

**STAKEHOLDERS' INVOLVEMENT AND COMMUNITY DEVELOPMENT: A CASE
OF BAIDOA DISTRICT, SOMALIA**

BY

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DECLARATION

I, **Mohamud Haji Abdi**, hereby declare that this research dissertation is my original work and has not been submitted to any other University for the purpose of awarding a Master's Degree in Social work and Social Administration.

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APPROVAL

This research dissertation has been prepared under my supervision and is now ready for progress review by the College of Humanities and Social Sciences of Kampala International University.

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DEDICATION

First of all, I dedicate this research to my dear beloved parents my parents for their both moral and financial support in my academic career. May the Almighty God Bless You.

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Firstly, I do thank the Almighty God for everything he has done for me throughout my whole academic career. I also acknowledge my supervisor for the guidance and support during my research.

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LIST OF ABBREVIATIONS AND ACRONYMS

BSI	Budget Support Instrument
CEO	Chief Executive Officer
CSP	Community Service Provision
EBRD	European Bank for Reconstruction and Development
GNP	Gross National Product
IDPs	Internally Displaced Persons
IFC	International Finance Corporation
M&E	Monitoring and Evaluation
MoES	Ministry of Education and Sports
NGOs	Non-governmental organizations
PAF	Poverty Alleviation Facility
TRA	Theory of reasoned action
UNDP	United Nations Development Program
UNESC	United Nations Educational, Scientific and Cultural Organization
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHS	Uganda National Household Survey
UNIDF	United Nations International Community development Fund
UNOSOM	United Nations Operations in Somalia
WHO	World health Organisations
WUCs	Water User Committees

ABSTRACT

This study sought to examine the effects of Stakeholders' involvement and the delivery of community development services in Baidoa District, Somalia, with the following objectives: to examine the effects of Stakeholders' involvement in planning and the delivery of community development services in Baidoa District, Somalia, to establish the influence of Stakeholders' involvement in budgeting and the delivery of community development services in Baidoa District, Somalia and to establish the effects of Stakeholders' involvement in monitoring and evaluation in the delivery of community development service in Baidoa District, Somalia. This study was guided by Stakeholder theory and agency theory. The research design used was descriptive survey. The target population for this study was 202 participants, thus the study selected 134 participants involved in the community development calculated based on Yamane (1967) formula. Both random and non-random sampling techniques were used in selecting elements in the samples. In particular, simple and purposive sampling was used after stratifying the different population. The study used both questionnaire and interview as the major data collection instruments. According to the study findings it shows that the regression analysis results revealed that stakeholder involvement accounted for 61.2% of Community development in Baidoa and this was indicated by adjusted r squared of 0.612, this imply that stakeholder involvement significantly affect the Community development in Baidoa. The coefficients table indicated that of all the aspects of stakeholder involvement, Stakeholders' involvement in monitoring and evaluation accounted for the biggest influence of Community development in Baidoa. From the findings of the study, conclusions were drawn that the reasons for Stakeholders' Involvement in Planning and Community development includes developing a strategy that would deliver the community goals and that the critical dimensions of time, cost, quality and scope can never be attained if a community plan is not in place. Proper planning of allocated resources is a continuous assessment that aims at providing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities. It is an oversight of the activity's implementation stage. From the findings of the study and conclusions it can be recommended that both central and local governments should undertake vigorous and deliberate awareness campaigns to sensitize citizens on their roles in planning for delivery of community development. Local governments and central Government should also aid the process of participatory planning if improved delivery of community development services is to be realized through capacity building and private public partnerships. Residents and community leaders need to actively engage in the budgeting process, providing input and feedback on development priorities and resource allocation. They must advocate for adequate funding for essential services and infrastructure projects that address the needs of the community. More so local government officials and relevant ministries need to ensure that community members are actively involved in monitoring and evaluating the delivery of development services. This will be achieved through the establishment of community monitoring committees or task forces, composed of representatives from diverse stakeholder groups.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This part of the research work entails the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, research hypotheses, scope of the study, significance of the study and operational definition of key terms.

1.1 Background of the Study

1.1.1 Historical Perspective

Globally throughout history, involvement of stakeholders across the globe has been widely acknowledged as a key component of programming since the 1970s (Boonstra, 2023). Involvement is the sharing by people in the benefits of development, active contribution of people to development and involvement of people in decision-making at all levels of society. According to World Bank, (2016) Stakeholders' involvement is the process through which Stakeholder impact and share control over development initiatives and the decision and resource which affect them (Chaddad & Cook, 2022). Development experience over the last few decades and the increased concern of international funding agencies and nonprofit organizations in social sector have made Stakeholders' involvement an inevitable part of the development process.

Worldwide billions of dollars have been spent on community to enhance and strengthen the living condition of people (Peter *et al.*, 2015). Most often these dollars are been offered on a temporary bases and development typically have finite timeframe, yet the impact of the assistance and community development are intended to be lasting, But this is not the case for most of funded community development in Australia (Ababa, 2023) and the country like India has not been spared from the situation (anecdotal reference). While the targeted group are benefiting from the developed infrastructures they also appreciate it and term it as a success, apparently it is well known that what makes a development success is her sustainability after donor exit, this is what differentiate development success and failure (Peter *et al.*, 2015).

In Africa, community development is arguably more important than ever because of the ‘interconnected nature of the world (Chan et al., 2022). For instance in most African countries, any societal issue be it economic development, poor development performance, environmental concerns, ethnicity, terrorism affects numerous people, groups and organizations and in ‘shared – power world, no one is fully in charge. Thus it requires participatory approach by all stakeholders in identifying and solving the problem afflicting the society (Chileshe et al., 2017). In Kenya, most stakeholders engage in what they feel part of and value what they help to build. Thus, to create a sense of ownership, stakeholders are usually involved fully in the development meant to solve their needs.

In East Africa, community development initiatives often require the collaboration of multiple stakeholders, including local communities, government agencies, non-governmental organizations (NGOs), and international donors. The involvement of these stakeholders is crucial for the successful implementation and sustainability of development projects. In recent years, East African countries have increasingly recognized the importance of stakeholder participation in community development. For instance, in Kenya, the government has implemented policies that promote public participation in development planning and decision-making processes. According to a study by the Kenya Institute for Public Policy Research and Analysis (KIPPRA), public participation has been instrumental in improving the effectiveness of community development projects, leading to enhanced service delivery and greater community ownership of development initiatives (KIPPRA, 2021). Similarly, in Uganda, stakeholder involvement has been a key factor in the success of various community development projects. A report by the Uganda National Planning Authority (NPA) highlights that inclusive stakeholder participation has led to improved project outcomes, particularly in sectors such as health, education, and agriculture. The report also indicates that projects with high levels of stakeholder involvement are more likely to be sustainable and to have a lasting impact on the communities they serve (NPA, 2020). In Tanzania, the government’s focus on decentralization has further emphasized the role of local stakeholders in community development. Decentralization policies have empowered local governments and communities to take an active role in the planning and implementation of development projects. This approach has been associated with increased accountability, transparency, and responsiveness to community needs (World Bank, 2022).

Additionally despite these positive developments, challenges remain in ensuring meaningful stakeholder involvement in community development across East Africa. Issues such as limited capacity, lack of resources, and inadequate coordination among stakeholders can hinder the effectiveness of community development initiatives. For example, in Rwanda, while stakeholder participation is encouraged, a study by the Rwanda Governance Board (RGB) found that limited financial resources and insufficient capacity among local stakeholders often constrain their ability to fully engage in the development process (RGB, 2021).

In Somalia, involvement of stakeholders in community development is instrumental in having a better developed community, ensuring benefits reach the intended beneficiaries and that effectiveness in terms of cost and time is assured (Cooper & Schindler, 2021). This also aims at reducing incidences of corruption and ensuring equitable distribution of community development benefits. According to World Bank, (2016) Stakeholders' involvement in community development such as infrastructure development such as schools, roads, buildings etc. are instrumental in their success. For instance stakeholders such as development partners for example the UNDP and UNESCO have contributed significantly towards this community development in Baidoa. Additionally Somalia, particularly in Baidoa District, stakeholder involvement in community development is both crucial and complex. The region has experienced prolonged conflict and instability, which has disrupted traditional governance structures and community development efforts. As a result, the involvement of stakeholders, including local communities, NGOs, and international organizations, is essential to rebuilding and sustaining development initiatives in the area. According to a report by the United Nations Development Programme (UNDP), effective stakeholder engagement in Somalia has been associated with improved project outcomes, particularly in areas such as infrastructure development, education, and health services (UNDP, 2023).

Baidoa, Somalia, has experienced significant challenges due to conflict, political instability, and limited resources. Historically, the region has faced issues such as food insecurity, displacement, and lack of access to basic services. Stakeholder involvement in community development initiatives in Baidoa is crucial for addressing these challenges and fostering sustainable

development. However, factors such as governance issues, security concerns, and resource constraints have often hindered effective stakeholder engagement. Local government institutions in Baidoa may face challenges in capacity building and service delivery, impacting their ability to involve stakeholders in decision-making processes. Civil society organizations and international aid agencies play vital roles in providing assistance and support for community development projects, but coordination among stakeholders may be fragmented (UNDP Somalia, 2018). In recent years, there have been efforts to improve stakeholder involvement in Baidoa's development. For example, initiatives aimed at promoting participatory decision-making, community empowerment, and accountability have been implemented by various actors. Additionally, peacebuilding and reconciliation efforts have sought to create an enabling environment for sustainable development initiative (Adam & Kriesberg, 2020). However, ongoing security threats, including the presence of armed groups, continue to pose challenges to stakeholder engagement and hinder progress in community development efforts. Despite these challenges, there remains resilience and determination among local communities and stakeholders to work towards positive change and improve the well-being of Baidoa's residents.

1.1.2 Theoretical Perspective

This study was based on the both Stakeholder theory by Freeman et al, (2004) and agency theory propounded by Meckling, and Jensen, (1976).

According to the Stakeholder theory by Freeman et al, (2004) he reflects and directs how managers operate rather than primarily addressing management theories and economists. The focus of Stakeholder theory is articulated in two core questions. First, it asks what the purpose of the organisation is. This encourages managers to articulate the shared sense of the value they create and what brings its core stakeholders together. This propels the firm forward and allows it to generate understanding performance determined both in terms of the purpose and market place financial metrics. Second, Stakeholder theory asks what responsibilities management has to stakeholders. This pushes managers to articulate how they want to do community specifically, what kind of relationships they want and need to create with their stakeholders to deliver on their purpose. That manager must develop relationships, inspire the stakeholders and create communities where everyone strives to give their best to deliver the value to the firm premises.

An agency relationship is one in which “one or more persons (stakeholder) engage another person (community) to perform some service on their behalf which involves delegating some decision making authority to the agent” (Meckling, & Jensen, 1976). Perhaps the most recognizable form of agency relationship is that of employer and employee. Other examples include state (principal) and ambassador (agent); constituents (principal) and elected representative (agent); organization (principal) and lobbyist (agent); or shareholders (principal) and CEO (Agent) (Mitnick, 1973).

Agency theory is the study of the agency relationship and the issues that arise from this, particularly the dilemma that the principal and agent, while nominally working toward the same goal, may not always share the same interests. The literature on agency theory largely focuses on methods and systems—and their consequences—that arise to try to align the interests of the principal and agent. While the agent/principal dilemma in a corporate context had been pondered as early as the 18th century by Adam, (1776) and many of its key concepts were developed in literature on the firm, organizations, and on incentives and information—a separate theory of agency did not emerge until the early 1970s when Stephen A. Ross and Barry M. Mitnick, working independently, each presented a theory of agency (Mitnick, 2016).

The Stakeholder Theory was preferred to underpin this study because it provides a relevant lens to examine the diverse set of stakeholders involved in the community development process, including the local government authorities, community-based organizations, civil society groups, international aid agencies, private sector actors, and the community members themselves. This theory emphasizes the importance of identifying, engaging, and managing the interests and expectations of these various stakeholders to ensure effective and inclusive development initiatives (Freeman et al., 2004). Given the complex and multifaceted nature of the challenges faced in Baidoa, the Stakeholder Theory helps to analyze the dynamics, interactions, and potential conflicts among the different stakeholder groups, which is crucial for understanding the barriers to effective stakeholder involvement.

Complementing the Stakeholder Theory, the Agency Theory offers valuable insights into the potential agency problems that may arise from the different motivations, incentives, and

information asymmetries between the various stakeholders (Meckling & Jensen, 1976). This theory was preferred because it helps to examine the potential conflicts of interest, power dynamics, and principal-agent relationships between the local authorities, community representatives, and external partners involved in the development process. Understanding these agency-related issues is essential for designing appropriate governance mechanisms, accountability measures, and coordination structures to align the interests of the stakeholders and ensure the effective implementation and sustainability of community development initiatives in the Baidoa District.

By adopting both the Stakeholder Theory and the Agency Theory, the study can provide a comprehensive analysis of the multifaceted challenges and opportunities surrounding stakeholder involvement and community development in the Baidoa context, ultimately informing more effective and sustainable strategies for local development.

1.1.3 Conceptual Perspective

Stakeholders are individuals, groups or entities who may possess the power to be a threat or opportunity to a development. Community stakeholders are classified as primary or secondary depending on whether they have formal or contractual agreement with the development owner and are critical or not to the development success (Carroll and Buchholtz, 2022).

Stakeholders' involvement is the process by which an organization involves people who may be affected by the decisions it makes, or can impact the success of its decisions (Barlow, 2020). They may support or oppose the decisions, be influential in the organization or within the community in which it operates, hold relevant official positions or be affected in the long term.

The dependent variable Community development as a process where community members come together to take collective action and generate solutions to common problems. It is a broad concept, applied to the practices of civic leaders, activists, involved citizens, and professionals to improve various aspects of communities, typically aiming to build stronger and more resilient local communities (Alison and Marilyn, 2021). Chigbu (2015) argued development as "a practice-based profession and an academic discipline that promotes participative democracy, sustainable development, rights, economic opportunity, equality and social justice, through the

organization, development and empowerment of people within their communities, whether these be of locality, identity or interest, in urban and rural settings. The study measures community development through agricultural development, income Generation and social services.

Community development is a process where community members are supported by agencies to identify and take collective action on issues which are important to them Community development empowers community members and creates stronger and more connected communities, Community development is a holistic approach grounded in principles of empowerment, human rights, inclusion, social justice, self-determination and collective action (Kenny, 2017), Community development considers community members to be experts in their lives and communities, and values community knowledge and wisdom. Community development programs are led by community members at every stage-from deciding on issue selecting and implementing actions, and evaluation, Community development has an explicit focus on the redistribution of power to address the causes of inequality and disadvantage (Levy, 2017).

Community development seeks to empower individuals and groups of people by providing them with the skills they need to effect change in their own communities. These skills are often are created through the formation of large social groups working for a common agenda. Community developers must understand both how to work with individuals and how to affect communities positions within the content of larger social institutions. There are a myriad of job titles for Community development workers and their employers include public authorities and voluntary or non-governmental organizations, funded by the local government and by independent grant making bodies. Since the nineteen seventies the prefix word 'community' has also been adopted by several other occupations from the police and health workers to planners and architects, who work with more disadvantaged groups and communities and have been influenced by community development approaches (Peltenburg, et al., 2016). Community development practitioners have over many years developed a range of skills and approaches for working within local communities and in particular with disadvantaged people. These include less formal developmental methods, community organizing and group work skills. Since the nineteen sixties and seventies through the various anti-poverty programmes in both developed and developing countries community development practitioners have been influenced by structural analyses as to

the causes of disadvantage and poverty i.e. inequalities in the distribution of wealth, income, land etc, and especially political power and the need to mobilize people power to affect social change.

Effective community development should be: a long-term endeavor, well-planned, inclusive and equitable, holistic and integrated into the bigger picture, initiated and supported by community members of benefit to the community of grounded in experience that leads to best practices. Community development is a grassroots process by which communities: become more responsible, organize and plan together, develop healthy lifestyle options, empower themselves, reduce poverty and suffering, create employment and economic opportunities, achieve social, economic, cultural and environmental goals. Community development helps to build community capacity in order to address issues and take advantage of opportunities, find common ground and balance competing interests (Levy, 2017).

1.1.4 Contextual perspective

In Baidoa District, Somalia, the dynamics of community development are shaped by a complex interplay of local, national, and international factors. The region has historically faced significant challenges, including prolonged conflict, economic instability, and limited infrastructure development (World Bank, 2021). Baidoa, often referred to as the "City of the Two Rivers," is a focal point for various humanitarian and development interventions aimed at improving living conditions and fostering economic growth (UNDP, 2020).

Recent efforts in Baidoa have highlighted the importance of stakeholder involvement in development projects. This is underscored by findings from Chaddad and Cook (2022), which suggest that effective stakeholder engagement is crucial for the success and sustainability of development initiatives. In Baidoa, where local communities and authorities are central to the implementation of these projects, the level of involvement and coordination can significantly impact the outcomes (Carroll & Buchholtz, 2022). Despite substantial investments from international donors and NGOs, the region often experiences challenges in translating these efforts into lasting improvements due to issues such as inadequate local capacity and inconsistent stakeholder engagement (Peter et al., 2015).

Moreover, the effectiveness of community development projects in Baidoa is frequently compromised by the temporary nature of external funding and the lack of sustainable planning (Ababa, 2023). While these projects may achieve short-term gains, their long-term impact is often limited if they do not incorporate robust mechanisms for local stakeholder involvement and capacity building (World Bank, 2016). As such, addressing these gaps through enhanced stakeholder engagement strategies is critical for achieving sustainable development outcomes in Baidoa.

Since the 2020s, multilateral agencies such as the World Bank have focused on increasing Stakeholders' involvement in Somalia as a way to ensure sustainable development (Gonzales, 2018). It is now a critical element that can enhance the opportunities for sustainable development initiatives through community capacity-building and empowerment (Curtin, 1984; Bouchaway, 2021; Lions, Smuts and Stevens, (2021). Empowerment in this context means giving marginalized, vulnerable and excluded persons the ability to self-reliably manage their own resources. Involvement is believed to lead to empowerment through capacity-building, skills and training (Lyons et al., 2021). By increasing the self-reliance of people, developments and communities, they can then contribute to the sustainability of community development that can in turn contribute to the broader concept of sustainable national development.

In Baidoa city, Stakeholders' involvement in the delivery of services has become an important element in the design and implementation of community developments. Stakeholders' involvement in community service provision (CSP) is among the fastest growing mechanisms for guiding development assistance (Brett, 2023). The aim of Stakeholders' involvement in CBD developments is not only to reverse existing power relations in a way that creates agency and voice for the poor but also to allow the poor to take greater control of development assistance (Pigeon and Kurff, 2022). This is expected to result in the allocation of funds for development in a more responsive manner to the needs of the poor, better targeting of anti-poverty programs, a more responsive response to the Government, improved delivery of public goods and basic services, and better community assets. A more enlightened and participatory citizenry capable of undertaking self-development activity (Mansuri and Rao, 2023).

