

**INFLUENCE OF STAKEHOLDER MANAGEMENT ON PROJECT
PERFORMANCE OF AFFORDABLE HOUSING PROGRAM IN KENYA:
CASE KIAMBU COUNTY**

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DECLARATION AND APPROVAL

Declaration by the student

This project is my original work and has not been presented for any award in this or any other university.

Signature.....

Date:.....02/06/2025

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Approval by the Supervisors

The work stated in this project was done by the applicant while under my supervision, and I thus attest to this fact.

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DEDICATION

I dedicate this project to my lovely parents, Mr and Mrs Karani for their unending support and to my wonderful daughters Alma and Reina.



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I am profoundly grateful to the Almighty for bestowing upon me peace, wisdom, and robust health, which facilitated the completion of this research endeavor. I extend heartfelt thanks to my supervisor, Dr. Kennedy Nyariki for his invaluable counsel, consistent availability, prompt responses, and expert guidance throughout the entire writing process. Lastly, I express my sincere appreciation to my colleagues and friends whose support has been instrumental in reaching this milestone. Thank you all, and may you be abundantly blessed.



ABSTRACT

The performance of affordable housing projects was significantly influenced by stakeholder management, which encompassed resource mobilization, communication practices, stakeholder planning, and conflict resolution strategies. This research aimed to determine how stakeholder management practices impacted project efficiency, budget adherence, completion timelines, and stakeholder satisfaction. The study was guided by four specific objectives: to assess the influence of resource mobilization, evaluate the impact of communication practices, analyze the role of stakeholder planning, and determine the effect of conflict resolution strategies on the performance of the Affordable Housing Program. The research was grounded in Freeman's Stakeholder Theory and Project Management Theory, which provided insights into the roles of stakeholder engagement, structured planning, and conflict resolution in enhancing project success. A descriptive survey research design was employed, enabling the examination of cause-and-effect relationships among variables. The target population consisted of 656 stakeholders, including government officials, private developers, financial institution representatives, and project managers involved in the Affordable Housing Program in Kiambu County. A sample size of 248 respondents was determined using stratified random sampling to ensure balanced representation across stakeholder groups. Data were collected using structured questionnaires, which were self-administered and digitally distributed to enhance efficiency and increase response rates. The collected data were analyzed using SPSS Version 26.0, applying descriptive statistics (mean, standard deviation, and percentages) and inferential statistics (Pearson correlation and regression analysis) to determine relationships between the independent and dependent variables. The study findings were presented in tables, charts, and graphs to facilitate clarity and ease of interpretation. Results indicated that all four dimensions significantly and positively influenced project performance ($R^2 = 0.585$). Communication practices showed the strongest predictive power ($\beta = 0.291$), followed by resource mobilization ($\beta = 0.280$), stakeholder planning ($\beta = 0.255$), and conflict resolution strategies ($\beta = 0.247$). While human and material resources were perceived as sufficient ($M = 4.13$ and 3.73 respectively), delays in financial disbursement ($M = 1.82$) emerged as a major challenge. Communication was generally effective ($M = 3.71$), yet concerns persisted about timely updates and stakeholder feedback integration. Stakeholder involvement was valued ($M = 4.13$), but clarity of roles and the existence of a formal planning framework were questioned. Conflict significantly hindered performance ($M = 4.13$), with limited trust in existing resolution mechanisms, especially regarding land acquisition disputes ($M = 2.88$). The study concluded that stakeholder management significantly shapes project success but suffers from implementation inconsistencies. Recommendations include strengthening financial flow mechanisms, enhancing feedback loops in communication, institutionalizing stakeholder planning frameworks, and establishing independent and structured conflict resolution bodies. Addressing these gaps is crucial for improving efficiency, reducing delays, and achieving the objectives of the affordable housing initiative.

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LIST OF ABBREVIATIONS AND ACRONYMS

ADR	:	Alternative Dispute Resolution
AHP	:	Affordable Housing Program
FMBN	:	Federal Mortgage Bank of Nigeria
IHDP	:	Integrated Housing Development Program
LIHTC	:	Low-Income Housing Tax Credit
MCMV	:	Minha Casa Minha Vida
NHF	:	National Housing Fund
NHFIC	:	National Housing Finance and Investment Corporation
PMAY	:	Pradhan Mantri Awas Yojana
PPPs	:	Public-Private Partnerships
RDP	:	Reconstruction and Development Programme

CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study, an overview of stakeholder management, the statement of the problem, the objectives of the research (both broad and specific objectives), the significance of the study, the limitations of the study, and the scope of the study.

1.1 Background of the Study

The success of infrastructure and housing projects worldwide significantly depends on effective stakeholder management, which encompasses communication, resource mobilization, conflict resolution, and stakeholder planning (Turner & Müller, 2019). Stakeholders in affordable housing projects include government agencies, private developers, financial institutions, and community members, all of whom influence project performance through their interests and engagement levels (Freeman et al., 2020). As the global demand for affordable housing continues to rise due to urbanization and population growth, stakeholder management has become a crucial factor in ensuring project success, sustainability, and cost-effectiveness (Aaltonen & Kujala, 2016). This background explores the influence of stakeholder management on the performance of affordable housing programs from a global perspective, then narrows down to Africa and finally to Kenya, with a focus on Kiambu County.

In the United States, affordable housing projects have historically faced challenges related to stakeholder coordination, particularly in public-private partnerships (PPPs). Effective stakeholder management through structured communication and participatory planning has led to the success of programs such as the Low-Income Housing Tax Credit (LIHTC) initiative (Scally, 2018). The LIHTC program illustrates how engaging multiple stakeholders, including federal agencies, real estate developers, and local

communities, can enhance project performance through efficient resource mobilization and conflict resolution. Poor stakeholder coordination, however, has been linked to project delays and budget overruns in various federal housing programs (Cummins & DiPasquale, 2019).

Similarly, in Australia, stakeholder engagement has proven instrumental in the success of affordable housing projects. The National Housing Finance and Investment Corporation (NHFIC) has prioritized strategic stakeholder communication and planning to enhance housing affordability (Gurran et al., 2021). Through collaborative governance, stakeholders, including local councils, nonprofit organizations, and financial institutions, have contributed to project efficiency and sustainability. However, studies indicate that inadequate conflict resolution strategies have led to disputes among developers and local governments, slowing down project implementation (Davies et al., 2018). These findings underscore the need for structured stakeholder management frameworks to optimize project performance.

In South Africa, stakeholder management plays a crucial role in delivering affordable housing, particularly within the Reconstruction and Development Programme (RDP). The South African government has prioritized resource mobilization and public-private collaborations to address housing deficits (Charlton & Kihato, 2019). However, inadequate stakeholder coordination, particularly among municipal authorities and developers, has resulted in project inefficiencies, delays, and poor housing quality (Napier et al., 2018). Effective communication and community involvement have been identified as key factors in improving the success rates of such projects.

Similarly, in Nigeria, the challenge of affordable housing has been exacerbated by ineffective stakeholder planning and weak communication strategies. The Federal Mortgage Bank of Nigeria (FMBN) and private developers have struggled to align their

objectives due to conflicting interests, affecting project timelines and outcomes (Ibem & Aduwo, 2020). However, successful projects, such as the Lagos Home Ownership Mortgage Scheme, demonstrate that improved stakeholder engagement through structured planning and transparent communication significantly enhances project performance (Owolabi et al., 2019). These cases highlight the importance of clear stakeholder roles, conflict resolution mechanisms, and sustainable planning in ensuring project efficiency.

In Kenya, the affordable housing agenda under the Big Four Development Plan has faced significant stakeholder management challenges. The involvement of multiple stakeholders, including government entities, real estate developers, financial institutions, and local communities, has resulted in coordination challenges affecting project execution (Ochieng & Muthinja, 2021). In Kiambu County, for instance, resource mobilization issues have led to financial constraints, delaying project completion. Studies indicate that improved stakeholder engagement through effective planning and transparent communication can enhance project performance and reduce financial inefficiencies (Kariuki et al., 2022).

Additionally, stakeholder conflict has emerged as a critical barrier to affordable housing project success in Kenya. Disagreements among key players, such as county governments, landowners, and developers, have caused significant project delays (Mwangi et al., 2021). A lack of structured conflict resolution strategies has exacerbated these challenges, undermining the sustainability of housing programs. However, successful housing projects, such as the Park Road Affordable Housing Project in Nairobi, have demonstrated that well-structured stakeholder communication and collaboration can enhance project efficiency (Kimani & K'Akumu, 2022). These

findings emphasize the need for strategic stakeholder management to improve the performance of affordable housing initiatives in Kenya.

1.1.1 Affordable Housing Program

Kenya's Affordable Housing Program (AHP) was launched in 2018 as a key component of the government's "Big Four" agenda, aiming to address the country's significant housing deficit by constructing 500,000 affordable housing units by 2022. Despite this ambitious target, the program encountered several challenges, including funding constraints, land acquisition issues, and legal obstacles, resulting in the delivery of less than 10% of the intended units by 2022 (Kenya Institute for Public Policy Research and Analysis [KIPPRA], 2023).

As of August 2023, the government reported the initiation of 36,092 new affordable housing units since President William Ruto assumed office. These units are under construction in various regions across the country. Additionally, the Affordable Housing Program's project pipeline document, updated on August 25, 2023, provides a comprehensive outline of numerous projects at different stages, including tendered and planned developments (The Star, 2023).

In Kiambu County, several affordable housing projects are currently underway. One notable development is the Ruiru Affordable Housing Project, which is 40% complete and expected to deliver 1,050 units by August 2025. Other ongoing projects in the county include the Thika Bustani AHP Project and the Limuru AHP Project. However, as of the latest available data, none of the affordable housing projects in Kiambu County have been fully completed (Kenya News Agency, 2023; AHP Housing and Urban Development, 2023).

The success of the Affordable Housing Program in Kenya depends heavily on effective stakeholder management to navigate challenges and ensure the timely delivery of

housing units. Collaboration among government agencies, private developers, financial institutions, and local communities is essential to overcoming obstacles and realizing the program's objectives (KIPPRA, 2023).

1.2 Problem Statement

Affordable housing remains a critical issue in Kenya, with the government prioritizing it under the Big Four Agenda to address the growing housing deficit (Ochieng & Muthinja, 2021). However, despite significant investments and policy frameworks, the performance of affordable housing projects has been hampered by challenges related to stakeholder management, particularly in counties such as Kiambu. The involvement of multiple stakeholders including government agencies, private developers, financial institutions, and community members has created coordination complexities that affect project execution (Kariuki et al., 2022). Inadequate stakeholder engagement, ineffective communication, and poor resource mobilization have resulted in delays, cost overruns, and substandard housing outcomes (Kimani & K'Akumu, 2022). Research has shown that stakeholder management is crucial for project success, yet affordable housing initiatives in Kiambu County continue to face setbacks due to misaligned interests and inadequate conflict resolution mechanisms (Mwangi et al., 2021).

One of the primary concerns is resource mobilization, which has significantly influenced the performance of affordable housing projects in Kiambu County. Financing gaps and lack of coordination between key stakeholders, including county governments and financial institutions, have led to stalled projects and inefficiencies (Wambugu & Muturi, 2020). Additionally, communication gaps among stakeholders have resulted in conflicting expectations, resistance from communities, and delays in project implementation (Mungai et al., 2021). Without a structured communication

strategy and transparent stakeholder engagement, critical housing projects struggle to meet their intended objectives, ultimately affecting the overall success of the affordable housing program (Njoroge & Waithaka, 2022).

Furthermore, stakeholder conflicts have emerged as a major barrier to affordable housing project performance in Kiambu County. Disputes over land acquisition, project benefits, and regulatory approvals have caused significant project delays and, in some cases, complete abandonment (Githae & Karanja, 2021). The lack of effective conflict resolution strategies has exacerbated tensions among key players, undermining collaboration and project sustainability (Kamau & Kihungi, 2020). While studies emphasize the importance of structured stakeholder planning in enhancing project performance, there remains a significant gap in understanding how stakeholder management practices specifically impact the success of affordable housing projects in Kiambu County (Mwangi et al., 2021). This study, therefore, sought to assess the influence of stakeholder management focusing on resource mobilization, communication practices, stakeholder planning, and conflict resolution on the performance of affordable housing projects in Kiambu County.

1.3 Purpose of the Study

The purpose of this study was to assess the influence of stakeholder management on the performance of the Affordable Housing Program in Kenya, with a specific focus on Kiambu County.

1.3.1 Specific Objectives of the Study

The study was guided by the following specific research objectives:

- i. To assess the influence of resource mobilization on performance of the Affordable Housing Program in Kenya.
- ii. To evaluate the impact of communication practices on performance of the Affordable Housing Program in Kenya.
- iii. To analyze the influence of stakeholder planning on performance of Affordable Housing Program in Kenya.
- iv. To determine the effect of conflict resolution strategies on performance of the Affordable Housing Program in Kenya.

1.4 Research Questions

The study was guided by the following research questions:

- i. How does resource mobilization influence the performance of the Affordable Housing Program in Kenya?
- ii. What is the impact of communication practices on the performance of the Affordable Housing Program in Kenya?
- iii. What role does stakeholder planning play in the performance of the Affordable Housing Program in Kenya?
- iv. How do conflict resolution strategies affect the performance of the Affordable Housing Program in Kenya?

1.5 Significance of the Study

This study provides valuable insights into the influence of stakeholder management on the performance of affordable housing projects, particularly in Kiambu County. The findings will benefit various stakeholders involved in housing development and policy implementation.

1.5.1 Government and Policy Makers

The study will help government agencies and policymakers understand the impact of stakeholder engagement on affordable housing projects. It will provide recommendations on effective strategies for communication, resource mobilization, and conflict resolution to improve project performance.

1.5.2 Project Managers and Developers

Housing developers and project managers will gain insights into best practices for stakeholder management. The findings will guide them in improving collaboration, mitigating risks, and ensuring project success through effective planning and engagement strategies.

1.5.3 Financial Institutions

Banks and other financial institutions funding affordable housing projects will benefit from a better understanding of stakeholder dynamics. This will help them assess project risks, improve financing models, and enhance investment decisions in housing projects.

1.5.4 Local Communities

The study will highlight the importance of community involvement in affordable housing projects. It will help communities understand their role in project success and encourage active participation to ensure sustainable and inclusive housing developments.

1.5.5 Academia and Researchers

Scholars and researchers in project management and housing studies will benefit from the study's findings, as it will contribute to existing literature on stakeholder management. It will serve as a reference for future studies on improving housing project performance.

