

**INFLUENCE OF COMMUNITY PARTICIPATION ON IMPLEMENTATION OF
HOUSING RENEWAL PROGRAMME IN KIBERA INFORMAL SETTLEMENT,
NAIROBI, KENYA**

BY:

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DECLARATION AND APPROVAL

Declaration by Candidate

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DEDICATION

This research thesis is dedicated my wife, Caroline, and my children, Ian and Emma and all those who gave me moral support and assistance.

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ABSTRACT

Kenya, like other developing countries, has witnessed an unprecedented increase in urban population over the past fifty years. This has posed a great challenge to urban economies which have been unable to cope with the increasing demand for essential services such as housing, health and education. As a result, more urban dwellers in Kenya live in poverty and reside in overcrowded slums that lack basic amenities to sustain a minimum level of living. From the study area, there has been beneficiary apathy to take possession of completed housing units, some targeted beneficiaries rent houses or are not willing to be relocated. The purpose of this study was to determine the influence of community participation on the implementation of housing renewal programme in Kibera informal settlement. The study was guided by the theory of community action plan model. The research adopted evaluation research design. The study objectives were: to examine community participation in project identification and its influence on housing renewal programme in Kibera informal settlement; to analyse community participation in project planning and its influence on housing renewal programme in Kibera informal settlement; to determine community participation in project execution and its influence on housing renewal programme in Kibera informal settlement; to analyse community participation in project monitoring and evaluation and its influence on housing renewal programme in Kibera informal settlement. The target population of this study was 60,095 households of Kibera with a selected sample size of 350. Systematic random sampling technique was employed. The researcher used mixed approach. The research used correlation test and Chi-test for data analysis. The study established that most respondents were not involved in identifying project deliverables as indicated by 95.7 % of responses and that locals were rarely involved in project implementation activities as indicated by 85.7% of the respondents. The study concludes that, failure to effectively involve community in various stages of projects, affects housing renewal programme for kibera informal settlement. This study recommends that strategies for monitoring and evaluation for good quality and feedback should be devised. The study further recommended that strict scrutinisation of project teams is done to ensure that members of the community are represented and a criterion for selecting project activity teams be clearly outlined. The study finally recommends that project managers and their team should hold frequent meetings with project beneficiaries. This will open an avenue for people to share their views and opinions regarding the projects at hand. The researcher recommends that the study be carried out on the influence of political power and cultural factors on community participation in the implementation of housing renewal programme in the informal settlements.

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ABBREVIATIONS AND ACRONYMS

HIV/AIDS

– Human Immunodeficiency Virus / Acquired

Immunodeficiency Syndrome

GCST	_	Global Campaign for Secure Tenure
GOK	-	Government of Kenya
KENSUP	_	Kenya Slum Upgrading Programme
KISIP	_	Kenya Informal Settlement Improvement Project
MCs	_	Management Companies
NCC	_	Nairobi City Council
NGO	_	Non-Governmental Organization
SIDA	-	Swedish International Development Agency
UNCHS	_	United Nations Commission for Human Settlements

OPERATIONAL DEFINITION OF TERMS

Affordable housing: Refers to the housing deemed affordable to those with a median household income as rated by the country.

Community: Refers to a group of people who live in one place with varied characteristics, interests and share a common view.

Community Participation: Refers to the involvement of the community in a program from the conceptualization to the implementation stage and its sustainability because they are the main program beneficiaries of the program.

Household: It refers to the basic unit of analysis in many social, microeconomic and government models. Household refers to all individuals who live in the same dwelling. When the term is used in economics, it refers to a person or a group of people who in similar residence.

Implementation of Project: Refers to the entire project cycle (oxford dictionary)

Informal settlement: “ They are the settlements where inhabitants are confronted and exposed to 1) insecure residential station, 2) insufficient access to safe water, 3) insufficient access to sanitation and other basic infrastructure and services, 4) deprived structural quality of housing and 5) congestion” (UN-HABITAT, 2013 quoted in Durrand-Lasserve 2006, p.2).

Participation: It refers to the active involvement of all stakeholders in the program cycle to achieve ownership.

Policy: This is a plan that outlines guiding principles to be discussed and implemented by various institutions to achieve laid down goals and objectives.

Slum Upgrading: Slum upgrading refers to the process of intervention for economic, organizational and environmental upgrading to existing human settlement undertook

collectively among citizens, community groups, governments (national/local) and any other development partners (Non-governmental, multi-lateral/respective organisations). Although the reasons for slum upgrading may vary from place to place, the main push factors have included the demand for affordable tenure options, environmental health considerations and poverty reduction (Syagga, 2011).

Stakeholders: Refers to individuals, groups or organizations who, directly or indirectly, stand to gain or lose from a given development activity or policy.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background of the study, statement of the problem, study objectives, hypothesis, significance, scope and delimitation and limitation of the study.

1.1 Background of the study

Housing is an integral part of human settlement basic need and has a profound impact on the quality of life, health, welfare and productivity of man, and plays a significant role in integrated physical and economic development, environmental sustainability, natural disaster mitigation and employment generation and wealth creation (UN-HABITAT, 2013). The wish for adequate and affordable housing also has robust links to the needs of security, safety and proper socio-economic status of individuals and the communities(UN-HABITAT, 2013). In spite of various efforts in making adequate and affordable housing available to most of the people, a large proportion of urban residents in less developed countries does not have access to decent housing at a reasonable cost (UN-HABITAT, 2013).

Most urban dwellers in the developing countries live in housing conditions that have an affront to human dignity and these come with appalling social, economic, spatial and health implications (UNFPA, 2015). Therefore, inadequate housing condition has become a stubborn challenge that has continued to receive attention from governments and individuals in most of the developing countries.

Around 5.4 million Kenyans live in slums and informal settlements in Kenya. The housing sector in Kenya has had a combination of challenges, factors which include unprecedented urbanization coupled with high population growth rates, corruption, land grabbing by the political elite, ineffective land policies and debt burdens have had an adverse impact on development policies and strategies. Urban centers have increased from 34 to 277 between 1962 and 2011 (GoK & UN-Habitat, 2013).

More than one billion people in the world live in slums. In the developing world, one out of every three people living in cities lives in a slum. Slums are often economically vibrant; in many cities, as much as 60 per cent of employment is in the informal sector. Some other names for slums in the world are barrio, basti, bidonville, favela, ghetto, kampong, katchi abadi, masseque, shanty towns, skid row, and squatter cities. (World bank, 2012).

In Kenya, the proportion of the urban population has increased to 34.5% by 2009, affirming the one out of three Kenyans currently lives in urban areas (Gok, 2009). In Nairobi, an estimated 1.5 million people live in informal settlements, roughly 60% of the city's official census population of 3.1million (GoK, 2009). The 1.5 million people confined in an area of less than 5% of the total municipal residential land. Segregation policies in the colonial era, a post-independence policy of slum clearance and a more recent lack of equitable and defined land and urban development policies have shaped Nairobi slums, like Kibera, into their present state.

To reverse this trend, the Government of Kenya, in collaboration with other stakeholders, initiated two programmes: the Kenya Slum Upgrading Programme (KENSUP) in 2004 and the Kenya Informal Settlement Improvement Project (KISIP) in June 2011. The Kenya Slum Upgrading Program is a program aimed at addressing the challenges of housing problems facing the majority of low-income earners living informal settlements in all urban areas in Kenya. The program also seeks to address the issue of infrastructural services, land tenure, employment issues and the impact of HIV/AIDS in slum settlement. This program aims to eradicate poverty and achieve Millennium Development Goal 7 of improving the lives of 100 million slum dwellers across the world. The grant agreement to finance the program was signed jointly by the Government of Kenya and the UN-HABITAT /World Bank Cities Alliance in July, 2002. The KENSUP program was initiated in 2000 between the UN-Habitat and the previous Government of Kenya (under President Moi). The program was renewed in the year 2003 by the government under President Kibaki. Kibera slum is a well documented and studied informal settlement in sub-Saharan Africa. It therefore, represents a perfect example of how many African countries could go about the problem of housing as envisaged in the Millennium Development Goals and according to the vision of UN-Habitat.

1.1.1 Implementation of Housing Renewal Programme

The Kenyan government has made deliberate efforts to strengthen National Housing Corporation and Ministry of Housing which is responsible for housing. Experience from slum upgrading programs done earlier has not been encouraging because schemes in Kisumu and Eldoret have been abandoned due to land allocation issues, lack of community participation, and proper planning. In 1975, the first urban development

program was approved but it had no upgrading component and the second one to be approved in 1978 had 19% of the program cost apportioned to upgrading. One of the programs was the Migosi slum upgrading program in Kisumu County that received funds from the World Bank in partnership with the government of Kenya; this program did not benefit the intended beneficiaries. Other upgrading programs implemented earlier to improve the living conditions of the urban poor in Kisumu, Eldoret, Kitale, Nakuru and Thika had challenges and the communities were not involved in the program management thus, they could not afford the rent of the units constructed. Program management is viewed as a discipline of planning, organizing, securing and managing resources to achieve specific goals (Mitullah, 2012).

In Kenya, a National Housing Policy was formulated in 2004; it aims at enabling the poor and homeless access decent housing, basic services and infrastructure essential for healthy living and encourages participatory approaches to upgrading programs for informal settlements.

Through Vision 2030 the government seeks to elevate Kenya to a middle-income economy by 2030 and has emphasized on better housing for safety and security. Kenya is a developing country, and tremendous effort is being made in implementing the MDGs. Kenya Vision 2030 is the country's development blueprint, and it is based on three foundations namely; - the economic, social and political pillars. Through the social pillar, the country aims at improving the quality of life for all Kenyans, and one of the key social sectors is housing and urbanization which aims at having a sustainable environment that will provide the nation with decent and high-quality urban

neighborhoods. One of the flagship programs in this sector is the installation of Physical and Social Infrastructure in Slums in urban areas thereby addressing the issue of decent housing which is the main problem facing people living in the slums. According to the 2005 Economic Survey, the housing sector has grown tremendously and a GDP growth of 3.5 per cent in 2004 compared to 1.7 per cent in 2003 (Rand, 2006).

Kibera, the largest informal settlement in Kenya, measures approximately 2.5 square kilometers. Going by the Kenya Population and Housing Census of 2009, it has 170,070 people. The population density is 68,000 persons per square kilometer (Syagga, 2011). The intense overcrowding and the complete lack of infrastructure present the greatest physical challenges of the affordable housing programme. In the same way, a series of factors, which include very low incomes, irregular employment, lack of secure land tenure or collateral, and lack of property and informational records, prevent Kibera households from accessing loans to finance construction projects, housing improvements or home purchases (Mulcahy & Chu, 2007).

According to Mitullah (2012), Kenya's highly controlled and constrictive land policy, developed decades ago just after attaining independence, has contributed to the continued growth of informal settlements, particularly in Kibera. The migrants settled illegally on uninhabited government lands that were later transferred into private hands in one of the informal transactions. Once an individual took control, he could either raze the slum, which lead to displacement of the impoverished residents, or he could claim ownership of the structures and begin to collect rent. Because of their connections to government, the absentee landlords pay no taxes on the rent they receive and are not legally bound to

provide any services. They have no incentive to improve conditions and, viewing informal settlements an incessant source of income, are opposed to any upgrading project.

Over the course of decades, informal settlement dwellers have developed a distrust of the government, in part because of disappointment over government-promised upgrading projects that never materialized. (UN-HABITAT, 2013). In the past, upgrading projects frequently displaced the original residents, leaving much skittish about future government action. This statement is further echoed by Swedish International Development Agency (SIDA), who states that "The relationship between the administration and the residents is wanting. Due to decades of humiliation, evictions, false promises and demolitions, the residents regard any government interventions with a lot of suspicions".

According to Muraguri (IFRA, 2011: 126), there are usually conflicts between the tenants and the landlords due to their varied interests. Besides, the fact that nearly 85% of informal settlement dwellers are tenants is a unique aspect of Kenyan informal settlements. The settlements greatly hamper progress in the informal settlement improvement. The variance in political, cultural and religious inclinations amongst the residents, and those of their leaders, has contributed to the creation of suspicion and mistrust amongst the residents thus slowing down decision making. Besides, the competing interests of various stakeholders in the informal settlement, most of which conflict hence they are a major drawback to the programme. Similarly, there is another challenge which is the limited land space to cater for all residents within the slum settlements. Moreover, scarcity of land for relocation where necessary. Land ownership is

private in most settlements, and lack of planning of informal settlements by the local authorities is a challenge to upgrading the settlement. Partnership concepts also have the disadvantage of generating several similar activities that usually derail the implementation.

Governance and involvement of communities in decision-making which have various complexities (Muraguri in IFRA, 2011: 126). According to SIDA (2014), the informal settlements status quo is termed as a product of power politics. The informal settlement has been neglected as illegal dwellings, and this submerges them to even greater impoverishment due to lack of social services.

A Kibera informal settlement has many challenges. The locals live under immense poverty leading to many sustainability challenges. Access to improved sanitation, clean water, solid waste management, good housing, proper health care, security, and energy are some of the most fundamental challenges faced by slums dwellers. Together with this is the lack of enough schools and educational centers and a huge deficiency of other urban infrastructure (Moss, 2010). Besides, Kibera is heavily polluted by human refuse, garbage, soot, dust, and other wastes. The slum is contaminated with human and animal feces and all sorts of wastes which are worsened by open sewages and lack of drainage systems (Hodson & Marvin, 2009). Poverty, lack of improved sanitation combined with poor nutrition among residents' accounts for many illnesses and diseases in slums (Kaika & Swyngedouw, 2006). It is estimated that 20% of the 2.2 million Kenyans living with HIV live in Kibera.

There is, however, a continued intervention by international organizations, NGOs/CBOs/FBOs, financial institutions, and even the government to improve the situation in this slum. These groups have erected schools, water kiosks, health centers, and toilets in different villages in Kibera slums, but these facilities are inadequate given the high number of people living in Kibera. These immediate challenges attract more evils such as crimes, accidents, and diseases.

Most slums dwellers have three main concerns with water: access, cost and quality. They complain about the limited access to water points, which are often located far from their houses, some landlords ration water such that it is only available on specific days of the week and at specific times (Water Sanitation Program, 2007). This is a limitation especially for people who have children and would require high amounts of water. However, for those who have access they decry the high cost of buying water in the informal settlements. This is costly especially about the slum residents' income levels. Some Kibera slums dwellers use sewerage water for bathing and washing. They also use borehole, rainwater, and sometimes draw water from broken pipes. This water is highly contaminated and filthy especially when plastic pipes burst and can potentially cause contagious diseases.

