COMMUNITY PARTICIPATION IN PROJECT

PREPARATION AND MANAGEMENT

IN MOGADISHU

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A   Thesis Presented to the School of

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Master of Project planning and Management

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By:

ABDULSALAM ABDULRAHMAN MOHAMED

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DECLARATION A

"This dissertation is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".

ABDULSALAM ⟨signature⟩

Name and Signature of Candidate

30/06/2011

Date

DECLARATION B

"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".

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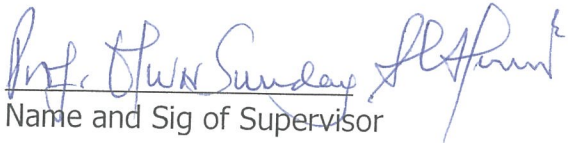Name and Signature of Supervisor

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APPROVAL SHEET

This dissertation entitled "Community Participation in Project Preparation and Management" prepared and submitted by Abdulsalam Abdulrahman Mohamed in partial fulfillment of the requirements for the degree of master of arts in Project planning and Management has been examined and approved by the panel on oral examination with a grade of <u>PASSED</u>.
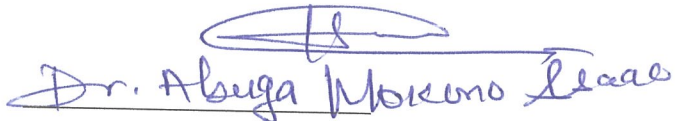
Dr. Mwanike Roseann
Name and Sig. of Chairman

Prof. Otwn Sunday
Name and Sig of Supervisor

Dr. Abuga Moreno Isaac
Name and Sig. of Panelist

_____
Name and Sig. of Panelist

Dr. Abeeny Theela
Name and Sig. of Panelist

Date of Comprehensive Examination: _____

Grade: _____

_____
Name and Sig of Director, SPGSR

_____
Name and Sig of DVC, SPGSR

IV

DEDICATION

I dedicate this thesis to my father **Abdulrahman Arwah,** and my mother **fowzia Abdulsalam.**

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LIST OF ABBREVIATIONS

EDC	Education Development Center
FSNU	Food Security and Nutrition Unit
INGO	International Non-governmental Organization
IREX	International Research & Exchange Board
NED	National Endowment for Democracy
NGO	Non-governmental Organization
SIDA	Swedish International Development Cooperation Authority
SONSA	Somali none state actors
SOYDEN	Somali Youth Development Network
SPL	Somali peace line
UNCA	United Nations Economic Commission for Africa
UNDOS	United Nations Development Office for Somalia
UNDP	United Nation Development Program
UNESCO	United Nations Educational, Scientific and Cultural
UNFPA	United Nations Fund for Population Agency
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
USAID	United States Aid

ABSTRACT

Over the last two decades Somalia and many other African countries have undergone several economic restructuring through the assistance of the International Monitory Fund, World Bank and other international bodies. Most of these assistance have come in the form of aids, projects and financial assistance, all aimed at reducing the poverty among its people.

Most of development projects in Somalia that are designed and implemented by the United Nations agencies and local NGOs were not fully involved to the beneficiaries, so most of them were not succeeded and sustained.

The main objective of the study was to examine the extent to which beneficiary communities participate in community development projects in Mogadishu, specifically to examine the extent to which of beneficiary communities participate throughout the project cycle, to ascertain the mechanisms put in place by project donors to ensure community involvement in project implementation and management, and to identify factors responsible for low level of community participation in project implementation and management.

The method of selecting the sample size was purposive sampling and stratified random sampling for the inter-governmental organization (IGOs), non-governmental organization (NGOs), and beneficiaries. The total sample size was 114 and was calculated using Sloven's formula to determine the sample size. The methods of data collection of this study were structured questionnaires and interview guide administered to the target respondents. Data presented in a form of tables and analyzed using percentages and frequency distribution tables. Computer programs were used.

The study found that there was high level community participation throughout the implementation and monitoring and evaluation phases. The mechanisms put in place by project donors to ensure community involvement in project implementation and management are Counterpart funding, Information sharing, Shared Decision-Making, Consultation Mechanism and Joint Assessment. Factors responsible for low level of community participation in project implementation and management are low accountability on the part of community leaders to the entire community, the rigidity and limited time for project implementation discourages implementing agencies from adopting participatory processes, and Disparities in counterpart funding was also identified as a constraint.

The study therefore recommends that; Donors and development practitioners in general (especially consultants) to design the logical framework, and incorporate time for participation , donors should make community participation one of the criteria for funding and enforce it during project implementation, the beneficiary communities should be involved in the engagement of service providers, community leaders and committees entrusted with levy collections, regularly account to the community, and communities could come out with some principles on community participation, which would guide projects that are implemented in the communities.

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CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Introduction

This section comprises of the background of the study, problem statement, objectives of the study, research questions, the scope of the study, and significance of the study.

Background of the Study

In the 1960's when development began to pick up among newly independent countries, the objective set out as well as the means of achieving it looked simple, raise the living standards of the less advanced newly independent nations using capital and technology of the industrialized world. Forty years later the situation in the vast majority of these countries defied logic. Poverty, ignorance, malnutrition, hunger and disease are real. Indeed in most countries the living standards have actually fallen. The lack of progress has over the years, provoked numerous theories and new strategies which still failed to deliver the goods. Every one appears to be turning around in a circle. Is it the concept of development that is wrong or the approach to it? Asks Oyowe (1993).

These theories were expected to improve the economic performance of developing countries through the provision of roads, hospitals, schools, improve the health and educational sector. In time past, development related responsibilities had been taken away from local people which resulted in the exclusion and marginalization of many groups. Half a century of professional development planning has demonstrated the short comings of the top-down approach. Plans drawn at the centre by outsiders with little or no reference to the priorities of the people who have to implement it, are not implemented like the shape envisaged by the architects. (Dalal- Clayton et al, 2003).

Long stated that participation is of the conviction that every human being no matter how —ignorant or submerged in the —culture of silence, is capable of looking critically at his world and that provided proper tools, he can gradually perceive his personal and social reality and deal critically with it. Those who in learning to read and write, come to a new awareness of selfhood and begin to look critically at the social situation in which they find themselves, often take the initiative in acting to transform the society that has denied them this opportunity of participation (Long, 2001). An evaluation of 25 projects sponsored by the Somali none state actors (SONSA) recorded that 13 of them had been abandoned a few years after financial assistance ended. It was realized that the main causes of the failure were lack of participation by the local communities and lack of attention to building the local capacities to manage such projects. It has become clear that outsiders can not necessarily identify local priorities nor understand how best to meet them. (Delal- Clayton et al, 2003)

Statement of the problem

Since 1991 and the fall of Siad Barre Somalia has been without a central government. The south has seen chronic political instability which continues to this day. Most areas in southern Somalia today can be described as generally unstable but with periods of stability, so, United Nations agencies and local NGOs commenced to execute projects for communities.

Most of development projects in Somalia are designed and implemented without the full involvement of the beneficiaries, whose lives these projects are perceived to be affecting (omar, 2006). According to Food Security and Nutrition Unit (FSNU) and SWALEM reports mentioned that most of the projects implemented by inter-governmental organization (INGOs) and nongovernmental organizations (NOGs) were not succeeded and sustained.

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The study is therefore driven by the desire to investigate the type and levels of involvement of beneficiary communities in projects preparation and management.

Purpose of the study

The main purpose of this study was to investigate type and levels of involvement of beneficiary communities in projects preparation and management.

Objectives of the study

Over all objectives

The main aim of the study was to examine the extent to which beneficiary communities participate in community development projects in Mogadishu.

Specific objectives

1. To examine the extent to which of beneficiary communities participate throughout the project cycle in Mogadishu.
2. To ascertain the mechanisms put in place by project donors to ensure community involvement in project implementation and management in Mogadishu.
3. To identify factors responsible for low level of community participation in project implementation and management in Mogadishu.

Research questions

1. To what extent to which of beneficiary communities participate throughout the project cycle?
2. What mechanism do project donors have in place to ensure community involvement in project implementation and management?

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3. What are the factors responsible for low level of community participation in project implementation and management?

Scope of the Study

Geographically, the study was conducted in Mogadishu and covered the period between2005-2010. The study concentrated on community participation in project preparation and management.