1.2 Statement of the problem.

In Baidoa District, the ideal scenario would involve stakeholders actively collaborating and engaging in participatory decision-making processes to effectively address community needs, prioritize development interventions, and mobilize resources. Government institutions would provide leadership and support, while civil society organizations, international development agencies, private sector entities, and community-based organizations would contribute their expertise, resources, and networks to implement holistic development projects (UNDP Somalia, 2018). However, in practice, stakeholders' involvement in community development efforts in Baidoa is fragmented. This fragmentation results in duplication of efforts, inefficient resource allocation, and limited overall impact. Empirical evidence underscores these issues. A study by UN Women Somalia (2019) highlights that the lack of coordination among stakeholders in Baidoa has led to fragmented efforts, with different organizations operating in isolation rather than in a coordinated manner. For instance, overlapping initiatives by various NGOs and aid agencies have led to redundant projects and inefficient use of resources. The limited capacity and political will of government institutions further exacerbate the problem, with research showing that local government bodies often struggle with inadequate resources and ineffective stakeholder engagement (Adam & Kriesberg, 2020). Additionally, the exclusion and marginalization of certain groups, such as women, youth, and marginalized populations, are significant barriers to inclusive development. Evidence from UNDP Somalia (2021) indicates that these groups are frequently sidelined in development processes, which undermines the effectiveness and sustainability of projects. The prevalence of conflict, insecurity, and political instability in Baidoa also complicates development efforts. According to a report by UNDP Somalia (2021), ongoing conflict and instability require conflict-sensitive programming and peacebuilding interventions, which are often inadequately integrated into development initiatives. By addressing these gaps—namely the lack of coordination among stakeholders, the limited capacity and resources, the exclusion of marginalized groups, and the impact of conflict and insecurity—this study aims to enhance stakeholder involvement, improve coordination, build local capacity, promote inclusivity, and address the specific challenges faced in Baidoa District. This approach is crucial for achieving sustainable community development in the region and ensuring that development efforts are both effective and equitable.

1.3 Purpose of the study.

The study examined the effects of Stakeholders' involvement and the delivery of community development services in Baidoa District, Somalia.

1.4 Objectives of the study

The study was guided by the following objectives:

1. To examine the effects of Stakeholders' involvement in planning and the delivery of community development services in Baidoa District, Somalia.
2. To establish the influence of Stakeholders' involvement in budgeting and the delivery of community development services in Baidoa District, Somalia.
3. To establish the effects of Stakeholders' involvement in monitoring and evaluation in the delivery of community development service in Baidoa District, Somalia.

1.5 Research Questions

The study sought to answer the following questions

1. What are the effects of Stakeholders' involvement in planning on the delivery of community development services in Baidoa District, Somalia?
2. What is the influence of Stakeholders' involvement in budgeting for the delivery of community development services in Baidoa District, Somalia?
3. What are the effects of Stakeholders' involvement in monitoring and evaluation on the delivery of community development services in Baidoa District, Somalia?

1.6 Null Hypotheses

H₀1: There is no significant relationship between Stakeholders' involvement in planning and the delivery of community development services in Baidoa District, Somalia.

H₀2: There is no significant relationship between Stakeholders' involvement in budgeting on delivery of community development services in Baidoa District, Somalia.

H₀3: There is no significant relationship between Stakeholders' involvement in monitoring and evaluation on delivery of community development services in Baidoa District, Somalia.

1.7 Scope of the Study

1.7.1 Geographical scope

The study was carried out in Baidoa district Somalia which is located in the Horn of Africa. Located in the continent of Africa, Somalia covers 627,337 square kilometers of land and 10,320 square kilometers of water, making it the 44th largest nation in the world with a total area of 637,657 square kilometers (Werema, 2022). The choice of Baidoa District, Somalia, for this study is justified by the region's historical challenges with conflict and instability, which have severely impacted its development and governance structures. Baidoa, located in the Bay region, has been a focal point of conflict and humanitarian crises due to ongoing political instability and the presence of armed groups, such as Al-Shabaab. This instability has led to significant obstacles in achieving sustainable development and effective stakeholder engagement in community projects. Studies have shown that areas affected by prolonged conflict and instability, such as Baidoa, often face numerous barriers to development, including weakened institutional capacity, disrupted infrastructure, and limited access to resources. These conditions create a challenging environment for implementing community development projects and necessitate a comprehensive understanding of stakeholder involvement to overcome these barriers and promote sustainable development. For instance, a study by Ali (2016) highlighted that regions in Somalia experiencing persistent conflict and instability face significant difficulties in mobilizing resources, ensuring effective governance, and achieving equitable development outcomes.

1.7.2 Content Scope

This study focused on the effects of Stakeholder planning on delivery of community development services in Baidoa District, Somalia, effect of Stakeholders' involvement in budgeting in delivery of community development services in Baidoa District, Somalia and effect of stakeholders monitoring and evaluation on Delivery of community development services in Baidoa District, Somalia.

1.7.3 Time Scope

The study was conducted for the period of 8 months. The study focused on the situation of Somalia between 2015 to 2022. This being the period in which Somalia has been said to lag behind due to its poor traditional ideals and roles that discourage stakeholders in community development in the society and as a result of absence of Strong Government Institutions have

been reported most in Baidoa District (Adam & Kriesberg, 2020). The study period is deemed to be sufficient enough to enable in the data collection and presentation of findings to attain the information for both academics and decision making based on the period of 7 years.

1.8 Significance of the study:

It is hoped that the findings of this study will contribute valuable knowledge to the field of Stakeholders' involvement and delivery of community development service. As such, it will hopefully form a useful material for reference to other researchers and readers.

The study might also inform both private and public policy making through recommendations on how to improve on delivery of community development services.

Likewise, the study is expected to benefit community developmental planners as it will be one of the reference points to feed into their developmental plans to address the gaps in community developmental provisioning. Furthermore, it shall be of interest to all public and private community developmental providers that are involved in ensuring equal opportunities.

The study will hopefully be of significance in the generation of information that is to be fed into the current advocacy and lobbying activities taken by various stakeholders aimed at improving the study conditions of community development service delivery under the acclaimed all-inclusive community development services.

It is also expected that the study might help to raise awareness amongst all stakeholders, on matters concerning access to community development services.

1.9. Definition of key terms used in the study.

Stakeholder: A stakeholder is a party that has an interest in a company and can either affect or be affected by the community.

Stakeholders' involvement: Stakeholders' involvement is the process by which an organisation involves people who may be affected by the decisions it makes, or can influence the implementation of its decisions.

Community development– it is an activity carried out by more than ten members of the community with an aim of improving their livelihood.

Monitoring and evaluation: This is the process of Supervising activities in progress, reporting, feedback and systematic assessment of the worth or merit of the development.

Planning: refers to the process of communication channel, attending meeting and setting objectives.

Budgeting: Refers to identifying community needs/priorities and allocating resources/finances to address those needs.

Pastoral community-livelihood that entails livestock rearing and moving from one place to another in search of security, water, pasture, fodder and saltlick.

Peace building-is the process of building ties between individuals who have been faced with conflicts in the community for harmonious living and execution of development ideas.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter is composed of the literature that is in existence in relation to Stakeholders' involvement and community development in the county, country and across the globe. It starts by introducing, theoretical review, conceptual framework, review of related literature, empirical literature review and finally the research gaps.

2.1 Theoretical Review

This study was guided by Stakeholder theory by Freeman et al, (2024) and agency theory propounded by Meckling, and Jensen, (1976).

2.1.1 Stakeholder theory

Stakeholder theory relates to management in that; it reflects and directs how managers operate rather than primarily addressing management theories and economists. The focus of Stakeholder theory is articulated in two core questions (Freeman, et al 2004). First, it asks what the purpose of the firm is. This encourages managers to articulate the shared sense of the value they create and what brings its core stakeholders together. This propels the firm forward and allows it to generate understanding performance determined both in terms of the purpose and market place financial metrics. Second, Stakeholder theory asks what responsibilities management has to stakeholders. This pushes managers to articulate how they want to do community specifically, what kind of relationships they want and need to create with their stakeholders to deliver on their purpose. That manager must develop relationships, inspire the stakeholders and create communities where everyone strives to give their best to deliver the value to the organisation premises.

This is a theory of organizational management and community ethics that addresses morals and values in managing an organization. It identifies and models the groups which are stakeholders of a development and both describes and recommends methods by which management can give due regard to the interests of those groups. In short it attempts to address the "Principle of Who or What Really Counts (Freeman, 2024). The stakeholder approach has been described as a powerful means of understanding the firm in its environment (Oakley, 2023). This approach is

intended to broaden the management's vision of its roles and responsibilities beyond the profit maximization function (Mansuri and Rao, 2024) and stakeholders identified in input-output models of the firm, to also include interests and claims of non-stockholding groups. Patton (2018) elaborated that the stakeholder model proposes that all persons or groups with legitimate interests engaging in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another (Karl, 2017). Associated corporations, prospective employees, prospective customers and the public at large, needs to be taken into consideration.

Overall, a central and original purpose of stakeholder theory is to enable managers to understand stakeholders and strategically manage them (Patton, 2018). The managerial importance of Stakeholders' involvement has been to demonstrate that treatment of stakeholders is related to the long term survival of the organization (McManus, 2024). While having its origin in strategic management, stakeholder theory has been applied to a number of fields and presented and used in a number of ways that are quite distinct and involve very different methodologies, concepts, types of evidence and criteria of evaluation. As the interest in the concept of stakeholders has grown, so has the proliferation of perspectives on the subject (Oakley, 2023). This theory emphasizes the significance of the relationship between the top management staff with the stakeholders. Specifically managers should understand the success of the community development can be influenced greatly by the Involvement of various stakeholders. These stakeholders will engage depending on the relationship they foster with the top community developments and not junior entities acting on their behalf.

More so the Stakeholders' involvement will be founded on the agency theory. The theory adequately explains the relationship between the two parties in Stakeholders' involvement and conflicts that arise between the stakeholders and hiring entity, in this case in Baidoa– Somalia which finally affect the community developments. While the state targets the goal of developing high quality roads, schools, hospitals etc. on the contrary, the stakeholders want to maximize profits out of the implemented developments, which leads them to do substandard work through minimizing inputs to maximize gains.

According to Lician and Jesse (2024), the agency theory occurs when one person or entity, the agent (stakeholders), is able to make decisions on behalf of, or that impact another person or entity (Community developments) the principal. This dilemma exists in circumstances where the agent is motivated to act in his own best interest, which are centrally to those of principals (timely delivery, quality of work, customer satisfaction), and is an example of moral hazard.

Eisenhardt (1989), indicated that the agency problem arises where the two parties have different interests and asymmetric information (the agent having more information) such that the principal cannot directly ensure that the agent is acting in his interest (Baidoa Somalia) particularly when activities that are useful to the principal and costly to the agent (enough quantity and desired development quality materials), and where elements of what the agent does are costly for the principal to observe (planning, budgeting, monitoring and evaluation). The deviations from the principal's interests (improved standards of living of people, improved service delivery and improved social welfare) by the agent are called the agency costs. Various mechanisms may be used to align the interest of the agent with those of the principal. The principal may use piece rate (commissions, performance measurement, or the threat of termination of contracts) to align works (stakeholders) interest with their own (Baidoa Somalia). However, the theory does not show the relationship between the interest of the principal and the agent to the elements observed by the principal to minimize the costs. Further, the theory does not indicate how the principal minimizes the information asymmetry (through planning, budgeting, monitoring and evaluation) to achieve the interest of the principal (which include improved standards of living of people, improved service delivery and improved social welfare).

According to Cooper and Schinder, (2021), indicated that as managers (stakeholders) identify stakeholder (in this case Community infrastructure developments) values, they also need to identify the tools, resources, and constraints that define the range of action they might take in delivering services (budgeting, evaluation, and monitoring in the study). Here, two institutions are central to the Stakeholders' involvement process: The stakeholders and Government entity (Community infrastructure developments). Contract laws set the boundaries within which managers (stakeholders) must operate, thereby permitting, authorizing, or requiring a range of actions. Managers clearly need a sound understanding of the laws, ordinances, and

administrative statutes governing both the Stakeholders' involvement process in general and their particular services (Rosenbloom and Piotrowski, 2015; Wise, 1990). However, the theory did not indicate how the adherence to the laws, ordinances, and administrative statutes such as monitoring by the development inspectors would impact on the performance of the community development.

Along with legal resources and constraints, organizational arrangements also define the capacity, resources, and transaction costs for managing performance by the principal. If the goals are effectiveness and efficiency, then Stakeholders' involvement with a private vendor may be more desirable, because private associates (stakeholders) operate with higher-powered, compensation-based, and profit oriented incentives. Effective management is necessary to monitor how stakeholders and public entities are achieving performance values (e.g efficiency, quality, and equity). To this end, building Stakeholders' involvement capacity includes acquiring and nurturing physical infrastructure, financial resources, and perhaps more important, human capital. However, the theory did not show how and why effectiveness and efficiency were achieved when services were contracted to private service providers.

In summary by adopting the Stakeholder Theory provides a relevant lens to examine the diverse set of stakeholders involved in the community development process, including the local government authorities, community-based organizations, civil society groups, international aid agencies, private sector actors, and the community members themselves. This theory emphasizes the importance of identifying, engaging, and managing the interests and expectations of these various stakeholders to ensure effective and inclusive development initiatives (Freeman et al., 2004). Given the complex and multifaceted nature of the challenges faced in Baidoa, the Stakeholder Theory helps to analyze the dynamics, interactions, and potential conflicts among the different stakeholder groups, which is crucial for understanding the barriers to effective stakeholder involvement.

2.1.2 Agency Theory

The Agency Theory explains how to best organize relationships in which one party determines the work while another party does the work. In this case, the study examined the relationship

between Community infrastructure developments departments through Stakeholders' involvement with the stakeholders. In this relationship, the principal (Community infrastructure developments) hires an agent (stakeholders) to do the work, or to perform a task the principal is unable or unwilling to do (community development). For example, in corporations, the principals are the shareholders of a company, delegating to the agent i.e. the management of the company, to perform tasks on their behalf. Agency theory assumes both the principal and the agent are motivated by self-interest. This assumption of self-interest dooms agency theory to inevitable inherent conflicts. Thus, if both parties are motivated by self-interest, agents are likely to pursue self-interested objectives that deviate and even conflict with the goals of the principal. Yet, agents are supposed to act in the sole interest of their principals (Eisenhardt, 1989).

According to Eisenhardt (1989), to determine when an agent does (and does not) act in their principal's interest, the standard of "Agency Loss" has become commonly used. Agency loss is the difference between the best possible outcome for the principal and the consequences of the acts of the agent. For instance, when an agent acts consistently with the principal's interests, agency loss is zero. The more an agent's acts deviate from the principal's interests, the more agency loss increases. When an agent acts entirely in his own self-interest, against the interest of the principal, then agency loss becomes high. Apart from discussing how the agency costs arise, he did not discuss any initiatives such as planning, budgeting, monitoring and evaluation by both the agent and the principal to reduce the agency losses of which this research gap will be addressed by this study.

Agency Theory, developed by Jensen and Meckling (1976), is often employed to explain the relationship between principals (those who delegate work) and agents (those who carry out the work). In the context of community development in Baidoa District, Somalia, the theory is highly relevant because it can help elucidate the dynamics between different stakeholders, including local communities, government bodies, NGOs, and international donors.

In community development projects, the principals could be the donors or the government entities that provide funding and strategic direction, while the agents are the local implementing bodies such as NGOs and community organizations. The theory is useful in analyzing how these

agents perform their duties and manage resources on behalf of the principals, who may have different levels of involvement or oversight.

One of the critical aspects of Agency Theory in this context is the issue of information asymmetry, where agents may have more information than principals about the actual conditions on the ground. This can lead to issues of moral hazard or adverse selection, where agents may not act in the best interest of the principals due to a lack of proper incentives or oversight. For instance, in Baidoa District, if local NGOs (agents) do not effectively communicate the community's needs and challenges to the donors (principals), it could result in misallocation of resources or failure of development projects (Eisenhardt, 1989).

Moreover, Agency Theory underscores the importance of establishing clear contracts and performance metrics to align the interests of the agents with those of the principals. This is particularly relevant in ensuring that community development projects are implemented efficiently and meet the intended objectives. For example, having well-defined roles, responsibilities, and accountability mechanisms can mitigate the risks associated with agency problems, ensuring that stakeholder involvement leads to successful community outcomes (Fama & Jensen, 1983).

Despite its relevance, Agency Theory has been criticized for several reasons, especially when applied to complex, real-world situations like community development in Baidoa District.

Firstly, Agency Theory assumes that all parties are primarily motivated by self-interest, which may not fully capture the motivations of stakeholders in community development. In many cases, stakeholders such as local community members and NGOs may be driven by altruistic goals or a commitment to social justice rather than mere economic incentives. This narrow focus on self-interest can oversimplify the diverse motivations that influence stakeholder involvement in community development (Perrow, 1986).

Secondly, the theory tends to emphasize formal contracts and monitoring mechanisms, which may not be feasible in all community development settings. In Somalia, for example, the lack of robust legal and institutional frameworks can make it challenging to implement the stringent monitoring and enforcement mechanisms that Agency Theory suggests. This can lead to an

overreliance on trust and informal agreements, which the theory does not adequately address (Davis, Schoorman, & Donaldson, 1997).

Furthermore, Agency Theory often fails to consider the power dynamics between principals and agents, which can be particularly pronounced in development contexts. In Baidoa District, international donors (principals) may have significant power over local implementing agencies (agents), potentially leading to top-down approaches that do not fully consider local knowledge and needs. This imbalance can hinder effective stakeholder involvement and reduce the chances of successful community development outcomes (Hill & Jones, 1992).

In summary the Agency Theory offers valuable insights into the potential agency problems that may arise from the different motivations, incentives, and information asymmetries between the various stakeholders (Meckling & Jensen, 1976). This theory helps to examine the potential conflicts of interest, power dynamics, and principal-agent relationships between the local authorities, community representatives, and external partners involved in the development process. Understanding these agency-related issues is essential for designing appropriate governance mechanisms, accountability measures, and coordination structures to align the interests of the stakeholders and ensure the effective implementation and sustainability of community development initiatives in the Baidoa District. While Agency Theory provides a useful framework for understanding the relationships and potential conflicts between different stakeholders in community development projects, it also has limitations that must be considered. The theory's focus on self-interest, formal contracts, and information asymmetry can offer valuable insights but may not fully capture the complexities and motivations of stakeholders in Baidoa District.

