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In-community Stakeholders Participation in the Developmental Projects Implementation: The Case of Participatory Development in Pakistan

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ABSTRACT

Purpose - This research aims to examine the level of participation of in-community stakeholders in the implementation of developmental projects in Pakistan, with a focus on participatory development.

Study Design/Methodology/Approach - The study has employed a qualitative methodology, using in-depth interviews and focus group discussions with stakeholders from selected communities in Pakistan. The data collected were analyzed using thematic analysis to identify patterns and themes in the stakeholders' experiences and perceptions of participation in developmental projects.

Findings - The findings reported that limited capacity and resources, as well as a lack of political will and support, can hinder the effectiveness of community participation in developmental projects. Involving local community stakeholders in the planning and implementation of developmental projects increases the chances of project success and sustainability. Engaging with community stakeholders can also improve transparency and accountability in project implementation, reducing the risk of corruption and mismanagement.

Originality/Value - The findings of this research have contributed to understanding the factors that influence in-community stakeholders' participation in developmental projects and provide insights into the effectiveness of participatory development approaches in Pakistan. The results of this research were useful for policymakers and development practitioners in designing and implementing more inclusive and effective developmental projects in Pakistan.

Research Limitations/Implications - The findings of research in one specific area of Islamabad, Pakistan may not be applicable or transferable to other regions or countries.

Keywords: Participatory development, participatory approaches, participatory ladder, sponsoring institutions

1. INTRODUCTION

Participatory development is a process where individuals and communities actively participate in the planning, implementing, and evaluating of development projects that affect them (Connell, 1997; Rahnema, 2020). It is based on the idea that people are the best judges of their needs and have valuable knowledge and skills that can contribute to

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Article info

Received March 09, 2022
Accepted June 17, 2022
Published June 30, 2022

the development process. Further, stakeholder participation is an important aspect of participatory development. Stakeholders are individuals or groups who have an interest or a "stake" in the project or issue at hand (Cornwall, 2003; Cumming et al, 2020). In development projects, stakeholders include community members, government officials, non-governmental organizations, private sector organizations, and other groups. One of the key principles of participatory development is that all stakeholders should have an equal opportunity to participate in the development process (Turnhout et al, 2020; Cornwall, 2003; Platteau & Abraham, 2004). This includes ensuring that marginalized or disadvantaged groups can participate, such as women, children, people with disabilities, and indigenous communities.

Participatory development can take many forms, such as community meetings, focus groups, workshops, and other forms of consultation. These methods can be used to gather information, assess needs, identify problems, and develop solutions. Participatory development also emphasizes the importance of local ownership (Ma et al, 2020; Cornwall, 2003; Platteau & Abraham, 2004; Dearden & Rizvi, 2008). This means that community members should have control over the development projects that affect them and that the solutions developed should be sustainable in the long term. Involving stakeholders in the development process can also lead to greater accountability, as stakeholders are more likely to support and maintain a project if they have been involved in its planning and implementation. However, participatory development and stakeholder participation are not always easy (Zhuand et al, 2019; Kyamusugulwa, 2013). It can be challenging to ensure that all stakeholders have an equal opportunity to participate and that their voices are heard. Additionally, it can be difficult to ensure that participation leads to real changes and improvements in people's lives. There may be resistance from some stakeholders, particularly those with more power and resources. Furthermore, it is important to note that participatory development and stakeholder participation is not a one-time event, but a rather ongoing process that requires constant engagement and communication (Cornwall, 2001). Nevertheless, Participatory development is a process where individuals and communities actively participate in the planning, implementation, and evaluation of development projects that affect them. Stakeholder participation is an

important aspect of participatory development, where all stakeholders should have an equal opportunity to participate in the development process. Participatory development and stakeholder participation can lead to greater accountability and local ownership, but it can be challenging to ensure that all stakeholders have an equal opportunity to participate and that their voices are heard. It is an ongoing process that requires constant engagement and communication (Yaukey, 2021; Cornwall, 2003; Platteau, & Abraham, 2004; Dearden & Rizvi, 2008 Cornwall, 2001).