The study emphasized on the extent to which beneficiary communities participate in project preparation and management, the mechanisms put in place by project donors to ensure community involvement in project implementation and management, and the factors responsible for low level of community participation in project implementation and management.

Significance of the Study

This study will contribute crucial information to government, policy makers, community organizations, NGOs, and donor organizations.

Project implementers and managers will recognize the contribution beneficiary participation offers to:

i) Project effectiveness, sustainability and management, empowerment of people as well as improving beneficiaries' capacity to take charge of their own projects.

ii) Potential vehicle for different stakeholders to influence development strategies and interventions.

The study also defines where, whom and by what means a project should be implemented, and to ascertain the mechanisms put in place by project donors (development agencies, NGOs and government projects).

It also outlines the existing arrangements/structures that create the opportunity for beneficiary involvement in project preparation and management.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter reviews concepts of community participation in project preparation and management for a better understanding into the research topic. Concepts and terms such as participation, community participation, types of community participation, project management, project implementation, levels of community participation, barriers to community participation and management and cost of community participation and management are among the terminologies that would be reviewed.

Conceptual frame work

Independent variable

Dependent

Community Participation	Project preparation and management

Extraneous

UN Agencies
IGOs and
NGOs

Project preparation and management

1. Policy formulation
2. Project selection
3. Project design
4. Implementation
5. Management
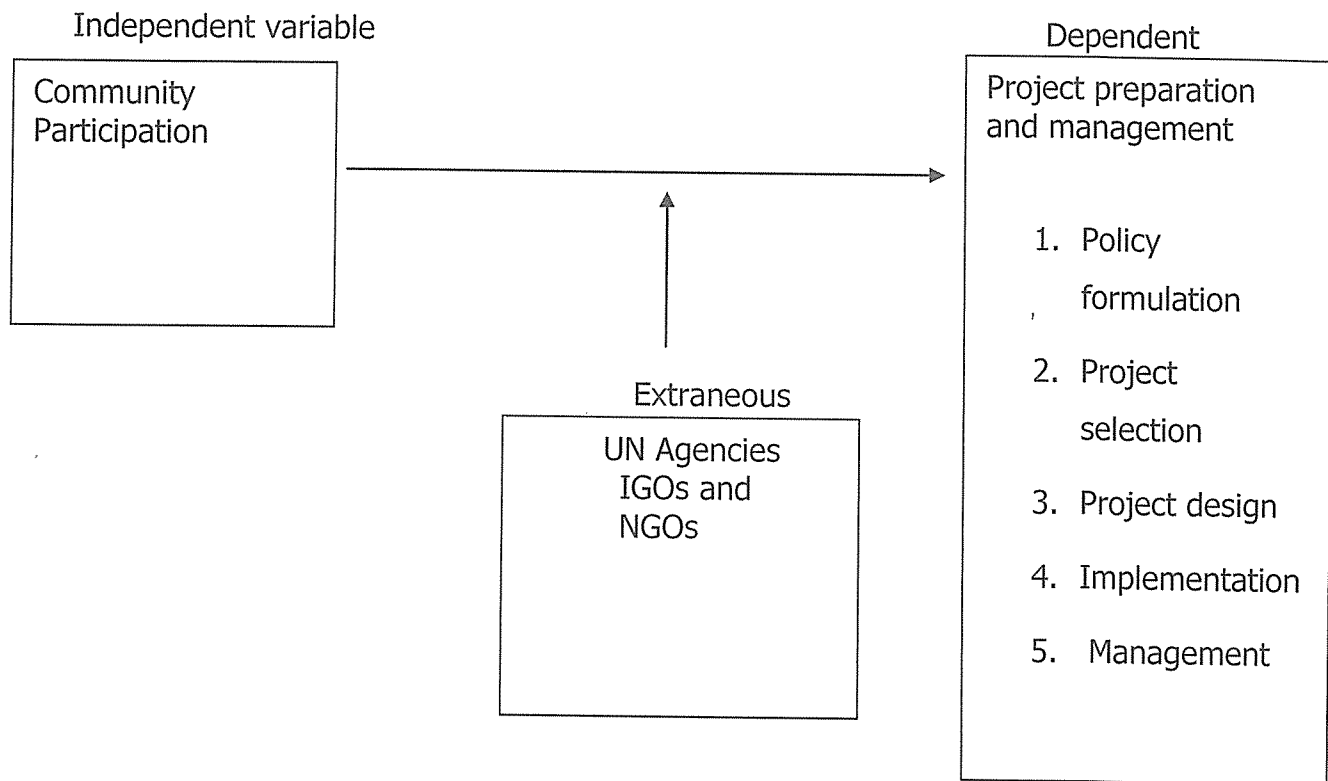
Figure2.1: conceptual framework

Community

Various authors have defined Community differently. Some focused on community as a geographical area, some on a group of people living in a particular place while others looked at community as an area of common life. According to Cohen (1985), 'community' involves a group of people living in particular place and have something in common with each other and the thing held in common distinguishes them in a significant way from the members of other possible groups.

Hence, territorial or place community can be seen as where people have something in common, and this shared element is understood geographically. This is also known as 'locality' (Cohen, 1985). Hogget (1997), on the other hand defined community using interest. People share a common characteristic other than place. They are linked together by factors such as religious belief, sexual orientation, occupation or ethnic origin. Thus, there is the 'Catholic community', the 'Chinese community' or the university community (Hogget, 1997). Madrid (2002), on the other hand viewed community as the existence of ties between people which motivates individuals to act for the collective gains rather than self.

In line with this, a Ford Foundation Workshop on Rural Development defined a community as 'a large group of people with common ties cemented by common interests, values, goals, beliefs and living together in a geographical setting and interacting with one another continuously to lead all or most aspects of one's life' (Ford Foundation, 1984). Cohen's (1985) work around belonging and attachment is a great help in this respect. He argues that communities are best approached as 'communities of meaning'.

In other words, "community" plays a crucial symbolic role in generating people's sense of belonging. There is no agreement on the best definition for 'community' which is often used interchangeably with 'local' or even in

combination as 'local community'. These two terms are of central importance to any level of community development since it is basically development by and for people living in specific localities. Both terms suggest some level of identity or cohesion. Local apply to geographical area, whiles 'community' refers to a group of people sharing some common interest. (Cohen, 1985) Community in the context of this study therefore is a group of people living in a particular place and connected by a common interest which creates a sense of belonging such that they can organize to address issues that are of concern to them.

Participation

The word participation has diverse interpretations. Participation as a concept of development means getting the populace involved in taking decisions that affect their well-being. It seeks to give local people the responsibility to manage their own affairs, especially with regard to planning, implementation, and monitoring and evaluation of development projects and programs. Participation should therefore lead to the improvement of the quality of life of the people and this improvement should be sustainable. For some, it is simply having decisions, being consulted, providing resources or providing information. For most analysts, participation emphasizes the decision making role of the community (Fleming, 1991;Brohman, 2002).

Participation is vital in building local capacity and self reliance as well as ensuring effectiveness and sustainability of development projects. It is for this reason that the development paradigm which has emerged, placed much emphasis on bottom-up approach to development planning, where there is full involvement of development beneficiaries in all decision making affecting their well-being and development. (Mikkelsen, 2005).

Sherry Arnstien, about 31 years ago wrote about this situation. She offered an analytical visualization called, 'ladder of participation'. The bottom step is that

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of informing people, while the top step is citizen control. Mid-way, where partnership begins to develop, the degree of participation moves from mere tokenism to degrees of citizen power (Arnstein, 1969).

A more recent visualization that stresses the same point is that of the spider gram presented in figure 2.2. The spider gram is a tool that allows planners to see participation as a process and assess the changes and progress of a program, over time. Here, it is possible to describe changes in the process by plotting the situation along (5) five continuums. Each is a critical factor in participation and all are joined in the middle to give a holistic view of the program. The five factors are needs assessment, leadership, organization, management and resource mobilization.

