

**COMMUNITY PARTICIPATION AND SUCCESS OF DEVELOPMENT PROJECTS IN
BOSASO DISTRICT PUNTLAND, SOMALIA**

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**A RESEARCH THESIS SUBMITTED TO THE COLLEGE OF HIGHER DEGREES
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DECLARATION

I Ahmed Hussein Suleiman hereby declare that the work presented in this research thesis is my own work which has never been submitted any other academic award or in any university or institution of learning. Therefore, it is with this regard that I declare this of work to be originally mine and hereby present it in fulfillment of the requirement for the award of a Master of Arts in Project Planning and Management of Kampala International University.

Signature.....

Date

APPROVAL

I certify that this research report was done under my supervision and submitted to the faculty of social sciences with my approval

Signature **Date**

Supervisor Wandiba Augustine (Dr)

DEDICATION

I dedicated this research thesis to my beloved Mother Mahado Yussuf Omar, and my Father Hussein Suleiman who supported me morally, and encouraged me to finish my postgraduate. I cannot forget my helpful brother Mohamud Hussein, who supported me both morally and financially during my study.

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I am appreciative of my respondents who amid their tight schedules spared time to respond to my questionnaire and give me the information that I needed to complete in my research.

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LIST OF ABBREVIATIONS

CD	:	Community Development
CSOs	:	Civil Society Organizations
CVI	:	Content Validity Index
DFID	:	Department for International Development
EVM	:	Earned Value Management
M&E	:	Monitoring and Evaluation
NGOs	:	Non-Governmental Organizations
PMBOK	:	Project Management Body of Knowledge
SPI	:	Schedule Performance Index
SPSS	:	Statistical Package for Social Sciences
SV	:	Schedule Variance
UK	:	United Kingdom

ABSTRACT

The study examined effects of community participation on success of development projects in Bosaso district, Puntland Somalia. This was aimed at ascertaining the level of community participation in development projects in the region, and to determine the extent of success for the development projects. The purpose was also to find out the challenges of community participation in development projects in Bosaso District, Puntland Somalia. The study was conducted in Bosaso district and the data was collected from the respondents based on the questionnaire and interview guide. The study was conducted based on the descriptive research design that sought for the descriptive statistics and regression analysis. The study was based on the sample size of 194 respondents. The study findings reveal that community participation in projects studied was generally low as indicated by the overall mean of 2.484. The second objective to ascertain the level of success for the development projects in Bosaso district present the mean of 2.267, $SD=1.235$ interpreted as low meaning to the success of the development projects is low. The extent to which community participation affects success of development projects as captured by the third objective was determined and revealed by the adjusted R of .011 which shows that community participation has a 1.1% effect on success of development projects. The fourth objective on the challenges of community participation in development projects in Bosaso district, Somalia. The results reveal that locally elected representative's personal interests hinder community participation in projects, lack of policy on the direct community involvement, political intervention in project selection, and lack of dissemination of project related information, low degree of education and information on projects and lack of awareness on the projects establishments. The study concludes that the community participation in development projects was low, the community is not mobilized in the projects, decisions are taken without community notice and monitoring and evaluation is not properly established. The study concludes that community participation need enhancement. On the second research objective the study conclude that project success is not reached in several development projects in the organizations, the results conclude that success in time of costs, time and quality is not accurate in the operation of the successful projects in the business. Based on findings of the third objective, the conclusion was that educated community members participated more in development projects due to their knowledge of their importance in development projects, and participated more through resource contribution than through labour. The involvement of society in decision making was acquired to be low, entail the significant of the want for enlarged community participation in development projects. Thus, the study concludes that structural, social, financial and political challenges that affect success of projects through low community participation needs to be addressed. Based on the conclusions, the study recommends that government and relevant agencies working on development projects should clearly define the precise scope and role of community members given the evidence that many of the development projects fail because of unclear operational framework. Project implementers should work with the community to establish an active local civil society watchdog for monitoring and evaluation this will help ensure prudence and block misappropriation of funds directed to local projects. This will help engender transparency and community participation, resulting in liable leadership.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter consists of the background of the study, statement of the problem, purpose of the study, objective of the study, hypothesis of the study, scope of the study, significance of the study and operational definitions of the study.

1.1 Background of the study

The background will be divided into four perspectives that will include historical perspective, theoretical, conceptual perspective and contextual perspectives.

1.1.1 Historical Perspective

For Centuries, community participation has been an explicit or implicit goal of community people, aiming to achieve, through collective effort, a better life, and has occurred throughout history. Early socialist thinker Robert Owen in the 18th Century, sought through community planning, to create the perfect community (Burkey, 2003). This propelled groups of people who came together to create intentional utopian communities at new Lanark and later utopian communities, such as Oneida in the USA and the New Australia Movement in Australia, with mixed success. Central to these policies of community participation were: adult literacy programs, youth and women's groups, development of community business ventures and particularly cooperatives, recompense education for those missing out in the formal education system, dissemination of alternative technologies, village nutrition programs, and village water supply programs (Hickey and Mohan, 2004).

The growing increase in the demand for community participation in development projects is not in question, and the roads industry, which is at the forefront of development in the world economies today, needs to face up to and accommodate this demand. The countries across the globe especially from Europe and Americans. From this, guidelines can be developed for community participation in the future development process.

It is useful as an introduction to stand back from the temporal issues of development and community participation, and to look at the underlying sociological processes involved through the fundamental processes of human communication and community life. These will set the course along which the industry issues will follow (Isham& Pritchett, 2015).

There is a world-wide trend in society towards a de-bureaucratization of work and education, and the fundamental structures which have guided society in our history are changing accordingly. The reemergence of a sense of dignity and self-assurance in people is leading to a revival of community life. In this, people will increasingly assert their right to participate in decisions that affect them. The directions that community participation will take, and hence the fundamentals of the community participation process that can be picked up by the roads industry in South Africa, are those directions that modify the parameters of everyone's choices (Khwaja, 2009).

On the African continent, the historical approaches to community participation in development of road infrastructure can be categorized into "means" or "ends" approaches. In the history of South Africa, development - for those who had been allowed to participate - has been based on a 'means' approach to community participation in which community participation was viewed as a method of achieving a specific, generally project-related, objective. Typical examples of this are the various public participation meetings that took place regarding the roads programs in various municipalities (Stiglitz, 2002). The problems that professionals faced in such situations were generally those of communication and transparency. It is argued that if communities participate in the maintenance of transport infrastructure, not only would this be more cost effective but it would have important developmental spin-offs. These would include improved cash income opportunities, skill development and a greater sense of ownership. The African community development ideals were adopted by Mohondas K. Gandhi as a basis for his South African Ashram, and then introduced it as a part of the Indian Swaraj movement. This aimed at establishing economic interdependence at village level throughout India. With Indian independence, despite the continuing work of Vinoba B have in encouraging grassroots land reform, India under its first Prime Minister Jawaharlal Nehru adopted a centralist heavy industry approach, antithetical to self-help community development ideas (Craig and Porter, 2007).

The context of community participation in Somalia was conceptualized for the local authorities to assist the contributions of the community in decision-making on issues concerning their lives as well as setting up and executing their development projects by nurturing partnerships with local groups (Policy paper on Local Government Reform, 2001).

In spite of government's long standing concerted efforts to improve community participation in the development process, participation in many parts of Somalia is still very low. Lack of

sustainability and sense of ownership of development projects in Somalia is a key factor responsible for low participation due to loss of interest and confidence in the process. This often in turn increases dependency on government resources, and stretches the government purse unreasonably. The implication is that a number of questions are unanswered regarding how to make participation effective among the person who includes their capacity and desire to participate as well as their preferences in what projects to participate. However, with the ongoing local government reform in Somalia, there is an indication that people will be motivated to participate in all planning and implementation of projects. As such the government's desire for the people to participate might alas become a reality. Nevertheless, the capacity of the local authorities and people needs to be conceptualized in the renewed effort (Khwaja, 2004). The participation provisions under the aspects of the road projects for provisions of the community in enabling the environment that support the work for execution of road projects in Somalia is historically related with different ideologies, thus acquiring connoting meanings. While participation is viewed by some as a bottom up empowering process; others perceive it from the context of the project itself. Although the World Bank's definition of participation as a procedure throughout that project shareholders plead with and carve up control over development initiatives, decisions and resources allocations is widely accepted, the amount of literature and the well-liked prevalent use of participatory processes make it complicated to pin the concept to a single definition that would cover up all its variety ways of visualizing and pertaining (World Bank, 2005).

1.1.2 Theoretical Perspective

This study is premised on the ladders' participation theory by Arnstein (1969). In the theory, he explains that there are eight ranks in the ladder and each of the ranks represents the type of participation and degree of citizen control over development. In rank one and two participation takes the form of manipulation, in rank one and therapy in rank two. Three and four represent participation by informing and consulting respectively. These levels of tokenism allow have-nots hear and have a voice but hardly offer power to ensure that the powerful heed to their voices. There is neither follow through or assurance of changing status. The fifth is a graduation of participation from tokenism to placation. Placation allows the have-nots to advice the powerful continue to retain the right to decide. The sixth, partnership, the seventh, delegated, power and

the eighth citizen control. These ranks stand for sorts of participation that provide citizens with increasing degrees of decision making power.

The ladder promotes the idea that participation should allow for, redistribution of power that enables the have not citizens presently excluded from the political and economic processes to be deliberately included in the future participation is the means by which citizens can include significant social reform which enables them to share in the benefits of the affluent society. The theory reveals that the community participation in development projects is so done by the different people on different ladders or scales. The involvement of the different parties in the community projects provides involvement for appropriate success of the community development projects.

1.1.3 Conceptual Perspective

The concept of community participation can be understood from a broader sociological perspective by describing the social and political networks that link individuals and community organizations and leaders (Eade and Rowlands, 2003). Understanding the nature and boundaries of these networks is critical to planning engagement efforts. Community participation is the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people (Florin, 2010).

Citing the World Bank (2005) defines participation as a method throughout which project shareholders manipulate and divide control over development initiatives, decisions and resources allocations. This definition though widely used, has of late become challenged by new widespread use of participatory methods that makes it difficult to categorically define participation in a one-off context (Lancaster, 2002).

Community participation has been recognized as a voluntary participation by the community in one way or another in the public programmes designed to support and participate to national development. However, the public's are not expected to contribute in formative the projects and its content. In the point of view of rural development, participations includes people's

participation in the decisions making process, in implementing projects and their allocation in the earnings for development programs (Mnaranara,2010).

Oakley and Marseden (1987) define community participation as the process through and by which individuals, families, communities or societies get duties for their own wellbeing and amplify aptitudes to take part to their own socioeconomic and the community development. Development scholars view community participation from the context of an active process whereby beneficiaries influence the track and implementation of development agendas. Therefore, the establishment of community-based development suggestion is the active addition of members of a defined community in at least some aspects of the development project's design and implementation (Mansuri&Rao, 2004).

On the other hand, the term project success which is the dependent variable in this study is not so readily identified in literature. Success of development projects (dependent variable) was conceptualized in terms of completing a project within the specified time and costs, quality products and project completion. Aaron and Wideman (2000) identify two perspectives to project success namely; process and product perspectives. From the process perspective, project success is about being "On time, within budget and meeting requirements." From a product perspective, a successful project is clearly one in which the "customer" ends up satisfied (Aaron and Wideman, 2000). Ryan and Grossman (2008) consider a development project success if the project desired results and outcomes as agreed upon are achieved; the client's problem is solved, the problem is finished on time and within budget, when there is a high quality working relationship with the project team and the client and when clients say they are satisfied.