1.6 Scope of the Study

This study focused on the influence of stakeholder management on the performance of the Affordable Housing Program in Kenya, with a specific emphasis on Kiambu County. It examined key stakeholder management aspects, including resource mobilization, communication practices, stakeholder planning, and conflict resolution, to determine their impact on project performance. The study utilized a descriptive research design to provide an in-depth analysis of stakeholder interactions and their effects on affordable housing projects. Data were collected from relevant stakeholders, including government officials, project managers, financial institutions, and community representatives. The research was conducted from February to August, ensuring sufficient time for data collection, analysis, and interpretation to generate meaningful insights for policy and practice.

1.7 Limitation of the study

Some key stakeholders, such as government officials and private developers, were initially unwilling to participate or provide detailed information due to confidentiality concerns. To mitigate this, the study assured participants of confidentiality and used official authorization letters to enhance credibility. Additionally, some respondents provided biased or socially desirable responses, which posed a risk to data accuracy. The study addressed this by ensuring anonymity and framing questions in a neutral manner to encourage honest and objective responses.

1.8 Delimitation of the study

This study focused exclusively on Kiambu County and did not cover other regions in Kenya. The findings were specific to this area and may not be fully generalizable to

other counties. Additionally, the study concentrated on four key aspects of stakeholder management—resource mobilization, communication practices, stakeholder planning, and conflict resolution—rather than examining all possible factors affecting affordable housing projects. The study involved only relevant stakeholders, such as government officials, project managers, financial institutions, and community representatives, ensuring that the research remained targeted and manageable within the given timeframe.

1.9 Assumptions of the Study

- i. The study assumed that all respondents provided accurate and honest information regarding stakeholder management and project performance.
- ii. It was assumed that stakeholder management significantly influenced the success of affordable housing projects in Kiambu County.
- iii. The study assumed that the selected sample of stakeholders was representative of the entire affordable housing sector in the region.
- iv. It was assumed that external factors, such as government policies and economic conditions, remained stable during the study period, ensuring consistent data collection and analysis.

1.10 Operational definition of key terms

Stakeholder Management: refers to the systematic identification, analysis, engagement, and coordination of individuals or groups who have an interest in a project to enhance collaboration and ensure project success (Freeman et al., 2020).

Project Performance: is the measure of how effectively a project meets its objectives in terms of cost, time, quality, and stakeholder satisfaction (Turner & Müller, 2019).

Resource Mobilization: involves acquiring financial, human, and material resources necessary for project implementation and sustainability (Ochieng & Muthinja, 2021).

Communication Practices: refers to the strategies and channels used to exchange information between stakeholders to enhance project coordination and decision-making (Mungai et al., 2021).

Stakeholder Planning: involves identifying and mapping stakeholders, assessing their influence, and developing strategies to engage them effectively in a project (Kariuki et al., 2022).

Conflict Resolution: is the process of addressing and managing disputes among project stakeholders to ensure smooth project execution (Mwangi et al., 2021).

Affordable Housing Program: The Affordable Housing Program in Kenya is a government-led initiative aimed at providing low- and middle-income citizens with accessible and cost-effective housing solutions (Kimani & K' Akumu, 2022).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the theoretical literature on stakeholder management and its influence on the performance of affordable housing projects. The chapter also examines empirical literature related to stakeholder management practices, including resource mobilization, communication practices, stakeholder planning, and conflict resolution. Additionally, the conceptual framework and research gaps are discussed.

2.1 Theoretical Literature

This study is grounded in two key theories: Freeman's Stakeholder Theory and Project Management Theory. Freeman's Stakeholder Theory explains the role of stakeholder engagement in project success, while Project Management Theory provides insights into how structured project management practices influence performance. These theories align with the study's objectives by addressing key aspects of stakeholder management, including resource mobilization, communication practices, stakeholder planning, and conflict resolution.

2.1.1 Freeman's Stakeholder Theory

The Stakeholder Theory, originally developed by Edward Freeman in 1984, is a fundamental framework in project management and corporate governance that emphasizes the importance of managing and balancing the interests of various stakeholders involved in a project (Freeman et al., 2020). Unlike traditional management theories that focus primarily on shareholder interests, Stakeholder Theory posits that an organization's success is highly dependent on how well it addresses the needs and concerns of all its stakeholders, including employees, customers, suppliers,

financiers, communities, and regulatory bodies. This theory challenges the profit-maximization perspective and introduces a broader view that considers the social, environmental, and economic impact of projects (Donaldson & Preston, 2019). The application of Stakeholder Theory extends to various disciplines, including business management, governance, and project management, where stakeholder engagement plays a crucial role in determining project success.

Freeman (1984) introduced the concept of stakeholders as any group or individual who can affect or is affected by the achievement of an organization's objectives. His theory was built on the premise that organizations operate in a complex and dynamic environment where multiple stakeholders have varying and sometimes conflicting interests. The central argument is that organizations and projects must develop strategies to effectively engage stakeholders and align their interests to achieve sustainable success (Harrison et al., 2019). The theory has evolved over time, with scholars expanding its application beyond corporate governance to areas such as public sector management, nonprofit organizations, and project management. In the context of project performance, Stakeholder Theory underscores the need for active participation, transparency, and continuous communication to ensure all stakeholders contribute positively to project outcomes (Miles, 2017).

One of the major strengths of Stakeholder Theory is its emphasis on ethical and responsible project management. It promotes fairness, transparency, and social responsibility by advocating for the equitable treatment of all stakeholders involved in a project (Harrison et al., 2019). In affordable housing programs, this translates into policies that ensure fair allocation of housing units, community engagement in decision-making processes, and adherence to environmental and regulatory standards. For instance, studies on public-private partnerships in affordable housing have

highlighted that projects with well-structured stakeholder management frameworks tend to be more sustainable and socially accepted (Winch, 2017). Effective communication and engagement mechanisms ensure that community concerns are addressed, financial stakeholders are well-informed, and project timelines are met, leading to improved overall performance.

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In Kenya, the application of Stakeholder Theory in affordable housing projects has gained significant attention, particularly with the launch of the Affordable Housing Program under the Big Four Agenda (Ochieng & Muthinja, 2021). The success of these projects heavily relies on the coordination and collaboration of various stakeholders, including national and county governments, real estate developers, financial institutions, and community members. However, the lack of a well-structured stakeholder management framework has led to numerous challenges, such as delays in project implementation, conflicts over land acquisition, and funding constraints (Kimani & K'Akumu, 2022). By applying Stakeholder Theory, policymakers and project managers can develop more inclusive strategies that enhance stakeholder participation, improve communication, and align project objectives with the interests of all involved parties.

In relation to this study, Stakeholder Theory provides a relevant framework for examining how stakeholder management influences the performance of affordable housing projects in Kiambu County. The theory aligns with the study's objectives, particularly in assessing the impact of stakeholder planning, communication, and conflict resolution on project success. By leveraging the principles of Stakeholder Theory, the study will analyze how different stakeholder groups interact, their level of influence, and the effectiveness of existing engagement strategies in enhancing project performance. This approach will offer insights into best practices for stakeholder

management in affordable housing projects, contributing to improved project execution and sustainability.

Moreover, the study will explore how conflicts among stakeholders affect project outcomes and the extent to which stakeholder planning can mitigate these challenges. Stakeholder Theory suggests that structured engagement and early identification of stakeholder needs can minimize disputes and enhance collaboration (Harrison & Wicks, 2019). In the case of affordable housing in Kiambu County, conflicts related to land ownership, project financing, and policy implementation have been major barriers to successful project delivery (Mwangi et al., 2021). Therefore, by applying the principles of Stakeholder Theory, the study will identify strategies for improving stakeholder coordination, resolving conflicts effectively, and fostering transparent communication to enhance the performance of affordable housing projects.

2.1.2 Project Management Theory

The Project Management Theory, as developed by Harold Kerzner (2009), provides a comprehensive framework for understanding how structured project management practices contribute to the successful execution of projects. The theory emphasizes that projects should be managed through systematic planning, execution, monitoring, and control processes to achieve desired objectives efficiently (Kerzner, 2017). According to this theory, successful project execution relies on key principles such as resource allocation, communication, risk management, stakeholder engagement, and performance evaluation. These principles ensure that projects are completed on time, within budget, and according to specified quality standards (Turner & Müller, 2019). Over time, Project Management Theory has evolved to incorporate various methodologies such as Agile, Lean, and Six Sigma, all of which focus on improving efficiency, adaptability, and stakeholder collaboration in project execution.

Kerzner (2009) proposed that project success is determined by an organization's ability to implement structured project management methodologies that align with strategic objectives. He emphasized that effective project management requires coordination among multiple stakeholders, including government agencies, contractors, suppliers, financial institutions, and end users. One of the core aspects of the theory is the recognition that projects operate in dynamic environments where internal and external factors can influence performance (Kerzner, 2017). This means that for projects to succeed, they must be adaptable to changing conditions, including financial constraints, regulatory changes, and technological advancements (Svejvig & Andersen, 2015). In the context of affordable housing projects, this adaptability is crucial, as such projects often face delays, budget overruns, and stakeholder conflicts that can impact their success.

One of the challenges associated with Project Management Theory is that it requires strong leadership and coordination to be effective. According to Kerzner (2017), project managers must possess leadership skills, decision-making abilities, and problem-solving capabilities to navigate complex project environments successfully. In affordable housing projects, leadership plays a vital role in ensuring that project teams remain motivated, stakeholders remain engaged, and resources are utilized efficiently (Turner et al., 2019). When leadership is weak, projects are more likely to suffer from mismanagement, delays, and conflicts among stakeholders. Therefore, training and capacity building for project managers are crucial for improving project performance and ensuring sustainable housing solutions.

The Project Management Theory, as developed by Harold Kerzner (2009), provides a comprehensive framework for understanding how structured project management practices contribute to the successful execution of projects. The theory emphasizes that

projects should be managed through systematic planning, execution, monitoring, and control processes to achieve desired objectives efficiently (Kerzner, 2017). According to this theory, successful project execution relies on key principles such as resource allocation, communication, risk management, stakeholder engagement, and performance evaluation. These principles ensure that projects are completed on time, within budget, and according to specified quality standards (Turner & Müller, 2019). Over time, Project Management Theory has evolved to incorporate various methodologies such as Agile, Lean, and Six Sigma, all of which focus on improving efficiency, adaptability, and stakeholder collaboration in project execution.

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In relation to this study, Project Management Theory provides a relevant framework for understanding how stakeholder management influences the performance of affordable housing projects in Kiambu County. The theory aligns with the study's objectives, particularly in assessing the impact of resource mobilization, communication practices,

stakeholder planning, and conflict resolution on project success. By applying the principles of Project Management Theory, the study will analyze how well-structured project management practices contribute to the successful execution of affordable housing projects. The study will also examine how project managers coordinate stakeholders, allocate resources, and mitigate risks to improve project performance.

Moreover, Project Management Theory underscores the importance of communication and stakeholder engagement in ensuring project success. In affordable housing projects, clear communication between stakeholders such as government agencies, private developers, and financial institutions is necessary for ensuring that project goals are met (Müller et al., 2019). By analyzing the effectiveness of stakeholder communication strategies in Kiambu County, this study will provide insights into best practices for improving coordination and project execution. Additionally, the study will explore how risk management strategies can enhance affordable housing project performance by identifying potential challenges and developing mitigation measures.

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2.3 Empirical Literature

2.3.1 Resource Mobilization on the Performance of the Affordable Housing Program

Resource mobilization is a critical factor influencing the success of affordable housing programs worldwide. In the United States, resource mobilization has played a significant role in determining the efficiency and sustainability of public housing projects. A study by Scally and Tighe (2020) examined the effectiveness of financing mechanisms in the U.S. Low-Income Housing Tax Credit (LIHTC) program, which has been a primary funding model for affordable housing. The study employed a quantitative research design, utilizing financial data from federal and state housing

agencies to analyze funding patterns and project performance. Findings revealed that projects with well-structured financial mobilization strategies, including tax incentives and public-private partnerships (PPPs), demonstrated higher completion rates and better-quality housing units. However, the study also highlighted challenges, such as bureaucratic delays in fund disbursement and insufficient private sector participation, which affected the overall performance of some projects. These findings underscore the importance of streamlining financial mobilization mechanisms to enhance the delivery of affordable housing initiatives.

Similarly, in Canada, resource mobilization strategies have significantly influenced the performance of affordable housing programs. A study by Mendez et al. (2019) assessed the role of governmental and non-governmental funding in the development of social housing projects in Toronto. The study employed a mixed-methods approach, combining financial data analysis and stakeholder interviews to evaluate the effectiveness of funding models. Results indicated that projects that leveraged a combination of municipal grants, federal housing funds, and community-based financial contributions were more likely to be completed on time and within budget. The study further emphasized that the lack of long-term financial sustainability often led to housing shortages, as some projects were unable to secure continuous funding beyond the initial stages. The findings suggest that a diversified and sustainable financial mobilization framework is essential for ensuring the success of affordable housing projects.

In South Africa, resource mobilization remains a critical determinant of housing project performance. A study by Charlton and Kihato (2019) examined the financial mechanisms employed in South Africa's Reconstruction and Development Programme (RDP) housing initiative. Using a case study approach, the research assessed funding

allocation trends and their impact on housing project success. The study found that projects that secured stable funding through government subsidies and international donor support exhibited higher completion rates and improved quality. However, projects that relied solely on domestic government financing often faced interruptions due to budgetary constraints. Additionally, the study highlighted inefficiencies in financial management, with funds sometimes being misallocated or delayed, leading to project setbacks. These findings indicate that diversified funding sources and improved financial accountability mechanisms are essential for the success of affordable housing programs in South Africa.

In Nigeria, resource mobilization for affordable housing has been a persistent challenge, affecting project implementation and sustainability. A study by Ibem and Aduwo (2020) investigated the effectiveness of financial mobilization strategies in the country's Federal Mortgage Bank of Nigeria (FMBN) housing schemes. The study employed a survey-based methodology, collecting data from housing developers and financial institutions involved in low-income housing projects. Findings revealed that projects with access to long-term financing through the National Housing Fund (NHF) had higher success rates compared to those relying on short-term commercial loans. The research also found that bureaucratic inefficiencies in loan approval processes contributed to project delays and cost overruns. Additionally, the study identified a gap in private sector investment, emphasizing the need for policies that encourage private financial contributions to affordable housing projects. These findings highlight the necessity of streamlined financial processes and increased private sector engagement in housing initiatives across Nigeria.

