INFLUENCE OF STAKEHOLDERS' ENGAGEMENT ON COMPLETION OF HOUSING PROJECTS IN KENYA; A CASE OF NGARA HOUSING PROJECT, NAIROBI COUNTY

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DECLARATION

This project is my original work and has not been presented for an award in any other University.

Signature ……. Date 30th September 2020

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This project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This project is dedicated to my dad; Mr. Kimanthi Francis, my mother Mrs. Mary Maria Mûathime, my brothers Patrick Kababa, Fred Mita and my sisters; Kasyumbu, Katuka and Mûeni and to all those who believe in the beauty of their dreams.

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ABBREVIATIONS AND ACRONYMS

CDF:	Constituency Development Fund
GOK:	Government of Kenya
NGOs:	Non-Governmental Organizations
TOC:	Theory of Change
KCSE:	Kenya Certificate of Secondary Education
NG-CDF:	National Government Constituency Development Fund
WCED:	World Commission on Environment and Development,
WB:	World Bank
SPSS:	Statistical Package of Social Scientists
PMI:	Project Management Institute
CSR:	Corporate Social Responsibilities
NCCG:	Nairobi County Council Government
LASDAP:	Local Authority Service Delivery Action Plan
CDF:	Constituency Development Fund
NACOSTI:	National Commission for Science, Technology, and Innovation
MBO:	Management by objectives theory

ABSTRACT

The process of engaging project's stakeholders entails including them in the decision processes so that they can feel part of the project by owning it in one way or the other. While the process tends to be cumbersome, it smoothens project implementation. In this context, the current study sought to unravel the influence of stakeholder engagement on timely completion of public houses constructed in Kenya. The study sought to achieve this though the following objectives: establish influence of stakeholders' engagement in project design on completion of housing construction projects in Kenya, determine the influence of stakeholders' engagement in project execution on the completion of housing construction projects in Kenya, examine influence of stakeholders' engagement in monitoring and evaluation on completion of housing construction projects in Kenya and finally evaluate the influence of stakeholder engagement in reporting and communication on the completion of housing construction projects in Kenya. The study is anchored on two theories: stakeholders' theory and the Kanter theory of change. The study was grounded on descriptive survey design with a target population of 150 respondents who comprised of project managers, project architects, physical planners, and site employees. The sample size of the study was 108 respondents obtained using the Krejcie and Morgan table for estimating sample sizes. Quantitative data that was utilized in this study was collected using structured questionnaire with 24 Likert-type questions. Inferential statistics collected was examined through the Pearson's Product Moment Correlation. Inferential data was analyzed using central tendency parameters such as mean, frequencies, percentages and standard deviation with the aid of Statistical Package for Social Sciences (SPSS), version 20.0. From the findings, this study establishes that there exists a significant relationship between stakeholders' engagement in project design on completion of housing construction projects by $r = 0.244$, (p-value< 0.01), there exists a significant relationship between stakeholder engagement in project execution and the completion of housing construction projects to an extent of $r = 0.244$, (p-value< 0.01), there exists a significant positive relationship between stakeholder engagement in monitoring and evaluation and the completion of housing construction projects to an extent of $r = 0.244$, (p-value< 0.01), finally there exists a positive significant relationship between stakeholder engagement in reporting and communication and completion of housing construction projects to an extent of $r = 0.244$, (p-value< 0.01).

This study therefore contributes immensely to policy formulation and the growth of Project management discipline in general. The study provides a pedestal upon which policy formulation on stakeholder engagement in project work can be anchored. This study also provides the needed empirical evidence on the importance and usefulness of stakeholder engagement in project management as a discipline.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Stakeholder engagement is a fundamental principle in modern project management and development work in general. Currently, development of an integrated devolved system without the requisite mobilization of the participants in the society is termed as lack of involvement of the affected parties (Papa, 2016). Stakeholders' engagement can be defined as the process through which all people affected either directly or indirectly by a project are involved in project implementation to safeguard their various interests. In the current study, it is largely understood as the process through which the members of the public who have direct or indirect interests in houses are involved in the implementation of housing projects (Alice, 2017). Before proceeding further, it would be imperative to appreciate the fact that stakeholder involvement and public participation have over the years became essential elements in project implementation in the country. Participation concept is therefore a fundamental condition in the execution of projects and programs.