1.1.4 Contextual Perspective

A critical set of organizing elements involves analysis of the benefits and costs of community engagement. The literature suggests that participants of the community will invest their energy in an organization only if the expected benefits outweigh the costs that are entailed. An individual's desire to join and continue a commitment to an engagement effort depends more on this benefit-cost ratio than on his or her demographic characteristics (Dale, 2004). Potential benefits include: networking opportunities, access to information and resources, personal recognition, skill enhancement, and a sense of contribution and helpfulness in solving community problems.

Costs can run the scope from the contribution of time required, to lack of skills or resources needed for participation, to basic burn out. By identifying the specific benefits and barriers to participation in the engagement effort, community leaders can put the appropriate incentives in place (Blackburn and Holland, 1998). The contextual perspective investigates the benefits and costs of participation to help explain who participates and why. Social exchange occurs among community members, organizations, and others to overcome potential costs in an engagement effort, a social exchange takes place in organizations such that participants of the communities will invest their energy into an activity only if they expect to receive some benefits.

This and related aspects offer a path to engagement through a process by which community groups are helped to identify common problems or goals, mobilize resources, and in other ways develop and implement strategies for reaching goals they have set. Organizing activities are a way of activating the community to encourage or support social and behavioral change. This approach to bringing about change at the community level is based on principles of empowerment, community competence, active participation and ‘starting where the people are’ (Chavis and Wandersman, 1995).

This approach also reflects the necessity that individuals and communities: must feel or see a need to change or learn, and are more likely to change attitudes and practices when they are involved in decision-making such as decisions towards project implementation (Dalal-Clayton, et al., 2003). An important element of community organizing is helping communities look at root causes of problems while at the same time selecting issues that are ‘achievable, simple, and specific,’ can unite members of the group, involve them in achieving a solution, and help build the community or organization. Community participation can be an empowering process for individuals and communities.

At the individual level, community participation activities provide individuals with the chance to feel an increased sense of control and self-confidence and to improve their coping capacities. Community Participatory activities also strengthen the capacity of communities to respond effectively to collective problems.

Individuals and communities can be empowered by having information about problems and an open process of accumulating and evaluating evidence and information when they have these they can take an effective decision making towards the success of their projects and programs.

1.2 Statement of the Problem

Development Projects have evolved as an important sustainable development initiative designed to enable less developed countries of the world to achieve an appreciable level of development that can sustain livelihoods. (Florin & Wandersman, 2010). Development projects are prioritized projects undertaken on the basis of identified critical need, aimed at ensuring that the community attains an improved status of living. It became a common phenomenon to see malfunction of projects in Africa and other developing nations as results of insufficiency management competence. Towards this end, several development projects have been undertaken in Bosaso, Somalia. In spite of prioritization of the projects based on identified needs, many development projects in Bosaso Somalia have failed to achieve their objectives of bringing about an improved status of living for the communities. Most of them have scandalously collapsed, with many failing to meet their day to day objectives (Ubani, 2010). For example, Ministry of Finance Report of 2016 reveals a rampant failure of development projects in Puntland in the year 2010 to 2015. The report also shows that besides total failure, those that are functioning have operated with less success as timely goals and objectives have not been attained (World, bank, 2014). The projects have also reported high costs for running the development projects that has put many at a standstill. The degree of project success therefore is limited but the World Bank report cites low community involvement in the development projects. The revelation indicates that community participation in development projects could be a critical factor and may be accounting for the limited project success in Bosaso, Puntland, Somalia. This therefore, presents a gap in knowledge that seeks for concerted efforts in research to explain the role of community participation in development projects. It is against this backdrop that the study on community participation and success of development projects in Bosaso district, Somalia is predicated and justified.

1.3 Purpose of the study

The purpose of the study is to analyze the effect of community participation on success of development projects in Bosaso District, Puntland Somalia.

1.4 Research Objectives

- 1) To assess the level of community participation in development projects in Bosaso district, Somalia.
- 2) To examine the level of success for the development projects in Bosaso district, Somalia.
- 3) To analyze the effect of community participation on success of development projects in Bosaso district, Somalia.
- 4) To ascertain the challenges of community participation in development projects in Bosaso district, Somalia.

1.5 Questions of the Study

- 1) What is the degree of community participation in development projects in Bosaso district, Somalia?
- 2) What is the level of success for the development projects in Bosaso district, Somalia?
- 3) What is the effect of community participation on success of development projects in Bosaso district, Somalia?
- 4) What are the challenges or constraints of community participation in development projects in Bosaso district, Somalia?

1.6 Hypothesis

There is relationship between community participation and success of development projects in Bosaso district Punt land, Somalia.

1.7 Scope of the Study

1.7.1 Geographical Scope

The study was carried out in Bosaso district located in Puntland state of Somalia, particularly Bosaso district which located on the northeastern of puntland state of Somalia and on the southern coast of the Gulf of Aden, Bosaso is the largest and commercial capital of Puntland and Bosaso is one of the biggest three towns in the country and currently its developing very fast

than ever. The town is relatively peaceful in comparison to the southern parts of Somalia. Bosaso was chosen because of having many development projects that have been much unsuccessful. This study was particularly targeted in three division of Bosaso which are Lanta-hawada, New Bosaso and Suwyto. The reason for targeting these three divisions was the areas in which development projects were going on during the data collection of the study.

1.7.2 Content Scope

The study emphasized on examining the degree of community participation in projects, level of success for the development projects, establishing how community participation effects on the project success and finally assessing the challenges of community participation in development projects.

1.7 Time Scope

This research emphasizes on the period between 2010 and 2017 since a lot of development projects had been carried out during this period. The period chosen is significant because it provides an utmost environment that supports the attainment of adequate information necessary for the study by the researcher.

1.8 Significance of the Study

The outcomes of this research will be useful to many different categories of people and in many different ways.

To the Government: This study is of great priority to the government as a whole given the fact that community participation has been earmarked as one of the major essential aspects in project implementation and success for community development. The study findings will therefore be beneficial to policy makers as it will act as a reliable source of information for better policy making, project design, planning and implementation for maximum results.

To the Local community: To the local community the study will act as a yardstick in measuring the effectiveness and importance of their participation towards drawing solutions to the challenges they face. And to policy implementers, the findings of the study will help in directing the counter measures to be used in addressing the challenges of social perceptions, biases, equity and sustainability in a bid to promote local community participation as a means of increasing chances of project success in the community.

To the future researchers: The study will contribute to the available knowledge as well as act as a basis for further research on the same subject. This study will benefit the future researchers by acquire from idea about community participation and development projects in large.

1.9 Operational definition of key terms

Community: This refers to small or large groups of people living in social units that define them things in common, such as norms, religion, values, or identity. Often - but not always - communities share a sense of place that is situated in a given geographical area (e.g. a country, village, town, or neighborhood). Durable relations that extend beyond immediate genealogical ties also define a sense of community. People tend to define those social ties as important to their identity, practice, and roles in social institutions like family, home, work, government, society, or humanity, at large.

Participation: Participation is a rich concept that means different things to different people in different settings. This study adopts the definition of participation operational by the World Bank's Learning Group on Participatory Development which stated participation as a method through which project shareholders influence and contribute to manage over progressive opinions and the choices and properties that influence them (World Vision, 2003). The broad aim of participation in development is to actively involve people and communities in identifying problems, formulating plans and implementing decisions over their own lives (DFID, 2002; Craig and Porter, 1997).

Success: Success is an achievement of an action within a specified period of time or within a specified constraint. Success can also mean completing an objective or reaching a goal. Success can be expanded to encompass an entire project or be restricted to a single component of a project or task.

Development: Development is the act or process of growing or causing something to grow or become larger or more advanced. Development means to make something better than it was, to improve. Notice that development does not mean growth only. We all grow as children, but then we reach a certain age and stop growing. However, we don't stop developing just because we have stopped growing. So we may say development is the process of transforming from negative to positive side.

Project: A project is a unique, transient endeavor, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits. A project is usually deemed to be a success if it achieves the objectives according to their acceptance criteria, within an agreed timescale and budget. Project is an individual or collaborative enterprise that is carefully planned to achieve a particular aim with the objective of providing value to the individual or the community in a manner that can satisfy the community or individual requirements (DFID, 2002).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is concerned with review of information that different authors have advanced on the topic in regard to study objectives, it therefore looks at the theoretical review, conceptual framework, related studies and research gap.

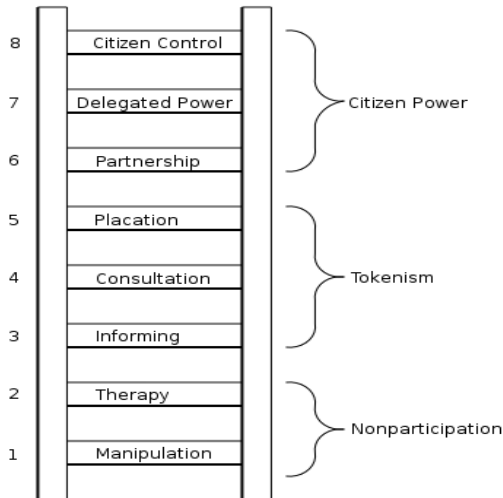
2.1 Theoretical Review

This study was premised on ladders' participation theory by Arnstein (1969) and system theory by Ludwig (1968) and empowerment theory of Perkins & Zimmerman (1995). The ladder theory reveals that community can participate in projects on different scales and the participation by the community in the projects empowers the projects to better and proper performance. While the systems theory contends that the entire community management of the community projects is guided by a system.

The study was based on the ladder of participation theory of propound by Arnstein through his determining theoretical work on the topic of community participation in 1969. The exacting how importance is the ladders' participation theory trunks from the obvious detection that there are a mixture levels of participation, ranking from manipulation or therapy of citizens; through to consultation, and to what we might now call genuine participation, (the levels of partnership and citizen control).

The theory is explained by the figure below:

Figure 2.1. Eight rungs on the ladder of citizen participation



Sherry R Arnstein (1969)

The bottom rungs of the ladder are (1) Manipulation and (2) therapy. These two rungs describe levels of “non-participation” that have been contrived by some to substitute for genuine participation. The real objective is not to enable people to participate in planning or conducting programmes, but to enable power holders to “educate” or “cure” the participants of ignorance.

Rungs 3 and 4 progress to levels of “tokenism” that help the have-nots to hear and to have a voice; (3) informing and (4) consultation. When they are proffered by power holders as the total extent of participation, citizens may indeed hear and be heard. But under these situations they lack the power to enforce or ensure that their views are heeded by the powerful or at least put into consideration (Arnstein 1969).

When participation is constrained to these levels, there is no follow-through, no “muscle”, hence no assurance of changing the status quo. Rung (5) placation is simply a higher level tokenism because the ground rules allow have-nots to advise, but preserve for the power-holders the sustained right to decide. Arnstein (1969).

Further up the ladder are levels of citizen power with increasing degrees of decision making influence. Citizens can enter into a (6) partnership that enables them to negotiate and engage in

trade-offs with traditional power holders. At the topmost rungs, (7) delegated power and (8) citizen control; have-not citizens achieve the majority of decision making seats.

Observably, the eight rung ladder is a simplification but it helps to demonstrate the point that so many have missed, that there are significant gradations of citizen participation. Arnstein (1969).

Knowing these gradations makes it possible to cut through the hyperbole to understand the increasingly loud demands for participation from the have-nots as well as the gamut of confusing responses from the power-holders. Arnstein (1969).

The limitations of Arnstein's framework are obvious. Each of the steps represents a very broad category, within which there are likely to be a wide range of experiences. For example, at the level of 'informing' there could be significant differences in the type and quality of the information being conveyed. Realistically therefore, levels of participation are likely to reflex a more complex continuum than a simple series of steps. The use of a ladder also implies that more control is always better than less control. However, in accordance to the studies, increased control may not always be desired by the community and increased control without the necessary support may result in failure.