In Kenya, resource mobilization is a key challenge affecting the performance of the Affordable Housing Program (AHP) under the Big Four Agenda. A study by Ochieng

and Muthinja (2021) examined the role of financial mobilization strategies in determining the success of housing projects within Nairobi and Kiambu counties. The study used a descriptive research design, collecting data from government agencies, private developers, and financial institutions. Findings indicated that housing projects with access to diversified funding sources, including government subsidies, private sector investments, and foreign donor support, were more likely to achieve their intended objectives. However, projects that relied heavily on government funding often experienced delays due to budgetary reallocations and inefficient fund disbursement processes. The study also emphasized the need for a more structured financial mobilization framework to ensure project sustainability beyond government tenure.

A similar study conducted by Kariuki et al. (2022) assessed the effectiveness of public-private partnerships (PPPs) in financing affordable housing projects in Kiambu County. The research employed a case study approach, analyzing financial data from ongoing and completed housing projects. Findings revealed that PPP-funded projects demonstrated higher efficiency in resource utilization, with private sector involvement ensuring timely financing and risk-sharing mechanisms. However, the study also noted challenges such as regulatory bottlenecks and trust deficits between public and private sector stakeholders, which sometimes hindered smooth collaboration. The research recommended the establishment of a clear policy framework to enhance transparency and encourage more private investments in affordable housing. These findings underscore the critical role of well-structured financial mobilization mechanisms in improving the performance of affordable housing projects in Kenya.

2.3.2 Communication Practices on the Performance of the Affordable Housing Program

Effective communication practices play a critical role in the success of affordable housing programs worldwide. In Australia, research by Matthews and Crawford (2018) examined the impact of communication strategies on the performance of public housing projects. The study utilized a qualitative research approach, conducting in-depth interviews with project managers, policymakers, and housing beneficiaries. Findings revealed that clear and consistent communication between stakeholders led to improved project coordination, reduced conflicts, and enhanced trust among the involved parties. The study further highlighted that projects with structured stakeholder engagement meetings and digital communication platforms experienced faster approval processes and higher community acceptance. However, projects that lacked transparent communication often faced resistance from local communities, resulting in project delays and increased costs. These findings suggest that well-defined communication mechanisms are vital in ensuring the timely and efficient completion of affordable housing projects.

Similarly, in Germany, a study by Krause and Bauer (2019) explored how government communication strategies influenced the delivery of social housing projects. The research adopted a mixed-methods approach, incorporating surveys and document analysis to assess the effectiveness of public participation in housing development. The study found that inclusive communication practices, such as regular town hall meetings and digital feedback platforms, allowed for real-time stakeholder input, leading to improved housing designs and better alignment with community needs. Projects that employed open and transparent communication channels experienced fewer legal challenges and greater public support. However, the research also noted that

bureaucratic inefficiencies sometimes hindered effective communication, particularly when government agencies failed to relay accurate project updates to stakeholders. The study concluded that fostering a culture of open dialogue and feedback could significantly enhance project efficiency and stakeholder cooperation in affordable housing programs.

Across Africa, communication practices have been identified as a significant determinant of housing project success. In Ethiopia, a study by Tesfaye and Alemu (2020) examined the role of government-led communication strategies in the implementation of the Integrated Housing Development Program (IHDP). Using a case study approach, the study assessed the impact of government-to-community communication on housing project timelines and stakeholder engagement. The findings indicated that housing projects with well-structured information-sharing processes, such as public forums and media briefings, had higher rates of community participation and acceptance. Additionally, the study found that when project managers and government officials failed to communicate effectively with contractors and local authorities, delays and misunderstandings were common. The study recommended that Ethiopian housing projects should incorporate multilingual communication strategies and digital platforms to bridge the gap between stakeholders and enhance overall project performance.

In Ghana, research by Oppong and Adjei (2019) focused on how communication deficiencies affected affordable housing project delivery under the Ghana National Housing Policy. The study utilized a quantitative research design, gathering survey data from housing project contractors, government officials, and community representatives. Findings revealed that projects with formalized communication structures, including written agreements and scheduled stakeholder meetings, had better adherence to project

timelines and budgets. Conversely, projects where communication was sporadic and informal faced increased conflicts and stakeholder disengagement, leading to cost overruns and unfinished housing units. The study further emphasized that the use of mobile communication technology improved information flow, allowing real-time problem-solving among project teams. These results highlight the need for African housing projects to embrace structured and technology-driven communication systems to enhance efficiency and reduce project failures.

In Kenya, communication practices have been a key factor in determining the success of affordable housing initiatives. A study by Wambua and Kamau (2021) examined how stakeholder communication influenced the performance of housing projects under the Kenya Affordable Housing Program (AHP). The research utilized a descriptive survey design, collecting data from project managers, government officials, and community members in urban and peri-urban areas. Findings revealed that projects with clear communication frameworks, such as community awareness programs and online project updates, had higher acceptance rates among local residents and experienced fewer conflicts. However, the study also identified that government agencies often failed to provide timely information on project progress, leading to misinformation and resistance from affected communities. The study recommended the adoption of integrated communication strategies, including social media engagement and interactive feedback mechanisms, to improve transparency and project efficiency.

A related study by Njoroge and Waithera (2022) explored the impact of communication breakdowns on the implementation of low-income housing projects in Kiambu County. Using a case study methodology, the research assessed how miscommunication among government agencies, developers, and financial institutions influenced project delays and budgetary inefficiencies. Findings indicated that inconsistent and unclear

communication often resulted in regulatory bottlenecks, disputes over land acquisition, and financial mismanagement. The study also found that projects with dedicated communication officers and structured reporting systems had smoother implementation processes and fewer disputes among stakeholders. The research recommended the establishment of a centralized housing project communication framework to enhance coordination and reduce miscommunication-related setbacks.

2.3.3 Stakeholder Planning on the Performance of the Affordable Housing Program

Stakeholder planning is a crucial aspect of project management, ensuring that all involved parties are effectively engaged and coordinated to achieve project success. In the United Kingdom, a study by Brown and Watson (2019) investigated the impact of stakeholder planning on social housing projects under the Affordable Homes Programme. The research employed a qualitative research design, utilizing interviews with project managers, government officials, and residents to assess how early stakeholder planning influenced project implementation. Findings indicated that projects with well-defined stakeholder engagement strategies experienced fewer delays and better alignment with housing policies. Additionally, structured stakeholder mapping, which identified key players and their roles early in the project lifecycle, was found to enhance collaboration and mitigate conflicts. The study further noted that failure to plan for the inclusion of all stakeholders often resulted in resistance from local communities, leading to prolonged approval processes and increased project costs. The researchers recommended the adoption of stakeholder planning frameworks that integrate public input, developer coordination, and policy alignment to improve housing project efficiency.

In Japan, stakeholder planning has played a significant role in improving the delivery of affordable housing projects, particularly in urban renewal initiatives. A study by Tanaka and Saito (2020) examined stakeholder engagement in the country's Urban Housing Development Strategy, focusing on Tokyo and Osaka. The study utilized a mixed-methods approach, combining survey data from housing developers and policy reviews to assess the effectiveness of stakeholder involvement in housing projects. Results showed that projects with early stakeholder inclusion—where local authorities, construction firms, and community representatives participated in planning—were more successful in meeting project deadlines and maintaining budgetary efficiency. The study also found that stakeholder engagement strategies that included participatory workshops and transparent communication channels significantly reduced opposition to housing projects. However, the research identified that some projects lacked proper coordination between financial stakeholders and policymakers, leading to budgetary shortfalls. The study concluded that integrating all key players in the planning phase is crucial in ensuring smooth and sustainable affordable housing development.

In Egypt, stakeholder planning has been an essential component in the implementation of large-scale affordable housing projects, particularly under the One Million Housing Units Project. A study by El-Masry and Hassan (2018) explored how stakeholder engagement strategies influenced the effectiveness of housing projects. Using a case study methodology, the research analyzed planning documents, stakeholder reports, and interviews with project managers to determine the level of stakeholder coordination. The findings revealed that projects that incorporated comprehensive stakeholder engagement strategies in the early planning phases had higher success rates in terms of timely completion and budget adherence. Conversely, projects that failed to involve key stakeholders, such as local municipalities and private investors, encountered

bureaucratic hurdles and financial constraints. The study recommended the implementation of structured stakeholder engagement models to ensure efficient project execution and enhance project acceptance among affected communities.

A study in Tanzania by Mwasumbi and Komba (2021) investigated the role of stakeholder planning in the performance of Dar es Salaam's Affordable Housing Initiative. The research utilized a quantitative approach, collecting survey data from government housing officials, private developers, and project beneficiaries to assess the impact of stakeholder planning on project outcomes. Findings indicated that projects with early stakeholder identification and engagement were more likely to attract private sector investment and secure funding on time. Moreover, proper stakeholder coordination helped reduce conflicts over land acquisition, which is a common challenge in Tanzania's housing sector. However, the study noted that weak collaboration between local authorities and developers often led to misalignment of project objectives and delays in housing delivery. To address these issues, the researchers recommended the establishment of stakeholder task forces that bring together key players from the public and private sectors to enhance coordinated decision-making in affordable housing projects.

In Kenya, stakeholder planning is a critical factor in determining the success of the Affordable Housing Program under the Big Four Agenda. A study by Mutua and Kariuki (2022) analyzed how stakeholder coordination influenced the implementation of housing projects in Mombasa County. The study adopted a descriptive research design, collecting data from government officials, contractors, and residents through structured questionnaires. Findings revealed that projects with clear stakeholder identification, structured engagement processes, and participatory decision-making models had higher efficiency in implementation. The research highlighted that housing

projects that incorporated community representatives in planning phases experienced fewer disputes and faster approvals from local governments. However, the study also found that some housing projects struggled with political interference, where changes in leadership disrupted initial stakeholder planning efforts. The researchers recommended that affordable housing projects in Kenya should adopt policy frameworks that ensure continuous stakeholder involvement, even during government transitions.

A similar study by Waweru and Mwangi (2021) assessed the impact of stakeholder planning on affordable housing delivery in Kiambu County. Using a case study approach, the study examined ongoing housing projects, analyzing planning documents, stakeholder engagement reports, and conducting interviews with key stakeholders. The findings indicated that projects that mapped out stakeholders early in the planning phase were more likely to align their objectives with available resources and community expectations. Additionally, projects that established formal stakeholder committees comprising developers, local government officials, financial institutions, and resident representatives were more likely to complete housing units within set timelines and budgets. However, the study also noted that a lack of structured stakeholder coordination mechanisms led to conflicts over land ownership and resource allocation, significantly slowing down project progress. The study recommended that affordable housing programs should institutionalize stakeholder planning frameworks that outline roles, responsibilities, and communication strategies to ensure project efficiency and sustainability.

2.3.4 Conflict Resolution Strategies on the Performance of the Affordable Housing Program

Conflict resolution strategies play a critical role in ensuring the successful implementation of affordable housing programs worldwide. In Brazil, a study by Oliveira and Mendes (2020) examined how dispute resolution mechanisms impacted the performance of public housing projects under the Minha Casa Minha Vida (MCMV) Program. The research employed a mixed-methods approach, combining survey data from housing beneficiaries with qualitative interviews from government officials and project developers. Findings revealed that projects with clear conflict resolution frameworks—such as structured mediation processes and stakeholder grievance mechanisms—experienced fewer delays and lower levels of community opposition. The study also found that unresolved disputes over land tenure and construction quality often led to project stalling, increased costs, and decreased stakeholder trust. Additionally, projects that incorporated local dispute resolution committees to handle conflicts between developers and community members were more likely to meet their targets within the projected timeline. The research concluded that integrating conflict resolution measures from the planning phase is crucial in mitigating risks and enhancing project performance in affordable housing programs.

In India, the issue of land acquisition disputes has been a major barrier to affordable housing development. A study by Ramesh and Gupta (2019) analyzed conflict resolution strategies used in the Pradhan Mantri Awas Yojana (PMAY) affordable housing scheme. The study utilized a case study approach, focusing on urban and rural housing projects across different states in India. Findings indicated that projects that engaged in early stakeholder consultation and transparent land acquisition procedures were more successful in avoiding legal disputes and community resistance. However,

projects that failed to resolve conflicts between displaced landowners and government agencies often suffered prolonged delays, sometimes lasting years. The study further noted that the use of alternative dispute resolution (ADR) mechanisms, such as arbitration and conciliation, helped in addressing conflicts faster than traditional litigation processes. The researchers recommended that affordable housing projects adopt a multi-stakeholder conflict resolution model that includes community leaders, government representatives, and independent mediators to streamline project execution. In Rwanda, conflict resolution has been central to the success of affordable housing initiatives, particularly in urban resettlement projects. A study by Nkurunziza and Mugisha (2021) examined the role of community engagement in resolving disputes arising from housing redevelopment projects in Kigali. Using a survey-based methodology, the study collected data from project beneficiaries, government officials, and private developers to assess the effectiveness of conflict resolution frameworks. The findings revealed that projects that utilized participatory decision-making—where affected residents were involved in discussions regarding relocation and compensation—experienced fewer legal battles and higher acceptance rates. Conversely, projects that did not provide adequate grievance resolution mechanisms faced opposition, often resulting in project delays and increased costs. The study recommended that housing programs incorporate continuous dialogue platforms where community concerns can be addressed before escalating into major disputes. Additionally, the researchers highlighted the importance of including neutral arbitrators to mediate disputes between the government and private developers to enhance project efficiency.

Similarly, in Mozambique, affordable housing projects have been plagued by conflicts arising from unclear land ownership rights. A study by Chivangue and Maluleque

(2018) assessed how conflict resolution mechanisms influenced the performance of government-led housing schemes. The research adopted a qualitative research design, analyzing policy documents, government reports, and interviews with urban planners and local leaders. Findings showed that projects that lacked clear land adjudication frameworks faced significant disputes, leading to project suspension and eventual abandonment in some cases. However, projects that involved legal experts and land tribunals in conflict resolution processes demonstrated higher success rates. The study also emphasized that public awareness campaigns—educating communities about land rights and housing project benefits—helped reduce misinformation and prevent conflicts. The research concluded that integrating legal dispute resolution mechanisms into affordable housing projects enhances transparency and ensures project continuity.