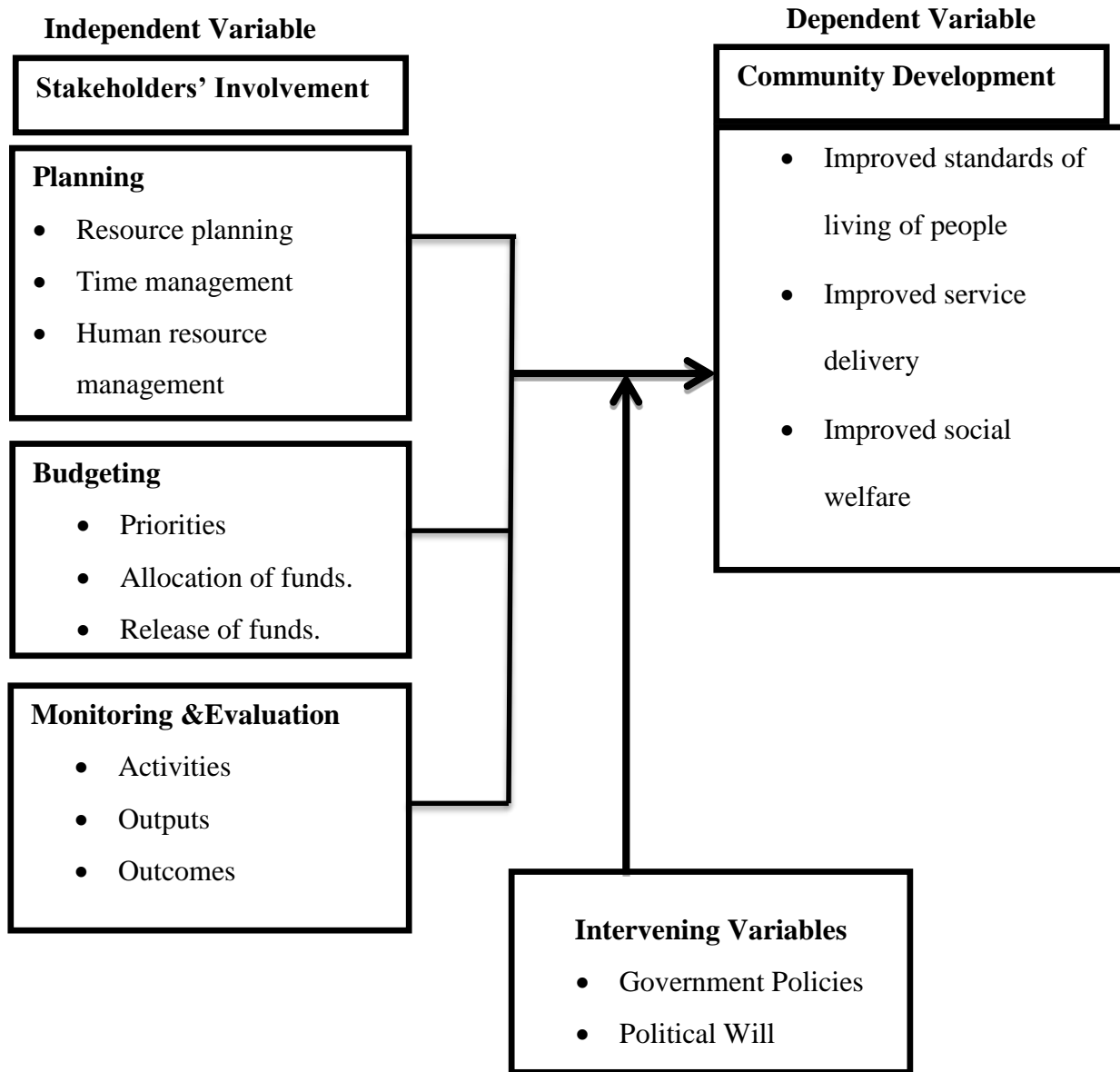
By adopting both the Stakeholder Theory and the Agency Theory, the study can provide a comprehensive analysis of the multifaceted challenges and opportunities surrounding stakeholder involvement and community development in the Baidoa context, ultimately informing more effective and sustainable strategies for local development. The use of Stakeholder Theory and Agency Theory in this study provides a comprehensive framework for analyzing the dynamics of stakeholder involvement in community infrastructure development. Stakeholder Theory offers

insights into how managers should identify, engage, and prioritize stakeholders to achieve organizational objectives effectively. By addressing questions about the purpose of the firm and the responsibilities of management towards stakeholders, Stakeholder Theory helps managers understand the interconnectedness between organizational goals and stakeholder interests. In the context of community infrastructure development, Stakeholder Theory guides managers in articulating the shared values and objectives that bring stakeholders together, facilitating collaboration and alignment towards common goals (Freeman et al., 2004). However on the other hand the Agency Theory provides a framework for understanding the principal-agent relationship, particularly in situations where one party (the principal) delegates tasks to another party (the agent) to act on their behalf. In the context of community infrastructure development, Agency Theory helps elucidate the roles, responsibilities, and incentives of both the community infrastructure development department (the principal) and the stakeholders (the agents). It acknowledges the potential for conflicts of interest between the principal and the agent due to divergent objectives and motivations, thereby highlighting the importance of designing mechanisms to mitigate agency problems and align the interests of both parties (Eisenhardt, 1989). By integrating both Stakeholder Theory and Agency Theory, the study provides a holistic understanding of the complexities involved in stakeholder involvement in community infrastructure development. Stakeholder Theory informs how managers should engage stakeholders to achieve common objectives, while Agency Theory sheds light on the potential challenges and conflicts inherent in the principal-agent relationship, guiding the design of governance mechanisms to address them effectively.

2.2 Conceptual frame work

The relationship between Stakeholders' involvement and delivery of community developmental services was conceptualized in Figure 2.1 on the next page.

Figure 2.1: Conceptual frame work showing the dimensions of the variables.



Source: Adopted from Myers-Majluf (2024), and modified by the Researcher, (2023)

From figure 1 above, the conceptualization of the independent variable (IV) as Stakeholders' involvement in planning, Stakeholders' involvement in budgeting, and Stakeholders' involvement in monitoring and evaluation, with the dependent variable (DV) as improved standards of living of people, improved service delivery, and improved social welfare, provides a

structured approach for assessing the impact of stakeholder engagement on community development outcomes while the dependent variables of improved standards of living of people, improved service delivery, and improved social welfare serve as key indicators of community development outcomes. These outcomes reflect the overarching goals of development interventions and represent tangible improvements in the well-being and quality of life of community members. By assessing the relationship between stakeholders' involvement in planning, budgeting, and monitoring/evaluation, and these development outcomes, the study can provide valuable insights into the effectiveness of stakeholder engagement strategies in driving positive change and promoting sustainable development.

2.3 Review of related Literature

2.3.1 Stakeholders' involvement in Planning and Delivery of community development services.

Adzroe and Ingirige (2024) highlight that stakeholders' involvement in development planning activities involves the identification of the development's objective, the specification of required development resources and their allocation, and the determination of the methods to be used to deliver the development's end product, respond to critical events, and evaluate activities and outcomes. The benefits of stakeholders' involvement in the planning process include a reduction in distrust of the development process or outcome, an increase in commitment to the development objectives and processes, and heightened credibility of the development's outcome. Nevertheless, while these benefits are well-articulated, the practical challenges of ensuring consistent stakeholder engagement, especially in contexts with diverse and conflicting interests, should not be underestimated.

A relationship between stakeholders' involvement in planning and their effect on the implementation of developments was studied by Nobeoka and Cusumano (2019) in Japan. According to their conclusion, stakeholders' involvement impacts different development goals on software development planning and resource allocation decisions, and in turn, on community development. However, the applicability of these findings to non-technological development projects, such as those in rural or underdeveloped areas, may require further contextualization to address specific local dynamics and challenges.

Harold (2023) argues that stakeholders' involvement in planning encompasses a comprehensive range of activities, including determining how to plan, developing the scope statement, selecting the planning team, identifying deliverables, and creating the work breakdown structure. This process further involves identifying the activities needed to complete those deliverables and networking the activities in their logical sequence. Moreover, it includes estimating the resource requirements for the activities, estimating time and cost for activities, developing the schedule, developing the budget, risk planning, and gaining formal approval to begin work (Rosario, 2020). Despite this detailed process, one might question whether all stakeholders possess the capacity and understanding to engage meaningfully in such a complex planning framework, particularly in less developed regions where technical expertise may be limited.

Gaith et al. (2022) noted that processes such as planning for communications and scope management, identifying roles and responsibilities, determining what to purchase for development, and holding a kick-off meeting are also generally advisable. The most common tools or methodologies used in stakeholders' involvement in the planning stage are development plan and milestone reviews. Stakeholders are fully engaged at this stage, with development officials preparing the development budget, work plan, and opening a bank account for development funds to be channeled through (Madeeha & Imran, 2024). The District Works Officer, a government official, assists in the preparation of the bill of quantities for the development. Other relevant departmental heads approve the budget and work plan for developments in their respective fields. The objectives of engaging stakeholders in planning include analyzing, anticipating, scheduling, coordinating, controlling, and information management, which influence the success of the development (Flanagan & Norman, 2023). In support of this view, it is important to recognize that while these processes are crucial for successful development, they can also become bureaucratic hurdles if not managed effectively, particularly in settings with limited administrative capacity.

Igwe and Ude (2018) conducted a study to establish how stakeholders' involvement in planning influenced community development in Nigeria. The study sought to explore the current issues around stakeholders' involvement in planning and implementation in Nigeria's public sector vis-à-vis international best practices. It was found that the three tiers of government have not really

planned, implemented, and executed developments with due diligence in accordance with global best practices. Thus, there exists a widespread institutional mediocrity in development execution, deficiency of vision, and inadequate budgetary allocations leading to high costs of development financing and corruption in the long run. However, it is crucial to note that these challenges are not unique to Nigeria but are prevalent in many developing countries where institutional weaknesses and corruption often hinder the effectiveness of stakeholder involvement in development processes.

In Texas, Escamilla (2021) conducted an investigation of development management planning practices for the renovation of historical buildings in urban contexts. The findings also indicated a significant disconnect between the perceptions of development success and the actual implementation of development delivery. Furthermore, the findings indicated that only a few development management practices tested were perceived to have a significant correlation with development success. Although these findings emphasize the importance of aligning stakeholder perceptions with actual outcomes, it raises questions about the extent to which stakeholder involvement can mitigate such disconnects, particularly in contexts where historical and cultural factors play a significant role in development planning.

Involving stakeholders in the planning process ensures that development interventions are tailored to local needs and priorities, leading to improved relevance and effectiveness. According to Bresnen et al. (2023), stakeholder involvement in planning enables a more comprehensive understanding of community needs, resulting in development strategies that are better aligned with local contexts and aspirations. This inclusive approach not only fosters a sense of ownership among community members but also enhances the legitimacy and sustainability of development projects (Bresnen et al., 2023). In addition to this, it is worth noting that while stakeholder involvement can indeed improve the alignment of development strategies with local needs, it requires careful management to avoid potential conflicts of interest and ensure that all voices, including those of marginalized groups, are heard.

When stakeholders actively participate in the planning and delivery of community development services, they develop a sense of ownership and commitment to the projects. This leads to

increased motivation and engagement, as stakeholders are more likely to support and contribute to initiatives that they helped shape. A study by Arnstein (2019) highlights the importance of meaningful stakeholder participation in decision-making processes to foster ownership and empowerment. Nevertheless, while ownership and commitment are desirable outcomes, the process of achieving meaningful participation can be complex and time-consuming, especially in communities with low levels of trust in public institutions or where there is significant social fragmentation.

Engaging stakeholders in the planning and delivery of community development services facilitates knowledge sharing, capacity building, and collaboration, which can enhance the quality and sustainability of interventions. According to Reed (2018), involving stakeholders in decision-making processes promotes learning, innovation, and adaptive management, leading to more resilient and effective development outcomes over the long term. However, it should be acknowledged that the success of such engagement depends heavily on the availability of resources and the willingness of all parties to collaborate, which may not always be present in resource-constrained or conflict-affected areas.

Stakeholder involvement in planning and delivery fosters collaboration, communication, and trust among diverse actors within the community. This can contribute to enhanced social cohesion, collective action, and problem-solving capacities, as highlighted by Pretty et al. (2015). When stakeholders are involved in decision-making processes, they are more likely to feel valued, respected, and included, leading to stronger social bonds and a sense of solidarity. Despite these potential benefits, one must consider the challenges of achieving such outcomes in communities with deeply entrenched divisions or where stakeholder interests are inherently conflicting.

Involving stakeholders in the planning and delivery of community development services promotes accountability and transparency in decision-making and resource allocation processes. According to Leach et al. (2017), stakeholder participation can help identify and address power imbalances, ensure that decisions are informed by diverse perspectives, and hold decision-makers accountable for their actions. Nevertheless, it is important to recognize that achieving

true accountability and transparency requires more than just stakeholder involvement; it also depends on the broader governance structures and the presence of effective oversight mechanisms.

Stakeholder involvement fosters a diversity of perspectives and ideas, leading to innovation and creativity in problem-solving and solution development. By engaging stakeholders from various sectors and backgrounds, development initiatives can benefit from a wide range of expertise, experiences, and innovative approaches. This can lead to the development of novel solutions and strategies that address complex challenges more effectively (Serrat, 2018). However, the process of integrating these diverse perspectives can be challenging and may require skilled facilitation to ensure that all voices are heard and that the final outcomes reflect a genuine consensus.

Involving stakeholders in the planning and delivery of community development services can empower individuals and communities by building their capacity to participate in decision-making processes, advocate for their interests, and take collective action. Through participation in training, workshops, and collaborative activities, stakeholders can acquire new skills, knowledge, and confidence, enabling them to play more active roles in shaping their own development trajectories (Minkler & Wallerstein, 2018). In support of this view, it is also essential to consider the long-term sustainability of such empowerment efforts, particularly in environments where continuous capacity-building resources may be scarce.

Stakeholder involvement can contribute to more efficient and effective resource allocation by ensuring that limited resources are directed towards priority areas and activities with the greatest potential for impact. Through participatory budgeting processes, for example, stakeholders can collectively assess needs, identify priorities, and allocate resources based on agreed-upon criteria, leading to more targeted and efficient use of available funds (UNDP, 2016). However, it is worth noting that participatory budgeting, while effective, may require significant time and effort to implement, and its success depends on the willingness of stakeholders to engage and the transparency of the process.

Engaging stakeholders in planning and decision-making processes can help identify and mitigate potential risks and vulnerabilities, enhancing the resilience of communities to external shocks and stressors. By involving diverse stakeholders in risk assessments, contingency planning, and adaptation strategies, development initiatives can better anticipate and respond to challenges such as natural disasters, climate change, and economic downturns (Mitchell et al., 2019). Nevertheless, the success of such efforts is contingent upon the availability of accurate data, the capacity to analyze risks effectively, and the commitment of stakeholders to act on the findings, which may be limited in some contexts.

Stakeholder involvement can contribute to promoting social justice and equity by ensuring that the voices and needs of marginalized and vulnerable groups are considered in development planning and implementation. According to Fraser (2008), participatory approaches can help challenge existing power dynamics, promote the inclusion of underrepresented groups, and ensure that development benefits are distributed more equitably across society. However, it is important to recognize that achieving social justice through stakeholder involvement requires intentional efforts to address systemic inequalities and may face resistance from more powerful interests that benefit from the status quo.

2.3.2 Stakeholders' involvement in Budgeting and Delivery of community development services.

Grizzle et al. (2022) note that budgeting is concerned with the implementation of the approved program within the long-range plan. The purpose of a budget system is to serve the needs of management in respect of the judgments and decisions it is required to make and to provide a basis for the management functions of planning and control. Managers should be concerned about the time wasted and, more importantly, the fixed performance contracts that lead to decision paralysis rather than decisive action and ethical reporting. Nevertheless, while Grizzle et al. highlight the challenges associated with fixed performance contracts, it is crucial to explore more dynamic and flexible budgeting approaches that can mitigate decision paralysis and foster more responsive management practices.

A budget is a detailed plan that sets out, in monetary terms, the plans for income and expenditure in respect of a future period. It is prepared in advance of the time period and is based on the agreed objectives for that period, together with the strategy planned to achieve those objectives (Weetman et al., 2016). However, while Weetman et al. emphasize the importance of planning, it is also essential to consider the inclusivity of the budgeting process. Ensuring that all stakeholders are involved can enhance social cohesion and trust within communities, though this requires overcoming barriers such as language and power imbalances.

According to Harvard (2023), budgets are financial blueprints that quantify a firm's plans for a future period. Budgets require management to specify expected sales, cash inflows and outflows, and costs; they provide a mechanism for effective planning and control in organizations. It's the budget that serves as a standard against which actual performance can be compared and measured. Although Harvard effectively outlines the technical aspects of budgeting, the human and organizational dynamics involved in implementing these financial blueprints should also be considered. This includes how the process can be used to enhance transparency and accountability in financial management.

To ensure effective financial management and to avoid uncertainty or waste of financial resources, budgets and budgeting become vital (Emojorho, 2024). He further observes that a budget is a formalized way of preparing a statement of all accounts and an allocation of all available financial resources. In other words, a budget can be described as a policy on which expenditures and income are based. In support of Emojorho's view, it is also worth noting that the effectiveness of budgeting policies is closely tied to how well they are communicated and understood by all relevant stakeholders. Failure to do so can result in misallocation of resources and missed opportunities for achieving organizational goals.

Proponents of budgeting argue that budgets have several important roles. Blocher et al. (2022), for instance, argue that budgets help to allocate resources, coordinate operations, and provide a means for performance measurement. Hilton et al. (2022) agree with this view, claiming that the budget is the most widely used technique for planning and control purposes. Clarke and Toal (2019) also believe that budgets are still essential and can, for example, be incorporated as part

of the financial component of the balanced scorecard. In support of these perspectives, it is important to acknowledge that while budgets are indeed essential tools, their effectiveness largely depends on how well they are integrated with other management practices, such as continuous performance monitoring and adaptive decision-making.

Meanwhile, critics of budgets claim that budgets are bad for business, are no longer adequate, and are "fundamentally flawed" as planning and control mechanisms in today's complex and highly uncertain business environment (McNally, 2022). Neely et al. (2020) argue that experts criticize budgets as being ineffective. According to them, "Budgets control the wrong things, like headcount, and miss the right ones, such as quality, customer service, and even profits." Despite these criticisms, it is important to recognize that the shortcomings of traditional budgeting can be addressed through the adoption of more flexible and adaptive budgeting techniques that are better suited to today's rapidly changing business environment.

In relation to development service delivery, the participatory budgeting process should go beyond prioritization and project conceptualization to include costing and expenditure and revenue planning. Babcock et al. (2018), in their study of participatory budgeting, observed that in Uganda, actual budgeting was lacking from the participatory budgeting process, with the budget conference facilitators not clearly outlining the priorities to be considered. This observation underscores the need for more transparent and inclusive budget planning processes that engage stakeholders at every stage, ensuring that resources are allocated effectively to meet the actual needs of the community.

The management accounting literature advocates participative budgeting as it provides managers with a sense of belonging ("this is our Budget") and increases the likelihood that they will strive to achieve the organizational budgetary goals. Prior studies on the relationship between budgeting participation and performance have obtained mixed results. Rachman (2024) found that a participative budgeting approach negatively impacts performance, while Covaleski et al. (2023) found a positive relationship. Although these mixed results highlight the complexities of participative budgeting, they also suggest that the success of such an approach may depend on

the specific context and how participation is structured. Tailoring the participative process to the unique needs of an organization or community may be key to its effectiveness.