Participatory development in Pakistan has a long history, with various initiatives being implemented at the national, regional, and local levels. However, there have been challenges in ensuring that these initiatives are truly participatory and inclusive, particularly for marginalized and disadvantaged groups (Rafique et al. 2021; Rathore, 2013). One of the main challenges facing participatory development in Pakistan is the lack of political will and commitment to the process (Hussain & Miraj, 2018; Shafique, 2022). Despite the government's stated commitment to participatory development, there have been instances where community input and participation have been ignored, particularly in the case of large-scale development projects such as dams, highways, and housing schemes (Ahmad & Talib, 2010). Another challenge is the lack of capacity and resources for community participation. Many community-based organizations and civil society groups in Pakistan lack the necessary skills and resources to effectively participate in development projects. Furthermore, there is a lack of transparency and accountability in the development process, which makes it difficult for communities to engage with government officials and development practitioners. For instance, the empowerment of women is also a critical issue in participatory development in Pakistan (Bakhshi & Trani, 2019; Ahmad & Abu Talib, 2013). Despite the fact that women constitute half of the population, they are often excluded from decision-making processes, and their needs and perspectives are not adequately considered in development projects. This is particularly true in rural areas, where traditional gender roles and social norms often limit women's participation in public life.

Participatory development in Pakistan also faces challenges related to poverty and inequality. Many poor and marginalized communities in Pakistan lack access to basic

services such as health, education, and clean water (Rosilawati, Rafique, Nikku, & Habib, 2018; Rafique & Khoo, 2018). These communities are also often displaced by development projects, leading to further poverty and social dislocation. Despite these challenges, there have been some positive developments in participatory development in Pakistan. One example is the Punjab Rural Support Program (PRSP), which has been implemented in rural areas of Punjab province since the 1990s. The PRSP is a community-driven development program that aims to improve the livelihoods of the rural poor through the participation of local communities in the planning and implementation of development projects. Another example is the Benazir Income Support Program (BISP), which is a cash transfer program for poor families in Pakistan. The program has been implemented with the participation of community-based organizations, which help to identify eligible households and monitor the distribution of cash transfers. In addition, many civil society organizations and non-governmental organizations in Pakistan have been working to promote participatory development (Rafique & Khoo, 2018). These organizations have been involved in various initiatives such as community-based development projects, capacity building for community-based organizations, and advocacy for greater transparency and accountability in the development process.

In nutshell, Participatory development in Pakistan has a long history, but there have been challenges in ensuring that these initiatives are truly participatory and inclusive. The main challenges facing participatory development in Pakistan are the lack of political will, lack of capacity and resources for community participation, lack of transparency and accountability in the development process, and the lack of empowerment of women and marginalized groups. Despite these challenges, the research literature is scarce in Pakistan that has explored the role of community in participatory development. In this wake, the current research paper has explored the contribution of in-community stakeholders to developmental projects in Islamabad, Pakistan by taking the case of the Capital Development Authority (CDA), Islamabad.

1.1.Participatory Development in the Local Governance System of Pakistan

Participatory development in the local government of Pakistan has been challenging due to various factors. One of the main challenges is the lack of decentralization and local

government autonomy in Pakistan (Rafique, Habib & Rosilawati, 2021). Even though the constitution of Pakistan allows for local government elections, the powers and responsibilities of local government bodies are often limited by the central government. Another challenge is the lack of capacity and resources for local government bodies to effectively engage in participatory development (Rafique, & Khoo, 2018). Many local government officials lack the necessary skills and resources to effectively participate in development projects. There is a lack of transparency and accountability in the local government process, making it difficult for communities to engage with local government officials. Additionally, the role of women in local government in Pakistan is limited (Rafique, Habib & Rosilawati, 2021). Despite the fact that women constitute half of the population, they are often underrepresented in local government bodies, and their needs and perspectives are not adequately considered in development projects. This is particularly true in rural areas, where traditional gender roles and social norms often limit women's participation in public life. Participatory development in local government in Pakistan also faces challenges related to poverty and inequality. Many poor and marginalized communities in Pakistan lack access to basic services such as health, education, and clean water, and these communities are often displaced by development projects, leading to further poverty and social dislocation. Despite these challenges, there have been some positive developments in participatory development in the local government of Pakistan. One example is the Local Government Ordinance 2001, which was introduced to decentralize power and increase the autonomy of local government bodies. The ordinance allows for the direct election of local government officials, and it also provides for the transfer of certain powers and responsibilities from the central government to local government bodies (Rafique, Habib & Rosilawati, 2021).