Since Arnstein, increasingly complex theories of participation have been advanced and new terminology added. In particular, there has been a shift towards understanding participation in terms of the empowerment of individuals and communities. This has stemmed from the growing prominence of the idea of the citizen as consumer, where choice among alternatives is seen as a means of access to power. Under this model, people are expected to be responsible for them and should, therefore, be active in public service decision-making. In this context, Burns et al (1994) modified Arnstein's ladder of participation and proposed a ladder of citizen power

This is more elaborate than Arnstein's ladder, with a further, more qualitative breakdown of some of the different levels. For example, a distinction is drawn between 'cynical' and 'genuine' consultation, and between 'entrusted' and 'independent' citizen control. The phenomena of 'civic hype', increasingly recognized during the 1990s (see, for example, Harvey, 1989), are incorporated at the bottom rung of the ladder. This essentially treats community participation as a marketing exercise, in which the desired end result is 'sold' to the community.

Wilcox's work has arisen from the UK regeneration context and reflects a philosophical progression in thought around participation. That is that different 'levels' of participation are acceptable in differing context and settings, this progression recognizes that power is not always transferred in apparently participative processes, but that the processes still have value.

As opposed to the common interpretation of Arnstein, that brings the thought that it is only acceptable to be striving towards citizen control. Within some contexts this move in philosophy has been further.

System theory; system theory by Ludwig (1968) alleged Community participation is a very complex activity - there are so many elements involved that it seems almost impossible to describe development in a clear and organized manner. Although it is indeed a very complex field, there is a method which can be used to identify many of the components and processes involved in this work (Goodman, Wandersman, Chinman & Morrissey, 2010). General system theory provides an analytical framework which can be used to describe some of the many factors involved in community development. Some of the key concerns in community development, such as assessing power and influence, understanding the dynamics of inter-group relationships, and considering the changes involved in planning development activities, can be understood and described using System Theory. Terms such as systems and sub-systems, closed and open systems, system boundaries, the transfer of energy or influence across boundaries, feedback and system balance (or homeostasis) can be used to clarify what sometimes seems to be a bewildering array of information involved in community development work (Morrissey, 2010).

Other System Theory concepts, such as the description of various environments related to a system, and the very important notion of entropy, can also be used in community development. A system is a set of elements standing in interaction, in other words, a group of things which have something in common.

This includes any grouping with any sort of relationship, for example a collection of people (Florin and Wandersman, 1990). There can be smaller systems (sub-systems) within larger systems - a clear example of this would be a single household in a village.

The activities inside that house would be seen as taking place within a system (the family group involved in that household), which in turn exists within the larger system of the village itself. The village can also be seen as a sub-system, one of a number of communities which together comprise an even greater system, the region or territory in which they all are located. (Florin1994).

Empowerment theory; empowerment theory of Perkins & Zimmerman (1995).Supposed that Empowerment of the community has been identified as a valuable attribute, one that is essential to the effective project implementation. Empowerment is evidenced by community members who are inspired and motivated to make meaningful contributions and who have the confidence that their contributions will be recognized and valued. According to this theory, empowerment is promoted in environments that provide community members with access to information, resources, support, and the opportunity to learn and develop. Mattessich and Monsey (2002) have noted that psychological empowerment includes feelings of competence, autonomy, meaningfulness, and an ability to impact the project. Community members who are empowered are more committed to the project, more accountable for their work, and better able to fulfill their responsibilities in an effective manner. Empowerment is thought to occur when the project administrators sincerely engages people and progressively responds to this engagement with mutual interest and intention to promote growth.

Empowerment develops over time as community members gain greater control over their lives and increasingly take part in decisions which affect them.

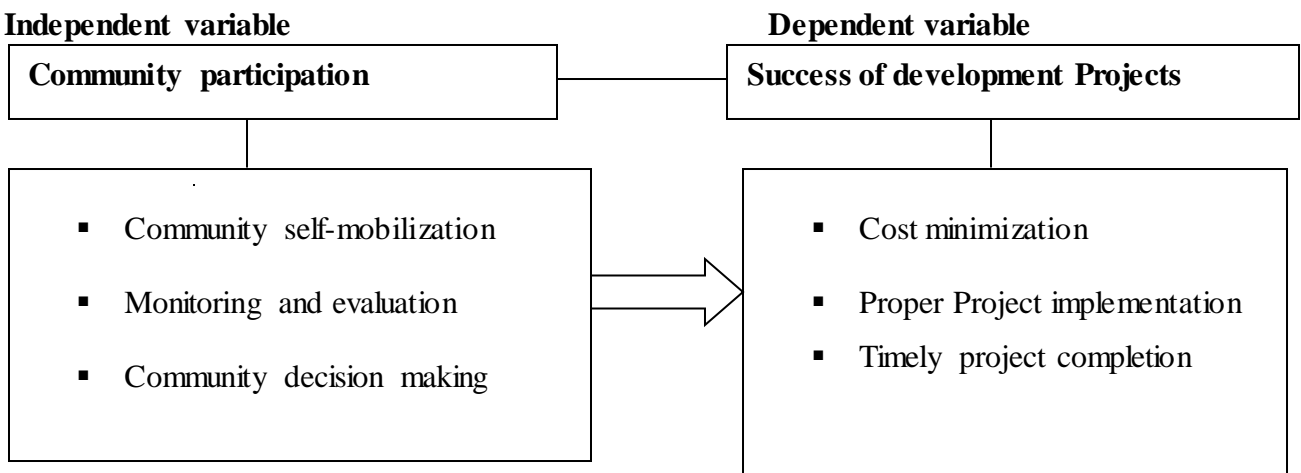
The principles associated with four guiding concepts in community participation include: equity (the integration of roles to achieve common goals and willingness of each member to contribute collectively toward a common goal), ownership (recognition by the individual of the connection between his or her individual contribution and the overall success of the project), partnership (development of relationships to promote mutual respect, enhanced communication, and collaboration to achieve project objectives), and accountability (willingness to invest in decision making and sharing a sense of responsibility for individual and collective outcomes) (Mattessich and Monsey, 2002). When principles related to these concepts are incorporated into

individual and team behaviors, the community is empowered to achieve the outcomes of the project.

2.2 Conceptual framework

The conceptual framework gives a researcher’s conceptualization of variables of the study. The interaction between the independent variables and dependent variable that is the researcher identifies mechanisms under which the community participation and road projects can be displayed and measured.

Figure 2.2: Conceptual framework viewing the relationship between community participation and success of development projects



Source: Adopted from Mohammad (2010) and Mnarana (2010) and Modified by the researcher

The conceptual framework denotes a representation of the independent and dependent variable. It provides the measurable aspects of the independent variable. That is to say community self-mobilization, monitoring and evaluation and decision making as attributes of community participation- the mechanisms through which community provide and raise the contribution to the framework of the organization of the projects. The dependent variable is success of the development projects that is measured through cost minimization, timely project completion, proper project implementation the prevalence of the independent variable traits in the order of positivity influences the dependent variable positively and cases of negative flow of the independent variable affect the dependent variable negatively. The prevalence of the independent and dependent variables account to the success in the development projects. The results

presented shows that the variables for the interactions show that the Independent and dependent variables that improves the state of the roads.

2.3. Review of related literature

Review of the related literature of the related works will be done basing on objectives of the study.

2.4 Community Participation in Development Projects

A review of literature on the ways in which participation is operationalized in different interventions reveals multiple conceptions of participation. Pretty et al(1987) for example, argue that: “the term participation has been used to build local capacity and self-reliance, but also to justify the extension of control of the state. It has been used to devolve power and decision making away from external agencies, but also to justify external decisions. It has been used for data collection and also for interactive analysis. But more often than not, people are dragged into participating in operations of no interest to them, in the very name of participation

2.4.1 Community Self Mobilization

Mobilization is one of the basic strategies of community development (C.D). According to Imhabekhai (2009), mobilization is the process of putting people into readiness for active service or of arousing the interest and consciousness of a group of people in a program, which would be of benefit to them. There is an assumption that the intended participants have not become aware of the existence, the objectives or the advantages to be derived from the program. Mobilization, therefore, is providing sufficient information about a program contents and objects in order to elicit the support and participation of the people in the program. In Bosaso Puntland Somalia the mobilization of local community is very low, sometimes it's possible to see residents complaining about something that is good for themselves but they don't understand how it's good for them and the reason is lack of project involvement of local residencies. Abiona (2009) noted that mobilization involves creating awareness of certain problems existing in the community and which need urgent attention. Awareness might take a form of educating the people on what they do not perceive as a problem. It means they have to be informed of the problem and told at the same time that the solution lies in their hands as they have the capacity to

do this. Moreover, they need to know and understand that there are benefits to be derived if the problem is solved.

Self-mobilized community contributes in development projects by taking self-governing ideas that are not influenced by external institutional change systems. Even though they build uplinks with external agencies for resources and technical guidance needed; control over how resources are used nevertheless resides with them. Such self-initiated recruitment and combined public achievement could or could not dare existing unbalanced allocations of affluence and power. These understandings of contribution and others outlined also have their weaknesses. While some are project oriented and engender development, others may be mere smoke screen to deceive society. Registering information with a passive contribution denies the community the capability to come to a decision, employ and take responsibility, making community members for whom the projects are designed to become passive recipients of decisions made by others (Heneveld & Craig, 2008). The concept of self-mobilization is fundamental for the enabling project success is provided by the authors.

Community participation in development projects increases efficiency in the utilization of available resources. Contribution can for instant, assist diminish is interpretation or likely conflicts, and therefore saving the instance and likely often pooped by trained staff elucidating or convincing citizens of project payment. Interactive contribution is also cost valuable as, if rural community are taking liability for a project, fewer external resources will be needed and extremely paid specialized workers will concentrate on the details of project administration. Participation of a community in projects then, tolerates for more proficient use of the resources accessible to the project (Ngowi, 2007).

A successful mobilization hinges on citizen participation in order to create new ideas and resources in the community for the road construction. This entails involvement of the local people in decision-making, planning and execution of the project. Mobilization helps in galvanizing the local people to participate in developing their community, using local initiatives. The active participation of the people will foster success in any project which they embark upon. It encourages self-help and utilization of human and material resources to utmost capacity for community development.

Anyanwu (2015) contend that at the grassroots level, the idea of self-mobilization can only be achieved by stimulating active participation of the entire citizenry through different methods which include: face-to-face discussion, letters to the communities telling them what they supposed to do, addressing a group of people, formation of committee in which the masses in all shades of opinions are represented, formation of organizations or unions and launching of the projects in different phases.

Edmonds and Veen (2012) contend that community self-mobilization have a relationship again the level of road infrastructure will make a difference to the level of community organization. For a trunk road the community may only be involved in the review meetings or for a path or track the community may organize contributions, labour, meetings and much more. At the planning and design stage it is good to set the parameters for implementation. Therefore, how many meetings are required at what intervals, how many people are required for how many days, etc. based on the authors assessments, the contributions in labour may have been conducted in the past and there may be a traditional system for mass mobilization. When planning works using community labor the following factors should be considered.

2.4.2 Monitoring and Evaluation of Projects

Monitoring 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. Its purpose is to determine if the outputs, deliveries and schedules planned have been reached so that action can be taken to correct the deficiencies as quickly as possible (Khwaja, 2004). Monitoring and evaluation (M&E) is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. It is mainly used to assess the performance of projects, institutions and programmed set up by governments, international organizations and NGOs. It establishes links between the past, present and future actions.