Globally, the increasing research interest in stakeholder involvement has taken momentum. There is a growing rhetoric and recognition that stakeholders can and should influence the decision-making of development projects. The origination of stakeholder involvement was experienced in developed nations. According to Kobusingye, (2017) it is the categorization processes which empower citizens. Since the advent of modernization, stakeholders have been advocated in most parts of developed nations such as USA as a tool for improvement of urbanization environment and enriching performance of project interventions. Emergence of international movement in the early 1980s resulted to development of plans of the cities through process of public participation. A study conducted by Ruwa, (2016) emphasized on democratic rights of public participation despite government's tendency to distort the formation of public decisions before the actual implementation process.

Recently, most developed countries such as USA, Denmark, Hong Kong and Brazil have effectively managed to practice this mechanism. Involvement of stakeholders in decision making in developed nations in the process of public participation indicates the immense role of this mechanism. This has often led to better project development and collaborative governance (Davis,

MacDonald and White, 2010). Additionally, there are different forms of stakeholder involvement such as public hearing, surveys, advisory committees and major exhibitions have been developed to meet the requirement of public participation process in developed countries. This ensures stakeholders are involved in identification initiation, planning, implementation and monitoring of projects (Coffey and Trigunarsyah, 2015). Failure to include stakeholders in project implementation especially at the early stages often affects projects negatively. This coupled with lack of knowledge among stakeholders and inadequate support from stakeholders necessitates for efficient stakeholder engagement. Project managers are making a lot of effort and deploying resources so as to compete to make their projects successful (Magassouba, Tambi, Alkhlaifat, & Abdullah, 2019). This involves completing the project on time, within budget and meeting product specifications

The concept of stakeholder engagement has taken root in most of the African countries including South Africa, Nigeria and Ghana. In Kenya, despite the quest for project success, development projects have continuously experienced cost and time overrun, poor quality performance unmet product specifications, unsatisfactory stakeholder needs and unmet organizational objectives (Ouwor, 2016). This phenomenon has greatly contributed to poor performance of project interventions. It has been documented that the lack of stakeholders' involvement through public participation is a recipe for poor performance. In Kenya and a few African Countries, the concept of public participation has been constitutionalized and made mandatory.

Stakeholders engagement in public project stakes different forms and levels during project execution (Bryson, Quick, Slotterback, & Crosby, 2013). This lines up with the project predefinition and instigation requirements, organizational objectives through negotiation, consultation, partnership and project goal. Stakeholder involvement thereby relates to the process through which communities and people collaborate and cooperate in developing projects and programs(Hatipoglu, Alvarez, & Ertuna, 2016). Further, involvement of stakeholders in projects is a valuable concern for managers to address time, costs, and quality constraints associated with project portfolio management. Therefore, for a project team, to carry out an effective project and to meet organizational requirements, stakeholder involvement and contentment is the key to determine whether a project fails or succeeds.

1.2 Statement of the Problem

The concept of stakeholder engagement has been examined by various commentators and scholars. Authors such as Eyiah-Botwe and Aigbavboa (2016) examined the importance of this concept in the construction of capital-intensive projects for enhancement of sustained construction. This implies the concept of stakeholders' engagement in projects has been long recognized and promoted by both national governments and other non-governmental organizations. The World Bank has examined this concept and recommended its adoption across many projects. The concept of participation has been practiced in many projects and development initiatives for decades. Though, the concept is still not widely practiced, its importance in modern project programming needs to be quantified.

It has been document that most of the project implementing units find a lot of difficulties involving key stakeholders in decision making. In some instances, the involvement of stakeholders is assumed to have little impact on projects due to competences and capacities as well as lack of knowledge in running of the project. Therefore, interventions to involve stakeholders in decision making before the initiation of a project is crucial in determining the return on investments to projects and interventions. Nguyen and Skit more, (2009) researched on the impact of stakeholder's management of infrastructure in the third world countries such as engineering firm owned by the state in Vietnam. From the study, it was evident that the highest impact on project was caused by stakeholders, followed by project managers.