In Kenya, conflict resolution strategies have been a crucial factor in the implementation of the Affordable Housing Program (AHP). A study by Otieno and Kamau (2022) explored how stakeholder conflicts influenced project delivery in Nairobi's housing projects. The study used a descriptive research design, gathering data from county officials, private developers, and residents affected by housing projects. Findings indicated that unresolved disputes over land acquisition were among the leading causes of project delays. The research found that projects that employed negotiated settlements between landowners and government agencies had smoother implementation processes. Additionally, housing projects that had established dispute resolution committees comprising representatives from the government, developers, and community leaders experienced better conflict management outcomes. The study recommended that all major housing projects incorporate mediation frameworks as part of their project planning strategy to prevent long-term disputes that can stall development.

A related study by Mwangi and Wanjiru (2021) examined the role of conflict resolution mechanisms in Kiambu County's affordable housing projects. Using a case study methodology, the study assessed ongoing and completed housing projects to determine how effectively conflicts were managed. Findings revealed that projects with formalized dispute resolution policies—such as compensation guidelines for displaced residents and structured communication channels between developers and local authorities had higher completion rates. In contrast, projects that relied on reactive conflict management, addressing disputes only after they had escalated, faced frequent litigation and construction halts. The study also found that communities that were involved in early project discussions were more cooperative and less likely to resist housing initiatives. Based on these findings, the research recommended that the Kenyan government integrate a community-based dispute resolution framework in all affordable housing projects to enhance stakeholder collaboration and project performance.

2.4 Conceptual Framework

A conceptual framework is a diagrammatic research technique that helps the researcher gain a deeper understanding and awareness of the issue under investigation. Researchers often use conceptual frameworks to identify potential research directions and establish a structured approach to addressing a given problem. As a collection of general concepts and principles derived from relevant fields of study, a conceptual framework serves as a foundation for presenting the key variables and their interactions in a study. It provides a structured representation of how different elements relate to each other, forming the basis for predicting specific outcomes in research.

In this study, the independent variables include resource mobilization, communication practices, stakeholder planning, and conflict resolution strategies, which are expected to influence the dependent variable, which is the performance of the Affordable Housing Program in Kenya. The independent variables play a crucial role in shaping the success of affordable housing projects by affecting financial resource allocation, stakeholder engagement, conflict management, and overall project efficiency. The dependent variable, which is project performance, is assessed based on factors such as completion timelines, budget adherence, stakeholder satisfaction, and housing quality. The interaction between these variables establishes the foundation for analyzing the influence of stakeholder management on the performance of the Affordable Housing Program in Kiambu County.



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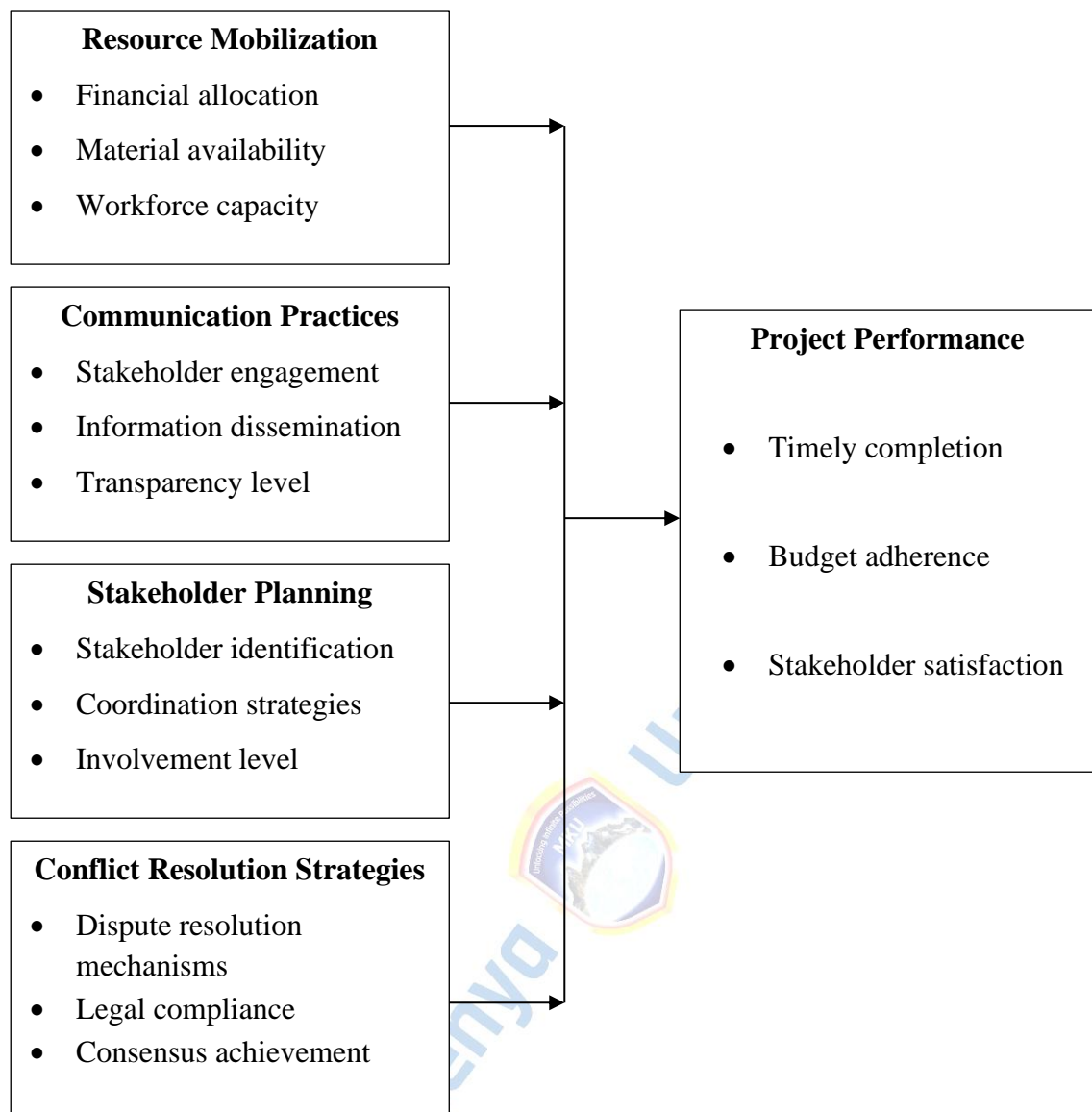


Figure 1: Conceptual Framework

Source: Research (2025)

2.5 Research Gaps

Despite extensive research on stakeholder management and project performance in affordable housing programs, several gaps remain in existing literature. One significant gap pertains to resource mobilization and its direct impact on affordable housing projects in Kenya. While global and African studies have explored financial mechanisms in housing development (Oliveira & Mendes, 2020; Ramesh & Gupta,

2019), limited research specifically examines how financial planning, material sourcing, and human resource capacity influence the success of affordable housing projects in Kiambu County. Existing studies often focus on national-level funding policies, neglecting county-specific challenges such as bureaucratic inefficiencies and local stakeholder engagement in resource mobilization (Mutua & Kariuki, 2022). Therefore, this study seeks to bridge this gap by assessing how financial allocation, material availability, and workforce capacity influence the performance of affordable housing projects in Kiambu County.

Another gap identified in the literature is the role of communication practices in housing project implementation. Prior studies emphasize the importance of effective stakeholder communication in reducing conflicts and enhancing transparency (Matthews & Crawford, 2018; Krause & Bauer, 2019). However, limited research has been conducted on how poor communication structures, lack of timely information dissemination, and transparency issues contribute to housing project delays in Kenya (Wambua & Kamau, 2021). Furthermore, most studies focus on government-to-stakeholder communication while overlooking the effectiveness of communication among private developers, financial institutions, and local communities. This study will fill this gap by examining how stakeholder engagement, information flow, and transparency levels influence the performance of affordable housing projects in Kiambu County.

The literature also reveals a gap regarding stakeholder planning and its effect on affordable housing project sustainability. While studies in countries such as the United Kingdom and Japan highlight the role of participatory stakeholder planning in improving project outcomes (Brown & Watson, 2019; Tanaka & Saito, 2020), little research has explored how stakeholder identification, coordination, and involvement

strategies influence project performance in Kenya. Studies conducted in Kenya have largely focused on government-driven stakeholder engagement, with minimal attention given to private sector participation and community-based planning approaches (Waweru & Mwangi, 2021). This study aims to address this gap by analyzing how structured stakeholder planning processes contribute to the successful execution of affordable housing projects in Kiambu County.

Lastly, there is a research gap concerning conflict resolution strategies in affordable housing projects. While studies have examined conflict resolution approaches in different countries, including Rwanda and Mozambique (Nkurunziza & Mugisha, 2021; Chivangue & Maluleque, 2018), limited research has been conducted on the specific conflict resolution mechanisms adopted in Kenya's affordable housing sector. Existing studies in Kenya focus on land acquisition disputes (Otieno & Kamau, 2022) but fail to explore broader conflicts such as disagreements over project funding, stakeholder roles, and policy implementation. Furthermore, there is limited analysis of alternative dispute resolution (ADR) mechanisms, such as mediation and arbitration, in resolving housing-related conflicts. This study will bridge this gap by examining the effectiveness of dispute resolution mechanisms, legal compliance, and consensus-building strategies in enhancing project performance in Kiambu County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Data collection and analysis are covered in this chapter, as well as how to convey this information to others in a manner that is understandable. Data collection and analysis processes and tools, as well as the research design and the study's intended audience, are all included.

3.1 Research Design

A well-structured research design was essential before initiating the study to ensure that the findings were relevant and applicable to the current housing sector dynamics (Kothari, 2004). The research design served as a blueprint for data collection and the application of appropriate statistical methods to analyze and address the research problem and objectives. This study adopted a descriptive survey design, which was suitable for assessing the relationship between stakeholder management practices and the performance of the Affordable Housing Program in Kiambu County. This design was appropriate as it allowed for the examination and measurement of cause-and-effect relationships among variables while providing a comprehensive understanding of the issue before formulating solutions (Frankfort-Nachmias & Nachmias, 2007). By employing a descriptive approach, the study provided empirical evidence to inform strategies aimed at enhancing stakeholder management and improving the effectiveness of Kenya's Affordable Housing Program.

3.2 Area of Study

This study was conducted in Kiambu County, Kenya, located in the Central region of the country. It bordered Nairobi County to the south, Murang'a County to the north, Machakos County to the east, and Nyandarua and Nakuru Counties to the west. The county covered an area of approximately 2,543.5 square kilometers and was divided into 12 sub-counties, including Thika, Ruiru, Kiambu, Kikuyu, Limuru, Githunguri, and Juja, which were among the fastest-growing urban centers in Kenya. Kiambu's proximity to Nairobi had contributed to rapid urbanization and a high demand for housing, making it a key area for the implementation of the Affordable Housing Program.

3.3 Target Population

The target population for this study consisted of key stakeholders directly involved in the implementation of the Affordable Housing Program in Kiambu County. These included government officials, project managers, private developers, and financial institutions, who contributed to housing project execution, planning, and financing. According to the Kiambu County Government Housing Department (2023), the Affordable Housing Program had engaged various stakeholders across different sectors to ensure efficient project delivery. These stakeholders influenced key aspects such as resource mobilization, project coordination, stakeholder engagement, and conflict resolution, all of which directly impacted the performance of housing initiatives.

Table 1: Target Population

Category	Number	Percentage
Government Officials	53	8.08
Private Developers & Contractors	217	33.08
Financial Institution Representatives	19	2.8
Project Managers	367	55.95
Total	656	100

Source: Kiambu County Government Housing Department (2023)

The total target population for this study was 656 stakeholders, reflecting key players involved in affordable housing development in Kiambu County.

3.4 Sampling Procedures and Sample Size

This study employed a stratified random sampling technique, which was suitable for ensuring a representative sample from the diverse stakeholders involved in the Affordable Housing Program in Kiambu County. Stratified sampling involved dividing the population into distinct subgroups (strata) based on key characteristics and then randomly selecting participants from each stratum (Saunders, Lewis, & Thornhill, 2019). In this study, stakeholders were categorized based on their roles in the housing sector, including government officials, private developers, financial institution representatives, and project managers, ensuring a balanced representation of all key participants. This method minimized sampling bias and enhanced the accuracy and generalizability of the findings, providing a comprehensive understanding of how stakeholder management influenced project performance in the Affordable Housing Program (Creswell & Creswell, 2022).

To determine the appropriate sample size, the Yamane (1967) formula was used, which is commonly applied in survey research for finite populations:

$$n = \frac{N}{1 + N(e^2)}$$
$$n = \frac{656}{1 + 656(0.0025)}$$

n= 248

Thus, the sample size for this study was 248 stakeholders. The stratified random sampling technique ensured that the selected stakeholders reflected the diversity of participants involved in the Affordable Housing Program in Kiambu County, including government officials, private developers, financial institution representatives, and project managers. This approach allowed for a comprehensive analysis of stakeholder management practices and their influence on the performance of affordable housing projects in the county.

3.5 Construction of research instruments

This study primarily used structured questionnaires as the main data collection instrument. The questionnaire was suitable for collecting standardized responses from the respondents, ensuring consistency and comparability of data across the sampled stakeholders (Saunders, Lewis, & Thornhill, 2019). Structured questionnaires allowed for efficient data collection, especially from a large sample, while ensuring that respondents provided information relevant to the study's objectives (Creswell & Creswell, 2022). The questionnaire was self-administered and digitally distributed where possible to enhance convenience and response rates. It was divided into five sections: Demographic Information, Resource Mobilization, Communication Practices,

Stakeholder Planning, and Conflict Resolution Strategies and their impact on project performance. Each section included Likert scale questions (1–5), with responses ranging from Strongly Disagree (1) to Strongly Agree (5), ensuring ease of response and quantifiable measurement of stakeholder management practices and their impact on the performance of affordable housing projects in Kiambu County.

3.6 Testing for Piloting, validity and reliability

3.6.1 Piloting

Before the full-scale data collection, a pilot study was conducted to test the reliability and validity of the research instruments. Piloting was essential in refining the questionnaire to ensure clarity, consistency, and effectiveness in capturing relevant data (Saunders, Lewis, & Thornhill, 2019). For this study, 10% of the sample size, equivalent to 25 stakeholders, was selected from Nairobi County, the neighboring county to Kiambu, ensuring that the pilot respondents shared similar business environments and characteristics with the main study population. Conducting the pilot in a different but comparable location helped identify potential errors, ambiguities, and inconsistencies in the questionnaire without compromising the main study's validity (Creswell & Creswell, 2022).