Figure 2.2 Participation viewed as a spider gram
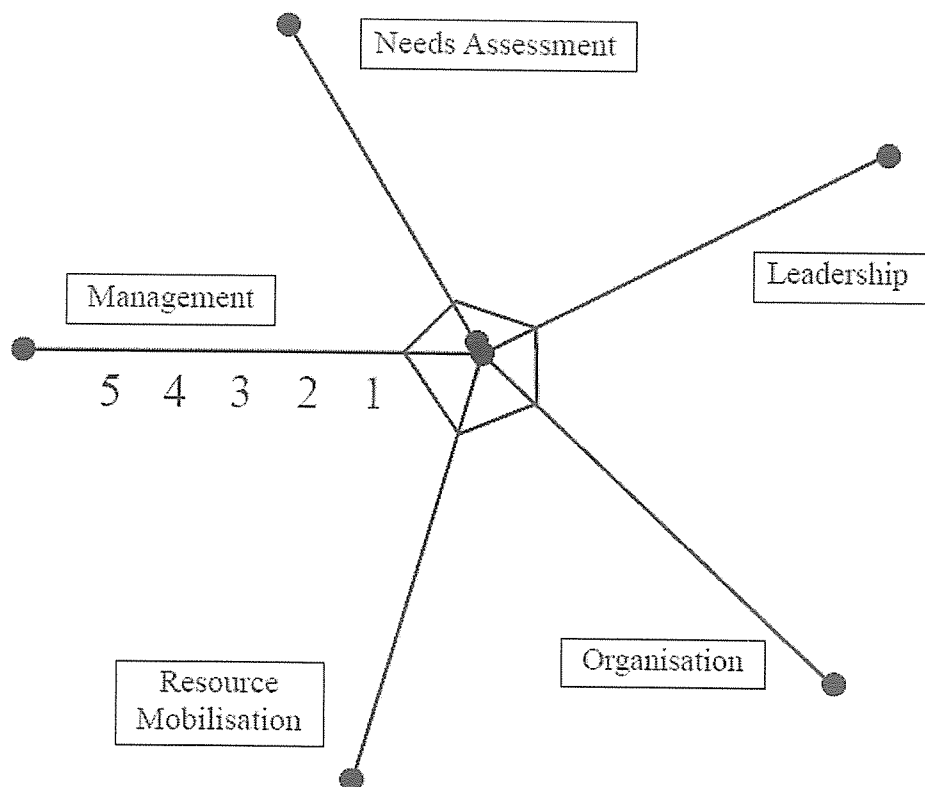
Source: (Rifkin et al., 1988)

By placing a mark corresponding with the width of participation in the program on each continuum, over time, it is possible to record the changes in participation.

The World Bank's (1994), Learning Group on Participatory Development defined participatory development as: —A process through which stakeholders influence and share control over development initiatives, and the decisions and resources which affect them (Dalal-Clayton et al, 2003). The Swedish International Development Cooperation Authority (SIDA) also viewed popular development as 'a basic democratic right that should be promoted in all development projects. It is also considered a means of increasing efficiency, effectiveness and sustainability in development projects' (Forster, 2001).

USAID also perceived participation as 'The active engagement of partners and customers in sharing ideas, committing time and resources, making decision and taking action to bring about a desired development objectives' (USAID, 1995).

Gesellschaft fur Technische Zusammenarbeit (GTZ) definition of participation is evolving. "........Participation is seen as a principle to promote initiatives, self-determination and the taking over of responsibility by beneficiaries, thus representing a critical factor for meeting a project's objectives. Increasingly, however, it is felt insufficient to establish participation on a project island. The term has to be understood as a socio-political process concerning the relationship between different stakeholders in a society, such as social groups, community, policy level and service delivering institutions. In this, meaning participation aims at an increase in self-determination and a re-adjustment of control over development initiatives and resource' (Forster, 1998).

According to the United Nations Economic Commission for Africa (UNCA), popular participation as a concept may be considered as the active and

meaningful involvement of the masses in decision making process for the determination of social goals and the allocation of resources to achieve those goals. It may be direct as when views are expressed openly to those empowered to hear them, indirect as through mass demonstrations against particular policies, or expressed through boycotts of goods and services that are not acceptable, or in elections.

Effective participation must of necessity relate to those sections of the masses who are directly affected, such as communities or groups e.g. co-operatives employees of a particular industry, councils, artisans or professional societies, associations, villages etc. In recent years, there has been increasing number of analysis of development projects showing that participation is one of the critical components of success in irrigation, livestock, health, water, sanitation and agricultural products (Montgomery, 1983; Kottak, 1991).

All the evidence points towards long term economic and environmental success coming about when people's ideas and knowledge are valued and power is given to them to make decisions independently of external agencies (NGOs, government departments etc) but which invariably refers to the same ideas inherent is the term participation. Therefore, participation whether 'people' or 'popular' as a development strategy is a very potent tool. It makes development programs and projects relevant to the society affected facilitate project acceptability and promote speedy program implementation at low cost levels.

These dimensions of relevance, speed, acceptability and cost are of crucial implementation at low cost levels. These dimensions of relevance, speed, acceptability and cost are of crucial importance to the donor community as they strive to assist the continent of Africa and developing countries at large to overcome the economic crisis it is currently going through.

Popular participation as a development tool also entails the empowerment, by the government of the people to take part in the decision making on societal issues of importance and acceptance of those decisions for the promotion of change. It thrives in an atmosphere that is legally, politically and financially supportive and does not stifle the expression of new ideas, however controversial or unreasonable. It facilitates voluntary expenditure of personal resources, time and even physical efforts. It however requires behavioral and operational change in people, whatever their situation in life and function in society may be. Furthermore for popular participation to be effective, it requires that the active participation of the poor at the grassroots level be protected by the government against the intimidation of the local rich and politically powerful (UNECA, 1992). Reviewing participation from 'human nature' Kunfaa (1991), views participation as people involvement in decision making, planning, implementation and evaluation of programs and project that affect their lives (Kunfaa, 1991).

There are two main categories of participation, Instrumental participation (participation as a means) and Transformational participation (participation as an end in itself). Instrumental participation is used to improve development activities, making development interventions more effective and sustainable by involving the beneficiaries.

Transformational participation on the other hand ensures people's influence on their own situation as empowerment. (Oakley and Marsden, 1991; Mikkelsen, 2005) Community participation therefore fosters effective project implementation and sustainable development, empowers communities and builds their capacity to be self reliant and take charge of their own development.

In conclusion, participation is indispensable in sustainable community development. Beneficiaries of development projects need to be involved in their own development by contributing their knowledge, resources and skills.

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Review of Theories of Participation

There are as yet no universally accepted theories of community participation in the development programs. However scholars have come up with a set of propositions stating the conditions under which people do or do not participate. These propositions are given in the theory of collective action as developed by Oslon (1971) and Buchanan and Tullock (1965).

a. Oslon's theory.

The theory by Oslon (1971) is based on analyzing the benefits and costs of collective goods. Oslon observed that benefits derived from most Common Pool Resource (CPRs) are collective goods that once produced are available to all the members of the organization. Oslon, intimates that groups of individuals having common interest do not necessarily work together to achieve them. Oslon argues that unless the number of individuals in a group is quite small or unless there is coercion or some other special device to make individuals act in their common interest, rational, self interested individuals will not act to achieve their common or group interest.

Oslon (1971) adds that some mechanisms must be found to course the members to pay for the collective goods provided them or institute some incentive that will motivate the members to contribute to the organization. In addition the individual is too small to have any significant effect on his organization either by contributing or not contributing. However the individual can share in the benefits generated even if he has not contributed – free rider problem. This is particularly evident in large groups where the actions and dealings of individual members are less noticeable and the cost of bringing the members together are also high. This creates conditions necessary for free riding.

Oslon thus suggest that the group should be small enough so that individual action of any one or more members is noticeable to any other individuals in the group.

b. Buchanan and Tullock's Theory

Propounded by Buchanan and Tullock (1965), the theory emphasizes the individual behavior based on the understanding that collective action is composed of individual actions. The theory explores the conditions under which a group comprising free and rational utility maximizing individual chooses to formulate or abide by a rule or a set of rule of retained use of CPRs. They argue that a group chooses a collective mode of action when each of its individual members finds it profitable to act collectively rather than individually, for instance, when his perceived costs are less than his perceived benefits from the collective action. Therefore they argue that what determines the optimal rule or choice is the cost (external and internal). Singh (1991), summed Oslon and Buchanan and Tullock theories by reiterating that people will participate in collective action when;

- They are organized in small groups.

- The expected private benefits from collective action exceeds the expected private cost of participation.
- There is an assurance that the expected benefits would in fact accrue to the participants.