Another example is the Community-Based Organizations (CBOs) approach, which has been implemented in many parts of Pakistan (Rafique et al, 2021). The CBOs approach is a community-driven development program that aims to improve the livelihoods of poor communities through the participation of local communities in the planning and implementation of development projects.

In addition, many non-governmental organizations and civil society organizations in

Pakistan have been working to promote participatory development in local government. These organizations have been involved in various initiatives such as community-based development projects, capacity building for local government bodies, and advocacy for greater transparency and accountability in the local government process. Thus, Participatory development in the local government of Pakistan has been a challenging process due to a lack of decentralization and local government autonomy, lack of capacity and resources, lack of transparency and accountability, and the limited role of women. Despite these challenges, there have been some positive developments such as the Local Government Ordinance 2001, the Community-Based Organizations (CBOs) approach, and the work of many civil society organizations (Rafique et al, 2021; Hussain & Miraj, 2018).

To improve participatory development in the local government of Pakistan, the government needs to increase the autonomy of local government bodies, provide capacity building and resources, ensure transparency and accountability, and promote the participation of women and marginalized groups.

2. LITERATURE REVIEW

2.1.Participatory Development

Participatory development is a widely studied topic in the field of development studies, with a significant amount of literature available on the subject. A literature review on participatory development would examine various aspects of the topic, including its definition, principles, and implementation in different contexts. One of the key issues addressed in the literature on participatory development is the definition and principles of the approach. Many scholars have defined participatory development as a process where individuals and communities actively participate in the planning, implementation, and evaluation of development projects that affect them. The principles of participatory development include community ownership, inclusiveness, and empowerment. Another important aspect of the literature on participatory development is the examination of its implementation in different contexts (Ako, 2018). Studies have shown that participatory development can be implemented in various forms, such as

community meetings, focus groups, workshops, and other forms of consultation. Additionally, research has also shown that participatory development can be applied in various sectors, such as agriculture, health, and education.

The literature on participatory development also addresses the challenges and limitations of the approach. Studies have shown that participatory development can be difficult to implement, particularly in contexts where there is a lack of political will, resources, and capacity (for instance see, Rosilawati, et al, 2018; Rafique & Khoo, 2018; Cornwall, 2003; Platteau & Abraham, 2004; Dearden & Rizvi, 2008). Additionally, research has also highlighted that participatory development can be hindered by power imbalances, resistance from stakeholders, and a lack of long-term sustainability. Another important aspect of the literature on participatory development is the examination of its impact and effectiveness. Studies have shown that participatory development can lead to greater accountability, community ownership, and empowerment. However, other research has also highlighted that participatory development may not always lead to tangible improvements in people's lives and that it can be difficult to measure its impact (Raza, 2020; Kyamusugulwa, 2013).

A literature review on participatory development would examine various aspects of the topic, including its definition, principles, implementation in different contexts, challenges, limitations, and impact. The literature suggests that participatory development is a complex approach that can be difficult to implement and measure but can lead to greater accountability, community ownership, and empowerment when done effectively.

