FINFLUENCE OF STAKEHOLDER MANAGEMENT ON PROJECT PERFORMANCE AT THE STATE DEPARTMENT OF HOUSING & URBAN DEVELOPMENT NAIROBI, KENYA.

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF SCIENCE DEGREE IN PROJECT MANAGEMENT & PLANNING OF

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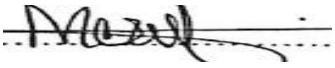
DECLARATION AND APPROVAL

Declaration by student

This research project is my original work and has not been presented for a degree in any other University.

Signature:  **Date: 4/11/2024**

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DEDICATION

To my family, this work will not have been possible without your support. Thank you for your prayers and encouragement.

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ABSTRACT

This study addressed significant performance issues within the State Department of Housing and Urban Development in Kenya, where housing projects frequently experienced schedule delays, cost overruns, and quality concerns. The Affordable Housing Program, which faced a 2-million-unit housing deficit, struggled due to limited funding, high construction costs, financing constraints, and regulatory hurdles. The primary objective of this research was to explore the influence of stakeholder management practices on project performance within the Affordable Housing Program at the State Department of Housing and Urban Development in Kenya. The study pursued the following specific aims: to evaluate stakeholder needs and expectations on project performance, to analyze the effect of communication on project performance, and to assess the influence of stakeholder involvement on project performance. The research was grounded in stakeholder theory, agency theory, and Grice's theory of implicature. A descriptive research design was employed, targeting 5871 project managers and civil servants overseeing Affordable Housing Program projects in different regions within Nairobi. Stratified sampling was used to account for regional variations, with a sample

size of 375 project managers determined using the Yamane formula. Structured questionnaires served as the primary data collection tool, with a pilot study conducted on 8% of the sample size. Reliability was assessed using Cronbach's alpha, with values exceeding 0.7 considered reliable. Data analysis methods included frequencies, percentages, means, standard deviations, correlation analysis, and regression analysis, with a significance level set at 95% confidence for two-tailed analysis. The findings were presented through figures and tables, offering insights for improving project performance in the affordable housing sector. Descriptive statistics revealed that stakeholders placed the highest priority on affordable housing (mean = 4.44), quality (mean = 3.77), and infrastructure development (mean = 3.68). However, regression analysis indicated that stakeholder needs and expectations (p = .308) did not significantly impact project performance. Communication, with a mean score of 4.32, emerged as the most significant predictor, positively influencing project outcomes, including timely completion (mean = 4.25), budget adherence (mean = 4.32), and stakeholder satisfaction (mean = 4.33). Stakeholder involvement (p = .870), although emphasized, did not show a statistically significant influence on project performance. The study concluded that communication was the critical driver of project success, while stakeholder needs and involvement, though important, did not directly affect performance outcomes in measurable ways. The study recommended enhancing communication practices, improving feedback mechanisms, and educating stakeholders on their resource contributions. Strengthening sustainability practices (mean = 3.73) and adopting more proactive risk management strategies were also advised. Additionally, leveraging technology for enhanced project monitoring was suggested to ensure projects met timelines, budgets, and quality standards.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS AND ACRONYMS

AHP	Affordable Housing Program
FSD	Financial Sector Deepening
GRI	Global Reporting Initiative
HDB	Housing and Development Board
IPD	Integrated Project Delivery
KMRC	Kenya Mortgage Re-Finance Company
NHDF	National Housing Development Fund
NHF	National Housing Fund
PIC	Public Infrastructure and Construction
SDHUD	State Department of Housing and Urban Development
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

This chapter serves as an introduction to the study. This chapter also presents the statement of the problem, research objectives, questions and significance of the study. The study scope, its limitations and delimitations are also addressed. The assumptions of this study are presented while the final section defines the key terms used in this study.

1.1 Background of the Study

Government projects, particularly housing projects, play a pivotal role in addressing the socio-economic challenges faced by communities and nations. Housing, being a fundamental human need, is a cornerstone of societal well-being and economic development (Sobantu, Zulu & Maphosa, 2019). Government-led housing projects aim to ensure the availability of safe, affordable, and adequate housing for citizens, thereby enhancing their quality of life. Such projects are instrumental in alleviating issues related to homelessness, overcrowding, and substandard living conditions. By providing secure and comfortable housing, government projects contribute to social stability, economic growth, and the overall welfare of the population (Jiboye, Adebayo & Obakin, 2020).

Project performance is a crucial aspect of project management, encompassing the achievement of objectives, adherence to schedules, and adherence to budget constraints. It is the yardstick by which the success and effectiveness of a project are measured (Sahle, 2018). In essence, project performance reflects how well a project has met its goals and delivered value to stakeholders. Successful project performance is essential for organizational success, as it ensures the efficient utilization of resources and the realization of project outcomes in line with predefined criteria and expectations (Aggor, 2017). In the context of housing projects,

performance goes beyond the conventional measures of time, cost, and quality. It extends to the social and economic impact of housing initiatives. Performance in housing projects is essential not only for ensuring the timely and cost-effective construction of dwellings but also for assessing the sustainability, safety, and livability of housing developments (Akinyede, 2020). The performance of housing projects directly influences the living conditions and well-being of residents, making it a critical aspect of public policy and urban development.

Measuring project performance is essential for various reasons. It allows project managers and stakeholders to gauge the effectiveness of project planning and execution. By assessing performance, organizations can identify areas of improvement, implement corrective actions, and optimize resource allocation (Kerzner, 2022). Additionally, project performance measurement facilitates accountability, transparency, and the evaluation of the project's alignment with its objectives and stakeholder expectations. This process not only aids in achieving project success but also informs decision-making for future projects. Effective stakeholder management is a fundamental component of successful project management. It involves identifying, engaging, and satisfying the diverse interests and expectations of individuals and groups who have a vested interest in the project's outcomes (Amoatey & Hayibor, 2017). Stakeholders may include government agencies, local communities, contractors, investors, and more. Skillful stakeholder management is vital for managing conflicts, maintaining support, and ensuring the project aligns with societal needs and regulatory requirements.

Stakeholder management acquires particular significance in housing projects due to their intricate interplay with communities, governmental bodies, and other stakeholders. Engaging with these diverse groups is essential for ensuring the success and sustainability of housing initiatives (Hamdan, Andersen & De Boer, 2021). Effective stakeholder management fosters

cooperation, minimizes resistance, and enhances the social and economic performance of housing projects. It can lead to improved community integration, resource mobilization, and better-designed housing solutions. The influence of stakeholder management on project performance is substantial. It can dictate the project's course by affecting decisions, resource allocation, and community support. Positive stakeholder management practices enhance project performance by mitigating risks, fostering collaboration, and maintaining the project's alignment with its intended goals (Eikelenboom, & Long, 2023). Conversely, poor stakeholder management can result in delays, conflicts, and adverse impacts on project outcomes, particularly in the context of housing projects that directly affect people's lives and well-being. Stakeholder management and housing project performance vary across countries worldwide. In Singapore, the Housing and Development Board (HDB) stands as a global exemplar of effective stakeholder management in housing projects. The HDB has not only met the housing needs of its citizens but has also contributed significantly to the country's socio-economic development (Heng, 2017). The success of HDB housing projects is attributed to a comprehensive stakeholder engagement strategy that involves collaboration with urban planners, architects, residents, and various government agencies. The Singaporean government's commitment to quality public housing and its stakeholder-centric approach has made HDB estates not just affordable but also highly livable.

The Netherlands showcases a unique approach to housing projects, emphasizing collaborative stakeholder involvement. Dutch housing projects involve partnerships between government bodies, municipalities, housing associations, and citizens. This approach has led to a diverse range of housing options and sustainable urban development (Czischke, 2018). These collaborative efforts focus on factors such as energy efficiency, accessibility, and housing

quality. Dutch cities are well-known for their balanced and socially inclusive housing environments, reflecting the success of their stakeholder management strategies.

In Australia, housing projects are characterized by a strong emphasis on sustainability and community involvement. The government, developers, and local communities actively engage in the planning and execution of housing initiatives (Healey & Barrett, 2017). Stakeholder management in Australian housing projects goes beyond the immediate stakeholders to encompass broader environmental and social concerns. Initiatives like Green Building Council of Australia's Green Star rating system underline Australia's commitment to environmentally friendly and sustainable housing. This holistic approach has led to better housing project performance and reflects the Australian ethos of responsible housing development.

Nigeria, with a significant housing deficit, relies on an array of stakeholders to address the issue. The National Housing Fund (NHF), managed by the Federal Mortgage Bank of Nigeria, is a prime example of stakeholder engagement in housing projects. This fund partners with financial institutions to provide affordable housing loans to contributors (Ewurum, Aso, & Ewurum, 2020). These collaborative efforts emphasize the importance of multiple stakeholders, including government bodies, financial institutions, and individual contributors, in bridging the housing gap. In South Africa, the government collaborates with NGOs, municipalities, and local communities to address housing disparities. According to Scheba,

Turok, Visagie and Salenson (2021), Initiatives like the National Department of Human Settlements prioritize social inclusion in housing projects. Stakeholder management strategies aim to ensure that housing is not just accessible but also integrates vulnerable populations and supports socio-economic development. This regional approach highlights the role of social stakeholders in driving housing project performance.

Egypt has been actively investing in infrastructure development to support housing projects in both urban and rural areas. The government, in partnership with international organizations and local stakeholders, is committed to addressing the housing needs of its growing population (Nassar & Elsayed, 2018). Stakeholder management in Egypt involves coordination between governmental bodies, foreign investors, and local communities, particularly in new urban development projects. This approach reflects the collaborative efforts required to navigate the complexities of housing projects in the Egyptian context.

In Kenya, the government's Big Four Agenda places affordable housing at the forefront. The Affordable Housing Program (AHP) seeks to address the housing deficit through stakeholder collaboration (Nzau, 2020). However, the local context presents unique challenges, such as land acquisition issues and varying levels of support from local communities. Successful stakeholder management in Kenya's housing projects requires navigating these challenges and tailoring strategies to meet the needs and expectations of different stakeholders (Wanjiru, 2022). A deep understanding of the local dynamics is essential for optimizing project performance and addressing housing requirements within Kenya.

Local communities play a crucial role in the success of housing projects in Kenya. Their involvement in decision-making processes, their acceptance of project goals, and their cooperation in land acquisition and resettlement are essential for the positive performance of housing initiatives. Effective communication and community engagement strategies are central to ensuring that housing projects align with the needs and cultural contexts of Kenyan communities (Wanjiru, 2022). Real estate developers are also key stakeholders in Kenya's housing projects. Their expertise in design, construction, and marketing of housing units directly impacts project performance. Effective collaboration between developers, government agencies, and financial institutions is vital for ensuring that the housing market in

Kenya meets the demand for affordable and quality housing.

1.1.1 Stakeholder Management

Stakeholder management is a systematic and strategic approach to identifying, assessing, and engaging individuals or groups who have a vested interest in a project. It encompasses the processes of recognizing these stakeholders, understanding their concerns, interests, and potential impact on the project, and developing tailored strategies to manage and nurture these relationships (Pedrini & Ferri, 2019). Effective stakeholder management is an integral part of project management, and it is aimed at creating a positive and collaborative environment to achieve project objectives. Projects exist within a web of diverse stakeholders, including clients, sponsors, team members, local communities, regulatory bodies, and more. Managing these stakeholders effectively is essential to prevent conflicts, gain support, secure resources, and mitigate risks (Pedrini & Ferri, 2019). By addressing their concerns and expectations, project managers can ensure a smoother project execution and, ultimately, better performance. Stakeholder needs and expectations delves into the specific requirements and desires of stakeholders. This entails understanding what different stakeholders expect from the project in terms of scope, quality, schedule, budget, and other aspects (Andersson & Chau, 2023). Their expectations can vary widely, and meeting or aligning these expectations is a fundamental aspect of successful stakeholder management. Some of the aspects of stakeholder needs and expectations include stakeholder-specific demands, such as environmental considerations, social impact assessments, regulatory compliance, and even cultural or ethical expectations (Vuorinen & Martinsuo, 2019). Communication is the lifeblood of stakeholder management within a project. Effective communication is essential for conveying project information, updates, changes, and addressing concerns in a timely and clear manner (Yap, Abdul-Rahman & Chen, 2017). It is not limited to a one-way flow of information but encompasses dialogue,

feedback, and the use of appropriate channels to reach stakeholders. Communication plans define how and when information will be shared with stakeholders. The choice of communication channels, the frequency of updates, feedback mechanisms for stakeholders to express their thoughts and concerns, and the overall clarity and accessibility of information are all essential factors for successful communication in project management.

Stakeholder involvement relates to the degree to which stakeholders actively participate in project activities, decision-making, and other relevant processes (Mojtahedi & Oo, 2017). This active engagement can range from providing input on project planning to participating in collaborative problem-solving and contributing to key decisions. Aspects of stakeholder involvement include assessing the extent of stakeholder engagement throughout the project's lifecycle. This involves evaluating the depth of their participation in project planning and design, the effectiveness of their collaboration in resolving issues, and their contributions to decision-making processes, which can influence project outcomes and stakeholder satisfaction (Li et al., 2017). The study current focuses on three specific stakeholder management indicators - stakeholder needs and expectations, communication, and stakeholder involvement - to facilitate a more concentrated analysis of factors that are known to affect project performance. This focused approach is pragmatic, allowing for an in-depth investigation within the State Department of Housing and Urban Development.

1.1.2 Housing Project Performance

A project is a defined and temporary endeavor undertaken to achieve specific objectives within a predetermined timeframe and with allocated resources (Zid, Kasim & Soomro,

2020). Projects are distinct from ongoing, routine operations, as they are characterized by their uniqueness and a clear set of goals. The management of projects typically involves the application of project management methodologies, including planning, execution, and control

processes. These methodologies help ensure that projects are executed efficiently, meet their intended objectives, and deliver value to stakeholders. According to Cicmil, Cooke-Davies, Crawford and Richardson (2017), projects can vary in complexity, scale, and duration, but they all share the common feature of having a clear start and end point, making them distinct from ongoing, repetitive tasks.

A housing project is a specialized type of project that centers on the development, construction, renovation, or management of residential properties or housing units. Housing projects can encompass a wide range of activities, from building new housing complexes and residential communities to implementing affordable housing initiatives or urban renewal efforts (Mukhtar, Amirudin, Sofield & Mohamad, 2017). These projects are crucial in addressing the housing needs of communities and societies. They involve various stakeholders, including government agencies, developers, construction firms, and the eventual residents of the housing units. According to Tibesigwa, Hao and Karumuna (2017), housing projects are designed to provide safe, comfortable, and affordable living spaces, and they often aim to address issues such as housing shortages, quality of living, and social and economic factors.

Project performance is the comprehensive assessment of how effectively and efficiently a project has achieved its predefined objectives and met established requirements. This evaluation extends to various dimensions, including scope, schedule, budget, quality, and stakeholder satisfaction (Osei-Kyei & Chan, 2017). Successful project performance signifies that the project has adhered to its initial scope, met its scheduled milestones, remained within the allocated budget, delivered the expected quality of work, and satisfied the diverse needs and expectations of stakeholders. The ultimate goal of assessing project performance is to ascertain the extent to which the project has accomplished what it set out to do and to identify areas for improvement (Iriarte & Bayona, 2020).

Measures or indicators of project performance encompass a broad array of criteria that are employed to evaluate a project's effectiveness. These criteria include schedule adherence, which assesses whether the project was completed on time and according to the planned milestones (Osei-Kyei & Chan, 2017). Cost is another critical indicator, measuring the project's financial performance in terms of budget adherence. Quality of work evaluates the standards and specifications met during project execution. Stakeholder satisfaction assesses the contentment of those involved with or affected by the project. Additionally, risk management effectiveness examines how well the project handled and mitigated potential risks, such as scope changes or unexpected issues, throughout its lifecycle. Achievement of specific project objectives, which can vary from one project to another, serves as a critical indicator of project success (Tibesigwa, Hao & Karumuna, 2017).