Dimensions of Participation

According to Fowler (2000) participation can be looked at from three different perspectives, which are Depth, Breath, and Timing. The concept of participation used in this work would be defined in line with these perspectives.

Depth: Fowler (ibid) defines depth of participation as a measure of stake holder's influence on decision making. It can also be understood as a continuum of stakeholder's involvement shown from zero to substantial control. Tri (1986) cited in Fowler also describes this level as taking part in the active and positive sense of exercising a share of responsibility in the carrying out of some process. This emphasizes the central priority of maximizing participation of all stakeholders in decision making from the crucial stage of information gathering/sharing to the final stage of joint control.

This involves taking decisions about the setting of targets, the application of resource and the management of operations. In such a case everybody without exception takes part in all stages of effort to achieve development and on the enjoyment of its benefits. This means that all individuals, social groups and nations play their part in matters of concern to them at the local level, regional and internal levels. This is what tri (ibid) refers to as —full creative participation.

Breadths: Fowler (ibid) defines breadth in participation as a measure of the range of stakeholders involved. That is the range of interested parties that are

involved or whose views and actions must be taken into account in local government. These include both men and women on equal footing. This issue of who should be involved is very relevant in this case and the Food and Agricultural Organization (FAO: 1979; Fowler 2000), stresses the fact that participation is a basic human right. The participation of the people is clearly the basic condition of the people forming part of the operational aspects of development in any human society.

Participation only has a meaning when the principle of equality and individual liberty is admitted. In a similar way, (Koko, 2001) asserts that the emphasis on participation is on District Assemblies or local authorities facilitating the participation of citizens not as consumers or clients but as policy makers and managers at the local levels.

Timing: Timing in participation relates to the stage of the process at which different stakeholders are engaged. To Fowler (2000), ―timing has both practical and symbolic importance. He explains that in practical terms, the timing of who is involved influence the quality and soundness of participation. Involvement of stakeholders from the beginning is ideal since poor timing could lead to destruction in the decision making process. When timing is incorrect, people feel railroaded, oppressed or disrespected. It is therefore necessary to design participatory processes that are time sensitive and do not create any imbalance between depth and breadth in the process of governance.

It is never too late to participate but it is better to start earlier. The timing of participation should therefore start from the level of consultation, all phases of project cycle, that is, from needs assessment through appraisal, implementation to monitoring and evaluation. This will enhance ownership and commitment to the course of development since right timing enhances better understanding of the decision making process.

Levels of People's Participation in Development

Mikkelsen (2005), once again identified different levels of participation. The ladder of participation ranges from passive participation which is the least desirable to self- mobilization, which is the most desirable level of participation. It should however be noted that it is not easy to chose between the ideal types. This is because in real life situation there are a number of constraints on who participates and on what type of participation is possible. Some levels of participation are less desirable and there is the need for strategies to increase participation at those levels to make them more desirable.

a. Passive/Tokenism Participation

In passive participation, people participate by being told what is going to happen or has already happened. It is a unilateral announcement by an administration or project management without listening to people's responses. The information being shared belongs only to outside professionals.

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b. Participation in Information Giving

This is the situation where people participate by responding to questions posed by extractive project team using interview guide, questionnaires/surveys or similar approaches. People do not have the opportunity to influence proceedings as the findings of the survey are neither shared nor checked for accuracy.

c. Participation by Consultation

People participate by being consulted and external people listen to views. The external professionals define both problems and solutions and may modify these in the light of people's responses. Such a consultative process does not concede any share in decision making and professionals are under no obligation to take on board people's views.

d. Participation for Material Incentives

People participate by providing resources, for example labor in return for cash, food or other material incentives. Much on-farm research falls in this category as farmers provide the fields but are not involved in the experimentation or the process of learning. It is very common to see this called participation, yet people have no stake in prolonging activities when the incentives end.

e. Functional Participation

People participate by forming groups to meet pre-determined objectives related to the project, which can involve the development or

promotion of externally initiated social organization. Such involvement does not tend to be in the early stages of project cycles or planning but rather after major decisions have been made. These institutions tend to be dependent on external initiators and facilitators but may become self dependent.

f. Interactive Participation

People participate in joint analysis which leads to action plans and the formation of new local institutions or strengthening of existing ones. It tends to involve interdisciplinary methodologies that seek multiple perspectives and make use of systematic and structured learning processes. These groups take control over local decisions and so people have a stake in maintaining structures or practices.

g. Self Mobilization

People participate by taking initiatives independent of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need but retain control over how resources are used. Such self initiated mobilization and collective action may or may not challenge existing inequitable distributions of wealth and power. Participation has been seen as a means to ensuring the more efficient implementation of preconceived plans, often through existing government or external structure.

The 7-state 'scale' of participation has been criticized for attaching values to the different types of participation, with self-mobilization indicating the best level of participation. In real life situation however, there are a number of constraints on who participates and on what type of participation is possible. It is not always possible to choose between such ideal types (Mikkelsen, 2005).

Typology of Interest in Participation

There are different and sometimes conflicting interests in participation. Below is a table showing the Levels of participation, the purpose of participation, interest of the implementing agency and the beneficiary.

Table 2.1: Typology of Interest in Participation

Form of Participation	Interest of the Implementing Agency	Interest of the Beneficiary	Purpose of Participation
Nominal	Legitimization- to show they are doing something.	Inclusion - to retain some access to potential benefits.	Display
Instrumental	Efficiency-to limit funders' input and make projects more cost-effective.	Cost-of time spent on project - related labor and on other activities.	As a means to achieving cost-effectiveness and local facilities.
Representative	Sustainability-to avoid creating dependency.	Leverage-to influence the shape of the	To give people a voice in determining their

		project and its management.	own development.
Transformation	Empowerment- to enable people to make their own decisions, work out what to do and take action.	Empower -to be able to decide and act for themselves.	Both as a means and an end, a continuing dynamic.

Source: Adopted from Mikkelsen, (2005)

Cost of Participation

The value of participation has come to be accepted. However it must not be assumed that participation of all the people at all times is possible, necessary and a good thing. Complete participation may lead to complete inertia, due to the cost involved and practical difficulties such as reaching a quorum, time and energy. Whether at the local or higher level, it is essential to first identify the appropriate level of participation that is desirable and feasible. Dalal-Clayton (2003), acknowledged five different costs involved with participation. These are:

• Cost of Providing Access to Information: Active participation of people in planning would mean they should thoroughly understand the processes as it unfolds and decisions that are being made, which would require effective and timely feedback, the sharing of reports and recognition of contributions of different groups and individuals.

• The Cost of Raising Expectations: Participation of beneficiary especially at the initial stage of a project may generate considerable excitement and expectations.

If there is no follow-up to early discussions, disillusion may set in and jeopardize people willingness to continue to participate. This can be minimized by cautions initial discussions that focus on problem identification and which provides all stakeholders with a clear idea of what is possible and what is not, given the resources that are available.

• The Cost of Facilitation: Open and frank discussions over resources and use for example can lead to conflict that needs to be addressed. This requires specialist skills and time.

• Transaction Cost of maintaining institutional mechanisms for local management: These include non-market costs involved in conflict resolution, time spent in meetings and time spent on resource management.

• The Cost of Being Actively Involved: This participation involves costs in terms of both money and time, for local people who must take time out of already busy lives. There are also costs for food and accommodation and the potential for political and social disputes that surface or are generated by the intervention of outsiders. These need to be compensated (Dalal-Clayton, 2003).

Community Participation

Although many people agree that community participation is critical in development programs, very few agree on its definition. The various definitions are:

1. Voluntary contributions to public programs but people do not play a role in shaping the programs.

2. Involvement in shaping, implementing and evaluating programs and sharing the benefits

3. An active process where intended beneficiaries influence program outcomes and gain personal growth (Oakley, 1989 cited in Susan B. Rifkin, Maria Kangere 1988).

These three views correspond with frameworks drawn from those involved in rural development thinking. The following table illustrates two additional aspects of defining participation—that of interaction between professionals/planners and community people and the process of developing community participation.

While many development economists define community participation as the equitable sharing of the benefits of projects, social planners tend to defined it as the community's contribution to decision making (Fenster, 1993).

Participation is nothing less than the fabric of social life. People have always participated in the development of their own livelihood strategies and cultures. Whether through formal or informal organizations, autocratic or democratic means, a variety of structures and procedures have evolved to define and address collective needs, to make plans and to take steps necessary to implement them (Dalal-Clayton et al, 2003).