Monitoring and evaluation processes can be managed by the donors financing the assessed activities, by an independent branch of the implementing organization, by the project managers or implementing team themselves and/or by a private company. The credibility and objectivity of

monitoring and evaluation reports depend very much on the independence of the evaluate or evaluating team in charge. Their expertise and independence is of major importance for the process to be successful. Through citizen monitors are required to work on the field to check the status of roads through every phase of construction by directly interacting with contractors, workers and government officials. However, lack of proper identity cards prevents citizen monitors from approaching any of them with enquiries and complaints. Provision of identity cards requires approval of government officials who are not always forthcoming.

Holt (2003) contends that his common ground for monitoring and evaluation is that they are both management tools. For monitoring, data and information collection for tracking progress according to the terms of reference is gathered periodically which is not the case in evaluations for which the data and information collection is happening during or in view of the evaluation. The monitoring is a short term assessment and does not take into consideration the outcomes and impact unlike the evaluation process which also assesses the outcomes and sometime longer term impact. This impact assessment occurs sometimes after the end of a project, even though it is rare because of its cost and of the difficulty to determine whether the project is responsible of the observed results.

2.4.3 Community decision making in projects

Advocates of the policy argue that involving communities in project decision-making has multiple benefits: improving project targeting, by drawing on information available to the community but not to outsiders; increasing 'buy in' and generating a 'sense of ownership' of the project, thereby improving long-term management and increasing maintenance of program assets; and promoting transparency and accountability in project delivery. However, programs in which communities participate in decision-making may be more susceptible to the 'capture' of project benefits by elite or influential community members (Onabanjor, 2011).

Decision-making structures to communities who received an otherwise identical intervention, a package of subsidies and technical advice to provide up to three sources of safe drinking water. Many rural Bangladeshi communities currently use sources of water that are susceptible to arsenic or, less commonly, bacterial contamination. Arsenic-safe drinking water sources are relatively expensive and the vast majority of households cannot afford to obtain them for themselves. As a result, the sources must generally be provided at a community level. The

random assignment ensured that the communities in which we implemented the project under different decision-making structures were comparable in terms of all other characteristics, allowing us to draw causal inferences about the impacts of the decision-making structures on project (Stiglitz, 2012).

The three decision-making structures assigned included a non-participatory decision-making structure and two participatory decision-making structures. In the non-participatory decision making structure, project took all decisions, based on information provided by the community. In the participatory decision-making structure, the community took all decisions using their own internal decision-making processes. This process was designed to approximate the way in which 'participation' is implemented by organizations which place a high value on minimizing interference with local institutions. In the second, we imposed rules on the decision-making process. Under these rules, the community took all decisions by unanimous consensus at a meeting organized by project with requirements imposed for representation of women and the poor. This process was designed to approximate the way in which other organizations implement 'participation', which actively aim to broaden participation and reduce elite influence in decision-making (Florin &Wandersman, 2010).

Participation in decision-making does influence decisions taken or other outcomes, since changes in the participatory process alter these outcomes, they do not directly measure the effect of introducing participation in decision-making itself. By including a treatment group in which the project is implemented, under otherwise identical conditions, without community participation in decision-making, we are able to measure the effect of introducing community participation in decision-making. Second, the two participatory decision-making processes we compare from those that these studies consider; neither decision-making by consensus nor decision-making without any imposed rules have previously been explored. Finally, the preceding studies have so far only reported results on how changing the participatory process alters the decisions taken, while we are also able to report data on the project impacts (Mnaranara, 2010). The state of the provided avenues for the assessment reveal that the study is provided but the less focus is on the provided environment.

Humphreys & van der (2012) argued that information gathering process consisted of participatory mapping of the village with members of the community, focusing on the locations of households and safe and unsafe sources of drinking water, cross-checking information with various community members. Projects then proposed sites for safe drinking water sources, prioritizing locations with the highest density of households not already served by safe drinking water sources, choosing public locations wherever possible, and convenient locations where no suitable public land was available then organized and publicized a community meeting at which they presented the proposed locations. This model was designed to approximate the 'traditional' approach to decision making about local public goods in which decisions are taken by a centralized organization, such as local government or an NGO.

2.5 Success of development projects

Various scholars have attempted to define the concept project success. According to Lim and Mohamed (1999), project success is the achievement of some pre-determined project goals. Aaron and Wideman (2000) identify two perspectives to project success namely; process and product perspectives. From the process perspective, project success is about being "On time, within budget and meeting requirements." From a product perspective, a successful project is clearly one in which the "customer" ends up satisfied (Aaron and Wideman, 2000). Ryan and Grossman (2008) consider a project to be successful if the desired results and outcomes as agreed upon are achieved; the client's problem is solved, the problem is finished on time and within budget, when there is a high quality working relationship with the project team and the client and when clients say they are satisfied. According to Cleland et al (1988), a project is termed successful if it passes four success test criteria i.e., the time criterion completed on time; the cost or budget criterion completed within budget; the effectiveness criterion completed in accordance with the original set performance and quality standards; and client's satisfaction criterion accepted by the intended users or clients.

In Bosaso Puntland Somalia there are many projects such as road constructions, town planning, lighting, garbage collections and plantation projects most of them are not often end successfully as the local residents of Bosaso are willing to see as result of malpractices.

2.5.1 Cost Minimization in Projects

Project Management Body of Knowledge guide (PMBOK) defines cost estimates as a developed approximation of the monetary resources needed to complete project activities. The accuracy of cost estimates starting from the planning phase of a project through to the tender estimate can affect the success or failure of a construction project. Many failures of construction projects are as a result of cost escalations (Gkritza&Labi, 2008).

The process of determining the project budget involves aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline (PMI, 2008).

The project budget that results from the planning cycle must be reasonable, attainable, and based on contractually negotiated costs and the statement of work. The basis for the budget is historical cost, best estimates, or industrial engineering standards. The budget must identify planned manpower requirements, contract-allocated funds, and management reserve Performance results standards are quantitative measurements and include such items as quality of work, quantity of work, cost of work, and time-to-complete (Kerzner, 2009).

2.5.2 Effective Project Implementation

Earned value is a management technique that relates resource planning to schedules and technical performance requirements. Earned value management (EVM) is a systematic process that uses earned value as the primary tool for integrating cost, schedule, technical performance management, and risk management. A variance is defined as any schedule, technical performance, or cost deviation from a specific plan. The cost variance compares deviations only from the budget and does not provide a measure of comparison between work scheduled and work accomplished. In order to calculate variances, we must define the three basic variances for budgeting and actual costs for work scheduled and performed (Archibald, 2006).

The project time schedule includes a planned start date and a planned finish date for each activity. A project schedule may be presented in a summary form referred to as a master schedule or milestone schedule or may be presented in detail. Often, the project schedule is presented graphically using milestone charts, bar charts, and project schedule network diagrams.

The schedule baseline is developed from the schedule network analysis and is accepted and approved by the project management team as the baseline with baseline start dates and baseline finish dates. The baseline is a key element in schedule control and time management.

Project time performance is established by measuring, comparing and analyzing schedule performance such as actual start and finish dates, percent complete, and, remaining duration of work in progress. The performance is assessed by the use of techniques such as earned value management (EVM), schedule variance (SV), schedule performance index (SPI). These techniques help to assess the magnitude of schedule variances.

The critical chain method compares the amount of buffer remaining to the amount of buffer needed to protect the delivery date and thus can help determine the schedule status (PMI, 2008).

2.5.3 Timely project Completion

In order to run a successful project, it necessary to address the needs of the project stakeholders, effectively predicting how the project will affect them and how they can affect the project. The effective management of project stakeholders is considered an important key to project success (Olomolaiye&Chiniyo, 2010). Ineffective stakeholder management can result in dissatisfaction with the final project and negative impact on the projects 'financial plan and schedule (Olomolaiye&Chiniyo, 2010).

Transparency in the processes of projects range, execution, M&E transparent is a new useful means of encouraging community inputs as it can probably change power relatives between society and development organizations, and between welfare within society (Shashi, 2005).This implies that merely transferring funds to the community project committees is not sufficient to initiate community management. As such, people demand to be protected from the mistreatments of committees that are often hastily assembled to represent them. It thus follows that when the processes concerning contribution are conducted with transparency; it carries about confidence and promotes the level of communities 'contributions in development projects.

Cooke-Davies (2007) declared decisions can variety from those of essential or once for all life, to those of a regular, and comparatively slight in nature. Generally, administration has three principal decision areas which are strategic, operational and organizational. Tactical decisions

are the central long-term choices which settle issues such as productivity level, pricing and record levels. These are programmed decisions which politicians make in reply to returning and habitual problems affecting their organizations. Administrative decisions arise as a result of conflicting demands of strategic and operational problems or may be subject to them. They are decisions essentially concerned with settling the organizations' structural issues through establishment of hierarchy such as lines of authority and communication.

Centralization of decision-making is the attentiveness of influence and decision making at the top of institutions, a structural policy in which decision-making authority is resolute at the top of the organizational ladder (Skitmore, 2015). Decision-making is considered to be of key significance when diverse levels of participation in community projects are contextualized. Consequently, decision-making powers demand to be relocated to society for success of development projects. If community members have little or no authority over the decisions regarding projects in their communities such as provision of resources; they may lose curiosity and turn down or not well contribute in the tasks planned.

2.6 Community Participation on Success of Development Projects

Although there seem to be significant literature on local government administration, there seem to be a dearth of literature completely emphasizing on community involvement in development projects at local level. As only a small number of research conducted, emphasize on people's contribution at grass-root development projects. Key conclusions of some of such studies are reviewed.

The study of Tacconi&Tisdell (2002) found out that contributions of local groups in development projects' designing in Pakistan has been very low (8%), while the percentage is a bit high (25%) at the implementation stage. in spite of, it is largely managed, guided and directed by patron-client relations as well as mutual benefit-sharing and personal relations. Findings of the study further reveal that contribution is part to the rich and equally influential individuals exclusive of whom voted politicians cannot think of their leaders' successes. Further findings reveal that some social-economic factors such as gender, low literacy level amongst rural people and unstable economic conditions usually exert significant influence in the shaping of participation.

Mukandala (2000) in a study carried out in some parts of Zanzibar originated that frequently, decisions about who is to play a part in the Development participation, which are the bottom local level decision-making bodies on community projects are made without dialogue with the communities. This therefore, hinders their usefulness in following high levels of admired contributions in decision making. even though the norm is to ensure that the community participates through committee positions to ensure the people's representation; in practice decisions on who to be part of the committees do not reside with the people as government official at higher levels of the administration use their influential positions to determine who is a member and in turn use the members to influence every decision.

In Chad, education is greatly valued by the people and thus, community contributions to the cost of experts have been a long position performs in the country. This identifies the value of community participation in and underscores how local communities to participate in financing development projects. The government been aware of its lack of capacity to comprehensively fund education as a result of the devastation to the education system due to civil war of 1970s-1980s, accepted the actuality that the societies play a significant role in the school system. Therefore, the government asked the World Bank to plan projects through their involvements to involve local community and respond to their demands. So that to make sure a range of shareholders contribution, the projects' planning is usually done with the involvement of various groups of people in the community As a statue, government first organized four region gathering, engaging members of local school committees, administration of NGOs, Women's groups as well as government officials, schools' inspectors, school managers and teachers in order to reach a consensus on needs. At each of the meetings, respondents chat about the local primary education challenges and approaches to overcome them. The discussions assisted tell that Chadians at the local level are critically committed to and vigilantly involved in educating their children (Uemura, 2001).