Kibera slums have not had clean water points as most collected water comes from Nairobi dam. The Kenyan government in 2007 admitted that sustainable access to water dropped to as low as 20 per cent in the settlements of the urban poor where half of the urban population lives. This is a tragic situation given that Kenya falls far below the

estimated defined minimum water per capita requirement (Water Sanitation Program, 2008).

1.2 Statement of the Problem

Community participation is a significant factor in the implementation of housing renewal programme for informal settlements. An active Community involvement serves as a framework which explains that residences of a community must be made to participate in any development project in their environment. Local community knows their problems more than any other outside consultant or government. Community participation should be at all stages of a construction project.

Implementation of housing renewal programme for Kibera informal settlements has encountered many challenges. A study from UN-HABITAT shows that local people are not willing to take over ownership of project after completion, slum dwellers/beneficiaries rent out newly constructed houses to outsiders and beneficiaries are not willing to be relocated to create space for new housing projects. There is little information on why people refuse to be relocated to give way for the new development to take place, or why they don't live in their allocated houses after the projects have been completed. There is little information to shown if local people participation have been adequate and efficient during project cycle.

In view of the discrepancy, there is the need to carry out study to address these questions since the understanding of extent to which local people have participated in all project stages will yield lots of relevant policy information for the stakeholders in the housing sector for mutual decision-making process.

1.3 Objectives of the Study

The main objective of this study was to determine the influence of community participation on the implementation of housing renewal programmes in Kibera informal settlement, Nairobi County, Kenya.

1.4 Specific Objectives

The specific objectives of the study were to:

- i. Examine community participation in project identification and its influence on housing renewal programme for Kibera informal settlement.
- ii. Analyse community participation in project planning and its influence on housing renewal programme for Kibera informal settlement.
- iii. Determine community participation in project execution and its influence on housing renewal programme for Kibera informal settlement.
- iv. Analyse community participation in project monitoring and evaluation and its influence on housing renewal programme for Kibera informal settlement.

1.5 Research Questions

- i. To what extent does community participation in project identification influence housing renewal programme for Kibera informal settlement?
- ii. To what extent does community participation in project planning influence housing renewal programme for Kibera informal settlement?
- iii. To what extent does community participation in the project execution influence housing renewal programme for Kibera informal settlement?

- iv. To what extent does community participation in project monitoring and evaluation influence housing renewal programme for Kibera informal settlement?

1.6 Significance and Justification of the Study

A study on the Community integration in Kibera informal housing projects is very useful. This is going by the notion that the outcomes of current strategies engaged by the government in addressing the problem of providing adequate, affordable and sustainable housing in this informal settlement in recent time are not known. Hence, this study is important for numerous reasons.

The study would be relevant to the public housing in that it points on the gap in community participation between the different stakeholders and the beneficiary community. This study brought out what best practices are in place, the gaps being experienced and the stakeholders expected roles.

The study would also be invaluable to the different docket of the government especially the Ministry of Roads, Public Works and Housing as it will help it in coming up with policies and guidelines related to housing. Through recommendation, the study will come up with policies and guidelines aimed at promoting proper implementation and maintenance of renewal housing programme. The study would give a framework which would guide different communities to acquire skills and knowledge on their role in management and sustainability of projects.

It would also enlighten the benefitting communities that they are stakeholders in the whole process of sustainable affordable housing project management. The study would

also inform the management of the poverty eradication programs on the likely challenges they might encounter in bridging the gap in housing among the community.

The study will also be invaluable to the implementation of the Social Pillar of Vision 2030 blueprint on housing and urbanization as an adequately and decently housed nation is sustainable in an all-inclusive environment by pointing on areas to look on in enhancing the sustainability of housing projects in the country.

UN Habitat (2010) indicated that some projects in the study area had never been completed several years after the uptake. This suggests that understanding the local people's involvements during projects cycle is necessary for judging the project success. It also helps improve on their capacity and thus enhancing the productivity of the public housing sub-sector. This study is thus justified on the basis that it attempts to provide basic information that will enhance our knowledge of the need the local people's participation in the implementation public housing in the area of study. This is also considered necessary in assessing the outcomes of the public housing provisions and making of useful recommendations.

Second, Mukhija (2014) noted that it is not known how the beneficiaries of the completed units can raise monthly rent based on the meager earning. This suggests that research works are yet to focus attention on whether the views of local people are taken into consideration during project implementation. This situation accounts for continuous engagement of all the stakeholders in housing delivery strategies.

Third, in view of mounting criticism on the provision of poor quality housing in previous housing schemes in Kenya (UN-HABITAT, 2013). The study is important in the sense that it has examined the personalities and attributes of the beneficiaries of public housing, the physical characteristics of housing provided adequacy to the users. Moreover, in the light of rapidly changing societal values, aspirations and preferences, this study is of particular importance to architects and other allied professionals involved in public housing provision. It attempts to provide empirical data that can form vital input for the design and planning of user responsive housing units and residential environment in future public housing schemes.

1.7 Scope and Delimitation of the Study

The study is limited to Kibera informal settlements, which had a registered 60,095 households with a total population of 170,070 as per 2009 census. A total of 350 households were sampled. The study was conducted between September 2015 and September 2016 through cross sectional studies. Data was collected through questionnaires, interview schedules and documentary reviews. The data sources were both qualitative and quantitative in nature. The qualitative data includes level of involvements of local administrators in various stages of project cycle; stakeholders' opinion on the success of the housing projects they have been involved. The quantitative data includes level of agreement by locals on various statements on participation during project cycle; local people rating project success in relation to community participation. The respondents were head of households or any other members of the family who was responsible enough and could respond appropriately to the contents of the questionnaire. The study specifically sought to determine the influence of community participation on

identification, planning, execution, monitoring and evaluation of the housing renewal programmes.

1.8 Limitation of the Study

The individual bias, as part of human nature, on the part of the researcher could easily influence the results when briefing and guiding respondents on how to complete the questionnaire. The researcher guided the respondents professionally and was objective all times.

Kibera informal settlement is a fairly informal settlement and there is high possibility that most of the house owners would not be residing within the estate and therefore most of the information would be obtained from their agents who, probably, may not have had accurate and up to date information. The researcher endeavored to collect data from the houses where the owners were available.

Kibera informal settlement is densely populated and the level of literacy is very low. Trained research assistant were used to assist respondents in filling in the questionnaires. Some respondents were reluctant to provide information. They were assured of their confidentiality before being interviewed.

1.9 Assumptions of the study

- 1) All respondents had a fair level of education and understanding that would enable them interpret the questionnaire appropriately.
- 2) The respondents would be honest, truthful and accurate in their answers and would not hide material information that would significantly affect final results.

3) The research instrument would be administered effectively when collecting data in the field for the research to achieve the intended objectives.

CHAPTER TWO

Literature Review

2.0 Introduction

This chapter reviewed available literature on challenges affecting affordable housing giving analysis with a global, regional and local perspective. This chapter also presents the conceptual framework showing the relationship between the independent and dependent variables

2.1 Theoretical Framework

2.1.1 Community Action Plan Model

The community action plan model was developed by Hamdi and Goethert (1997). The central claim of the model is that communities and their groups should be responsible for the initiation, planning, design, implementation and maintenance of development projects in their environments. Community participation has significantly been adopted in urban slum development over the years. Desai (1995, p.42) defines community participation as an arrangement where local people participate in the decision-making process of issues that affect their living conditions. Desai (1995) argued that “*Grass-roots development*” and *development from below*” could also describe some aspect of community participation. Community participation serves as a framework which explains that residences of a community must be made to participate in any development project in their environment.

As community residents know their problems more than any other outside consultant or government. Therefore getting their input and having them to help decide the design of

the project brings a sense of ownership and success of the project (World Bank, 2013-2014).

2.2 The Concept of Community Participation

Community participation should be at all the stages of a development project. Hamdi and Goethert (1997) identified stages of participation as follow: planning, design, implementation and maintenance stages. Participation may be at the; indirect, consultative, shared control or full control level. Hamdi and Goethert (1997) identified levels of community participation as follow: none, indirect, consultative, shared control, and full control.

Community level planning should embrace the new level of realism in urban development projects. According to Hamdi and Goethert (1997) the new realism of development requires a new definition of public responsibility and a new role for development practitioners. By moving away from the orthodox trend where consultants plan, politicians decide and the people receive towards a trend that promote community empowerment; involving people who are directly affected by the development project; and promoting the appropriate technologies in the planning process (Hamdi and Goethert, 1997, p.26-29). There is need for direct communication with community residence in identifying community needs and in planning a project for execution. A survey and direct discussion with individuals or groups is invaluable.

Hamdi and Goethert (1997) argued that the planning team should undertake a direct observation by looking, listening and talking. Care should be taken to ensure that various interests in the community are represented. Payne (2007) revealed that there is always a

problem in finding out what people really want. Leaders or community-based associations or other representatives, may not always reflect the whole groups in a community. The project team has the responsibility to ensure that the community's interest is established; the various tasks of identifying opportunities, setting a project goal, identifying resources and constraints, and setting the project's team and the task should be carried out with the community involved in every task.

Design and implementation of the project after planning is another important stage where community participation is significant. In terms of designing a project that requires a high technical skill, the community may participate in a mere indirect, consultative or shared control level. But for implementation of the project, participation may be at the shared control level.

Community participation at the execution stage of a project may be in one of the following forms: technical support, material support, financial support, and organizational support (World Bank, 2013-2014). Community maintenance of the completed project is mostly carried out by the community. According to Perten (2011), community residents may decide to contact technician if the problem is a technical problem which cannot be handled by the locals. Hamdi and Goethert (1997, p.77) argue that community participation at the shared control level is the key to effective community action planning.

For effective community participation to take place, skills, knowledge and technical-knowhow are required. According to Denters and Klok (2010), the right institutions and framework must be designed by the constituted authority to allow effective participation.

Participation is also a time-consuming exercise. According to Rakodi and Schlyter (2011), investment in community involvement should be considered as long-term; rather than a short-term investment. To achieve meaningful local participation projects should allow flexible time schedules, since the projects only give sufficient assistance to encourage the users to take responsibility for their environment.

When flexible time schedules are allowed the people will fully take advantage of participation.

The advantage of community action plan model is that the model provides a clear cut direction on how effective community participation can be realized. However, the model's pitfall is that it fails to mention how political power structure and cultural factors poses a challenge for participation. Recent literature has revealed that political power structure and cultural factors are some of the challenges that hinder effective community participation (Seekings, 2012).

The community action plan model will be adopted and used in the analysis of results from Kibera Slum Upgrading project. The model is suitable for the study because it sets a clear guideline on effective community participation in development projects. This can explain Kibera community participation in Kibera Slum Upgrading project.

2.3 The Concept of Participatory Implementation of Renewal Housing Programme

Top-bottom approach, bottom-top approach and the integrated or participatory approach are different approaches that can be adopted in upgrading slums (Cronin and Guthrie, 2011). Cronin and Guthrie argue that the top-down approach begins with government programs with centralized institutions, which build state capacity for handling the project;

these projects have large scale impacts. They also build mechanisms for funding and collaborate with the recipient community and their organizations. Majale (2008) in his study on participatory urban planning and slum upgrading argued that the centralized top to bottom approach to slum upgrading has failed to yield the expected results in cities and towns where the government has implemented it.

The result of this is that the local people were not incorporated into such projects. Shortcomings associated with various slum upgrading efforts, implemented with a top-down execution and centralized planning is responsible for the failure to scale up successful pilot projects. Consequently expanding of the scale, scope, and effectiveness of a promising upgrading strategy (Cities Alliance 1999; World Bank Group 2001).

Cronin and Guthrie, (2013) in the same study argued that the bottom-top approach to slum upgrading begins with external actors/NGOs/CBOs initiating a project with decentralized institutions -which could be majorly controlled by civil society, engaging local networks in the community with appropriate and repeatable impact on the poor and at the end they (actors/NGOs/CBOs) try to influence the government. Arcila (2008) in his study on participatory slum upgrading revealed that the problem with the approach where external actors initiate and mobilize community organizations towards its implementation is that the project is often abandoned after completion, as the external actors have left and the government not been concerned. Because of the shortcomings associated with the top-bottom and bottom-top approach to slum upgrading international organizations and NGOs have strongly recommended the integrated approach to slum upgrading.

Imparato and Ruster (2003) in their study on participation and slum upgrading in Latin America, found out that implementing a participatory process in projects helps to improve project performance and increase the project impact and sustainability. They argued that participatory approaches are directly connected to the nature of urban upgrading and the reasons for initiating such a process. At the very heart of urban upgrading projects are needs and demands of people these needs and demands need to be clearly identified, prioritized and understood; hence, there is the need for participatory processes. Motivation for the implementation of a participatory approach in a slum upgrading project is possible if any of the following are needed: the use of local information and knowledge to make sure that the project management team makes more informed decisions; overcoming resource constraints through financial contributions or community labour; improving project targeting, through knowing more about the needs of the different groups in a community and the beneficiary community; enhancing accountability and transparency in managing public funds; encouraging decentralization and democratization in the allocation of resources; and promoting sustainability through stakeholder ownership, developing local capacities and making information available to different users, to strengthen all odds for further development initiatives post project.

In the account of the World Bank (2013-2014) applying participatory approaches in slum upgrading promotes key aspects for the attainment of successful results in slum upgrading. Among these key aspects are: development of partnerships, commitment on the part of the community and the government, meeting expected needs and priorities, and most importantly institutional arrangements that allow the different stakeholders to get informed, coordinated and have their roles clearly defined and passed across to them.

That is the reason Landaeta (2014) argues that participatory approaches provide local residents with the opportunity to develop networks and skills they require when addressing social exclusion. This implies that people will have more responsibility on the results of development and will be less disappointed with project results and delays.

The UN-Millennium project has recognized that the best examples of participatory slum upgrading could be found in projects carried out through the use of participatory processes into 'holistic approaches of neighbourhood improvement' taking serious account of health improvement, education, gender and livelihood (UN-Millennium project, 2005). The UN-Millennium project (2005) also suggests that more sustainable outcome shaves resulted from the processes in which the different approaches and projects are a part of the strategy and development plan for the area, with interventions from across its urban area.