Measures of housing project performance are specific to the housing sector and provide insights into the effectiveness and impact of these projects (Muhammad, & Johar, 2019). Construction quality is a fundamental indicator, evaluating the standards of construction and the durability of housing units. Affordability measures assess the cost of housing relative to the income levels of potential residents, ensuring that the housing is within their financial reach (Padley, Marshall & Valadez-Martinez, 2019). Housing unit occupancy rates determine the extent to which the housing units are utilized, which is a key aspect of project success. Compliance with building codes and regulations ensures that the housing units meet safety and quality standards. Sustainability and environmental impact indicators examine the project's eco-friendly practices and its long-term environmental footprint (Atanda, 2019).

Finally, overall community or resident satisfaction gauges how well the housing project has addressed the needs and expectations of the community or the individuals who live in the housing units.

The assessment of housing project performance holds substantial significance for multiple reasons. Firstly, it is instrumental in ensuring the efficient allocation and utilization of resources, which is critical in addressing housing needs, especially in rapidly growing urban areas. By evaluating the performance of housing projects, it becomes possible to identify areas where resources can be optimized and where adjustments are needed to ensure the effective completion of housing initiatives (King, Orloff, Virsilas & Pande, 2017). Secondly, the assessment promotes transparency and accountability in the housing development process. It allows for the demonstration of responsible resource management, which can build trust among stakeholders, including government agencies, investors, and the general public. Moreover, it serves as a mechanism for identifying areas for improvement, enabling project managers and policymakers to make informed decisions for future housing initiatives (Sulemana, Musah, & Simon, 2018). Lastly, assessing housing project performance is essential for delivering safe, affordable, and high-quality housing that meets the diverse needs of communities and residents. This, in turn, contributes to societal well-being by enhancing living standards, fostering economic growth, and addressing housing-related challenges, such as affordability and accessibility.

1.1.3 State Department of Housing and Urban Development.

The State Department of Housing and Urban Development in Kenya serves as a key governmental agency responsible for the formulation and execution of policies, programs, and projects related to housing and urban development (GoK, 2023). At the core of its mission lies the objective of improving living conditions, promoting sustainable urbanization, and addressing housing challenges across the country. Affordable housing programs represent a significant facet of the department's activities. These programs are designed to facilitate greater access to decent and affordable housing for Kenyan citizens (Nkere, 2022). In many cases, such

initiatives involve strategic partnerships with various stakeholders, including real estate developers and financial institutions, with the shared goal of making homeownership more attainable for a broader segment of the population.

Urban planning and development are central to the department's responsibilities. It engages in activities such as land use planning, infrastructure development, and the provision of essential services in urban areas to ensure that cities and towns in Kenya are well-organized and sustainable. This proactive approach contributes to the efficient use of resources and the development of urban environments that enhance the quality of life for residents. The formulation and review of housing policies represent a critical function of the State Department of Housing and Urban Development. These policies provide essential guidance for housing and urban development initiatives in Kenya. They are carefully crafted to address pressing issues such as housing shortages, affordability, and the creation of an enabling environment for both public and private sector participation in housing development. Collaboration and partnerships are central to the department's work. By working with local authorities, international development organizations, non-governmental organizations, and private sector entities, the department can leverage resources, expertise, and knowledge to implement housing and urban development projects effectively. These collaborations foster synergy and ensure that housing initiatives are well-executed and reach their intended beneficiaries.

1.1.4 Affordable Housing Programme

Launched in 2018, the Affordable Housing Program (AHP) in Kenya is a government initiative designed to enhance access to quality, affordable housing for a broader spectrum of the population, particularly those in the low and middle-income groups. The program's core objective is to deliver 500,000 homes to citizens by leveraging innovative funding mechanisms and collaborating with the private sector. Spearheaded by the State Department for Housing

and Urban Development (SDHUD), the AHP focuses on implementing and strategizing financing approaches. The inaugural project, comprising 1,370 one-, two-, and three-bedroom units, was successfully completed in October 2020, meeting with significant demand. Currently, the SDHUD is actively engaged in the development of housing units across various municipalities, underscoring its dedication to alleviating the housing shortage. Recognizing the significant barrier that housing affordability poses to homeownership, the program mandates contributions from both employees and employers. A specific percentage of an employee's salary is deducted as a contribution to the National Housing Development Fund, with employers making matching contributions. These funds are channeled towards the construction and development of social housing and low-cost housing units. These units are then made available at reduced prices or with favorable financing terms, creating housing options within financial reach for eligible beneficiaries.

Crucially, the program collaborates with private sector entities, including real estate developers and financial institutions, to bring its objectives to fruition. This partnership not only enables the construction of affordable housing units but also supports favorable loan facilities and mortgage options for potential homeowners. The program's emphasis on eligibility criteria ensures that it effectively targets individuals and families within the low and middle-income brackets. By incentivizing real estate developers to participate through tax benefits and subsidies, the program aims to expand the supply of affordable housing in the market. Ultimately, the Affordable Housing Program plays a pivotal role in enhancing the accessibility of the housing market to a broader range of Kenyan citizens. It not only addresses housing affordability challenges but also promotes social inclusion, economic growth, and the development of sustainable, quality housing options for the beneficiaries.

However, the Affordable Housing Program in Kenya has struggled to address the nation's housing challenges effectively. With a cumulative housing deficit of two million units, Kenya needs to construct 250,000 housing units annually for four years. However, the program has faced a significant mismatch between demand and supply, primarily due to high construction costs, limited funding, and escalating urban land prices. By the end of 2021, it had only achieved 431 housing units, representing a mere 0.8% of the intended target of 500,000 units (World Bank, 2022). According to Financial Sector Deepening (FSD) Report (2021), the affordability problem is exacerbated by the fact that the lowest cost of a new house is estimated at $11,000, while only around 11% of Kenyan citizens earn enough to support a mortgage. While the program includes various components like tax incentives, the Kenya

Mortgage Re-Finance Company (KMRC), and the National Housing Development Fund (NHDF), these have not been sufficient to close the housing gap, and only 2% of the constructed units are accessible to lower-income families.

1.2 Statement of the Problem

The performance concerns of projects within the State Department of Housing and Urban Development in Kenya are significant. Statistics reveal that a considerable number of housing and urban development projects have faced delays, cost overruns, and quality issues. In a recent assessment, approximately 40% of projects experienced schedule delays, with an average delay of 6 to 12 months (International Trade Administration Report, 2022). Cost overruns were reported in over 30% of projects, often exceeding the initial budget by 15% to 30%. Quality concerns were also identified, primarily related to inadequate infrastructure and building standards compliance. These performance challenges not only result in financial inefficiencies but also impact the timely delivery of housing and urban development initiatives, hampering

the department's ability to meet the growing demands for accessible and adequate housing in the country.

The performance challenges of the Affordable Housing Programs in Kenya have been notable and multifaceted. Despite the pressing need to bridge the country's 2-million-unit housing deficit, the program has encountered significant obstacles in achieving its goals (World Bank, 2022). The slow uptake of affordable housing units, with only 431 units delivered by the end of 2021 out of a target of 500,000, underscores the program's struggle to meet its intended impact (Cytonn Progress of Affordable Housing Report, 2023). Challenges stem from factors such as limited funding, high construction costs, financing constraints for potential homeowners, and escalating land prices, rendering housing unaffordable for a vast portion of the population. Furthermore, while the program holds the potential to create employment opportunities and stimulate the construction industry, regulatory hurdles, bureaucratic complexities, and infrastructure deficiencies have hindered its progress. Addressing these performance challenges is critical to achieving the program's objectives and alleviating the housing crisis in Kenya. This study therefore aimed to investigate the influence of stakeholder management practices on project performance at the State

Department of Housing and Urban Development Kenya, with a focus on the Affordable

Housing Program.

This study also aimed to bridge several conceptual, contextual, and methodological gaps in existing research. While Oppong et al. (2017) offered a valuable conceptual model for stakeholder management in construction, it had a broader industry focus. Davis (2017) explored project management and stakeholder perspectives but lacked empirical validation. Ika et al. (2017) and Setiawan et al. (2021) examined different contexts and issues, focusing on development projects and communication in Singapore, respectively. The study by Wu et

al. (2017) explored communication-conflict interaction in construction projects but did not investigate stakeholder management practices. The current study examined the effect of stakeholder management on project performance within the Kenyan housing sector, addressing critical gaps in the existing literature. This study narrowed its scope to the specific housing and urban development sector in Kenya, addressing context-specific challenges and providing tailored recommendations.

1.3 Research Objective

1.3.1 Purpose of the Study

The general aim of this study was to investigate the influence of stakeholder management practices on project performance at the State Department of Housing and Urban Development Kenya (Affordable Housing Program).

1.3.2 Research objectives

The study was guided by the following specific research objectives;

i. To assess the influence of stakeholder needs and expectations on project performance at the State Department of Housing and Urban Development Nairobi, Kenya.
ii. To examine the influence of communication on project performance at the State Department of Housing and Urban Development Nairobi, Kenya.
iii. To establish the influence of stakeholder involvement on project performance at the State Department of Housing and Urban Development Nairobi, Kenya.

1.4 Research Questions

This study sought to answer the following questions:

i. What is the influence of stakeholder needs and expectations on project performance at the State Department of Housing and Urban Development Nairobi, Kenya?

ii. How does communication influence project performance at the State Department of Housing and Urban Development Nairobi, Kenya?

iii. To what extent does stakeholder involvement influence project performance at the State Department of Housing and Urban Development Nairobi, Kenya?

1.5 Significance of the Study

The State Department of Housing and Urban Development in Nairobi, Kenya, faced persistent challenges in project performance, particularly within the Affordable Housing Program. Delays, cost overruns, and quality issues hindered the delivery of housing solutions to the population. To address these issues, this study investigated the effect of stakeholder management on project outcomes, filling a critical knowledge gap. The study's significance spanned government, housing agencies, real estate developers, beneficiaries, and academia, offering insights to inform policies and enhance project efficiency in meeting the growing housing demand in Kenya.

This study provided government officials and policymakers with invaluable insights into the influence of stakeholder management on project performance within the housing and urban development sector. The results and findings served as a critical resource for informing the development of more effective policies and strategies aimed at addressing the housing deficit and improving project outcomes. By offering evidence-based guidance, this research had the potential to support the government in making informed decisions that benefitted both citizens and the nation's long-term economic development.

Housing and urban development agencies, including the State Department of Housing and Urban Development in Kenya, stood to gain substantial benefits from the outcomes of this

study. Understanding the effect of stakeholder management practices enabled these agencies to refine their project management approaches, leading to greater efficiency and success in housing initiatives. Similarly, real estate developers and contractors, who played a pivotal role in housing projects, received valuable insights from this research. The study's results highlighted the significance of effective stakeholder management and promoted more collaborative and successful partnerships with government agencies. Additionally, real estate developers and contractors could tailor their strategies to align with the diverse needs and expectations of stakeholders, potentially reducing project delays and cost overruns.

Within the academic and research communities, this study's results enriched the body of knowledge in housing and urban development. Researchers could build upon these findings, furthering the understanding of how stakeholder management influenced project outcomes in this specific context. This study served as a foundational resource for advancing research and analysis in the field.

1.6 Scope of the Study

This research was designed to explore the effect of stakeholder management practices on project performance within the State Department of Housing and Urban Development Kenya, specifically within the Affordable Housing Program. The investigation encompassed the assessment of stakeholder needs and expectations, an examination of communication's influence, and an exploration of stakeholder involvement in project performance. The research adopted a descriptive design, with a particular focus on the State Department of Housing and Urban Development. The target population for this study consisted of 5,871 project managers responsible for overseeing 5,871 Affordable Housing Program projects in

Nairobi, Kenya. Data was primarily gathered through semi-structured questionnaires. Subsequently, statistical analysis methods, including frequencies, percentages, means, standard deviation, correlation analysis, and regression analysis, were applied to the collected data. The research timeline was projected to span from May 2024 to September 2024.

1.7 Limitations and Delimitations of the Study

1.7.1 Limitations

The study was subject to several limitations. Firstly, there was the potential for sampling bias as the research relied on a sample of project managers within the State Department of Housing and Urban Development. Those who voluntarily participated may have possessed different perspectives and experiences compared to non-participants, which could have impacted the generalizability of the findings to the entire population of project managers. Secondly, the primary method of data collection was through self-reported responses from project managers. However, this methodology could have been vulnerable to social desirability bias, whereby respondents might have offered answers they perceived as socially favorable. Consequently, this could have resulted in potential overestimation or underestimation of certain factors.

Moreover, the study's scope was confined to the State Department of Housing and Urban Development, which might not have fully captured a comprehensive view of stakeholder management practices and project performance within the Affordable Housing Program.

External factors, such as national economic conditions, that could have influenced project outcomes were not explored in this research.

Furthermore, it was essential to note that the findings of this study may have been applicable primarily to the context of Kenya but might not necessarily generalize to other countries or

regions with different housing and urban development dynamics. Applying these findings to international contexts should be done with caution.

1.7.2 Delimitations

The following delimitations were identified:

Firstly, the geographical delimitation of the study confined its focus solely to the State Department of Housing and Urban Development in Kenya, with a specific emphasis on the Affordable Housing Program. As a result, the research did not encompass a broader geographical scope, meaning that the findings may not be directly applicable to housing and urban development programs in other countries or regions.

The second delimitation was sector-specific. The study was intricately focused on the housing and urban development sector within Kenya. It did not venture into investigating stakeholder management practices in other sectors or industries, thus limiting the generalizability of its findings to contexts outside the housing and urban development domain.

1.8 Assumptions of the Study

The following assumptions were to be held true:

It was assumed that stakeholders within the State Department of Housing and Urban Development Kenya were willing to cooperate and provide accurate information for the research. Additionally, it was assumed that the data collected, particularly through questionnaires, was accurate and truthfully reported by the participants.

The research also assumed that stakeholder management practices significantly influenced project performance within the Affordable Housing Program. Moreover, it was assumed that the respondents had a consistent understanding of the terminology and concepts related to stakeholder management and project performance.

Further, the research assumed that the sample of project managers was representative of the entire population of project managers within the department and that respondents would provide honest and unbiased responses. It was also assumed that effective communication between stakeholders was essential for successful project performance.

Lastly, this study assumed that external factors beyond the department's control, such as national economic conditions, would not have a significant influence on project performance during the research period.

1.9 Definition of Key Terms

Communication Plans: Defined strategies specifying how and when project information is shared with stakeholders, outlining communication channels, frequency of updates, feedback mechanisms, and clarity of information for effective information exchange.

Communication: The exchange of project information, updates, and concerns among stakeholders through various channels, encompassing dialogue, feedback, and clear and timely information sharing.

Effective Stakeholder Management: Successfully identifying, engaging, and satisfying stakeholders with vested interests in a project to create a positive and collaborative environment that ensures project objectives are achieved, often involving managing conflicts, securing resources, and mitigating risks.

Government Projects: Initiatives led by the government, particularly in housing, aimed

at addressing societal challenges by providing affordable and adequate housing, contributing to social well-being and economic development.

Stakeholder is a person, group or organization with a vested interest, or stake, in the decision-making and activities of a business, organization or project. Stakeholders can be members of the organization they have a stake in, or they can have no official affiliation.

Project Performance: The measurement of a project's success based on factors like objective achievement, adherence to schedules, and compliance with budget constraints, reflecting its overall effectiveness.

Stakeholder Identification: The process of recognizing and categorizing stakeholders based on their influence, interests, and relevance to the project, facilitating tailored management strategies.

Stakeholder Involvement: The extent to which stakeholders actively participate in project activities, decision-making processes, and other relevant procedures, influencing project outcomes and satisfaction.

Stakeholder Management: A systematic approach to identifying, engaging, and satisfying individuals or groups with vested interests in a project to create a positive and collaborative environment that ensures project objectives are achieved.

Stakeholder Needs and Expectations: The specific requirements and desires of stakeholders, including aspects like scope, quality, schedule, budget, and other project-related factors.

Stakeholder Satisfaction: Overall effectiveness of stakeholder management by gauging the contentment of stakeholders with project activities and outcomes.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature review chapter provides an in-depth analysis of relevant theories and empirical research related to the study's theme. It reviews established theories and comprehensively examines previous studies on independent variables, highlighting research gaps. The chapter also presents the study's conceptual framework.

