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**STAKEHOLDER PARTICIPATION AND PERFORMANCE OF NGARA PARK ROAD HOUSING PROJECT IN
NAIROBI CITY COUNTY, KENYA**

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ABSTRACT

The purpose of this study was to ascertain if the Ngara Park Road Housing Project and the Ngara Park Road Project would be completed depending on how stakeholders were involved. The study's goals were to examine how stakeholders' involvement in project identification, implementation, planning, and monitoring and evaluation affect project performance of the Ngara Par. The system, stakeholder, stewardship, and ladder of involvement theories served as the foundation for the research. Both a descriptive survey design and a cluster sampling technique were used in the investigation. The Ngara Park Road Project was the intended audience. Information was gathered using semi-structured questionnaires and interview schedules. The quantitative data was examined using multiple regression and descriptive modeling. Data were shown in tabular or other representations. Subject matter and discourse analysis were employed to look into and comprehend qualitative information from interview sessions. The study found that projects with stakeholder engagement in project identification performed much better. The study also found that stakeholder involvement needs time for effective cost and resource planning, which helps to achieve good project performance; Ngara housing project's efficacy is increased by the proposal planning procedure, as does financial contribution; the Housing Project had a proper project plan and project identifying includes being able at the reduced ranks of the participatory staircase to play a significant role in project identification. According to the report, the Ngara Park Road Housing Project performs better when stakeholders are involved. According to the report, project managers should make sure that stakeholders are involved in many elements of a project. In order to guarantee key and personal commitment of stakeholders to their commitments, project managers should implement procedures that make signing of stakeholders as comprehensive as feasible.

Key Words: Project Identification, Implementation, Planning, Monitoring and Evaluation

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INTRODUCTION

Virtually all of the government-initiated projects and programmes are crucially important in their contributions to the growth of the national economy (Patanakul, Kwak, Zwikael & Liu, 2016). The critical importance of the government-financed and initiated projects is that these efforts are poured into the improvement of the overall social welfare of its citizens (Jatarona, Yusof, Ismail & Saar, 2016). Delays in schedule are a major challenge experienced by most construction projects in Africa (Durdyev, Omarov & Ismail, 2017). Any inefficiency in the management of public sector projects could cause a major setback to the performance of the projects as well as the governments itself (Kossova & Sheluntcova, 2016). Nearly all construction projects have a couple of different parties, numerous processes, stages of work and many inputs from all sectors including the public and private with the main aim of ensuring the project is successfully concluded (Kalwry, 2017).

Project performance is measured not only by indicators of budget, time, and quality, but also by how useful the project is, developments, and establishments, and thus the achievement of the expected project objectives, as realized by various stakeholders over multiple phases (Turner & Zolin, 2012). However, the power wielded by the various stakeholders, as well as their desire to have an impact on the project's outcome in order to address their concerns, can threaten or derail the project, resulting in underperformance (Li, Ng & Skitmore, 2013). The common indicators of time, budget, scope and quality have dominated performance measurement in the construction industry, but they can be considered insufficient (Monghasemi *et al.*, 2015).

Stakeholder participation describes the range of approaches and practices that an organization uses to connect with stakeholder (Strand & Freeman, 2015) with a variety of goals which include: transferring organizational accountability and responsibility to stakeholders; get stakeholder

approval and views, mitigate risk, mend organization reputation and achieve organizational goals (Kibera, 2013). Meeting customer satisfaction will show the ability of the projects to achieve set standards, how they meet customer's needs and solve problems. Customer satisfaction involves a variety of measures; a priori measures that specify characteristics of the planned product, meeting customer performance specifications, functional requirements and technical specifications (Li *et al.*, 2013). Thus, the current approach to stakeholder management is to move away from tactical approaches that are one-off issues of project-based stakeholder management interventions and toward strategic and systematic, holistic, firm-wide stakeholder involvement (Sinclair, 2010). Thus, stakeholder participation involves creating partnerships where each partner is responsible for a specific achievement in the project, and thus the stakeholder should hold themselves accountable for the performance of the project (Uzonna & Budak, 2013).

The government's first project under the Affordable Housing Program is Park Road. There will be 1,370 apartments in this integrated human settlement project, which is situated in the Ngara neighborhood of Nairobi (World Bank, 2018). By the year 2029, this infrastructure financing gap is anticipated to close by at least \$40,000. However, the Kenyan government is displaying worry in the PPPs due to the rise in the demand for high-quality and reasonably priced services from its citizens. The rural-urban migrations are causing a strain on infrastructure and housing since these 30% migrants have to be accommodated in the already congested urban cities. This calls for government intervention in building affordable housing for its citizens in these urban areas. More so, the connections between infrastructure and the Kenyan construction industry (KCI) being a contributor of 7% GDP in the country and employing more than one million people is significant (Chileshe, 2020).

According to Van Noppen (2012), the cheapest houses in Kenya cost around \$23,000, an amount

that low-income populations cannot yet afford. In Nairobi alone, there is an annual housing deficit of 85,000 units because only 35,000 housing units are built to meet a demand of 120,000 housing units. House rents have risen by 100 percent due to an increase in demand for housing units that has not been met by an increase in supply. As a result, low-income residents have been forced to leave formal housing markets in order to survive in slum areas. The number of housing units being built has not met estimates, leaving a shortage of 156,000 units (Benazeraf, 2014). KNBS estimates that the industry expanded by 4.8% in 2012. The real estate industry expanded by 4.8 percent between 2011 and 2012, with the total value of public and private buildings (Githenya & Ngugi, 2014).