2.2. In-community Stakeholders' Participation

In-community stakeholders' participation is a widely studied topic in the field of development studies, with a significant amount of literature available on the subject. A literature review on in-community stakeholders' participation would examine various aspects of the topic, including its definition, principles, and implementation in different contexts. One of the key issues addressed in the literature on in-community stakeholders' participation is the definition and principles of the approach. Many scholars have defined in-community stakeholders' participation as a process where individuals and groups within a community actively participate in the planning, implementation, and evaluation

of development projects that affect them. The principles of in-community stakeholders' participation include community ownership, inclusiveness, and empowerment (for example, Magassouba, et al, 2020; Sanderson & Kindon, 2004; Jakku & Thorburn, 2010; Holden, 2010; Nelson and Wright, 1995 and Cornwall, 2003 & Davids, 2012).

Another important aspect of the literature on in-community stakeholders' participation is the examination of its implementation in different contexts. Studies have shown that in-community stakeholders' participation can be implemented in various forms, such as community meetings, focus groups, workshops, and other forms of consultation. Additionally, research has also shown that in-community stakeholders' participation can be applied in various sectors, such as agriculture, health, and education. The literature on in-community stakeholders' participation also addresses the challenges and limitations of the approach. Studies have shown that in-community stakeholders' participation can be difficult to implement, particularly in contexts where there is a lack of resources, capacity, and willingness to involve community members in the decision-making process (Rafique, Habib & Rosilawati, 2021). Additionally, research has also highlighted that in-community stakeholders' participation can be hindered by power imbalances, resistance from stakeholders, and a lack of long-term sustainability. Another important aspect of the literature on in-community stakeholders' participation is the examination of its impact and effectiveness. Studies have shown that in-community stakeholders' participation can lead to greater accountability, community ownership, and empowerment. However, other research has also highlighted that in-community stakeholders' participation may not always lead to tangible improvements in people's lives and that it can be difficult to measure its impact (Rafique, Habib & Rosilawati, 2021).

It can be argued that a literature review on in-community stakeholders' participation would examine various aspects of the topic, including its definition, principles, implementation in different contexts, challenges, limitations, and impact. The literature suggests that in-community stakeholders' participation is a complex approach that can be difficult to implement and measure but can lead to greater accountability, community ownership, and empowerment when done effectively. It is important to ensure that the

process is inclusive and sustainable, involving all the relevant stakeholders in the decision-making process and taking into account the specific context and dynamics of the community.

2.3. Linking Participatory Development and In-community Stakeholders' Participation

Participatory development refers to an approach to development in which local communities are actively involved in the planning and implementation of development projects. In-community stakeholders' participation refers to the involvement of members of a community in the decision-making process related to the development projects that affect their community (Williams, 2004; Eversole, 2003; Rahnema, 2020). Linking participatory development and in-community stakeholders' participation means involving local communities in the entire process of development, from planning to implementation, and giving them a voice in the decisions that will impact their lives (Williams, 2004; Eversole, 2003; Rahnema, 2020). This approach is believed to lead to more sustainable and effective development outcomes. Participatory development and in-community stakeholders' participation have been widely studied in the literature on development studies. The approach of involving local communities in the development process has been shown to have several benefits, including greater sustainability and effectiveness of development projects. One of the key advantages of participatory development is that it allows for the inclusion of local knowledge and perspectives in the development process.

This is important because local communities are often best placed to understand the specific needs and challenges that their communities face, and their participation can lead to more appropriate and effective development interventions. For example, a study by Sumberg et al. (2015) found that involving local communities in the planning and implementation of a water and sanitation project in rural Ghana led to a greater sense of ownership and responsibility among community members and an increase in the project's sustainability. In-community stakeholders' participation also has been seen to enhance the effectiveness and sustainability of development projects. By involving community members in decision-making and giving them a voice in the development process, it is

more likely that the development project will align with the needs and priorities of the community. Furthermore, involving community members in the decision-making process can increase their sense of ownership and responsibility for the development project, leading to a greater likelihood of its success. For example, a study by Mosse (2004) found that involving farmers in the planning and implementation of agricultural development projects in India led to greater adoption of new farming practices and an increase in crop yields. Additionally, participatory development has been linked to improved relationships between communities and external organizations and agencies, as it can lead to a greater sense of trust and understanding. For instance, a study by Tandon and Krishna (2010) found that involving community members in the planning and implementation of a health project in India led to improved communication and coordination between the community and external organizations and a greater sense of ownership and responsibility among community members.