Involving stakeholders in budgeting processes ensures that resources are allocated in a transparent, equitable, and efficient manner. Osborne and Brown (2013) assert that participatory budgeting enables stakeholders to prioritize needs, identify spending priorities, and allocate resources based on consensus and agreed-upon criteria. In addition to their view, it is critical to ensure that the consensus-building process is inclusive and representative of all stakeholders, particularly marginalized groups, to truly reflect community needs and aspirations.

Stakeholder involvement in budgeting promotes greater accountability and transparency in the management of public funds and resources. Sintomer et al. (2010) note that participatory budgeting processes provide opportunities for stakeholders to scrutinize budget decisions, track expenditures, and hold decision-makers accountable. In support of this, the importance of building institutional frameworks that facilitate continuous stakeholder engagement and feedback cannot be overstated. This would further enhance trust and legitimacy in public governance.

Participatory budgeting promotes equity and social justice by ensuring that marginalized and vulnerable groups have a voice in resource allocation decisions. Fung and Wright (2001) emphasize that participatory budgeting processes prioritize the needs of underserved communities and promote redistributive policies. While this approach is commendable, it is important to acknowledge that achieving true equity requires addressing systemic barriers that may prevent marginalized groups from fully participating in the budgeting process.

According to Reid (2022), the "top-down" imposition of budget targets led to higher performance among recipients compared to those managers who set their own targets. However, while top-down approaches may drive performance in the short term, they risk undermining employee morale and ownership, which are critical for sustainable organizational success. A more balanced approach that combines clear targets with participatory decision-making may yield better long-term outcomes.

The difference between success and failure of an organization can be partially explained by how well employees are organized and supported and how effectively the organization cultivates the abilities and talents of its staff (Denton, 2019). In addition, it is vital to recognize that employee support must be ongoing and adaptive to the changing needs of both the workforce and the organization, particularly in the context of community development, where stakeholder engagement is crucial.

Feedback concerning the degree to which budget goals have been achieved is another important variable in the budgeting process (Chong et al., 2022). Reports should be issued frequently to facilitate adjustments. Nevertheless, the effectiveness of such feedback depends on how it is communicated and whether it is used to empower managers and employees to make informed decisions.

Management needs to instill confidence in employees and support them when they make mistakes by providing constructive feedback (Leung et al., 2021). This approach is particularly relevant in dynamic environments where experimentation and learning from failures are essential for innovation and growth.

A key measure of success, from the shareholders' perspective, is the company's success in using the funds provided by shareholders to generate profit or shareholders' net worth (Weetman, 2016). However, it is important to balance short-term financial performance with long-term strategic objectives, particularly in contexts where social and environmental considerations are also critical.

Khouja et al. (2023) state that the primary control objective of budgeting is to set target profit objectives, with limitations on spending and revenue targets providing the basis for profit goals. Despite this traditional focus, there is a growing recognition of the need for more holistic approaches to budgeting that incorporate non-financial metrics, especially in organizations committed to sustainable development.

It is suggested that it may be possible to meet the budgetary needs of the organization through adopting “better budgeting” processes, including activity-based budgeting (Shane, 2015) and zero-based budgeting (Ma, 2016). In support of this suggestion, exploring alternative budgeting methodologies that align with the specific needs and goals of the organization can lead to more effective financial management and organizational performance.

Brander et al. (2021) advocate for a shift towards incorporating alternative steering mechanisms in budgeting and management practices, designed to empower stakeholders, enhance flexibility, and foster knowledge sharing. This shift is crucial for organizations aiming to remain agile and responsive in a rapidly changing environment, as it encourages continuous learning and adaptation rather than rigid adherence to outdated practices.

2.3.3 Stakeholders’ involvement in Monitoring and Evaluation and Delivery of community development services.

Involving development-affected stakeholders in monitoring the implementation of mitigation measures and environmental/social programs not only helps satisfy stakeholder concerns but also promotes transparency and accountability in development projects. According to Escamilla (2021), this involvement facilitates the flow of information and empowers local stakeholders to take responsibility for their environment and welfare, fostering a sense of ownership and empowerment. Furthermore, Flanagan and Norman (2023) emphasize that involving stakeholders in monitoring strengthens relationships between development entities and local communities. This collaborative monitoring approach enhances the effectiveness of environmental management efforts by integrating local knowledge and perspectives into decision-making processes. Adzroe and Ingirige (2024) underscore the significant influence of stakeholders' involvement in monitoring and supervision on development outcomes. They highlight that inclusive monitoring practices not only improve implementation efficiency but also contribute to the overall success of development initiatives by ensuring that they meet local needs and expectations. However, while these studies provide a strong argument for stakeholder involvement, they often overlook the challenges associated with integrating diverse stakeholder interests, which can sometimes lead to conflicts or delays in the implementation of projects.

Coulter (2020) highlights organizational issues as pivotal in shaping development outcomes, particularly emphasizing stakeholders' involvement as a critical component of organizational capability. Effective decision-making involving stakeholders significantly influences a firm's community development efforts, underscoring the importance of inclusive and participatory processes. Glass (2020) emphasizes the role of development reporting in enhancing transparency and communication performance in automobile emission control strategies. By involving stakeholders in monitoring and reporting processes, organizations can identify implementation challenges early on, thereby enhancing the effectiveness of environmental management initiatives. Katiku (2021) discusses how senior leaders in organizations can leverage stakeholders' involvement to influence other entities and align structures and processes with community development goals. This strategic approach not only fosters collaboration but also ensures that organizational efforts are aligned with broader community objectives, promoting sustainability and impactful outcomes. Nevertheless, it is important to note that while organizational alignment with community goals is beneficial, it requires sustained commitment and resources, which can be challenging for organizations facing budgetary constraints or shifting priorities.

According to Richardson and Lynes (2017), the stakeholders' involvement process builds a proactive two-way process between the organization and the community. The communication, opinions, and proposals flow in both directions, allowing the organization to change its behavior as a result of involvement. This process is not actually linear but is an iterative process in which an organization learns and improves its ability to perform meaningful stakeholders' involvement through developing relationships of mutual respect instead of one-off consultations. Holmes and Moir (2019) observed that stakeholders' involvement in environmental control development in construction is a formal process of relationship management through which clients, contractors, and subcontractors engage with a set of primary and secondary stakeholders in an effort to align their mutual interest to reduce risk in developments. According to Madeeha & Imran (2024), stakeholders' involvement in monitoring of the Baku-Tblisi-Ceyhan Pipeline development by national NGOs was a recommendation that arose during the construction phase of the development. BTC took up this recommendation, with support from IFC and EBRD, with the view that constructive and well-informed NGO monitoring was useful to the company as it

improved the implementation of the development. In addition, these findings suggest that sustained engagement and relationship-building are crucial to overcoming challenges associated with stakeholder diversity and achieving long-term project success.

Tengan and Aigbavboa (2017) conducted a study to assess the level of stakeholder involvement in monitoring and evaluating construction developments in Ghana. They found a significant disparity between stakeholder engagement in general development activities and their participation in monitoring and evaluation (M&E) processes at the local government level. The low involvement in M&E was largely due to stakeholders' lack of knowledge, understanding, involvement, and the time allocated for these activities. Despite these challenges, it is essential to address these gaps through targeted capacity-building efforts, ensuring that all stakeholders have the knowledge and resources necessary to contribute meaningfully to M&E processes.

Phiri (2015) explored the influence of monitoring and evaluation on community development, focusing on the African Virtual University in Kenya. The study demonstrated that M&E significantly impacts community development, particularly through the planning phase, where key indicators are identified, and data collection schedules are established. Although this study highlights the importance of the planning phase in M&E, it may underestimate the complexities involved in maintaining stakeholder engagement throughout the entire development process, which is crucial for long-term success.

Muchelule (2018) conducted a study on the influence of monitoring practices on the implementation of developments within Kenya's state corporations. The research employed a descriptive design and positivist philosophy, targeting 187 state corporations. The findings revealed that enhancing M&E practices is vital for improving community development outcomes, including increased efficiency in service delivery and better returns on investments. However, it is important to consider that M&E practices need to be adaptable to the specific contexts of each project, as rigid approaches may not fully capture the nuances of different community needs and project challenges.

Involving stakeholders in M&E processes fosters greater accountability and transparency in the delivery of community development services. According to Black et al. (2016), stakeholder participation in monitoring and evaluation helps ensure that decision-making processes are open, inclusive, and responsive to the needs and interests of the community. Nevertheless, the effectiveness of these processes largely depends on the level of trust and communication between stakeholders, which requires ongoing effort and commitment from all parties involved.

Stakeholder involvement in M&E facilitates the continuous assessment and adaptation of development programs to better meet the evolving needs and priorities of the community. As noted by Cousins and Chouinard (2022), engaging stakeholders in monitoring and evaluation enables real-time feedback on program performance, allowing implementers to identify strengths, weaknesses, and areas for improvement. This iterative process enhances program relevance, responsiveness, and effectiveness over time. However, the challenge lies in ensuring that the feedback loop is effectively integrated into the decision-making process, which requires robust mechanisms for data analysis and communication.

Participation in M&E activities can empower stakeholders by building their capacity to monitor, evaluate, and advocate for their interests in community development processes. According to O'Meara et al. (2022), involving stakeholders in data collection, analysis, and interpretation fosters learning, skill-building, and confidence, enabling them to play more active roles in decision-making and advocacy. This empowerment contributes to greater ownership, engagement, and sustainability of development initiatives. In support of this, the capacity-building aspect of M&E can serve as a critical enabler of sustainable development, though it may require substantial investment in training and resources.

Stakeholder involvement in M&E promotes learning and knowledge sharing among diverse actors involved in community development. As highlighted by Estrella and Gaventa (2024), participatory M&E processes create opportunities for stakeholders to exchange experiences, insights, and best practices, fostering mutual learning and collaboration. However, the success of these knowledge-sharing efforts depends on creating an environment that encourages open

communication and collaboration, which may be challenging in contexts where power imbalances or conflicts of interest exist.

Engaging stakeholders in M&E builds trust, social capital, and mutual accountability within the community. According to Guijt and Shah (2018), participatory M&E processes promote dialogue, collaboration, and collective action among stakeholders, strengthening social networks and relationships. This trust and social capital facilitate cooperation, problem-solving, and resource mobilization, contributing to the sustainability and resilience of community development efforts. Nevertheless, building and maintaining this trust requires sustained effort, transparency, and a genuine commitment to addressing stakeholders' concerns, which can be resource-intensive but is essential for the long-term success of development projects.

2.4 Empirical Review

Adan (2022) explored the effects of stakeholder roles on the performance of Constituencies Development Fund (CDF) projects in Isiolo North Constituency, revealing that active stakeholder involvement is crucial for project success. Similarly, Onchoke (2023) investigated factors influencing the performance of community developments in Kenya, highlighting the significance of stakeholder engagement in community projects. Ondieki (2021) examined the factors influencing stakeholders' involvement in monitoring and evaluation of Local Authority Transfer Fund (LATF) developments in Kisii, emphasizing that inclusive stakeholder participation enhances project effectiveness. However, these studies primarily focus on the positive outcomes of stakeholder involvement without sufficiently addressing the challenges and complexities of managing diverse stakeholder interests, which could significantly impact project outcomes if not properly managed.

Shafqadshehzad (2015) discussed the need for exploring alternative resource mobilization for Pakistan's healthcare due to the inadequacy of conventional tax-based financing in meeting the health needs of all citizens, leading to differential access to healthcare facilities across income groups. The study shows that in Pakistan, general tax revenue is the main source of financing healthcare, but this method has proven insufficient. Nevertheless, while the study highlights the necessity for alternative financing mechanisms, it does not propose specific strategies or

solutions to address the identified shortcomings, leaving a gap in practical recommendations for policymakers.

The Carl Bro International Consultants (2020) study on “Support to Rural Water and Sanitation Development” involved reviewing key documents, consulting with stakeholders, and assessing office capacities to formulate work plans. The study found significant staffing gaps at district and sub-county levels, particularly in mobilization roles, and recommended that consultants work with water offices and local governments to address these gaps. Although the study provides valuable recommendations for filling staffing gaps, it does not address the broader systemic issues that may contribute to these staffing shortages, such as budget constraints or inadequate training programs.

Lagarde and Palmer (2021) examined how a government’s revenue-raising capacity is influenced by factors such as economic development, institutional constraints, and tax administration capacity. They found that in low-income countries, where these factors are weak, there is a greater reliance on private revenues for health, with user fees comprising a significant portion of total health funds. Despite these findings, the study does not fully explore the potential long-term consequences of heavy reliance on private revenues, such as exacerbating inequalities in access to healthcare, particularly for the poorest segments of the population.

Moreno-Serra and Smith (2021) used a large panel dataset to analyze the impact of public spending on health outcomes, finding that higher public spending leads to better population outcomes, as measured by under-five and adult mortality rates. In support of this, Dzakpasu et al. (2023) found that while removing user fees increases service utilization, it does not necessarily lead to improved health outcomes, highlighting the complex relationship between healthcare financing and health outcomes. However, these studies do not fully address the sustainability of increased public spending or the potential trade-offs involved in reallocating resources from other critical sectors.

Boumann and Asebe (2021) evaluated Uganda's progress toward the Millennium Development Goals (MDGs) through a documentary analysis of the Budget Support Instrument (BSI)/Poverty

Alleviation Facility (PAF) and site visits to selected districts. The study found that while mobilization efforts were theoretically supposed to be carried out by sub-counties, in practice, these efforts were minimal, often not fulfilling the requirements for PAF funding. Although the study provides a critical assessment of the shortcomings in mobilization efforts, it fails to propose concrete recommendations for improving these processes, leaving local governments without clear guidance on how to enhance mobilization and achieve better outcomes.

Lin-lin et al. (2024) explored development stakeholder perceptions of public participation in China's infrastructure and construction developments, identifying various social effects, benefits, and barriers. In addition to the social effects, the study underscores the need for a deeper understanding of the contextual barriers to effective public participation, which are often influenced by cultural and political factors that the study does not fully address.

2.5 Gaps in the Literature

From the literature review, there exist past studies on influence of Stakeholders' involvement on community development but most studies focus on developed countries. For instance, O'Halloran,(2024) who carried out a study on extent to which awareness of stakeholder management influence community development in the construction industry in Ireland. Other studies have been done in developing African countries such as Lekunze, (2021) who investigated the influence of Stakeholders' involvement in integrated water resource management in community water management developments in Cameroon and Atiibo, (2022) and Menoka, (2024) who examined stakeholder management challenges and their impact on development management in the case of advocacy and empowerment in the upper east region of Ghana.

According to Ackermann and Eden, (2021), noted that Stakeholder impacts are those efforts that are conceived and driven by the local community itself as a self-help effort. The approaches used in the implementation of construction development are those that emphasize top-down techniques, where the government agencies and other organizations design and implement development initiatives. The stakeholder input is limited in that the local participants are excluded from the design of the construction developments. The gap to be filled here is that by emphasizing stakeholder impact, the emphasis is on the ideas that have been generated by the

community itself, depending on the particular challenges that are faced by that community in Baidoa district, Somalia.

The various studies such as Selaru, (2016); Yang, et al., (2017); Igwe & Ude, (2018), among others were conducted about stakeholders impact and construction developments, these studies have been conducted in various areas in Somalia and around the world, there is no study that has specifically focused on Baidoa district. Given the fact that every community has its own unique set of challenges, the gap left here is that the findings recorded from studies in other areas do not effectively reflect the situation in Baidoa district. This study intends to generate specific information in the study area so that the challenges faced can be adequately addressed.

Empirical studies such as Adan (2022) and Ondieki (2021) have explored stakeholder involvement in various development contexts, but there is limited conceptual exploration of how different forms of stakeholder engagement specifically affect resource allocation in fragmented settings like Baidoa District. Adan's (2022) study focuses on constituency development funds, while Ondieki (2021) investigates monitoring and evaluation. Neither study delves deeply into how stakeholder roles and interactions influence the efficiency of resource use in highly fragmented and conflict-affected environments. This study aims to fill this gap by conceptualizing how stakeholder engagement impacts resource allocation in a context where multiple entities operate with varying levels of coordination and capacity.

Shafqadshehzad (2015) highlights the challenges of traditional resource mobilization methods in health care but does not extend this conceptualization to other sectors or to the context of community development in Somalia. The need to explore alternative resource mobilization strategies in contexts with significant donor dependency and limited local capacity is crucial. This study will explore how alternative strategies might be integrated into stakeholder involvement frameworks to enhance development outcomes in Baidoa District.

Studies such as the one by Carl Bro International Consultants (2020) have identified gaps in staffing and mobilization within rural water and sanitation projects, but they do not address the unique challenges of stakeholder coordination in conflict-affected areas like Baidoa District. The

contextual challenge in Baidoa, characterized by frequent conflict and political instability, requires a tailored approach to stakeholder engagement that considers the implications of such instability on coordination and collaboration. This study will address the contextual gap by examining how conflict and instability affect stakeholder involvement and how best to mitigate these challenges.

Lagarde and Palmer (2021) discuss how economic and institutional constraints affect health care financing but do not explore how these factors impact community development efforts in areas with similar constraints. In Baidoa District, economic limitations and institutional weaknesses likely influence stakeholder engagement and development outcomes. This study will contextualize these constraints by analyzing their specific effects on stakeholder involvement and community development in Baidoa, thus providing insights into how economic and institutional factors interplay with development efforts in a low-income, conflict-prone setting.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the research design, target population, sample size and sampling procedure, sampling size, data collection instruments, pilot testing, validity of the research instrument, reliability of the research instrument, data collection procedure, data analysis techniques, ethical consideration and operationalization of variables.

3.2 Research Design

The research design used in this research was embedded mixed design. This design integrates both quantitative and qualitative approaches within a single research framework, allowing for a comprehensive examination of the research problem from multiple perspectives. The quantitative aspect of the embedded mixed design involves the collection and analysis of numerical data to identify patterns, relationships, and general trends related to stakeholder involvement and its impact on community development. This often includes structured surveys and statistical analyses. For instance, the study may use structured questionnaires to gather data on stakeholders' perceptions, involvement levels, and the effectiveness of various development initiatives. By applying statistical techniques such as descriptive statistics and regression analysis, the study can quantify the extent of stakeholder engagement, resource allocation efficiency, and the impact on community development outcomes (Creswell & Plano Clark, 2017).

Complementing the quantitative data, the qualitative component involves in-depth exploration of participants' experiences, perspectives, and contextual factors. This is achieved through methods such as interviews and focus groups. In this study, key informant interviews with government representatives, community development committees, and donors provide rich, detailed insights into the nuances of stakeholder involvement, the challenges faced, and the contextual factors influencing community development in Baidoa. Qualitative data helps in understanding the underlying reasons behind observed patterns and provides context to the numerical findings (Johnson & Onwuegbuzie, 2004).

The embedded mixed design is particularly advantageous for this study as it allows for a holistic understanding of complex issues by combining the strengths of both quantitative and qualitative methods. According to Tashakkori and Teddlie (2010), this design approach provides a more nuanced and comprehensive analysis of the research problem, as quantitative data can reveal broad patterns and trends, while qualitative data offers deeper insights into specific issues and contextual factors. For example, while quantitative analysis may show a general lack of coordination among stakeholders, qualitative interviews can uncover the reasons behind this lack of coordination, such as communication barriers or political constraints. By integrating these methods, the embedded mixed design enables the study to address both the breadth and depth of stakeholder involvement in community development in Baidoa, providing a richer and more complete picture of the factors influencing development outcomes.