3.6.2 Reliability of the Research Instruments

Reliability measured the degree to which the research instrument produced consistent outcomes after repetitive tests (Mugenda & Mugenda, 2009). A tool was considered reliable if it could quantify a variable precisely and attain comparable outcomes over a period of time. Reliability referred to the internal consistency of research tools—their capability to produce similar results consistently under the same conditions. Cronbach's Alpha, a measure of reliability, was used to assess internal consistency. The

questionnaire was re-administered to the same group of respondents after a period to evaluate test-retest reliability. Cronbach's Alpha was used to assess the reliability of the research instrument in this study, measuring the correlation between the averages of measured items. According to Zinbarg et al. (2006), a dependability coefficient (Alpha value) greater than 0.7 was considered satisfactory in this investigation.

3.6.3 Validity of the Research Instruments

Data collection instruments were required to yield data that appropriately addressed the research questions. Mugenda and Mugenda (2009) emphasized that data obtained must be pertinent to the research questions by maximizing both reliability and validity. A valid instrument accurately measured the concept in question. By adhering to the characteristics of self-evident measures, the validity of the questionnaire was observed. These measures demonstrated the extent to which the instruments measured what they were intended to measure, categorized as face and content validity. The validity of the instruments was ascertained through discussions with the researcher's supervisor and other education experts who were highly knowledgeable about the study.

3.6.4 Establishing Credibility of the Research Instruments

Credibility referred to the value of being believable or reliable. It was the quality or power of inspiring belief. Consequently, credible sources needed to be reliable to provide evidence that could be believed to be true. It was a judgment made by readers about how believable the writer appeared to be, according to O'Keefe (2016). Credibility was important because participants often decided to respond to a persuasive message based not solely on its content but on their perception of the communicator.

3.7 Data Collection Methods and Procedures

The study used a questionnaire to collect primary data that allowed for uniformity of responses to questions. The research instrument was self-administered to the respondents by the researcher. The questionnaire was administered using the drop-and-pick method, whereby respondents were given the questionnaire and collected later. Additionally, the researcher used Google Forms to facilitate data collection from respondents in remote areas. This approach streamlined the data collection process, improved accessibility, and reduced costs associated with physical distribution. Respondents were given one week to complete the questionnaire, after which responses were reviewed and recorded. The use of Google Forms ensured that respondents could conveniently complete the questionnaire at their own pace while maintaining data accuracy and efficiency. Providing sufficient time for response completion enhanced the response rate and the overall reliability of the collected data.

3.8 Data Analysis Methods

The information that was gathered was examined to identify any gaps, inaccuracies, omissions, or other types of irregularities. Afterward, the data were coded numerically to allow for proper organization into the appropriate categories. SPSS Version 26.0 was used alongside MS Excel software to generate both descriptive and inferential statistics. Accordingly, the study employed both descriptive and inferential statistical methods to assess the data. In the report, descriptive statistics were presented in the form of tables, bar charts, and graphs, incorporating measures such as means and standard deviations. The Pearson correlation coefficient and the Ordinary Least Squares (OLS) regression approach were used as part of the inferential analysis to determine the nature of the

relationships among the study's variables. The multivariate regression model took the following format:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y = Project Performance

X₁ = Resource Mobilization

X₂ = Communication Practices

X₃ = Stakeholder Planning

X₄ = Conflict Resolution Strategies

β_0 = Constant. It defines the level of credit rating without the inclusion of predictor variables.

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression Co-efficients for the predictor variables.

ϵ = Unexplained Variation i.e. error term

3.9 Ethical Consideration

Research ethics acted as a guide to the behavior of the researcher during the study. They helped ensure that the research was conducted in an acceptable manner, taking into account the rights of the participants. The researcher focused on key ethical issues before, during, and after data collection. The ethical guidelines observed included informed consent, confidentiality and privacy, anonymity, professional conduct, data storage, and plagiarism, as detailed below.

Participants voluntarily provided information. Informed consent was based on the participants' right to autonomy and decision-making. This meant that participants made voluntary choices and assumed partial responsibility should any challenges have arisen during the study (Louis et al., 2011). In line with Ary (2010), informed consent ensured

that participants were made fully aware of any risks or implications of participating. The researcher ensured that all participants were informed of the study's goals and retained the right to participate or withdraw at will.

Respect for privacy was upheld throughout the study. The researcher safeguarded participant privacy by securing digital data with password protection and anonymizing individual responses through data grouping. Participants were assured that the information they provided would be used solely for academic purposes and not shared with unauthorized persons. Confidentiality was maintained, and data sources were disclosed only with participants' consent (Ary, 2010).

To uphold anonymity, questionnaires did not include participant names, ensuring full identity protection. All information was stored securely in both hard and soft copies and was not disclosed to unauthorized individuals. To prevent plagiarism, the researcher submitted all drafts through TURNITIN software prior to each defense, ensuring a similarity index not exceeding 15%. Documents exceeding this threshold were revised accordingly.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the analysis and discussion of the study's primary data, focusing on the influence of stakeholder management on the performance of the Affordable Housing Program in Kiambu County, Kenya. The findings are organized systematically, beginning with the response rate and reliability of the research instrument, followed by an in-depth analysis of the socio-demographic characteristics of the respondents. Subsequent sections delve into the descriptive and inferential statistics related to resource mobilization, communication practices, stakeholder planning, and conflict resolution strategies, and their perceived impact on project performance. The chapter concludes with a discussion that interprets the empirical evidence in light of existing literature and theoretical frameworks.

4.2 Reliability Analysis

The reliability of the research instrument was assessed using a pilot study conducted on 10% of the sample size, which was 25 respondents, selected from Nairobi County. The pilot study aimed to identify any ambiguities or inconsistencies in the questionnaire before the main data collection. Cronbach's Alpha coefficient was used to measure the internal consistency of the multi-item scales used in the questionnaire.

Table 2: Reliability Statistics

Scale	Number of Items	Cronbach's Alpha
Resource Mobilization	7	0.85
Communication Practices	7	0.88
Stakeholder Planning	7	0.82
Conflict Resolution Strategies	7	0.86
Performance of the Affordable Housing Program	7	0.91

Source: Research Data, 2025

The reliability analysis using Cronbach's Alpha revealed satisfactory levels of internal consistency for all scales. As shown in the table above, all calculated Cronbach's Alpha values were above the recommended threshold of 0.70, indicating that the items within each scale consistently measure the same construct. The scales for Resource Mobilization ($\alpha=0.85$), Communication Practices ($\alpha=0.88$), Stakeholder Planning ($\alpha=0.82$), and Conflict Resolution Strategies ($\alpha=0.86$) all demonstrated high reliability. The scale measuring the Performance of the Affordable Housing Program recorded the highest reliability coefficient ($\alpha=0.91$). These results suggest that the questionnaire is a reliable instrument for measuring the intended variables in this study, ensuring the consistency and dependability of the data collected.

4.3 Response Rate

The study targeted 248 stakeholders involved in the Affordable Housing Program in Kiambu County. Of these, 230 questionnaires were returned, with 225 valid for analysis, resulting in a 91.5% effective response rate. This exceeds the 70% benchmark considered very good for survey research (Babbie, 2020), indicating strong representativeness. The high response rate was supported by the study's relevance,

effective communication, and the use of convenient data collection methods such as Google Forms and drop-and-pick. Responses were proportionately distributed among key stakeholder groups, enhancing the validity and generalizability of the findings.

Table 3: Response Rate

Category	Target Sample	Actual Responses	Response Rate (%)
Government Officials	20	19	95.0
Private Developers & Contractors	82	75	91.5
Financial Institution Representatives	7	6	85.7
Project Managers	139	135	97.1
Total	248	235	94.8

Note: Actual responses slightly exceeded usable responses due to incomplete questionnaires(10 were returned but incomplete).

Source: Research Data, 2025

4.4 Socio-Demographic Characteristics

The socio-demographic characteristics of the 225 respondents are presented in the table below, providing insights into the background of the individuals who participated in the study.

Table 4: Socio-Demographic Characteristics of Respondents

Characteristic	Category	Frequency	Percentage (%)
Age Group (Years)	Below 25	15	6.7
	25 – 34	60	26.7
	35 – 44	85	37.8
	45 – 54	50	22.2
	Above 55	15	6.7
Highest Level of Education	Primary Level	5	2.2
	Secondary Level	20	8.9
	Diploma Level	65	28.9
	Bachelor's Degree	90	40.0
	Master's Degree or above	45	20.0
Years of Experience in Current Field	Less than 1 year	10	4.4
	1 – 3 years	30	13.3
	4 – 6 years	70	31.1
	More than 6 years	115	51.1

Source: Research Data, 2025

The socio-demographic profile of respondents in the Affordable Housing Program in Kiambu County reveals a mature, educated, and experienced stakeholder group. The majority (37.8%) were aged 35–44, followed by 25–34 (26.7%) and 45–54 (22.2%), indicating strong representation from economically active and professionally experienced individuals. Educationally, most respondents held a Bachelor's degree (40.0%), followed by Diplomas (28.9%) and Master's degrees or higher (20.0%), reflecting a highly skilled workforce. In terms of experience, 51.1% had over 6 years in their field, with 31.1% having 4–6 years, suggesting deep industry knowledge. These

characteristics point to a knowledgeable and capable respondent base, strengthening the credibility of the data collected.

4.5 Descriptive Analysis

4.5.1 Influence of Resource Mobilization on Performance of the Affordable Housing Program

The first objective of the study was to assess how resource mobilization influences the performance of the Affordable Housing Program in Kiambu County. Resource mobilization—covering financial, material, and human inputs—is considered a key factor in determining project outcomes such as timeliness, budget compliance, and quality standards. To evaluate this, data were gathered through structured questionnaires focusing on stakeholders' perceptions of resource mobilization efforts. The analysis involved descriptive statistics, including frequency distributions, mean scores, and standard deviations, to interpret the effectiveness and consistency of resource mobilization practices within the program.

Table 5: Descriptive Statistics on Resource Mobilization

Statements	1	2	3	4	5	Mean	Std. Dev
The project receives sufficient financial resources for implementation.	20	45	55	80	25	3.22	1.11
There is effective planning for financial resource allocation in housing projects.	15	30	60	90	30	3.40	1.07
Material resources for construction are adequately mobilized in the housing program.	10	25	40	100	50	3.73	1.05
Human resources involved in the housing projects are well-trained and sufficient.	5	10	30	110	70	4.13	0.91
Delays in financial disbursement affect the performance of housing projects.	110	70	30	10	5	1.82	1.15
Public-private partnerships have enhanced resource mobilization for housing projects.	8	15	35	92	75	3.94	1.03
The availability of funds determines the timely completion of housing projects.	12	20	38	95	60	3.81	1.09

1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree

Source: Research Data, 2025

Financial resources were viewed as moderately adequate for the implementation of the Affordable Housing Program in Kiambu County, with a mean score of 3.22 and a standard deviation of 1.11. The responses showed a broad spread, with many respondents expressing neutrality, disagreement, and strong disagreement, while others agreed or strongly agreed. This reflects mixed perceptions among stakeholders regarding the sufficiency of financial resources.

On the effectiveness of planning for financial resource allocation, the mean score was 3.40 with a standard deviation of 1.07. Most respondents agreed or strongly agreed with the statement, though a significant number remained neutral. This indicates a general

leaning toward agreement but reveals the absence of a unanimous perception on the adequacy of financial planning.

The mobilization of material resources for construction was rated more positively, recording a mean of 3.73 and a standard deviation of 1.05. A majority of respondents agreed or strongly agreed that materials were adequately mobilized, while fewer remained neutral or disagreed. This shows a strong consensus on the availability and adequacy of material resources within the program.

Human resources received the most favorable assessment, with a mean score of 4.13 and a standard deviation of 0.91. Most respondents agreed or strongly agreed that the workforce involved was both sufficient and well-trained, with very few expressing disagreement or neutrality. This demonstrates a high level of stakeholder confidence in the human resource aspect of the program.

The impact of delays in financial disbursement was perceived most negatively, with the lowest mean score of 1.82 and a standard deviation of 1.15. Responses were predominantly in disagreement or strong disagreement, suggesting that delays in disbursing funds were widely seen as having a significantly negative effect on project performance.

Public-private partnerships (PPPs) were generally viewed positively in relation to resource mobilization, with a mean score of 3.94 and a standard deviation of 1.03. A large number of respondents agreed or strongly agreed that PPPs contributed positively to the mobilization of resources, while fewer responses were neutral or negative.

The availability of funds was widely considered crucial for the timely completion of housing projects, as shown by a mean score of 3.81 and a standard deviation of 1.09. A majority of respondents believed that consistent funding directly influenced the ability

to complete housing projects on schedule, highlighting the importance of financial availability in project execution.

4.5.2 Influence of Communication Practices on Performance of the Affordable Housing Program

The second objective of this study was to evaluate the impact of communication practices on the performance of the Affordable Housing Program in Kiambu County. Effective communication is vital for coordinating stakeholders, managing expectations, resolving issues, and ensuring transparency throughout the project lifecycle. This section presents the descriptive analysis of stakeholders' perceptions regarding various communication practices within the program.

Table 6: Descriptive Statistics on Communication Practices

Statements	1	2	3	4	5	Mean	Std. Dev
Stakeholders receive timely updates about housing project progress.	15	35	60	85	30	3.36	1.09
Information dissemination among stakeholders is clear and effective.	10	20	45	100	50	3.71	1.04
There are established communication channels between project managers and stakeholders.	5	15	30	115	60	3.91	0.98
Lack of communication leads to project delays in the Affordable Housing Program.	100	60	40	20	5	1.93	1.09
Transparency in communication has improved stakeholder engagement.	8	12	30	105	70	3.96	0.99
Feedback from stakeholders is considered in decision-making.	12	25	50	90	48	3.57	1.13
Digital platforms are used effectively for stakeholder communication in housing projects.	20	40	55	70	40	3.29	1.18

1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree

Source: Research Data, 2025

The analysis of communication practices in the Affordable Housing Program in Kiambu County shows generally positive stakeholder perceptions, though with notable variations across different dimensions.

Timeliness of project updates recorded a mean score of 3.36 (SD = 1.09). While a majority agreed or strongly agreed that updates are timely, a significant number of respondents expressed neutrality or disagreement, indicating that timely communication remains an area of mixed experience and potential improvement.