Statement of the Problem

Publicly sponsored projects that function poorly as a result of delays, cost overruns, and low quality negatively affect the general social welfare of the populace (Jatarona et al., 2016). According to building industry laws in Kenya's largest cities, many construction projects fall short of the necessary criteria. This is apparent through cost overruns, delayed construction completion, unsafe structures, expensive maintenance expenses, and unsatisfied customers (Githenya & Ngugi, 2014). Just 228 affordable housing units have been built by the government thus far, which raises questions about the lofty goal of 500,000 homes by 2022. The 228 apartments that have already been delivered are situated on Park Road in Ngara, Nairobi. The National Treasury claims that the dwellings are among the 1,370 units that were planned to be built on the plot of land in Ngara during the 2018/2019 fiscal year, but the bulk of them are still incomplete (National Treasury, 2022).

The Ngara Park Road housing project is experiencing both a late accomplishment date and cost overruns, despite the fact that time and money are two of the key metrics of performance. The project, whose first phase was scheduled to be completed in September 2019 and the second in June 2020, failed to meet both of these deadlines,

according to Africa Habitat Review Journal Volume 14 Issue 1 (May 2020), because major stakeholders were not sufficiently involved in the project's financing. After certain groups filed a lawsuit to prevent the necessary 1.5% charge on every paid person in the nation, the government's plan met opposition when trying to create a fund to the housing project. This was mostly caused by the absence of stakeholder input when developing this financing arrangement. A study on Affordable Housing in Kenya: *Status, Opportunities and Challenges* projects the quality and budgeting of this project may fall short as the voluntary contributions may not be sufficient to mean the project budget (Kieti, Rukwaro & Olima, 2020).

Due to the variety of concerns held by various stakeholders and the significance these issues play in determining overall happiness, there may be mismatches in stakeholder satisfaction levels. According to multiple studies, incorrect management of the different stakeholder concerns as well as expectations during the project's existence and execution directly contributes to project failures. Be aware that there is no assurance that public engagement will result in a jointly satisfying solution because the interests of many stakeholders will always differ and clash (Li et al., 2013).

The three primary indicators of a project, cost, time, and specification, have received the most attention in empirical studies on housing projects (Davis, 2014). The majority of inhabitants judged their housing units to be either good or unsatisfactory, according to Ameh and Odusami's (2014) study on state-subsidized housing in Nigeria, at varied degrees of satisfaction based on duration of residence, educational attainment, age, and marital status. On the other hand, the approaches taken to draw conclusions were different.

Objective of the Study

The aim of this study was to investigate stakeholder participation in the performance of the Ngara Park Road Housing Project in Nairobi City County, Kenya.

The study was guided by the following specific objectives;

- Analysing the extent to which stakeholder's participation in identifying a project influences performance of the Ngara Park Road Housing Project in Nairobi City County, Kenya.
- Analysing the extent to which stakeholders' participation in project planning affects performance of the Ngara Park Road Housing Project in Nairobi City County, Kenya
- Determining how stakeholders' participation in the implementation of a project affects performance of the Ngara Park Road Housing Project in Nairobi City County, Kenya
- Analysing the extent to which stakeholders' participation in the monitoring and evaluation of a projects determines performance of the Ngara Park Road Housing Project in Nairobi City County, Kenya

LITERATURE REVIEW

Theoretical Review

Stakeholder Theory

This idea, which was proposed by Evans and Freeman in 1988, Freeman in 1984, and Donaldson and Preston in 1995, appears to differentiate between the obligations and expectations of the stakeholders in virtually any agency. A management philosophy known as the stakeholder viewpoint, which is disturbed with ethics and morals in project or task management, has its origins in management literature. In order to develop scoring chances that stakeholders may support, managers needed to comprehend the concerns of shareholders, employees, debtors, and suppliers, which led to the first use of the term "stakeholder" in the 1960s (Sinclair, 2010). Stakeholder approach points highlight the relationship between business and other groups with a direct or indirect interest in it, such as clients, employees, suppliers, sponsors, and the community (Freeman 1984).

A stakeholder was originally outlined as any individual, group, or organization that can be

directly or indirectly affected by or affect the performance of a project (Freeman 1984); however, the term stakeholder now refers to any entity, real or fictitious, whose participation stems from their interests or can arise from a variety of other motivations, or perceives themselves to be impacted by a activity, decision, or outcome of a program or project (Kibera, 2013). This theory helps identify important stakeholders and categorizes them based on their impact on the project, their level of involvement (main or secondary), or their connection to the project (internal or external) (Menoka, 2014).

Ladder of Participation Theory

This theory was developed by Arnstein (1969). Many of these typologies developed to explain the participation are purely descriptive in their attempts to explain why desired outcome may or may not be delivered through engagement in some situations. According to this idea, participation refers to activities in which members of the public and stakeholders participate actively or passively in decision-making via discussions or two-way interactions (Reed *et al.*, 2018). The 'ladder of participation' does not just describe the different types of engagement but rather tries to explain theoretically why lower levels of engagements have undesirable results (have arguably been associated with manipulation), putting forth the need to use engagement modes that are more considerate and co-productive (Arnstein, 1969).

The levels of participation range from the lowest levels of manipulation and therapy, which represent non-participation, to the middle ground levels of information consultation and placation, which elicit levels of tokenism, to the highest levels of partnership, delegated power, and citizen control, which define the levels of public liberty in which stakeholders can participate (Reed *et al.*, 2018). These levels represent various unique approaches to enhancing stakeholder participation in projects and shows that involvement of the community can take various forms in various phases during the project's life cycle (Arnstein, 2019).