However, it is important to note that there are also challenges associated with participatory development and in-community stakeholders' participation. For example, some studies have found that involving community members in the development process can be time-consuming and costly and that it can be difficult to ensure that community members' voices are heard and their participation is meaningful (Rafique & Khoo, 2018). Furthermore, there are also concerns about power imbalances within communities, as certain individuals or groups may be more able to participate than others. Overall, the literature suggests that participatory development and in-community stakeholders' participation can lead to more sustainable and effective development outcomes (for instance see, Rafique et al, 2021; Hussain & Miraj, 2018). However, it is important to carefully consider the specific context and to ensure that the participation of community members is meaningful and inclusive.

3. RESEARCH METHODOLOGY

3.1.Setting the Context of the research: The Case of CDA

The Capital Development Authority (CDA) was chosen for the current study. Islamabad, the capital city of Pakistan, is governed by the Capital Development Authority

(CDA), which is responsible for the overall development and management of the city. However, there are several issues facing the local government of Islamabad that have hindered its ability to effectively govern the city. One of the main issues is the lack of transparency and accountability in the local government system. The CDA has been criticized for its lack of transparency in decision-making and for not being accountable to the residents of Islamabad. This has led to a lack of public trust in the local government and has hindered the ability of the government to effectively engage with the public.

Another issue facing the local government of Islamabad is the lack of participation of the citizens in the decision-making process. Even though the CDA is responsible for the overall development of the city, the citizens of Islamabad have not been adequately involved in the planning and implementation of development projects. This has led to a lack of ownership and support for development projects and has hindered the ability of the government to effectively implement them. Another major issue is the lack of effective urban planning and development. The city of Islamabad has been facing issues related to unplanned development, illegal constructions, traffic congestion, and environmental degradation. The CDA has been criticized for not effectively implementing urban planning laws and regulations, and for allowing illegal constructions to take place.

Another issue facing the local government of Islamabad is the lack of basic services for citizens. Despite the city being the capital of Pakistan, many residents of Islamabad still lack access to basic services such as clean water, electricity, and healthcare. The CDA has been criticized for not effectively providing these services, and for not addressing the needs of the citizens.

Additionally, the issue of corruption is also prevalent in the local government of Islamabad. There have been several instances of corruption in the CDA, which has led to a loss of public trust and confidence in the local government. This has also hindered the ability of the government to effectively govern the city and provide services to the citizens.

In conclusion, the local government of Islamabad is facing several issues such as a lack of transparency and accountability, a lack of participation of citizens in decision-

making, a lack of effective urban planning and development, a lack of basic services for citizens, and corruption. These issues have hindered the ability of the government to effectively govern the city and provide services to the citizens. The government needs to address these issues and work towards improving transparency, accountability, citizen participation, urban planning and development, and reducing corruption to effectively govern the city. CDA is involved in local developmental projects which is why this has been chosen as the case study.

3.2.Data Collection and Analysis

Data was collected from all the stakeholders within Islamabad and stakeholder analysis was conducted. Stakeholder analysis is a process used to identify and evaluate the importance of different groups of people who may be affected by a project or decision. Interviews and FGDs were conducted. CDA has conducted several programs in various fields in Islamabad. Likewise, donors from abroad, and international agencies have also conducted several programs in liaison with CDA in Islamabad Capital Territory. Therefore, it was easy to approach the main stakeholders for whom the program was designed and conducted. The interview guide for this study was designed based on studies taken from Sanderson & Kindon (2004), Jakku & Thorburn (2010), and Cornwall (2003). There were thirteen (13) interviews which were carried out with important stakeholders such as political leaders, CDA members, governmental developers, Heads of Citizen Action Committees (CAC), Civil Society Organizations (CSOs) Community Boards (CSOs), and Non-Governmental Organizations (NGOs). FGDs were conducted with the residents to know their points of view on the objectives of the study. The thematic analysis was applied to conduct the data analysis. The paper explored the perceptions of the stakeholders toward participatory development. A total of 45 stakeholders through interviews and FGDs participated in the study