Community participation is key in community development, Reid (2000), asserted that communities that engage their citizens and partners deeply in

community development agenda raise more resources, achieve more better results and develop in a more holistic and beneficial way (Reid, 2000). Abbot (1996), on the other hand views community participation as being the key to sustainability, security, peace, social justice and democracy. Community participation is assumed to contribute to enhanced efficiency and effectiveness of investment and to promote processes of democratization and empowerment (Abbot, 1996).

Experience of three large donor agencies' efforts to incorporate participation of the beneficiary into projects and policy development process revealed that certainly, there is a growing acceptance by the World Bank, DFID and GTZ of the need and value of participation of the beneficiary throughout the project cycle.

However, there has not been sufficient involvement of beneficiaries throughout the project cycle. It is clear that sustainable development cannot occur without the beneficiary participation. It is in fact the pivot upon which sustainable development rides. It helps to improve the design of policies so that they correspond to the needs and conditions of the people to whom they are directed (Cornia, 1987; Brohman, 2000).

The study therefore perceives community participation as a process through which people who live within a specified geographical area and have legitimate interest communally influence decisions and development initiatives that affect their well being.

Forms of Community Participation

Mikkelsen (2005), identified three main forms of participation. These are; induced participation, coerced participation and spontaneous participation.

a. Induced Participation

This arises where a decision has already been taken but people are consulted or involved as though their views are of some relevance. Few persons from the sector ministries and other central government agencies formulated national development plans with little or no involvement of the ultimate beneficiaries of those plans. Technocrats after designing plans handed them over to stakeholders without any opportunity for their input in the plan preparation process.

b. Coerced Participation

This form of participation forces beneficiary groups to participate in the decision-making process and implementation of such decisions. There is normally a sanction for non-participation. People who are compelled into decision making and implementation in most cases do not feel part of the decision-making and implementation process.

c. Spontaneous Participation

This form of participation neither induces nor coerces people to get involved in the process. It arises as a result of common interest which may or not be threatened. It is the ideal level of participation. There is a clear understanding and recognition for the need to participate, share ideas,

articulate one's views and really be a part of the process of decision-making and implementation and this thus makes such decisions sustainable.

Barriers to Community Participation

Beneficiary participation in development initiatives is paramount in ensuring sustainability of development projects. However there are some constraints which tend to obstruct the realization of the essentials of its practice. Fakade (1994), identified two broad categories of barriers to participation. These are structural barriers which comprise socio-cultural, economic, political and administrative barriers and non-structural barriers emanating from project planning and implementation problems.

- Socio-Cultural Barriers: Beliefs and norms have considerable influence on development processes. Differences in ethnicity, religion, gender and status may result in varied responses and initiatives even when opportunities for participation exist. A male dominated culture where women are preferred to be seen and not heard, as pertains to most African communities, poses difficulties to participation by women folk. Participatory development therefore had to consider the contextual barriers which perpetuate people's isolation from the development process.

- Economic Barriers: Participation cannot be possible for people who have been dispossessed and do not have access to natural, economic and financial resources.

- Political Barriers: This provides the framework for participation and therefore an appraisal of the nature of devolution of power in the state. In highly centralized systems, the state is hostile to participatory processes and least accountable to its citizenry. There is therefore little prospect for participation in development. The reverse is true for decentralized systems. Where political ideology of a country does not promote opinions and diffusion of ideas, no genuine participation is achieved.

Project management

Project management is the discipline of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives. It is often closely related to and sometimes conflated with program management. A project is a temporary endeavor, having a defined beginning and end (usually constrained by date, but can be by funding or deliverables), undertaken to meet particular goals and objectives, usually to bring about beneficial change or added value (Fekade & Wubalem, 1994).

The temporary nature of projects stands in contrast to business as usual (or operations), which are repetitive, permanent or semi-permanent functional work to produce products or services. In practice, the management of these two systems is often found to be quite different, and as such requires the development of distinct technical skills and the adoption of separate management. The primary challenge of project management is to achieve all of

the project goals and objectives while honoring the preconceived project constraints. Typical constraints are scope, time, and budget. The secondary—and more ambitious—challenge is to optimize the allocation and integration of inputs necessary to meet pre-defined objectives.

There are a number of approaches to managing project activities including interactive, incremental, and phased approaches. Regardless of the methodology employed, careful consideration must be given to the overall project objectives, timeline, and cost, as well as the roles and responsibilities of all participants and stakeholders. The traditional phased 'approach' in project management identifies a sequence of steps to be completed. In the "traditional approach", five (5) components of a project implementation are identified. They include;

- Project initiation stage;

- Project planning or design stage;

- Project execution or production stage;

- Project monitoring and controlling systems;

- Project completion and evaluation stage.

Not all the projects will visit every stage as projects can be terminated before they reach completion. Some projects do not follow a structured planning and/or monitoring stages. This mostly will depend on the type and location of the project (Wikipedia, the free encyclopedia undated).

The Problem Associated with Community Participation in Project Preparation and Management turning first to the community's lack of power and influence, communities perceive some of the key problems in project preparation and

management as the lack of sufficient and adequate knowledge. But most community's feel that they have very little or no power to influence or correct the situation.

Another general problem with community participation and also in respect to project preparation and management is the lack of effective community leadership that can stimulate community action at the local level. This is revealed in the organization of the people for communal work, community meetings or even in their mobilization for voluntary contribution (Emmanuel, 2004).

Community leaders are supposed to play a vital role in organizing these activities failure of which results in limited involvement or the lack of it in totality. Again, involving local communities in planning for development calls for a considerable amount of time, money and manpower. Popular participation thus increases the length and cost of a planning exercise and so is regarded by some planners as an inefficient way of making decisions, particularly if the decisions are urgent.

Participatory planning also requires considerable organization, capacity and effective organizational structure. This calls for time, expense and political organization. The organization of project management team, identification of project stakeholders and other workshops , discussion groups and fore to facilitate community participation in project preparation and management for example a school project, could be quite expensive as a result of which most District Assemblies and communities are unable to fully support such activities or at best superficially support them.

The problems high-lighted above are by no means, exhaustive. If these can be reversed, community participation would become more meaningful and purposeful in basic project preparation and management delivery (Alan, 2000).

CHAPTER THREE

METHODOLOGY

Introduction

This chapter consists of how the study was conducted, the research population, sample size, and sample design. It also indicates the research instruments and how data was collected, interpreted, and analyzed.

Research Design

A research design is "the overall plan or strategy for conducting the research" (Osen & Onen, 2008).The researcher carried out this study using descriptive research design to determine levels of involvement of beneficiary communities in projects preparation and management.

Research Population

The research population was 150 including members of the civil society organization which involve in projects in Mogadishu, like CED, RPD, OSPAD, PEDA, KAASHIF, ELMAN, DALLAALO, ISRA, Somali peace line, SOYDEN, EDC inter-governmental organization (IGOs) such as UNICEF, IREX, UNDOS, UNDP, NED, UNESCO, UNFPA, UNHCR, UNOPS and beneficiaries such as elders, youth and parents.

Sample size:

The sample size consisted of 114 participants from the total population. For this reason, it is the most appropriate for the required information relating to this study. The sample size of the study was identified using Slovin's formula which is $n = \frac{N}{1+(Ne^2)}$ where n= sample size, N= population size, and e=margin of error, 5% (Mugenda, 2003) .

The sample size consisted of 114 from beneficiaries, project managers, and staff of NGOs.

Table 3.1: showing summary of the sample size (N=114)

Names of respondents	Frequencies	Percentages (%)
CEO of community based organizations (CBOs)	15	13
Project managers of CBOs	15	13
M&E officer of CBOs	15	13
CEO of Inter-governmental organization (IGOs)	8	7
Project manager of IGOs	8	7
M&E officer	8	7
Elders	15	13
Parents	16	15
Youth	14	12
Total	114	100

Source: primary data

Sampling Design

The method of selecting the sample size was purposive sampling and stratified random sampling for the inter-governmental organization (IGOs) non-governmental organization (NGOs), and beneficiaries.

RESEARCH INSTRUMENTS

The data collection instrument that was used to collect data from different kinds of respondents in research study includes; self administered questionnaire and interviews.

Validity and reliability tests

The reliability of the research instruments concerned with the degree to which the research instrument give way the same result.