This study therefore differs from other past studies in terms of focus and methodology. The study focuses on stakeholder involvement across the project cycle and sought to examine the element of stakeholder engagement holistically, during and after projects so as to increase their output and for sustainability of these projects. Stakeholders' involvement would greatly impact project performance. Hence, this study sought to unravel the elements of stakeholder involvement in project design, formulation, execution and monitoring and evaluation, communication and reporting to provide quantifiable empirical data for policy formulation and research-based evidence.

1.3 Purpose of the Study

This study sought to examine the influence of stakeholder engagement on completion of housing construction projects in Kenya.

1.4 Objectives of the Study

The study's objectives include;

1) To establish influence of stakeholder engagement in project design on completion of housing construction projects in Kenya,
2) To determine the influence of stakeholder engagement in project execution on the completion of housing construction projects in Kenya,
3) To examine influence of stakeholder engagement in monitoring and evaluation on completion of housing construction projects in Kenya,
4) To assess the influence of stakeholder engagement in reporting and communication on the completion of housing construction projects in Kenya.

1.5 Research Questions

The study sought to answer the following questions;

1) To what extent does the stakeholder engagement in project design influence the completion of housing construction projects in Kenya?
2) At what level does stakeholder engagement in project execution influence the completion of housing construction projects in Kenya?
3) How does stakeholder engagement in monitoring and evaluation influence the completion of housing construction projects in Kenya?
4) How does stakeholder engagement in reporting and communication influence the completion of housing construction projects in Kenya?

1.6 Significance of the Study

The current study is expected to impact policy formulation in the housing construction sector in Kenya by providing the much-needed empirical evidence to support policy development. There has been a great concern on the role of stakeholders at the local level for the policy makers and practitioners hence this study is of great importance. The study is also expected to provide an overview of the way things are at grass root level and even enable policy makers to pinpoint

ambiguities that might be there in the current systems so that they can formulate relevant policies to address them as a way of bringing out efficiency and effectiveness in government and county government funded projects such as construction of sporting facilities.

The study is also expected to inform different stakeholders especially policymakers on many facets of stakeholder' involvement, engagement and participation in project design and formulation, project execution, project monitoring and evaluation and in project communication and reporting. The study was meant to foster the importance of stakeholder involvement in the participation of public projects so that to increase their productivity and performance.

1.7 Limitation of the Study

The study was only limited to the Ngara housing project in Nairobi County, Kenya. The researcher encountered difficulties finding sufficient literature to inform study's background due to a limited number of researches done on this area of stakeholders' involvement on public participation and uptake of such projects in Kenyan counties, Africa and many parts of the developing world. However, the increased government allocation to county governments and enactment of devolved units, was a useful way to overcoming some of the challenges and enabled at great extent in bringing clarity on the research area.

Also, some of the respondents were reluctant to disclose information regarding public participation due to suspicion and social distancing restriction brought about by the Covid-19 pandemic, but the researcher assured them that she would treat the information filled in the questionnaire with utmost confidence and that it was to be used only for research only. Adverse weather condition especially due to the ongoing short rain season hindered the fast movement of the researcher and her team to move around. This was however overcame by early and adequate preparations. The ministry of health restrictions due to the prevailing Covid-19 pandemic greatly affected interaction between the researchers and respondents. However, the researcher limited interaction time and used a mask during interviews.

1.8 Delimitation of the Study

This study was concentrated to the confines and boundaries of Ngara housing project in Nairobi County. The study was further delimited to five variables under study as drawn from the study

objectives. The variables included stakeholder involvement in the project design, stakeholder involvement in the execution of the project, stakeholder involvement in monitoring and evaluation, stakeholder involvement in communication and reporting and completion of housing projects. The study was also delimited to a known set of respondents that included architects, project managers, physical planners, project engineers, and users.

1.9 Assumptions of the Study

The researcher presumed that research participants would be willing to take part in the study on voluntary basis in big number, provide honest views, and information pertaining to study parameters. The researcher also assumed that data generated from the region selected will be a representative sample that would be inferred and generalized to represent the views of the target population. Furthermore, it was presumed that respondents would reflect a true and honest explicability of information on the grounds, which would be found similar if other people carry out the same study in other times and other places.

1.10 Definition of Significant Terms Used in the Study

Completion of Housing Construction Projects: This is the process of finalizing and handing over the housing projects in time, schedule and within proposed budget

Stakeholder Engagement: A process that entails including different groups of stakeholders in decision making process with a view to enabling them own project right from start to the end of project. The process is normally considered vital one because it enhances accountability in project implementation.