Systems Theory

Grounded on the theories of von Bertalanffy as well as other ecologists that linked organizational traits to those of a living being, this concept was developed (Rosenzweig & Kast, 1972). Systems have components that are connected to one another in certain ways. Therefore, organizations are a specific type of open system that shares some traits with all other open systems, including the transformation of input into a product, the output of the product. Open systems are characterized by differentiation, equitability, equilibrium, destructive fractal dimension, and reactions. These systems can stay alive and strengthen internal sequence as long as they import more energy from ambient than they actually spend during the transformation and exportation processes. The feedback principle is linked to information insight, which would be a type of transmitter to the structure about environmental factors and the fully operational of s in regards to its surroundings. This knowledge feedback can help the processes to reimburse for changes in the environment or malfunctioning, sustaining a steady state of homeostasis. This, on the other hand, is a state that the ratio as opposed to a static equilibrium. Open systems are never at rest because of the kinetics of subcomponents and the correlation between development and sustainability. Instead, they often seem toward explanation or justification and distinctions. Eventually, some other feature of open platforms is the fundamental premise of necessary and sufficient conditions, which states that systems can arrive at the same final position from different premises and via different evolutionary trails (Kahn and Katz, 1978).

Stewardship Theory

The communally accountable argument was established to evaluate circumstances when senior management acting as trustees has a significant motive to advance and profit from their core values. Stewardship theory defines relationships based on different behavioral patterns and explains situations in which managers have self-interests rather than

being stewards with motives were in line with the goals and interests of their project superiors. Most important assumption of the stewardship theory is that agents strongly identify with the mission of the organization (Welchman, 2012). The theory offers a more thorough conceptualization of the principal-agent interaction (Keay, 2017).

Stewardship theory defines relationships based on different behavioral patterns and explains situations in which managers have self-interests rather than being stewards with motives were in line with the goals and interests of their project superiors (Davis, Schoorman & Donaldson, 1997). Most important assumption of the stewardship theory is that agents strongly identify with the mission of the organization. As a result, the agents attribute the organization's success to themselves, which contributes to their own self-concepts and how they perceive themselves (Van Puyvelde *et al.*, 2012).

Sustainability Development Theory

This study was anchored on the sustainability development theory spearheaded by Doctor Gro Harlem Brundtland in 1987. The theory contends that resources in the environment in which humans live are finite, and that population tends to rise faster than resources. This is still true today in an overpopulated world where resources are being depleted at an ever-increasing rate. There is no time for the planet to regenerate. The intention of sustainable development, according to the concept, is to start managing the change process rather than to designate a predefined end goal. It recognizes that there are unknown variables, demanding ongoing and flexible procedures. It also promotes differences and diversity within the local context. Concern of the social, financial, political, and ethnic relationships essential to the progress agenda is inherent in this concept.

According to this idea, sustainable development necessitates a big-picture approach to global thinking and community action, as well as a

constant focus on and fine-tuning the little details of the interactions that eventually define the environment. Project management necessitates three critical competencies: contextual, behavioral, and technological knowledge. In terms of a sustainable approach to community development, project leaders and teams demand a greater degree of contextual competency, not to mention behavioral and technical competence (Beata, 2014).

Empirical Review

Research by Galaz (2015) looked at how stakeholders who opposed expensive measures rejected choices made at a water common-pool resource institution in Sweden". All project stakeholders are now using a participatory method to guarantee that requirements and gaps are recognized, and that implementation opposition was almost nonexistent because everyone was participating. This notwithstanding, it is difficult to have all the stakeholders satisfied in choosing the kind of the project as different stakeholders have different interests as discussed by adoption (Kibera, 2013). Participation where there are conflicting interests increases the time taken to make decisions and often results in unsuitable compromises.

The engagement of stakeholders is critical in the execution of a project in an organization, according to Matu, Kyalo, Mbugua, and Mulwa (2019). According to their results, including stakeholders in planning of project has a positive effect on the accomplishment of urban road infrastructure Kenyan development projects. According to Nyabera (2015), project execution is closely tied to stakeholder involvement in project planning. In essence, the direction of the project is affected by including stakeholders in the planning stages.

Community participation in the planning phase should involve a wide range of stakeholders with unique roles and responsibilities at this point of the life cycle of a project. Lack of proper planning greatly lowers the project's chances of success and completion (Matu, Kyalo, Mbugua, & Mulwa, 2020).

In their 2017 investigation of public infrastructure projects, Onyango, Bwisa, and Orwa found that participatory planning significantly impacted the success of road improvements. The study, which was conducted in Kiambu County, employed a descriptive survey methodology and came to the conclusion that project managers needed to include decision makers in project management and activity planning. Stakeholder participation in planning phases is especially important when interested parties will play a significant role in project performance (Paton & Andrew, 2019). Moreover, the engagement of different principals in the early stages of any project is critical for kicking-starting project activities. According to an investigation carried out in Rwanda to examine the involvement of participation of stakeholder and its relation to the outcome of the WASH project, stakeholder participation in the planning stage was positively related to the project's performance. The study by Paton and Andrew (2019) was conducted in Rwanda and focused on the involvement of stakeholder participation and its relation to the outcome of the WASH project while the current study looked at project planning and performance of projects.