Reliability of the respondent's instruments questionnaire was established through a test-retested method. The researcher conducted a pre-test for the instruments questionnaire in Mogadishu and the test was conducted after one week in the same city and the same respondents and it gave the researcher the same result. This shows the consistency and the reliability of the instruments. Validity is the quality of the test doing what is designed to do (Salkind, 2000). The researcher used Content Validity Index (CVI) formula to calculate validity of the questionnaire.

Data gathering procedures

The data collection of this study started after the proposal was approved, and getting an introduction letter from the office of the Director of School of Post Graduate Studies and Research of Kampala International University.

The researcher distributed 45 questionnaires in Mogadishu, and interviewed 69 people in order to get the reliability of the information. After data collection was carefully done from the field, a specific procedure was followed before it was finally analyzed and interpreted.

Data Analysis

Data presented in a form of tables and analyzed using percentages and frequency distribution tables to ensure clear and easy presentation of research findings. Computers programs like Excel, and SPSS used.

Descriptive research was used to obtain information concerning the current status of the phenomena describing "what exists" with respect to variables or conditions in a situation. The methods involved range from the survey which describes the status quo, the correlation study which investigates

the relationship between variables, to developmental studies which seek to determine changes over time.

Quantitative data analysis was based on the quantification of the size, distribution and association of variables of the study population, Data was collected through open ended questionnaires.

Ethical Considerations

All the respondents in research have the right to remain anonymous, that their individual identities not be disclosed to the public. Responses of the respondents kept confidential. All the respondents felt free to ignore the items they do not wish to respond in any way if it does not apply for the ethical considerations.

Limitations

The researcher faced numbers of problems including:

➢ Unwillingness of the respondents to answer the research questions properly.

➢ Language barriers, some of the respondents did not know English language so, the researcher tried to translate into local language.

➢ Meeting with IGOs and NGOs were so difficult due to Insecurity conditions, so, the researcher tried to meet them in Hotels and homes.

➢ Lack of availability of respondents also was so hard, so the researcher spent a lot of time with beneficiaries in order to get reliable information.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Introduction

This chapter presents findings and indicated how data collected was presented, interpreted, and analyzed. The findings of this chapter are consistent with research questions. Fortunately, 45 questionnaires were distributed and the questionnaires given the respondents returned. In order to analysis the data percentages and frequency distribution tables used.

TABLE 4:1 THE PROFILE OF THE RESPONDENTS (N=114)

Categories	Frequency	Percentage
Age		
20-30	33	29
31-40	35	31
41-50	25	22
51 and above	21	18
Total	**114**	**100**
Gender		
Male	80	70
Female	34	30
Total	**114**	**100**

Marital status		
Single	16	14
Married	77	67
Divorced	12	11
Window/er	9	8
Total	**114**	**100**

Educational level		
Primary	10	9
Secondary	21	18
Diploma	25	22
Bachelor	34	30
Master	24	21
Total	114	100

Source: Primary Data

Age of respondents

Results in table 4.1 shows age of respondents. A total of 114 respondents of (29%) were 20-30 years old, (31%) were 31-40 years old, (22%) were 41-50 years old, (18%) were above than 51 years old. So results stated that the majority of the respondents were the in the age of between (31-40).

Gender

According to above table 70% of the respondents were male, while 30% of the respondents were female. This figure shows that the majority of the respondents were male.

Marital status

Regarding the above table 14% were single, 67% were married, 11% were divorced, and 8% were widowed. So, this result indicated that the married respondents got the highest percentage of the total respondents.

Education level

According to the above table 9% of the respondents were primary levels, 18% were secondary level, 22% were diploma holders, 30% were bachelor level, and 21% were master degree level. So, the majority of the respondents had bachelor certificates.

TABLE 4:2 NGOs agencies initiate projects (n=45)

Level of agreement	Frequency	Percentage (%)
Agree	13	29
Strongly Agree	17	38
Disagree	10	22
Strongly Disagree	5	11
Total	45	100

Source: Primary Data

The above table indicates that 29% of the respondents agreed, 38% of them strongly agreed, 22%of the respondents disagreed, 11% strongly disagreed. The implication from this result is the majority of the respondents said strongly agreed. So this implicates that NGOs agencies initiate projects in Mogadishu.

Table 4.3: District/Municipal Assembly select project beneficiaries through interviews of some opinion leaders in the community and information from the District Assembly (n=45)

Level of agreement	Frequency	Percentage (%)
Agree	24	53
Strongly Agree	13	29
Disagree	5	11
Strongly Disagree	3	7
Total	45	100

Source: Primary Data

The above table shows that the majority of the respondents 53% agreed, 29% strongly agreed, 11% disagreed, and 7% strongly disagreed. So this implicates that the District/Municipal Assembly select project beneficiaries through interviews of some opinion leaders in the community and information from the District Assembly.

Table 4.4: the selection criteria is good enough and those it give all communities equal chance of being selected to benefit from a project (n=45)

Level of agreement	Frequency	Percentage (%)
Agree	5	11
Strongly Agree	3	6
Disagree	25	56
Strongly Disagree	12	27
Total	45	100

Source: Primary Data

The above table shows the majority of the respondents 56% disagreed, 27% strongly disagreed, 11% agreed, and 6% strongly agreed. therefore the implication is that the selection criteria is not good enough and those it does not give all communities equal chance of being selected to benefit from a project.

Table 4.5: the selection criteria are highly participatory (n=45)

Level of agreement	Frequency	Percentage (%)
Agree	3	7
Strongly Agree	5	11
Disagree	27	60
Strongly Disagree	10	22
Total	45	100

Source: Primary Data

The above table shows that the selection criteria are highly participatory. The majority of the respondents 60% disagreed, 22% strongly disagreed, 7% agreed, and 11% strongly agreed. Based on the results above it implements that the selection criteria are not highly participatory.

Table 4.6: you are satisfied with your level of participation in the project (n=45)

Level of agreement	Frequency	Percentage (%)
Agree	12	27
Strongly Agree	10	22
Disagree	15	33
Strongly Disagree	8	18
Total	45	100

Source: Primary Data

The above table indicates that the majority of the respondents 33% disagreed, 18% strongly disagreed, 27% agreed, and 22% strongly agreed. the results above implicates that most of the community is not satisfied with their level of participation in the project.

Table 4.7: beneficiary communities fairly control over project activities (n=45)

Level of agreement	Frequency	Percentage (%)
Agree	2	4
Strongly Agree	1	2
Disagree	11	25
Strongly Disagree	31	69
Total	45	100

Source: Primary Data

The above table shows that the beneficiary communities fairly control over project activities. The majority of the respondents 69% strongly disagreed, 25% disagreed, 4% agreed, and 2% strongly agreed. So the implication from this result is beneficiary communities are not fairly control over project activities.

Table 4.8: every community member were involved at various stages of the project cycle (n=45)

Level of agreement	Frequency	Percentage (%)
Agree	3	7
Strongly Agree	3	7
Disagree	31	69
Strongly Disagree	8	17
Total	45	100

Source: Primary Data

The above table shows that every community member was involved at various stages of the project cycle.

The majority of the respondents 69% disagreed, 17% strongly disagreed, 7% agreed, and 7% strongly agreed. The results above implementing that every community member was not involved at various stages of the project cycle.

Table 4.9: the factors responsible for the low level of community participation in development projects (n=40)

	Frequency	Percentage (%)
1. Low level of involvement.		
Strongly agree	15	33
Agree	12	27
Disagree	10	22
Strongly disagree	8	18
2. Poor community animation		
Strongly agree	7	16
Agree	9	20
Disagree	20	44
Strongly disagree	9	20
3. Lack of interest in the project		
Strongly agree	5	12
Agree	10	22
Disagree	15	33
Strongly disagree	15	33

Source: Primary Data

The above table shows that one of the factors responsible for the low level of community participation in development projects is low level of involvement. The majority of the respondents 33% strongly agreed, 27% agreed, 22% disagreed, and 18% strongly disagreed. So that is low level of involvement is a prime factor responsible for the low level of community participation in development projects

The second factor was poor community animation. The majority of the respondents 44% disagreed, 20% strongly disagreed, 20% agreed, and 16% strongly agreed. Therefore this implements that poor community animation is also an important factor responsible for the low level of community participation in development projects.