2.1 Theoretical Literature Review

The theories adopted in the study were stakeholder theory, agency theory and Grice's theory of implicature.

2.2.1 Stakeholder Theory

The stakeholder theory, pioneered by Freeman in 1984, argues that organizations are not standalone entities but rather interconnected within a network of relationships with diverse stakeholders. These stakeholders encompass individuals, groups, or entities with a vested interest in an organization's operations and have the potential to influence or be influenced by its decisions (Mitchell, Agle, & Wood, 1997). This theory underscores the importance of organizations not exclusively prioritizing the maximization of shareholder value but also considering the needs, expectations, and interests of all pertinent stakeholders (Donaldson &

Preston, 1995). It recognizes that stakeholders can have different and sometimes conflicting interests, and organizations must navigate and balance these interests to achieve long-term success. Key elements of the stakeholder theory include identifying and categorizing stakeholders, understanding their interests and influence, and managing relationships with stakeholders to create value for both the organization and its stakeholders.

Stakeholder Theory has been widely applied in various fields and industries. It has been used to analyze and guide decision-making in corporate governance, environmental sustainability, and social responsibility (Mitchell et al., 1997). In project management and the context of housing and urban development, Stakeholder Theory can be applied to assess the influence of various stakeholders, including government agencies, communities, contractors, and residents, on project performance (Harrison & Wicks, 2013). It helps in recognizing that the success of housing and urban development projects goes beyond financial returns and involves social, environmental, and ethical considerations (Bansal, 2005).

In the context of this study, stakeholder theory is highly relevant, particularly concerning the stakeholder involvement variable. The theory provides a solid theoretical foundation for understanding how stakeholders can influence the success of housing and urban development projects. Stakeholder theory can be applied to assess the levels of involvement, influence, and interest of various stakeholders in the State Department of Housing and Urban Development in Kenya, with a focus on the Affordable Housing Program (Dang & Wu, 2020). It can help identify which stakeholders are most critical, what their expectations and interests are, and how their involvement can impact project performance (Silvius, Schipper, & Hermarij, 2011). This information is essential for developing strategies to effectively engage stakeholders and ensure the success of housing and urban development initiatives.

2.2.2 Agency Theory

Agency theory represents a branch of economic thought that delves into the dynamics between principals, who are typically the owners or shareholders, and agents, often the managers or employees within organizations. The formulation of this theory resulted from the contributions of various scholars, with a notable influence from the works of Jensen and

Meckling (1976). The core premise of this theory is rooted in the contention that as principals delegate decision-making authority to agents, a potential clash of interests emerges. Agents may not consistently act in the best interests of the principals and might instead prioritize their own self-interest. Fundamentally, the essence of agency theory underscores the necessity for organizations to craft mechanisms, including contracts and incentive structures, to harmonize the interests of agents with those of the principals (Fama & Jensen, 1983). This strategic alignment aims to mitigate agency-related challenges, encompassing concerns like moral hazard, where agents may take unwarranted risks, and adverse selection, a scenario where the principal's capability to fully monitor or control the actions of agents is constrained.

Agency Theory has found practical application across a spectrum of contexts, most notably in the domains of corporate governance, finance, and management. It has been harnessed to scrutinize matters pertaining to executive compensation, the intricate separation of ownership and control within publicly traded enterprises, as well as the formulation of performancebased incentive systems for employees (Eisenhardt, 1989). Furthermore, in the financial sphere, Agency Theory has been wielded to explore the intricate interplay between shareholders and debt holders and how these dynamics influence the financial structure and risk-taking behaviors of firms (Fama & Jensen, 1983). Within the realm of management, the application of agency theory has furnished insights into the impact of the alignment of interests between managers and owners on the overall performance of projects and organizations (Eisenhardt, 1985). It has

been instrumental in assessing the design of management contracts and the influence of agency-related costs on the behavior of firms. In this study, agency theory assumes pertinence, especially in the context of the stakeholder needs and expectations variable. While stakeholder theory underscores the significance of considering the diverse interests of stakeholders, agency theory serves as a complementary perspective by accentuating the potential conflicts that may emerge between stakeholders, typically representing the principals, and those tasked with project management, often identified as the agents. Stakeholder needs and expectations represent pivotal elements in the realm of project management. It is imperative to fathom how these interests either align with or diverge from the interests of project managers and decision-makers. Agency theory can serve as a valuable tool to scrutinize whether project managers consistently act in the best interests of stakeholders or if there exists a necessity to address potential agency-related issues. For instance, it can be harnessed to assess whether project managers prioritize costsaving measures over the fulfillment of stakeholder expectations, which may, in turn, result in project delays, cost overruns, or lapses in quality.

2.2.3 Grice's Theory of Implicature

Grice's Theory of Implicature, developed by Grice (1975), is a linguistic theory rooted in the philosophy of language and pragmatics. The theory focuses on how people derive meaning from indirect or implied communication. Grice argues that in everyday communication, individuals rely on a set of conversational maxims, including the maxim of quantity, quality, relation, and manner, to guide their understanding of each other. Violations of these maxims lead listeners to infer implied meanings or implicatures. This theory underscores the importance of cooperative communication and the assumptions people make about adherence to these maxims.

Grice's theory of implicature has found application in various fields, including linguistics, the philosophy of language, and communication studies. It has been used to analyze and uncover implied meanings in different communication contexts. For instance, the theory has been employed to investigate conversational implicatures in legal discourse, advertising strategies, humour, and persuasive communication. In these applications, Grice's theory illuminates how implied meanings play a crucial role in interpretation and understanding.

In the context of this research, Grice's theory of implicature can be relevant, especially when considering the communication variable. Grice's theory delves into the implicit aspects of communication. Effective communication within housing and urban development projects often extends beyond explicit statements. Grice's theory of implicature can assist in uncovering the implied or indirect aspects of communication that may impact project performance. This is particularly valuable when analyzing the nuances of how information is transmitted, received, and processed within the State Department of Housing and Urban Development in Kenya. The theory can be applied to identify how implied meanings, hints, and indirect communication influence project outcomes and stakeholder engagement.

2.2 Theoretical Framework

This research draws its theoretical foundation from three core pillars: Stakeholder Theory, Agency Theory, and Grice's Theory of Implicature, as illustrated in Figure 1. These theories collectively provide a robust framework for examining the multifaceted dynamics of project management, stakeholder engagement, and the nuanced aspects of communication.

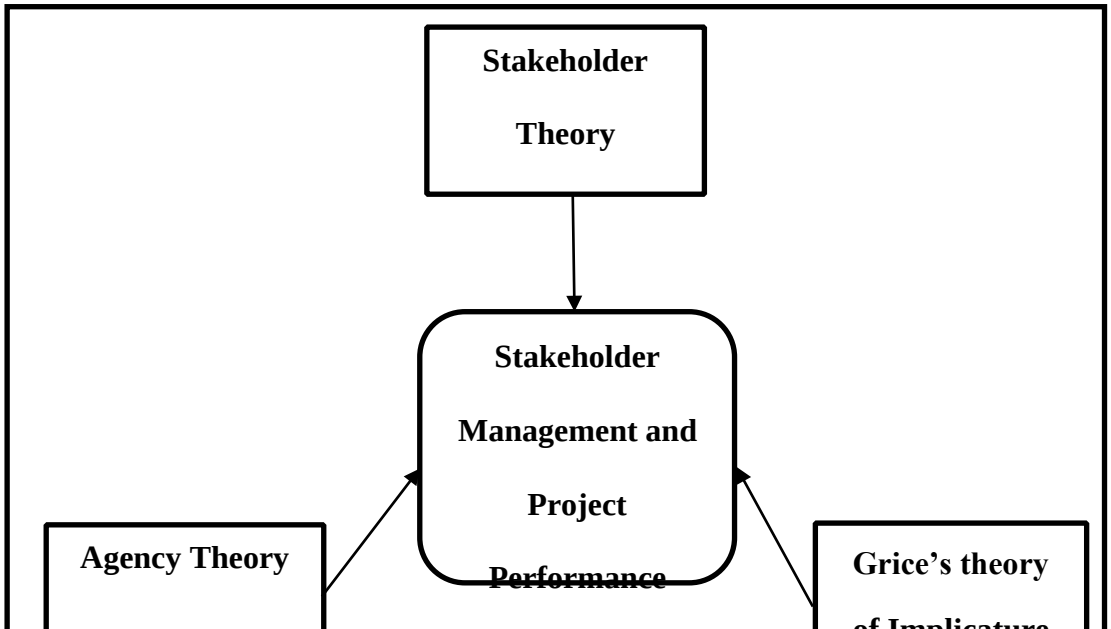

Figure 1: Theoretical Framework

Source: Researcher (2024)

2.3 Empirical Literature

The empirical literature within this study comprehensively explores the three critical variables: stakeholder needs and expectations, communication, and stakeholder involvement. Through a diverse range of empirical research, these variables are analyzed, revealing their complex interplay within projects. The amalgamation of these empirical investigations provides a holistic comprehension of the influence of stakeholder management on project performance.

2.3.1 Stakeholder Needs and Expectations and Project Performance

Oppong, Chan, and Dansoh (2017) delved into the significant issue of stakeholder management (SM) within the construction sector, highlighting its relevance in both project management research and industry practice. They underscored the longstanding challenges encountered in construction SM and identified a notable absence of a comprehensive tool for effectively managing SM performance in construction projects. The study aimed to bridge this gap by introducing a conceptual framework delineating SM performance attributes, comprising performance objectives (POs), success factors (SFs), and performance indicators (PIs). These attributes were proposed to serve as a basis for managing and evaluating the performance of

construction SM, facilitating benchmarking, improvement initiatives, monitoring, and measurement. The study identified three essential components of the conceptual model: Performance Objectives (POs), which defined the goals and objectives of stakeholder management; Success Factors (SFs), which encompassed the critical factors influencing the achievement of performance objectives; and Performance Indicators (PIs), which were metrics or criteria used to measure and evaluate the performance of construction SM. The study emphasized the flexibility of the proposed model, indicating that it could be adapted to different projects based on their nature, type, and stage, enabling professionals and researchers to select and customize attributes that aligned with the specific characteristics of their projects.

Davis (2017) delved into the vital role of project management in effectively managing a wide range of functions within organizations. It focused on the intriguing question of whether project failures stem from differing interpretations of success criteria across various stakeholder groups. Notably, the existing project management literature lacked a comprehensive theory that considered the perspectives of multiple stakeholders and their shared usage of success dimensions for specific projects. This research sought to address this gap by exploring the ramifications of incorporating the views of all stakeholders rather than a select few when defining project success. The study's findings underscored the critical importance of informed managerial decision-making, offering the potential to significantly mitigate major financial losses associated with project failures.

In their work, Di Maddaloni and Davis (2017) conducted a thorough systematic literature review to consolidate diverse research strands concerning the role of stakeholders in Public Infrastructure and Construction (PIC) projects at the community level. Their analysis revealed a notable emphasis on stakeholders with the capacity to control project resources, while the impact of legitimate 'secondary stakeholders,' notably local communities, remained relatively underexplored. Recognizing the

inevitable repercussions of major PIC projects on both individuals and localities, the study advocated for the involvement of local communities during the project initiation phase and advocated for ongoing monitoring of the megaproject's local effects to improve project outcomes. The research contributes by proposing avenues for future investigation and providing practical insights for a more inclusive approach to stakeholder management in construction megaprojects, offering benefits to both academics and industry practitioners.

The study by Ika and Donnelly (2017) conducted through case studies and interviews with project practitioners, aimed to explain why development projects succeed in certain contexts and not in others, thereby enhancing project management practice. The study pinpointed key structural, institutional, and managerial factors contributing to success across four capacitybuilding initiatives in Ghana, Indonesia, Sri Lanka, and Vietnam. It underscored the significance of multi-stakeholder dedication, cooperation, alignment, and flexibility in ensuring project effectiveness. Ultimately, it contextualized the ability of projects to drive development and called for a better understanding of the enabling conditions for success in various circumstances.

2.3.2 Communication and Project Performance

Yap, Abdul-Rahman, and Chen (2017) conducted an empirical investigation into the importance of managing design changes to mitigate time delays and cost overruns in construction projects in Malaysia. Their study aimed to identify the root causes of design changes, assess their impact on project schedules and budgets, and evaluate how rework resulting from these changes affected overall project performance. Through an extensive literature review, they identified 43 causative factors, which were categorized into themes related to clients, consultants, contractors, site conditions, and external factors. Qualitative research methods, including interviews with 12 industry professionals, were employed. The

data collected from these interviews were analyzed using the critical incident technique and content analysis. The findings informed the development of a collaborative model that underscores the importance of effective communication and project learning to enhance the competency and cohesion of project teams in managing design changes, thus offering valuable insights for future projects.

Setiawan, Hansen and Fujiono (2021) explored the crucial role of effective communication in enhancing construction project performance. Focusing on the communication planning stage, it assessed the extent to which communication planning was effectively implemented in various construction projects in Jakarta and its impact on project performance. The research used a quantitative approach, distributing questionnaire surveys to contractors and consultants in the region. Descriptive statistics revealed that 78.02% of respondents reported the implementation of communication planning, with a significant positive impact on project performance. The findings provide valuable insights for practitioners, emphasizing the importance of managing the communication process, especially during the planning phase. Ling et al., (2020) aimed to explore the impact of Integrated Project Delivery (IPD) practices on construction project performance in Singapore. Data was gathered through structured questionnaires and analyzed using statistical tests and correlation analysis. The findings indicated that specific IPD practices related to collaboration among project team members and information sharing had a positive influence on project performance, underscoring the importance of selecting project participants carefully. However, the study also revealed that certain IPD practices associated with contract arrangements, such as sharing cost savings and overruns, were linked to poorer schedule performance. The research identified key IPD practices that significantly affected project performance, providing valuable recommendations for enhancing overall project outcomes.

Wu et al. (2017) examined the impact of communication-conflict dynamics on the success of construction projects. Utilizing structural equation modeling and empirical evidence, the study validated a conceptual framework. Results revealed that task conflict exhibited a positive association with project success, and improved team communication further reinforced this connection. In contrast, process conflict and relationship conflict displayed negative correlations with project success, leading to communication challenges. The study emphasized the importance of promoting communication willingness and effective formal communication while mitigating informal communication to improve project outcomes, suggesting the need for a formal communication mechanism to leverage task conflict's positive impact and alleviate process and relationship conflict's negative effects.

2.3.3 Stakeholder Involvement and Project Performance

Mojtahedi and Oo (2017) investigated the impact of stakeholder characteristics on the effectiveness of disaster recovery projects. Drawing on stakeholder theory, they examined attributes such as power, legitimacy, and urgency. The study also recognized the influence of environmental factors, including socio-economic conditions and project circumstances. Structural equation modeling, employing a partial least squares estimation approach, was utilized to analyze data collected from local councils in New South Wales, Australia, via structured questionnaires. Results revealed that stakeholders possessing higher levels of power, legitimacy, and urgency were associated with more successful outcomes in disaster recovery projects. Furthermore, socio-economic conditions and the state of transport infrastructure were identified as factors mediating project performance.

Boiral and Heras-Saizarbitoria (2017) addressed the need for effective biodiversity conservation measures within industries reliant on natural resource exploitation, such as mining and forestry. The study concentrated on the engagement of stakeholders in biodiversity

management, scrutinizing 430 sustainability reports aligned with the Global Reporting Initiative (GRI) framework. Through this analysis, the research unveiled that stakeholder involvement stemmed from several drivers: complexity and knowledge management, self-regulation and interactions with public authorities, legitimacy and social responsiveness, and commercial and strategic aims. The spectrum of stakeholders encompassed non-governmental organizations, experts, public authorities, and consortia of companies. Biodiversity initiatives were classified into three main categories: management practices, socio-political endeavors, and research and conservation efforts. This categorization offered valuable insights and illustrative instances for fostering collaboration with diverse stakeholders.