In Kenya's transportation sector, Karimi (2017) studied how implementing enterprise resource planning affected organizational performance. The study used a descriptive methodology. 300 respondents from the management teams of small and medium-sized businesses (SMEs) made up the research population. The approach of "stratified random sampling" was used in the investigation. To collect primary data from the respondents directly, a questionnaire that included both open-ended and closed-ended questions were utilized. In the study, multiple regression analysis was employed. The study discovered that Enterprise Resource Planning (ERP) adoption in the transportation industry is influenced by communication, training, top-level management support, and management abilities. The previous study and this study had different conceptual approaches. The previous study looked at how implementing enterprise resource planning

affected organizational performance in the transportation sector, whereas the present study looked at how implementing projects affected the performance of those projects.

The Hand in Hand Eastern Africa, Kiambu County, young mothers' project, was the focus of Kiragu's (2015) investigation on the effects of project implementation tactics on community project performance. In this study, Hand in Hand Eastern Africa's initiative for young mothers in Kiambu County, Kenya, was used as a case study to explore how project implementation tactics affect community project performance. According to the report, the Hand in Hand Eastern Africa young mothers' initiative in Kiambu County performed well across all four independent variables on project implementation methodologies. Therefore, the four hypotheses examined on the impact of the resource management strategy, monitoring and evaluation strategy, project design strategy, and stakeholder engagement strategy on the performance of the community project were not disproved. The previous study examined the effects of project implementation strategies on the effectiveness of community initiatives, whereas the current study examined the impact of project implementation on the performance of projects.

Monitoring a project is the practice of routinely compiling data on the performance and development of an ongoing or recently finished project. This comprises a continual process of monitoring project results to make sure they are consistent with the project strategy and objectives, as well as making sure the project is completed within the expressly specified budget and timetable. The study looked at each project's overall performance and potential for achieving targeted impacts and potential for sustainability. The study results revealed projects with applicable design, competent management, involved relevant stakeholders and used strong monitoring and evaluation system with timely feedback and intervention were on track in terms of performance and had positive outlook for sustainability. The

study emphasized on a strong monitoring and evaluation with a feedback mechanism which is able to share best practices and lesson learnt is key to project performance as the project implementers can use the M&E report to adjust the project accordingly.

Meri (2013) conducted research on Nairobi-based international non-governmental organizations' non-profit programs to determine the factors that make monitoring and evaluation systems effective. Stewardship theory defines relationships based on different behavioral patterns and explains situations in which managers have self-interests rather than being stewards with motives were in line with the goals and interests of their project superiors. Most important assumption of the stewardship theory is that agents strongly identify with the mission of the organization. The ability of personnel to carry out project monitoring and evaluation work, ease of project assessment, accountability in projects, and other factors are only a few examples of how these determinants' success is demonstrated.

Research on participatory monitoring and evaluation for stakeholder participation, project effect assessment, and community as well as institutional learning and transformation was also conducted by Njuki, Kaaria, Chitsike, and Sanginga in 2012. Stewardship theory defines relationships based on different behavioral patterns and explains situations in which managers have self-interests rather than being stewards with motives were in line with the goals and interests of their project superiors. Most important assumption of the stewardship theory is that agents strongly identify with the mission of the organization.

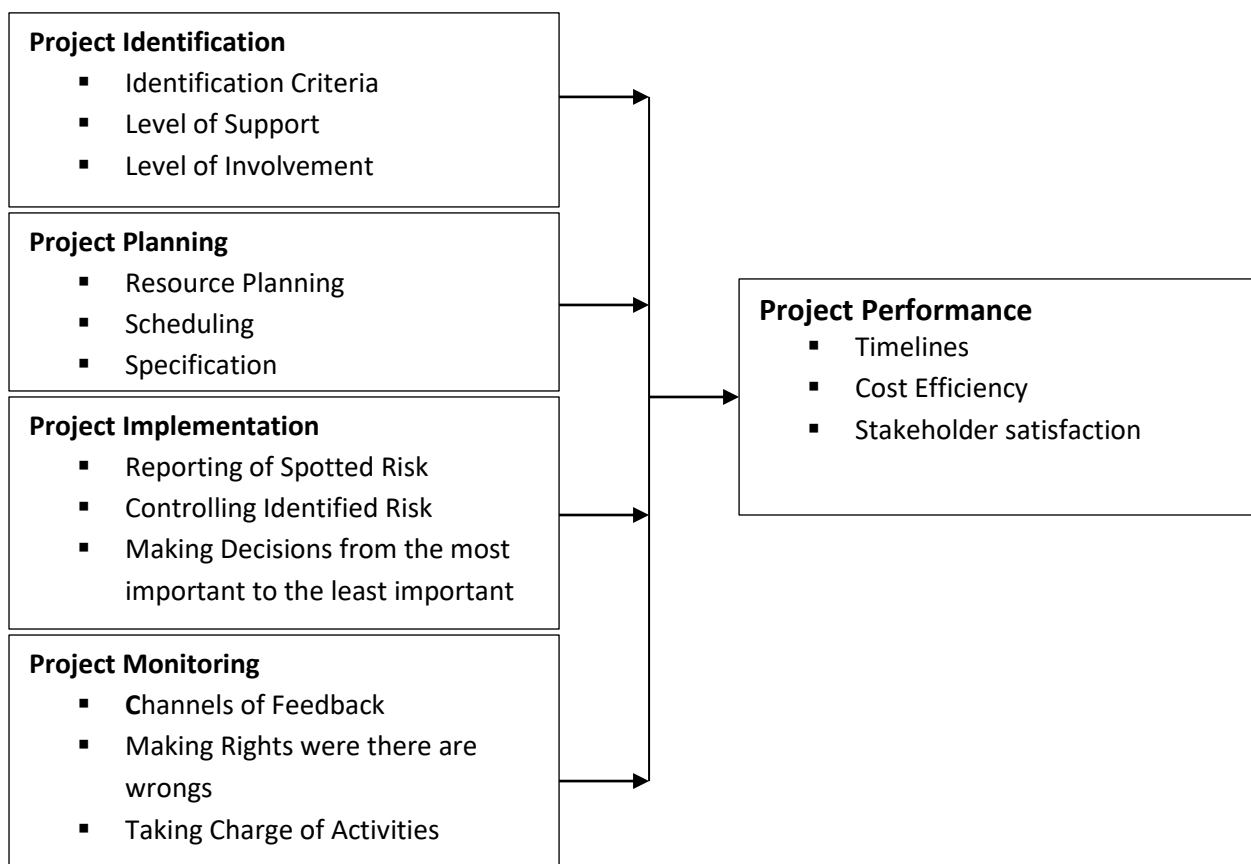
Discussions of project performance have been covered in the literature on project management. The classic definition of project success, according to Carvalho et al. (2015), is the accomplishment of cost, time, and quality objectives (iron triangle). Nevertheless, some studies have looked at new aspects of project success (Rabechini & Carvalho, 2015). As a result, it appears that there is no straightforward description for this creation, which