2.4 Community Participation and Renewal Housing Programme

This section reviewed the research variables under the following headings: Community participation in project identification; Community participation in project planning; Community participation in project execution; and Community participation in monitoring and evaluation of projects.

2.4.1 Project Identification and Community Participation

Various studies evaluated the importance of community participation during the project identification phase of the project life cycle. Heck (2013) reiterated the need for public participation during project initiation stage. This was based on his article on participatory development in agricultural development and rural development projects. The author

asserted the importance of including people in agricultural and rural projects in the preparation and implementation phases. The active participation of people was important because members of a community hold diverse expectations and aspirations that may not coincide with the needs of people outside the community.

Furthermore, Heck (2013) observed that it was important to include the rural poor in the initiation stages of a development project because these people were more likely to articulate their needs and wants more accurately than an outside observer. This accurate articulation of the community's needs and desires would help the project team develop a business or development case for the project. Other scholars Feroze and Hassin (2000), conducted a similar development study for the construction of a water supply and sanitation system in Bangladesh. Their research emphasised the involvement of the community in the project identification phase. In particular, they reiterated that it was important to involve the community during needs assessment so that members could articulate their opinions about desirable improvements, priority of goals/objectives, and negotiations with agents on the projects they deemed best suited for their needs. Parker, Chung, Israel, Reyes and Wilkins (2010) concurred with Feroze and Hassin (2000) on the need for community involvement in the project initiation stage. This was based on a study on the organisation of community networks as a health development approach to improve community capacity. The study sought to find out how community organisers worked with local residents and community groups to ensure active participation in environmental projects (such as housing and air quality) and in policy decision-making.

The findings showed that community-based participation during project initiation helped members of the community to collaborate, provide expertise, and share responsibility for the development project. Similarly, Minkler et al. (2008a) observed that community participation in project initiation was important because it strengthened community capacity and subsequently improved the overall wellbeing of the community. Their study on community-based participatory research (CBPR) on environmental issues showed that the recognition of community participation in health and environmental issues was increasing. In particular, Minkler et al. (2008) reported that it was important to involve community members during the initiation stages of a project because it improved the community's capacity to identify problems, participate in decision-making, and translate problems into solutions or action. Consequently, they observed that participation in the project initiation phase helped the community address environmental, health, and social problems using practical solutions. To add further, Freudenberg (2004) observed community participation should not be considered on a whim, but included in frameworks for development projects.

The author observed that conceptualising the community's participation was important because it helped project managers to identify the factors that affected the community's ability to implement development projects. A framework to help the conceptualisation process was then proposed. This framework was based on Goodman et al.'s (1998) conceptualisation of community participation. It was adapted to reveal the community's exposure to the developmental problem and highlight the factors affecting the community's ability or capacity to construct practical and efficient solutions. Consequently, Freudenberg (2004) proposed that a framework for development projects

be designed to strengthen community capacity. This capacity could be achieved by examining the community's environment (such as political systems, economic dynamics, and culture) and how these factors affect the participation and support of the community. Furthermore, the development framework would help the project team to understand the behavioral manifestations of a particular community.

Another author Minkler et al. (2008) extended Freudenberg's (2004) work by showing how a framework for development projects would help project teams design a community-based participative research model that promoted partnership and community participation in health-related projects. Parker et al. (2010) dissented to the effectiveness of Freudenberg's framework arguing that the effectiveness of community participation was impacted by the leadership of the project manager and the relationship between the community and the project team. Furthermore, they observed that tension between members of a community, unwillingness to compromise, and competing values and beliefs affected the level of community participation in development projects.

2.4.2 Project Planning and Community Participation

Project planning was the second phase of the project life cycle. It involved identifying the key activities, defining the plans for the activities, their sequencing, work schedule, budget, staffing requirements, and approvals from stakeholders (Satyanarayana, 2008). This phase involved a lot of decision-making and input from relevant stakeholders. Among these stakeholders were communities involved in development projects.

The World Bank (2008) concurred with the decision-making aspect of project planning phase. The institution argued that participation of stakeholders was very important in decision-making, especially when the decision affects a segment of the public. Furthermore, the institution asserted the importance of seeking community participation in decisions on development projects such as infrastructure development. This is because participation allowed the project team to take into consideration the needs and concerns of the community to create a demand-driven project and improve the planning process. This implied that involving the community in project planning allowed the project team to consider the needs and concerns of the public regarding the schedule, budget, activity plan, and staffing of the project.

A report by World Bank (2008) shows that many development organisations such as United Nations agencies, African Development Bank, and Asian Development Bank had started making community participation a key requirement for their funded projects. These organisations made it necessary for the community to be involved in the planning and implementation phases of the project life cycle. Community participation in the planning stage was termed participatory planning while participation in the implementation phase was termed participatory monitoring.

In another study, Labuschagne and Brent (2007) asserted the importance of community participation in creating sustainable projects. Their study on sustainable project life cycle management in the manufacturing sector proposed a framework for ensuring project sustainability. This framework considered a variety of factors. These factors included the corporate social responsibility strategy, economic sustainability, environmental

sustainability, and social sustainability. Economic sustainability included the financial position of the project sponsor and expected benefits of the development project. Environmental sustainability included air, water, land, energy, and mineral resources influencing the success of the development project. Lastly, social sustainability involved human resources, population, stakeholder participation, and macro-social impact of the project. The social sustainability aspect of the framework confirmed the importance of community participation in project development. In particular, the framework required that the project team involve the community in the planning stage to ensure that the delivered produce meets the community's needs.

Furthermore, the framework provided various criteria and indicators for ensuring community participation in the planning stage. The criteria included the influence of stakeholders and provision of information. To achieve these criteria, the study proposed that the project team calculate the number of community meetings and forums as well as the number of communication channels that the public could use to voice their complaints or feedback.

Similarly, Rothman (2011) supported community participation in the planning phase. The author's article on creating community capacity on a project for tobacco education and adoption recommended the use of community organisers. The article posited that community organisers should be used to encourage and monitor community participation in planning and decision-making. These organisers would be based in key areas and would work with local residents to collect information and act as project liaisons. In addition, Rothman (2011) proposed that community organisers could be used as key

informants that represented NGOs and CBOs in the local community. This would reduce the communication complexities associated with large development projects that involve numerous community stakeholders. Furthermore, the use of community organisers would simplify the planning process because these organisers would represent the community's needs, aspirations, and concerns in the planning process and decision-making.

2.4.3 Project Execution and Community Participation

The project phase implementation life cycle was concerned with transforming the development design into a physical model. The purpose of this phase was to ensure that the facility being constructed conformed to the specifications, budget, and schedule outlined in the initiation phase. Consequently, the implementation process involved a variety of activities to ensure conformity. These included quality assurance tests, scope management by the project leader, daily progress reports, time management, risk reporting and correction, and communications management (Edmonton, 2006). Edmonton (2006) asserted that stakeholder participation was very important in the construction or implementation phase. This is because this phase involved a number of people contracted to fulfil the project. These included the contractor, construction inspectors, engineering department, general supervisor, safety evaluation officers, and tender management committee members.

The involvement of these diverse stakeholders increased the conflict of interests between stakeholders in the construction phase. To reduce this conflict, the author suggested that the project supervisor ensures that the community participated in monitoring the project schedule and construction. One way was through communicating these schedules to the

community to enable interested members to follow up on the progress of the project, determine whether more resources were needed to ensure the project was delivered on time, and to ensure that the implementation process did not exceed the budget estimates. On the issue of quality and risk management in implementation, the author suggested that the community should participate in quality assurance tests so that the final construction was in accordance with national and international standards. In addition, conducting risk analysis would help the committee identify project deficiencies and decide how best to resolve the deficiencies such as through penalties, replacements, or removal of the deficient element. Nevertheless, Edmonton (2006) recommended that project teams should involve the community because their quality expectations and risk of project failure would have a significant impact on the community to benefit from the project.

Similarly, Dodman and Mitlin's (2011) study on the challenges in community-based involvement in climate issues touched on participation during project implementation. They observed that community-based adaptation was a key challenge to scholars and developers. Part of the challenge was how to include the views and interests of diverse stakeholders whilst conforming to institutional, social, and political structures.

The research delved into the benefits of community participation and recommended that community-based developers should consider the experience and role of participation in project implementation. While the authors acknowledged the challenges of ensuring seamless community participation, they also recognised that community participation was very critical in navigating the political, social, and institutional risks hindering the success of a development project. Again, Boon, Bawole, and Ahenkan (2013) concurred

with these studies on the importance of community participation in development projects. Their agreement was based on results of their case study on the International Centre for Enterprise and Sustainable Development (ICED) model for Ghana. Their study noted that there was an increase in stakeholder appreciation during project implementation and evaluation for the success of the project. It evaluated how the ICED NGO used a project participation model to ensure that community members were involved in all parts of project implementation. The findings showed that the NGO could achieve project success if it conducted a stakeholder analysis prior to commencing the project. This is because the analysis would help the project team identify and evaluate the different parties to the project, relationship with the community, and what contribution the community would make to the implementation process.

Two authors, Munt (2012) and Smith (2013), agreed with Boon et al. because they stated that a stakeholder analysis enabled a project team to develop strategies for enhancing group dynamics and leveraging the community's knowledge to improve the successful outcome of the project. To achieve project success, Boon, Bawole, and Ahenkan (2013) proposed the quadripartite project participation model (QPPM). This model consisted of a three-tier structure that comprised different management teams. The bottom tier consisted of local project management teams which comprised of members of the local communities who were selected in a participatory and transparent process. This team would be responsible for mobilising the community and coordinating project activities with the project team. The local project management team would liaise with the national project management team. This national team would be responsible for procurement, monitoring, and evaluation processes as well as diagnosing the problems and needs of the

community. The national team would be supervised by an international project management team. The international team would comprise representatives of development partners, donor agencies, NGOs, CBOs, and quality assurance teams. From the study, the benefit of QPPM model is that it sought to build consensus during project implementation. This consensus was very important because it reduced misunderstandings between community members and the project team.

The QPPM model built consensus by stipulating the procedures for submitting progress reports and feedback. The model also allowed communities, through representatives on the local project management teams, to plan open market forums where the community could express its concerns on the project implementation such as financing and shared costs for labour. Furthermore, the QPPM model created opportunities for active involvement and fair representation of different segments of the community (Boon, Bawole, & Ahenkan, 2013). Although the model achieved the outlined benefits, Biggs (1989) suggested that project teams customise their stakeholder participation process. Broody (2003) also added that it was vital that the project team came up with a fair and transparent strategy for selecting people who would represent the community in the local management team. This would ensure that the QPPM facilitated consensus building during implementation stage.

2.4.4 Project Monitoring and Evaluation and Community Participation

Participation in project monitoring and evaluation was another area discussed in various studies (Boon, 2013). Furthermore, Institutions such as the World Bank (2008) had advocated the adoption of participatory monitoring to ensure that the project achieved the

desired objectives. According to the World Bank (2008), the concept of participatory monitoring referred to the involvement of the community in monitoring practices such as detecting problems and resolving them to ensure that work progress and the finished product meets the objectives outlined in the initiation phase.

Lechner (2004) concurred that the monitoring and evaluation phase focused on anticipating and planning for issues or problems that could occur with the end product. The author observed that 20% of the time in this phase was used in planning while 80% was consumed in tracking and controlling the project outcome. This tracking and control ensured that the deliverable produced the desired results at the right time, costs, and with the right resources. Once this goal was achieved, the project leader would then follow up with the end product/deliverable and implemented upgrades when an issue warranted revisiting the project.

Additionally, Boon (2013) emphasised the need for community participation in project execution phase. This is because development projects were designed for and by actors whose contributions could cause the success or failure of the project. Thus, the authors showed that involving people who would affect or be affected by the project was a vital part of successful development projects. Their participation in the project would not only improve the likelihood of finding a local solution unique to their circumstances, but would enhance the sustainability of the project and societal harmony among different stakeholders. In addition, involving stakeholders would create trust among members of the community, increase their understanding of the problem, increase their support for the project, and improve their awareness of local issues. The authors posited that the role of

stakeholders in the monitoring process should not be ignored. They argued that the active participation of the community through meetings, task forces, advisory committees, focus groups, surveys, public hearings, and interviews was very important in determining whether the final product complied with their interests and constraints (such as funds, time, and resources).

Similarly, Reid (2012) confirmed the assertion that the active participation of stakeholders in the monitoring process was a very powerful empowerment tool. He observed that participation reduced alienation of the community by empowering the public to voice their opinions and suggestions on how the project could be improved or adapted to changing political, social, cultural, and economic environments. In his study on the power of community participation, Reid noted that community participation in the monitoring stage increased the level of volunteerism and community spirit because the public no longer felt alienated or marginalized by external agents.

Additionally, Yang et al. (2011) in their study on the typology of stakeholder analysis and engagement methods reiterated the importance of public participation in project implementation and execution. This reiteration was informed by their awareness of the basic rights of humans to participation. Their research showed that community participation facilitated the monitoring process by increasing the public's self-confidence and skills learned throughout the project to help the participants to respond more effectively to local problems. Furthermore, the research showed that community participation in local development projects not only improved economic conditions but the social conditions and networking as well.

Worth noting, however, is that Yang et al. placed a caveat on community participation in the project management process. The authors suggested that a stakeholder analysis should be performed in the initial project stages because it would help the project team determine who would participate, to what extent, and why. This suggestion was articulated by Munt (2012) and Broody (2013) who observed that community participation did not necessarily contribute to project success where stakeholder analysis was not performed.

Kambonesa (2010) on her study on community participation in a Kensington development project revisited the need to perform a stakeholder analysis to ensure that the project deliverable achieved the desired results. Kanwal et al. (2012) and Polo, Algeria, and Sirkin (2012) introduced cultural and social perspectives to community participation by arguing that the selection of community representatives should be based on the person's ability to engage in constructive dialogue and participate in shared decision-making.

2.5 Empirical Studies

2.5.1 Project Life Cycle

The project life cycle had various definitions. One author, Satyanarayana (2008), defined it as the logical sequencing of a project. The author asserted that a project life cycle describes the phases of a project. This description is critical because it helps the participants to understand the sequencing of events in the entire project. Furthermore, understanding the logical sequencing of a project helps the participants follow the progress of the project from the start to the end.