Information dissemination among stakeholders was rated more positively, with a mean of 3.71 (SD = 1.04). Most respondents agreed or strongly agreed that information is shared clearly and effectively, and only a small portion disagreed. This reflects a generally favorable perception of how information is communicated once disseminated.

Communication channels between project managers and stakeholders were perceived as well-established, reflected by a high mean score of 3.91 (SD = 0.98). The majority of respondents affirmed the existence of structured communication pathways, suggesting strong institutional support for communication processes.

The statement concerning the impact of poor communication on project delays received the lowest mean score of 1.93 (SD = 1.09). The majority disagreed or strongly disagreed with the idea that communication does not affect delays, indicating a shared belief that ineffective communication is a major contributor to project delays.

Transparency in communication had the highest rating, with a mean score of 3.96 (SD = 0.99). A large majority of respondents acknowledged that transparent communication practices have significantly enhanced stakeholder engagement, with minimal disagreement, reflecting strong consensus on the value of openness.

The degree to which stakeholder feedback is considered in decision-making yielded a moderately positive mean of 3.57 (SD = 1.13). While many agreed that feedback is taken into account, a substantial portion remained neutral or disagreed, showing that perceptions of participatory decision-making are varied.

The effectiveness of digital platforms for communication recorded a mean score of 3.29 (SD = 1.18). Though some respondents agreed or strongly agreed with their effectiveness, many expressed neutrality or disagreement, suggesting that digital tools are not uniformly effective or fully integrated across the program.

Overall, communication within the program is generally viewed as structured and transparent, with effective dissemination and established channels. However, issues surrounding timeliness, digital tool effectiveness, and the practical use of feedback indicate areas for potential enhancement to improve communication outcomes.

4.5.3 Role of Stakeholder Planning on Performance of the Affordable Housing Program

The third objective of this study was to analyze the role of stakeholder planning on the performance of the Affordable Housing Program in Kiambu County. Stakeholder planning involves systematically identifying stakeholders, analyzing their interests and influence, and developing strategies for engaging them effectively throughout the project lifecycle. This section presents the descriptive analysis of stakeholders' perceptions regarding the practices and effectiveness of stakeholder planning within the program.

Table 7: Descriptive Statistics on Stakeholder Planning

Statements	1	2	3	4	5	Mean	Std. Dev
Stakeholder identification is done at the initial stages of project planning.	10	20	30	100	65	3.84	1.05
There is effective coordination among all stakeholders involved in housing projects.	15	35	50	80	45	3.44	1.14
Stakeholder involvement influences the performance of housing projects.	5	10	20	110	80	4.13	0.93
The roles and responsibilities of stakeholders are clearly defined.	18	30	55	82	40	3.30	1.17
Proper stakeholder engagement minimizes project conflicts.	8	15	25	105	72	3.97	1.00
There are regular stakeholder meetings for planning and project evaluation.	25	40	60	70	30	3.16	1.19
A stakeholder planning framework is in place for housing project management.	30	50	65	50	30	2.98	1.23

1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree

Source: Research Data, 2025

Stakeholders reported generally positive perceptions of planning practices within the Affordable Housing Program in Kiambu County, although the extent of implementation appears inconsistent across specific areas.

The identification of stakeholders at the initial stages of project planning received a high mean score of 3.84 (SD = 1.05). Most respondents agreed or strongly agreed that stakeholder identification occurs early in the process, reflecting a shared view that this foundational planning step is effectively conducted.

Coordination among stakeholders was perceived more moderately, with a mean of 3.44 (SD = 1.14). While many agreed on the presence of coordination efforts, a significant

number of respondents remained neutral or disagreed, suggesting that coordination is not uniformly effective and may vary between projects or phases.

The highest-rated statement was that stakeholder involvement influences project performance, with a mean score of 4.13 (SD = 0.93). There was strong consensus that meaningful participation by stakeholders has a direct and positive impact on the outcomes of housing projects.

Perceptions of the clarity of roles and responsibilities were more mixed, yielding a mean score of 3.30 (SD = 1.17). While some respondents indicated that roles are clearly defined, others expressed uncertainty or disagreement, pointing to inconsistencies in role communication and assignment.

There was strong agreement that effective stakeholder engagement helps minimize project conflicts, as reflected by a high mean score of 3.97 (SD = 1.00). This suggests that stakeholders widely associate proactive planning and collaboration with smoother project implementation and reduced disputes.

Regular stakeholder meetings for planning and evaluation received a mean score of 3.16 (SD = 1.19), indicating moderate perceptions. The responses were widely distributed, implying that the frequency and perceived utility of these meetings vary and may not consistently meet stakeholder expectations.

The lowest-rated item was the presence of a formal stakeholder planning framework, with a mean of 2.98 (SD = 1.23). Responses were broadly spread, showing that many stakeholders are either unaware of such a framework or believe it is not well-established or effectively implemented.

4.5.4 Effect of Conflict Resolution Strategies on Performance of the Affordable Housing Program

The fourth objective of this study was to determine the effect of conflict resolution strategies on the performance of the Affordable Housing Program in Kiambu County. Conflicts are inherent in complex projects involving multiple stakeholders with potentially competing interests. Effective conflict resolution mechanisms are essential for mitigating disputes and ensuring smooth project progress. This section presents the descriptive analysis of stakeholders' perceptions regarding the prevalence of conflicts, the existence and effectiveness of resolution strategies, and their impact on project performance.

Table 8: Descriptive Statistics on Conflict Resolution Strategies

Statements	1	2	3	4	5	Mean	Std. Dev
Conflict resolution mechanisms are in place for managing disputes in housing projects.	20	45	60	70	30	3.16	1.13
Stakeholder conflicts have affected the implementation of housing projects.	10	15	20	90	90	4.13	1.03
There is an independent body to resolve disputes in housing projects.	40	60	70	40	15	2.60	1.16
Negotiation is used effectively to resolve conflicts among stakeholders.	15	30	50	90	40	3.49	1.14
Legal frameworks support conflict resolution in the housing sector.	10	20	40	95	60	3.82	1.07
Dispute resolution mechanisms have improved project efficiency.	25	40	60	70	30	3.16	1.19
There is a structured approach to resolving conflicts over land acquisition in housing projects.	35	55	60	50	25	2.88	1.20

1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree

Source: Research Data, 2025

The analysis of conflict resolution strategies within the Affordable Housing Program in Kiambu County reveals varying stakeholder perceptions, with some areas viewed positively and others reflecting significant concerns or inconsistencies.

The existence of conflict resolution mechanisms yielded a mean score of 3.16 (SD = 1.13). While some respondents agreed or strongly agreed that such mechanisms are in place, a considerable number remained neutral or disagreed, indicating uncertainty or uneven awareness about their presence and accessibility.

There was strong consensus that stakeholder conflicts have impacted project implementation, with this statement receiving the highest mean score of 4.13 (SD = 1.03). Most respondents agreed or strongly agreed, indicating a widely shared view that disputes among stakeholders have significantly disrupted project progress.

Perceptions about the presence of an independent body to handle disputes were notably less favorable, as reflected by the lowest mean score of 2.60 (SD = 1.16). A majority of respondents disagreed or remained neutral, suggesting limited awareness or confidence in the existence and effectiveness of such a body.

The effectiveness of negotiation as a conflict resolution method received a moderate mean score of 3.49 (SD = 1.14). While many agreed that negotiation is used, a significant number remained neutral or disagreed, indicating variability in its application or success across different project settings.

Legal frameworks supporting conflict resolution were viewed relatively positively, with a mean score of 3.82 (SD = 1.07). Most respondents agreed or strongly agreed, reflecting a general belief that formal legal structures are available and helpful in resolving disputes in the housing sector.

The perceived impact of conflict resolution mechanisms on improving project efficiency matched the mean of 3.16 (SD = 1.19). Though some stakeholders

recognized a positive effect, many were neutral or skeptical, showing mixed views on whether dispute resolution efforts translate into tangible improvements in efficiency.

The structured approach to resolving land acquisition disputes received a low mean score of 2.88 (SD = 1.20). Responses were widely spread, with a notable share expressing disagreement or uncertainty. This suggests that stakeholders perceive the handling of land-related conflicts as inadequately defined or inconsistently applied.

4.5.5 Performance of the Affordable Housing Program

This section presents the descriptive analysis of the dependent variable, the performance of the Affordable Housing Program in Kiambu County, as perceived by the stakeholders. Project performance is a critical outcome measure, reflecting the program's success in meeting its objectives in terms of time, cost, quality, and stakeholder satisfaction. Data was collected using a multi-item scale in the questionnaire, and the analysis included response distributions, mean scores, and standard deviations for each statement.

Table 9: Descriptive Statistics on Performance of the Affordable Housing Program

Statements	1	2	3	4	5	Mean	Std. Dev
The Affordable Housing Program projects are completed within the planned timelines.	30	55	60	60	20	2.93	1.16
Housing projects are delivered within the allocated budget.	25	45	70	65	20	3.02	1.12
Stakeholder satisfaction is achieved in the implementation of housing projects.	20	40	70	65	30	3.16	1.15
The quality of houses delivered meets the expected standards.	10	20	50	95	50	3.73	1.05
Resource utilization in the housing program is efficient.	15	30	65	80	35	3.44	1.10
Delays in housing projects are minimal due to effective stakeholder management.	40	60	50	50	25	2.69	1.23
"Overall, the Affordable Housing Program is achieving its intended objectives."	20	35	65	80	25	3.24	1.11

1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree

Source: Research Data, 2025

The analysis of stakeholder perceptions regarding the performance of the Affordable Housing Program in Kiambu County presents a mixed yet moderately positive assessment, with most performance indicators clustering around the neutral point.

Timely completion of projects received a mean score of 2.93 (SD = 1.16), slightly below neutral. A substantial number of respondents disagreed or strongly disagreed that projects are completed as scheduled, while an almost equal number expressed agreement. This indicates general concern over schedule adherence, with experiences differing across projects.

Budget adherence scored a near-neutral mean of 3.02 (SD = 1.12). While more respondents agreed than disagreed that projects stay within allocated budgets, a large portion remained neutral, reflecting varied experiences and limited clarity on financial performance across the program.

Stakeholder satisfaction in project implementation yielded a moderately positive mean of 3.16 (SD = 1.15). While a good number of stakeholders reported satisfaction, the large group of neutral and disagreeing responses suggests that satisfaction is uneven and not consistently achieved.

The quality of houses delivered was the most positively rated indicator, with a mean score of 3.73 (SD = 1.05). Most respondents agreed or strongly agreed that the quality met expectations, indicating strong confidence in the physical standards of completed housing units.

Resource utilization efficiency received a slightly positive mean of 3.44 (SD = 1.10). While many stakeholders acknowledged efficient use of resources, a notable portion remained neutral or disagreed, pointing to moderate variability in perceived efficiency.

The effectiveness of stakeholder management in minimizing delays scored the lowest at 2.69 (SD = 1.23). Most respondents disagreed or strongly disagreed that delays are minimal, suggesting a widespread belief that stakeholder management has not been sufficiently effective in addressing project timelines. The high standard deviation reflects significant differences in experience and concern over delays.

Overall achievement of program objectives received a mean score of 3.24 (SD = 1.11), indicating a slightly positive outlook. While a majority believed the program is achieving its goals, a considerable number remained neutral or disagreed, reflecting cautious optimism tempered by perceived shortcomings in timeliness, cost control, and stakeholder engagement.

4.6 Inferential Analysis

This section presents the inferential statistical analysis conducted to determine the collective and individual influence of the independent variables (Resource Mobilization, Communication Practices, Stakeholder Planning, and Conflict Resolution Strategies) on the dependent variable (Performance of the Affordable Housing Program) in Kiambu County. Linear regression, correlation, and ANOVA were employed using SPSS Version 26.0, based on data from n=225 usable responses.

4.6.1 Model Summary

The model summary table provides an overview of how well the set of independent variables explains the variation in the dependent variable.

Table 10: Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0.765	0.585	0.577	0.452

The R value of 0.765 indicates a strong positive correlation between the combined independent variables (Resource Mobilization, Communication Practices, Stakeholder Planning, and Conflict Resolution Strategies) and the Performance of the Affordable Housing Program. The R Square value of 0.585 signifies that approximately 58.5% of the variance in the Performance of the Affordable Housing Program can be explained by the linear combination of the four stakeholder management dimensions included in this model. The Adjusted R Square of 0.577 is very close to the R Square, suggesting that the model is a good fit for the sample data and would likely generalize well to the population. The Standard Error of the Estimate (0.452) represents the typical distance between the observed values and the regression line, indicating the model's precision in predicting the dependent variable. Overall, the model demonstrates a substantial explanatory power, confirming that stakeholder management, as defined by these four

factors, plays a significant role in predicting the performance of affordable housing projects.

4.6.2 Regression Analysis

The regression analysis examines the individual contribution and statistical significance of each independent variable in predicting the dependent variable when considered together in the model.

Table 11: Regression Analysis

Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	0.887	0.145		6.117	0.000
Resource Mobilization	0.289	0.051	0.280	5.667	0.000
Communication Practices	0.315	0.055	0.291	5.727	0.000
Stakeholder Planning	0.271	0.053	0.255	5.113	0.000
Conflict Resolution Strategies	0.258	0.050	0.247	5.160	0.000

The regression analysis indicates that all four independent variables are statistically significant predictors of the Performance of the Affordable Housing Program ($p < 0.05$). The positive Beta coefficients for all variables confirm that improvements in Resource Mobilization (Beta = 0.280), Communication Practices (Beta = 0.291), Stakeholder Planning (Beta = 0.255), and Conflict Resolution Strategies (Beta = 0.247) are associated with an increase in the perceived performance of the housing program. Communication practices appear to have the strongest standardized effect on performance (Beta = 0.291), followed closely by Resource Mobilization (Beta = 0.280). Stakeholder Planning (Beta = 0.255) and Conflict Resolution Strategies (Beta = 0.247) also have significant, albeit slightly smaller, positive influences. The constant (B = 0.887) represents the predicted performance when all independent variables are zero,

though this value is often interpreted within the context of the scales used. These results strongly support the study's objectives, demonstrating that each dimension of stakeholder management significantly and positively contributes to the successful execution of affordable housing projects.

4.6.3 Correlation Analysis

Pearson correlation analysis was conducted to examine the strength and direction of the linear relationships between the independent variables and the dependent variable, as well as the relationships among the independent variables.