is a multidimensional concept that can be assessed in many projects, from various angles, throughout various phases, and in either absolute or relative terms (Carvalho et al., 2015).

Studies examine their relationship to other constructs as a result. Despite other study suggesting that risk management has a limited impact on project performance, Carvalho and Rabechini (2015) contend that even low levels of risk management planning may be sufficient to attenuate the adverse effects of risk on project

success. The contingency approach, which recognizes that project type may impact both project performance and the efficacy of project management techniques, can be used to explain these disparate findings. The emphasis on risk management in these studies leaves out crucial elements of uncertainty management, such as the soft skills of project participants, which are psychosocial competencies which include, among other things, abilities for bargaining, leadership, as well as conflict resolution. This is another explanation for the contradictory results.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Source: Researcher (2022)

METHODOLOGY

The descriptive survey design was used in this study. The study's target demographic was the Park Road housing project, and participants included beneficiaries, community members, project

contractors, and project managers. The researcher used the stratified sampling method. The main data sources were the self-administered survey and semi-structured interviews.

Utilizing both descriptive and inferential analytic methods, quantitative data was examined using Statistical Packages for Social Sciences (SPSS Version 22). The descriptive analysis also includes percentages, averages, frequencies, and standard deviations.

Descriptive statistics were also used in the study. Multiple regression analysis was used in inferential data analysis. In this study, a 95% confidence level was used. A correlation coefficient is a tool used to determine the strength of one variable against another, the extent of the linear relationship, and the direction that relationship is pointing. The partial correlation method was used in the study, which looks for the association of two variables while keeping the other factors constant (Coopers & Schindler, 2014). The following regression equation was used;

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = the dependent variable (project performance)

α- the constant term

X₁ – project identification

X₂ – project planning

X₃ – project implementation

X₄ – project monitoring and evaluation

β₁, β₂, β₃, β₄ are the coefficients of independent variables

ε - standard error term

FINDINGS AND DISCUSSIONS

Stakeholder participation and the performance of Ngara Park Road Housing Project

For these findings, the participants were asked to demonstrate whether or not interested parties were involved in judgment related to the implementation of the government residential development project. Study results are shown in Table 1.

Table 1: Involvement of Stakeholders

Stakeholder involvement	Frequency	(%)
Yes	130	84.4
No	24	15.6
Total	154	100

Table 1 showed that the most of the participants at 84.4% affirmed that stakeholders participated in making decisions concerning the government Housing Project while the other respondents at 15.6% denied stakeholder's involvement.

Stakeholders' participation in the Implementation of Ngara Park Road Housing Project

Participants were required to show one's degree of understanding about whether stakeholder

engagement influenced the integration of a government residential development. On a scale of one to ten versus 5, 1 indicated disagree, 2 indicated take issue, 3 indicated neutral, 4 indicated agreement, as well as 5 indicated agree wholeheartedly. The observations for degree of cooperation are shown in Table 2.

Table 2: Stakeholder Participation in the Ngara Park Housing Project's Implementation

Stakeholder Involvement	Mean	Std. Dev
The entire project team was responsible for carrying out the project's strategy.	4.02	.858
Before beginning, the project team sought agreement from all parties involved.	4.41	.682
The project's execution was started after consulting with the interested parties	3.65	1.394
Through the involvement of stakeholders, the project was implemented	3.94	.942
Stakeholder involvement in the project's execution was satisfactory	4.64	1.347

Participants concur that the project plan was primarily the responsibility of the steering committee (mean of 4.02, SD=0.858). According to the respondents (mean of 4.41, SD=0.682), the management team obtained consent from all partners prior to the start of the project. According to the respondents, the initiative was also implemented after dialogue with important parties (mean of 3.65, SD=1.394).

Participants concur that stakeholders were involved in the proposal's implementation (mean of 3.94; SD of 942). Stakeholder participation in the building process was similarly rated as satisfactory (mean of 4.64; SD = 1.347). Allen and Chudley (2013) claim that including stakeholders in the execution phase lowers the probability of failure.