The third factor is lack of interest in the project. The majority of the respondents 33% disagreed, 33% strongly disagreed, 22% agreed, and 12% strongly agreed. The results implementing that lack of interest in the project is also a factor responsible for the low level of community participation in development projects.

Table 4.10: do you make the community aware of the post implementation responsibilities towards the project? (n=45)

Category	Frequency	Percentage (%)
Yes	37	82
No	8	18
Total	69	100

Source: Primary Data

In table 4.10 indicates the respondents view on whether NGOs and IMPLEMENTING AGENCIES make the community aware of the post implementation responsibilities towards the project. The respondents were given options of "yes" or "No" to express their opinion. 82% of them responded yes, 18% of them answered yes. So the implication of the result is that NGOs and IMPLEMENTING AGENCIES make the community aware of the post implementation responsibilities towards the project.

Table 4.11: who are involved at various stages of the project cycle? (n=45)

	Frequency	Percentage (%)
1. Every community member		
Strongly agree	7	16
Agree	10	22
Disagree	22	49
Strongly disagree	6	13
2. Assembly member		
Strongly agree	6	13
Agree	11	24
Disagree	21	47
Strongly disagree	7	16
3. Chiefs and elders		
Strongly agree	26	58
Agree	14	31
Disagree	4	9
Strongly disagree	1	2
4. Project coordinators		
Strongly agree	15	33
Agree	25	56
Disagree	3	7
Strongly disagree	2	4

Source: Primary Data

Table 4.11 shows that parties of the community who are involved at various stages of the project cycle. The respondents were given the following options:

Every community member

The majority of the respondents 49% disagreed, 13% strongly disagreed, 22% agreed, and 16% strongly agreed. This shows that every community member does not are involved at various stages of the project cycle.

Assembly member

The majority of the respondents 47% disagreed, 16% strongly disagreed, 24% agreed, and 13% strongly agreed. This implements that Assembly member does not are involved at various stages of the project cycle.

Chiefs and elders

The majority of the respondents 58% strongly agreed, 31% agreed, 9% disagreed, and 2% strongly disagreed. So Chiefs and elders are involved at various stages of the project cycle.

Project coordinators

The majority of the respondents 56% agreed, 33% strongly agreed, 7% disagreed, and 3% strongly disagreed. So the Project coordinators elders are involved at various stages of the project cycle.

Table 4.12: At what stage of the project do community involved in the project? (n=45)

	Frequency	Percentage (%)
1. Problem identification		
Strongly agree	6	13
Agree	6	13
Disagree	22	49
Strongly disagree	11	25
2. Design		
Strongly agree	5	11
Agree	7	15
Disagree	21	47
Strongly disagree	12	27
3. Implementation		
Strongly agree	15	33
Agree	25	56
Disagree	3	7
Strongly disagree	2	4
4. Monitoring and Evaluation		
Strongly agree	17	38
Agree	20	45
Disagree	6	13
Strongly disagree	2	4

Source: Primary Data

Table 4.12 shows that stages of the project do community involved in the project. The respondents were given the following options:

Problem identification

The majority of the respondents 49% disagreed, 25% strongly disagreed, 13% agreed, and 13% strongly agreed. The results above implementing that community do not involve in the Problem identification.

Design

The majority of the respondents 47% disagreed, 27% strongly disagreed, 15% agreed, and 11% strongly agreed. The results above implementing that community do not involve in the project Design.

Implementation

The majority of the respondents 56% agreed, 33% strongly agreed, 7% disagreed, and 4% strongly disagreed. The results above implementing that community are mostly involved in the project implementation.

Monitoring and Evaluation

The majority of the respondents 45% agreed, 38% strongly agreed, 13% disagreed, and 4% strongly disagreed. The results above implementing that community are involved in Monitoring and Evaluation.

CHAPTER FIVE
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the findings, conclusion, and recommendation of the research. Although this chapter will conclude what have been done in chapter four. Mostly this chapter focuses on the discussion of the results of the study, conclusions and recommendations are suggested based on the facts and figures collected the data analysis from the respondents.

Discussions

The main objective of the study was to examine the extent to which beneficiary communities participate in community development projects in Mogadishu. Hence, the specific objective was to examine the extent to which of beneficiary participation throughout the project cycle. In fact there was high level community participation throughout the implementation phase. The project by its nature is continues participatory process and therefore demands the attention of members involved. The project coordinators were also very supportive through attendance of meetings as they made it a point to attend any time a group was meeting.

The study also revealed that there was a high level of monitoring and evaluation. It was observed that members of the groups monitored each other to ensure that mistakes were not made in the entries of contribution or withdrawals from the main savings. The coordinators also availed themselves anytime an association was meeting to coordinate and solve whatever problems an association or a group encountered. Evaluation was also mainly done by the project coordinators to ascertain whether the project impacts were being met.

The second objective was to ascertain the mechanisms put in place by project donors to ensure community involvement in project implementation and

management. The study revealed that the most common mechanisms put in place by the project donors are:

Counterpart funding

Counterpart funding happens to be one of the mechanism adopted by donors and other development actors to ensure beneficiary participation and commitment to development projects.

Information sharing

The most essential way for participation by communities to occur is for them to have the same information on a particular project, as the implementing agencies. Information related to projects should be shared with beneficiary communities as a way of getting them involved in projects.

Shared Decision-Making

Shared decision-making is used to engage beneficiaries in joint discussions, planning and decision making.

Consultation Mechanism

Consultation was often carried out through filed visits, interviews and meetings. In the course of the project's implementation, the beneficiary communities of the NGO supported projects were consulted in one way or the other, by the facilitating agencies or consultants.

Joint Assessment

Joint assessment is carried out in projects through participatory assessments and evaluations. NGO projects that the implementing agencies and the beneficiary communities jointly carried out assessments and reviews.

The third objective was to identify factors responsible for low level of community participation in project implementation and management. The study revealed that main factors that responsible for low community participation and they are outlined below:

- The rigidity and limited time for project implementation discourages implementing agencies from adopting participatory processes. The study disclosed that participatory approaches take ample time, which in most cases is not factored into the projects time frame.

- The study identified low accountability on the part of community leaders to the entire community as one of the factors responsible for low level of participation in the projects. Participation in the form of financial contribution is low when the community has accountability problems with community leaders.

- Disparities in counterpart funding was also identified as a constraint to participation.

- The study established that bureaucratic administrative structures under which some of the implementing agencies work do not promote participation, due to the fact that participation requires professionals to deal with beneficiary communities as equals and involve them in decision making.

Conclusion

Project ownership and sustainability issues are best addressed when the community has greater responsibility to run its own affairs than an external body doing it all.

In this study, an attempt has been made to analysis the extent to which beneficiary communities were involved in NGO supported projects. The study ascertained that generally beneficiary communities were not adequately involved in development projects meant to improve on their lives.

Participation at the initial and latter phases of the projects cycle was generally low but was quite encouraging at the projects implementation phase.

The reasons noted for desirable or less desirable levels of beneficiary participation in development projects may not be applicable to all community development projects. However, the findings would contribute to how best desirable levels of participation can be ensured. It is hoped that the recommendations made will go a long way in engendering the desirable levels of community participation in project preparation and management for beneficiary communities.

Recommendations

Based on the results of the study; the researcher makes the following recommendations:

1. Donors and development practitioners in general (especially consultants) to design the logical framework, and incorporate time for participation.

2. Donors should make community participation one of the criteria for funding and enforce it during project implementation.

3. The beneficiary communities should be involved in the engagement of service providers.

4. The Traditional Authority re-asserts itself to play a more active role in community development, taking the initiatives in addressing the felt needs of their communities.

5. Community leaders and committees entrusted with levy collections, regularly account to the community.

6. The communities could come out with some principles on community participation, which would guide projects that are implemented in the communities.

Further Research

Further research can be conducted in the following topics: -
1. Community participation in project implementation and project success in Somalia.
2. Challenges faced by beneficiary Communities in participating projects.
3. Role of beneficiary communities in project sustainability.