Li et al. (2017) introduced a systematic approach aimed at identifying stakeholders and key performance indicators (KPIs) to facilitate comprehensive information gathering for multilevel energy performance analysis. Firstly, they proposed a three-task method for identifying and prioritizing stakeholders. Secondly, they defined a bi-index method for selecting KPIs aligned with stakeholders' performance objectives. Finally, the researchers validated the proposed methodology through a case study. The results demonstrated the practicality of the approach and showcased how the selected KPIs contribute to gathering essential information necessary for conducting multi-level energy performance analysis.

2.4 Conceptual Framework

A conceptual framework functions as an integrated network of interrelated concepts, providing a comprehensive understanding of the subject under investigation. It is constructed from a thorough examination of variables identified in prior research, shaping the foundation for subsequent inquiries. The conceptual framework for this study is constructed based on an extensive literature review. It incorporates independent variables such as stakeholder needs and

expectations, communication, and stakeholder involvement, each with multiple indicators. The performance of housing projects is the dependent variable, as depicted in Figure 2.

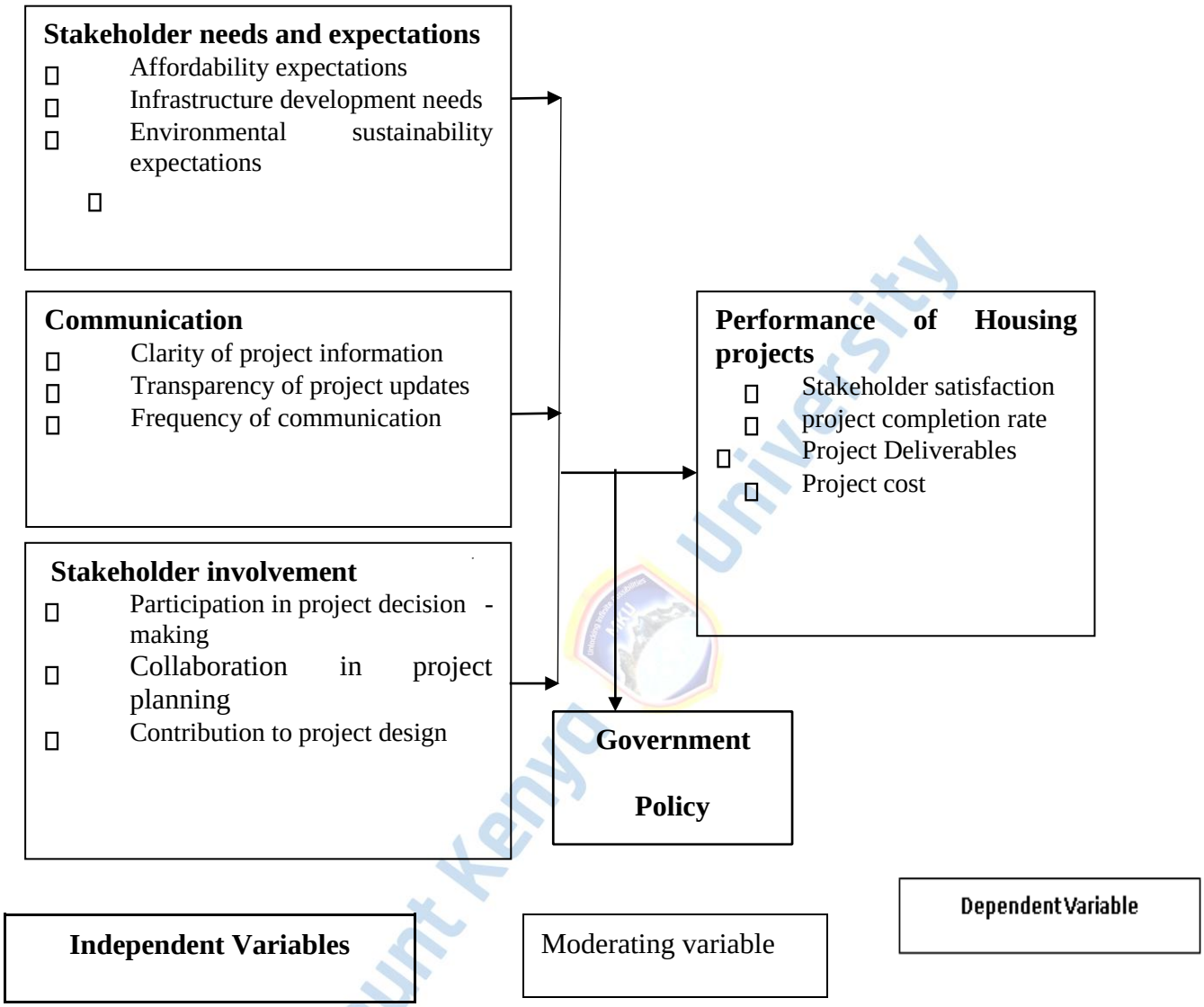

Figure 2: Conceptual Framework

Source: Researcher (2024)

2.5 Summary of Literature Reviewed

This chapter explores the theories anchoring the various variables of the current study which are stakeholder theory, agency theory and Grice's theory of implicature. Stakeholder Theory, as developed by Freeman (1984), emphasizes that organizations should consider the needs and

interests of all stakeholders, not just shareholders. It is applicable in various fields, including project management in housing and urban development, helping identify critical stakeholders and their influence. Agency Theory, rooted in the dynamics between principals and agents within organizations, focuses on aligning their interests. It finds application in corporate governance, finance, and management, offering insights into the impact of aligning interests between managers and owners. Grice's Theory of Implicature, a linguistic theory, explores implied meanings in communication. It is valuable when considering communication in housing and urban development projects, uncovering indirect aspects of communication that influence project outcomes and stakeholder engagement.

This chapter also delved into the empirical literature from a global, regional, and local context, aiming to understand the relationship between different aspects of stakeholder management and project performance. From these studies, research gaps were identified which this study aims to fill. The current study aims to bridge conceptual, contextual, and methodological gaps compared to existing research. Unlike prior studies with broader industry focus, this research narrows its scope to Kenya's housing and urban development sector, addressing context-specific issues. It aims to provide empirical evidence specific to this sector, addressing performance concerns within the SDHUD, particularly the AHP.

Following below is the study’s conceptual framework.

2.6 Research Gaps

While Oppong, Chan, and Dansoh (2017) provided a valuable conceptual model for managing construction stakeholder management (SM) performance, it mainly focused on the construction industry in general. In contrast, the current study narrows its scope to the specific challenges faced by the SDHUD in Kenya, with a focus on the AHP. It aims to address the

pressing performance concerns within this specific context, such as delays, cost overruns, and quality issues in housing projects. By investigating the influence of stakeholder management practices on project performance in this unique setting, the current study endeavors to provide practical insights and recommendations tailored to the housing and urban development challenges in Kenya. Di Maddaloni and Davis (2017) explored stakeholder influence in Public Infrastructure and Construction projects at the local community level, while the current study narrows its focus to the housing and urban development sector in Kenya, adopts a descriptive research approach with primary data collection, and aims to provide empirical insights specific to this sector.

Davis (2017) explored the role of project management and the influence of various stakeholder perspectives on project success, left several critical gaps when compared to the current research. One of the major conceptual gaps arises from the contextual shift; while the study investigated project management and stakeholder perspectives in a broader organizational context, the present study narrows its focus to the housing and urban development sector in Kenya, with specific emphasis on the AFP. Methodologically, the two studies differ significantly, with the existing study employing a more theoretical approach, while the current research employs a descriptive design, employing semi-structured questionnaires and statistical analyses to gather specific. Furthermore, the empirical gap becomes evident as Davis (2017) primarily offered theoretical insights without empirical validation, whereas the current study aims to provide empirical evidence and practical insights grounded in the housing and urban development sector in Kenya, addressing the pressing performance challenges and housing crisis.

The research gap between the study by Ika et al., (2017) and the current research lies in their differing scopes and contexts. Ika and Donnelly explored the success conditions of development projects in multiple countries, focusing on structural, institutional, and managerial aspects. In

contrast, the current study zooms in on the housing and urban development sector in Kenya, addressing specific challenges and the role of stakeholder management. Methodologically, the existing study involved case studies and interviews, while the current study employs a different research design and data collection methods. Additionally, the current study emphasizes empirical validation within the Kenyan housing sector. Similarly, the study by Setiawan et al., (2021) examined the role of effective communication in construction project performance, specifically in the context of Jakarta. It assessed the implementation of communication planning in various projects and its impact.

The current study, on the other hand, addresses the performance issues within the SDHUD in Kenya, emphasizing delays, cost overruns, and quality concerns in housing and urban development projects. This study aims to investigate the influence of stakeholder management practices, focusing on the AHP in Kenya. The research gaps lie in the different contexts and problem areas addressed by the two studies.

While Ling et al. (2020) delved into IPD practices and construction project performance in Singapore, the current study shifts its focus to Kenya's housing and urban development issues. It investigates how stakeholder management practices impact the performance of SDHUD, particularly within the AHP, aiming to address significant performance challenges and the housing crisis in Kenya. The study by Wu et al. (2017) examined the relationship between communication-conflict interaction and construction project success. It employed structural equation modeling and empirical data to validate its conceptual model. The research highlighted the positive impact of task conflict on project success and the reinforcing effect of enhanced communication among teams. However, it revealed that process and relationship conflicts were negatively associated with project success, leading to communication challenges. The study emphasized the importance of communication willingness and effective formal communication while mitigating informal communication to enhance project outcomes, suggesting the need for

a formal communication mechanism to manage conflict effectively. This complements the current study's focus on stakeholder management practices within the State Department of Housing and Urban Development in Kenya.

In summary, the current study aims to bridge several conceptual, contextual, and methodological gaps when compared to existing research. While Oppong et al., (2017) offered a valuable conceptual model for stakeholder management in construction, it had a broader industry focus. The present study narrows its scope to the specific housing and urban development sector in Kenya, addressing context-specific challenges and providing tailored recommendations. Davis (2017) explored project management and stakeholder perspectives but lacked empirical validation. The current study aims to provide empirical evidence specific to Kenya's housing sector. Ika et al. (2017) and Setiawan et al. (2021) examined different contexts and issues, focusing on development projects and communication in Singapore, respectively. The current research addresses the specific performance concerns of the

SDHUD in Kenya, particularly the AHP, offering insights grounded in this unique context.

Finally, the study by Wu et al. (2017) explored communication-conflict interaction in construction projects but did not investigate stakeholder management practices. The current study examines the impact of stakeholder management on project performance within the Kenyan housing sector, addressing critical gaps in the existing literature.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter delves into the intricate details of the methodologies we intend to employ for data collection and analysis in order to effectively address our research questions. It provides a comprehensive explanation of the chosen research design, elucidate the considerations behind determining the appropriate sample size, outline the techniques for sampling, and introduce the various instruments that will be used for data collection. Furthermore, the chapter delineates the step-by-step procedures that will guide the data collection process. It also discusses the analytical methods and approaches that will be applied to extract meaningful insights from the collected data, ensuring a robust and comprehensive research endeavour.

3.1 Research Design

The choice of research design played a crucial role in shaping the research strategy and aligning it with the study's objectives, whether theoretical or policy-focused (Chesnut, Hitchcock, and Onwuegbuzie, 2018). For this study, a descriptive research design was the chosen approach. This design involved a detailed exploration of the components of a distinct entity or a set of items. The decision to use this design was apt for the research, as it allowed for a portrayal of the situation in its natural state, with minimal interference from the researcher. Utilizing a descriptive design enabled the acquisition of comprehensive insights into the targeted group.

3.2 Target population

A population refers to a clearly defined group of individuals, elements, events, or even a collection of items or residences under investigation, with the aim of drawing general conclusions from the findings (Pandey & Pandey, 2021). The target population for this study

consisted of 5,871 project managers and civil servants involved in Affordable Housing Program projects across different regions in Nairobi, Kenya (Appendix IV). It was assumed that the respondents possessed ample and dependable information, enabling the generalization of the study's findings. Table 1 summarizes the distribution of this study's target population.

Table 1: Target Population

Name of Project	Target population	Percentage (%)
Starehe, Nairobi	2356	40.12
Shauri Moyo A, Nairobi	1458	24.84
Shauri Moyo B, Nairobi	1452	24.74
Pangani	605	10.30
Total	**5871**	**100**

Source: *The State Department for Housing and Urban Development (SDHUD), 2023*

3.3. Sampling Technique and Sample Size

Sampling is a systematic method used to collect individuals, places, or items for a study. It entails carefully choosing a portion of individuals or items from a larger population, with the goal of making sure that this selected group accurately reflects the traits found in the entire population (Kapur, 2018). This study applied a stratified sampling technique because it was essential to account for regional differences among the housing projects within the four distinct regions. Stratified sampling involved dividing the population into subgroups, or strata, in this case, the four regions (Starehe, Shauri Moyo A, Shauri Moyo B, and Pangani). Each region represented a unique subset of the population with potentially different characteristics and performance concerns. By employing stratified sampling, we ensured that an adequate number of housing projects from each region were selected, allowing us to capture the regional variations in project performance, stakeholder needs and expectations, and communication

dynamics. This approach was vital to achieving a representative and balanced sample that reflected the diversity of housing and urban development initiatives in the different regions, ultimately enhancing the validity and generalizability of the study's findings.

A sample size in research refers to the number of individual subjects, items, or observations selected from a larger population to represent and draw inferences about that population. Determining the appropriate sample size was a critical aspect of the research design. It involved finding the right balance between statistical precision and practical constraints. A well-calibrated sample size ensured that the research findings were reliable and generalizable, while optimizing available resources, time, and research objectives. This study calculated the sample size from the population of 5,871 project managers using Yamane's (1967) formula, as shown below:

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

Where; *n*= sample

size *N*= Population

Size.

e= acceptable level of precision at 0.05 for CI at 95%

Therefore, sample size is calculated as follows:

$$n = \frac{5871}{1 + 5871(0.05)^2}$$

$$n = 375$$

The sample is distributed proportionately as shown in table 2.

Table 2: Sample Size Distribution

Name of Project	Target population	Percentage (%)	Sample size
Starehe, Nairobi	2356	40.12	151
Shauri Moyo A, Nairobi	1458	24.84	93
Shauri Moyo B, Nairobi	1452	24.74	93
Pangani	605	10.30	39
Total	**5871**	**100**	**375**

Source: *The State Department for Housing and Urban Development (SDHUD), 2023*

3.4 Research Instrument

Research instruments pertain to the methodologies and tools utilized to collect data in a study (Pandey & Pandey, 2021). This research primarily employed structured questionnaires as the data collection method. These questionnaires consisted of closed-ended questions designed to gather quantitative data. Questionnaires offered advantages in terms of ease of administration and analysis, saving time, and allowing respondents to express their personal opinions and experiences. To effectively measure perceptions, values, and behaviors, Likert scales were incorporated into the questionnaires, following the approach recommended by Croasmun and Ostrom (2011). In addition to the Likert scale items, the questionnaires also included sections for collecting demographic information and study-specific variables, as detailed in Appendix I.

3.5 Pilot Test of Research Instruments

A pilot test involves evaluating data collection tools with a small subset of participants. Its purpose is to detect errors, possible uncertainties, and gauge how well respondents interact with the questions, as outlined by Fraser, Fahlman, Arscott, and Guillot (2018). Furthermore, it verifies the instruments regarding their structure, flow, content, and reliability. Typically, a pilot test should encompass 1% to 10% of the sample size. In this research, data collection instruments were tested with 8% of the sample size (30) to facilitate essential instrument refinements aimed at reducing errors and ambiguities. The pilot study participants were excluded from the main study. The test was conducted in Kiambu County, as it neighbors Nairobi.

3.6 Validity and Reliability of Research Instrument

3.6.1 Validity

The validity of data collection instruments pertains to their ability to accurately measure the intended variables, serving as a crucial criterion for assessing how effectively an instrument captures its designated constructs (Sürücü & Maslakci, 2020). This research utilized content validity, a method in which a subject matter expert confirmed that a scale logically and coherently represented what it aimed to measure. To guarantee the instruments' validity, academic supervisors conducted a comprehensive assessment to ensure their relevance to the study's subject matter.