According to Dogratias (2007), in Somalia there are no much community participation, the fact is that leaders or experts use their specialized power to settle on for the citizens, rather than promoting community contributions in all developmental issues which affect them. The imposition of the ideas of the elite or experts as community decisions to development often do not serve the citizens' interest, thus making projects to fail. This validates the fact that the public partaking approach tolerates local community on a voluntary and conscious basis to organize

them to solve their problems. Participation also give the various groups in the community a strengthened self-image, greater confidence, sense of willingness, and capacity to take action in their own best interest.

Manor (2008) in his study in India investigated participation procedures and found that direct over participatory processes affects the occasion of community to take part. He notes that according to constitution, councils should embrace twice yearly gathering in each village but the actuality is not so. The purpose of this gathering was to make sure council's responsibility to citizens and to classify priority target societies for support. However, the study found that councilors in most areas refuse community gathering after the first year or two. Exploration also expose that unannounced meetings are fixed as a ploy to deny participation of the people. Such meetings even when announced are fixed when the majority of local people are not around and busy for their jobs at the outside.

Learning from this empirical evidence provided by the reviewed studies, this study focuses on the question of how to make community participation in development projects effective. The study is thus going to be looking at the aspect of the capability of community to contribute and their participation favorites seeing as the local people are not given skills in this effort hence monitoring the significance of community involvement in development projects.

2.7 Challenges of Community Participation and Development Projects

A host of factors have been identified as obstacles to effective participation in development programs and projects. Oakley & Marsden (1999) discusses three major obstacles to people's participation which are structural, administrative and social barriers. Structural obstacles form part of the complex and centralized organizational systems that control decision making, resource allocation and information, and are not oriented towards people's participation. This situation is usually typified by a 'top-down' development approach. Administrative obstacles relate to bureaucratic procedures, operated by a set of guidelines and adopt a blue print approach, providing little space for people to make their own decisions or control their development process. The social impediments include mentality of dependence, culture of silence, domination of the local elite, gender inequality, and low levels of education and of exposure to non-local information.

Another obstacle is “standardization of approaches (Guijt and Shah, 1998) which contradicts the original aims of participation, to move away from the limitations of blue print planning and implementation towards more flexible and context-specific methodologies. According to Cooke and Kothari (2001), participation has been translated into managerial “toolboxes” of procedures and techniques.

This limited approach gives rise to a number of critical paradoxes: projects approaches remain largely concerned with efficiency, and focus attention only on the highly visible, formal, local organizations, overlooking the numerous communal activities that occur through daily interactions and socially embedded arrangements.

Dale (2004) identifies other barriers that may impede community participation in development projects. Such barriers are noted to include: power structures within local communities, rigid professional attitudes among programme and project staff, little awareness among the people of the rights they may have or opportunities they may exploit, and little emphasis on qualitative achievements of participation. These barriers are however, situation-specific, and need to be carefully analyzed in particular contexts, and not generalized.

Political interventions in the process of project choice and selection are an ordinary occurrence in local level development projects. Occasionally local people may be very much in need of a health needs but political representatives may assume they need something else the more, and decide to put aside the need of the citizens. Sometimes, the interests of the community differ from political interests of those who control the budget and direct wealth to other projects like road repairing, sewages and building of colleges (Roque & de Carvalho, 2013).

The personal interests of locally elected representatives most of the times also impinge community participation. Councilors are expected to be in charge in assortment of projects to be located within their areas of leadership in consultation with their people. However, they often do not consult but take unilateral decisions and decide on projects that are not on the center of community demands but for the rationale of reaching individual gains. This explains why they often nominate and ensure that only close allies are members of project execution progression keeping the innovative beneficiaries in the dark.

Lack of distribution of project associated information is another barrier to participation as projects are undertaken for the development of local people and information on such projects should be availed them. So projects should be selected, designed and performed in session and with the help of local citizens by providing information and seeking their inputs. It should be a right and not a privilege for project beneficiaries to have project related information. Regrettably however, often, they are deprived of the information, a key hindrance to local people's participation in development initiatives (Roque& de Carvalho, 2013).

2.8 Research gaps

Different studies were conducted on community participation and success of development project. Scholars such as Tacconi & Tisdell (2002) in a study conducted in Bangladesh created that inputs of local people in development projects planning is very low (7%) even though the percentage is a spot high (24) at the level of the execution. It is nonetheless, mainly managed. Guided and directed by patron-client relations; mutual benefit-sharing, and individual relations.

It is a similar finding that the study of Mukandala (1998), carried out in some parts of Zanzibar showed. It found out that decisions about who is to participate in the Development projects, who are the foundation local level decision-making bodies which pass demands before being forwarded to the capabilities at the local level, hinders their helpfulness in reached high levels of admired contributions in decision making. Also, another study conducted in Tanzania by Deogratias (2005), found lack of citizen participation as the elite or expert use their professional power to marginalize citizen decision, instead of promoting participation of the people in the decision on all issue affecting them. Finally, the study of Manor (2008) in India collaborated the findings of previous studies by revealing how run over participatory processes affects the chance of all communities to contribute. The studies conducted were not in the environment of Somalia as these were conducted in other countries. The focus of these studies was not entirely on community participation and development projects. These studies therefore reveal a knowledge gap that one need to study and address. The studies were also for the environment before 2010 that provide a gap in the time, the more focus therefore was to address the geographical and time gaps in the study.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter focuses on the techniques that the researcher used when collecting the required data. It is composed of eight sections namely, research design, population, sample size and procedure, data collection methods, data analysis and presentation, validity, reliability, ethical concerns and constraints of the study.

3.1 Research Design

The study employed the descriptive survey design; descriptive research presents a picture of the specific detail of the situation, social setting, or relationship. The first purpose of research is simply to describe a person, a group, or social psychological phenomena (Kassin, 2001). It deals with the relationship between the variable, testing of hypothesis and developments of generalization and use of theories that have universal validity. Descriptive research helped to determine the answer to who, what, when, where, and how question descriptive surveys are to be used to discover causal relationship (descriptive correlation) to observe behavior Mugenda & Mugenda, 1999). Descriptive study offers the researcher a description of relevance aspects of the phenomena of interest.

3.2 Research Population

The study was conducted in Puntland state of Somalia, particularly Bosaso district which located on the northeastern of puntland state of Somalia and on the southern coast of the Gulf of Aden, Bosaso was chosen because of having many development projects that have been much unsuccessful. According to Bosaso municipality census report in 2012, Bosaso has a population of 800, 000 people, while the three divisions of Bosaso being studied, namely - Lanta-hawada, New Bosaso and Suweito according to the municipality's report in 2012 have a combined population of 164, 980 people. The population of the study in this research which is drawn from three communities in the three divisions which the development projects under study in Lanta-hawada, New Bosaso and Suweito are situated was comprised of 600, the reason that the researcher selected these three divisions were the locations which most of the projects are going on during the research data collection. The targeted respondents were local political leaders, religious leaders, cultural leaders, women unions, youth associations, project managers, NGOs as well as other residents of Bosaso Districts.

3.3 Sample size

The sample size of this study was statistically determined using Slovene's formula for calculating sample sizes stated as follows:

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

Where n= the required sample size,

N = target population and

e = significance level, given by 0.05.

The Slovene's formula for calculating sample sizes was applied to the study population and a sample size arrived at as follows:

$$\frac{600}{2.5}$$

$$n=240$$

Table 3.1: Respondents of the Study

Category of respondents	Total Population	Sample Size
Political Leaders	59	20
Religious Leaders	62	22
Cultural Leaders	73	32
Women association	108	39
Youth associations	112	50
Projects Staff	50	16
CSOs and NGOs	64	26
Other Community Members	72	35
Total	600	240

Source: Field data, 2014.

3.4 Sampling Procedure

The researcher used simple random sampling and purposive sampling techniques. The researcher used simple random sampling through rotary to select religious leaders, cultural leaders, youth associations and women associations' category. The researcher employed purposive sampling in the selection of project managers, political leaders and NGOs officials. These were selected because based on the purpose the researcher selected the respondents suitable and having adequate information about community participation in development projects. The use of simple random sampling was to provide opportunity for all the respondents without bias. Purposive sampling was used to enable the choice of suitable respondents in the study.

3.5 Research instruments

The researcher employed the questionnaire and the interview guide by using simple random sampling and purposive sampling.

3.5.1 Questionnaire

This method were used in the study, since questionnaires are administered and interpreted to the respondents with the guidance of the researcher and a research assistant so as to obtain reliable data. Questionnaires were analyzed more 'scientifically' and objectively, data obtained can be used to compare and contrast other research and may be used to measure change and quantitative data obtained from questionnaires can be used to create new theories and / or test existing hypotheses.

3.5.2 Interviews

Formal interviews were used to gather necessary information from some key informants selected from different categories of people. Formal interviews were done with the help of interview guides while taking into account the gender, age, education background and others issues. Since interviews enable detailed information and clarification on some issues of interest, they formed an important compliment to the information that was obtained through interviews.

3.6 Validity and Reliability of the Instrument

3.6.1 Validity of Instruments

The researcher gave the questionnaire to three specialists to examine their appropriateness and related of the research objectives of the study and research questions. This CVI was accepted because normally was greater than 0.7, which means that the questionnaire was administered. For the reason of this research, using content validity index formula;

$$CVI = \frac{\text{No.ofquestionsdeclaredvalid}}{\text{totalNo.ofquestionsinthequestionnaire}}$$

Table 3.2: Determination of the validity of the instrument

	Relevant items	Not relevant	Total
Rater 1	25	5	30
Rater 2	27	3	30
Rater 3	26	4	30
Total	78	12	90

$$CVI = \frac{78}{90} = 86.7$$

The above demonstrate that the CVI is 0.87 and this is greater than the minimum value of valid instrument which is 0.7 implying that the instrument is valid.

3.6.2 Reliability of research instruments

To guarantee reliability or dependability of the tool, the researcher employed the test-retest method. The survey was given to 10 people and after four weeks, the similar questionnaire to the same respondents and the Cronbach Alpha was computed by SPSS. The least Cronbach Alpha coefficient of 0.75 was used to affirm an instrument reliable. The reliability of the questionnaire was established using Cronbach Alpha Coefficient

The reliability statistics was used in the research to provide a Cronbach's alpha score on each item per section of the questionnaire.

Table 3.3: Cronbach's Alpha

Construct Variable	Cronbach's Alpha	Number of items
Community participation	0.79	17
Success of the project	0.72	13
Challenges	0.81	07
Mean	0.78	37

The mean of the reliability is established at 0.78 thus the internal consistency (Reliability) of the instrument was confirmed.

3.7 Data Analysis

Data was entered into SPSS statistical tool which is package that was developed for analyzing survey data and here the hypothesis was tested mainly considering relational statistics. The researcher designed a questionnaire on community participation and development projects on 4 point scale rating. Therefore self-administered questionnaire comprising of statements and responses ranging from 1=Strongly Disagree to 4=Strongly Agree was formulated 184 respondents were administered using the questionnaires and part of these in the managerial positions was interviewed. Data analysis on demography of the respondents was analyzed using frequency and percentages. The first, second and fourth objectives were analyzed using descriptive statistics the third objective was analyzed using regression. That is evaluating the means, standard deviation on community participation on success of development projects.

Mean Range	Response	Interpretation
3.25 - 4.00	Strongly Agree	Very High
2.50- 3.35	Agree	High
1.85 -2.60	Disagree	Low
1.00-1.85	Strongly Disagree	Very Low

Simple regression analysis was set to found the relationship between the constructs of community participation on development projects as for objective one to three.