3.3 Target Population

A population is defined as the full universe of people or things from which a sample was selected (Salter & Kothari, 2024). The target population for this study was set at 202 participants, encompassing government representatives, Baidoa community development committees, community members, and donors. A population in research refers to the entire group from which a sample is drawn (Salter & Kothari, 2024). In this study, these specific groups were selected to provide a comprehensive view of the stakeholder landscape in community development within Baidoa District, Somalia.

The selection of these groups is supported by their critical roles in community development. Government representatives were included due to their authority in policy-making and their ability to provide insights into the operational and support challenges faced by local development initiatives (Mugenda & Mugenda, 2013). Community development committees were chosen because they are directly involved in the implementation and oversight of grassroots development projects, thus offering practical perspectives on local needs and effectiveness (Kumar, 2019). Community members, as the primary beneficiaries of development projects, were included to capture their direct experiences and perceptions of the impact of these initiatives (Creswell & Creswell, 2018). Donors were selected for their role in funding and strategic direction, which influences project design, resource allocation, and sustainability (Smith & Gronbjerg, 2020). The BDDS Report (2023) provided an accurate enumeration of these

stakeholders, supporting the inclusion of these specific groups to ensure comprehensive and credible data collection.

The decision to include these groups is further justified by the findings of the BDDS Report (2023), which highlights the importance of engaging all relevant stakeholders to understand the full scope of community development efforts and challenges. This approach ensures that the study captures a broad and representative perspective on the factors influencing community development in Baidoa District, facilitating a thorough analysis of stakeholder involvement and its impact on development outcomes.

3.4 Sample Size

A sample is a part of the target population, carefully selected to represent the total population. Kothari and Gaurav (2024) describe sample size as the number of elements to be included in the study sample. Wiersma and Jurs (2018) suggest that an ideal sample should be large enough so that the validity and reliability of the data is achieved. The study selected 134 participants involved in the community development calculated based on Yamane (1967) formula at 95% confidence level (0.05 level of significance).

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

Where n = Sample Size

N = Population (202 participants involved in the Community development)

e = level of precision (0.05)

Therefore the computation is as follows:

$$\frac{202}{1 + 202(0.05)^2} = \frac{202}{1 + (202 \times 0.0025)} = \frac{202}{1 + 0.505} = \frac{202}{1.505} = 134$$

The sample size for this study was 134 respondents

Table 3.1: Sample size

Category	Target Population	Sample Size	Sampling technique
Government representatives	4	3	Purposive sampling
Baidoa community development committees	7	5	Purposive sampling
Community members	186	123	Random sampling
Donors	5	3	Purposive sampling
Total	202	134	

Source: Baidoa District development Sector Report, 2023

3.5 Sampling Procedure

Both random and purposive sampling techniques were used in selecting elements in the samples. In particular, simple and purposive sampling was used after stratifying the different population. Simple random sampling was used to select the categories among the members of the parish development committee using lottery method (Amin, 2015). This involved assigning numbers to all the elements in that access population, putting them in a box, and, one by one, randomly picking numbers until the determined sample size. This helped to avoid biases associated with other sampling methods since all the members have almost equal chance of being picked.

This study also used stratified random sampling to sample the population. Stratified random sampling is a procedure in which the elements of the target population are classified into different groups or strata from they are randomly sampled proportionately. Stratified sampling was used to categorize the participants involved in the Community development into four strata's while random sampling was employed to determine the final respondents who were interviewed based on the experience they have in relation to involvement in community development in Somalia.

3.6 Data sources

This study only utilized the primary data which was collected using questionnaires and interview guide. Primary data was collected from the respondents through interviews, and self-administered questionnaire. Primary data is important in answering questions about the study variables.

3.7 Data Collection Methods

3.7.1 Questionnaire

The study employed a structured questionnaire to collect information and data from community members. This method was chosen for its ability to gather a wide range of data from a large sample in a systematic and efficient manner. Open-ended questions were incorporated to allow respondents the freedom to express their thoughts and perspectives in detail, providing richer, more nuanced data. This flexibility enabled the researcher to capture the complexity of community members' experiences and opinions, which is essential for understanding the diverse needs and challenges within Baidoa District. Additionally, closed-ended questions were used to streamline responses on specific issues, allowing for easier comparison and quantification of data. This combination of question types enhanced the depth and breadth of the data collected, making it well-suited for drawing meaningful conclusions that are grounded in the lived realities of the community.

3.7.2 Interview

The study conducted key informant interviews with government representatives, Baidoa community development committees, and donors, utilizing carefully designed interview guides. This method was particularly advantageous to the study because it allowed for in-depth, face-to-face interactions, fostering a deeper understanding of the respondents' insights and experiences. The interview guides ensured that the discussion remained focused on relevant topics, facilitating a systematic flow of information and enabling the researcher to probe further into key areas of interest. Moreover, interviews offered the opportunity to clarify and explore issues that might have been overlooked or underreported in the questionnaires. By engaging directly with stakeholders, the researcher was able to gather comprehensive, context-specific data that

enriched the overall analysis and provided a more holistic understanding of the factors influencing stakeholder involvement in community development projects in Baidoa District.

3.8 Reliability and Validity of the Instrument

3.8.1 Validity of the Instrument

According to Gall, Borg & Gall (2016) validating of an instrument is improved through expert judgment. Sunders (2020) stipulates that research is only valid if it actually studies what it sets out to study and only if the findings are verifiable. Validity is the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda and Mugenda, 2022).

The researcher ensured that the instruments are actually measuring what they were intended to measure (i.e. the construct), and no other variables. This was achieved with the guidance of the university supervisor. That is to say, the researcher worked hand in hand with his university supervisor to guide him on the appropriateness of his research instruments who ensured that the instruments were valid for its intended course. The researcher worked hand in hand with his research supervisors to adjust the instruments accordingly. In order to test this content validity of the instruments, the researcher availed the questionnaire to two experts to check each item for language, clarity, relevance, and comprehensiveness of the content.

$$CVI = \frac{\text{no of items declared valid}}{\text{total no of items}}$$

$$CVI = \frac{14}{16} * 100\% = 87.5\%$$

This implies that the instrument was valid since CVI results were above 87.5%.

3.8.2 Reliability of the Instrument

Reliability is a measure of the degree to which research instruments yield consistent results or data after repeated trials. The Cronbach's reliability test was performed to ascertain the reliability of the instrument. Classification on quality of Cronbach's Alpha value by Stevens (2023) states that the value exceeding 0.9 is excellent, between 0.9 and 0.8 is good, 0.7 to 0.8 is acceptable, 0.6 to 0.7 is questionable and 0.5 to 0.6 is poor, and below 0.5 as unacceptable. The Cronbach's

results should be between 0.75 and 0.8 respectively to be interpreted as acceptable (Stevens, 2023).

To ensure reliability of the instrument, the researcher used the test-retest method. The questionnaire was given to 15 people and after two weeks, the same questionnaire was given to the same people and the Cronbatch Alpha was computed using SPSS. The minimum Cronbatch Alpha coefficient of 0.75 was used to declare an instrument reliable.

3.9 Data collection procedures

An introductory letter was obtained from Kampala International University. When it is approved, the researcher made a list of qualified respondents from government representatives, community members and Community/ opinion leaders and selected them through random sampling and purposive sampling. The researcher then explained the purpose of study to the respondents and requested them to sign the informed consent form. The researcher recruited and train research assistants to collect accurate data timeously. The respondents were requested to answer in full and not to leave any part of the questionnaires unanswered. The researcher and assistants collected the questionnaires within two weeks from the date of distribution. All returned questionnaires were checked if they were all answered.

3.10 Data Presentation

The data obtained from the questionnaires were double checked to make sure that the information provided is complete, consistent, reliable, and accurate. Data processing involved scrutiny of the responses provided by different respondents. Data was sorted, edited, and interpreted. The researcher then coded and tabulated the data obtained. On the other hand, data from the interview guide was analyzed and organized based on patterns, repetitions and commonalities into themes based on the study variables. The data then was used to reinforce information got from questionnaires to draw conclusion and recommendations.

3.11 Data analysis

The data collected in this study was analyzed using both quantitative and qualitative methods to provide a comprehensive understanding of the research findings.

3.11.1 Quantitative Data Analysis

Data from the field was too raw for proper interpretation. It was therefore vital to put it into order and structure it, so as to drive meaning and information from it. The raw data obtained from questionnaires were cleaned, sorted and coded. The coded data was entered into the Computer, checked and statistically analyzed using the statistical package for social scientists (SPSS) software package to generate descriptive and inferential statistics. Descriptive statistics, such as frequencies, percentages, means, and standard deviations, were used to summarize and describe the characteristics of the data collected from the questionnaires. This provided a clear and concise overview of the trends and patterns within the responses, making it easier to identify common themes and significant insights. The Pearson product correlation Co-efficient analysis was used to test the relationship among the variables and regression coefficient models to determine the extent to which the dependent variables impact on the independent variable. The results was presented in tables, analyzed and interpreted and then conclusion and recommendations was drawn. Additionally, regression analysis was employed to examine the relationships between variables and to assess the impact of stakeholder involvement on community development outcomes. This statistical approach allowed the researcher to quantify the extent to which different factors influenced the effectiveness of development projects, providing a solid foundation for drawing conclusions and making recommendations.

3.11.2 Qualitative Data Analysis

Qualitative data was collected from interview discussions with selected respondents. Qualitative data analysis involved such processes as coding (open, axial, and selective), categorising and making sense of the essential meanings of the phenomenon. This stage of analysis basically involves total immersion for as long as it is needed in order to ensure both a pure and a thorough description of the phenomenon. Content analysis was used to edit the data and re-organize it into meaningful shorter sentences. The data was analyzed and organized based on patterns, repetitions and commonalities into themes based on the study variables. The data then was used to reinforce information got from questionnaires to draw conclusion and recommendations. This method was particularly useful in capturing the richness and depth of the participants' perspectives, providing a nuanced understanding of the contextual factors influencing the success of development initiatives in Baidoa District.

3.12 Ethical Consideration

Ethics defines as norms for conduct that distinguish between acceptable and unacceptable behavior thereby protecting all the subjects in the research Resnick (2021). The study collected sensitive information; therefore, the researcher holds a moral obligation to treat the information with utmost modesty.

Further, the study assured the respondents that the information collected was treated with anonymity. Participation in the study by respondents was voluntary and no forms of incentives or rewards were given to encourage individuals to participate. Also, the researcher did not pressurize or coerce anyone to participate and assured the respondents that they can withdraw from the study at any point if they felt uncomfortable.

3.13 Limitations of the study

The researcher encountered some hindrances. These included the respondents being uncooperative, some respondents did not have the time and commitment to fill the questionnaires this is because they were busy with their daily works. To mitigate this, the researcher asked the respondents during their free time and then the researcher administered the questionnaires to the respondents during their free time.

Also, the researcher dropped the questionnaire to the respondents to fill in their free time and collect them later. Being in Somali the researcher scared for his security and that of research assistants because of political instability. To overcome this challenge, the researcher used of community members as the research assistants, also the researcher hired local elders while doing data collection. The elders offered security and at the sometime introduce the researcher to possible subjects of the study. The community members may also be feared being victimized by their seniors for giving sensitive information about the community development. To address this challenge, the community members were assured that the study is for academic purposes only and that no form of identification was required from them during the data collection exercise.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction

This chapter dealt with the presentation and analysis of the major findings from the research instruments that were used for collecting the data with specific emphasis on the specific objectives of the study.

4.1. Response Rate

The study sought to determine the response rate and the findings were as shown in Table 4.1.

Table 4.1. Showing Response Rate

	Frequency	Percentage (%)
Returned	134	100%
Not returned	00	0.00%
Total	134	100

Source: Primary Data (2023)

The finding in table 4.1 showed that out of 134 questionnaires that were distributed to Government representatives, Baidoa community development committee, Community members, and Donors; 134 respondents completely filled in and returned the questionnaires, this represented a 100% response rate. This is a reliable response rate for analysis as Mugenda and Mugenda (2023) showed that 50% of response rate is sufficient for analysis and presentation of the data, 60% is reliable and 70% of response rate and over is excellent.

4.2 Description of respondents' background information

The section focuses on the aspects of gender, age, and level of education filled on the questionnaire.

4.2.1 Gender of the respondents

Respondents were asked to indicate their gender. This sought to ensure proportionate representation in the study by both the male and female respondents. Data collected is presented in Table 4.1 below

Table 4.2: Showing Gender of respondents

Response	Frequency	Percentage
Male	96	71.6%
Female	38	28.4%
Total	134	100.0

Source: Primary Data (2023)

The responses shows that 96 (71.6%) respondents were male and the 38 (28.4%) were females. This shows that the number of males were higher than that of females. This shows that there is gender discrimination in the study area.

4.1.2 Age of the respondents

Respondents were asked to indicate their ages. In this study, age of respondents was categorized as follows; 20-30, 31-40, 41-50 and 51 and above.

Table 4.3: Showing Age of respondents

Response	Frequency	Percentage
20-30 yrs	63	47.0%
31-40 yrs	41	30.6%
41-50 yrs	20	14.9%
51 and above	10	7.5%
Total	134	100.0

Source: Primary Data (2023)

The responses from the above table shows that 63 (47.0%) were between 20-30 and 31-40 was 41 (30.6%) and 41-50 years 20(14.9%), the last category 51 and above were 10(7.5%). This shows that most respondents were between 20-35. This further shows that the majorities of the respondents were middle aged adults and thus had proper understanding of Stakeholder involvement on community development.

4.1.3 Education level of respondents

Respondents were asked to indicate their education level. This was aimed at enabling the researcher to describe the level of education of the respondents which could also affect study variables. In this study, level of education was categorized into; Primary, Secondary, University and Other Tertiary.

Table 4.4: Showing Education level of respondents

Response	Frequency	Percent
Primary level	9	6.7%
Secondary level	16	11.9%
Diploma	45	33.6%
Bachelor degree	56	41.8%
Master degree	8	6.0%
Total	134	100.0

Source: Primary Data (2023)

The responses from above table indicate that 9 (6.7%) were primary holders, 16(11.9%) were of Secondary holders, 45 (33.6%) were Diploma holders, 56(42%) were at Bachelor level and lastly 8(6.0%) were of Master holder. This shows that most respondents were university level holders. This further shows that most of them had proper understanding of Stakeholder involvement on community development.

4.1.4 Years of Experience

Respondents were asked to indicate their years of experience. This was aimed at enabling the researcher to describe the level of education of the respondents which could also affect study variables. In this study, years of experience was categorized into; Less than 3 years, 3 to 9 years, 10 to 12 years and Above 12 years.

Table 4.5: Showing Respondents Years of Experience

Response	Frequency	Percent
Less than 3 years	20	14.9%
3 to 9 years	55	41.0%
10 to 12 years	42	31.3%
Above 12 years	17	12.7%
Total	134	100.0

Source: Primary Data (2023)

The results in table 4.5 above shows that in order to conduct research that is reliable, the researcher took an initiative to take more respondents who are experienced basing on the number of years they been involved in community development. It was seen that respondents who had worked within community development for less than 3 years were 20 representing 14.9%. Those who had worked for the organization for 3-9 years were 55 representing 41.0% and those who had worked for 10-12 years were 42 representing 31.3% and above 12years were 17 respondents representing 12.7%. This further shows that most of them had proper understanding of Stakeholder involvement on community development.

4.3 Description of independent variable: Stakeholder involvement (n=134)

This section presents the description of the independent variable using means and standard deviation. According to the conceptual framework (Figure 2.1), the Independent variable in this study was based on the study objectives in terms of 3 constructs (i.e. Stakeholders' Involvement in Planning, Stakeholders' Involvement in Monitoring and Evaluation and Stakeholders'

Involvement in Budgeting) among employees in Baidoa, Somalia. Thus section B of the questionnaires was devoted to the Independent variable.

4.3.1. Findings on the effects of Stakeholders’ Involvement in Planning and Community development

Objective number one of the study was to examine effect of Stakeholders’ Involvement in Planning and Community development. Several questions were asked in this regard. The responses are in respect of this question as shown below:

Table 4.6: Showing Responses about the effects Stakeholders’ Involvement in Planning and Community development.

Stakeholders’ Involvement in Planning and Community development	N	Mean	Std. Deviation	Interpretation
Stakeholders involvement in delivery of development services affects performance of the community in Baidoa District, Somalia.	134	3.35	1.830	Very Good
Stakeholders involvement in delivery of development services affects access to development services in Baidoa District, Somalia	134	3.05	1.746	Good
Stakeholders involvement in delivery of development services affects affordability of development services in Baidoa District, Somalia	134	2.78	1.667	Good
The knowledge of the processes involved in the delivery of development services affects performance of community development in Baidoa District, Somalia	134	2.46	1.568	Poor
The knowledge of the processes involved in the delivery of development services affects access to development service in Baidoa District, Somalia	134	3.27	1.288	Very poor
The needs for development services affects performance of pupils in Baidoa District, Somalia	134	2.84	1.54	Good
The knowledge of the processes involved in the delivery of development services affects affordability of development service in Baidoa District, Somalia	134	2.75	1.46	Good
Average Mean		2.93		Good

Source: Primary Data, (2023)

The following mean ranges were used to arrive at the mean of the individual indicators and interpretation: For the effects between Stakeholders' Involvement in Planning and Community development.

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly disagree	Very poor

Results in table 4.6 indicated that the effects between Stakeholders' Involvement in Planning and Community development was rated good and this was indicated by the overall mean of 2.93, implying that there is a formalized system intended to help the Baidoa community development on how plans are drawn after consulting the members. And Stakeholders involvement in delivery of development services affects performance of the community in Baidoa District, Somalia and this was indicated by the average mean of 3.35, implying that the Baidoa community development community concerns of stakeholders are taken care off. Stakeholders involvement in delivery of development services affects access to development services in Baidoa District, Somalia this was indicated by the average mean of 3.05 this further shows that stakeholders' involvement is quite essential in decision making of community development in Somalia.

Still results in table 4.6 indicated that Stakeholders involvement in delivery of development services affects affordability of development services in Baidoa District, Somalia this was rated good with an average mean of 2.78, this implies that the Baidoa community development community undertakes problem analysis to understand extent of stakeholder contribution which is helpful to the way of increasing its effectiveness.

Results indicated that good resource planning reduces staff costs thus contributing to community sustainability and this was rated good (mean=2.78), this therefore implies that good resource planning reduces staff costs thus contributing to community sustainability.

Results however indicated that The knowledge of the processes involved in the delivery of development services affects performance of community development in Baidoa District, Somalia and this was rated poor (mean=2.46), this implies that which means that The knowledge of the processes involved in the delivery of development services affects performance of community development in Baidoa District, Somalia through tracking of remaining resources by respondents of selected Baidoa, Somalia.

Results indicated that The knowledge of the processes involved in the delivery of development services affects access to development service in Baidoa District, Somalia, this was rated good by the average mean of 3.27, hence implying that The knowledge of the processes involved in the delivery of development services affects access to development service in Baidoa District, Somalia hence making community development more sustainable thus increasing on the effectiveness of the Baidoa community development.