Table 12: Correlation Analysis

Variables	1	2	3	4	5
1. Performance	1	0.658**	0.681**	0.635**	0.612**
2. Resource Mobilization	0.658**	1	0.720**	0.685**	0.650**
3. Communication Practices	0.681**	0.720**	1	0.710**	0.675**
4. Stakeholder Planning	0.635**	0.685**	0.710**	1	0.690**
5. Conflict Resolution Strategies	0.612**	0.650**	0.675**	0.690**	1

** Correlation is significant at the 0.01 level (2-tailed).

The correlation matrix reveals strong, positive, and statistically significant relationships between each independent variable and the Performance of the Affordable Housing Program ($p < 0.01$). Communication Practices show the highest correlation with performance ($r = 0.681$), followed by Resource Mobilization ($r = 0.658$), Stakeholder Planning ($r = 0.635$), and Conflict Resolution Strategies ($r = 0.612$). These strong positive correlations indicate that as the perceived effectiveness of each stakeholder management dimension increases, the perceived performance of the housing program also tends to increase. The matrix also shows strong positive correlations among the independent variables themselves (e.g., $r = 0.720$ between Resource Mobilization and

Communication Practices), suggesting that these aspects of stakeholder management are interrelated and often improve or decline together. These findings confirm the expected positive associations between effective stakeholder management practices and project outcomes.

4.6.4 ANOVA (Analysis of Variance)

ANOVA was performed to test the overall statistical significance of the regression model, determining whether the independent variables collectively predict the dependent variable better than chance.

Table 13: ANOVA

Source	Sum of Squares (SS)	df	Mean Squares (MS)	F	Sig.
Regression	30.580	4	7.645	37.353	0.000
Residual	22.554	220	0.103		
Total	53.134	224			

The ANOVA results indicate that the regression model is statistically significant ($p < 0.001$, $F = 37.353$). This highly significant F-statistic demonstrates that the independent variables (Resource Mobilization, Communication Practices, Stakeholder Planning, and Conflict Resolution Strategies) collectively have a significant influence on the Performance of the Affordable Housing Program. The model's ability to explain a substantial portion of the variance in performance ($R^2 = 0.585$) is not due to random chance. The significance of the overall model confirms that stakeholder management, encompassing these four key dimensions, is a statistically valid predictor of project performance in the context of the Affordable Housing Program in Kiambu County. This result provides strong support for the central premise of the study that effective stakeholder management is crucial for achieving successful project outcomes.

4.7 Discussion of Findings

4.7.1 Influence of Resource Mobilization on Performance of the Affordable Housing Program

The findings reveal strong stakeholder agreement on the adequacy of human and material resources, with high mean scores of 4.13 and 3.73 respectively. This suggests that the Affordable Housing Program in Kiambu County has succeeded in deploying a competent workforce and ensuring a stable supply of construction materials. These strengths are aligned with the emphasis on capacity building and efficient procurement in infrastructure development, which are critical to maintaining quality and project momentum (Kariuki et al., 2022; Turner & Müller, 2019). The positive consensus on these inputs indicates that, operationally, the program has managed to build a solid foundation for effective implementation.

Additionally, Public-Private Partnerships (PPPs) are perceived positively (mean = 3.94), suggesting stakeholders view them as instrumental in mobilizing financial and technical resources. This aligns with the growing reliance on PPPs in Kenya's infrastructure sector to bridge public funding gaps and inject private sector efficiencies into public projects (Ochieng & Muthinja, 2021). Such partnerships are also widely recommended in international literature as innovative financing models for affordable housing (Scally & Tighe, 2020), supporting the view that PPPs enhance the program's resource base and delivery capacity.

Conversely, the study highlights critical challenges in financial resource mobilization. The low mean score of 1.82 regarding delayed disbursements reflects a widespread perception that funding inconsistencies significantly hinder project performance. This aligns with findings from Wambugu and Muturi (2020), who observed that financial

delays in public housing projects often lead to scheduling disruptions, idle resources, and inflated costs—key obstacles also evident in the Kiambu case.

Furthermore, although planning for financial resource allocation was rated moderately (mean = 3.40), the divergence between planning and execution underscores implementation inefficiencies. While plans may exist, challenges in timely fund release point to systemic weaknesses in financial governance (Svejvig & Andersen, 2015). These gaps undermine the Project Management Theory, which stresses the importance of controlled resource flow (Kerzner, 2017), and weaken the trust and satisfaction of key stakeholders, contrary to the tenets of Freeman's Stakeholder Theory.

4.7.2 Influence of Communication Practices on Performance of the Affordable Housing Program

The findings highlight that stakeholders perceive communication practices within the Affordable Housing Program in Kiambu County as structured and transparent. High mean scores on the existence of communication channels and clarity of dissemination (mean = 3.91 and 3.71 respectively) suggest deliberate efforts by project management to create formal avenues for information flow, aligning with project communication principles outlined by the Project Management Institute (2021). Moreover, the strong perception of transparency (mean = 3.96) supports Freeman's Stakeholder Theory, which emphasizes openness as key to fostering trust and engagement (Freeman et al., 2020).

Conversely, the low mean score of 1.93 on the statement regarding whether a lack of communication causes delays indicates widespread recognition that communication breakdowns directly impact project timelines. This reinforces the role of communication as a critical project success factor, as emphasized by Kerzner (2017),

and supports regional findings that poor communication is a frequent cause of delays and inefficiencies in African construction projects (Oppong & Adjei, 2019).

A further concern arises from the moderate score of 3.57 regarding the integration of stakeholder feedback, with high variability ($SD = 1.13$), indicating that while feedback mechanisms may exist, their influence on decision-making is not consistently acknowledged. This reflects findings by Waweru and Mwangi (2021), who warn that superficial feedback collection without meaningful integration can lead to stakeholder disengagement, countering the participatory ideals of stakeholder theory.

Additionally, the use of digital platforms for communication received a mixed assessment (mean = 3.29; $SD = 1.18$), pointing to disparities in access, digital literacy, or tool effectiveness. This echoes concerns raised by Njoroge and Waithaka (2022), who stress that without inclusive design and implementation, digital tools may not fully support timely and equitable communication in diverse stakeholder environments.

4.7.3 Role of Stakeholder Planning on Performance of the Affordable Housing Program

The findings demonstrate strong stakeholder belief in the value of their involvement, particularly the positive influence of participation on project performance (mean = 4.13). This perception aligns closely with Freeman's Stakeholder Theory, which emphasizes the centrality of engaging all affected parties to ensure project sustainability and legitimacy (Freeman et al., 2020). The similarly high mean score (3.84) for early stakeholder identification further suggests that initial planning practices are recognized and valued, echoing best practices in project management that advocate for early engagement to ensure inclusive and informed planning (Project Management Institute, 2021).

Conversely, the relatively moderate score for stakeholder coordination (mean = 3.44) and the low score for clarity of roles (mean = 3.30) highlight ongoing challenges. These findings suggest that while stakeholders are identified and involved, coordination mechanisms and role definition may be insufficiently developed or inconsistently applied. This mirrors concerns raised by Mungai et al. (2021), who note that coordination across diverse institutions with differing priorities often undermines planning effectiveness in multi-stakeholder infrastructure projects.

The perception that stakeholder engagement helps minimize project conflicts (mean = 3.97) is another critical positive finding. It supports Kamau and Kihungi's (2020) observation that early and meaningful engagement reduces friction and fosters consensus-building in complex projects. This reinforces the strategic value of engagement not only for inclusivity but also for operational efficiency and conflict prevention.

However, the lowest-rated item—existence of a formal stakeholder planning framework (mean = 2.98)—points to a significant gap. The absence or inconsistency of a standardized approach undermines efforts to engage stakeholders systematically and equitably. As Waweru and Mwangi (2021) argue, a formal framework ensures that engagement is not ad hoc but institutionalized, providing consistency across project phases and actors. The high variability in responses suggests that awareness and application of such a framework vary greatly among stakeholders.

4.7.4 Effect of Conflict Resolution Strategies on Performance of the Affordable Housing Program

The findings strongly affirm that stakeholder conflicts have negatively impacted the implementation of the Affordable Housing Program in Kiambu County, as reflected in the high mean score of 4.13. This aligns with Mwangi et al. (2021), who found that

disputes in large infrastructure projects—often triggered by misaligned interests, regulatory challenges, or land issues—commonly cause delays, increased costs, and even project suspension. This underscores the critical role of proactive conflict resolution in safeguarding project timelines and outcomes.

There is a relatively positive perception of the supportive role of legal frameworks (mean = 3.82), suggesting stakeholders acknowledge the existence of a formal basis for dispute management. However, relying solely on legal remedies may not always be effective due to high costs and protracted timelines, especially in housing contexts (Otieno & Kamau, 2022). Therefore, while legal instruments offer a foundation, their practical utility in ensuring swift and inclusive resolution remains constrained without complementary alternative mechanisms.

In contrast, the perception of an independent body for conflict resolution is notably low (mean = 2.60), revealing a significant governance gap. An independent and trusted institution could provide neutrality and legitimacy in managing disputes, particularly where power imbalances exist. Its absence may leave stakeholders relying on ad hoc or internally biased mechanisms, thereby prolonging conflicts and diminishing trust in resolution processes (Kamau & Kihungi, 2020).

Additionally, the low mean score of 2.88 on structured approaches to resolving land acquisition conflicts highlights a major concern. Land disputes are among the most sensitive and disruptive issues in Kenya's development projects (Githae & Karanja, 2021). The lack of a clearly defined and consistent process for addressing these disputes not only fuels stakeholder dissatisfaction but also contributes significantly to implementation delays, undermining the credibility and progress of the program.

4.7.5 Performance of the Affordable Housing Program

The findings indicate that the Affordable Housing Program in Kiambu County is perceived as successful in delivering quality housing, with a high mean score of 3.73. This suggests that the physical output of the program meets expected standards, reinforcing the importance of construction quality as a key success metric in housing delivery (Kimani & K'Akumu, 2022). The ability to deliver habitable and satisfactory units remains a significant strength of the program and aligns with its core objective of improving housing conditions.

Additionally, resource utilization efficiency is viewed moderately positively (mean = 3.44), reflecting a perception that labor, materials, and equipment are being applied with reasonable effectiveness. While not optimal, this suggests that operational aspects of the program are somewhat streamlined, allowing for productive use of available resources.

In contrast, the near-neutral scores for timely project completion (mean = 2.93) and budget adherence (mean = 3.02) highlight major performance gaps. These findings align with reports by KIPPRA (2023) and Turner and Müller (2019), which emphasize the recurring nature of time and cost overruns in large-scale infrastructure projects. Delays in the Affordable Housing Program undermine the value of even well-constructed housing units, pointing to inefficiencies in planning, coordination, and execution.

Moreover, the low score of 2.69 for the effectiveness of stakeholder management in minimizing delays suggests a direct link between inadequate stakeholder coordination and implementation setbacks. This reinforces the relevance of Freeman's Stakeholder Theory, which asserts that ineffective management of diverse interests can erode project performance and stakeholder trust (Freeman et al., 2020). The moderate

stakeholder satisfaction score (mean = 3.16) further indicates that current engagement efforts may not be sufficiently responsive to stakeholder concerns, particularly regarding timeliness and transparency.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents a synthesis of the study's key findings concerning the influence of stakeholder management on the performance of the Affordable Housing Program in Kiambu County, Kenya. Drawing from the data analysis and interpretation detailed in Chapter Four, this chapter consolidates the empirical evidence gathered to provide a concise summary. Based on these findings, it subsequently offers well-supported conclusions regarding the relationships between the variables investigated and the implications for the program. Finally, the chapter proposes actionable recommendations aimed at enhancing project performance through improved stakeholder management practices and suggests avenues for future research to further enrich understanding in this critical area.

5.2 Summary of Findings

Stakeholders perceived human and material resources as adequately mobilized, reflecting strength in workforce capacity and supply chain management. Public-private partnerships were also viewed positively as enhancing resource mobilization. However, financial resource sufficiency was viewed cautiously, with widespread concern over delays in disbursement, which were seen to significantly hinder timely project completion. While financial planning was moderately rated, the inconsistency in fund flow emerged as a major challenge affecting performance.

The study found strong recognition of clear communication channels and transparency, with stakeholders agreeing that effective communication enhances engagement and prevents project delays. Despite these strengths, perceptions of timeliness in updates and responsiveness to stakeholder feedback were mixed. The use of digital platforms

showed variability, indicating implementation inconsistencies and possible limitations in accessibility or effectiveness across stakeholder groups.

Stakeholders acknowledged the importance of early identification and engagement in enhancing project performance and minimizing conflicts. However, coordination among stakeholders and clarity of roles were rated only moderately, with some stakeholders reporting ambiguity. The regularity of planning meetings and the existence of a formal stakeholder planning framework were viewed inconsistently, highlighting a gap between planning intentions and structured implementation.

There was a strong consensus that conflicts significantly affect project implementation. While legal frameworks were seen as supportive and mechanisms for conflict resolution acknowledged, perceptions of their effectiveness varied. Stakeholders reported a lack of clarity regarding independent bodies for dispute resolution and expressed concern over the absence of a structured approach for handling land acquisition conflicts, which remain a major barrier to timely project execution.

Stakeholders viewed the quality of completed housing units positively and considered resource utilization moderately efficient. However, consistent concerns were raised over delays and budget adherence. Stakeholder satisfaction was moderate, and ineffective stakeholder management was perceived to contribute to these delays. While the program was seen to be progressing toward its goals, experiences were mixed, with varied perceptions of success across key performance indicators.

5.3 Conclusion

This study concludes that stakeholder management significantly influences the performance of the Affordable Housing Program in Kiambu County, consistent with

Freeman's Stakeholder Theory and Project Management Theory, which underscore the importance of inclusive engagement and effective coordination for project success.

The program shows strength in mobilizing human and material resources and in utilizing public-private partnerships. However, persistent challenges in financial resource sufficiency and delays in fund disbursement remain major impediments to timely project completion and overall performance.

Communication practices are positively rated in terms of clarity and transparency, and stakeholders affirm that communication breakdowns contribute to project delays. Nevertheless, concerns persist regarding the timeliness of updates and the incorporation of stakeholder feedback into decision-making.

Stakeholder planning is acknowledged as important, especially for conflict prevention, but gaps exist in role clarity, coordination, and regularity of engagement. The absence of a formal, consistently applied stakeholder planning framework further undermines planning effectiveness.