The City of Edmonton's Project Management Manual (2006) defined the project life cycle as an undertaking that had a definite starting point, objectives, and completion point. The definition suggested that the definition of the starting point and objectives comprises the conceptual planning phase which initiates the logical sequencing of a project. The Manual was also quick to differentiate between project life cycle and product life cycle to avoid confusing the reader. The authors posited that a product life cycle defines the —total life of the facility|| (p.11). This product life cycle begins when raw materials are transported to the manufacturer and ends when the produce reaches the end of its life at the seller's end. On the other hand, the project life cycle focuses on the sequencing of the project and not a product (Edmonton, 2006).

There was also consensus on the stages of the project life cycle. Most studies identified four key stages: project identification/initiation, project planning, project execution, and monitoring and evaluation (Satyanarayana, 2008; Westland, 2007). Edmonton's (2006) Project Manual identified four key phases: concept, development, implementation, and termination. The concept phase involved defining the problem; preparing a needs statement; identifying constraints; receiving input from stakeholders; and determining the scope of the project. The planning phase was concerned with designing the project and putting mechanisms in place to ensure smooth progress such as the project team, project manager, schedule, budget, and approval from the local authorities. The implementation phase was concerned with converting the designed project into physical form through construction or building.

Finally, the evaluation phase involved maintaining and monitoring facilities, writing condition reports on the status of the project, and conducting regular inspections to ensure the project achieves the desired objective (Edmonton, 2006). Another study by Westland (2007) concurred with the four sequences of a project life cycle. The study claimed that the most complex phase is project initiation. This is because the success of a project depended on the ability for stakeholders to define the problem correctly and develop a business case. Once the business case was developed, the project manager and the team would proceed to plan the resources, finances, and activities to be performed. Besides, the planning phase involved establishing quality, procurement, communication, and risk management plans to mitigate any risks and ensure a smooth transition to the implementation phase. The study also provided deeper insight on the project delivery phase that was not evident in other literature. The article posited that the execution phase was most significant and longest because it affected how the deliverable was constructed and then presented to the community or the customer.

Consequently, it was vital that the project team performed some activities concurrently including cost management, time management, quality management, change management, procurement management, issue management, risk management, and communication management. In essence, the author suggested that these activities allowed the project team to review its performance to ensure that the planned objectives were achieved. Finally, the author observed that it was vital that project managers monitored the project to ensure that the deliverable conformed to the business case and that the project activities conformed to management processes.

Another article that concurred with the phases of a project life cycle was by Satyanarayana (2008). The article was based on the author's analysis of project management activities in the Agriculture sector. The article stated the conceptualization phase was important for conducting feasibility studies and seeking approval from relevant authorities such as the local government authority and regulatory bodies.

Furthermore, it emphasized the need to allocate and prioritise project activities and ensuring that the time, budget, and personnel for the activities are sufficient. The article also highlighted the importance of stakeholder involvement in all of the phases. This involvement was referred as participative management. Participative management is important because it stimulates synergy and ensures that all stakeholders are involved in decisions that affect them. To achieve this synergy, the article encouraged project managers to set adequate time, encourage participation, and use their communication skills to ensure that all stakeholders understand the meaning and motivation for the project.

2.5.2 Levels and Stages of Participation

Participation can be practiced at different levels and stages. Hamdi and Goethert in their work Action Plan for City Alliances; cited in Perten (2011); identified five different levels of participation that can possibly be applied in a slum upgrading project: None, indirect, consultative, shared control, and full control.

In practice, the control and importance enjoyed by external support agents decrease with each step (Imparato and Ruster, 2003). This is represented in a table below:-

Table 2.1: Table showing the levels of control and importance enjoyed by external agents and communities. Source: Imparato and Ruster (2003)

Levels of participation	Community control and importance	External agent control and importance
None	None	Very High
Indirect	Very Low	High
Consultative	Low	High
Shared control	High	High
Full control	Very High	Low

The table above shows that from none to full control levels of participation community control and importance increased, whereas that of the external agencies decreased.

Having examined the different levels of participation in slum upgrading projects, it is important to point to the fact that levels of participation in slum upgrading project are not static during the course of an urbanization plan; rather they are dynamic over time (White, 2010). The community and the city needs to be involved in a relationship which serves their mutual interest best at every stage of a slum upgrading project (Perten, 2011). Arcila (2008) therefore argued that the goal in a participation process should be to use it in its most effective way, rather than to achieve its highest level. The different stages of participation include: initiation, planning, design, execution, and maintenance stages of participation.

Initiation Stage: At this stage, the consultative, shared control, or full control levels of participation can be used (Perten, 2011). Community participation is very important at this stage, because the project should originate from the community need. The technical team shouldn't have any preconceived notions about the solutions to the community's

problem during this time as this will undermine various participatory processes in the subsequent stages.

Planning Stage: Community involvement in the planning stage is very important as this stage is the stage where key decisions are made and the project is defined. The shared control level should be considered at this stage.

Design Stage: The indirect, consultative, or shared control levels of participation are recommended at this stage (Perten, 2011). This is because community input is less crucial in the design stage, because with very clear decisions in the planning stage, the design stage is only required to create the technical details of the project.

Execution Stage: In the execution stage, participation can vary through all the levels. In some cases, the community is in a better position to lead implementation, while in others, the technical team, city authorities, or consultants are in a better position to carry out implementation. As a means of generating employment, if possible, community members should be hired for the construction of projects (Perten, 2011).

Maintenance Stage: Both community and technical team should be involved in the maintenance of a completed project. In a sense, the daily maintenance of the completed projects should be the responsibility of the community residents, while repairs that require technical skills and resources should be carried out by technical teams or other outside agencies (Perten, 2011).

2.6 Conceptual Framework

Svinicki (2010) defines a conceptual framework as an interconnected convention of ideas, theories, about how a specific phenomenon functions or is related to its parts. A conceptual framework helps to clarify concepts and purpose relationships among the variables in the study. It provides a context for the interpretation of the study findings and to explain observations.

This study examined a total of five variables, four independent and one dependent. The dependent variable is housing renewal programmes whereas the independent variables are community participation in project identification, community involvement in project planning, community participation in project execution, community involvement in project monitoring and evaluation. The study also establishes whether the four listed independent variables influence the dependent variable. The four independent variables were further analyzed to identify which one the most likely influencing the delivery of housing renewal programmes. Below is the conceptual framework on which the intended study was based. The research sought to model housing renewal programmes as a function of the four listed factors.

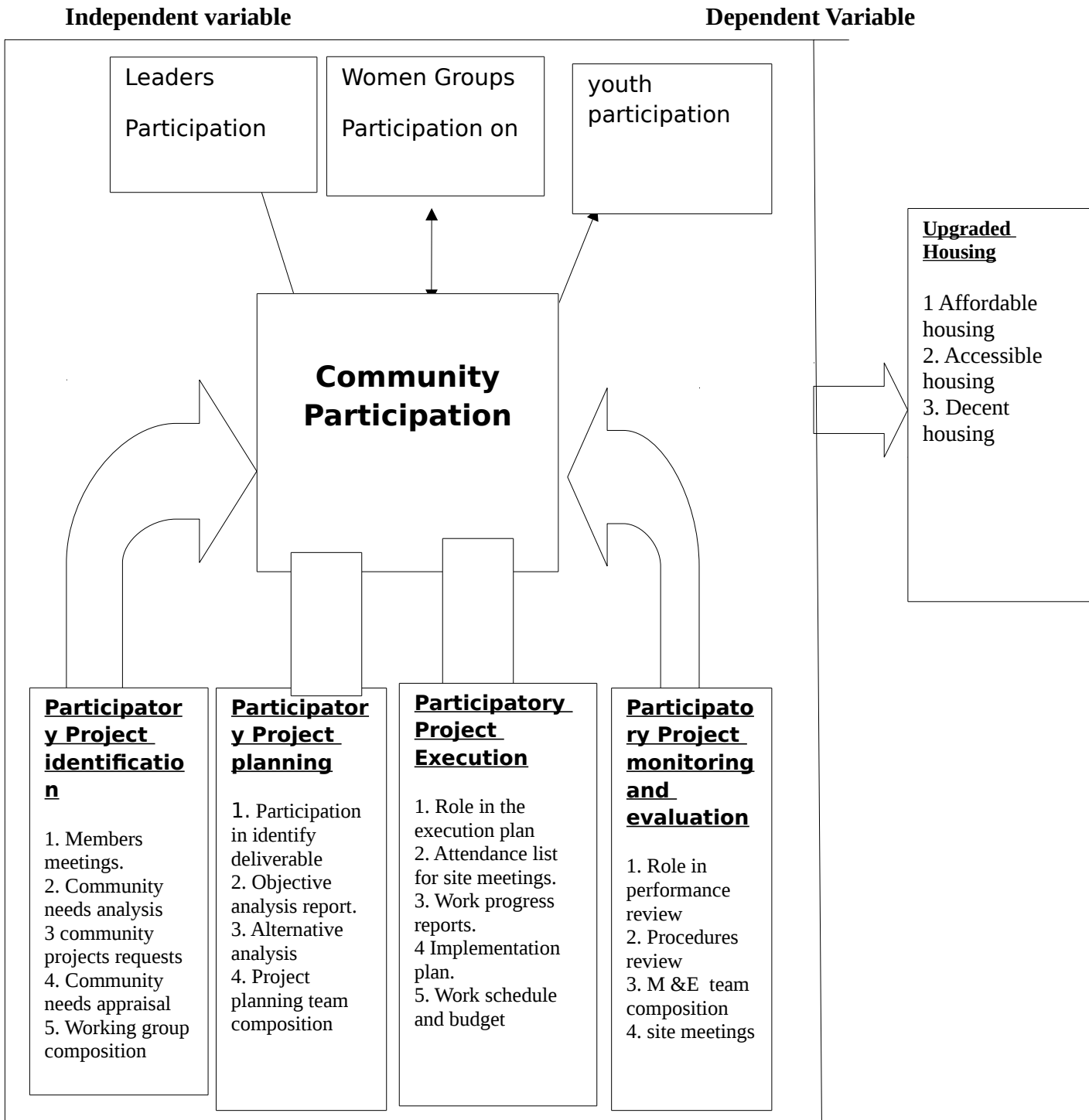


Fig.2.2 The conceptual frame work of the study (Source, Survey data: 2016)

CHAPTER THREE

Research Methodology

3.0 Introduction

This chapter describes the procedures and methods used in the study in order to satisfy the research objectives. These include: the research design, target population, sample size determination and sampling design, data collection instruments, validity and reliability, data analysis and ethical considerations.

3.1 Study Area

The study area was Kibera informal settlements, in Nairobi, Kenya. Kibera informal settlement is located in the southwest of Nairobi City centre and is approximately five kilometres away from the city centre. Kibera constitutes of 12 villages (shown in Figure 3.1) that make the informal settlements, which include Soweto East, Soweto West, Makina, Kianda, Gatwekera, Kisumu Ndogo, Lindi, Laini Saba, Silanga, Mashimoni, Kambi Muru, Kichinjio and Raila. The villages names help in revealing their history. For instance, Kichinjio a Swahili word ("slaughterhouse") was named so since the location was used for slaughtering of animals; Mashimoni ("caves") had many pits; Kisumu Ndogo ("Little Kisumu") was named after the city of Kisumu, which is predominantly Luos; and Raila was named after the former Prime Minister of Kenya who used to be the area Member of Parliament. Just outside the 13 villages are a handful of estates including Olympic, Karanja and Ayany to the northwest and Ngumo to the northeast.

Nearby landmarks are the Armed Forces Memorial Hospital, Highrise and Nairobi Dam Estates. Access to this settlement is the Mbagathi Way and Mbagathi Lane.

Most of the houses are built of earth and rooms measure 10 feet by 10 feet. Flying toilets are very common, though there are a few privately-owned toilets and others still undergoing construction. There lacks a dumping site in this settlement and therefore, wastes are disposed off on terraces and roads. Drainage is minimal, and the houses are prone to flooding and there are also both formal and informal electricity connections.

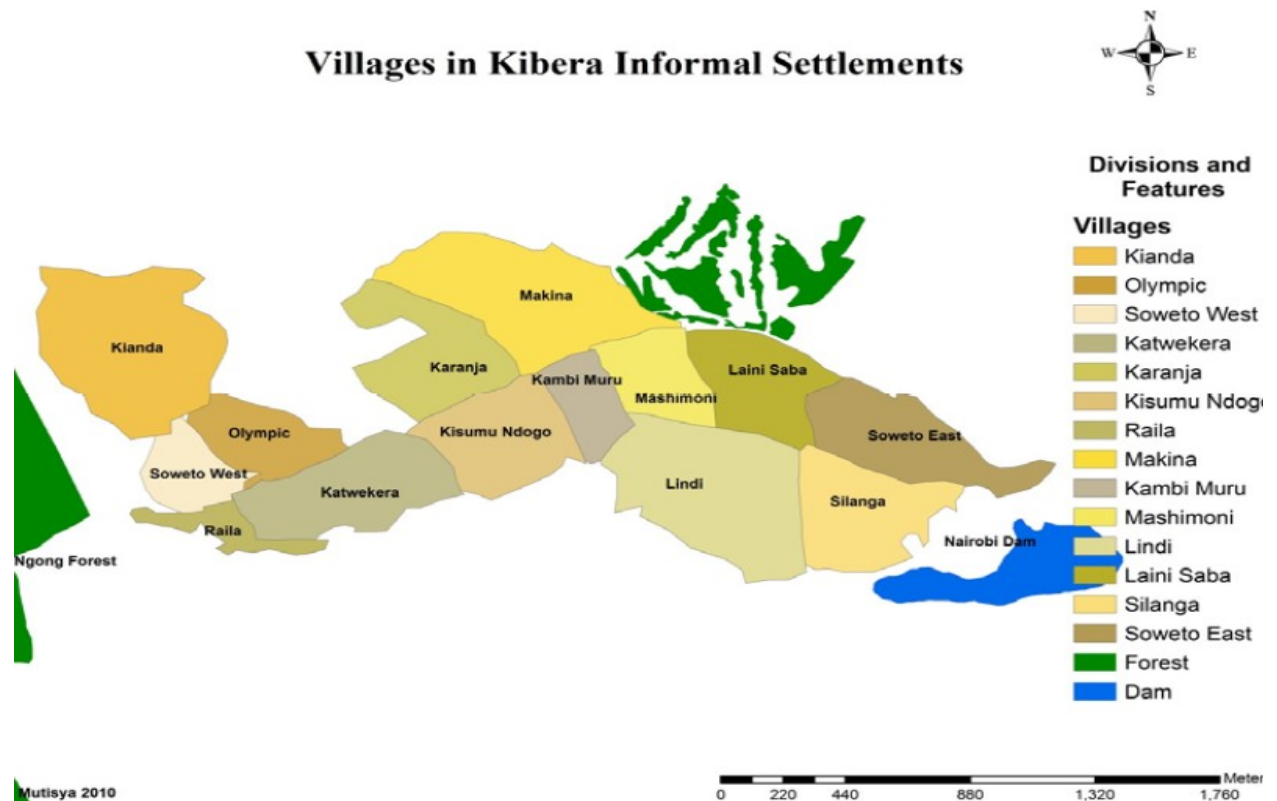


Figure 3.1: Layout showing Kibera Informal Settlements

3.3 Research Design

3.3.1 Evaluative Research

This study was conducted through an evaluation research design. Evaluation is a multi-disciplinary endeavour, and as such each discipline defines evaluation based on its disciplinary perspective. This notwithstanding, there is a consensus among authors that evaluation is a study involving collecting, analyzing, interpreting and reporting

information on a thing, place, process or event (Rossi, 2011). Evidence in literature shows that the evaluation of social programmes usually takes two main forms: formative and summative evaluations. The formative evaluation is otherwise called process or progress evaluation, and seeks to gather information during the process of implementation of the programme. This is with a view to informing development of the programme (Patton, 2014). The researcher evaluated community participation in project identification; community participation in project planning; community participation in project execution; community participation in project monitoring and evaluation of Kibera housing renewal programme and how this relates to the achieved. The researcher provided the answer to questions on how, why, and under what conditions programmes or projects work or fail to work in relation to the community participation.