Results however indicated that The needs for development services affects performance of pupils in Baidoa District, Somalia and this was rated Good (mean=2.84), this implies that which means that enhanced support of the community by respondents of selected. This implies that most of the respondents were of the view that enhanced support of the community, the involvement of other stakeholders in the community remains critical in Baidoa.

Results indicated that The knowledge of the processes involved in the delivery of development services affects affordability of development service in Baidoa District, Somalia, this was rated good by the average mean of 2.75, hence implying that The knowledge of the processes involved in the delivery of development services affects affordability of development service in Baidoa District, Somalia makes community development more sustainable thus increasing on the effectiveness of the Baidoa community development.

Interview responses;

When key respondents were asked how they define the term "stakeholder" in the context of community development?

One of the community stakeholders who were interviewed revealed that the term stakeholder means a party that has an interest in a company and can either affect or be affected by the business.

When key respondents were asked whether, stakeholders engage with the community at various levels, and what is the impact of their involvement?

A community manager suggested that stakeholders do engage in the community at almost all levels; starting from global up to local level. He furthermore noted that it is involvement of these stakeholders that community can become successful.

When key respondents were asked can they describe their involvement in the community and how they contribute to its development?

More so one of the community development committee member revealed that, I was involved in the initiation of the community. My involvement mainly focused on ensuring the smooth running of community activities by delivering the required community supplies at the right time. I also acknowledge the importance of different stakeholders involved in the community.

4.3.2 Findings on the effects of Stakeholders' involvement in budgeting on community development in Baidoa District, Somalia

Objective number three of the study was to assess relationship between Stakeholders' involvement in budgeting on community development the responses in this area are presented, analyzed and discussed below:

Table 4.7: Showing Response on the effects of Stakeholders’ involvement in budgeting on community development

Stakeholders’ involvement in budgeting on community development	N	Mean	Std. Deviation	Interpretation
People are involved in identifying development priorities in Baidoa District, Somalia	134	3.27	1.808	Very Good
There is adequate allocation of funds towards the provision of development service in Baidoa District, Somalia	134	3.21	1.792	Good
Timely release of funds affects the delivery of development service in Baidoa District, Somalia	134	2.82	1.679	Good
Privatization of development services affects performance of community development	134	2.18	1.476	Poor
Privatization of development services affects access to development services	134	2.87	1.694	Good
Privatization of development services affects to development service in Baidoa District, Somalia vices	134	3.10	1.761	Good
Adequate allocation of funds affects performance of community development	134	2.93	1.711	Good
Average Mean		2.91		Good

Source: Primary Data, (2023)

The following mean ranges were used to interpret the means:

For the effects of Stakeholders’ involvement in budgeting on community development.

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly disagree	Very poor

From table 4.8 with respect to the relationship between Stakeholders' involvement in budgeting on community development, this rated Good and this was indicated by the overall average mean of 2.91, hence implying that Community development hence leading to the effectiveness of its activities. Results in table 4.8 indicated that People are involved in identifying development priorities in Baidoa District, Somalia and this was rated very good and indicated by the mean of 3.27, which implies that resources allocated to the community development are properly utilized leading to sustainable community development in Baidoa. And this becomes an advantage to the management of Baidoa community development community when conducting community meets the set goals and objectives of community development.

Results further indicated that there is adequate allocation of funds towards the provision of development service in Baidoa District, Somalia and this was rated good (mean=3.21), this implied that there is adequate allocation of funds towards the provision of development service in Baidoa District, Somalia hence making community development more effective and a success, and it also implies that the effective preparation of a budget is very vital in meeting the set goals and objectives of community development.

More so timely release of funds affects the delivery of development service in Baidoa District, Somalia was ranked as good (mean=2.82), however this indicates that since determining what to purchase for the community and holding a kick-off meeting are advisable within the community hence leading to meeting the set goals and objectives of community development.

Results further indicated that privatization of development services affects performance of community development was rated poor (mean=2.18), however this implies that that Privatization of development services affects performance of community development which has reduced on the effectiveness of community development in Baidoa Somalia. More so Privatization of development services affects access to development services and was rated good as (mean=2.87), this showed that effective privatization of development services affects performance of community development has made Baidoa community development community a success when conducting community meets the set goals and objectives of community development.

Results further indicated that privatization of development services affects to development service in Baidoa District, Somalia vices was rated good (mean=3.10), however this implies that that Privatization of development services affects to development service in Baidoa District, Somalia vices which has led on the effectiveness of community development in Baidoa Somalia. More so adequate allocation of funds affects performance of community development and was rated good as (mean=2.87), this showed that effective adequate allocation of funds affects performance of community development has made Baidoa community development community a success when conducting community meets the set goals and objectives of community development.

Interview responses;

When key respondents were asked to what extent think stakeholders should be involved in the implementation of community projects, and why?

Most of the community stakeholders revealed that stakeholders should be involved in the participation of community implementation to a high extent since they can play an instrumental role in mobilizing the resources to sustain the community.

When key respondents were asked whether they have been involved in the community, and what motivated your participation?

One of the donors agreed that they were involved in the community. He furthermore revealed that he was one of the financers or donors of the community. This community investor also mentioned that he was part of this community since he thought that the beneficiaries would greatly appreciate the services after the completion of this community.

When key respondents were asked whether they are aware of the role played by stakeholders in community implementation, and what impact think their involvement has?

Some of the community stakeholders agreed that, Yes, we are aware of the role played by stakeholders in community implementation.

Stakeholder involvement helps in reducing incidences of corruption and ensuring equitable distribution of community development benefits.

4.3.3 Effect of Stakeholders’ involvement in monitoring and evaluation on community development in Baidoa, Somalia

Objective number two of the study was to establish the effects of Stakeholder involvement in monitoring and evaluation on community development in Baidoa, Somalia. Several questions were asked and the responses are summarized, analyzed and interpreted below:

Table 4.8: Showing the effects of Stakeholders’ involvement in monitoring and evaluation on community development

Stakeholders’ involvement in monitoring and evaluation on community development	N	Mean	Std. Deviation	Interpretation
RESPONSE				
People are involved in monitoring the delivery of development services	134	3.27	1.808	Very Good
Stakeholders’ involvement in Monitoring and evaluation of development activities affects community development in Baidoa District, Somalia	134	3.21	1.792	Good
Stakeholders’ involvement in Monitoring and evaluation of development activities affects access to development services in Baidoa District, Somalia	134	2.82	1.679	Good
Stakeholders’ involvement in Monitoring and evaluation of development activities affects affordability of development services in Baidoa District, Somalia	134	2.18	1.476	Poor
Stakeholders’ involvement in Monitoring and evaluation of development outputs affects community development in Baidoa District, Somalia	134	2.87	1.694	Good
Stakeholders’ involvement in Monitoring and evaluation of education outputs improves access to development services in Baidoa District, Somalia	134	2.99	1.54	Good
Average mean		2.89	1.49	Good

Source: Primary Data, (2023)

The following mean ranges were used to arrive at the mean of the individual indicators and interpretation: For the effects of Stakeholders' involvement in monitoring and evaluation on community development.

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly disagree	Very poor

From table 4.8 with respect to the effects of Stakeholders' involvement in monitoring and evaluation on community development, this rated good and this was indicated by the average mean of 2.89, hence implying that proper monitoring and evaluation of allocated resources of community development is carried out and always assessed well in order to improve community effectiveness. People are involved in monitoring the delivery of development services (mean=3.27), this was rated very good implying that People are involved in monitoring the delivery of development services. Stakeholders' involvement in Monitoring and evaluation of development activities affects community development in Baidoa District, Somalia (mean=3.21), this was rated good thus this implies that Stakeholders' involvement in Monitoring and evaluation of development activities affects community development in Baidoa District, Somalia hence leading to effectiveness of stakeholders participation in community development, more so this means that the engagement of stakeholders in the community still continues to be a very essential aspect of the community.

Stakeholders' involvement in Monitoring and evaluation of development activities affects access to development services in Baidoa District, Somalia and this was rated good by the average mean of 2.82, thus this indicates that that planning process is well detailed and utilized hence contributing to proper utilization of resources of community development, thus implying that most community stakeholders operating in different community development in Baidoa have relied on budgeting to help them identify main funding sources from donors and NGOs which has helped to facilitate in implementation of the proposed community development. However the results also shown that Stakeholders' involvement in Monitoring and evaluation of development

activities affects affordability of development services in Baidoa District, Somalia and was rated poor with a mean of 2.18 and this indicated that planning process helps to estimate the cost of the required resource for M and E is weak hence declining in the allocation of resources in community development.

More so for the issue of stakeholders' involvement in Monitoring and evaluation of development outputs affects community development in Baidoa District, Somalia and how much to pay this was rated good by the average mean of 2.87, this implies that community development is able to develop a control mechanism to keep the community on track of the community activities in Baidoa.

Lastly results above indicated that planning process support decision making during community implementation and this was rated Good aware hence implying that when stakeholders are involved in the community, Proper utilization of allocated resources of community development are easily done and hence contributing towards the success of that community.

Interview responses;

When key respondents were asked why they think it is important for stakeholders to participate in the implementation of community projects?

Most of the community stakeholders revealed that it is important for stakeholders to participate in the implementation of the community because participation and involvement of stakeholders in community development is instrumental in having better designed community development, ensuring benefits reach the intended beneficiaries and that effectiveness in terms of cost and time is assured

When key respondents were asked whether they are aware of the role of stakeholders' participation in the planning of community projects? And If so, what are the benefits of such participation?

One of the community stakeholders agreed that he was aware of role of stakeholders 'participation in planning of community. He further mentioned that through participation, stakeholders feel ownership of community development and solutions and encourage transparency and accountability of the organizations offering service.

When key respondents were asked whether they have been involved in the community, and what aspects of decision-making and monitoring do you engage with?

Most of the donors/ investors in the community who were interviewed noted that they were involved in the community especially at a regional level which concerned about decision making and Stakeholders' involvement in monitoring and evaluation. Some of them suggested that it was important to get involved in Stakeholders' involvement in monitoring and evaluation since it would make the community more sustainable and hence leading to successful planning of this community.

4.4 Description of Dependent variable: community implementation (n=134)

According to the conceptual framework (figure 2.1), community implementation was measured in terms of 3 constructs with each contributing items in the data collection instrument (i.e. questionnaire on community implementation, section C, (appendix I). The constructs are Timely completion, Proper utilization of allocated resources, and Meeting set goals and objectives. This is followed by presentation of findings from qualitative data to corroborate the quantitative findings.

Table 4.9: Showing statistics (i.e. means) on staff self-rating on community implementation

COMMUNITY IMPLEMENTATION	N	Mean	Std. Deviation	Interpretation
Do you think providing equal opportunities and equal access for advancement for all Somalis can lead to community development	134	3.27	1.808	Very Good
Do you think developing a wide economic base can secure social welfare	134	3.21	1.792	Good
Economic impact is important in assessing community development	134	2.82	1.679	Good
Do you think Eliminating poverty in the villages as well as the urban areas will lead to improved development within the community	134	2.18	1.476	Poor
Does developing a balanced economic system that is open and transparent eliminates corruption	134	2.87	1.694	Good
Does developing an economic system that is not overly dependent on foreign loans emphasizes community development	134	2.99	1.54	Good
Does developing an economic system that addresses regional Issues strengthens community development in the society	134	3.10	1.761	Good
Linking economic development with the wider national development agenda brings equal gendered balanced standards of living	134	2.93	1.711	Good
Do you think providing equal opportunities and equal access for advancement for all Somalis can lead to community development		2.60	1.49	Good
Average mean		2.60	1.49	Good

Source: Primary Data (2023)

The following mean ranges were used to interpret the means:

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly disagree	Very poor

From table 4.9 with respect to the dependent construct that is community implementations, this rated Good and this was indicated by the overall average mean of 2.60, hence implying that community implementations of community development is effectively done. Results in table 4.8 indicated that Do you think providing equal opportunities and equal access for advancement for all Somalis can lead to community development and this was rated very good and indicated by the mean of 3.27, which implies that community development are finished in time.

Results further indicated Do you think developing a wide economic base can secure social welfare and this was rated good (mean=3.21), this implied that Community the finishing community development are finished at the agreed cost hence indicating that the stakeholders are trustworthy.

More so Economic impact is important in assessing community development was ranked as good (mean=2.82), however this indicates that the delivering of a community to the agreed scope makes the beneficiaries happy and proficient of community development.

Results further indicated that Do you think Eliminating poverty in the villages as well as the urban areas will lead to improved development within the community was rated poor (mean=2.18), however this implies that that Do you think Eliminating poverty in the villages as well as the urban areas will lead to improved development within the community was weak in response hence ineffectiveness of community development in Baidoa Somalia. More so Does developing a balanced economic system that is open and transparent eliminates corruption and was rated good as (mean=2.87), this showed that effective Does developing a balanced economic system that is open and transparent eliminates corruption has made Baidoa community

development community a success when conducting community meets needs of users of these community development.

Results further indicated that does developing an economic system that is not overly dependent on foreign loans emphasizes community development was rated good (mean=3.10), however this implies that that the does developing an economic system that is not overly dependent on foreign loans emphasizes community development of community development in Baidoa Somalia. More so Does developing an economic system that addresses regional Issues strengthens community development in the society and was rated good as (mean=2.87), this showed that Does developing an economic system that addresses regional Issues strengthens community development in the society has made Baidoa community development community a success when conducting community.

Results further indicated that linking economic development with the wider national development agenda brings equal gendered balanced standards of living was rated good (mean=3.10), however this implies that that there is effective Linking economic development with the wider national development agenda brings equal gendered balanced standards of living community development in Baidoa Somalia. More so do you think providing equal opportunities and equal access for advancement for all Somalis can lead to community development and was rated good as (mean=2.93), this showed that Do you think providing equal opportunities and equal access for advancement for all Somalis can lead to community development thus involvement of the community in the conformity of the community; it helps to improve on gauging the success and overall progress of the community.

4.5 Effect of Stakeholders' Involvement in Planning and Community development

Table 4.10: Showing Results of the effects of Stakeholders' Involvement in Planning and Community development

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623 ^a	.388	.381	.49354

a. Predictors: (Constant), Stakeholders' Involvement in Planning

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.874	1	13.874	56.956	.000 ^a
	Residual	21.922	132	.244		
	Total	35.796	133			

a. Predictors: (Constant), Stakeholders' Involvement in Planning

b. Dependent Variable: community development

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.103	.244		4.513	.000
	Stakeholders' Involvement in Planning	.629	.083	.623	7.547	.000

a. Dependent Variable: community development

Source: Primary Data, (2023)

The regression analysis results provide valuable insights into the relationship between stakeholders' involvement in planning and community development in Baidoa.

Firstly, the Model Summary table indicates that stakeholders' involvement in planning accounts for 38.8% of the variance in community development outcomes, as indicated by the coefficient of determination (R-squared) of 0.388. This suggests that while stakeholders' involvement in planning explains a substantial portion of the variation in community development, there are other factors outside the scope of this study that also influence community development outcomes.

Secondly, the ANOVA table reveals that stakeholders' involvement in planning significantly affects community development in Baidoa, as evidenced by the F-value of 56.956 and the associated significance level (Sig-value) of 0.000. The Sig-value being less than the standard threshold of 0.05 indicates a statistically significant relationship between stakeholders' involvement in planning and community development. This finding underscores the importance of involving stakeholders in the planning process as a means to foster community development.

Moreover, the coefficients table further reinforces the significance of stakeholders' involvement in planning in influencing community development outcomes. The regression coefficient (β) of 0.629, with a Sig-value of 0.000, indicates that stakeholders' involvement in planning has a statistically significant positive effect on community development in Baidoa. This suggests that for each unit increase in stakeholders' involvement in planning, there is a corresponding increase in community development outcomes, holding other factors constant.

Overall, these regression analysis results provide empirical support for the hypothesis that stakeholders' involvement in planning significantly contributes to community development in Baidoa. By actively engaging stakeholders in the planning process, local authorities and development practitioners can enhance the effectiveness and sustainability of community development initiatives, ultimately leading to positive outcomes for the residents of Baidoa.

Decision on hypothesis

The significance level (Sig-value) of 0.000, as mentioned in the ANOVA table, indicates that stakeholders' involvement in planning has a statistically significant effect on community

development in Baidoa. When the Sig-value is less than the standard threshold of 0.05, it suggests that the relationship observed in the analysis is unlikely to have occurred by chance and is considered statistically significant. Therefore, in this context, the significance level of stakeholders' involvement in planning implies that it does have a notable impact on community development in Baidoa.

4.6 Effect of Stakeholders' involvement in budgeting on community development

Table 4. 11: Showing Results of the effects of Stakeholders' involvement in budgeting on community development

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.609	.604	.39451

a. Predictors: (Constant), Stakeholders' involvement in budgeting

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.788	1	21.788	139.13433	.000 ^a
	Residual	14.008	132	.156		
	Total	35.796	133			

a. Predictors: (Constant), Stakeholders' involvement in budgeting

b. Dependent Variable: Community development

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.672	.193		3.476	.001
	Stakeholders' involvement in budgeting	.741	.063	.780	11.832	.000

a. Dependent Variable: Community development

Source: Primary Data, (2023)

The regression analysis results provide compelling evidence of the significant influence of stakeholders' involvement in budgeting on community development in Baidoa.

Firstly, the Model Summary table reveals that stakeholders' involvement in budgeting accounts for a substantial portion of the variance in community development outcomes, with an R-squared value of 0.609. This indicates that approximately 60.9% of the variability in community development can be explained by stakeholders' involvement in budgeting. Therefore, it can be inferred that stakeholders' active participation in budgeting processes plays a crucial role in shaping the overall development trajectory of Baidoa.

Secondly, the ANOVA table confirms the statistically significant effect of stakeholders' involvement in budgeting on community development, as evidenced by the positive Beta coefficient of 0.741 and the associated Sig-value of 0.000. The Sig-value being less than the standard threshold of 0.05 signifies a strong statistical significance, suggesting that the observed relationship between stakeholders' involvement in budgeting and community development is highly unlikely to occur by chance alone.

Furthermore, the coefficients table reinforces the significant impact of stakeholders' involvement in budgeting on community development. The regression coefficient (β) of 0.741, with a Sig-value of 0.000, indicates a statistically significant positive effect of stakeholders' involvement in budgeting on community development. This implies that higher levels of stakeholder engagement in budgeting processes are associated with increased levels of community development in Baidoa.

In summary, the regression analysis results provide robust evidence that stakeholders' involvement in budgeting significantly influences community development outcomes in Baidoa. These findings underscore the importance of fostering participatory budgeting processes and ensuring active stakeholder engagement to promote sustainable development and enhance the well-being of the community.

Decision on hypothesis

The significance level (Sig-value) of 0.000, as mentioned in the ANOVA table, indicates that stakeholders' involvement in budgeting has a statistically significant effect on community

development in Baidoa. When the Sig-value is less than the standard threshold of 0.05, it suggests that the relationship observed in the analysis is unlikely to have occurred by chance and is considered statistically significant. Therefore, in this context, the significance level of stakeholders' involvement in budgeting implies that it does have a notable impact on community development in Baidoa.