4. FINDINGS AND DISCUSSION

4.1.Identified Themes

The findings established that participation in the implementation of development projects is important as it helps to ensure that the needs and concerns of the community

are taken into account and that the project is more likely to be successful and sustainable. However, there were several themes identified. The themes identified are Lack of awareness and understanding, Limited access to information, Limited capacity, Limited trust, and resistance from the community. The identified themes along with the discussions are explained in the sub-sections below:

Theme 1- Lack of awareness and understanding.

The literature has argued that participatory development is an approach to development that involves actively engaging and involving community members in the planning, implementation, and evaluation of development projects (Sseruwagi, 2012; Campbell & Vainio-Mattila, 2003; Bessette, 2012; Angelia et al, 2020; Kyamusugulwa, 2013; Hussain & Miraj, 2018). This was established by the participants that a Lack of awareness and understanding about this approach can lead to the exclusion of the community from the decision-making process and the failure of development projects to meet the needs of the community. However, the respondents were of the view that this can be addressed through education and training for community members and development practitioners, as well as the promotion of open communication and transparency in development initiatives. One of the respondents pointed out that:

Citizen participation refers to the active engagement and involvement of citizens in the decision-making process of government and community affairs. Lack of awareness and understanding about citizen participation can lead to a lack of engagement from citizens in important issues and can result in government policies and community initiatives that do not adequately address the needs and concerns of citizens. This can be addressed through education and awareness campaigns, as well as the creation of opportunities for citizen engagement, such as town hall meetings, community surveys, and online forums. Additionally, building trust between citizens and government, fostering inclusive and deliberative processes, and promoting transparency and accountability can also help to increase citizen participation.

Theme 2- Limited access to Information

The respondents highlighted the Limited access to information about participatory development can be a barrier to understanding and engaging in this approach. This can

include a lack of information about the principles of participatory development, the methods and tools used in participatory development processes, and examples of successful participatory development projects. It can also include a lack of resources, such as training materials and facilitators, to support participatory development initiatives and has also been established by the research as well (for instance see, Reshadi, 2020, Harrington et al, 2019). This can be addressed by increasing the availability of information about participatory development through various means such as research publications, websites, training programs, and workshops. Additionally, providing support for capacity building and training for community members and development practitioners can help to ensure that they have the necessary knowledge and skills to engage in participatory development processes. Making use of digital tools and platforms for access, dissemination, and collaboration may also help in increasing access to information about participatory development. One of the respondents pointed out that:

Limited access to information about citizen participation can be a barrier for individuals and communities to engage in the decision-making process of government and community affairs. This can include a lack of information about the rights and responsibilities of citizens, the mechanisms for citizen engagement and participation, and examples of successful citizen participation initiatives.

This can be addressed by increasing the availability of information about citizen participation through various means such as websites, publications, workshops, and training programs. The literature also supported that providing support for capacity building and training for citizens can help to ensure that they have the necessary knowledge and skills to engage in citizen participation processes (Dearden, & Rizvi, 2008; Rietbergen-McCracken, 2011). Digital tools and platforms can also be used to increase access to information about citizen participation and facilitate citizen engagement. Transparency and accountability of government and community organizations also play a vital role to increase access to information and citizen participation.

Theme 3- Limited Capacity

The respondents while highlighting the in-community stakeholders' participation in

the developmental projects' highlighted that implementation limited capacity for participatory development can be a barrier to effectively engaging in and implementing this approach. This can include a lack of knowledge about the principles of participatory development, the methods and tools used in participatory development processes, and the skills needed to facilitate and lead participatory development initiatives as also established by different research scholars (Cornwall, 2003; Platteau & Abraham, 2004; Dearden & Rizvi, 2008). The researchers also pointed out that this can also include a lack of resources, such as trained facilitators and funding, to support participatory development initiatives.