Allen and Chudley (2013) study concurred with findings from a study by Njogu (2016) that showed stakeholders' participation in executing projects

meaningfully influenced the project's performance as raw materials were pulled together (getting funds from donors, assigning role and responsibilities to stakeholders), reducing project's operation costs and promoting organization of the project.

Stakeholders' participation in project Planning and performance of Ngara Park Road Housing Project

The study's second goal was to determine how the involvement of stakeholders in planning phase impacts accomplishment of the project in Ngara Park Road.

How stakeholders' participation in project Planning affects performance

Respondents were asked to indicate whether or not stakeholder participation in project planning affects project performance. Table 3 summarizes the findings.

Table 3: project monitoring

Funds sufficiency	Frequency	(%)
Yes	48	31.2
No	106	68.8
Total	154	100

According to the results, the majority (70%) of persons who took part in filling questionnaires illustrated that there was no evidence to show that stakeholder participation in project monitoring affects performance, while the remaining 30% indicated otherwise.

These results are supported by research conducted in Rwanda by Kabusingye (2017) to examine stakeholder participation and its relationship to the outcome of the WASH project, which found that stakeholder participation in the planning stage, was positively related to the project's performance.

Stakeholder Participation in project monitoring and its effect in project success

The goal of the research was to ascertain the degree of cooperation on the implications of stakeholder participation on the provision of the necessary apartment buildings. On a scale of 1 to 5, 1 indicated strongly disagree, 2 indicated disagree, 3 indicated neutral, 4 indicated agreement, and 5 indicated strongly agree. The findings for level of agreement are shown in Table 4.

Table 4: Stakeholder participation in project monitoring and its impact on performance

Project monitoring	Mean	Std. Dev
The project team failed to carry out project monitoring with involvement from all parties	4.36	.836
Participation in project monitoring activities is essential from all parties	3.92	1.228
People were invited to participate in project monitoring through routine consultation meetings.	2.32	.843
Plans for project monitoring included consideration of stakeholder feedback.	4.06	1.082
The project team did not coordinate project monitoring procedures with all stakeholders.	3.65	.812

According to Table 4, participants concur that monitoring and evaluation support the effectiveness of the housing project (mean of 4.35, SD=0.846). They all concurred that the housing plan is made more effective by the investment money (mean of 3.93, SD=1.238). They also agreed that the performance of the housing project is influenced by the payment on the quantity that has been financially backed (mean of 4.06, SD=1.082). They were divided on whether financial assistance had a negative impact on the effectiveness of the housing agreement (mean of 2.31, SD=0.842). Organizations need money to achieve their long-term medium-, and short-term objectives, and financing must be allocated in line with those demands, according to Keivan, Mattingly, and Majedi (2005). Funding in capital assets and other protracted financial assets are financed with the help of long-term financing (usually more than one year).

These findings are upheld by a study by Ruwa (2016), which claims that stakeholders'

participation in project monitoring and evaluation has a positive impact. Because implementers are held accountable as they report to stakeholders, efficiency in terms of cost, time, and project sustainability is guaranteed.

Government Housing Estate Planning and Implementation

The third goal of the research was to find out how design phase affects project effectiveness of government residential development in Kenya Ngara Park Road.

Government Housing Project Planning and Execution

The survey's goal was to see how stakeholder engagement affected the effectiveness of government housing developments on Ngara Park Road. Participants were asked to rate their level of knowledge on a scale of 1 to 5, with 1 denoting severely disagreement, 2 denoting disagreement, 3 denoting neutrality, 4 denoting agreement, and 5 denoting strongly agreement.

Table 5: Project Planning in Ngara Park Road Housing Project

Project Planning	Mean	Std. Dev
The only authority to approve project planning belonged to the project team	4.49	1.342
My approval was needed for this project to begin planning.	3.63	1.403
The fact that I approved this project shows how I felt about how it was planned.	4.39	1.289
Participation of stakeholders in planning greatly enhances project success.	3.95	1.282
Stakeholder involvement in project planning was at a satisfactory level.	4.38	1.247

The most of the participants (mean of 4.49, SD=1.342) agreed that the project team alone had the power to approve project planning, however there was considerable dispute about how it should be carried out (mean of 4.39, SD=1.289). Participation of project stakeholders was sufficient (mean of 4.38, SD = 1.247). Additionally, they agreed that stakeholder involvement greatly impacts project success (mean of 3.95, SD=1.282). Finally, it was agreed that stakeholder involvement was a critical performance ability that enabled the recipient of the tender to handle complexity and ensure that they could build a strong working relationship (mean of 3.63, SD=1.403).

Project Monitoring and evaluation and performance of Ngara Park Road Housing Project

The study aims to establish the extent to which stakeholder involvement in monitoring and

evaluation impacts the success of the Ngara Park Road Budget friendly Government Housing Project in Nairobi City County, Kenya, as the fourth desired outcome.

Stakeholders' Role in Project Monitoring and Evaluation

The study sought to investigate the function of relevant parties in the monitoring and assessment of Ngara Park Road Housing Project along Ngara Park Road. On a scale of 1 to 5, participants were asked to evaluate their level of agreement, with 1 indicating strongly disagree, 2 indicating disagree, 3 indicating neutral, 4 indicating agreement, and 5 indicating strongly agree.