3.8 Data gathering Procedures

The researcher collected both primary and secondary data relevant to the study, using questionnaires and interview guides. The researched prepared and distributed 240 questionnaires and interviews and almost 97% were collected successfully. The data collection process was organized and conducted in three stages;

Before collecting data; In this stage the researcher made preparations based on the conditions in the field of study. The researcher made an assessment of the weather conditions, literacy levels and linguistic characteristics in the study area so as to determine the best methods to use as well as preparing questionnaires and interview guide.

During data collection; At this stage the researcher made appointment schedules with all the respondents so as to enable him meet all respondents at the scheduled time. This helped the researcher to keep time and ensure the convenience of respondents.

After collecting data; At this stage, the researcher was organized the data systematically in preparation for interpretation, analysis and presentation.

3.9 Ethical Consideration

This involved seeking permission by the researcher from the relevant authorities. Permission was also being sought from the relevant authorities with respect to the respondents' views. This is important for the protection of the respondents from harm or harassment and the confidentiality of the respondents and their superiors' sensitive information. There is also a need for the researcher to use professional and ethical standards to plan, collect and process data. The researcher was ensuring that he is objective and that he uses objective methods in data collection.

3.10 Limitations of the study

The research context was one of the major restrictions of this study was time. I as researcher was full-time lecturer and dean faculty and it was not easy to me to get the actual needed information this forced me to segregate my time and give good time to the research.

Some respondents might not willing to concentrate on giving the needed information that would be crucial to the researcher due to negligence and some of them may get difficult to English so that translating from English to Somali consume a lot of time.

The area of the university to the area of the research was one of the constraints the researcher was faced. This hindered free movement during data collection. However, the researcher attempted as much as possible to go to the area to the data collection to get and collect the actual data needed although the charges on transport was bit hard.

Non-response to confident questions and also false information is another predictable challenge to the study. This happened as the fear by some participants that the examiner exposed confidentiality to public. However, the investigator used logical questions and interview guide so that the participants could be capable to offer such information needed by the researcher to proceed his study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the findings from the study with specific emphasis on the effect of community participation on success of development projects in Bosaso District, Puntland Somalia. The focus was on three objectives which included assessing the level of community participation in development projects, to determine the level of success for the development projects, to establish the effect of community participation on success of development projects in Bosaso district, Somalia and to establish the challenges of community participation in development projects in Bosaso district, Somalia. This chapter is prearranged to emphasize the demographic traits of participants, following by the examination as per the research objectives presented objective by objective. The data is offered, analyzed and interpreted as shown in the sub-chapters below.

4.1.1 Response Rate

The study targeted a sample population of 240 respondents, this research attained a reaction rate of 94.8 percent from the 240 participants out of the 600 asks that were managed and dispersed to the selected respondents of the study. Thus, with this response rate, there is of high self-assurance that the project respondents received on the research are reliable. Mugenda(1999) as well as Saunders (2008) argued that the research participants' rate of 50% is adequate and enough when quantitative data is by hand collected. Table 4.1 below demonstrates a breakdown of the research participants' rate of the research respondents by their categorization.

Table 4.1: Response Rate

Respondents Category	Sample Size	Actual returned	Percentage
All respondents	240	230	94.8

Source: Field Data, 2017

Table 4.1 above demonstrates the participants' rate of the respondents to which the study instruments were administered. The results presented show that out of 230 participants targeted 194 answered by giving a response rate of 94.8%. This involves that the data was collected from

the many participants given a high response rate by the participants on the total administered questionnaires.

4.1 Demographic characters of respondents

This was targeted on the gender of respondents, age of the participants and their education levels we also look number of working years or experience. In Bosaso district and affiliation to the project. This was planned to achieve a detailed considerate of the participants' key features influences the results of the study. The all-purpose of this information has an mention on the research variables. The diverse demographic characteristics are analyzed and indicated in table 2 below;

Table 4.2: Demographic Characteristics of the Respondents

Categories		Frequency	Percentages
Gender	Male	154	65
	Female	86	35
	Total	240	100.0
Education	Certificate	55	20.0
	Diploma	42	16.9
	Degree	115	46.3
	Others	28	17.8
	Total	240	100.0
Age	Below 20 Years	21	11.9
	20 – 29	32	16.8
	30 –39	84	28.4
	40 – 49	73	26.5
	50 and above	30	16.3
	Total	240	100.0
Time of respondents	Less than 1 year	35	10.3
	1-3 years	92	35.9
	Between 3-5 years	49	25.6
	6 years and above	64	28.2
	Total	240	100.0

Source: Field Data, 2017

The study findings concerning the gender of the participants show that the majority participants were male 154 (65%) of the respondents while females were 86 (35%) of the participants. The

research results disclose that the data was collected from participants who are responsible and reasonable; the information can be relied on for gender purposes.

As regards the education of the research respondents, the most numbers of respondents were degree holders having 115 (47.3%) of the respondents the diploma were 42 (17.9%) of participants while certificate had 55 (19%) and finally others who were majorly postgraduate with 28 % of the respondents. This is simply because it takes time and it is very expensive to train people at this level it implies that the projects are able of maintaining educated staff hence data collected is taken from informed sources.

Regarding the age for the respondents, most participants were in the age of 30-39 84 (30.4%) of the participants while 40-49 had 73 (25.5%) of the respondents while those of below 20 years were 21 (10.9%) and finally those of 50 above years with 30 (16.3%) respondents. The results imply that all the participants of this study were of mature ages, it implies that findings are reached from a variety of age groups hence the findings are a illustration of majority respondents.

The study results in regard to the time of work or experience reveal that majority were for 1-3 years interactions with the projects 92 (35.9%) respondents while less than 1 year had 35 (10.3%) of the respondents while between 3-5 years were 49 with 26.6% respondents and finally those of 6 years and above with 64 (27.2% of the respondents).

4.2 Level of community participation in development projects in Bosaso district, Somalia.

The first objective of the study based on the independent variable in this study was community participation. The objective was set to investigate the level of community participation in development projects in Bosaso district, Somalia, community participation was broken into three parts namely; self mobilization(with 6questions), decision making (with 6 questions) and community monitoring and evaluation (with 6 questions). Each of these asks was based on the four point Likert scale where by research participants were expressed to rate the community involvement levels by indicating the degree to which they agree or disagree with questions and their answers were examined by SPSS and completed using means and rank as illustrated in table 4.3 below.

Table 4.3: Level of community participation in development projects in Bosaso district, Somalia.

Items on Community participation	Mean	Std	Interpretation	Rank
Community self mobilization				
The community participate in resource mobilization for development projects	2.943	1.068	High	1
The local community leadership sensitize on the management of development projects	2.847	1.224	High	2
The community mobilize itself to participate in providing labour to the community projects	2.652	1.105	High	3
There is mobilization of the people by local leaders in development projects	2.646	1.210	High	4
The locals provide land at a cost or no cost for the establishment of development projects	2.538	1.240	High	5
There are self commitments of the members on directing project continuity	2.233	1.068	Low	6
Average mean	2.639	1.150	High	
Monitoring and evaluation of projects				
There is consultations to the community in the development projects	2.527	1.060	High	1
The community participating in reporting progress of the development projects	2.440	1.119	Low	2
There is participation by community in monitoring the projects implementations	2.402	1.008	Low	3
There is community leadership evaluation of project progress	2.315	1.139	Low	4
The system of project guidance and reporting is done by the local community leadership	2.179	1.000	Low	5
The community monitors the performance of the development projects	2.173	1.107	Low	6
Average mean	2.332	1.072	Low	
Community Decision making in projects				
The community take decisions on planning for the nature of development projects	3.016	1.016	High	1
The community sufficiently undertake decisions on the projects implementation	2.673	1.046	High	2
There is community emphasis and participation as to quality of the development projects	2.418	1.189	Low	3
There is participation in projects design through advising on the required road safety	2.342	.891	Low	4
The community take decisions on the route/ direction of the development projects	2.309	1.119	Low	5
The community participate in effective decision making concerning effect of development projects	2.141	1.019	Low	6
Average mean	2.483	1.046	Low	
Overall mean	2.484	1.089		

Source: Field Data, 2017

Results in table 4.3 revealed that the community participation in projects used was generally rated as low and this was indicated by the overall mean of 2.484, SD=1.089 and this critically implies that the community participation in development projects was low, this signal to the low level of people involvement in the decisions making, mobilization and monitoring and evaluation of the projects.

The community participation through self-community mobilization was high with the average mean of 2.639 revealed that the community participate in resource mobilization for development projects had the mean of 2.923, SD=1.068 interpreted as high while the local community leadership sensitize on the management of development projects had the mean of 2.847 interpreted as high while The community mobilize itself to participate in providing labour to the community projects had the mean of 2.652, SD=1.105 interpreted as high

There is mobilization of the people by local leaders in development projects had the mean of 2.646, SD=1.210 interpreted as high ranked 4th while The locals provide land at a cost or no cost for the establishment of development projects had the mean of 2.538, SD=1.240 ranked as high with 5th and finally the issue of there are self-commitments of the members on directing project continuity had the mean of 2.233, SD=1.068 interpreted as low ranked last as 6th.

The study results concerning the monitoring and evaluation of the projects reveal that there is consultations to the community in the development projects with the mean of 2.532, SD=1.070 interpreted as high ranked as 1st while the community involvement in reporting progress of the development projects had the mean of 2.390, SD=1.089 ranked as low interpreted as 2nd while the aspect of There is participation by community in monitoring the projects implementations had the mean of 2.402, SD=1.008 interpreted as low ranked 3rd. furthermore there is community leadership evaluation of project progress with mean of 2.315, SD=1.139 ranked as 4th and interpreted as low while The system of project guidance and reporting is done by the local community leadership had the mean of 2.148, SD=1.01 indicated as low while the local community monitors the quality of the development projects had the mean of 2.478, interpreted as low ranked as 6th in the provided assessed information.

The responses from the interviews are also in agreement with the questionnaire information all providing that there is low community participation in the development projects in Bosaso district in Somalia.

The study results concerning the community decision making revealed that the community take decisions on planning for the nature of development projects had the mean of 3.023 was high while the community sufficiently undertake decisions on the projects implementation had the mean of 2.523 interpreted as high ranked as 2nd while there is community emphasis and participation as to quality of the development projects had the mean of 2.418, ranked as 3rd meaning the response was low. There is participation in projects design through advising on the required road safety had the mean of 2.2012, SD=.863, interpreted as low meaning ranked as 4th while the community take decisions on the route/ direction of the development projects had the mean 2.350, SD=1.127 interpreted as low and while the community participate in effective decision making concerning effect of development projects the mean was 2.452, SD=1.031 interpreted as low leveled as 6th on the response rate.

Participants were requested to point out if they willing to contribute in development projects.

Feedbacks highlighted the participants contribute in development projects in terms of cash and kind even decision making while respondents do not play a part in development projects. This highlights that there is a large number of citizens who do not willing to contribute in development projects in many areas and this being predisposed by issues like poor anticipation to their representatives, lack of accountability and transparency to the side of project managers, poor skills and experience among citizens and exploitation of public funds into a private gains.

It is important for citizens to participate in decision making process because together with their leaders they can plan on what projects to be established in their wards, where are the funds going to be generated also when are the projects going to start be in use.

Findings verified that communities are not given training of receptiveness of their rights and duties. This engaged that low number of societies who have civic trainings, the reason behind being fault of local representatives to raise consciousness to people on their rights and functions be scarce of confidence of local representatives because

community are not happy with revenue collection and expenses reports presented to them, so by doing so would result in disclosing information before the community.

Findings also shows that other reasons that cause community not to be aware of their privileges, functions and duties being joblessness and ignorance among community which rooted contributors not to find any information that is questioning of what is departing on in their community be in agreement with decisions that their leaders formulate, misinterpret and poor perceptions between leaders and the local community formed mistrust between the two, poor leaders who failed to find better training to their local community that they can understand the importance of participation of development projects cannot do much better in other matters towards citizens.