3.4 Target Population

Refers to all members of a population to which research findings can be generalized and is an accurate record of the sampling framework from which the sample is to be drawn.

As per the Kenya Population and Housing Census Report (2010), Kibera had a registered a total of 60,095 households with a total population of 170,070. The target population of this study was 2,095 households of Kibera informal settlement who were the beneficiaries of the renewed housing units through Kibera slum upgrading programme; it is from this population that the study sample was drawn. The list of beneficiaries was obtained from the ministry of Housing and Urban Development. This list formed sampling frame of the study.

3.5 Sample Size

The study adopted Fisher et al. (1983) formula in Mugenda & Mugenda (1999) to determine the sample size.

$$n = \frac{z^2 pq}{e^2} \quad \text{Where:-}$$

n = desired sample size

z = standard normal deviation at required confidence level

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

q = 1-p;

e = level of statistical significance level

In this study, the standard normal deviation at required confidence level (z) is 1.96 and the level of statistical significance level adopted was 5%

The proportion of target population to the population (p) is 60,095/170,070=0.35

$$n = \frac{1.96^2 \times 0.35 \times 0.65}{0.05^2}$$

Therefore, sample size (n) = 350

3.6 Sampling Techniques

Sampling is the process of selecting a number of individuals or objects for a study in such a way that the individuals or elements represent the larger group, or population from which they are selected. Both non-probability and probability sampling techniques were used to identify respondents for the study. Systematic random sampling is a probability sampling technique and it was used to select the subjects of the study in Kibera

informal settlement to ensure that all the residents of the Kibera informal settlement were evenly sampled to eliminate bias.

According to Kerlinger (2011), systematic sampling is achieved when the elements of the population are put into a list and then every k th element in the list is chosen (systematically) for inclusion in the sample. The researcher needed a sample size of 350 respondents hence a systematic pattern was used to select the study participants. The study assigned a number to each unit from numbers 1 to 350. The researcher randomly selected the first occupant and then choose the sampling interval (k) which is $2,095/350 \approx 6$. To select the samples the researcher started with the 1st unit on the list and took every k th unit which is equal to 6.

Purposive sampling is a non-probability sampling technique that the researcher used to select officials from the various groups in the informal settlement who have the expertise and information on slum upgrading programs in Kenya.

3.7 Sources of Data

In this study, both secondary and primary data was used and the data was gathered through desktop research and field survey. Primary data was collected by interviewing selected Kibera informal residents. This form of data comes in handy to complement and add new dimensions to secondary data. The study used structured questionnaire containing both open and closed ended questions as a tool for collecting primary data information. Before embarking on the research, the author discussed the questionnaire with his supervisor to help in setting up the questions which will be clear to the respondents. To obtain secondary data, a wide scope of literature was reviewed in relation to the study. This included desktop review of the existing data and information mainly

from published official documents. The main aim of reviewing the secondary sources of data was to identify existing information gaps, challenges to be addressed by the study and inform areas to lay emphasis on. Secondary data, therefore, was of help to establishing what was already in existence in relation to current study and explanations that have been offered concerning relationships among variables. I started collecting secondary data first.

3.8 Data Collection Tools

The study employed documentation review, structured interviews and questionnaire as the data collection techniques. This study gathered both secondary and primary data. As regards primary data, the researcher used the questionnaires. The questionnaire employed both open-ended and closed questions. Trained assistants were used to collect data, therefore ruling out the possibility of errors and biases. The prepared questionnaires were distributed to each household.

3.8.1 Documentation Review

Various documents including textbooks, reports, published and unpublished works and websites were reviewed to get the necessary information on the research study. Researcher review reports from Ministry of Housing, UN Habitat and World Bank. The method was suitable for the study because one can get comprehensive and historical information; does not interrupt program or client's routine in program.

3.8.2 Questionnaires

Well-structured and validated questionnaires were designed so as to elicit data in accordance with the research questions. The questionnaires were used to address all the four objectives of the study. Questionnaires had both open and close ended questions. The intense literature study was also used to develop the questionnaires. The questionnaires were given to the respondents who were required to fill them; the researcher then collected them in person. Questionnaires were used because they are easy to administer, easier to analyze and can be stored for future use .

3.8.3 Interview schedules

Qualitative data was collected using interview schedules which were administered to selected government officials who were involved in the upgrading program. The interview schedules were used to address all the four objectives of the study. The officials were interviewed on various strategies employed during project implementation.

3.9 Reliability and Validity of Research Instrument

3.9.1 Reliability

Reliability is defined as a measure of the degree to which the research instrument yields consistent results or data, after repeated trials (Mugenda and Mugenda, 2003). In this study, the researcher pre-tested the instrument, questionnaire, by conducting pilot test on ten respondents. The results of the pilot study were used to calculate the reliability coefficient, using Kuder-Richardson formula. The instruments yield a correlation coefficient of +0.8. According to Mugenda (2003), computation of a correlation coefficient yields a statistic that ranges from -1 to +1. For instance, an instrument that

yields correlation coefficient +0.9 is believed to be reliable, -0.5 unreliable. The results guided the researcher, under the supervision of the supervisor, to restructure the questionnaire by incorporating missing information, omitting irrelevant questions and details and paraphrasing questions that appeared ambiguous to respondents.

3.9.2 Validity

Content validity is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Internal validity was enhanced by controlling extraneous variable while external validity was enhanced by randomly selection of samples. Expert opinion was requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the research tools.

3.10 Data Analysis

The data which were obtained from the structured questions in the questionnaire were coded, classified under different variables and entries made into Statistical Package for Social Science (SPSS version 17). Similarly, responses from unstructured questions on respondents' opinion were written in a separate sheet and organized in themes and thematic content analysis used to answer research questions. Descriptive analysis was to analyze the primary data of quantitative nature (structured questions). Descriptive statistics such as frequencies and percentages and augmented with measures of central tendency (means) and dispersion (standard deviation) were used. Additionally, Pearson Correlations test was calculated to determine whether there is linear relationship and nature of such relationship between the factors under study. These tests were conducted at

95% level of confidence ($\alpha=0.05$). The Chi-test was conducted to validity the correlation results. On the hand, qualitative data was coded thematically and then analyzed by use of thematic content analysis. The results were then presented in form of a prose.

3.11 Ethical Considerations

The ethical approval to conduct this study was sought from the university and the government's research department. In addition, the participants of the study were informed about the voluntary nature of their participation in the study and that their data would be kept confidential to the researcher and that their anonymity would protect. A consent letter was prepared and only those who give consent were able to complete the questionnaires. The participants were not required to provide their names so as to further protect their anonymity.

3.12 Operationalization of Variables (Source: Survey data, 2016)

Objectives	Variables	Indicators	Measurement

1.To establish how community participation in project identification influence housing renewal programme for Kibera informal settlement.	Community participation in project identification of Kibera housing renewal programme	<ul style="list-style-type: none"> - Participation in problem definition -Participating in technical, functional, and performance specifications -Participation in stakeholder analysis 	<ul style="list-style-type: none"> -Minutes of the meetings - Working group composition -Project beneficiaries analysis report - Minutes for Community needs -Role in decision-making -Representation in stakeholder meetings - Frequency of meetings
2. To establish how community participation in project planning influence housing renewal programme for Kibera informal settlement.	Community participation in project planning of Kibera housing renewal programme	<ul style="list-style-type: none"> Participation in identifies deliverables - Participation in Planning, budgeting and schedule - Participation in Support planning process 	<ul style="list-style-type: none"> -Frequency of meetings -minutes of budget and scheduling meetings
3. To establish how community participation in project execution influence housing renewal programme for Kibera informal settlement.	Community participation in execution of Kibera housing renewal programme	<ul style="list-style-type: none"> -Role in the execution plan -Involvement in procurement of goods & Service. -Voluntary offering skills and time 	<ul style="list-style-type: none"> - Site meetings Minutes -Implementation plan -co-ordination of activities -Work schedule, progress & budget -Results reports & review procedures
4.To establish how community participation in monitoring and evaluation influence housing renewal programme for Kibera informal settlement	Community Participation in PM&E of Kibera housing renewal programme	<ul style="list-style-type: none"> Role in performance review Procedures review Role in schedule and budget review Regular group discussion Delivery schedule (time) 	<ul style="list-style-type: none"> -Site meetings minutes - Work Plan reviews - Physical verification - Process evaluation -Review of achievements against set objectives

CHAPTER FOUR

Data Analysis, Presentation and Interpretation

4.1 Introduction

This chapter involves data analysis, presentation and interpretation. The study findings have been discussed in relation to the objectives and themes derived from literature reviewed. The study findings are based on 350 respondents sampled from thirteen villages of Kibera informal settlement i.e Soweto East, Soweto West, Makina, Kianda, Gatwekera, Kisumu Ndogo, Lindi, Laini Saba, Silanga, Mashimoni, Kambi Muru, Kichinjio and Raila. The selection of the villages was informed by the need to have a valid and reliable data as information may vary markedly from source to source. The Research Assistance managed to collect 287 out of 350 questionnaires. This represented a response rate of 82% which is very good for analysis and reporting (Mugenda & Mugenda: 1999). The analysis of the data was conducted using qualitative and quantitative techniques.

4.1.1 Response Rate Analysis

This study targeted 350 respondents. To establish the response rate the researcher administered the questionnaires to target population who were supposed to fill and submit them back. The response rate was as follows.

Table 4.1: Response Rate

	Frequency	Percentage
Responded	287	82
Not Responded	63	18
Total	350	100

(Source: Survey Data, 2016)

From the Table 4.1, 287 out of 350 respondents filled and returned filled questionnaire. Non response contributed to 18%. The Response rate was good and it was representative and conformed to Mugenda and Mugenda (1999) which stipulation that the response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent. This response rate was realized by employing the research assistants in administering the questionnaires. The response rate was adequate for analysis and reporting.

4.2 Background Information

This section discusses the bio data of the respondents so as to establishing if they were suitable in responding to the questions by analysis their age, gender and academic qualification.

4.2.1 Respondents Gender

The Researcher compared the gender representation of the respondents. The gender composition was as in Table 4.2.

Table 4.2: Gender representation of the Respondents

	Frequency	Percentage
Female	155	54
male	132	46
Total	287	100

(Source: Survey Data, 2016)

From the Table 4.2 findings, 155 of the respondents (54%) were female and 132 of the respondents (46%) were male. This portrays that the majority of the respondents were

female and this may be due to the fact that most male were at work place or some households had absent fathers.

4.2.2 Respondents Age

The Researcher sought to find out Age group representation of the respondents. The findings are as in Table 4.3.

Table 4.3: Age of the Respondents

	Frequency	Percentage
0 to 20 years	12	4
21 to 35 years	109	38
36 to 50 years	132	46
51 and above years	34	12
Total	287	100

(Source: Survey Data, 2016)

From the Table 4.2 findings, 12 of the respondents (4%) were aged between 0 to 20 years, 109 of the respondents (38%) between 21 to 35 years, 132 of the respondents (46%) between 36 to 50 years, 34 of the respondents (12%) were 51 years and above years. This portrays that majority of the respondents were adults and should be actively involved in the development activities in their area.

4.2.3 Academic Qualification

The study sought to determine the respondents' level of education.

Table 4.4: Academic Qualification of the Respondents

	Frequency	Percentage
Non-Formal	40	13.9
KCPE	69	23.9
KCSE	108	37.7
College	69	23.9
Total	287	100

(Source: Survey Data, 2016)

The findings in Table 4.4 shows that, 40 of the respondents (13.9%), had non-formal education, 69 of the respondents (23.9%) had KCPE, 108 of the respondents (37.8%), had KCSE certificate, 69 of the respondents (23.9%) had College qualification. This shows that around 37% of respondents lacked KCSE and College education hence could not have been actively involved to offer technical expertise during project implementation.

Table 4.5 : Longevity of the Respondents in the Area

	Frequency	Percentage
0-1 year	11	3.9
2-3 years	69	23.9
Over 3 years	207	72.2
Total	287	100

(Source: Survey Data, 2016)

The findings in Table 4.5 shows that 11 respondents (3.9%), had stayed in the study area for only one year, 69 respondents (23.9%) had stayed in the study area for three years, 207 respondents (72.2%), had stayed there for over three years This indicates that the majority of respondents had stayed there for over three years and should be aware of the problems affecting housing development activities.

Table 4.6: Source of Income of the Respondents

	Frequency	Percentage
Employed	51	17.8
Business	64	22.2
Casual Labour	120	41.7
Non-employed	52	18.3
Total	287	100

(Source: Survey Data, 2016)

The findings in Table 4.6 shows that 51 respondents (17.8%), are employed, 64 respondents (22.2%) are self-employed, 120 respondents (41.7%), are casual labour while

52 respondents 18.3% are not employed. The findings were in line with Coit (1998) who observed that slum dwellers are characterized by inadequate economic resources. This shows that the majority of respondents are casual labourers who are readily available to offer their service to slum upgrading programme.

