHOLDERS ROLES AND RESPONSIBILITY

24. Do you feel that county development projects management team recognize you as a stakeholder?

Yes	No	Not sure

25. Your roles and responsibility in county development projects as a stakeholder is clear.

Strongly agree	Agree	Disagree	Strongly Disagree

26. Indicate where you have actively played your role in projects processes

Project identification	Project Selection	Project Planning	Project Execution	Others

27. What role have you played in the past and current projects	Identifying priority project		Budgeting	Monitoring	
28. Past and current county development projects involves wide consultation	Strongly Agree	Agree		Strongly disagree	Disagree

SECTION F: STAKEHOLDERS CONFLICT RESOLUTION MANAGEMENT

29. Are you aware of any stakeholder's conflict in the past and current county development project implementation processes?	Yes	No	Not sure		
30. If yes in 28 above, what are the sources of conflict	Priority Issues	Lack of consultation	Budget Issues	Poor Communication	Others
31. Conflict resolution by the county development project leaders is satisfactory	Strongly Agree	Agree	Strongly Disagree	Disagree	
32. In your view, which project implementation phase is adversely affected by the conflict?	Project Selection	Project planning	Project Execution	Monitoring	Both
33. What particular project performance parameter (s) is mainly affected?	Budget	Timeline	Deliverables quality	Project Scope	Acceptance

Appendix III: Interview Guide for Sub County administrators

My name isChristopherAmasava. I am a student undertaking Master of Arts Degree in development studies. Currently, I am conducting a research oninfluence of public participation on the implementation of county government funded projects: a case of Nairobi County, Kenya. You have been identified as a respondent in this research to assist in data collection by answering the following questions. The information you give will be treated as confidential.

1.(a) Name (Optional)……………………………………………………………………….

(b) Sex………………………………………………………………………………………

County Development Project Implementation

2. On your own view, what can you tell on how project were well selected and identified…………………………………………………………………………………………

………………………………………………………………………………………………

…………………………………………………………………………………

3. In your own opinion, do the current and past projects include the inputs of the publics?...

....

4.To your own view, does the current and past project execution satisfactory (**If Yes/No explain**)..

....

5. In your own opinion, does community awareness influence county development project (**If yes kindly explain**)

……
……
……………………………………………………………………………………

6. Does access to information influence project implementation?**(If yes, indicate how and to what extent)**

……
……
……………………………………………………………………………………

7. In your own opinion, how does stakeholder's engagement management influence citizen participation in county government projects? **(Explain)**

……
……
………………………………………………………………………………………..

8. In your own view how conflict resolution management strategies influence project implementation in county government funded projects

……
……
………………………………………………………………………………………

Thank you for your cooperation and participation

Appendix IV: Research Project Data Grid 2016

RES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
1	2	2	2	3		3		3	2	3	3	1	1		2	2	1	3	2	2	4	2	2	1	2	4	0	1	1	4	4	3	2	
2	2	1	4	3	6	1	1	2	2	2	2	1	2	1	2	1	3	3	2	2	2	2	1	2	2	3	2	3	3	3	3	0	1	
3	2	2	3	2	6	2	2	2	2	2	2	1	2	1	1	1	3	1	2	3	1	1	3	2	3	2	3	2	4	2	2	2	1	
4	2	2	3	6	2	3	3	3	4	2	1	3	1	2	2	1	3	3	3	1	2	2	3	3	1	0	4	3	2	3	4	2		
5	1	4	3	0	6	3	2	3	4	2	1	1	2	2	3	1	4	3	4	0	4	2	2	3	0	0	3	2	0	0	0	0		
6	1	3	5	0	6	1	1	3	2	2	1	1	1	1	1	3	2	2	3	3	1	2	1	2	3	2	2	1	2	2	2	3		
7	1	4	4	1	6	2	1	2	3	4	2	1	2	2	2	2	1	4	3	3	3	3	2	3	2	3	0	3	2	3	4	1	6	
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9	2	1	3	3	8	2	2	2	2	1	1	2	1	2	2	0	3	2	2	3	2	2	3	2	3	0	4	2	0	0	4	2		
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89

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97																																		
98																																		
99																																		
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91

Appendix V: Research Authorization Letter

**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email:dg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No.

Date:

NACOSTI/P/16/29580/13191

31st August, 2016

Amasava Christopher Ketoyo
Kisii University
P.O. Box 402-40800
KISII.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Influence of public participation on project implementation: A case of Nairobi County, Kenya,"* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **29th August, 2017.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

Appendix VI: Research Permit

REPUBLIC OF KENYA

NACOSTI

National Commission for Science, Technology and Innovation

RESEACH CLEARANCE PERMIT

Serial No.A **10753**

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MR. AMASAVA CHRISTOPHER KETOYO
of KISII UNIVERSITY, 18599-100
Nairobi, has been permitted to conduct
research in Nairobi County

on the topic: INFLUENCE OF PUBLIC
PARTICIPATION ON PROJECT
IMPLEMENTATION: A CASE OF NAIROBI
COUNTY, KENAY

for the period ending:
29th August, 2017

Permit No : NACOSTI/P/16/29580/13191
Date Of Issue : 31st August, 2016
Fee Recieved : Ksh 1000

....
Applicant's Signature

Director General
National Commission for Science, Technology & Innovation