3.6.2 Reliability

Reliability refers to the extent to which these tools consistently produce reproducible results in repeated trials. This concept is grounded in the idea that conducting the same study with a similar study population on separate occasions should yield equivalent results. Therefore, a data

collection instrument is considered reliable when it consistently generates similar outcomes over time. To assess reliability in this research, Cronbach's alpha was utilized as a measure of internal consistency. Internal consistency examined the correlations among different items within the same test, ensuring that multiple items designed to measure a common construct produced consistent scores. In this study, a Cronbach's alpha value exceeding 0.7 served as the reliability threshold for scales to be deemed reliable.

3.7 Proposed Data Collection Methods and Procedures

Upon ensuring the validity and reliability of the data collection instruments, they were considered ready for implementation. The subsequent step involved obtaining permission from project managers to conduct the study, during which the study's objectives and significance were communicated. This stage followed the approval of the research proposal, receipt of a university-endorsed letter after instrument pre-testing, and securing a permit from NACOSTI. Once permission was granted, the researcher scheduled the administration of questionnaires, taking measures to minimize disruptions to the daily routines of the respondents. Clear instructions for questionnaire completion were provided, and respondents were afforded sufficient time to facilitate a drop-and-pick approach.

3.8 Proposed Data Analysis Techniques and Procedures

The data analysis process encompassed the transformation of extensive datasets, involving the systematic organization, restructuring, and arrangement of information to create a coherent and understandable data presentation. To ensure the accuracy of the data, the researcher commenced by meticulously examining the dataset for any discrepancies or omissions that may have occurred during data collection. Following this data screening, the responses from the questionnaires were assigned specific codes and then entered

into the Statistical Package for the Social Sciences (SPSS) version 29.0 for a comprehensive and systematic analysis.

In this analysis, various statistical measures were computed to extract valuable insights from the dataset. This included the calculation of frequencies and percentages, which provided a clear understanding of the distribution of data across different variables. Additionally, the central tendency of the variables was assessed using the mean, offering insights into the typical or average values within the dataset. To understand the variability and spread of the variables, standard deviation was also calculated.

The data analysis delved deeper into the relationships between the independent and dependent variables by conducting correlation analysis. This statistical technique helped ascertain the strength and direction of associations between various factors under investigation. Furthermore, regression analysis was employed to assess the influence of stakeholder management practices on project performance. This allowed the researcher to determine the extent to which stakeholder management variables predicted the performance of housing and urban development projects in Kenya. A significance alpha level of 0.05 was utilized, indicating the threshold for statistical significance. The regression model that was utilized for this analysis is outlined as follows:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon}$$

Where;

Y = Housing Project Performance

X_1 = Stakeholder need and expectations
X_2= Communication

X_3= Stakeholder involvement

ε = Error term, β_0= regression constant

or intercept β_1, β_2, β_3, β_4 are the

unknown parameters

The significance levels for all tests were set at a 95% confidence level with two-tailed analysis. The results were presented in the form of figures and tables.

3.9 Ethical Considerations

Before initiating the data collection phase, the researcher followed a meticulous ethical protocol to ensure that the study was conducted with the highest standards of integrity, respecting the rights and privacy of all participants involved. The initial steps in this process involved seeking necessary approvals and permissions. The researcher initiated contact with the National Commission for Science, Technology, and Innovation (NACOSTI) to obtain official approval for the research project. Additionally, a formal letter of clearance was sought from the academic institution endorsing the study.

Ethical considerations played a central role in this research, and several key principles were strictly adhered to. These principles included the protection of participants' confidentiality, ensuring their anonymity, promoting voluntary participation, and upholding the fairness of the research process. Participants were not subjected to any form of coercion, and they were made fully aware that their involvement in the study was entirely voluntary. Moreover, a clear and unequivocal message was conveyed to all participants, assuring them that any information shared during the research would be treated with the utmost confidentiality and exclusively utilized for academic purposes as designated by the study's objectives.

These ethical safeguards were of paramount importance, as they served to maintain the study's credibility and uphold its integrity. By following these ethical guidelines, the research ensured

that it was conducted with the utmost respect for the individuals involved and guaranteed that their rights and privacy were safeguarded throughout the research process.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the research findings and discussions based on the data collected for this study. The main goal of the study was to investigate the influence of stakeholder management practices on project performance at the State Department of Housing and Urban Development Kenya (Affordable Housing Program). The study focused on three key areas:
the influence of stakeholder needs and expectations, the influence of communication on project performance, the influence of stakeholder involvement on project performance at the State Department of Housing and Urban Development Nairobi, Kenya. The findings are organized according to these three objectives, providing a clear understanding of how each factor impacts the dependent variable. The chapter also discusses the results and what they mean for healthcare management and policy in the region.

4.1 Response Rate

Out of the 375 targeted respondents, 341 participated in the study, resulting in a response rate of 90.2%. Finchman (2018) opined that response rates approximating 70% for most research should be the goal of researchers. Consequently, the response rate from this study was viewed as adequate to empower further analysis. This high response rate indicates strong engagement from the participants, which enhances the reliability and validity of the study findings.

Table 3: Response Rate

Category	Number	Percentage
Returned	341	90.2

Non- Returned	34	9.8
Total	**375**	**100**

Source: Field Data (2024)

4.2 Demographic Findings

4.2.1 Gender

Figure 3 presents the gender distribution of the respondents. Out of the 341 respondents, 99 (60.4%) were male, while 65 (39.6%) were female. Majority of the respondents were male, the study was therefore not biased since both genders were involved.

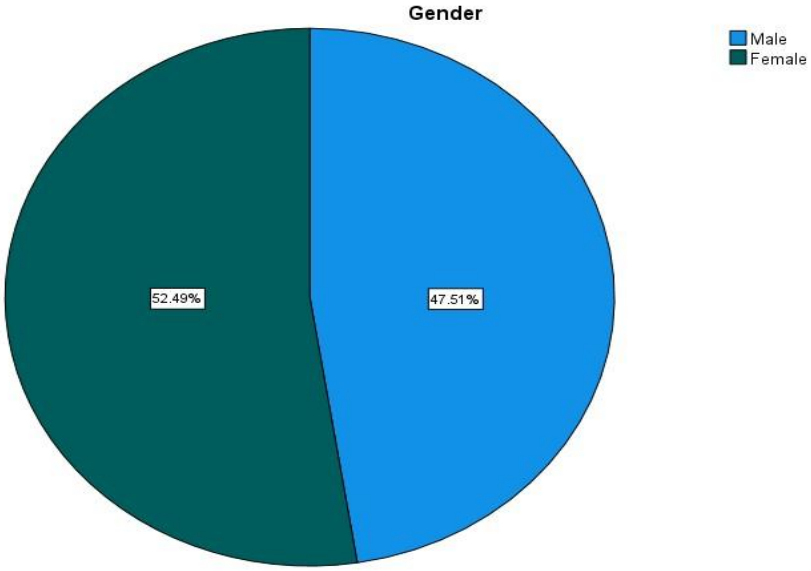

Figure 3: Gender

Source: Field Data (2024)

4.2.2 Age

The findings revealed a predominantly young to middle-aged population, with 33.1% of the sample being under 25 years, making this the largest age group. The 35 to 44 years group followed closely, accounting for 29.3%, indicating that nearly two-thirds of the population fell

within the young and middle-aged categories. Together, individuals under 45 years made up 77.4% of the sample, while the 45 to 54 years group comprised 17.9% and those aged 55 years and above represented only 4.7%. The small representation of older individuals implied that the study emphasized younger demographics, potentially influencing the relevance of findings to younger age groups and underrepresenting the perspectives of older populations. **Table [1]: Age**

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 25 years	113	33.1	33.1	33.1
	25 - 34 years	51	15.0	15.0	48.1
	35 - 44 Years	100	29.3	29.3	77.4
	45 - 54 years	61	17.9	17.9	95.3
	55 years and above	16	4.7	4.7	100.0
	Total	341	100.0	100.0	

[1] .2.3 Education

The findings on education qualifications indicated that the majority of the respondents held a diploma, representing 43.7% of the total sample. This suggested that a significant portion of the population had achieved technical or vocational training at the diploma level. Respondents with a bachelor's degree followed closely at 40.8%, indicating that a substantial number had pursued higher education beyond the diploma level. Individuals with a master's degree accounted for 11.1%, reflecting a smaller yet notable portion of the sample with advanced academic qualifications, while only 4.4% held a Doctorate or PhD. The cumulative data showed that 84.5% of the respondents had at least a bachelor's degree or higher, suggesting a relatively well-educated population, but with a predominant focus on diploma-level qualifications.

Source: Field Data (2024)

Table 5: Education Qualification

Education Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	149	43.7	43.7	43.7
	Bachelors degree	139	40.8	40.8	84.5
	Master's degree	38	11.1	11.1	95.6
	Doctorate or PhD	15	4.4	4.4	100.0
	Total	341	100.0	100.0	

Source: Field Data (2024)

4.2.4 Experience in Project Management

The findings on experience in project management revealed that the majority of respondents, 34.3%, had less than one year of experience, indicating a large proportion of relatively inexperienced individuals in the field. Those with 1 to 5 years of experience followed closely, comprising 29.9% of the sample, suggesting that a significant number had some foundational experience in project management. Respondents with 6 to 10 years of experience made up 24.0%, indicating a smaller but still considerable group with intermediate experience. Lastly, 11.7% of respondents had over 10 years of experience, representing the most seasoned professionals in the sample.

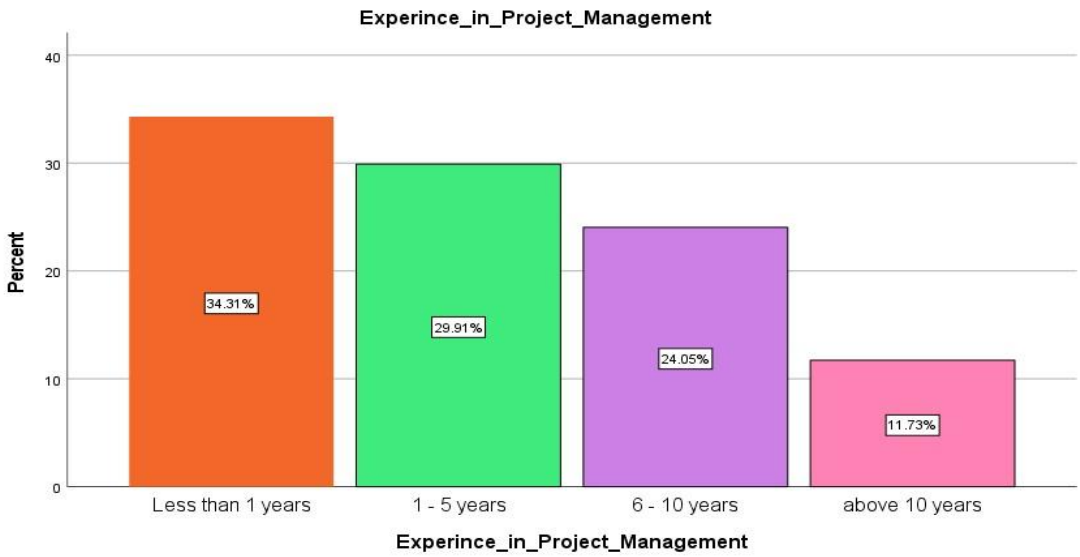

Figure 4: Experience in Project Management

Source: Field Data (2024)

4.3 Descriptive Analysis

4.3.1 Stakeholder Needs and Expectations

The first objective of this study is to assess the influence of stakeholder needs and expectations on project performance at the State Department of Housing and Urban

Development in Nairobi, Kenya.

Table 6: Stakeholder Needs and Expectations

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Stakeholders prioritize affordable housing, expecting costs that align with their financial capabilities.	341	1.00	5.00	4.4399	1.15811
Housing quality is vital for project success, meeting stakeholders' specific quality standards is essential.	341	1.00	5.00	3.7742	1.46490
Stakeholders emphasize infrastructure development to meet their requirements for ongoing improvements.	341	1.00	5.00	3.6833	1.50665

Legal compliance is a key focus, with clear expectations for adherence to legal requirements in our projects.	341	1.00	5.00	3.5953	1.49721
Stakeholders expect projects to be consistently delivered on time, with delays being a concern.	341	1.00	5.00	3.5249	1.58767
Stakeholders prioritize environmental sustainability, expecting responsible practices in our projects.	341	1.00	5.00	3.5396	1.71045
Meeting stakeholders' accessibility and inclusivity needs is essential for our projects.	341	1.00	5.00	3.7625	1.46504
Financial assistance options are a top priority to stakeholders for accessing housing in our projects.	341	1.00	5.00	3.6745	1.50183
Projects should reflect stakeholders' neighborhood and community preferences, aligning with their values.	341	1.00	5.00	3.5894	1.50540
Safety and security are paramount for stakeholders, who expect projects to provide secure housing options.	341	1.00	5.00	3.5660	1.58278
Valid N (listwise)	341				

Source: Field Data (2024)

The descriptive statistics provide insights into the varying priorities and expectations of stakeholders regarding housing projects. Stakeholders placed the highest importance on affordable housing, with a mean score of 4.44 and a relatively low standard deviation of 1.16, indicating a strong agreement that project costs should align with their financial capabilities. The importance of housing quality also ranked highly, with a mean of 3.77 and a standard deviation of 1.46, showing that meeting specific quality standards is crucial for project success. Infrastructure development followed closely with a mean score of 3.68 and a standard deviation of 1.51, suggesting stakeholders expect ongoing improvements in infrastructure to meet their requirements.

Legal compliance also emerged as a key focus, with a mean of 3.60 and a standard deviation of 1.50, indicating that stakeholders expect adherence to legal requirements, though responses

were somewhat varied. Similarly, timely project delivery was another area of concern, with a mean of 3.52 and a higher standard deviation of 1.59, reflecting that delays are a significant issue for stakeholders but with diverse opinions. Environmental sustainability was prioritized by some stakeholders, with a mean of 3.54 and a standard deviation of 1.71, highlighting the expectation for responsible environmental practices, though the high variability suggests differing levels of emphasis on this factor.

Accessibility and inclusivity had a mean score of 3.76 and a standard deviation of 1.47, underscoring the essential nature of these aspects in housing projects, while financial assistance options also emerged as important, with a mean of 3.67 and a standard deviation of 1.50, suggesting stakeholders prioritize support mechanisms to access housing. Projects that reflect stakeholders' neighborhood and community preferences held a mean score of 3.59, with a standard deviation of 1.51, showing that alignment with community values is important, though opinions varied. Lastly, safety and security were paramount, with a mean of 3.57 and a standard deviation of 1.58, indicating stakeholders' expectation for secure housing options, though there was notable variation in the responses. Overall, the data reflected a wide range of stakeholder priorities, with a strong emphasis on affordability, quality, and infrastructure, but also significant concerns regarding legal compliance, timeliness, sustainability, accessibility, and safety.

4.3.2 Communication and Project Performance

The second objective of this study is to examine the influence of communication on project performance at the State Department of Housing and Urban Development in Nairobi, Kenya.

Table 7: Communication and Project Performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
It takes a long time to receive responses to my inquiries or concerns.	341	1.00	5.00	4.4897	1.07814
Messages from the project team are consistent and aligned with previous communication.	341	1.00	5.00	4.3226	1.25149
The project team utilizes a variety of communication channels to reach stakeholders effectively.	341	1.00	5.00	4.1613	1.41643
Effective feedback mechanisms are in place, allowing stakeholders to share their opinions and concerns.	341	1.00	5.00	4.0147	1.53098
The project team tailors communication to suit the diverse needs and interests of stakeholders.	341	1.00	5.00	4.1437	1.43482
The project team efficiently addresses and resolves critical issues or disputes.	341	1.00	5.00	4.2493	1.27627
The project team effectively communicates during crises and emergencies.	341	1.00	5.00	4.2581	1.41763
Valid N (listwise)	341				

Source: Field Data (2024)

The findings on communication in project management revealed key insights into stakeholder experiences at the State Department of Housing and Urban Development. The findings showed that it took a long time to receive responses to inquiries or concerns, with a high mean score of 4.49, indicating that delays in response were a significant issue for stakeholders, although the relatively low standard deviation of 1.08 suggested consistent experiences across respondents. The statement regarding consistent and aligned messages from the project team had a mean of 4.32, reflecting that most stakeholders perceived communication to be coherent and in line with previous interactions, with a moderate variation indicated by the standard deviation of 1.25. The use of various communication channels by the project team scored a mean of 4.16, showing that stakeholders appreciated the efforts to reach them through multiple platforms, though the higher standard deviation of 1.42 suggested some variability in experiences.