4.3 Community Participation in Project Identification

The first objective of this study was to examine community participation in project identification and its influence on housing renewal programme for Kibera informal settlement. To achieve this objective, the researcher sought to establish the knowledge of the Kibera residents on the key housing projects in their area. Residents were asked to determine the decision-making techniques that were used in identifying the projects that they were involved. Also, respondents were required show the level of agreement with various statements on project identification. The results are summarized in Table 4.8 and Table 4.9 respectively.

Table 4.8: Decision Making Methods used In Projects Identification

	Frequency	Percentage
Drop-in centers	14	4.9
Facilitated focus groups	14	4.9
Administration community baraza	241	83.9
Others	18	6.2
Total	287	100

(Source: Survey Data, 2016)

The results in Table 4.8 shows administration community barazas (Chiefs) were the most preferred method in identifying the projects as represented by 241 of the respondents (83.9%), 18 respondents (6.2%) pointed out that informal neighborhood meetings were

employed, 18 of the respondents (6.2%) said other methods e.g. MCA meetings, gathering information from the MP's office and church announcements, 14 respondents (4.9%) said drop-in centers and 14 of the respondents (4.3%) said facilitated focus groups were used. According to the Administration Official who was interviewed, "*the community baraza meeting is indeed the most preferred mode of meeting. We normally hold meetings on need basis especially when we are starting new project*". The findings contradicted Heck (2013) who observed that it was important to include the rural poor in the initiation stages of a development project because these people were more likely to articulate their needs and wants more accurately than an outside observer.

Table 4.9: Level of Agreement with Statements on Project Identification

	Mean	Standard deviation
Beneficiaries are aware of their development projects	3.443	0.893
Beneficiaries are members of housing project	2.539	1.984
Beneficiaries are involved in needs appraisal/analysis	1.720	0.799
Beneficiaries are involved in financial analysis	1.122	1.998
Initiation of new projects is a collective responsibility	3.602	0.948
Initiation helps identify the precise problem areas	3.583	0.924
Initiation provides immediate short-run feedback	3.234	1.190

(Source: Survey Data, 2016)

The results of Table 4.9 shows that respondents overwhelmed acknowledged that initiation helps identify the precise problem areas that need improvement and that initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding as expressed by a mean score of 3.583 and 3.234 respectively. They agreed that they were fully aware of projects undertaken in the area, but they were moderately involved in needs appraisal/analysis and in financial analysis of the costs and benefits including budgets as expressed by a mean score of 3.443, 1.720 and 1.122

respectively. The respondents were neutral on the facts that were not a member of a working group and initiation as expressed by a mean score of 2.539. The findings were in line the Hech (2013) findings who asserted that members of a community should be involved in development activities since they hold diverse expectations and inspirations that may not coincide with the needs of people outside the community. On the involvement of the residents in all matters that need decision-making, the officer from the Ministry commented: *“we involve locals as much as possible, we always tell them what we are planning to do next. The problem is that we lack structures on how to involve them”*. The response were similar to the Minkler et al. (2008) findings who reported that it was important to involve community members during the initiation stages of a project because it improved the community’s capacity to identify problems, participate in decision-making, and translate problems into solutions or action.

The respondents also listed projects that they were aware of as follows; Slum upgrading program in Soweto, Kibera decanting site, construction of classrooms, construction of chiefs camp, National housing corporation Langata site, Kenya slum upgrading project etc in which they were involved in making decisions on whether to implement the project or not based on their community immediate needs.

4.3.1 Correlation between community participation in Project Identification and Housing Renewal Programme.

A correlation test was performed to determine the strength of the relationship between community participation in project identification and the implementation of housing renewal programme. Table 4.10 shows the correlation findings between the respondents’

involvement in project identification and implementation of housing renewable programme.

Table 4.10 Correlation of Participation in Project Identification and Housing Renewal Programme

	Value
Pearson's correlation $\text{\textcircled{R}}$	0.785
Number of valid cases (Frequency)	287

(Source: Survey Data, 2016)

The results showed a strong positive correlation of 0.785 between community participation in project identification and the implementation of housing renewal programme. This implied that as the community's participation increased so did the implementation of housing renewal programme.

4.3.2 Chi-Tests on the Community Participation in Project Identification

Chi-square test checks for the independence of hypothesized results whose correlation has been determined. A low value indicates that the hypothesized results are independent and therefore the variables are less likely to be correlated.

Table 4.11. Chi-square Test on the Community Participation in Project Identification and Housing Renewal Programme.

	Value	Df	Asymp. Sig. (2Sided)
Chi-Square	730.234	10	.000
Number of Valid Cases	287	1	

(Source: Survey Data, 2016)

The chi-square test between the community participation in project identification and the implementation of housing renewal programme validated the correlation results shown in Table 4.10 that the two variables were correlated. This is because the test returned a high

value of 730.234. This showed that the two variables were dependent and more likely to be correlated. This implies that there was a significant relationship between the community participation in project identification and the implementation of housing renewal programme. The findings concurred with Minkler et al. (2008) who reported that it was important to involve community members during the initiation stages of a project because it improves community's capacity to identify problems, participate in decision-making, and translate problems into solutions or actions.

4.4 Community Participation in Project Planning

The second objective of this study was to determine community participation in project planning and its influence on housing renewal programme for Kibera informal settlement. To achieve this objective, the Kibera residents were asked to react to several statements intended to describe their participation in projects planning stage.

Table 4.12: Respondents Involvement in Identifying Project Deliverable

	Frequency	Percentage
Yes	12	4.3
No	275	95.7
Total	287	100

(Source: Survey Data, 2016)

The results in Table 4.12 indicate that 275 of the respondents (95.7%) were not been involved in identifying project deliverables during projects planning stage. 12 of the respondents (4.3%) said they had been involved. To the 12 respondents (4.3%) who said yes, they indicated that their roles were; involved in planning committee, project commencement overseers, involved in project accounting, involved in project

monitoring, involved in discussion group which made sure that the project was implemented accordingly, were involved in clearing the area for construction and were involved in proving security.

Table 4.13: Respondents Planning Meeting Attendance

	Frequency	Percentage
Yes	57	20
No	230	80
Total	287	100

(Source: Survey Data, 2016)

According to the findings in Table 4.10, the following findings were deduced, 57 number of the respondents (20.0%) indicated that they had attended the meetings during project planning while 230 respondents (80.0%) said they have not attended any project planning meetings. According to the community officials who were interviewed, *“when they call the meetings some people don’t normally turn out. This might be due to the fact that some people feel that their views are not normally taken into consideration”*. According to Rothman (2011), community organisers could be used as key informants that represented NGOs and CBOs in the local community. This would simplify the planning process because these organisers would represent the community’s needs, aspirations, and concerns in the planning process and decision-making.

4.4.1. Correlation between Participatory Planning and Housing Programme.

Table 4.15 shows the correlation findings between the participation of the community in the planning stage and the implementation of housing renewal programme.

Table 4.14 Correlation Between Participatory in Planning and Housing Programme.

	Value
Pearson's correlation ®	0.823
Number of valid cases (Frequency)	287

(Source: Survey Data, 2016)

The results in Table 4.14 show a strong positive correlation of 0.823 between participation in planning and project completion. A strong positive correlation implies that as community participation in planning phase increased so did the implementation of housing renewal programme. This shows that there is a relationship between community participation in planning and the implementation of housing renewal programme.

4.4.2 Chi-Tests on Participation in Planning and Housing Renewal Programme

Chi-square test checks for the independence of hypothesized results whose correlation has been determined. A low value indicates that the hypothesized results are independent and therefore the variables are less likely to be correlated. This is shown in Table 4.15.

	Value	Df	Asymp. (2Sided)	Sig.
Chi-Square	650.237	12	.000	
Number of Valid Cases	287	1		

(Source: Survey Data, 2016)

The chi-square test between the participation of the community in the planning stage and the implementation of housing renewal programme validated the correlation results shown in Table 4.15 that the two variables were correlated. This is because the results showed a high value of 650.237. The results confirmed that there was a significant relationship between the participation in planning processes and the implementation of housing renewal programme. The findings were with the agreement with World bank

(2008) reports which show that many development organizations such as UN agencies have started making community participation a key requirement for their funding projects.

4.5 Community participation in Project Execution

The third objective of this study was to determine community participation in project implementation and its influence on housing renewal programme for Kibera informal settlement. To achieve this objective, the Kibera residents were asked to state if they were involved in project execution. Also, they were asked to react to several statements intended to describe their participation in projects implementation stage.

Table 4.16: Respondents Participation During Project Execution

	Frequency	Percentage
Yes	12	4.3
No	275	95.7
Total	287	100

(Source: Survey Data, 2016)

According to the findings in Table 4.16, the following findings were deduced, 12 of the respondents (4.3%) indicated that they were involved in project execution, 275 of the respondents (95.7%) said they were not involved in project execution. To the 10 respondents (4.3%) who said yes, they indicated that their roles were; Part of the planning committee, part of the group that was overseeing the project commencement, headed the accounts section as the treasurer, monitoring the project, part of the discussion group left with the responsibility of overseeing that work was done accordingly, setting up the area to be constructed, part of the group that takes watch of the project, participate in the

planning of the construction of the dispensary, overseeing that everything was done accordingly and involved in financial roles of the project.

Table 4.17: Agreement with Various Statements on Project Execution

	Mean	Standard deviation
I was involved in checking the site of the projects	1.694	1.045
Good coordination of activities during implementation	1.793	0.833
I Voluntary offered skills and time in running projects	1.503	1.123
I was involved in performing activities of the project	1.329	0.955
I was involved in procurement of goods and service	1.419	0.932
We frequently reviewed the project procedures	1.803	0.823
Implementation of new projects is collective responsibility	4.338	0.943
Implementation process involves coordinating people	4.502	1.088
An individual or group of people are given responsibility	2.112	1.943
During implementation deadlines were met	3.804	1.994
Project implementation is disciplined with coordinated and active human resource involvement	3.704	0.999

(Source: Survey Data, 2016)

According to the findings in Table 4.12, the respondents strongly agreed that during implementation deadlines are met to help stay within the schedule and budget and to maintain credibility, execution process involves coordinating people and resources as expressed by a mean score of 3.804 and 4.202 respectively. They also acknowledged that there is good coordination of activities during the project execution, execution of new projects is a collective responsibility that involves all community members and that project execution is disciplined with coordinated and active human resource involvement 4.502, 4.338 and 3.704 respectively. However they disagreed on the fact that they were not involved in checking the site of the projects, they weren't involved in procurement of goods and services, they frequently did not review the project procedures and that they didn't voluntary offer skills and time in running the project as expressed by a mean score

of 1.694, 1.419 and 1.803 respectively. They disagreed on the fact that an individual or groups of people were given responsibility to drive success in project execution as expressed by a mean score of 2.112. The Ministry officials who were interviewed said, *“We hold meetings with the community but these meetings were not regular. we engage with the community by informing them of the meetings, providing the meeting agendas a week in advance, using open feedback mechanisms, and communicating the importance of the project to the community”*. This confirmed that stakeholders had taken the initiative in encouraging the community to participate in the development project however not deemed adequate. These findings were similar to those of Edmonton (2006), who asserted that stakeholder participation was very important in the construction or execution phase. To reduce project conflict, the author suggested that the project supervisor ensure that the community participated in monitoring the project schedule and construction.

4.5.1. Correlation between Participatory Project Execution and Housing Programme

A correlation test was performed to establish the relationship between the participation of the community in the execution phase and the implementation of housing renewal programme. This is shown in Table 4.19.

Table 4.18 Correlation of Participatory Project Execution and Housing Programme

	Value
Pearson’s correlation ®	0.674
Number of valid cases (Frequency)	287

(Source: Survey Data, 2016)

The results showed a positive correlation of 0.674 between participation in execution and implementation of housing renewal programme. This implied that as community participation in the execution phase increased so did the implementation of housing renewal programme. The findings were similar to Edmonton (2006) who recommended that project teams should involve the community during execution because their quality expectations and risk of the project failure would have a significant impact on the community to benefit from the project.

4.6 Community Participation in Project Monitoring and Evaluation

The fourth objective of this study was to determine community participation in project monitoring and evaluation and its influence on housing renewal programme for Kibera informal settlement. To achieve this objective, the Kibera residents were asked to react to several statements intended to describe their participation in projects monitoring and evaluation stage.

Table 4.19: Agreement with Various Statements on Project Monitoring and Evaluation

	Mean	Standard deviation
M & E is a collective responsibility	4.342	1.034
Beneficiaries are involved in review of project	1.962	0.902
I was involved in work plan review	1.952	0.902
We conducted regular group discussions	2.183	1.113
Monitoring is important to ensure that activities are implemented as planned and help the project managers to measure how well they are achieving their targets	4.813	1.209

(Source: Survey Data, 2016)

According to the findings in Table 4.19, respondents agreed that monitoring and evaluation projects is a collective responsibility that involves all stakeholders, that monitoring is also important to ensure that activities are implemented as planned and help the project managers to measure how well they are achieving their targets as expressed by a mean score of 4.342, 4.813 respectively. However they disagreed that they were involved in work plan review, they conduct regular group discussions and they were not involved in the review of project position against set objectives as expressed by a mean score of 1.952, 2.183 and 1.962 respectively. On the local people involvement

Table 4. 20: Respondents rate of Community Participation during Program

	Frequency	Percentage
Excellent	12	4.3
Good	19	6.5
Fair	109	37.8
Poor	147	51.3
Total	287	100

(Source: Survey Data, 2016)

According to the findings in Table 4.14 the following finding were deduced, 12 of the respondents (4.3%) rated the level of community involvement as excellent, 19 of the respondents (6.5%) rated the level community involvement as good, 109 of the respondents (37.8%) rated the level of community involvement as fair while 147 of the respondents (51.3%) rated the level of community involvement as poor.

Table 4.21: Respondents Perception with regard to the Success of Slum Upgrading Projects in their Area.