4.3 Level of success for the development projects in Bosaso district, Somalia.

The second objective of the study based on the dependent variable in this study was success of the development projects and was based on 12 quantitative research questionnaires, everyone of these asks was entered on the five spots Likert scale where by the research participants were asked to charge the instruction materials procedures by indicating the size that they agree or disagree with all questions and their participants were examined by SPSS and reviewed by using means and grade as signified in below table of 4.4

Table 4.4: Level of success for the development projects in Bosaso district, Somalia

Items on success of development projects	Mean	Std	Interpretation	Rank
The project is effectively designed according to set up	2.956	1.244	High	1
There is required design for the cost of operations	2.722	1.147	High	2
There is timely delivery of required materials for project	2.505	1.149	High	3
The projects established are durable for the long time	2.505	1.182	Low	4
The employees operate in a timely manner	2.456	1.134	Low	5
The project phases are timely completed as required	2.429	1.252	Low	6
The day to day operations are determined to the daily budget	2.369	1.108	Low	7
The operations of the project fit in the budget framework	2.358	1.201	Low	8
The projects are completed in the designed time	2.179	1.123	Low	9
The projects appearance are good and meet demands for establishment	2.157	1.179	Low	10
The costs of operations are effectively monitored	2.081	1.196	Low	11
The project specifications are effectively adhered to	1.788	.825	Very low	12
Average mean	2.375	1.145	Low	

Source: Field Data, 2017

Results in Table 4.4 concerning the rank of success for the development projects in Bosaso district nearby the mean of 2.452, SD=1.121 interpreted as low importance that the success of the development projects is low. The results reveal that in line with quality, time and cost of the projects, the project's success was generally low.

The study results regarding the success of the development projects reveal that concerning the project is successfully designed according to set up, the mean was 2.947, SD=1.252 interpreted as high ranked as 1st. The issue of there is required design for the cost of procedures had the mean of 2.722, SD=1.147 interpreted as high ranked as 2nd while the aspect of there is timely delivery of required materials for project had the mean of 2.604, SD=1.139 interpreted as high position as 3rd while the projects reputable are durable for the long time had the mean of 2.306, SD=1.1612 stated as low ranked 5th in the measures.

The study results concerning the employees operate in a timely manner had the mean of 2.367, SD=1.134 took as low leveled as 5th while the project phases are timely completed as required had the mean of 2.429, SD=1.252 ranked as low at 6th position. The day to day operations are determined to the daily budget had the mean of 2.369, SD=1.108 interpreted as low ranked as 7th while the operations of the project fit in the budget framework had the mean of 2.358, SD=1.201 interpreted as low ranked 8th.

The study results concerning the issues of the projects are completed in the designed time had the mean of 2.179, SD=1.123, interpreted as low ranked 9th while the projects appearance are good and meet demands for establishment had the mean of 2.148, SD=1.167 indicated as low ranked as 10th and The costs of operations are effectively monitored had the mean of 2.081, SD=1.196 interpreted as low and finally the project specifications are effectively adhered to had the mean of 1.788, SD=.825 interpreted as very low ranked 12th.

4.4 Effect of community participation on success of development projects in Bosaso district, Somalia.

The third research objective was to establish the effect of community participation on success of development projects in Bosaso district, Somalia. The data collected from the respondents using the linear regression can be presented as below.

Table 4.5: Regression analysis on effect of community participation on success of development projects in Bosaso district, Somalia.

Model Summary						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.130 ^a	.017	.011		.32433	
a. Predictors: (Constant), Community Participation						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.326	1	.328	3.126	.079 ^b
	Residual	19.245	181	.112		
	Total	19.624	128			
a. Dependent Variable: Success of development Projects						
b. Predictors, Community Participation						
Coefficients ^a						
Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.946	.224		8.450	.000
	Community Participation	.146	.048	.130	1.652	.079
a. Dependent Variable: Success of development Projects						

Source: Field Data, 2017

The results on the effect community participation on success of development projects in Bosaso, Somalia) reveals that the effect was shown by the adjusted R of .011 shows that community participation has a 1.1% effect on success of development projects. The results further imply that community participation has a low effect on development projects in Bosaso Somalia.

On ANOVA Concerning the significance level the level of significance was .079 even the F statistics is 3.118 is higher than the significant values the researcher conclude that there was no significant effect community participation on the success of projects in Bosaso, Somalia. It implies that community participation had no significant effect on the success of development projects.

Concerning the coefficients, the community participation had the beta for .130 besides both the independent and dependent variables have significance values above the 0.05. This means the variable is very important to the model. The results further imply that community participation had no significant effect on success of development projects in Bosaso district in Somalia. Based on the findings, the researcher accept null hypothesis and conclude that no significant relationship exist between community participation and success of development projects in Bosaso.

Community participation was very vital since it generates attentiveness among project shareholders such as donors, public and beneficiaries on how finances are being used and the projects are used for the planned reason, that rising self-belief to the side of community to their representatives.

Ensuring value for currency, the participants stated that value for money as one of the support for people participation. As politicians have to give reports involving to the projects that underlined how money provided by the government and shareholders and what percentage of fund is offered in the projects this guarantee accountability and reliability to the side of representatives this elucidate dominance standards of the projects. back-up development: as shaped by the project managers who remarked that community participation assists in achieving the government emphasized goals related to development since citizens get the probability to propose and select projects of their interest and willing. Contributors sated that community participation also aids in making administrators a reliable, trust and transparent hence increases development at community level.

4.5 Challenges of community participation in development projects in Bosaso district, Somalia.

The fourth research objective was to establish the challenges of community participation in development projects in Bosaso district, Somalia. Each of these questions was targeted on the four areas as used in Likert scale where by participants were requested to rate the instruction materials perform by acting the level to which they agree or disagree with every question and their results were examined by SPSS and sum up using means and ranked as pointed out in table 4.6 below.

Table 4.6: Challenges community participation in development projects in Bosaso district, Somalia.

Items on challenges community participation in projects	Mean	Std	Interpretation
Lack of policy on the direct community involvement in projects	2.701	1.072	High
Locally elected representatives personal interests	2.755	.980	High
Project structural barriers limit the project in development	2.809	.912	High
Political intervention in project selection	2.744	.972	High
Lack of dissemination of project related information	2.695	.966	High
Low degree of education and information on projects	2.451	1.115	Low
Lack of awareness on the projects establishments	2.733	1.096	High
Average mean	2.698	1.016	High

Source: Field Data, 2017

The study results in table 4.6 concerning the challenges community participation in development projects in Bosaso district, Somalia. The study results reveal that the average results provided

that the mean was 2.698, SD=1.016 meaning that there exist a series of challenges in the community participation in development projects in Bosaso Somalia.

The research results on the lack of policy on the direct the public participation in projects had the mean of 2.701, SD=1.073, interpreted as high level, while some participants showed that Locally elected delegates, personal interests had 2.765, SD=.980 interpreted as high and Project structural barriers limit the project in development had the mean of 2.80, SD=.912 interpreted as high.

The study results concerning the issues of the concern were that political intervention in project selection had the mean of 2.744, SD=.972 interpreted as high while lack of dissemination of project related information had the mean of 2.695, SD=.966 interpreted as high meaning that these factors hinder project community participation.

The study results concerning the issues of Low degree of education and information on projects had the mean of 2.451, SD=1.115 construed as low while Lack of attentiveness on the projects starting had the mean of 2.733, SD=1.096 interpreted as high in the values meaning that the degree of information and awareness are lacking hence low community participation for projects.

The study results on the challenges of community participation in development projects in Bosaso district, Somalia. The results reveal that locally elected representative's personal interests hinder community participation in projects, lack of policy on the direct community involvement, political intervention in project selection, lack of dissemination of project related information, low degree of education and information on projects and lack of awareness on the projects establishments.

As one participants noted by saying that

“reasons that cause citizens to have a unenthusiastic answer towards involvement of projects were small income, poor statements between community and their politicians she persistent by saying that occasionally politicians proclaim a call of community gathering in a small number of community and not informing others anything, mismanagement of public funds and other resources also influence citizens to react unconstructively towards participating in development projects”.

Political interference: participants sharpen out that circumstance of some projects are chosen by the locally elected delegates not on the sources of community argue but for doing personal benefits which negatively affect to local community. In order to advocate that, there should be clearly stated policies in all project executions process this allows beneficiaries to be out of the dark.

Ignorance: participants highlighted lack of knowledge among people as one of the sources why they do not participated in development projects in their areas .As the summaries shows that there are still some community who are not skilled in the community issues and this cause them not to be conscious of the meaning of contributions in decision making which is their legitimate right. Also some of informed citizens do not have residency that allows them to contribute their ideas and they don't recognize the meaning of contribution in decision-making and development projects.

Lack of distribution of project concerned information: participants pointed that projects and program are commenced for the development of local community hence projects ought to be chosen, planned and implemented in discussion and with the support of local citizens. Project beneficiaries have the right to be well-known with about the project related information.

Findings also exposed that scared manners developed among the societies participated by aggressive conditions forced by religious leaders, politician officials, and traditional elders, was the bad manner which most of local citizens had in their mind. As well leaders and councilors were compellingly ruling their components to the exposure that cruel language was ordinary, which made societies to feel fear and thus stopped to attend the community assembly and meetings.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter shows the summary of findings, conclusion and recommendations of the results from chapter four as related to the views of scholars in the literature review and the background of the study. The summary and discussion given in this chapter, aim at answering the research questions. The conclusion reached is based on the discussion of the findings. The recommendations are made from the findings and expert opinion from the literature review. The areas of further research have been explored emanating from the questions in the entire study.

5.1 Discussion of findings

5.1.1 Level of community participation in development projects in Bosaso district, Somalia.

The findings reveal community participation in projects used was generally rated as low and this was indicated by the overall mean of 2.484, $SD=1.089$ and this critically implies that the community participation in development projects was low, this signal to the low level of people involvement in the decisions making, mobilization and monitoring and evaluation of the projects. Even though the effect may have been rather weak, its significance was undisputable. These results are assisted by research studies that carried out to establish a same idea as complicated lower. Anyanwu (2015) contend that at the grassroots level, the idea of self mobilization can only be achieved by stimulating active participation of the entire citizenry through different methods which include: face-to-face discussion, letters to the communities telling them what they suppose to do, addressing a group of people, formation of committee in which the masses in all shades of opinions are represented, formation of organizations or unions and launching of the projects in different phases. Even Edmonds and Veen (2012) contend that community self mobilization have a relationship again the level of road infrastructure will make a difference to the level of community organization. Even Humphreys & van der (2012) argued that information gathering process consisted of participatory mapping of the village with members of the community, focusing on the locations of households and safe and unsafe sources of drinking water, cross-checking information with various community members. Even Holt (2003) contends that his common ground for monitoring and evaluation is that they are both management tools.

For monitoring, data and information collection for tracking progress according to the terms of reference is gathered periodically which is not the case in evaluations for which the data and information collection is happening during or in view of the evaluation.