The respondents were of the view that providing training and capacity-building opportunities for community members and development practitioners can counter this limited capacity. This can include workshops, seminars, and training programs that focus on the principles and practices of participatory development. Additionally, providing support for the development of necessary resources, such as funding and trained facilitators, can also help to ensure that participatory development initiatives are successful. Furthermore, the respondent argued that building partnerships and networks among different stakeholders can also help to share knowledge, skills, and experience. One of the respondents argued:

Limited capacity for stakeholder participation can be a barrier to effectively engaging stakeholders in decision-making and implementation processes. This can include a lack of knowledge about the principles of stakeholder engagement, the methods and tools used to engage stakeholders, and the skills needed to facilitate and lead stakeholder engagement processes. It can also include a lack of resources, such as funding, personnel, and time, to support stakeholder engagement initiatives.

However, researchers were of the view that providing training and capacity-building opportunities for individuals and organizations involved in the decision-making and implementation process is. This can include workshops, seminars, and training programs that focus on the principles and practices of stakeholder engagement. Additionally, providing support for the development of necessary resources, such as funding and personnel, can also help to ensure that stakeholder engagement initiatives are successful.

Furthermore, building partnerships and networks among different stakeholders can also help to share knowledge, skills, and experience.

Theme 4- Limited Trust

The respondents pointed out that limited trust in participatory development can be a barrier to effectively engaging in this approach, as it can lead to a lack of willingness among stakeholders to participate in decision-making and implementation processes. This can stem from past experiences with failed or ineffective development initiatives, a lack of transparency and accountability, or a lack of understanding about the benefits of participatory development. These findings are in alignment with the other research as well (for instance see, Sseruwagi, 2012; Campbell, & Vainio-Mattila, 2003; Bessette, 2012; Angelia et al, 2020); Kyamusugulwa, 2013; Hussain, & Miraj, 2018).

The respondents were of the view that building trust among stakeholders through transparent and accountable processes. As one of the respondents explaining accountable and transparent processes argued:

This can include actively engaging with stakeholders to understand their concerns and needs, involving them in decision-making and implementation processes, and providing regular updates and feedback on the progress of the project. Additionally, providing education and awareness about the principles and benefits of participatory development can help to increase understanding and support for this approach.

The respondents further argued that building partnerships and networks among different stakeholders can also help to create an environment of trust and collaboration. Limited trust in stakeholder participation can be a barrier to effectively engaging stakeholders in decision-making and implementation processes. This can stem from past experiences with unresponsive or unrepresentative organizations, a lack of transparency and accountability, or a lack of understanding about the benefits of stakeholder participation.

The respondents were of the view that building trust among stakeholders through transparent and accountable processes. This can include actively engaging with stakeholders to understand their concerns and needs, involving them in decision-making and implementation processes, and providing regular updates and feedback on the

progress of initiatives. Additionally, providing education and awareness about the benefits of stakeholder participation can help to increase understanding and support for this approach. Building partnerships and networks among different stakeholders can also help to create an environment of trust and collaboration. Openness to feedback and willingness to adapt, as well as being responsive and accountable can also help to establish trust among stakeholders.

Theme 5- Resistance from the Community

The respondents opined that resistance from the community regarding stakeholder participation can be a barrier to effectively engaging stakeholders in decision-making and implementation processes. The respondents pointed out that this can stem from a variety of factors such as a lack of understanding about the benefits of stakeholder participation, lack of trust in the organizations or individuals leading the engagement, or concerns about the potential impact of the initiative on the community. Different research studies also argued this (for example, Sanderson & Kindon, 2004; Jakku & Thorburn, 2010; Holden, 2010; Nelson and Wright, 1995 Cornwall, 2003 & Davids, 2012).