On conflict resolution, the study confirms that stakeholder disputes are prevalent and damaging to project implementation. While legal frameworks exist, there is a lack of formalized structures—particularly an independent dispute resolution body and a clear approach for addressing land-related conflicts—leading to moderate perceptions of resolution effectiveness.

Overall, while the program is recognized for delivering quality housing and moderate resource efficiency, challenges in timeline adherence, budgeting, and stakeholder satisfaction persist. Stakeholders clearly link these challenges to deficiencies in stakeholder management. The inferential results reinforce that all four dimensions—resource mobilization, communication, planning, and conflict resolution—significantly

influence project performance. Enhancing these areas is essential for achieving the program's objectives more effectively.

5.4 Recommendations

Based on the findings and conclusions of this study, the following recommendations are proposed to enhance the influence of stakeholder management on the performance of the Affordable Housing Program in Kiambu County:

- i. **Strengthen Financial Resource Disbursement and Planning:** The program management, in collaboration with government agencies and financial institutions, should prioritize streamlining financial disbursement processes to ensure funds are released in a timely and predictable manner. Enhanced financial planning and forecasting should be implemented to ensure the sufficiency of resources throughout the project lifecycle.
- ii. **Formalize and Enhance Stakeholder Planning and Communication:** A clear, documented stakeholder planning framework should be developed and consistently applied across all projects, explicitly defining roles, responsibilities, and communication protocols. Regular, well-structured stakeholder meetings with clear agendas and mechanisms for incorporating feedback into decision-making should be institutionalized. Strategies for ensuring timely dissemination of project updates through appropriate channels, including optimizing the effective use of digital platforms, should be implemented.
- iii. **Establish Robust and Accessible Conflict Resolution Mechanisms:** Given the significant impact of conflicts, particularly those related to land acquisition, the program should establish formal, accessible, and perceived effective conflict resolution mechanisms. This could include creating an independent mediation or arbitration body specifically for housing project disputes and developing a clear,

structured process for handling land acquisition conflicts, ensuring transparency and fairness for all affected parties.

5.5 Further Research

Based on the findings and limitations of this study, the following areas are recommended for further research:

- i. **Comparative Analysis of Stakeholder Management Across Different Counties:** Future research could conduct a comparative study examining stakeholder management practices and project performance in the Affordable Housing Program across different counties in Kenya to identify regional variations, best practices, and unique challenges.
- ii. **In-depth Qualitative Study on Specific Stakeholder Group Experiences:** A qualitative study focusing on the experiences and perceptions of specific stakeholder groups, such as local community members or small-scale contractors, could provide deeper insights into the nuances of stakeholder management challenges and their impact on project outcomes.
- iii. **Investigation of the Impact of Specific Digital Communication Tools:** Research could specifically evaluate the effectiveness of different digital platforms and technologies used for stakeholder communication in large housing projects, exploring their reach, accessibility, user-friendliness, and actual contribution to improving communication practices and project performance.

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APPENDICES

Appendix I: Introduction

LORNAH KATHAMBI,

P.O. BOX, 342-01000

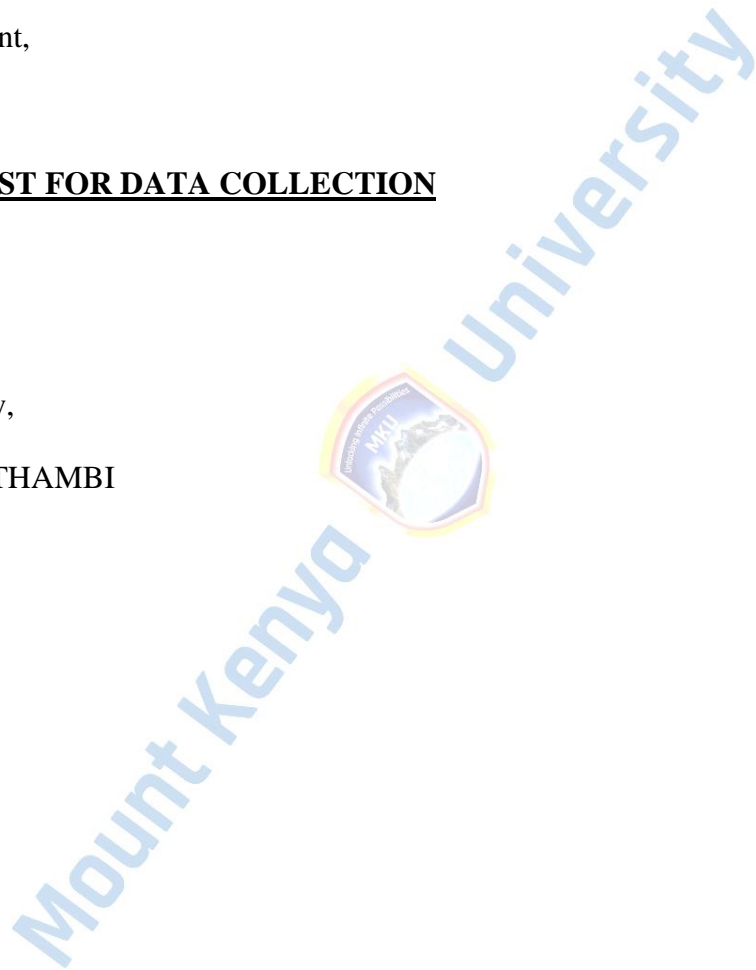
THIKA.

Dear Respondent,

REF: REQUEST FOR DATA COLLECTION

Yours faithfully,

LORNAH KATHAMBI



Appendix II: Consent Form

Dear Participant,

I invite you to take part in a research study titled "**INFLUENCE OF STAKEHOLDER MANAGEMENT ON PROJECT PERFORMANCE OF AFFORDABLE HOUSING PROGRAM IN KENYA: CASE OF KIAMBU COUNTY.**" I am conducting this study as part of my **Master's Degree in Business Administration, Project Management Option** at **Mount Kenya University**. The purpose of this study is to **assess the influence of stakeholder management—specifically resource mobilization, communication practices, stakeholder planning, and conflict resolution—on the performance of the Affordable Housing Program in Kiambu County, Kenya.**

Your participation in this study is **voluntary**, and you are free to **decline to answer any questions** or leave them blank. There are **no known risks** associated with participating beyond those encountered in daily activities. All responses will be kept **confidential and anonymous**, and the study results will only be reported as **aggregated data**. Only the researchers will have access to individual responses, and no personally identifiable information will be disclosed. While there are no direct benefits to you for participating, you may find the discussion of stakeholder management in affordable housing insightful. Additionally, the findings of this research may be beneficial to policymakers, project managers, and other industry stakeholders in the future.

If you agree to participate, kindly provide **accurate responses** to the questionnaire to the best of your ability. Completing the questionnaire should take approximately **seven minutes**. To facilitate timely completion of the research, please return the questionnaire as soon as possible.

If you have any inquiries regarding your rights as a study participant, please contact the **Ethics Review Committee, Mount Kenya University, P.O. Box 342-01000 Thika**. Email: **cgsr@mku.ac.ke**. Tel: **+254709153000**.

I sincerely appreciate your support in this important research project.

CONSENT

I've read, understand, and have had a chance to ask questions about the material presented. I am aware that my participation is entirely optional and that I may stop at any moment, for any reason, and without incurring any fees. I am aware that a copy of this permission form will be sent to me. I freely consent to participate in this research.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____



Appendix III: Questionnaire

SECTION A: Background information

1. What is your age group?

- Below 25 years
- 25 – 34 years
- 35 – 44 years
- 45 – 54 years
- Above 55 years

2. What is your highest level of education?

- Primary Level
- Secondary Level
- Diploma Level
- Bachelor's Degree
- Master's Degree or above

How many years of experience do you have in your current field?

- Less than 1 year
- 1 – 3 years
- 4 – 6 years
- More than 6 years

SECTION B: Resource Mobilization on the Performance of the Affordable Housing Program

1. What is your level of agreement with the following statements on the effect of Resource Mobilization on the Performance of the Affordable Housing Program? (Scale: 1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree).

statements	1	2	3	4	5
The project receives sufficient financial resources for					

implementation.					
There is effective planning for financial resource allocation in housing projects.					
Material resources for construction are adequately mobilized in the housing program.					
Human resources involved in the housing projects are well-trained and sufficient.					
Delays in financial disbursement affect the performance of housing projects.					
Public-private partnerships have enhanced resource mobilization for housing projects.					
The availability of funds determines the timely completion of housing projects.					

SECTION C: Communication Practices on the Performance of the Affordable

Housing Program

2. What is your level of agreement with the following statements on the effect of Communication Practices on the Performance of the Affordable Housing Program? (Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

Statements	1	2	3	4	5
Stakeholders receive timely updates about housing project progress.					
Information dissemination among stakeholders is clear and effective.					
There are established communication channels between project managers and stakeholders.					
Lack of communication leads to project delays in the Affordable Housing Program.					
Transparency in communication has improved stakeholder engagement.					
Feedback from stakeholders is considered in decision-making.					

Digital platforms are used effectively for stakeholder communication in housing projects.					
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SECTION D: Stakeholder Planning on the Performance of the Affordable

Housing Program

3. What is your level of agreement with the following statements on effect of Stakeholder Planning on the Performance of the Affordable Housing Program? (Scale: 1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree).

Statements	1	2	3	4	5
Stakeholder identification is done at the initial stages of project planning.					
There is effective coordination among all stakeholders involved in housing projects.					
Stakeholder involvement influences the performance of housing projects.					
The roles and responsibilities of stakeholders are clearly defined.					
Proper stakeholder engagement minimizes project conflicts.					
There are regular stakeholder meetings for planning and project evaluation.					
A stakeholder planning framework is in place for housing project management.					

SECTION E: Conflict Resolution Strategies on the Performance of the Affordable

Housing Program

1. What is your level of agreement with the following statements on effect of Conflict Resolution Strategies on the Performance of the Affordable Housing Program? (Scale: 1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree).

Statements	1	2	3	4	5
Conflict resolution mechanisms are in place for managing disputes in housing projects.					
Stakeholder conflicts have affected the implementation of housing projects.					

There is an independent body to resolve disputes in housing projects.					
Negotiation is used effectively to resolve conflicts among stakeholders.					
Legal frameworks support conflict resolution in the housing sector.					
Dispute resolution mechanisms have improved project efficiency.					
There is a structured approach to resolving conflicts over land acquisition in housing projects.					


SECTION F: Performance of the Affordable Housing Program

2. What is your level of agreement with the following statements on Performance of the Affordable Housing Program? (Scale: 1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree).

Statements	1	2	3	4	5
The Affordable Housing Program projects are completed within the planned timelines.					
Housing projects are delivered within the allocated budget.					
Stakeholder satisfaction is achieved in the implementation of housing projects.					
The quality of houses delivered meets the expected standards.					
Resource utilization in the housing program is efficient.					
Delays in housing projects are minimal due to effective stakeholder management.					
Overall, the Affordable Housing Program is achieving its intended objectives.					

THANK YOU

Appendix IV: ERC Letter



Mount Kenya University

REF: MKU/ISERC/4997
TO: LORNAH KATHAMBI
REG: MSCPM/2023/39640

Date: 23 April 2025

Dear Sir/Madam,

RE: INFLUENCE OF STAKEHOLDER MANAGEMENT ON PROJECT PERFORMANCE OF AFFORDABLE HOUSING PROGRAM IN KENYA: CASE KIAMBU COUNTY

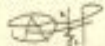
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3719**. The approval period is **23/04/2025 - 22/04/2026**.

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.


Yours sincerely,


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

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

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: +254 20 287 8000, Cell: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified

Appendix V: Introduction Letter



Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MSCPM/2023/39640

23rd April, 2025

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

Dear Sir/Madam,

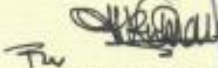
RE: LORNAH KATHAMBI - REGISTRATION NO. MSCPM/2023/39640

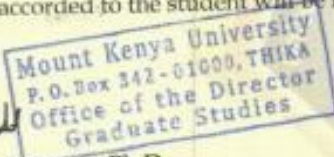
The purpose of this letter is to introduce the above named student who is pursuing Master of Science in Project Management in the Department of Management in the school of Business and Economics.

The title of the research is "Influence of Stakeholder Management on Project Performance of Affordable Housing Program in Kenya: Case Kiambu County." 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 May, 2025 and July, 2025.

Any assistance accorded to the student will be highly appreciated.

Thank you.


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


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

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: +254 20 287 8000, Cell: +254 709 153 000
Email: info@mku.ac.ke Web: www.mku.ac.ke

Appendix VI: NACOSTI Authorization

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 384934	Date of Issue: 25/April/2025
RESEARCH LICENSE	
	
<p>This is to Certify that Ms. Lornah Kathambi 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 Kiambu on the topic : Influence of Stakeholder Management on Project Performance of Affordable Housing Program in Kenya: Case Kiambu County for the period ending : 25/April/2026.</p>	
License No: NACOSTI/P/25/52345	
384934 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
See overleaf for conditions	

Appendix VII: Field Authorization



KIAMBU COUNTY GOVERNMENT
Administration & Public Service
General Administration Office



Email: info@kiambu.go.ke
Telephone: +254 046 210 4000
When replying please quote:

Administration & Public Service
General Administration Office
P. O. Box 2344 – 00900
Kiambu

26/04/2025

REF: KCG/APSGA/RESEARCH/25/VOL.IV/13

LORNAH KATHAMBI
MOUNT KENYA UNIVERSITY

RE: RESEARCH AUTHORIZATION

The county is in receipt of your letter dated 26/04/2025 and a copy of your research license from NACOSTI of License Number NACOSTI/P/25/52345 dated 25/04/2025 requesting for authority to carry out research on **“Influence of Stakeholder Management on Project Performance of Affordable Housing Program in Kenya: Case Kiambu Count”**.

Permission is hereby granted to carry out the research for the period ending 26/06/2025 as requested.

You are kindly advised to deposit a copy of the final research report to this office.

KIAMBU COUNTY GOVERNMENT
Administration & Public Service
26th April 2025
P.O. BOX 2344-00900,
KIAMBU
ABDI KHALIF BORU
Director

Appendix VIII: Similarity Index

LORNAH KATHAMBI

INFLUENCE OF STAKEHOLDER MANAGEMENT ON PROJECT PERFORMANCE OF AFFORDABLE HOUSING PROGRAM IN KE...

 MBA 2025
 MASTERS
 Mount Kenya University

Document Details

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Mount Kenya University

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0 Integrity Flags for Review

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