5.1.2 Level of success for the development projects in Bosaso district, Somalia.

The study findings on the level of success for the development projects in Bosaso district present the mean of 2.375, SD=1.145 understood as low significance that the success of the development projects is low. The result shows that in line with quality, time and cost of the projects, the project's success was generally low. Even though the effect may have been rather weak, its significance was undisputable. These results are backed by earlier studies that carried out and to found a same purpose as elaborated under. The findings are in agreement with Grossman (2008) consider a project to be successful if the desired results and outcomes as agreed upon are achieved; the client's problem is solved, the problem is finished on time and within budget, when there is a high quality working relationship with the project team and the client and when clients say they are satisfied. Olomolaiye&Chiniyo (2010) argued that in order to run a successful project, it necessary to address the needs of the project stakeholders, effectively predicting how the project will affect them and how the can affect the project. The effective management of project stakeholders is considered an important key to project success

5.1.3 Effect of community participation on success of development projects in Bosaso district, Somalia.

Community participation on success of development projects in Bosaso, Somalia) reveals that the effect was shown by the adjusted R of .011 shows that community participation has a 1.1% effect on success of development projects. The results further imply that community participation has a low effect on development projects in Bosaso Somalia. Even though the effect may have been rather weak, its significance was undisputable. These outcomes are helped by old studies that assumed to organize similar objectives as indicated under.

Mukandala (1998) in his research that was done in the parts of Zanzibar got that decisions about who is to participate in the development projects and who are the bottom local level decision-making committees which pass needs before being passed to the levels in the district hindering their helpfulness in succeeding high levels of well-liked involvement in decision making. Even Degratias (2006), in Zanzibar there are no citizen contribution, the actuality is that expert apply their skills of power to citizen, instead of improving people to join in all matters that affect them.

Also in line with Manor (2008) in their research in India discovered how direct over participatory processes that affects the time of community to participate. According to laws, local councils have to hold twice yearly conferences in each parish or town.

5.1.4 Challenges of community participation in development projects in Bosaso district, Somalia.

The study results on the challenges of community participation in development projects in Bosaso district, Somalia. The results reveal that locally elected representative's personal interests hinder community participation in projects, lack of policy on the direct community involvement, political intervention in project selection, and lack of dissemination of project related information, low degree of education and information on projects and lack of awareness on the projects establishments. Even though the effect may have been rather weak, its significance was undisputable. These judgments are supported by preceding studies that commenced to ascertain a related aim as detailed below. The outcomes are in row with Oakley & Marsden (1999) discusses three major obstacles to people's participation which are structural, administrative and social barriers. Structural obstacles form part of the complex and centralized organizational systems that control decision making, resource allocation and information, and are not oriented towards people's participation. This situation is usually typified by a 'top-down' development approach. Administrative obstacles relate to bureaucratic procedures, operated by a set of guidelines and adopt a blue print approach, providing little space for people to make their own decisions or control their development process. The social impediments include mentality of dependence, culture of silence, domination of the local elite, gender inequality, and low levels of education and of exposure to non-local information.

Another obstacle is "standardization of approaches (Guijt and Shah, 1998) which contradicts the original aims of participation, to move away from the limitations of blue print planning and implementation towards more flexible and context-specific methodologies. According to Cooke and Kothari (2001), participation has been translated into managerial "toolboxes" of procedures and techniques.

Political intervention in project selection: is a usual obvious fact in local level development projects. sporadically citizens may be very much in acquiring of a dispensary but politicians may decide to disregard the voice of the community because for their benefits and political matters and direct the budget to other projects like road construction, sewage systems and building of schools (Carvalho, 2013).

5.2 Conclusions

Regarding the results the study conclude that the community participation in development projects was low, The community is not mobilized in the projects, decisions are taken without community notice and monitoring and evaluation is not properly established. The study concludes that community participation need enhancement. On the second research objective the study conclude that project success is not reached in several development projects in the organizations, the results conclude that success in time of costs, time and quality is not accurate in the operation of the successful projects in the business. On the third objective the study conclude that there community was completed citizens who were knowledgeable had familiarity on their development projects, citizens contributed more throughout resource participation, few in the course of labor .Community affection in decision making was obtained to be low, the study declared the criticality of community participation also the want to endorse community membership in development projects at local projects. The study concluded that the projects participation was faced by structural, social, financial, political challenges that needed to be addressed.

5.3 Recommendations

The following recommendations which based on formulated findings were suggested;

On first objective, there is necessitate to connect the community to greater degree, much more sensitization and receptiveness to other shareholder is required so that in their corporation they set objectives could be achieved on occasion. This can be done through seminars and trainings by inviting the project beneficiaries and explain them how this project is helpful to them by sharing and showing them a life examples. Affiliation in the mobilization of both external and internal funds and energies for the betterment of the communities therefore the research suggests managers at local levels to ensure that plan of the meeting must commence from the grass-roots level and get discussed considerably in order to diminish confrontation during execution of projects.

So that to promote level of confidence to citizens to local leaders, the public administrators must perform all activities fair to all beneficiaries and keep away from suspect and political party's dissimilarity.

On second objective to enable success, the government must employ and get the right team. Using the WBS, the government and relevant agencies must define the skills needed, and get people with those skills. Be honest about gaps, and close them by taking time to learn to get it done right. The government and other relevant agencies should get the expertise they need. By knowing that being expert in one area means not being expert in other areas—sometimes closely related disciplines. Recognize that project, being unique work; require learning from and collaborating with experts. We must remember this hiring expert we can work with is less expensive than not hiring experts we can work with. Time and cost. Government and other relevant agencies must use unbiased, accurate estimation techniques. For instant they may set up systems to gather, track, and analyze time and cost information, so they can keep them under control.

Objective three, the level of community participation was so government and other relevant agencies should properly attempt to do the right project. Using benefit cost analysis, and looking at opportunity cost, looks at the project that gives people the biggest value they need. The government and other relevant agencies should define scope clearly and precisely. Many development projects fail because unclear operating areas.

On the fourth objective: Regarding the challenges, there is want for organizing of lively local civil society regulatory organizations, this will help to abolish maltreatment of government resources directed to local projects seeing as communities as the major beneficiaries has a well-built task of assisting to guarantee liability and transparency to selected.

5.4 Contributions to Knowledge

The study on community participation and success of development projects in Bosaso Somalia brings knowledge to the community of Bosaso and other communities in the world with less participation in projects on mechanisms through which the community can participate in projects. The study provides avenues that the managers of the projects can employ in ensuring successful community projects. The study brings on board and supports the existing theory that the community participation in the projects can be in a ladder form on different ladders and that the participation by the community in development projects is an empowerment to the projects as provided by the empowerment theory.

5.5 Suggestions for further research

With the given research questions and the scope of this research, it is clear that some relevant issues have not been roofed by this study. The researcher has suggested viabilities of doing other studies of community participation in development projects in other districts of Puntland like Gardo, Garowe and Galcaio to make out how they are vary from Bosaso District Puntland Somalia, the current research highlight was on the restraining factors and how vital is a contribution or project involvement in development projects. Whereas in the projected phase there are varied cycles while the current study emphasizes on planning and executing phase, there is a desire to appraise the level and importance of community participation in monitoring and evaluation which can be relevant and concerning.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

Dear respondent,

I am a postgraduate student of Master of Arts in Project Planning and Management at Kampala International University in Uganda conducting a study of community participation and success of development projects in Bosaso district, Puntland, Somalia. I assure you that your responses to the questions and any information you give shall be treated as confidential and shall be used for academic purposes only.

Section A: Demographics of participants (Pick the appropriate response)

1. Gender
 - 1) Male
 - 2) Female
2. Highest level of education
 - 1) Certificate
 - 2) Diploma
 - 3) Degree
 - 4) Others
3. Age
 - a) Below 20
 - b) 20 - 29
 - c) 30 – 39
 - d) 40 – 49
 - e) 50 and above
4. How long have you been in this organization
 - 1) Less than 1 year
 - 2) 1-3 years
 - 3) Between 3-5 years
 - 4) 6 years and above

5. Position held in the organization

1) Administrator

2) Staff

3) Manager

SECTION

The exploit of Likert scale hence 1= Strongly disagree, 2= Disagree, 3= Agree, 4= Strongly Agree.

Direction: nicely tick the column matching rating that best describes your answer using the below guide

Score	Mode of response	Description
4	Strongly agree	You agree with no doubt
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly disagree	You disagree with no doubt

Section B: Community participation in development projects

		Rankings			
	Response	1	2	3	4
	Community self Mobilization				
1	The community mobilize itself to participate in providing labour to the community projects				
2.	There is mobilization of the people by local leaders in development projects				
3.	The community participate in resource mobilization for development projects				
4.	There are self commitments of the members on directing project continuity				
5.	The locals provide land at a cost or no cost for the establishment of development projects				

6.	The local community leadership sensitize on the management of development projects				
	Monitoring and evaluation of projects				
1	The community monitors the performance of the development projects				
2	The community participating in reporting progress of the development projects				
3	There is community leadership evaluation of project progress				
4	There is participation by community in monitoring the projects implementations				
5	There is consultations to the community in the development projects				
6	The system of project guidance and reporting is done by the local community leadership				
	Community Decision Making in projects				
1	The community take decisions on planning for the nature of development projects				
2	There is participation in projects design through advising on the required road safety				
3	The community sufficiently undertake decisions on the projects implementation				
4	The community take decisions on the route/ direction of the development projects				
5	There is community emphasis and participation as to quality of the development projects				
6	The community participate in effective decision making concerning effect of development projects				

Section C: Success of development projects

Level of the success of development projects

RANK.1= Strongly Disagree, 2= Disagree, 3=Agree, 4= strongly Agree.

		RANKING			
	Response	1	2	3	4
	Time of completion				
DV ₁	The projects are completed in the designed time				
DV ₂	The project phases are timely completed as required				
DV ₃	There is timely delivery of required materials for project				
DV ₄	The employees operate in a timely manner				
	Quality				
DV ₅	The project specifications are effectively adhered to				
DV ₆	The project is effectively designed according to set up				
DV ₇	The projects appearance are good and meet demands for establishment				
DV ₈	The projects established are durable for the long time				
	Budget				
DV ₉	The operations of the project fit in the budget framework				
DV ₁₀	The costs of operations are effectively monitored				
DV ₁₁	The day to day operations are determined to the daily budget				
DV ₁₂	There is required design for the cost of operations				

Section D: Challenges of community participation in development projects

		Rankings			
	Response on challenges of community participation in projects	1	2	3	4
1.	Lack of policy on the direct community involvement in projects				
2.	Locally elected representatives personal interests				
3.	Project structural barriers limit the project in development				
4.	Political intervention in project selection				
5.	Lack of dissemination of project related information				
6.	Low degree of education and information on projects				
7.	Lack of awareness on the projects establishments				

APPENDIX II: INTERVIEW GUIDE

- 1) What is the condition of community participation in the development projects?
- 2) What is the state of the success for the development projects in Bosaso district?
- 3) How does community participate in the development projects in Bosaso district?
- 4) What is the effect of community participation on success of development projects in Bosaso district?
- 5) What are the challenges encountered by the community in development projects in Bosaso district?

APPENDIX III: RESEARCH BUDGET

ITEMS	COSTS (US \$)
Data collection and coding	
Transport charges	1,500
Bookshops	50
Internet	35
Photocopying	30
Communication	50
Report writing	
Printing	25
Binding	10
Other expenses	100
Total	1,800

Research Budget

APPENDIX IV: RESEARCH TIME FRAMEWORK

The research was based on the following timeframe. The aim of this timeframe is to facilitate, utilize time and other resources in order to finish the study on time.

S/N	Start and End date	Activity	Person responsible
1	May ,2014	Selecting of research the topic	Researcher and supervisor
2	June ,2014	Submission of defense of proposal	Researcher and HoD
3	APril,2015	Data collection	Researcher and research assistant
4	July, 2016	Data analysis	Researcher and data analysis consultant
5	March, 2017	Draft report	Researcher and supervisor
6	Feb, 2018	Handing in final report	Researcher and supervisor
7	June, 2018	Handing in final thesis book	Researcher and HoD