Stakeholders' views on effective feedback mechanisms had a slightly lower mean of 4.01, indicating that while mechanisms for sharing opinions and concerns were in place, there was some room for improvement, as seen by the broader variation in responses, reflected by a standard deviation of 1.53. In terms of tailored communication to suit diverse needs, the mean score of 4.14 suggested that the project team made efforts to address different stakeholder interests, though this, too, showed variability in satisfaction, with a standard deviation of 1.43. The project team’s ability to address and resolve critical issues had a mean score of 4.25, indicating that stakeholders generally felt that disputes were handled efficiently, though responses varied as shown by a standard deviation of 1.28. Finally, the communication during crises and emergencies had a mean score of 4.26, reflecting that the project team was effective in critical situations, though there was a considerable range in stakeholder experiences, as reflected by a standard deviation of 1.42. Overall, the findings highlighted both strengths and

areas for improvement in communication practices, with particular emphasis on responsiveness and the use of diverse channels to enhance stakeholder engagement.

4.3.3 Stakeholder Involvement and Project Performance

The third objective of this study is to establish the influence of stakeholder involvement on project performance at the State Department of Housing and Urban Development in Nairobi, Kenya.

Table 8: Stakeholder Involvement and Project Performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
We prioritize the inclusion of diverse stakeholder groups, ensuring their varied perspectives and interests are represented in our project activities and decision-	341	1.00	5.00	4.3050	1.27911
Our approach emphasizes empowering stakeholders to play an active role in project activities, decision-making, and implementation.	341	1.00	5.00	4.0645	1.31572
We actively encourage and support stakeholders in advocating for our project objectives to external parties	341	1.00	5.00	4.4164	1.04159
Stakeholders willingly contribute their time, efforts, and resources to support our project goals.	341	1.00	5.00	3.7361	1.56829
We maintain a high level of engagement with stakeholders throughout our project's lifecycle	341	1.00	5.00	4.2991	1.19986
Stakeholders have a significant role in decision-making processes related to our project.	341	1.00	5.00	4.0117	1.41624
Stakeholders actively contribute to the planning process, aligning project strategies with their needs, preferences, and priorities.	341	1.00	5.00	3.9824	1.43065
Stakeholders play a crucial role in assessing project performance, identifying issues, and proposing corrective actions to ensure project success.	341	1.00	5.00	3.8680	1.48032
Stakeholders have a direct say in shaping the design of our project	341	1.00	5.00	3.8798	1.48727
Valid N (listwise)	341				

Source: Field Data (2024)

The findings on stakeholder involvement in project performance at the State Department of Housing and Urban Development revealed important insights into the level of engagement and influence stakeholders had on project outcomes. The inclusion of diverse stakeholder groups, ensuring their perspectives and interests were represented, was a key priority, with a mean score of 4.31, indicating a strong emphasis on diversity, though responses varied slightly, as reflected by a standard deviation of 1.28. The approach of empowering stakeholders to play an active role in project activities and decision-making had a mean score of 4.06, suggesting that while there was substantial effort to involve stakeholders in decisionmaking, there was more variability in responses, with a standard deviation of 1.32. Additionally, actively encouraging and supporting stakeholders to advocate for project objectives to external parties scored highly, with a mean of 4.42, reflecting strong stakeholder advocacy, with relatively less variation in responses as indicated by a lower standard deviation of 1.04.

However, when it came to stakeholders contributing their time, efforts, and resources, the mean score was 3.74, indicating that while stakeholders were generally supportive, their level of resource contribution was more varied, as shown by a standard deviation of 1.57. Maintaining a high level of engagement with stakeholders throughout the project's lifecycle was a priority, with a mean of 4.30, suggesting consistent engagement, though the standard deviation of 1.20 indicated some variation in experiences. Stakeholder involvement in decision-making processes had a mean of 4.01, showing that they played a significant role, though this also varied across respondents, as seen in the standard deviation of 1.42.

Furthermore, stakeholders actively contributing to the planning process had a mean score of 3.98, indicating that they were involved in aligning project strategies with their preferences and priorities, although the standard deviation of 1.43 suggested variability in their levels of involvement. Stakeholders also played an essential role in assessing project performance,

identifying issues, and proposing corrective actions, with a mean of 3.87, though the responses were quite varied, as indicated by a standard deviation of 1.48. Lastly, stakeholders shaping the design of the project had a mean of 3.88, reflecting that while their input was valued, the degree of influence varied, as shown by the standard deviation of 1.49. Overall, the findings highlighted that while stakeholder involvement was a priority across various stages of the project, there were differing levels of engagement and influence, which could impact the overall project performance.

4.3.4 Performance of Affordable Housing projects

The dependent variable for this study is the Performance of Affordable Housing Projects, which refers to the successful delivery of housing projects that meet the affordability, quality, and sustainability needs of stakeholders.

Table 9: Performance of Affordable Housing projects

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Our projects are consistently completed on time, meeting stakeholders' expectations for timeliness and ensuring timely delivery of benefits to the community.	341	1.00	5.00	4.2522	1.29287
We diligently adhere to project budgets, ensuring cost efficiency and financial responsibility.	341	1.00	5.00	4.3226	1.24678
We maintain a high standard of quality in project deliverables, meeting stakeholders' specific quality requirements and fostering trust in project outcomes.	341	1.00	5.00	4.2405	1.37443
Stakeholder satisfaction is a top priority, and we consistently work to meet their expectations, ensure their involvement, and address their concerns, resulting in high levels of satisfaction.	341	1.00	5.00	4.3255	1.26359
Legal and regulatory compliance is paramount, and we take the necessary steps to meet these standards, aligning our projects with stakeholders' expectations for legal adherence.	341	1.00	5.00	4.3812	1.15356
We prioritize safety and security compliance, addressing stakeholder concerns for the protection of people, property, and assets.	341	1.00	5.00	4.3695	1.19489
Sustainability practices are integrated into our projects, aligning with stakeholders' expectations for environmentally responsible initiatives.	341	1.00	5.00	3.7302	1.47247
Effective stakeholder engagement and communication are key to our approach, ensuring open dialogues, clear messaging, and active stakeholder involvement.	341	1.00	5.00	3.6540	1.50212

We are proactive in risk management and issue resolution, addressing concerns promptly and collaboratively	341	1.00	5.00	3.5367	1.51346
Our projects have a positive impact on the community and local economy	341	1.00	5.00	3.5425	1.55925
Valid N (listwise)	341				

The findings on the performance of affordable housing projects at the State Department of Housing and Urban Development provided important insights into key performance indicators. The timely completion of projects, with a mean score of 4.25, reflected that most projects were generally delivered on time, meeting stakeholders' expectations for timeliness, though some variation in performance was observed, as indicated by the standard deviation of 1.29. Similarly, adherence to project budgets scored highly with a mean of 4.32, demonstrating a strong focus on cost efficiency and financial responsibility, with moderate variation across projects, as reflected by the standard deviation of 1.25. In terms of maintaining high-quality standards, the mean score was 4.24, indicating that project deliverables largely met stakeholders' quality requirements, although some inconsistencies were present, as shown by the standard deviation of 1.37.

Stakeholder satisfaction emerged as a top priority, with a mean score of 4.33, suggesting that the department made considerable efforts to involve stakeholders and address their concerns, resulting in generally high satisfaction levels, though responses varied, as reflected by the standard deviation of 1.26. Legal and regulatory compliance had one of the highest mean scores at 4.38, indicating that meeting legal standards was paramount and closely aligned with stakeholders' expectations, with less variation in responses (standard deviation of 1.15). Similarly, safety and security compliance scored 4.37, reflecting the department's strong emphasis on addressing safety concerns, with moderate variability (standard deviation of 1.19).

On the other hand, sustainability practices had a lower mean score of 3.73, suggesting that while environmentally responsible initiatives were integrated into projects, there was greater variability in their implementation, as shown by the higher standard deviation of 1.47.

Effective stakeholder engagement and communication had a mean score of 3.65, indicating that while efforts were made to ensure clear communication and active involvement, there was room for

improvement, as suggested by the variability in responses (standard deviation of 1.50). Proactivity in risk management and issue resolution had a mean of 3.54, reflecting moderate efforts in this area, though responses varied widely (standard deviation of 1.51). Lastly, the positive impact of projects on the community and local economy had a mean of 3.54, indicating that while projects generally had a positive effect, this outcome was not consistent across all cases, as indicated by the standard deviation of 1.56. Overall, the findings highlighted both strengths, such as legal compliance and quality standards, and areas for improvement, particularly in sustainability and risk management practices.

4.4 Regression Analysis

4.4.1 Model Summary

The model summary provides an overview of the relationship between the independent variables—stakeholder involvement, communication, and stakeholder needs and expectations—and the dependent variable, performance of affordable housing projects. The R value of 0.234 indicates a weak positive correlation between the predictors and project performance. The R Square value of 0.055 suggests that approximately 5.5% of the variance in the performance of affordable housing projects can be explained by the combination of stakeholder involvement, communication, and stakeholder needs and expectations. The Adjusted R Square value of 0.047 accounts for the number of predictors in the model and further confirms that only 4.7% of the variation in project performance is explained by these factors. The standard error of the estimate, 10.04290, reflects the average distance that the observed values fall from the regression line, indicating the model's prediction accuracy.

Overall, these results suggest that while the independent variables do have some influence on project performance, there are likely other factors not included in this model that also contribute to the overall performance of affordable housing projects.

Table 10: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.234[a]	.055	.047	10.04290

a. Predictors: (Constant), stakeholder involvement, communication, stakeholder needs and expectations

Source: Field Data (2024)

4.4.2 ANOVA

The ANOVA table provides further insight into the overall significance of the regression model used to predict the performance of affordable housing projects based on the independent variables—stakeholder involvement, communication, and stakeholder needs and expectations. The regression sum of squares (1976.316) represents the variation explained by the independent variables, while the residual sum of squares (33,989.749) indicates the variation unexplained by the model.

With 3 degrees of freedom (df) for the regression and 337 df for the residuals, the mean square for the regression is 658.772, and the residual mean square is 100.860. The F-value of 6.532 demonstrates the ratio of explained variance to unexplained variance in the model. A significant p-value (Sig.) of .000 confirms that the model is statistically significant at the 0.05 level, meaning that stakeholder involvement, communication, and stakeholder needs and expectations have a significant combined effect on the performance of affordable housing projects. Although the overall model is statistically significant, the low R-square indicates that these factors explain a small portion of the variance, suggesting other factors also influence project performance.

Table 11: ANOVA

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	1976.316	3	658.772	6.532	.000[b]
	Residual	33989.749	337	100.860		
	Total	35966.065	340			

a. Dependent Variable: Project performance
b. Predictors: (Constant), stakeholder involvement, communication, stakeholder needs and expectations

Source: Field Data (2024)

4.4.3 Coefficients[a]

The coefficients table highlights the individual contributions of stakeholder needs and expectations, communication, and stakeholder involvement to the performance of affordable housing projects. The constant, or intercept, has a value of 29.998, indicating that in the absence of other variables, the baseline performance score would be approximately 30. This value is highly significant, with a t-value of 10.113 and a p-value of .000, suggesting it is an essential part of the model's prediction.

Stakeholder needs and expectations, with an unstandardized coefficient of 0.052, showed a positive but statistically insignificant effect on project performance. The p-value of .308 indicates that this variable does not significantly influence the performance of affordable housing projects. Therefore, even though stakeholders' expectations are crucial in theory, the data suggests they do not have a strong measurable impact in this model.

In contrast, communication emerged as a significant factor, with an unstandardized coefficient of 0.295. This means that effective communication positively influences project performance, as a one-unit improvement in communication leads to a 0.295 unit increase in performance.

The t-value of 3.294 and p-value of .001 confirm that this variable is statistically significant, making communication a key predictor of successful project outcomes in affordable housing.

Lastly, stakeholder involvement had a minimal and slightly negative effect on performance,

with an unstandardized coefficient of -0.009. However, the t-value of -0.163 and the p-value of .870 indicate that this variable is not statistically significant. This suggests that, in this model, stakeholder involvement does not have a meaningful impact on project performance, contrary to common assumptions about its importance.

Table 12: Coefficients

Model		Coefficients[a] Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.998	2.966		10.113	.000
	stakeholder needs and expectations	.052	.051	.062	1.021	.308
	communication	.295	.090	.199	3.294	.001
	stakeholder involvement	-.009	.055	-.009	-.163	.870

Source: Field Data (2024)

4.4.4 Correlations

The correlations table provides insight into the relationships between the independent variables—stakeholder needs and expectations, communication, and stakeholder involvement—as well as their individual correlations with the dependent variable, project performance.

The Pearson correlation coefficient between stakeholder needs and expectations and communication is 0.481, with a p-value of .000, indicating a moderate, statistically significant positive correlation. This suggests that as stakeholder needs and expectations are better addressed, communication tends to improve, and vice versa. Additionally, stakeholder needs and expectations have a weaker, but still statistically significant, positive correlation with

stakeholder involvement (correlation of 0.146, p-value of .007), indicating a small but meaningful relationship between these two variables.

Communication also showed a significant, albeit weak, positive correlation with stakeholder involvement, with a Pearson correlation of 0.119 and a p-value of .028. This suggests that effective communication is modestly associated with increased stakeholder involvement, although the relationship is not very strong.

When examining the correlations between these variables and project performance, stakeholder needs and expectations had a Pearson correlation of 0.157 and a p-value of .004, indicating a weak but significant positive relationship with project performance. Similarly, communication had a slightly stronger correlation with project performance (0.228, p-value of .000), reinforcing its importance as a predictor of success in affordable housing projects. On the other hand, stakeholder involvement did not show a significant correlation with project performance, as indicated by a very low correlation of 0.024 and a p-value of .659.

In summary, the findings suggest that while stakeholder needs and expectations and communication are both positively and significantly related to project performance, communication has a stronger influence. Stakeholder involvement, however, does not appear to have a significant impact on project performance, according to the correlation results. The moderate correlation between stakeholder needs and expectations and communication also highlight how addressing stakeholder needs can enhance communication effectiveness.

Table 13: Correlations

Correlations				
		stakeholder needs and expectations	**communication**	**stakeholder involvement**
stakeholder needs and expectations	Pearson Correlation	1	.481**	.146**
	Sig. (2-tailed)		.000	.007

	N	341	341	341
communication	Pearson Correlation	.481**	1	.119*
	Sig. (2-tailed)	.000		.028
	N	341	341	341
stakeholder involvement	Pearson Correlation	.146**	.119*	1
	Sig. (2-tailed)	.007	.028	
	N	341	341	341
Project performance	Pearson Correlation	.157**	.228**	.024
	Sig. (2-tailed)	.004	.000	.659
	N	341	341	341

Source: Field Data (2024)

4.5 Reliability

The Cronbach's Alpha value of 0.857 indicates that the four items measured in the study (likely related to stakeholder needs, communication, stakeholder involvement, and project performance) demonstrate a high level of internal consistency and reliability, suggesting that these items consistently measure the same underlying construct. A Cronbach's Alpha Based on Standardized Items of 0.888 further reinforces this strong reliability, indicating that the items perform even better when standardized. With a N of Items of 4, the reliability statistics confirm that the measurement instrument used in the study is highly dependable and likely to produce consistent results.