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Appendix: I

Transmittal Letter

KAMPALA INTERNATIONAL UNIVERSITY

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256- 41- 266813 / +256- 41-267634
Fax: +256- 41- 501974
E- mail: admin@kiu.ac.ug,
Website: www.kiu.ac.ug

OFFICE OF THE ASSOCIATE DEAN, SOCIAL SCIENCES
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)

January 2,2011

Dear Sir/Madam,

**RE: REQUEST FOR ABDULSALAM ABDULARAHMAN MOHAMED MPP/42744/92/DF
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampla International University pursuing a Masters of arts in Project Planning and Management.
He is currently conducting a field research of which the title is " **Community Participation in Project Preparation and Management in Mogadishu.**"
As part of his research work; he has to collect relevant information through questionnaires, interviews, and other relevant reading materials

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him your organization, rest assured the data you provide shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Dr. Roseann Mwaniki
Associate Dean Social Sciences, SPGSR)

Appendices II: Research Instrument

KEY INFORMANT GUIDE

Introduction

My name is ABDULSALAM ABDULRAHMAN MOHAMED who is a student at Kampala International University (KIU). I am here to conduct an interview on a research about the" Community participation in project preparation and management in Mogadishu, Somalia."

The findings from the study will be used to inform the design of effective strategies for improving the community participation in projects in Somalia, as a way of contributing to the imparting knowledge and skills.

This study has been approved by the relevant authorities regulating research in Somalia. You are invited to participate as a respondent; your participation will contribute to the achievement of the study goals. I will ask you questions concerning your knowledge and participation in education projects.

The responses that you will give will be confidential. The responses will be accessible to only interviewers and will be used for the intended purpose. Your name will not be revealed or linked to the information that you will provide.

You are free to participate in the study or decline. You can refuse to answer any question or stop the interview at any time. During the interview there may be issues that are personal or sensitive; you are free not to respond to them.

The researcher will disseminate findings when the report is ready. Do you have any question?

We estimate this interview will take approximately 30 minutes of your time. Do I have your permission to continue?"

If no, stop the interview

If yes, thank the participant for agreeing to participate in this interview

A) QUESTIONNAIRE

Instructions: please tick or write in the most appropriate space

Section one

Background characteristics of the respondent

1. Age of respondent

   20-30 [   ]   31-40 [   ]

   41-50 [   ]   51+ [   ]

2. Sex of the respondent

   Male [   ]   female [   ]

3. What is your marital status

   Single [   ]   married [   ]

   Divorced [   ]   widow/er [   ]

4. What is your Education level

   Primary [   ]   Secondary [   ]

   Diploma [   ]   Degree [   ]

Section two

A) Questionnaire for Communities

Please answer the questionnaire according to the following scale:

Strongly agree 1 Agree 2; Disagree 3, Strongly Disgree4,

1. Donor agencies initiate projects

   1. ☐   2. ☐   3. ☐   4. ☐

2. District/Municipal Assembly select project beneficiaries Through interviews of some opinion leaders in the community and information from the District Assembly

   1. ☐   2. ☐   3. ☐   4. ☐

3. The selection criteria is good enough and those it give all communities equal chance of being selected to benefit from a project

   1. ☐   2. ☐   3. ☐   4. ☐

4. The selection criteria is   atory

   1. ☐   2. ☐   3. ☐   4. ☐

   .   with your level of participation in the project

   1. ☐   2. ☐   3. ☐   4. ☐

eneficiary communities fairly control over project activities

   1. ☐   2. ☐   3. ☐   4. ☐

were involved at various stages of the project cycle.

   1. ☐   2. ☐   3. ☐   4. ☐

8. What do you think are the factors responsible for the low level of community participation in development projects?

Level of Agreement	Strongly agree	Agree	Disagree	Strongly disagree
Low level of involvement				
Poor community animation				
Lack of interest in the project				

Questionnaire for NGOs and IMPLEMENTING AGENCIES

1. Community members adequately involved in the project implementation

1. ☐   2. ☐   3. ☐   4. ☐

2. Donor agencies fund projects

1. ☐   2. ☐   3. ☐   4. ☐

3. What mechanisms did your outfit put in place to ensure adequate beneficiary participation in the project?

Level of Agreement	Strongly agree	Agree	Disagree	Strongly disagree
There are available communal groups formed in the community				

There are laws that mandates everyone to participate in community projects				
There are incentives for households that engage in communal work				
It is mandatory for community to participate as per project manual and as a counterpart contribution				

4. Did you make the community aware of the post implementation responsibilities towards the project?

Level of Agreement	Strongly agree	Agree	Disagree	Strongly disagree
Yes				
NO				

5. Who were involved at various stages of the project cycle?

Level of Agreement	Strongly agree	Agree	Disagree	Strongly disagree
Every community member				
Assembly member				
Chiefs and elders				

Project coordinators				

6. At what stage of the project do community involved in the project?

Level of Agreement	Strongly agree	Agree	Disagree	Strongly disagree
Problem identification				
Design				
Implementation				
Monitoring and Evaluation				

B) INTERVIEW GUIDED

Section one

Interview guide for CEOs, project managers and M&E officers

Date of interview: _____, 2010

Time of interview: _____ am / pm to _____ am / pm

Interviewer:

_____

Respondent's Name: (optional _____

Name of the organization (optional) _____

1. What do you think are the factors responsible for the low level of community participation in development projects?
2. At what stage of the project were you/community involved in the project?
3. What mechanisms should be in place to ensure adequate beneficiary participation in development projects?

Summary

Do you have any other comments you would like to make about anything we have discussed today? If yes, note comments.

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Closing Statement

Thank you very much for participating in this interview. If you have any questions following the conclusion of this interview, please feel free to contact the project's Principal Investigator, Farhan Ali. Have a great day and thank you again for you time and participation

Thank you for your time

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APPENDIX III:

CALCULATION OF CONTENT VALIDITY INDEX

$$CVI \; = \; \frac{\text{Number of all relevant questions}}{\text{The total number of the items}}$$

Section two:

$$CVI = \frac{7}{8} \qquad = 0.88$$

$$CVI = \frac{14}{14} \qquad = 1$$

Therefore average of content validity index is:

$$CVI = \frac{1.88}{2} \qquad = 0.94$$

APPENDIX IV: List of International NGOs in Mogadishu-Somalia

Acronyms	Organization Name
AAH-I	Action Africa Help – International
ADRA	Adventist Development and Relief Agency Somalia
AET	Africa Education Trust
AFSC AMA	American Friends Service Committee African Muslim Agency
CARE	Cooperative Assistance and Relief Everywhere
CARITAS	Caritas Switzerland/Luxembourg Programme For Somaliland.
CCM-Italy	Comitat`o Collaborazione Medica
CEFA	European Committee For Training And Agriculture
CESVI	Cooperation and Development
CISP	International Commiittee for the Development Peoples
CONCERN	Concern Worldwide Somalia
COOPI	Cooperazione Internazionale
COSV	Coordination Committee of Voluntary Service Organizations
DBG	Daryeel Bulsho Guud
DRC	Danish Refugee Council
GAA	Welthungerhilfe
GI	The Gothenburg Initiative
GRT	Gruppo Per Le Relezionni Transculturalli
GTZ	EON DEA EU Somalia
HANDICAP	Handicap International

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HISAN	Handicap Initiative Support and Network
HORN RELIEF	Horn Relief
IAS	International Aid Services
IMC	International Medical Corps
INTERPEACE	International Peacebuilding Alliance
INTERSOS	Intersos - Humanitarian Aid Organisation
IR	Islamic Relief-UK
IRC	International Rescue Committee
IREX	International Research & Exchanges Board
MDM	Medecins Du Monde
MEDAIR	Medair (Somalia/Somaliland)
MERCY CORPS	Mercy Corps
MERLIN	Medical Emergency Relief International
NCA	Norwegian Church Aid
NNM	Noleeynta Naruurada Mustaqbalka
NRC	Norwegian Refugee Council
OXFAM – NB	OXFAM NOVIB
OXFAM – GB	OXFAM GB
PROGRESSIO	PROGRESSIO
RI	Relief International
SAFERWORLD	Saferworld
SAWA	Swedish African Welfare Alliance
SC	Save The Children
SOLIDARITES	Solidarites
SWISSO	SWISSO-KALMO

TERRANOUVA	TERRANOUVA
TROCAIRE	TROCAIRE Somalia
VSF-G WAMY	Veterinaires Sans Frontieres – Germany World Assembly Muslim youth
WC	World Concern International
WVI	World Vision International

References

1. Abdulrahman Mohamed
   Tell: +2521-5548819
2. Ahmed-nur Abdulrahman
   Tell: +1-6825518092