	Frequency	Percentage
Very great extent	6	2.2
Great extent	14	4.7
Moderate extent	46	16.1
Little extent	114	39.6
Not at all	107	37.4
Total	287	100

(Source: Survey Data, 2016)

According to the findings in Table 4.21 above the following finding were deduced, 6 of the respondents (2.2%) perceives that the slum upgrading projects was successful to very great extent, 14 of the respondent (4.7%) perceives that the slum upgrading projects was successful to great extent, 46 of the respondents (16.1%) regard success of slum upgrading to moderate extent, 114 of the respondents (39.6%) regard success of slum upgrading to little extent while 107 of the respondents (37.4%) believes the of slum upgrading project was not successful at all. According to administration officials who were interviewed, *“once the project is completed, the local forms groups which then monitor the project”*. According to the World Bank (2008), the concept of participatory monitoring refers to the involvement of the community in monitoring practices such as detecting problems and resolving them to ensure that work progresses and the finished product meets the objectives outlined in the initiation phase.

4.6.1 Correlation between Participation in Project Monitoring and Housing Renewal Programme

A correlation test on the relationship between the participation of the community in the monitoring and evaluation phase and the implementation of housing renewal programme was performed and the result is as shown in table 4.22.

Table 4.22 Correlation between Participation in Project Monitoring and Housing Renewal Programme

	Value
Pearson's correlation [®]	0.899
Number of valid cases (Frequency)	287

(Source: Survey Data, 2016)

The results showed a positive correlation of 0.899 between participation in monitoring and implementation of housing renewal programme. This implied that as community's participation in the monitoring and evaluation phase increase so did the implementation of housing renewal programme. The findings were in line with World Bank (2008) that the concept of participatory monitoring referred to the involvement of the community in monitoring practices such as detecting problems and resolving them to ensure that work progress and the finished product meets the objectives outlined in the initiation phase. Contrary findings were observed in the interview responses from kibera settlement officials. The officials responded that they consulted the Kibera community in all matters that need decision-making. However, the meetings were not regular. Their feedback contradicted the questionnaire responses that the community was engaged in all the decisions concerning the development project. A majority of the responses showed that Kibera settlement officials participated in the planning, execution, and monitoring and evaluation phases of the development project. Their response showed that the Kibera community was adequately represented by the Kibera settlement officials on all matters concerning the project. Interviewed officials responded that they presented the concerns and sentiments of the residents to the steering committee.

4.7. Housing Renewal Programme for Kibera Informal Settlement

The study sought to establish whether the respondents were aware of the initial objectives/purpose of the housing renewal projects, whether they have ever been involved in setting the goals for any housing project around the area, how well goals of the projects have been achieved, how well respondents needs have been met by many of the projects initiated in Kibera informal settlements, level of satisfaction in terms of quality of facility and value for money spent on the project and whether respondents would have answered differently if they were fully engaged in all (or most) decision-making from identification to completion of the project.

Table 4.23: Awareness of Respondents of the Initial Objectives/Purpose of most of the Housing Renewal Projects

	Frequency	Percentage
Yes	75	26.1
No	212	73.9
Total	287	100

(Source: Survey Data, 2016)

From the findings in Table 4.23, 212 of the respondents (73.9%) indicated that they were not aware of the initial objectives/ purpose of most of the projects whereas 75 of the respondents (26.1%) said they were.

Table 4.24: Respondents Involvement in Setting the Goals for Housing Projects

	Frequency	Percentage
Yes	70	24.3
No	217	75.7
Total	287	100

(Source: Survey Data, 2016)

From the findings in Table 4.24, 217 of the respondents (75.7%) indicated that they have never been involved in setting the goals for any projects. 70 of the respondents (24.3%) said they were involved in setting the goals for

Table 4.25: How well Goals of the Projects have been Achieved

	Frequency	Percentage
Very well	30	10.4
Fairly well	56	19.6
Not at all	201	70
Total	287	100

(Source: Survey Data, 2016)

From the findings in Table 4.25, 56 of the respondents (19.6%) indicated that goals of the projects were achieved fairly well, 30 of the respondents (10.4%) said very well and 201 of the respondents (70%) said they were not at all achieved. The respondents also listed projects that had been completed on time.

Table 4.26: Satisfaction in terms of Quality of Facility and Value for Money

	Frequency	Percentage
Not satisfied	107	37.4
Very dissatisfied	114	39.6
Dissatisfied	46	16.1
Satisfied	14	4.9
Very satisfied	6	2.2
Total	287	100

(Source: Survey Data, 2016)

Regarding level of satisfaction in terms of quality of facility and value for money spent on the project, the findings in Table 4.26 show that 14 of the respondents (4.9%) showed that they were satisfied, 6 of the respondent (2.2.0%) said they were very satisfied, 46 of the respondents (16.1 %) were dissatisfied, 114 of the respondents (39.6%) were very dissatisfied and the remaining 107 of the respondents (37.4%) were not satisfied.

Table 4.27: Whether the Respondents would have Answered Differently if they were Fully Engaged

	Frequency	Percentage
Yes	217	75.7
No	70	24.3
Total	287	100

(Source: Survey Data, 2016)

From the findings in Table 4.27, 217 of the respondents (75.7%) indicated that they would have answered differently if they were fully engaged in all (or most) decision-making from identification to completion of the project and 70 of the respondents (24.3%) said they wouldn't.

The respondents also gave opinions on what should be done to improve housing renewal project outline such as; community as a whole should take control of the projects and not the ward leaders, all individual in the location should be involved in order for all of them to participate in the decision making and that powers should rest with the people, projects should be handed to the people on the ground to increase efficiency of work being done, information on projects should be broadly announced to increase awareness and people should be trained on how to create project proposals, job opportunities like construction and paint work should be offered to the youth group in the ward, leaders should involve themselves more with the people to help projects to be identified and completed with ease, more projects should be introduced into the ward, identification of projects should be done by the community who know what exactly is not developed in the location, more money should be allocated to increase the projects and that the committee should be formed to carry out more research on possible projects to be carried out in the ward. The findings were in line with Reid (2012) who assertion that the active participation of

stakeholders in the monitoring process was a very powerful empowerment tool. He observed that participation reduced alienation of the community by empowering the public to voice their opinions and suggestions on how the project could be improved or adapted to changing political, social, cultural, and economic environments. On the implementation of housing renewal programme, the interviewee felt that the goals of the project were achieved and that they were satisfied. This response disagreed with the questionnaire responses.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key data findings, the conclusion is drawn from the findings highlighted and the recommendation made there-to. The conclusions and recommendations drawn focuses on addressing the objective of the study.

5.2 Summary of Findings

The study sought to determine the influence of community participation on project identification, project planning, project execution, project monitoring and evaluation on the implementation of housing renewal programme for Kibera informal settlement.

5.2.1 Community Participation in Project Identification

The study showed that administration community barazas were the most preferred method in decision-making when identifying the projects as represented by 78.9% of the respondents. An official who was interviewed lamented, “*the community baraza meeting is indeed the most preferred mode of project meetings. We normally hold meetings on need basis especially when we are starting new project*”. Only 24% of the respondents pointed out that informal neighborhood meeting was employed while 5.7% of the respondents said other methods such as MCA meetings, gathering information from the MP’s office and church announcements were preferred. Drop- in centers and facilitated focus groups each had 4.3 % of the respondents pointing as a preferred method. The findings also showed that respondents overwhelmed acknowledged that initiation helps identify the precise problem areas that need improvement and that initiation provides

immediate short-run feedback on whether quality improvement efforts are succeeding as expressed by a mean score of 3.583 and 3.234 respectively. Respondents agreed that they were fully aware of projects undertaken in the area, but they were moderately involved in needs appraisal/analysis and in financial analysis of the costs and benefits including budgets as expressed by a mean score of 3.443, 1.720 and 1.122 respectively. The respondents were neutral on the facts that were not a member of a working group and initiation as expressed by a mean score of 2.539.

The respondents also listed projects that they were aware of the following projects undertaken in their area as follows; Slum upgrading program in Soweto, Kibera decanting site, construction of classrooms, construction of chiefs camp, National housing corporation Langata site, Kenya slum upgrading project etc in which they were involved in making decisions on whether to implement the project or not based on their community immediate needs.

5.2.2 Community Participation in Project Planning

According to the study, 95.7% of the respondents indicated that they had not been involved in identifying project deliverables during projects planning stage while only 4.3% of the respondents said they had been involved. According to the community officials who were interviewed, *“when we call the project meetings some people don’t normally turn out. This might be due to the fact that some people feel that their views are not normally taken into consideration”*. The 4.3% of the respondents who said yes, they indicated that their roles were; involved in planning committee, project commencement overseers, involved in project accounting, involved in project monitoring, involved in

discussion group which made sure that the project was implemented accordingly, were involved in clearing the area for construction and were involved in proving security.

5.2.3 Community Participation in Project Execution

The study found out that there were rarely formal meeting held by the project execution team to give an update on the progress of the project during the project implementation as only 4.3% indicated that they were involved in project implementation while overwhelming 95.7% of the respondents said they were not involved in project execution. The Ministry officials who were interviewed said, *“We hold meetings with the community but these meetings were not regular. we engage with the community by informing them of the meetings, providing the meeting agendas a week in advance, using open feedback mechanisms, and communicating the importance of the project to the community”*. The 4.3% of the respondents who said they were involved in project execution indicated that their roles were; Part of the implementing committee, part of the group that was overseeing the project commencement, headed the accounts section as the treasurer, monitoring the project, part of the discussion group left with the responsibility of overseeing that work was done accordingly, setting up the area to be constructed, part of the group that takes watch of the project, participate in the planning of the construction of the dispensary, overseeing that everything was done accordingly and involved in financial roles of the project.

According to the study, the respondents strongly agreed that during implementation deadlines are met to help stay within the schedule and budget and to maintain credibility, implementation process involves coordinating people and resources as expressed by a

mean score of 3.804 and 4.202 respectively. They also acknowledged that there is good coordination of activities during the project implementation, implementation of new projects is a collective responsibility that involves all community members and that project execution is disciplined with coordinated and active human resource involvement 4.502, 4.338 and 3.704 respectively. However they disagreed on the fact that they were not involved in checking the site of the projects, they weren't involved in procurement of goods and services, they frequently did not review the project procedures and that they didn't voluntary offer skills and time in running the project as expressed by a mean score of 1.694, 1.419 and 1.803 respectively. They disagreed on the fact that an individual or groups of people were given responsibility to drive success in project implementation as expressed by a mean score of 2.112.

5.2.4 Community Participation in Project Monitoring and Evaluation

According to the study, respondents agreed that monitoring and evaluation is a collective responsibility that involves all stakeholders; that monitoring is also important to ensure that activities are implemented as planned and help the project managers to measure how well they are achieving their targets as expressed by a mean score of 4.342, 4.813 respectively. However they disagreed that they were involved in work plan review, they conduct regular group discussions and they were involved in the review of project position against set objectives as expressed by a mean score of 1.952, 2.183 and 1.962 respectively. According to administration officials who were interviewed, *“once the project is completed, the local forms groups which then monitor the project”*.

5.2.5 Housing Renewal Programme

The study established that project beneficiaries were not aware of the initial objectives/ purpose of most of the housing renewal projects as indicated by 170 of the respondents (73.9%) and indicated that they have never been involved in setting the goals for housing projects (174 of the respondents, 75.7%). In addition, they indicated that goals of the projects were not achieved at all as indicated by 161 of the respondents (70%) and listed projects that had been completed on time. Project beneficiaries were not satisfied in terms of quality of facility and value for money spent on the project as indicated by 86 of the respondents (37.4%).

The study further found out that project beneficiaries would have answered differently if they were fully engaged in all (or most) decision-making from identification to completion of the project (174 of the respondents, 75.7%). Opinions on what should be done to improve housing renewal project outline such as; community as a whole should take control of the housing projects and not the ward leaders, all individual in the location should be involved in order for all of them to participate in the decision making and that powers should rest with the people, projects should be handed to the people on the ground to increase efficiency of work being done, information on projects should be broadly announced to increase awareness and people should be trained on how to create project proposals, job opportunities like construction and paint work should be offered to the youth group in the ward, leaders should involve themselves more with the people to help projects to be identified and completed with ease, more projects should be introduced into the ward, identification of projects should be done by the community who know what exactly is not developed in the location, more money should be allocated to

increase the projects and that the committee should be formed to carry out more research on possible projects to be carried out in the ward were also highlighted.

5.3 Conclusion

This section sought to discuss the influence of community participation in project identification, project planning, project implementation and project monitoring and evaluation on the implementation of housing renewal programme.

5.3.1 Community Participation in Project Identification

The study found out that administration community barazas were the most used decision-making methods in identifying the projects. It was strongly agreed that initiation helps identify the precise problem areas that need to be improved and that initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding. The project beneficiaries agreed on the fact that they were fully aware of projects undertaken in the area, but were moderately involved in needs appraisal/analysis and in financial analysis of the costs and benefits including budgets. These findings are in line with Meredith and Mantel (2006) who describes the importance of various stages of the project initiation process in the accomplishment of a project. The first stage of a formal participatory process for projects identification is the needs assessment. Prior to this community involvement exercise, a situational analysis is done, mostly by a person outside the community. The situational analysis aims at describing the community situation as it is currently, identifying and listing pressing problems being encountered by the community. The findings also correlate with Marrie and Andrew (2009) in their journal, *Project Initiation for the corporate world*, which states that the project initiation phase is the first phase of the project management life cycle, as it involves starting up a

new project. Within the initiation phase, the business problem or opportunity is identified, a solution is defined, a project is formed, and a project team is appointed to build and deliver the solution to the customer. A business case is created to define the problem or opportunity in detail and identify a preferred solution for implementation. The findings also correlate with Kim(2007) who stresses the importance of project initiation process in the success of project accomplishment. The findings are also in line with Chin Saik Yoon, 1996) who emphasize that needs assessment is one of the critical stages in the project development process, reliable, accurate and usable information is needed that reflects the ideas articulated by representative groups of the target population and other stakeholders in the community. Therefore, involvement in needs analysis is essential to projects identification and timely completion of projects.

5.3.2 Community Participation in Project Execution

The study found out that there were no formal meeting held by the project execution team to give an update on the progress of the project during the project execution. Also, the study found out that they were little community involvement in project execution. Its only small percentage who said they were involved in Part of the planning committee, part of the group that was overseeing the project commencement, headed the accounts section as the treasurer, monitoring the project, part of the discussion group left with the responsibility of overseeing that work was done accordingly, setting up the area to be constructed, part of the group that takes watch of the project, participate in the planning of the construction of the dispensary, overseeing that everything was done accordingly and involved in financial roles of the project.