Table 14: Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.888	4

Source: Field Data (2024)

4.6 Discussion of Findings

4.6.1 Stakeholder Needs and Expectations and Housing Project Performance

The findings of this study highlight stakeholder priorities in housing projects, with affordability emerging as the top concern. A mean score of 4.44 and a low standard deviation of 1.16 indicate strong agreement that housing costs should align with stakeholders' financial capabilities. This finding aligns with Jones et al. (2019), who stressed the global significance of affordable housing. Kimani and Njuguna (2020) also found affordability to be a crucial factor in addressing the urban housing crisis, especially in developing nations like Kenya. Housing quality, which ranked second in priority with a mean score of 3.77, reflects stakeholder emphasis on ensuring long-term sustainability and safety in housing projects. The results are consistent with the findings of Moser and Billi (2021), who argued that quality standards are essential for successful housing development. Similarly, Thomas and Rahman (2019) noted that housing quality plays a key role in meeting stakeholder expectations and ensuring the functionality and durability of residential projects.

Infrastructure development, with a mean score of 3.68, was also a key priority. This finding resonates with Basu and Roy (2020), who found that infrastructure plays a pivotal role in the success of housing projects. Stakeholders in this study emphasized the need for ongoing improvements in infrastructure, such as roads and utilities, to ensure housing projects are sustainable and meet community needs.

The importance of legal compliance, with a mean score of 3.60, reflects stakeholders' expectations for adherence to regulatory frameworks. Kahiga and Mwangi (2018) similarly found that stakeholders expect housing projects to comply with legal standards to avoid project

delays and cancellations. Timely project delivery was also a concern, scoring a mean of 3.52. Kinyua and Ngugi (2019) found that delays in housing projects are a common issue, further reflected in the current study's findings.

Lastly, environmental sustainability and safety were other notable concerns, with mean scores of 3.54 and 3.57, respectively. The findings align with Smith and Lobo (2020), who highlighted the increasing importance of eco-friendly practices in housing, although the variation in responses suggests differing levels of emphasis. Similarly, Njogu and Wanjiru (2020) emphasized the importance of safety and security in housing projects, underscoring the need for secure living environments in residential developments.

4.6.2 Communication and Housing Project Performance

The findings on communication in project management at the State Department of Housing and Urban Development emphasize responsiveness and the alignment of communication, both of which are critical to stakeholder satisfaction. The high mean score of 4.49 for delayed responses aligns with the findings of Karim and Rahman (2021), who identified communication delays as a common issue in public sector projects, often leading to stakeholder frustration. The relatively low standard deviation in the current study suggests a consistent experience among respondents, similar to Muriithi et al. (2020), who reported that delayed responses in large-scale government projects are pervasive due to bureaucratic processes.

The study also revealed that stakeholders felt communication from the project team was coherent, as reflected in the mean score of 4.32. This is in line with Alqahtani and Khalid's (2019) research, which emphasized the importance of consistency in messaging for maintaining stakeholder trust and confidence. While the standard deviation (1.25) indicates some variability, it appears that most stakeholders experienced communication that aligned with previous

interactions, supporting Hossain and Khan's (2020) assertion that coherent communication is vital for managing expectations in project management.

The use of multiple communication channels by the project team, which scored a mean of 4.16, reflects an effort to enhance outreach, a trend observed in Njeru and Karanja (2018), who found that multi-channel communication strategies improve stakeholder engagement in public projects. However, the higher standard deviation of 1.42 in the current study suggests that some stakeholders may not have fully benefitted from this approach. This variability could be due to differences in access to or preferences for certain communication platforms, as noted by Boon and Thomas (2021), who argued that digital inequality can impact stakeholder engagement in projects using varied communication channels.

Regarding feedback mechanisms, the slightly lower mean score of 4.01 suggests room for improvement, which aligns with the findings of Kimani and Mutua (2019). They highlighted that while feedback systems exist in many public projects, their effectiveness often depends on the timeliness of responses and how well stakeholders' concerns are addressed. The broader variation in responses (SD = 1.53) in the current study further suggests that the feedback mechanisms may not be equally effective for all stakeholders, a point raised in Kiragu and Mwangi (2020), who found that inclusive and well-designed feedback systems are essential for ensuring diverse stakeholder needs are met.

Finally, the study's findings on communication during crises, with a mean of 4.26, reflect positive stakeholder experiences in critical situations, consistent with the research of Muthoni and Wairimu (2020), who emphasized the importance of timely and clear communication during emergencies. However, the standard deviation of 1.42 indicates variability, which could be attributed to differences in stakeholders' expectations and the severity of the crises. This

finding reinforces the need for tailored communication strategies in emergency situations to ensure all stakeholders receive adequate information, as highlighted by Marwa and Njiru (2021).

4.6.3 Stakeholder Involvement and Housing Project Performance

The findings on stakeholder involvement in project performance at the State Department of Housing and Urban Development reveal important trends in engagement and decisionmaking, with many results aligning with previous research. The emphasis on including diverse stakeholder groups, reflected in the high mean score of 4.31, aligns with the findings of Muturi and Kinyanjui (2020), who stress the importance of incorporating various perspectives to ensure project success. The relatively low standard deviation in this study suggests that most stakeholders felt their interests were represented, which is consistent with Njeru and Wanjiku's (2019) argument that diversity in stakeholder engagement helps address a wider range of issues and improve project outcomes.

The mean score of 4.06 for empowering stakeholders to play an active role in decisionmaking reflects a significant effort to include stakeholders in the project's critical phases. However, the variability in responses, as indicated by the standard deviation of 1.32, suggests that while many stakeholders felt involved, others experienced less empowerment. This aligns with the findings of Mwangi and Kariuki (2021), who note that while efforts to involve stakeholders are often made, the degree of actual influence they wield can vary greatly depending on the project's governance structure. Variability in stakeholder empowerment can lead to discrepancies in project performance, as not all stakeholder input is fully integrated into decision-making processes.

The study also highlighted that encouraging stakeholders to advocate for project objectives externally had the highest mean score (4.42), suggesting strong stakeholder commitment. This

finding is consistent with Ndegwa and Mutua (2018), who emphasized that when stakeholders are encouraged to become advocates for a project, they are more likely to promote its goals and contribute to its success. The low variability in responses (SD = 1.04) suggests that most stakeholders felt empowered to advocate for the project, reflecting a cohesive approach to stakeholder engagement.

In contrast, the lower mean score of 3.74 for stakeholders contributing their resources points to a common issue in stakeholder management: while many may be supportive of a project, their willingness or ability to contribute resources—whether time, effort, or financial—is more varied. This result is consistent with Kamau and Mwangi (2019), who found that although stakeholders are often supportive of public projects, resource contributions are often limited by competing priorities or constraints. The high standard deviation (1.57) in this study reflects the varied capacity and willingness of stakeholders to provide resources, which can impact project sustainability.

Finally, the findings on stakeholders contributing to the planning process (mean score 3.98) and shaping project design (mean score 3.88) suggest that while stakeholder input was valued, it was not always fully integrated, as indicated by the relatively high variability in responses. These findings align with Kariuki and Wambua (2020), who observed that although stakeholders are frequently involved in planning, their influence on final project decisions may be limited. This suggests that, while stakeholder involvement is prioritized, structural or organizational limitations might prevent full incorporation of stakeholder input, potentially affecting overall project performance.

4.6.4 Performance of Affordable Housing projects

The findings on the performance of affordable housing projects at the State Department of Housing and Urban Development align with previous research on key performance indicators

in housing projects. The high mean score of 4.25 for the timely completion of projects suggests a general trend of meeting deadlines, consistent with the findings of Mutua and Njeru (2020), who noted that efficient time management is a crucial success factor in public housing projects. However, the variation in performance, indicated by the standard deviation of 1.29, reflects that some projects still face delays, a common issue also observed in the work of Kariuki and Wambua (2019), who identified bureaucratic challenges and logistical issues as factors causing time overruns in similar projects.

The strong focus on adherence to project budgets, with a mean score of 4.32, reflects effective financial management, which is critical in housing projects. This finding aligns with Ndung'u and Mwangi (2021), who emphasized the importance of cost control in ensuring the financial sustainability of housing projects. The moderate variation (SD = 1.25) suggests that while most projects stayed within budget, some encountered cost overruns, which can be attributed to unforeseen expenditures, a challenge highlighted in the studies by Kimani and Muriuki (2020). Maintaining high-quality standards, as indicated by the mean score of 4.24, further supports the department's commitment to delivering housing that meets stakeholder expectations. This finding mirrors previous research by Aluoch and Nyaga (2019), who found that quality assurance is a critical component of housing project performance. However, the variability (SD = 1.37) suggests that not all projects maintained the same level of quality, echoing Ndegwa and Mutua's (2020) observation that inconsistencies in contractor performance and material quality can lead to fluctuating outcomes in housing projects.

On the issue of sustainability, the lower mean score of 3.73 highlights an area for improvement, particularly in the integration of environmentally sustainable practices. This finding contrasts with the growing emphasis on sustainability in housing projects as documented by Kamau and Kariuki (2020), who argued that the long-term viability of housing projects is increasingly tied

to sustainable development practices. The higher variability in this area (SD = 1.47) suggests that while some projects may have incorporated sustainability measures effectively, others lagged behind, reflecting a lack of consistent implementation across projects.

Finally, stakeholder engagement and risk management practices, with mean scores of 3.65 and 3.54 respectively, indicate room for improvement. This is consistent with the findings of Njeru and Wanjiku (2019), who highlighted the challenges of maintaining continuous communication and effectively managing risks in public projects. The high variability in responses for both areas suggests that while some projects successfully engaged stakeholders and managed risks, others faced significant challenges. This finding emphasizes the need for more proactive and consistent approaches in these areas to enhance overall project performance, as suggested by Mwangi and Wairimu (2021).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter summarizes the findings of the study. The sections provided in the chapter are; a summary of the major findings, conclusions, recommendations and suggestions for further studies.

5.1 Summary of Findings

5.1.1 Stakeholder Needs and Expectations and Project Performance

The findings revealed that stakeholder needs and expectations had a positive, albeit weak, influence on the performance of affordable housing projects. The descriptive statistics showed that stakeholders prioritized affordable housing (mean = 4.44), housing quality (mean = 3.77), and infrastructure development (mean = 3.68), with legal compliance (mean = 3.60) also playing a significant role. However, the regression analysis indicated that stakeholder needs and expectations did not have a statistically significant effect on project performance ($p = .308$), suggesting that although these factors are important in theory, they may not be key drivers of measurable project success.

5.1.2 Communication and Project Performance

Communication emerged as the most significant predictor of project performance, with a positive and statistically significant relationship ($p = .001$). Descriptive statistics indicated that stakeholders valued clear, consistent, and timely communication from the project team, with mean scores of 4.32 for consistent messaging and 4.25 for resolving critical issues. The regression analysis confirmed that effective communication positively impacts project performance, making it a critical factor in the success of affordable housing projects.

5.1.3 Stakeholder Involvement and Project Performance

Although stakeholder involvement was expected to have a positive influence on project performance, the findings showed a minimal and statistically insignificant effect ($p = .870$). Descriptive statistics showed that stakeholder involvement was prioritized (mean = 4.31 for diverse group inclusion and mean = 4.06 for active participation in decision-making). However, despite these efforts, stakeholder involvement did not significantly correlate with improved project outcomes, indicating that involvement alone may not be sufficient to drive performance without other supporting factors.

5.2 Conclusions

The study concludes that while stakeholders' needs and expectations, such as affordable housing, quality, and infrastructure development, are essential components of project planning, their direct influence on project performance is limited. The descriptive statistics highlighted these as top priorities for stakeholders, with high mean scores indicating their importance. However, the regression analysis demonstrated that stakeholder needs and expectations had no statistically significant effect on project performance. This suggests that while addressing stakeholder preferences is crucial for aligning project objectives, it may not directly result in improved performance outcomes, indicating the need for additional factors to complement these needs.

Communication emerged as the most significant factor influencing the performance of affordable housing projects. The study showed that clear, consistent, and timely communication between the project team and stakeholders led to better project outcomes, including timely delivery and adherence to budgets and quality standards. The regression analysis confirmed communication as the only statistically significant predictor of project performance. This

emphasizes that ensuring effective communication practices, such as using multiple channels, addressing concerns promptly, and maintaining consistent messaging, is critical for the successful completion of housing projects and stakeholder satisfaction. The study also found that while stakeholder involvement was a priority for the department, its impact on project performance was minimal. Despite efforts to include diverse stakeholder groups in decision-making processes and advocacy efforts, the regression analysis revealed no significant correlation between stakeholder involvement and project performance. This suggests that involvement alone may not be enough to improve outcomes. For stakeholder involvement to translate into better performance, it may need to be complemented by other performance drivers, such as stronger project management, efficient resource allocation, or more proactive stakeholder roles beyond advisory capacities.

5.3 Recommendations of the Study

The study made the following recommendations;

Enhance Stakeholder Needs Assessment and Alignment: While stakeholder needs and expectations did not have a significant direct impact on project performance, it is still essential to align project goals with stakeholder interests to ensure long-term support and satisfaction. The department should regularly conduct comprehensive needs assessments to better understand evolving stakeholder priorities and adjust project strategies accordingly. Furthermore, stakeholder needs should be integrated into performance metrics to create a stronger connection between their expectations and project outcomes.

Strengthen Stakeholder Education on Resource Contributions: The study found that stakeholder contributions of time, effort, and resources were varied, indicating a potential gap in understanding or capacity to participate fully. The department should implement programs

aimed at educating stakeholders on how their contributions can impact project success and provide avenues for increased participation, such as financial literacy programs, training sessions, or resource-pooling initiatives to enhance involvement and shared responsibility.

Improve Sustainability Practices: Sustainability practices scored lower compared to other performance factors, indicating room for improvement. The department should integrate more robust sustainability measures into housing projects, such as using eco-friendly materials, improving energy efficiency, and reducing environmental impacts. Additionally, the department could explore partnerships with environmental organizations to foster best practices in sustainability and address the variability in the implementation of environmentally responsible initiatives.

Develop Advanced Risk Management Strategies: Given that proactivity in risk management and issue resolution scored relatively low, the department should invest in developing more advanced risk management frameworks. This could include adopting predictive risk modeling tools, enhancing training for project managers in risk identification and mitigation, and ensuring regular reviews of project risks. Early identification and resolution of potential issues can prevent delays, cost overruns, and stakeholder

dissatisfaction.

Foster Continuous Stakeholder Communication and Feedback Loops: Although communication was the most significant factor influencing project performance, there is still room for improvement in feedback mechanisms. The department should establish continuous feedback loops where stakeholders can regularly voice their concerns and receive timely responses. Implementing real-time communication tools, such as mobile apps or dedicated communication platforms, can improve stakeholder engagement and ensure that concerns are addressed promptly, further enhancing project performance.

Leverage Technology for Enhanced Project Monitoring: To ensure timeliness, budget adherence, and quality standards are maintained, the department could adopt advanced technology tools like project management software, real-time performance dashboards, and data analytics. These tools can offer more precise tracking of project milestones, financial performance, and stakeholder engagement, allowing for quicker adjustments to ensure project objectives are met.

5.4 Recommendations for Further Studies

The study made the following recommendations for further studies;

Future studies should explore additional factors that might influence project performance beyond stakeholder needs, communication, and involvement, such as project management practices, risk management, and technological integration.

A deeper investigation into the role of sustainability practices in housing projects could provide valuable insights, as the current study revealed variability in the implementation of environmentally responsible initiatives.

Further research is needed to understand the specific conditions under which stakeholder involvement can lead to improved project performance, possibly examining how different forms of involvement (e.g., financial contributions vs. decision-making) influence outcomes

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APPENDICES

Appendix I: Consent Form

APPENDIX 1: INFORMED CONSENT FORM

Dear Participant,

I invite you to participate in a research study entitled (***Influence of Stakeholder Management on Project Performance at The State Department of Housing & Urban Development (Affordable Housing Programme) Nairobi, Kenya***): I am currently enrolled in the (**MASTER OF SCIENCE IN PROJECT PLANNING & MANAGEMENT)** at Mount Kenya University and am in the process of writing my Master's project. The purpose of the research is to investigate: (***Influence of Stakeholder Management on Project Performance at The State Department of Housing & Urban Development (Affordable Housing Programme) Nairobi, Kenya.*****)**

The enclosed questionnaire has been designed to collect information on: (***Influence of Stakeholder Management on Project Performance at The State Department of Housing & Urban Development (Affordable Housing Programme) Nairobi, Kenya.***

Your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you don't wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire. There are no direct benefits to you for participating in this research. However, you may find it interesting to talk about the issues addressed in the research and it may be beneficial to the field and to future clients or individuals who have experienced similar concerns.