Table 6: Project Team Competence

Project Team Competence	Mean	Std. Dev
The project team failed to carry out project monitoring with involvement from all parties	4.56	1.060
Participation in project monitoring activities is essential from all parties	4.52	1.120
People were invited to participate in project monitoring through routine consultation meetings.	4.20	.894
Plans for project monitoring included consideration of stakeholder feedback.	3.89	.780
The project team did not coordinate project monitoring procedures with all stakeholders	3.92	.836

The respondents were universal in their belief that all participants should be involved in project review processes (mean of 4.52, SD=1.120), despite the development team's claim that the product's ability to monitor workout did not include all relevant parties (mean of 4.56, standard deviation=1.060). Additionally, they concurred that regular consultative sessions facilitate individual engagement in project monitoring, which guarantees efficient project execution (mean of 4.20, SD=0.894), that the project team did not coordinate project monitoring procedures with all stakeholders (mean of 3.89, SD=0.780), and that plans for project monitoring included consideration of stakeholder feedback. The findings are consistent

with Nallathiga et al. (2012), who discovered that the project teams' and the leader's capacities to ensure that the customer's needs brief is sufficient, well performed, and monitored determine the project's success.

Project identification and performance of Ngara Park Road Housing Project

This is the effective design of a preliminary proposal through stakeholder analysis and scanning the external environment. The study finding emphasized on stakeholder participation which helps stakeholders to generate awareness, set realistic expectation, increase project support and minimize resistance while ensuring successful implementation and adoption

Table 7: Project identification

Project Identification	Mean	Std. Dev
The project team handled the identification phase as their own and didn't ask for advice from anybody else.	4.56	1.060
From the beginning, the project team identified stakeholders and included them.	4.52	1.120
When the project was being identified, the project team conducted forums where people could express their thoughts.	4.20	.894
All partners were contacted prior to deciding on the project identification.	3.89	.780
The project team discussed potential projects with as many individuals as they could before choosing one.	3.92	.836
The project team took into account all opinions when choosing this project.	3.20	.781
The project team solicited my opinion while identifying the project	1.121	.754

Project identification should be a crucial component of stakeholder engagement, with well-planned and significant human resource participation, according to the most of the participants (mean of 4.56, SD=1.060). Additionally, they concurred that knowledge exchange throughout party groups leads to greater and extended stakeholder participation throughout project execution, reducing the overall skilled shortage (mean of 4.42, SD=1.130). Stakeholder engagement experts estimated the amount of work required for threat management (mean of 4.24, SD=0.677), and they agreed that the members of the development plan group are now fully qualified, and experienced in their various responsibilities, ensuring efficient as well as actual execution (mean of 4.30, SD=0.994), and the present administration must be able to incorporate the work completed and complete the project within the allotted period. Additionally, they agreed that project engagement required personnel with the necessary experience, access to confidential information, and knowledge of legal issues (mean of 3.92, SD=0.836), and that the plan for project management needed to be able to connect the tasks completed, deliver the task within the allotted

time frame, as well as work to guarantee that the benefits had been transformed successfully and lasting (mean of 3.89, SD=0.780). The link between interested parties, the diligent and well-informed expert league guaranteeing that the patient's provision brief statement is fastidious, implemented effectively, and closely supervised, helps decide the project's success, the findings indicate.

These results appear to be in line with those of Njogu (2016), who found that elevating stakeholder involvement in identification of project results in a material boost in the Automobile Emission Control Project's efficacy. The findings indicate that while stringent observance to automobile emission acts negatively affects job performance completion, project support is typically increased by involving stakeholders in the categorization of the automotive emission control project.

Project performance

Participants were asked to evaluate their threshold of agreement with a statement by checking the boxes next to the choices that better reflected their personal view.

Table 8: Project performance

Project performance	Mean	Std. Dev
The assignment was finished in the allotted amount of time.	3.56	1.150
The task was finished on schedule and under budget.	4.52	1.620
The project has additional expenses (costs overruns)	5.20	.694
The project was time-constrained, thus more time was needed	4.81	.720
Subcontractors and designated suppliers failing to fulfill.	4.92	.736
Customers' satisfaction with the project's product or service	4.45	.581
The project team solicited my opinion while identifying the project	1.231	.754
satisfaction of the project's target audience with the results	.132	.821
Project team satisfaction with the result	5.453	.519
Community approval of the performance as a whole	3.56	.674
The project complies with user needs	4.21	1.22
The initiative accomplishes its goal	5.67	1.32
Overall efficiency of the project in terms of functioning, spending, and timeliness	4.23	.89

With means of (3.56, 1.150), (5.20,0.694), and (4.21,1.22), respectively, the three primary project metrics of time, cost, and specification are the three areas where past research on housing projects have placed the most emphasis. The most of the participants strongly concur that the project's overall performance in form of budget, timing and functionality is crucial (4.23.89), which is in line with the findings of the study by Jatarona, Yusof, Ismail, and Saar (2016) that the success of a construction project depends on meeting deadlines, keeping to budget, adhering to specifications, and satisfying all stakeholders. A project involves a wide range of stakeholders, including individuals whose gratification with the development's service or product is crucial to the end user, including contractors, beneficiaries, architects, supervisors, consultants, construction managers, and specialists from various industries. Given that different stakeholders may have conflicting interests and goals, it is crucial for the team to engage and

contribute in order to maximize the satisfaction of the entire project team, as shown by the response rate of (1.231, 0.754). (5.453, 0.519).

Multiple Regression

A multiple regression analysis was used to predict the relative importance of each independent variable in terms of sustainable housing performance. The regression model looked like this:

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = the dependent variable (Performance of Ngara Road Housing Project)

X₁ – project identification

X₂ – project planning

X₃ – project implementation

X₄ – project monitoring and evaluation

ε - standard error term

α – constant

The numbers 1, 2, 3, and 4 are coefficients.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.883 ^a	.789	.677	.345

b. "stakeholder engagement, project planning, project quality and stakeholder participation, of play are all consistent highly predictive".