According to the study, the respondents strongly agreed that during execution deadlines are met to help stay within the schedule and budget and to maintain credibility, execution process involves coordinating people and resources. They also acknowledged that there is good coordination of activities during the project execution, execution of new projects is a collective responsibility that involves all community members and that project implementation is disciplined with coordinated and active human resource involvement. However they disagreed on the fact that they were not involved in checking the site of the projects, they weren't involved in the procurement of goods and services, they frequently did not review the project procedures and that they didn't voluntarily offer skills and time in running the project. They disagreed on the fact that an individual or groups of people were given responsibility to drive success in project execution. This correlates with Pinto, Dennis and Slevin (2010) who argues that even the minimal hands-on implementation undertaken by the community is instrumental in providing the community with a feeling that this is their own project and they should support it. Among the major activities is encouraging the community to participate in launching the project, be involved in coordination of activities, monitoring, and taking care of contingencies. Therefore valuing their participation is essential towards successful project implementation. The findings also contradict Kasule, (1996) who argues *the* community, as the beneficiaries, must be involved in the sequencing and ultimate execution of the project. Even the minimal hands-on execution undertaken by the community is instrumental in providing the community with a feeling that this is their own project and they should support it. Among the major activities is encouraging the community to

participate in launching the project, be involved in coordination of activities, monitoring, and taking care of contingencies.

These findings are in line with Pinto, Dennis and Slevin (2008) who says that project execution involves a number of activities, these activities or factors are sequenced to occur (or be considered) in a logical order instead of randomly or concurrently. The community, as the beneficiaries, must be involved in the sequencing and ultimate execution of the project.

5.3.3 Community Participation in Project Monitoring and Evaluation

The study revealed that monitoring and evaluation projects is a collective responsibility that involves all stakeholders, that monitoring is also important to ensure that activities are implemented as planned and help the project managers to measure how well they are achieving their targets. However they disagreed that they were involved in work plan review, they conduct regular group discussions and they were not involved in the review of project position against set objectives. This finding contradicts Korten and Chambers (2006) who argues that decisions on human, financial, and material resources are made during monitoring. The local community, (men and women), should be involved in a participatory way, as much as possible, in gathering this information.

Flexibility is vital during this stage, continually monitoring progress against measurable criteria is necessary, comments from the local community must be incorporated and the project adjusted according to the dynamic needs of the beneficiaries and hence successfully manages the process for acceptable results delivery (Prologue Consulting

Ltd / CYMAR Market Research Ltd). Project beneficiaries were not involved in developing resources list, procurement rules and regulations for any housing project around the area. This finding contradicts Cracknell (2000) who states that the strongest challenge to standard approaches to aid evaluation in the last two decades has involved the elaboration and application of participatory approaches. These have aimed to involve beneficiary populations in project management, to assist them in taking responsibility for improving their own conditions and to incorporate them into more democratic processes of development decision making. This finding also contradicts Kasule (2011) who says that a manager must have the vision, good planning, follow-up and follow-through for successful implementation. Successful implementation requires, in addition, proper knowledge and skill, clear well-written goals (specific, flexible, realistic), clear priorities, a clear plan of action, and emphasis on quality control (QC), quality assurance (QA) and quality improvement (QI). An inadequate implementation plan is a final factor that can sabotage an otherwise successful project performance. The findings also contradict Lawal and Onohaebi (2010) who argued that monitoring of projects by relevant bodies is essential and of greatest benefit because of the improved insight they provide concerning project completion status thus not taking into consideration views and recommendations of beneficiaries would hinder successful completion of projects.

The study also found out that the level of community participation being poor. The respondents perception with regard to the success of slum upgrading Projects in their area was also very poor. This finding contradicts authors such as Korten and Chambers (2006) whom Bond and Hulme (2010) describe as “purists” have sought to reorient the

development enterprise to support the goal of empowerment. They have promoted an approach called “M&E for empowerment” because it emphasizes learning at the local level, seeking to empower project beneficiaries by involving them in the evaluation process. Very importantly, representation and participation of local (beneficiary) community should also be sought.

5.4 Recommendations

Based on the findings, the researcher proposes the following strategies for improving community participation in the entire project life-cycle.

1. On project initiation, the study established that there was little community participation in the implementation of housing renewal programme for Kibera informal settlement. To ensure that the project initiation phase progresses smoothly for the project team, the researcher proposes that the team should encourage participation of the community by encouraging individual members to give their opinions on different projects. The project team also needs to use different communication means to ensure that people are able to articulate their needs and wants. The study also proposes that project teams should use a variety of communication methods such as face-to-face interviews, community meetings, focus groups, bazaars, representatives, television, and radio. Incorporating these methods would help the community articulate its needs and help the project team develop a better business case for the development project.

2. On project planning, the study established that there was little community participation in the implementation of housing renewal programme for Kibera informal settlement. To achieve maximum participation in the planning phase, so as to complete the projects

successfully, the researcher proposes that the project team should involve community residents in all planning activities including work sequencing, work scheduling, budgeting, staffing, and getting approvals from government agencies. Their involvement would enable the project team to take into consideration the residents concerns thereby create a demand-driven project. The completion of such a project would be guaranteed since it would have the trust and commitment of the community.

3. On project execution, the study established that there was little community participation in the execution of housing renewal programme for Kibera informal settlement. To achieve maximum participation in the execution phase for the successful completion of these projects, the researcher suggests that the project team should encourage community participation to ensure that the physical model conforms to their needs and desires. It proposes that the project should involve the community when performing quality assurance tests, drafting progress reports, managing communications, reporting project risks, and managing the schedule of the development project. The study also proposes that the research team should develop communication schedules to help the community follow up on the project and ensure that the execution conforms to the goals and interests of all the stakeholders. This participation would create trust and encourage the people to commit to the completion and success of the project.

4. On project monitoring and evaluation, the study established that there was little community participation in the execution of housing renewal programme for Kibera informal settlement. For optimum participation in the monitoring and evaluation phase and for successful project completion, the study proposes that participatory monitoring be encouraged as a way of gaining community support and ensuring the completion of

development projects. The researcher recommends that the project team and decision-makers should promote participatory monitoring by accepting feedback from the community and anticipating project issues that could come after it has been handed over. This tracking and control would help the project team deliver the desired product on time, cost, and with sufficient resources.

5.5 Limitations and Implications for Further Study

The researcher recommends that the study be carried out on the influence of political power and cultural factors on community participation in the implementation of housing renewal programme in the informal settlements. The researcher further proposes that the study is carried out on a larger scale to develop a better understanding of the effect of community participation on in the implementation of housing renewal programme for other informal settlement. This is because this study was delimited to Kibera informal settlement. The findings cannot, therefore, be generalized in all the slums. Further research is encouraged on the ways community participate in development projects and the strategies put in place by key stakeholders to ensure that participation is effective so that the projects are delivered on time, budget and with residents suppo

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APPENDICES

Appendix I: Questionnaire for the Residents of Kibera Informal Settlement

Please answer these questions to the best of your knowledge. Please put a tick (✓) where appropriate. Do not include your name anywhere in the questionnaire.

A. Background Details

1	Gender	Male <input type="checkbox"/>	Female <input type="checkbox"/>
2	Age	0-20	<input type="checkbox"/>
		21-35	<input type="checkbox"/>
		36-50	<input type="checkbox"/>
		>51	<input type="checkbox"/>
3	Level of your educational	Non-formal	<input type="checkbox"/>
		Primary	<input type="checkbox"/>
		Secondary	<input type="checkbox"/>
		College	<input type="checkbox"/>
4	How long have you lived in this settlement?	1-1 years	<input type="checkbox"/>
		2-3 years	<input type="checkbox"/>
		over 3 years	<input type="checkbox"/>
5	What is your source of income	Employed	<input type="checkbox"/>
		Business	<input type="checkbox"/>
		Casual labour	<input type="checkbox"/>
		Not employed	<input type="checkbox"/>

B. Project Identification

6) List 3 housing projects that you are aware of in Kibera informal settlement.

(1)----- (2) -----

(3)-----

7) From the three (3) housing projects you have listed above, were you directly involved in making decisions on whether to implement the project or not, based on your community immediate needs?

Project No.1: (i) Yes (ii) No Project No.2: (i) Yes (ii) No

Project No.3: (i) Yes (ii) No None of the above Projects-----

8) Which of the following decision-making methods was used in identifying the projects you listed in number six (6) above?

(i) Drop-in Centers (ii) Administration Community Barazas (Chief)

(iii) Facilitated Focus Groups (iv) Informal Neighborhood Meetings

(v) Other (please specify)

9) What is your level of agreement with the following statement on project identification?
Use a scale of 1-5 where 1 = strongly disagree and 5 = strongly agree.

	1	2	3	4	5
I am fully aware of housing projects undertaken in my area					
I am a member of a housing project working group					
I was involved in needs appraisal/analysis					
I am involved in financial analysis of the costs and benefits including budgets					
Initiation of new projects is a collective responsibility that involves all community members					
Initiation helps identify the precise problem areas that need to be improved					
Initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding					

C. Project Planning

10. Are you involved in identifying project deliverables?

(i) Yes [] (ii) No []

11) If 'Yes' to above, please state briefly what your role was;

.....

12) Have you attended project planning meeting?

(i) Yes [] (ii) No []

13) If 'Yes' above, how was your participation valued?

(i) Very well [] (ii) Fairly well [] (iii) Not at all []

D. Project Implementation

14) Are you involved in any housing project execution?

(i) Yes [] (ii) No []

15) If 'Yes' to above, please state briefly what your role was;

.....

16) What is your level of agreement with the following statement on project implementation?

Use a scale of 1-5 where 1 = strongly disagree and 5 = strongly agree.

	1	2	3	4	5
I am involved in checking the site of the projects					

There is good coordination of activities during the project implementation					
I voluntarily offer skills and time in running the project					
I am involved in performing activities of project in accordance with project management plan					
I am involved in procurement of goods & service					
We frequently review the project procedures					
Implementation of new projects is a collective responsibility that involves all community members					
Implementation process involves coordinating people and resources, and performing the activities of the project in accordance with the project management plan.					
An individual or group of people are given responsibility to drive success in project implementation					
During implementation deadlines are met to help stay within the schedule and budget and to maintain credibility					
Project implementation is disciplined with coordinated and active human resource involvement					

E. Project Monitoring and Evaluation

17) What is your level of agreement with the following statement on project monitoring and evaluation? Use a scale of 1-5 where 1 = strongly disagree and 5 = strongly agree.

	1	2	3	4	5
Monitoring and Evaluation projects is a collective responsibility that involves all stakeholders					
I am involved in review of project position against set objectives					
I am involved in work Plan review					
We conduct regular group discussions					
Monitoring is also important to ensure that activities are implemented as planned and help the project managers to measure how well they are achieving their targets					

18) In your opinion how would you rate the level of community participation in the program?

(i) Excellent [] (ii) Good [] (iii) Fair [] (iv) poor []

19) To what extent does the implementation of slum upgrading in Kibera has been regarded as a success?

Very great extent	Great extent	Moderate extent	Little extent	Not at all

F: Implementation of Housing Renewal Programme

20) Are you aware of the initial objectives (purpose) of most of the housing renewal projects?

(i) Yes [] (ii) No []

21) Have you ever, in the best of your knowledge, been involved in setting the Goals for any housing renewal project around your area?

(i) Yes [] (ii) No []

22) If 'Yes' to above, list some of the projects

(i).....

(ii).....

(iii).....

(iv)

23) To the best of your knowledge, how well have Goals of the above listed projects been achieved?

(i) Very well [] (ii) Fairly well [] (iii) Not at all []

24) What is your satisfaction in terms of quality of facility and value for money spent on this project?

(i) Very satisfied () (ii) Satisfied () (iii) Dissatisfied () (iv) Very dissatisfied ()
(v) Not Satisfied ()

25) If 'No' above, do you, in your opinion, have answered differently if you were fully engaged in all (or most) decision-making from identification to completion of the project?

(i) Yes [] (ii) No []

26) In your opinion what should be done to improve housing renewal program?

.....

.....

.....

.....

.....

Appendix II: Interview Schedule for the Administration Official

1. How long have you served as a Local administration official?

- (a) 1 year () (b) 2 years () (c) 3 years () (d) Over 4 years ()

2. Does local administration involve the residents in all matters that need decision-making?

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

3. How often does local administration hold meeting community?

- (a) Weekly ()
- (b) After a fortnight ()
- (c) Once a month ()
- (d) Other

4. Are you involved in the slum upgrading project?

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

5 Does the Steering Committee involve local administration to identify projects that will directly Kibera Residents? How?

- (a) Yes
- (b) No

How?
.....
.....
.....

6. Were you involved in the planning phase of slum upgrading projects?

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

7. What was your role during the planning phase?

.....
.....
.....

8. Was Local administrator involved during monitoring and evaluation?

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

9. How do you present the residents' sentiments or concerns to the Steering Committee?

.....
.....
.....

10. In your opinion, is the project complete?

11 Are you of the opinion that community participation affected completion of the project?

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

12. Would you say that the project is successful?

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

13. Any suggestion(s) that you feel would help complete the project sooner?

.....
.....
.....

Appendix III: Interview Schedule for Official from Ministry

1. How long have you served in this organisation in your current capacity engaged in KSUP?

.....

2. How often do you visit Kibera Slum in a month?

.....

3. What are your responsibilities in slum upgrading?

.....
4. How often do you meet with the Local officials?

.....
5. How do you ensure that the Kibera residents are engaged in initiating development projects?

.....
6. At planning stage of the project, do you involve the community? If yes, what is their role?

.....
7. How do you ensure that the residents of Kibera participate in planning development projects;

.....
8. What mechanisms do you employ to ensure that the community is involved in project execution;

.....
9. Is the community engaged in the monitoring and evaluation activities of the projects? Yes/No

10. In your opinion, is the project is complete?
.....

11. Is the project successful in your opinion? Yes/No Give reasons:
.....

12. Has community participation in projects impacted negatively or positively on completion? Explain.
.....
.....
.....

Appendix IV: Letter of Authorization



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

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NAIROBI-KENYA

Ref. No. NACOSTI/P/15/96521/8052

Date:

13th November, 2015

Meshack Kirimi Mbae
Moi University
P.O. Box 3900-30100
ELDORET.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Community participation in the implementation of housing renewal programme for Kibera Informal Settlement Nairobi-Kenya,*" I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for a period ending **1st November, 2016.**

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.


DR. S. K. LANGAT, OGW
FOR: DIRECTOR GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.