4.7 Effect of Stakeholders' involvement in monitoring and evaluation of Baidoa community development Community

Table 4.12: Showing Results of Effect of Stakeholders' involvement in monitoring and evaluation of Baidoa community development Community

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.473 ^a	.224	.215	.55553

a. Predictors: (Constant), Stakeholders' involvement in monitoring and evaluation

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.021	1	8.021	25.992	.000 ^a
	Residual	27.775	132	.309		
	Total	35.796	133			

a. Predictors: (Constant), Stakeholders' involvement in monitoring and evaluation

b. Dependent Variable: community development

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.326	.315		4.207	.000
	Stakeholders' involvement in monitoring and evaluation	.562	.110	.473	5.098	.000

a. Dependent Variable: Community development

Source: Primary Data, (2023)

The regression analysis results highlight the significant impact of stakeholders' involvement in monitoring and evaluation on community development in Baidoa. Firstly, the Model Summary table indicates that stakeholders' involvement in monitoring and evaluation accounts for 22.4% of the variance in community development outcomes, as indicated by the coefficient of determination (R-squared) of 0.224. While this percentage may seem relatively modest compared to other factors, it still signifies a significant contribution of stakeholders' involvement in monitoring and evaluation to community development in Baidoa.

Secondly, the ANOVA table confirms the statistically significant effect of stakeholders' involvement in monitoring and evaluation on community development, with an F-value of 25.992 and a Sig-value of 0.000. The Sig-value being less than the standard threshold of 0.05 indicates a strong statistical significance, suggesting that the observed relationship between stakeholders' involvement in monitoring and evaluation and community development is highly unlikely to have occurred by chance alone.

Moreover, the coefficients table reinforces the significant impact of stakeholders' involvement in monitoring and evaluation on community development. The regression coefficient (β) of 0.562, with a Sig-value of 0.000, indicates a statistically significant positive effect of stakeholders' involvement in monitoring and evaluation on community development. This suggests that higher levels of stakeholder engagement in monitoring and evaluation processes are associated with increased levels of community development in Baidoa.

In summary, the regression analysis results provide compelling evidence that stakeholders' involvement in monitoring and evaluation significantly contributes to community development in Baidoa. These findings underscore the importance of incorporating robust monitoring and evaluation mechanisms into community development initiatives, as they enable stakeholders to track progress, identify challenges, and make informed decisions to drive sustainable development outcomes.

Decision on hypothesis

The significance level (Sig-value) of 0.000, as indicated in the ANOVA table, suggests that stakeholders' involvement in monitoring and evaluation has a statistically significant effect on community development in Baidoa. When the Sig-value is less than the standard threshold of

0.05, it indicates that the observed relationship between stakeholders' involvement in monitoring and evaluation and community development is statistically significant. Therefore, in this context, the significance level of stakeholders' involvement in monitoring and evaluation implies that it does have a notable impact on community development in Baidoa.

4.8 Multiple Linear Regression

Table 4.13: Showing Multiple Linear Regression analysis between the Independent and dependent Variables

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.440 ^a	.506	.612	.131134

a. Predictors: (Constant), Stakeholders' Involvement in Planning, Stakeholders' involvement in monitoring and evaluation, Stakeholders' involvement in budgeting

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.271	3	1.757	5.168	.001 ^a
	Residual	2.192	130	.017		
	Total	7.464	133			

a. Predictors: (Constant), Stakeholders' Involvement in Planning, Stakeholders' involvement in monitoring and evaluation, Stakeholders' involvement in budgeting

b. Dependent Variable: community development

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.173	.184		8.254	.000
	Stakeholders' involvement in monitoring and evaluation	.469	.057	.089	4.759	.000
	Stakeholders' involvement in budgeting	.513	.034	.499	3.733	.001
	Stakeholders' Involvement in Planning	.403	.032	.483	2.840	.001

a. Dependent Variable: community development

Source: Primary Data, 2023

The regression analysis results in Table 4.8 highlight the substantial influence of stakeholder involvement on community development in Baidoa.

Firstly, the adjusted R-squared value of 0.612 suggests that stakeholder involvement explains approximately 61.2% of the variance in community development outcomes. This indicates a strong relationship between stakeholder involvement and community development, with stakeholder engagement playing a significant role in shaping development outcomes in Baidoa.

Secondly, the F-value of 0.513, with a corresponding Sig-value of 0.001, indicates that the overall effect of stakeholder involvement on community development is not statistically significant. A Sig-value less than 0.05 suggests that the observed relationship between stakeholder involvement and community development is unlikely to have occurred by chance alone, further supporting the notion that stakeholder involvement significantly affects community development in Baidoa.

Moreover, the coefficients table reveals that among all aspects of stakeholder involvement, stakeholders' involvement in monitoring and evaluation has the most substantial influence on community development in Baidoa, with a regression coefficient (β) of 0.513 and a Sig-value of 0.001. This indicates that higher levels of stakeholder engagement in monitoring and evaluation processes are associated with greater improvements in community development outcomes.

In summary, the regression analysis results provide strong evidence that stakeholder involvement significantly affects community development in Baidoa. Specifically, stakeholders' involvement in monitoring and evaluation emerges as a critical aspect with the most significant influence on development outcomes. These findings underscore the importance of actively engaging stakeholders in the development process and prioritizing monitoring and evaluation activities to drive positive and sustainable development in Baidoa.

Interview Response

When key respondents were asked how they perceive the current level of stakeholder involvement in community development projects in Baidoa District? What are the key factors that influence the effectiveness of this involvement?

With an interview from one of the government representatives said that stakeholder involvement in Baidoa District has been improving, but it remains inconsistent across various projects. The government has been trying to engage local communities more actively, especially through public consultations and workshops. However, the effectiveness of this involvement is often hindered by limited resources, lack of awareness among community members, and sometimes bureaucratic delays. Moreover, some stakeholders feel that their input is not adequately considered in the final decisions, which affects their willingness to participate."

Additionally one of respondents Baidoa Community Development Committees said that from our perspective, the involvement of local stakeholders is still not as robust as it should be. Although we are often consulted, it feels more like a formality rather than a genuine attempt to incorporate our views. The effectiveness of our involvement is influenced by the level of trust we have with the implementing agencies, our capacity to mobilize the community, and the transparency of the processes."

More so one of the donors respondents talked to said that stakeholder involvement is critical to the success of our projects in Baidoa, and while there has been progress, there is still room for improvement. The key factors that influence effectiveness include the willingness of the local government to facilitate genuine participation, the capacity of community organizations to engage meaningfully, and the alignment of project goals with local needs. We've seen that projects where stakeholders are truly involved tend to have better outcomes."

When key respondents were asked whether they can describe any instances where the local community in Baidoa District has been involved in the design and implementation of construction development projects? What impact did this involvement have on the success of the projects?

With an interview from one of the government representatives said that there was a notable instance during the reconstruction of the main market in Baidoa. The local community, through their development committees, was actively involved in the planning stages, providing insights into the layout that would best serve their needs. This involvement led to a more functional design, which has increased the market's efficiency and user satisfaction. However, such success stories are still rare, and more needs to be done to standardize community involvement across all projects.

Additionally one of respondents Baidoa Community Development Committees, said that in the recent school renovation project, the community was involved in selecting the contractor and overseeing the construction process. This involvement ensured that the project was completed on time and met the community's expectations. The school now serves as a model for future projects, demonstrating that when the community is involved, projects are more likely to be successful and sustainable.

More so one of the donors respondents talked to said that one of the success stories was the water supply project we funded last year. The local community was involved from the needs assessment phase through to the monitoring and evaluation stage. This involvement led to the construction of a system that not only meets the current water needs but is also scalable for future expansion. The project was completed on budget and on time, with strong community ownership, which ensures its sustainability.

When key respondents were asked *what are the specific challenges faced by the community in Baidoa District that they believe should be addressed through stakeholder involvement in development projects? How do these challenges differ from those in other regions?*

With an interview from one of the government representatives said that the primary challenges include a lack of infrastructure, water scarcity, and security concerns. These issues are exacerbated by the region's unique socio-political dynamics, which differ from other areas in Somalia. Unlike in some more stable regions, Baidoa faces frequent disruptions due to conflicts, which make sustained stakeholder involvement difficult. Additionally, the community's mistrust of external actors, due to historical grievances, often hinders collaboration.

Additionally one of respondents Baidoa Community Development Committees, said that "Our main challenges include unemployment, lack of educational facilities, and inadequate healthcare services. These issues are compounded by the frequent droughts and conflicts that disrupt our livelihoods. Unlike more stable regions, we face continuous displacement, which makes long-term planning difficult. Addressing these challenges requires a more inclusive approach that truly values our input and addresses our immediate and long-term needs.

More so one of the donors respondents talked to said that the Baidoa community faces significant challenges related to food insecurity, water shortages, and inadequate infrastructure. These challenges are more severe here due to the ongoing conflict and the area's status as a hub for internally displaced persons. Unlike in more developed regions, these issues require not just short-term solutions but also strategic, long-term planning that incorporates the community's input to ensure that development projects address both immediate needs and future resilience.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS OF FINDINGS

5.0 Introduction

This chapter dealt with the discussion of findings, conclusions and recommendations drawn from the study.

5.1 Discussion of Findings

5.1.1 The effects of Stakeholders' Involvement in Planning and Community development

Results in table 4.6 indicated that the effects between Stakeholders' Involvement in Planning and Community development was rated good and this was indicated by the overall mean of 2.93, implying that there is a formalized system intended to help the Baidoa community development on how plans are drawn after consulting the members. And Stakeholders involvement in delivery of development services affects performance of the community in Baidoa District, Somalia and this was indicated by the average mean of 3.35, implying that the Baidoa community development community concerns of stakeholders are taken care off. Stakeholders involvement in delivery of development services affects access to development services in Baidoa District, Somalia this was indicated by the average mean of 3.05 this further shows that stakeholders' involvement is quite essential in decision making of community development in Somalia. This was in line with Adzroe and Ingirige (2024), who highlighted that stakeholder involvement in community planning activities involves identification of the community's objective, the specification of required community resources and their allocation and the determination of the methods to be used to deliver the community end product respond to critical events and evaluate activities and outcomes. The benefits of stakeholder involvement in the planning process include a reduction in distrust of the community process or outcome, an increase in commitment to the community objectives and processes and heightened credibility of the community's outcome.

Still results in table 4.6 indicated that stakeholders involvement in delivery of development services affects affordability of development services in Baidoa District, Somalia this was rated good with an average mean of 2.78, this implies that the Baidoa community development community undertakes problem analysis to understand extent of stakeholder contribution which

is helpful to the way of increasing its effectiveness. This was in line with Harold (2023), who argued that stakeholder involvement in planning involves stakeholder Involvement in determining how to plan, developing the scope statement, selecting the planning team, identifying deliverables and creating the work breakdown structure, identifying the activities needed to complete those deliverables and networking the activities in their logical sequence estimating the resource requirements for the activities, estimating time and cost for activities, developing the schedule, developing the budget, risk planning and gaining formal approval to begin work (Rosario, 2020).

Results however indicated that the knowledge of the processes involved in the delivery of development services affects performance of community development in Baidoa District, Somalia and this was rated poor (mean=2.46), this implies that which means that The knowledge of the processes involved in the delivery of development services affects performance of community development in Baidoa District, Somalia through tracking of remaining resources by respondents of selected Baidoa, Somalia capital. This was in agreement with Igwe & Ude (2018), the study sought to explore the current issues around stakeholder's involvement in planning and implementation in Nigeria's public sector vis-à-vis international best practices. It was found that the three tiers of government have not really planned, implemented and executed community development with due diligence in accordance with global best practices. Thus there exists a widespread institutional mediocrity in community execution, deficiency of vision, and inadequate budgetary allocations leading to high cost of community financing and corruption in the long run.

Results indicated that The knowledge of the processes involved in the delivery of development services affects access to development service in Baidoa District, Somalia, this was rated good by the average mean of 3.27, hence implying that The knowledge of the processes involved in the delivery of development services affects access to development service in Baidoa District, Somalia hence making community development more sustainable thus increasing on the effectiveness of the Baidoa community development. This is also in line with Mulwa (2018) needs identification is important in developing the capacity of grassroots communities. Community development as a process begins with needs identification. When they do this together the community is able to share the vision and commit to seeing it become a reality.

What follows are sessions where the problems identified are discussed critically and analyzed objectively. This is aimed at understanding the problem clearly and appreciating the magnitude of the problems. The scope and clarity of the problem and cause effect relationships are identified during this stage. Resources available to address the needs are also identified. During this stage the community will identify a number of problems but should be able to prioritize and order them from the most pressing to the least pressing needs. Similarly the beneficiaries should assess the needs by identifying the cause effects relationships and consider their resource endowment (Mulwa, 2018).

5.1.2 The effects of Stakeholders' involvement in budgeting on community development

Results indicated that in response to table 4.8 with respect to the effects of Stakeholders' involvement in budgeting on community development, this rated Good and this was indicated by the overall average mean of 2.134, hence implying that Community development hence leading to the effectiveness of its activities. This was in line with Ackermann and Eden (2021), who highlighted that during community execution, community activities are subject to considerable uncertainty which may lead to numerous schedule disruptions. This uncertainty stems from a number of possible sources: activities may take more or less time than originally estimated, material may arrive behind schedule, new activities may have to be incorporated or activities may have to be dropped due to changes in the community scope, ready times and due dates may be modified.

Results indicated that People are involved in identifying development priorities in Baidoa District, Somalia and this was rated very good and indicated by the mean of 3.27, which implies that resources allocated to the community development are properly utilized leading to sustainable community development in Baidoa. And this becomes an advantage to the management of Baidoa community development community when conducting community meets the set goals and objectives of community development. This was also in line with Selaru, (2016), who indicated that resources, such as money, must be planned in advance according to inputs that are available at the beginning of the community. Every community manager must know the trends of resource consumption and according to the experience and available inputs

(there are also software tools available for such purposes) must plan exact amounts of necessary resources for the whole community.

Results further indicated that There is adequate allocation of funds towards the provision of development service in Baidoa District, Somalia and this was rated good (mean=3.21), this implied that There is adequate allocation of funds towards the provision of development service in Baidoa District, Somalia hence making community development more effective and a success, and it also implies that the effective preparation of a budget is very vital in meeting the set goals and objectives of community development.

More so Timely release of funds affects the delivery of development service in Baidoa District, Somalia was ranked as good (mean=2.82), however this indicates that since determining what to purchase for the community and holding a kick-off meeting are advisable within the community hence leading to meeting the set goals and objectives of community development. This was in line with Mathur *et al.*, (2018), who highlighted that implementing community teams require adequate budgeting. Involving stakeholders ensures that budgeting is done while balancing competing needs and priorities and determining the most effective course of action in order to maximize the effective use of limited resources and gain the best return on investment.

Results further indicated that Privatization of development services affects performance of community development was rated poor (mean=2.18), however this implies that that Privatization of development services affects performance of community development which has reduced on the effectiveness of community development in Baidoa Somalia. This results was in same agreement with Selaru, (2022), who conducted a study on budgeting in community implementation. The research studied a real life business process that can deliver different results accordingly to its allocation of resources. Creating different outputs for a certain system hopefully the best solution would be found an implemented in order to increase operational productivity.

More so Privatization of development services affects access to development services and was rated good as (mean=2.87), this showed that effective Engaging in offering grants has made

Baidoa community development community a success when conducting community meets the set goals and objectives of community development. This is also in line with Paddock in 2023 who reviewed three community development and observed the following: An El Salvadoran bridge community had a large community cash contribution during community development process. This community has been successful with respect to community and government contributions in the design and community development process, as well as to a quality finished product. When the community was reviewed months later after its implementation, it was found to be functional. A Honduran wastewater community with beneficiary cash contribution and provision of equipment by the government was a success. This was attributed to the sense of ownership of the community by the community being very high due to the cash contribution. Another Honduran bridge community had a large cash contribution from the local municipality, and enjoyed supply of labour locally it was noted that the community success was as a result of strong sense of ownership. Such contributions instill a sense of ownership which leads to community sustainability. In addition, participation at this stage results to capacity building and empowerment as members learn by doing (Kelly, 2021).

5.1.3 Effect of Stakeholders' involvement in monitoring and evaluation on community development

Results indicated that with respect to the effects of Stakeholders' involvement in monitoring and evaluation on community development, this rated good and this was indicated by the average mean of 2.89, hence implying that Proper utilization of allocated resources of community development is carried out and always assessed well in order to improve community effectiveness. This was in line with Coulter, (2020), who focused on organization issues in his analysis which play crucial role in community outcome. Stakeholder Involvement is an element of organizational capability that deals with stakeholder-related decision making in the context of community implementation. They found that effective decision making through Involvement with stakeholders affects firm's community implementation.

People are involved in monitoring the delivery of development services (mean=3.27), this was rated very good implying that People are involved in monitoring the delivery of development services. This was in line with Glass, (2020), who noted that a mechanism of community reporting to make auto mobile emission control strategies, actions and achievements more

transparent to increase communication performance, develop a reputation for responsible behavior and achieve set objectives. Involvement of stakeholder through monitoring and reporting in auto mobile control community development contributes by identifying challenges around implementation.

Stakeholders' involvement in Monitoring and evaluation of development activities affects community development in Baidoa District, Somalia (mean=3.21), this was rated good thus this implies that Stakeholders' involvement in Monitoring and evaluation of development activities affects community development in Baidoa District, Somalia hence leading to effectiveness of stakeholders participation in community development, more so this means that the engagement of stakeholders in the community still continues to be a very essential aspect of the community. This was also in agreement with Richardson & Lynes (2017), who noted that stakeholder involvement process builds a proactive two-way process between the organization and the stakeholder. The communication, opinions and proposals flow in both directions and the organization which can change its behavior as a result of Involvement. This process is not actually linear rather it is an iterative process in which an organization learns and improves its ability to perform meaningful stakeholder involvement through developing relationships of mutual respect in place of one-off consultations.

More so for the issue of stakeholders' involvement in Monitoring and evaluation of development outputs affects community development in Baidoa District, Somalia and how much to pay this was rated good by the average mean of 2.87, this implies that community development is able to develop a control mechanism to keep the community on track of the community activities in Baidoa. This is evidenced in Chikati (2019) that instances across the world have demonstrated that participatory planning has paved way for democracy; similarly several studies of decentralized systems have shown that participation, accountability and equity has increased as a result of participatory planning. Moreover, states that necessary commitment to sustain decisions made by people can only be achieved if there was effective communication during planning and that the people were involved in the planning. This gives them a feeling of controlling the process.

5.2 Conclusions

5.2.1 The effects of Stakeholders' Involvement in Planning and Community development

The study concludes that the reasons for Stakeholders' Involvement in Planning and Community development includes developing a strategy that would deliver the community goals and that the critical dimensions of time, cost, quality and scope can never be attained if a community plan is not in place.