Coefficient Of determination, R-squared assumes that the variance of the dependent variable is explained by each and every fair multiple regression study, whereas r quantifies the fraction of variance explained by just those independent factors that impact the dependent variable. In Table 9, R -

Squared is 0.789, indicating that only 77.8% of those who support the housing projects' implementation are revealed by the statistical study. According to the modified R square, the independent factors that really impact housing developments account for 67.6% of the total.

Table 10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.658	4	2.664	22.316	.000 ^b
	Residual	27.580	118	.234		
	Total	38.237	122			

a. Dependent Variable: stakeholder participation and performance

Stakeholder engagement, initial project execution, planning and scheduling, monitoring and evaluation and project recognition are examples of consistent indicators.

These factors indicated significantly distinct housing project execution, $F(4, 128) = 22.336, p 0.05$. The independent factors significantly predict the dependent variable, as shown in Table 11.

The F-ratio in ANOVA is used to assess how effectively the regression analysis model is working.

Table 11: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.252	.173		1.418	.016
Stakeholder Involvement	.179	.036	.403	4.953	.000
stakeholder participation	.148	.047	.224	3.714	.000
Project plan implementation	.062	.028	.118	1.927	.056
Project monitoring	.098	.026	.261	4.033	.000

Stakeholder involvement, stakeholder participation, project plan implementation, and project monitoring were all utilized to predict stakeholder participation in housing projects.

The following equation for multiple linear regression was created using the unstandardized beta values:

$$Y = \beta + 0.159X_1, 0.148X_2, 0.051X_3, \text{ and } 0.99X_4.$$

When all other individual variables are held constant, the standard error coefficients (B) show how much the endogenous variable fluctuates with the independent variable.

Stakeholders' participation = 0.169, stakeholders' participation = 0.138, project plan implementation = 0.052, and project monitoring = 0.089.

The standard error beta for stakeholder involvement is 0.169, indicating that a unit increase in involvement of stakeholder would improve housing project execution by 0.169, if all other study assumptions were maintained constant. If all other independent factors were statistically controlled, a unit increase in stakeholder participation would improve housing project execution by 0.138, according to the variance beta for stakeholder engagement (0.138). If all other items for measurement were assumed to remain constant, a positive planning coefficient would result in an increase in implementation of the housing project of 0.042, according to the beta standard error for project plan implementation (0.052). Project monitoring's standard error beta (0.099) assumes that, while maintaining all other independent variables constant, increasing project monitoring by one unit will result in an increase in housing project implementation of 0.099. Stakeholder involvement, then the project execution strategy, has the most effects on the completion of housing projects. The project planning's effect on the execution of housing projects is the least significant. It is evident from the above that, with the exception of project planning, all factors play quite a significant critical part in the housing projects' implementation.

CONCLUSIONS AND RECOMMENDATIONS

The project team takes the time to properly manage time, money, and capital, and stakeholder engagement has been successful in preserving good construction productivity, according to the study's findings. The project team's personal responsibility to the project's end users and the larger community is increased via stakeholder participation. The concept of political validity, which places interested parties at the center of decision-making as a sort of interpersonal decision-making, is another crucial element of the program. Stakeholder involvement is essential for a project's information sharing action plan to improve framework acceptance and project delivery while also bridging the science management gap.

According to the study, the residential project had a project quality plan. Workforce was carefully monitored during award of the contract and management. For the task of project implementation, the government had chosen a qualified project manager who met the necessary professional standards. The planning process included tasks such as coordinating people, gathering resources, and carrying out construction activities as outlined in the project plan. To reduce complexity in project implementation, the project manager used his or her own skills, knowledge, and experience. Procurement management came into play by ensuring vendors selected were competent and able to create a good working rapport to ease the project implementation process.

Because it is apparent that their participation has a considerably favorable influence on performance assessment, dealing with and understanding equality and fairness in project improvement times is seen to be required. Stakeholder involvement should be integrated throughout the project rather than being limited to a few phases.

The study's findings indicate that including stakeholders in project selection has a significant beneficial impact on how well government-sponsored affordable housing units perform. In order to give the project's sponsor useful input on the course the project is following, this research urges project executives to include participants in the many stages of recognizing a project, for example the evaluation of a phase.

The research also revealed a strong connection between stakeholder participation in construction schedule and road construction productivity. In order to increase stakeholders' program development knowledge, the research advises road construction businesses to regularly equip and include all concerned parties in resource budget planning and activity.

Furthermore, the research reveals that project implementation involving stakeholders has a significant influence on the effectiveness of

affordable housing projects. As a matter of fact, the survey means that project management teams implementing change elements of project execution, such as trying to make expected to sign off interested parties as constructive as effectively to improve stakeholders' real commitment to their responsibilities.

Finally, the research found that responsible for project tracking has an effect on the achievement of the government's affordability of housing initiatives. The article advises that stakeholders participate in a variety of planning as well as assessment activities to improve the efficiency of highway projects, including financial control, procurement administration system, and quality monitoring.

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Recommendations for further Research

Additional research on other infrastructural development should be performed to explore the obstacles associated with the project implementation. Roughly equivalent studies should be carried out in other companies working on similar or closely related projects. A separate study can be conducted in order to identify the opportunities for personal and professional the implication of governance structures on implementation of the project and closure. More research should be conducted on the problems that prevent housing projects from being implemented in other parts of the economy.

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