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately (10 min) to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

If you have any questions about this project, feel free to contact *the INVESTIGATOR*, (**Martin Muriuki**, *and* **Dr. Phelista Njeru, PhD** *as the supervisor*). If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____Mwanyamu_____ Date 10th july 2024

Appendix II: Research Questionnaire

Section A: Background Information

1. Gender:

Male []

Female []

2. Age.

Under 25 years []

25-34 years []

35-44 years []

45-54 years []

55 and above []

3. Educational Qualification:

Diploma []

Bachelor's Degree []

Master's Degree []

Doctorate or Ph.D. []

Other (Please specify): _____

4. Experience in Project Management:

Less than 1 year []

1-5 years []

6-10 years []

Over 10 years []

Section B: Stakeholder Needs and Expectations and Housing Project Performance In this section, please indicate your level of agreement with each statement in the table below by selecting the corresponding number from 1 to 5. Strongly agree would be represented by 5, agree by 4, not sure by 3, disagree by 2, and strongly disagree by 1.

No.	Statement	5	4	3	2	1

1	Stakeholders prioritize affordable housing, expecting costs that align with their financial capabilities.					
2	Housing quality is vital for project success, meeting stakeholders' specific quality standards is essential.					
3	Stakeholders emphasize infrastructure development to meet their requirements for ongoing improvements.					
4	Legal compliance is a key focus, with clear expectations for adherence to legal requirements in our projects.					
5	Stakeholders expect projects to be consistently delivered on time, with delays being a concern.					
6	Stakeholders prioritize environmental sustainability, expecting responsible practices in our projects.					
7	Meeting stakeholders' accessibility and inclusivity needs is essential for our projects.					
8	Financial assistance options are a top priority to stakeholders for accessing housing in our projects.					
9	Projects should reflect stakeholders' neighbourhood and community preferences, aligning with their values.					
10	Safety and security are paramount for stakeholders, who expect projects to provide secure housing options.					

Section C: Communication and Housing Project Performance

In this section, please indicate your level of agreement with each statement in the table below by selecting the corresponding number from 1 to 5. Strongly agree would be represented by 5, agree by 4, not sure by 3, disagree by 2, and strongly disagree by 1.

No.	Statement	5	4	3	2	1
1	It takes a long time to receive responses to my inquiries or concerns.					
2	Messages from the project team are consistent and aligned with previous communication.					
3	The project team utilizes a variety of communication channels to reach stakeholders effectively.					
4	Effective feedback mechanisms are in place, allowing stakeholders to share their opinions and concerns.					
5	The project team tailors communication to suit the diverse needs and interests of stakeholders.					
6	The project team efficiently addresses and resolves critical issues or disputes.					
7	The project team effectively communicates during crises and emergencies.					

Section D: Stakeholder Involvement and Housing Project Performance

In this section, please indicate your level of agreement with each statement in the table below by selecting the corresponding number from 1 to 5. Strongly agree would be represented by 5, agree by 4, not sure by 3, disagree by 2, and strongly disagree by 1.

No.	Statement	5	4	3	2	1
1	We prioritize the inclusion of diverse stakeholder groups, ensuring their varied perspectives and interests are represented in our project activities and decision-					

2	Our approach emphasizes empowering stakeholders to play an active role in project activities, decision-making, and implementation.					
3	We actively encourage and support stakeholders in advocating for our project objectives to external parties					
4	Stakeholders willingly contribute their time, efforts, and resources to support our project goals.					
5	We maintain a high level of engagement with stakeholders throughout our project's lifecycle					
6	Stakeholders have a significant role in decision-making processes related to our project.					
7	Stakeholders actively contribute to the planning process, aligning project strategies with their needs, preferences, and priorities.					
8	Stakeholders play a crucial role in assessing project performance, identifying issues, and proposing corrective actions to ensure project success.					
9	Stakeholders have a direct say in shaping the design of our project					

Section E: Performance of Affordable Housing projects

1. In this section, please indicate your level of agreement with each statement in the table below by selecting the corresponding number from 1 to 5. Strongly agree would be represented by 5, agree by 4, not sure by 3, disagree by 2, and strongly disagree by 1.

No.	**Statement**	**5**	**4**	**3**	**2**	**1**

1	Our projects are consistently completed on time, meeting stakeholders' expectations for timeliness and ensuring timely delivery of benefits to the community.					
2	We diligently adhere to project budgets, ensuring cost efficiency and financial responsibility.					
3	We maintain a high standard of quality in project deliverables, meeting stakeholders' specific quality requirements and fostering trust in project outcomes.					
4	Stakeholder satisfaction is a top priority, and we consistently work to meet their expectations, ensure their involvement, and address their concerns, resulting in high levels of satisfaction.					
5	Legal and regulatory compliance is paramount, and we take the necessary steps to meet these standards, aligning our projects with stakeholders' expectations for legal adherence.					
6	We prioritize safety and security compliance, addressing stakeholder concerns for the protection of people, property, and assets.					
7	Sustainability practices are integrated into our projects, aligning					
	with stakeholders' expectations for environmentally responsible initiatives.					
8	Effective stakeholder engagement and communication are key to our approach, ensuring open dialogues, clear messaging, and active stakeholder involvement.					

9	We are proactive in risk management and issue resolution, addressing concerns promptly and collaboratively					
10	Our projects have a positive impact on the community and local economy					

Appendix III: ERC Letter

Mount Kenya University

REF: **MKU/ISERC/3940**
TO: **MARTIN MURIUKI**

Date: 18 July 2024

REG: **MSCPM/2023/40697**

Dear Sir/Madam,

RE: INFLUENCE OF STAKEHOLDER MANAGEMENT ON PROJECT PERFORMANCE AT THE STATE DEPARTMENT OF HOUSING & URBAN DEVELOPMENT (AFFORDABLE HOUSING PROGRAMME) NAIROBI, KENYA.

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2918.** The approval period is **18/07/2024 - 17/07/2025.**

This approval is subject to compliance with the following requirements:

i. Only approved documents including informed consents, study instruments, MTA will be used
ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

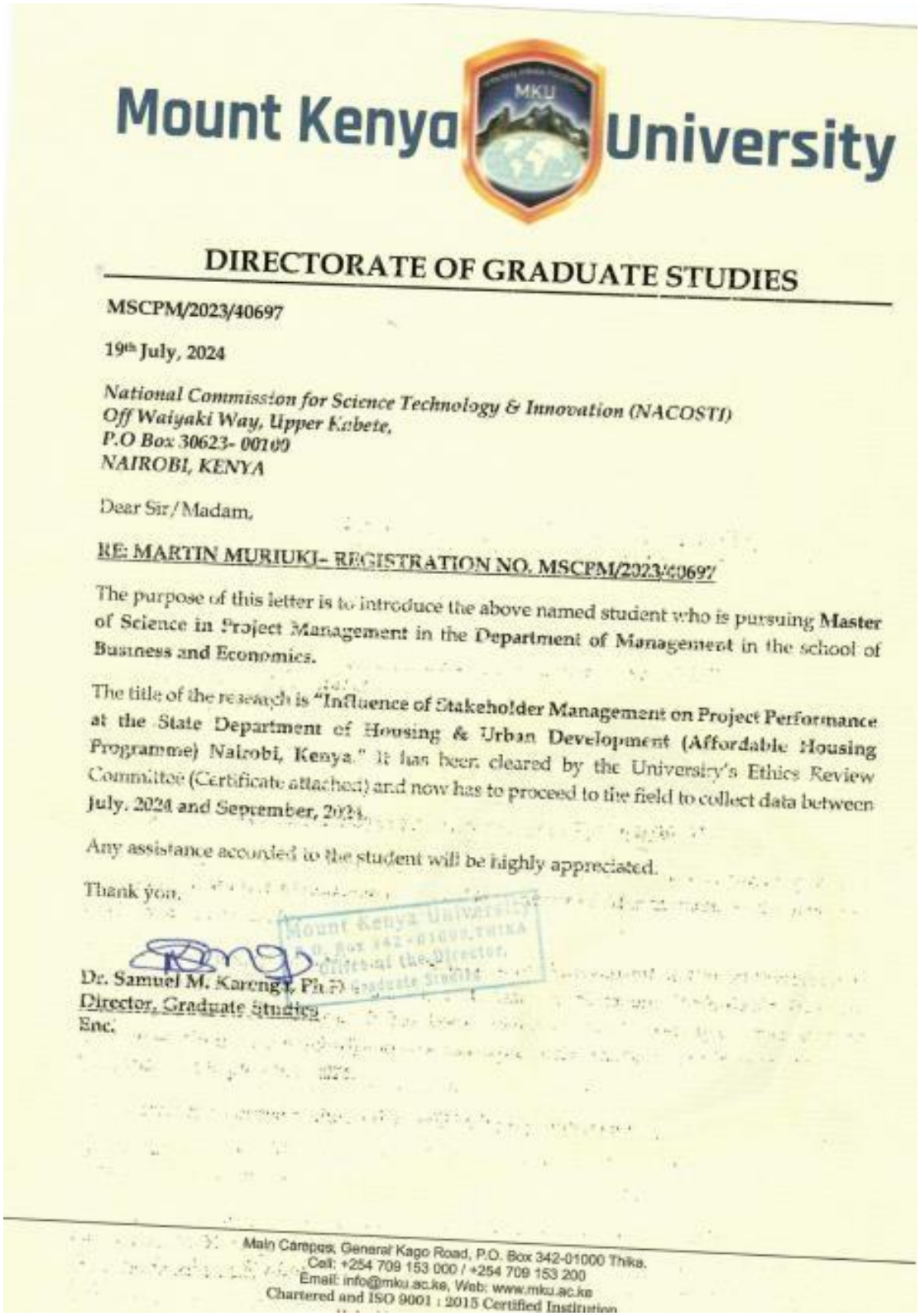
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P.O. Box 342-01000,
THIKA

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Appendix IV: Introduction Letter



Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MSCPM/2023/40697

19th July, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: MARTIN MURIUKI- REGISTRATION NO. MSCPM/2023/40697

The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Project Management** in the **Department of Management** in the school of **Business and Economics.**

The title of the research is **"Influence of Stakeholder Management on Project Performance at the State Department of Housing & Urban Development (Affordable Housing Programme) Nairobi, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **July, 2024 and September, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

Mount Kenya University
P.O. Box 342-01000, THIKA
Office of the Director
Graduate Studies

Dr. Samuel M. Karenge, Ph.D
Director, Graduate Studies
Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution

Appendix V: NACOSTI Authorization

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 987070

Date of Issue: 08/August/2024

RESEARCH LICENSE

This is to Certify that Mr.. MARTIN WANYAMU MURIUKI of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF STAKEHOLDER MANAGEMENT ON PROJECT PERFORMANCE AT THE STATE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (AFFORDABLE HOUSING PROGRAMME) NAIROBI, KENY for the period ending : 08/August/2025.

License No: NACOSTI/P/24/38359

987070

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions

Appendix VI: Field Authorization Letter

MINISTRY OF LANDS, PUBLIC WORKS, HOUSING AND URBAN DEVELOPMENT
State Department for Housing and Urban Development

6th Floor,
Ardhi House
1st Ngong Avenue
Email.ps@housingandurban.go.ke

P.O BOX 30119-00100
Tel:+254 (0) 20 2734886
NAIROBI

REF: MLPWHUD/DH/HD/8/10(14)

DATE: 15th August 2024

Mr. Martin Muriuki
MSCPM/2023/40697
Mount Kenya University
NAIROBI

Dear Martin,

AUTHORITY TO COLLECT DATA FOR MASTER OF SCIENCE IN PROJECT PLANNING AND MANAGEMENT (MSCPM) RESEARCH

The above subject matter refers.

This is to inform you that we grant you permission to collect data from our Department as outlined in your request for your master's degree at Mount Kenya University.

You are requested to adhere to ethical standards and confidentiality of any sensitive information and use the data solely for academic purpose as specified in your research proposal.

We look forward to your research and hope that it will be both productive and successful.

Yours Sincerely,

James Maina

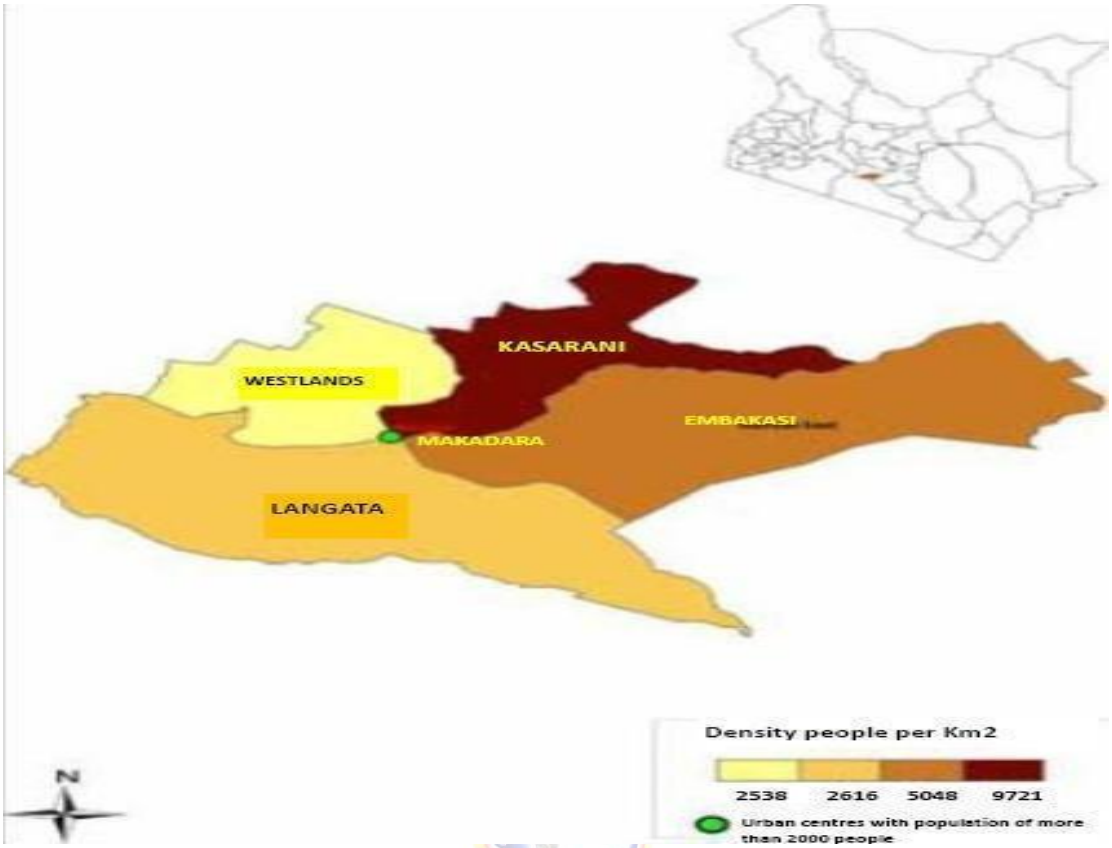
Director, Housing Department

Appendix VII: Ongoing Affordable Housing Programmes in Kenya

No	Name of Project	Unit Typologies	No. of Units
1	Starehe, Nairobi	1 Bed Room	353
		2 Bed Room	1,178
		3 Bed Room	825
2	Shauri Moyo A, Nairobi	1 Bed Room	224
		2 Bed Room	706
		3 Bed Room	528
3	Shauri Moyo B, Nairobi	1 Bed Room	480
		2 Bed Room	636
		3 Bed Room	336
	Total		**5871**

Source: The State Department for Housing and Urban Development (SDHUD), 2023

Appendix VIII: Nairobi County Map



Appendix IX: Similarity Index

MARTIN MURIUKI

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