Stakeholders' Participation: This entails allowing different groups of stakeholders to take part in project management and in different areas of project with an intention of encouraging them to own the project.

Stakeholders Awareness: This is the process of passing vital or crucial information to stakeholders through various mechanisms and medium.

Stakeholder Input: This is the extent to which stakeholders provide critical views to the betterment of the project.

Stakeholder Management: This is the manner and mechanism through which stakeholders are organized with a sole purpose of bettering project performance.

1.11 Organization of the Study

The study consists of five chapters. The first one introduces the study by providing background information, identifying study's problem, highlighting study's purpose, research questions and objectives, defining different terms used throughout the study and highlighting the study's limitations and delimitation. The second one covers both empirical and theoretical literature on the five study variables. It also provides the study's theoretical and conceptual frameworks, identifies the research gap and summarizes the chapter's findings.

The third chapter provides the methodology that was utilized to conduct the study. The chapter focuses much of its attention on research design, sampling process, target population, ethical issues considered in the study and the process that was followed in the operationalization of the variables. The fourth chapter provides the study's findings and goes ahead to discuss them in the light of existing studies. The fifth chapter concludes the study by summarizing the main findings and recommending the way forward.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter is organized in accordance with study's themes derived from the objectives of the study. The themes of study are; stakeholder engagement in project design, stakeholder engagement in project execution, stakeholder engagement in monitoring and evaluation, stakeholder engagement in reporting and communication and the completion of housing construction projects. The chapter also entails the theoretical framework that anchors study themes, a conceptual framework and a summary of knowledge gaps identified from the review of theoretical and empirical literature.

2.2 The Completion of Housing Construction Projects

The term stakeholders relates to the people who are affected by project either directly or indirectly. These may be people with direct or indirect interest in a project. As such, they influence its outcomes either positively or negatively in one way or the other. The people in this case may either be local people, the people who run the project, the ones who fund project, religious groups, schools, civil societies, governments both local and national, politicians or other people with special interests in a project (Mulwa, 2006). Despite their number, their stakes in projects vary from one group of people to the other meaning that some groups of people might have larger stakes than others. Similarly, the effects of projects vary from one group of people to the other. As such, some groups of people might be affected by a project economically whereas others might be affected by it socially.

In view of the above, some groups of stakeholders such as governments might have considerable influence on project implementation than others. Similarly, because of the knowledge that different groups of people possess some of them might contribute positively to project betterment than others. In line with different roles that different stakeholders play in project management, the national constitution under Article 201 introduced new changes to the public finance management framework in the country. Under the new changes, public officers are supposed to be open and accountable in all finance related issues so that they can promote equity among the members of public.

Because of the critical roles that stakeholders play in project execution knowing the people that influence project implementation is vital in every project. Doing so facilitates project execution right from the start to the end by ensuring that pertinent issues are addressed to the best of every group of stakeholders. This means that stakeholders should understand the way projects function, their scopes, goals and milestones. Stakeholders' participation in public projects traces its origin in the community development models of the 19th century which had challenges, due to poor participation by stakeholders leading to the collapse most of such projects. This phenomenon led to the prominence of enhanced community control of funds. The participation movement championed by Chambers, (1983) was critical in using these notions to small projects.

The new focus envisaged techniques that could inform locals allowing them to make informed decisions and to effectively interact with external stakeholders' mostly providing funding and technical support (Musgrave, 1959). Stakeholders' participation is the core principle of democratic system development, which needs the procedure of working together between the citizens and the administration. The idea of public involvement has of late attained substantial interest due to its growing importance in the development sector. According to Otieno (2007), it stresses the importance of efficient and inclusive leadership for progressive change, and of improving livelihood strategies of the minority.

To realize the intended goals, a project must be sustainable. The sustainability concept ensures that projects meet current needs without compromising needs for future generations (World Commission on Environment and Development, 1987). This ensures that resources are utilized in the best interest so that everybody can benefit. The resources in this case may be in different forms; hence, there is need to ensure that all of them are utilized sustainably (AIA and UIA, 1993). Despite its applicability to different fields of study, the sustainability concept is normally applied to natural resources. With the introduction of County Governments, there is an increased interest by various groups towards sustainable community projects. The main issue in such instances relate to the people who should be involved in management of projects for the sake of future development.