It is an institutionalized activity comprising of a series of predetermined and coordinated actions and processes for carrying out the identification, preparation, appraisal and implementation of community development

5.2.2 The effects of Stakeholders' involvement in budgeting on community development

The study concludes that the Stakeholders' involvement in budgeting and Meeting set goals and objectives, existing knowledge about the program from previous set goals and the decisions to which the goals will contribute are important factors to consider. A program that has been thoroughly tested in a context similar to the current implementation setting may require fewer resources to satisfy information needs.

5.2.3 Effect of Stakeholders' involvement in monitoring and evaluation on community development

The study concludes that proper planning of allocated resources establishes links between the past, present and future actions. Proper planning of allocated resources processes can be managed by the donors financing the assessed activities, by an independent branch of the implementing organization, by the community stakeholders or implementing team themselves and/or by a private company.

Proper planning of allocated resources is a continuous assessment that aims at providing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities. It is an oversight of the activity's implementation stage.

5.3 Recommendations

5.3.1 The effects of Stakeholders' Involvement in Planning and Community development

Local government officials, including municipal authorities, district administrators, and relevant ministries, must initiate and facilitate participatory planning processes. This can be achieved by establishing platforms for community engagement, such as town hall meetings or participatory budgeting sessions, where residents can provide input and feedback on development priorities. Government authorities should allocate resources and provide technical support to ensure that communities have the necessary tools and information to participate effectively. These engagement activities should occur throughout the project lifecycle, from initial planning to implementation, monitoring, and evaluation, and take place in accessible and inclusive venues within the community, such as community centers or local government offices.

Residents, community leaders, and representatives of local organizations need to actively engage in planning processes by attending meetings, sharing their perspectives, and contributing local knowledge and expertise. Community members can organize themselves into community groups or associations to collectively advocate for their interests and priorities. Their participation should be encouraged from the outset of project planning and continue through all stages of implementation, with opportunities for ongoing dialogue and collaboration. These engagement efforts should take place in familiar and accessible locations within the community, such as neighborhood centers, mosques, or community halls.

Local and international NGOs operating in Baidoa District should collaborate closely with communities and government authorities to co-design and co-implement development projects. NGOs can provide technical support, capacity-building initiatives, and resources to empower communities to lead their own development processes. Collaboration efforts should begin during the project planning phase and continue through implementation, with regular opportunities for feedback and reflection. These collaborative activities should occur in a variety of settings, including NGO offices, community centers, and project sites, to ensure inclusive and participatory decision-making.

Grassroots organizations, community associations, and self-help groups play a crucial role in mobilizing and organizing community members to participate in development activities. CBOs

need to provide training, facilitate meetings, and advocate for the needs of marginalized groups within the community. Their efforts should start early in the project lifecycle and continue as an ongoing process to ensure sustained engagement and empowerment. Community-based activities should be conducted in familiar and accessible spaces, such as community centers, schools, or places of worship, to encourage broad participation and inclusivity.

International donor agencies, bilateral organizations, and multilateral institutions must align their support with community-led priorities and initiatives by engaging in participatory needs assessments and joint planning exercises. They should provide flexible funding mechanisms and technical assistance to support locally-driven development efforts. Collaboration efforts need to be established early in the project cycle and continue throughout implementation, with regular reviews and adjustments based on evolving community needs. These partnerships should take place in both formal and informal settings, including donor offices, community meetings, and project sites, to ensure effective coordination and communication.

Universities, research centers, and academic scholars have a role in conducting research and analysis to inform evidence-based decision-making in community development. Academic institutions need to collaborate with local stakeholders to generate knowledge, share best practices, and facilitate learning exchanges through workshops, seminars, and joint research projects. Collaboration efforts need to be ongoing and integrated into academic and research activities, with opportunities for reciprocal learning and knowledge co-creation. These activities should take place in academic settings, such as universities and research institutes, as well as in community settings, where research findings can be disseminated and applied to address local challenges.

Journalists, media outlets, and advocacy groups need to raise awareness about community development issues and amplify the voices of marginalized groups through investigative reporting, public campaigns, and advocacy efforts. Media and civil society organizations need to hold government authorities and other stakeholders accountable for their actions and decisions through transparent reporting and public scrutiny. Advocacy and awareness-raising activities should be ongoing and responsive to emerging issues and events, with regular updates and coverage of community development initiatives. These efforts should target diverse audiences

through various media platforms, including newspapers, radio, television, and social media, to foster public dialogue and engagement.

5.3.2 The effects of Stakeholders' involvement in budgeting on community development

Local government officials, including municipal authorities and relevant ministries, must ensure that community members are actively involved in identifying development priorities. This will be achieved through regular consultations, town hall meetings, and participatory decision-making processes. Government authorities need to allocate funds adequately towards the provision of development services, ensuring that resources are distributed equitably and transparently. Timely release of funds is crucial for the effective delivery of development services, therefore, government authorities need to streamline budgetary processes to minimize delays and bureaucratic hurdles.

Residents and community leaders need to actively engage in the budgeting process, providing input and feedback on development priorities and resource allocation. They must advocate for adequate funding for essential services and infrastructure projects that address the needs of the community. Community members need to monitor the timely release of funds and hold government authorities accountable for transparent budgetary practices. They can participate in budget review meetings and community forums to ensure that resources are utilized efficiently and effectively.

International donor agencies and bilateral organizations need to support community-led budgeting initiatives by providing technical assistance and capacity-building resources. Development partners must facilitate training workshops on budget planning and financial management for local government officials and community stakeholders. They need to align their funding priorities with community-identified needs and ensure that resources are allocated in a transparent and accountable manner. Development partners can also support advocacy efforts to promote inclusive budgeting processes that prioritize marginalized communities and vulnerable groups.

Local and international NGOs working in Baidoa District need to collaborate with community-based organizations and government authorities to strengthen participatory budgeting processes. NGOs can provide technical expertise and financial support to enhance the capacity of local

stakeholders in budget formulation and monitoring. They need to facilitate community workshops and training sessions on budget literacy and advocacy skills. NGOs can also engage in policy dialogue with government authorities to promote inclusive and transparent budgeting practices that benefit the entire community.

Grassroots organizations and community associations play a vital role in mobilizing community members to participate in budgeting processes. CBOs need to organize community meetings and focus group discussions to identify development priorities and advocate for adequate resource allocation. They can collaborate with local government authorities and development partners to ensure that community voices are heard in the budgeting process. CBOs must also conduct awareness campaigns on the importance of budget transparency and accountability to empower community members to demand their rights to equitable and inclusive development.

5.3.3 Effect of Stakeholders' involvement in monitoring and evaluation on community development

Local government officials and relevant ministries need to ensure that community members are actively involved in monitoring and evaluating the delivery of development services. This will be achieved through the establishment of community monitoring committees or task forces, composed of representatives from diverse stakeholder groups. Government authorities need to provide training and capacity-building initiatives to empower community members to effectively monitor and evaluate development activities. Regular feedback mechanisms must be established to facilitate communication between community members and government agencies, allowing for timely adjustments and improvements in service delivery.

Residents and community leaders need to participate in monitoring and evaluation processes by reporting on the quality and accessibility of development services. Community members must establish feedback mechanisms, such as suggestion boxes or community meetings, to voice their concerns and suggestions for improvement. They need to actively engage with government authorities and development partners to advocate for greater transparency and accountability in the monitoring and evaluation of development activities. Community members must also collaborate with local NGOs and CBOs to strengthen their capacity to monitor and evaluate community development initiatives.

Local and international NGOs working in Baidoa District need to support community-led monitoring and evaluation efforts by providing technical assistance and training on data collection and analysis. NGOs can facilitate participatory workshops and focus group discussions to gather feedback from community members on the effectiveness of development interventions. They must collaborate with government authorities and other stakeholders to develop standardized monitoring and evaluation frameworks that align with community priorities and objectives. NGOs need also to advocate for increased transparency and accountability in the allocation and utilization of development funds.

International donor agencies and bilateral organizations need to invest in capacity-building initiatives to strengthen community-led monitoring and evaluation systems. Development partners must provide financial support for the implementation of monitoring and evaluation activities, including the procurement of data collection tools and training materials. They need to collaborate with local government authorities and NGOs to ensure that monitoring and evaluation efforts are aligned with national development priorities and strategies. Development partners need to also promote knowledge sharing and learning exchanges among stakeholders to enhance the effectiveness of monitoring and evaluation processes.

Universities and research institutions need to contribute to the development of evidence-based monitoring and evaluation practices by conducting research and analysis on community development initiatives. Academic scholars must collaborate with government agencies, NGOs, and community members to identify key performance indicators and evaluation criteria. They must provide training and technical assistance to community members on data collection methods and analysis techniques. Academic institutions must also disseminate research findings through conferences, publications, and online platforms to inform policy and practice in community development.

5.4 Contribution of the study to the existing body of Knowledge

Most of the existing literature on performance of community development in Somalia explores the performance of Baidoa community development community. However very little scholarly attention has been dedicated to the contributions of contract management practices. This study has contributed to knowledge by examining the contributions of stakeholder involvement on

implement of community development in Baidoa, Somalia. The study principally found that stakeholder involvement contributes to implementation of community development in Baidoa through Community Planning, Budgeting and Monitoring & evaluation. Also, stakeholder involvement take advantage of their proximity to the extensive networks to monitor and document the behaviour of implementing parties whilst prescribing national and international action against ‘spoilers’ of community development policies implementation efforts.

This study significantly contributes to social work development by enhancing the understanding of stakeholder dynamics in community development. By revealing how different stakeholders—such as government representatives, community development committees, and donors—interact and influence development projects, the study equips social workers with practical insights for more effective community engagement. Social work practitioners can leverage these findings to foster collaborative approaches, ensuring that their interventions are more inclusive and aligned with community needs. Additionally, the evidence from this study supports the development of more robust social work practice models that emphasize the importance of stakeholder involvement, thereby enhancing the efficacy of community-based initiatives.

Moreover, the study’s focus on the specific challenges faced by the Baidoa community offers valuable information for social work practice. By identifying these challenges, social workers can design interventions that are more responsive and tailored to the unique needs of the community. The insights gained from the study can also inform policy advocacy efforts, helping social workers to argue for policies that support effective stakeholder engagement and community development. Furthermore, the study’s findings on monitoring and evaluation can enhance social workers’ ability to assess the impact of their initiatives and ensure that community development projects are both accountable and successful.

5.5 Areas for Further Research

More research needs to be done on the following;

- Impact of community management on community implementation
- Effect of risk management on community implementation

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APPENDICES

Appendix I: Questionnaire for the Community members

Dear Sir /Madam

This is a study being conducted by Mohamud Haji Abdi a student from Kampala International University

Instructions: This questionnaire seeks to collect data on the variables of the study. It will only be used for the study purposes. The study seeks to investigate the influence of Stakeholders' involvement in Community Development, Baidoa District, Somalia. All information provided will be handled with the highest ethical standards. You are requested to respond to the set of statements in the sections of the questionnaire as guided.

Please tick (✓) the appropriate answer

Section A: Personal Information

1. Name of your organization

2. Sex

Male ()

Female ()

3. Level of education

Certificate ()

Diploma ()

Bachelor's degree ()

Post graduate ()

Other (Specify) _____

4. Years of service in the company.

Less than 5 years ()

6-10 years ()

11-15 years ()

15 years and above ()

5. Age

- Less than 25 years ()
- 25-35 years ()
- 35- 45 years ()
- Over 45 years ()

6. How long has the organization been in operation

- 1-5 years ()
- 6-10 years ()
- 11- 15 years ()
- Over 15 years ()

Section B: The Influence of Stakeholders’ involvement in Planning on Community development

7. Please indicate how your company applies the following aspects of Stakeholders’ involvement in planning as per the key: 1 = SD (strongly Disagree), 2=D(Disagree), 3= N(Neutral), 4=A(Agree), 5=SA(Strongly Agree)

	Stakeholders are involved in;	1	2	3	4	5
1	Stakeholders involvement in delivery of development services affects performance of the community in Baidoa District, Somalia					
2	Stakeholders involvement in delivery of development services affects access to development services in Baidoa District, Somalia					
3	Stakeholders involvement in delivery of development services affects affordability of development services in Baidoa District, Somalia					
4	The knowledge of the processes involved in the delivery of development services affects performance of community development in Baidoa					

	District, Somalia					
5	The knowledge of the processes involved in the delivery of development services affects access to development service in Baidoa District, Somalia					
6	The needs for development services affects performance of pupils in Baidoa District, Somalia					
7	The knowledge of the processes involved in the delivery of development services affects affordability of development service in Baidoa District, Somalia					

Section C: The Influence of Stakeholders’ involvement in Budgeting on Community development

8. Please indicate how your company applies the following aspects of Stakeholders’ involvement in budgeting as per the key: 1 = SD (strongly Disagree), 2=D(Disagree), 3= N(Neutral), 4=A(Agree), 5=SA(Strongly Agree)

	Stakeholders are involved in;	1	2	3	4	5
1	People are involved in identifying development priorities in Baidoa District, Somalia					
2	There is adequate allocation of funds towards the provision of development service in Baidoa District, Somalia					
3	Timely release of funds affects the delivery of development service in Baidoa District, Somalia					
4	Privatization of development services affects performance of community development					
5	Privatization of development services affects access to development services					
6	Privatization of development services affects to development service in					

	Baidoa District, Somalia					
7	Adequate allocation of funds affects performance of community development					

Section D: The influence of Stakeholders’ involvement in Monitoring and Evaluation on Community development.

9. Please indicate how your company applies the following aspects of Stakeholders’ involvement in monitoring and evaluation as per the key: 1 = SD (strongly Disagree), 2=D(Disagree), 3= N(Neutral), 4=A(Agree), 5=SA(Strongly Agree)

	Stakeholders are involved in;	1	2	3	4	5
1	People are involved in monitoring the delivery of development services					
2	Stakeholders’ involvement in Monitoring and evaluation of development activities affects community development in Baidoa District, Somalia					
3	Stakeholders’ involvement in Monitoring and evaluation of development activities affects access to development services in Baidoa District, Somalia					
4	Stakeholders’ involvement in Monitoring and evaluation of development activities affects affordability of development services in Baidoa District, Somalia					
5	Stakeholders’ involvement in Monitoring and evaluation of development outputs affects community development in Baidoa District, Somalia					
6	Stakeholders’ involvement in Monitoring and evaluation of education outputs improves access to development services in Baidoa District, Somalia					

SECTION D:

1. Please tick the appropriate box depending on your level of agreement or disagreement as

arranged in the 5 Likert Scale:

1	2	3	4	5					
Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree					
NO	COMMUNITY DEVELOPMENT				1	2	3	4	5
1	Do you think providing equal opportunities and equal access for advancement for all Somalis can lead to community development.								
2	Do you think developing a wide economic base can secure social welfare.								
3	Economic impact is important in assessing community development								
4	Do you think Eliminating poverty in the villages as well as the urban areas will lead to improved development within the community.								
5	Does developing a balanced economic system that is open and transparent eliminates corruption								
6	Does developing an economic system that is not overly dependent on foreign loans emphasizes community development.								
7	Does developing an economic system that addresses regional Issues strengthens community development in the society								
8	Linking economic development with the wider national development agenda brings equal gendered balanced standards of living.								
9	Do you think providing equal opportunities and equal access for advancement for all Somalis can lead to community development.								

Thank you for your input and cooperation!!!

Appendix II: Interview guide to the government representatives, Baidoa community development committees and donors

Dear Sir /Madam

This is a study being conducted by Mohamud Haji Abdi a student from Kampala International University

Instructions: This questionnaire seeks to collect data on the variables of the study. It will only be used for the study purposes. The study seeks to investigate the influence of Stakeholders' involvement in Community Development, Baidoa District, Somalia. All information provided will be handled with the highest ethical standards. You are requested to respond to the set of statements in the sections of the questionnaire as guided.

Questions

1. How do you perceive the current level of stakeholder involvement in community development projects in Baidoa District? What are the key factors that influence the effectiveness of this involvement?
2. Can you describe any instances where the local community in Baidoa District has been involved in the design and implementation of construction development projects? What impact did this involvement have on the success of the projects?
3. What are the specific challenges faced by the community in Baidoa District that you believe should be addressed through stakeholder involvement in development projects? How do these challenges differ from those in other regions?
4. How have you been involved in the community, and what aspects of decision-making and monitoring do you engage with?
5. Are you aware of the role of stakeholders' participation in the planning of community projects? If so, what are the benefits of such participation?
6. Why do you think it is important for stakeholders to participate in the implementation of community projects?
7. Are you aware of the role played by stakeholders in community implementation, and what impact do you think their involvement has?

8. How have you been involved in the community, and what motivated your participation?
9. To what extent do you think stakeholders should be involved in the implementation of community projects, and why?
10. Can you describe your involvement in the community and how you contribute to its development?
11. How do stakeholders engage with the community at various levels, and what is the impact of their involvement?
12. How would you define the term "stakeholder" in the context of community development?

Appendix III: Map of Study Area



Appendix IV: Introductory letter



Ggaba Road, Kansanga * PO BOX 20000 Kampala, Uganda
Tel: 0709654233/0774393791 Fax: +256 (0) 41 – 501974
E-mail: dhdrinquiries@kiu.ac.ug * Website: http://www.kiu.ac.ug

Directorate of Higher Degrees and Research Office of the Director

Our Ref. 2022-08-11481

Tuesday 20th June, 2023

Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR MOHAMUD HAJI ABDI REG. NO. 2022-08-11481

The above mentioned person is a student of Kampala International University pursuing a Master's degree of Social work and Social Administration.


The student is currently conducting a research study titled, **"Stakeholders' Involvement and Community Development: A Case of Baidoa District, Somalia"**

Your organization has been identified as a valuable source of information pertaining to the research subject of interest. The purpose of this letter therefore is to request you to kindly cooperate and avail the student with the pertinent information needed. It is our ardent belief that the findings from this research will benefit KIU and your organization.

Any information shared with the researcher will be used for academic purposes only and shall be kept with utmost confidentiality.

I appreciate any assistance rendered to the researcher

Yours Sincerely,


Prof. Israel O. Obaroh
Director

C.c. DVC Academic Affairs
Principal-CHSS



Appendix V: Acceptance letter



Baidoa District Administration

Baidoa, Somalia
Tel: +252613555022
Email:Nasiibm21@gmail.com

Date: 1st July, 2023

To:
Kampala International University
Directorate of Higher Degrees and Research
Gaba Road, Kansanga
P.O. BOX 20000,
Kampala, Uganda

Dear Sir/Madam,

RE: ACCEPTANCE FOR CARRYING OUT RESECH IN OUR AREA

This serves to confirm to you that, the student named Mohamud Haji Abdi REG.NO.2022-08-11481 from Kampala international university in Uganda has been allowed to carry out his research in Baidoa district, Somalia For a period of his time during the research on titled **“Stakeholders’ Involvement and Community Development: A Case of Baidoa District, Somalia”**

I confirm our willingness to assist him with his research study and provide the relevant information required. We understand that this information will be used strictly for academic purposes and will be treated with confidentiality and ethical standards.

Thank you for your cooperation and including us in your study. We look forward to a successful collaboration.

Yours Sincerely,

Mohamed Nor



Director of Planning and Municipality Development