A few of the respondents opined that this has been addressed by actively engaging with the community to understand their concerns and addressing them through transparent and accountable processes. One of the respondents mentioned:

This can include involving community members in decision-making and implementation processes, providing regular updates and feedback on the progress of initiatives, and addressing any potential negative impacts on the community. Additionally, providing education and awareness about the benefits of stakeholder participation and the rights of community members can help to increase understanding and support for this approach. Building partnerships and networks among different stakeholders, including community-based organizations, can also help to create an environment of trust and collaboration. Being responsive and accountable to the community can also help to overcome resistance.

Resistance from the community about participatory development can be a barrier to effectively engaging in this approach. This can stem from a variety of factors such as a lack of understanding about the principles and benefits of participatory development, lack

of trust in the organizations or individuals leading the engagement, or concerns about the potential impact of the initiative on the community. This can be addressed by actively engaging with the community to understand their concerns and addressing them through transparent and accountable processes. This can include involving community members in the planning, implementation, and evaluation of development projects, providing regular updates and feedback on the progress of initiatives, and addressing any potential negative impacts on the community. Additionally, providing education and awareness about the principles and benefits of participatory development and the rights of community members can help to increase understanding and support for this approach. Building partnerships and networks among different stakeholders, including community-based organizations, can also help to create an environment of trust and collaboration. Being responsive and accountable to the community can also help to overcome resistance.

5. CONCLUSION

Participatory development is a widely accepted approach to development that involves actively engaging and involving community members in the planning, implementation, and evaluation of development projects. It is widely recognized that community participation in the implementation of development projects leads to greater ownership, sustainability, and success of the project. However, in many cases, community participation is not fully realized, and resistance from community members can be a barrier to effective engagement in participatory development. This paper aims to explore the factors that contribute to resistance from community members in the implementation of developmental projects and how community participation can be effectively promoted. Participatory development is based on the idea that community members have the right to participate in the decision-making processes that affect their lives and that their participation leads to more sustainable and effective development outcomes. However, in practice, community participation is often limited due to a variety of factors such as a lack of understanding about the benefits of participatory development, lack of trust in the organizations or individuals leading the engagement, or

concerns about the potential impact of the initiative on the community. These factors can lead to resistance from community members and can be a barrier to effective engagement in participatory development. One of the main factors that contribute to resistance from community members is a lack of understanding of the principles and benefits of participatory development. Community members may not understand the role that they can play in the decision-making and implementation processes and may not see the value in participating. Additionally, a lack of trust in the organizations or individuals leading the engagement can also be a barrier to effective engagement. Community members may have had negative experiences with development projects in the past and may not trust the organizations or individuals leading the engagement. Another important factor that can contribute to resistance is concerns about the potential impact of the initiative on the community. Community members may have concerns about the potential negative impacts of the project on their community and may be hesitant to participate in the planning and implementation of the project.

Thus, to promote effective community participation, it is important to address the factors that contribute to resistance. This can be done by providing education and awareness about the principles and benefits of participatory development, building trust with community members, and addressing any potential negative impacts of the project on the community. One way to build trust with community members is to involve them in the decision-making and implementation processes. This can include actively engaging with community members to understand their concerns and needs, involving them in the planning and implementation of the project, and providing regular updates and feedback on the progress of the project.

Additionally, providing education and awareness about the rights and responsibilities of community members in the decision-making and implementation processes can help to increase understanding and support for participatory development. This can include training and capacity-building opportunities for community members, as well as the dissemination of information about participatory development through various means such as research publications, websites, training programs, and workshops. Finally, addressing any potential negative impacts of the project on the community can also help

to promote effective community participation. This can include involving community members in the assessment of potential impacts and taking steps to mitigate any negative impacts.

In nutshell, In-community stakeholders' participation in the implementation of developmental projects is essential for the success and sustainability of the project. However, resistance from community members can be a barrier to effective engagement in participatory development. This paper has explored the factors that contribute to resistance from community members and how community participation can be effectively promoted. By addressing the factors that contribute to resistance and promoting effective community participation, it is possible to overcome resistance and increase the success and sustainability of developmental projects.

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