2.3 Stakeholder Engagement in the Project Design and the Completion of Housing Construction Projects

Stakeholder engagement is critical in every project. Linton, (2018) defines stakeholder as organizations or individuals whose courses of actions influence the success of project implementation. Alongside the above, stakeholder awareness is also vital in every project. Nonetheless, meaning awareness occurs only when the members of the public are knowledgeable about the importance of projects they engage in (Marzuki, 2009). To date, stakeholder involvement has been shown to enhance decision making processes in project implementation by promoting awareness among stakeholders. Although the country has efficient legislative environment that promotes openness, the fact remains that the engagement of stakeholders normally faces challenges during the implementation process. This hinders project implementation and even service delivery in the public sector (World Bank, 2015).

In response to unclear working guidelines and policies in the country, and in a bid to improve levels of awareness amongst project implementers, the World Bank with the help of Kenya School of Government developed a working paper that would enhance awareness through training and technical assistance on public participation and financial management. The paper encourages civil societies and county governments to publish budgets friendly the members of the public, hold public forums to discuss pertinent issues and use different means to share information. This would ordinarily help in disseminating information and increasing awareness levels among stakeholders (GoK, 2015).

Increased levels of awareness therefore increase participation and involvement in projects. However, it normally depends on the amount of information available to the members of the public that is released by relevant bodies and project management units (World Bank, 2015). Stakeholders' awareness provides a platform through which decision makers discuss pertinent issues with other groups of stakeholders. It thereby broadens the knowledge of different groups of people involved in project management and implementation. This is critical because certain groups of stakeholders are involved in project intervention and act as consultants. It would be worth noting that when the members of the public are made aware of projects, they normally get involved in its implementation; hence, contribute significantly to its success. In so doing, they may bring the information especially local one that project managers may require to execute projects effectively

(Johnet al, 2009). Awareness ensures that the concerns of various groups of people are addressed in every stage of project implementation (Shereen, 2016). Building awareness levels amongst the project stakeholders is the most important factor in stakeholder participation influences service delivery including completion of projects. Effective communication with the stakeholders by the project teams not only improves the level of awareness but also enhances project ownership. The three key elements to effective communication in project and program interventions have been identified as; relationships, information and dialogue (Shereen, 2016). The process of creating awareness among stakeholders ensures that problems are clarified, pertinent issues addressed and solutions developed. This enhances stakeholder engagement because their concerns are addressed (Doug, 2013).

2.4 Stakeholder Engagement in Project Execution and the Completion of Housing Construction Projects

The role of stakeholder input on sustainability of community projects including housing construction projects is important. Authors such as Graci and Dodds (2010); Sebele (2009) and Hassan et al. (2006) agree that stakeholder input is directly proportional to sustainable community or development projects. They argue that inputs from different stakeholders should be included in project implementation and that input from local communities should be considered all the time to enhance the use of local resources. The involvement of local communities in projects enhances project implementation because local people play different roles in projects including selling projects to local people. Accordingly, the exclusion of local communities in project implementation is likely to have notable negative influence on project implementation. This undermines the sustainability of projects implemented at local levels.

The input of key stakeholders on participation of public projects is a principal or a practice that may be recognized as a right to take part in an activity or a planned intervention. As societies became more complex, decision making became centered in sets of various governments. Often in societies, decisions are imposed on communities by not allowing the involvement of the stakeholders to participate in deciding how issues have been arrived at. Within the governments and organizations settings, inclusive decision-making is being encouraged for sustainable development and progress. Public participation process may take many forms including face to

face deliberations, problem solving, concessions building, public hearings and giving comments Pertaining the way the projects have been designed and implemented (Agegbidi, 2012).

Obtaining views and involvement of the stakeholders in designing projects is key as their inputs and contribution and enhances their utilization of locally available resources and promotes sense of ownership of the intended stadium from the community. Development projects that regard public participation in decision making empower the participants and ensure democratic governance within the sampled stakeholders (Mulwa, 2006). In the context of knowledge management, stakeholder input in participatory process is seen as collective and inclusive culture for the population. The level of resource mobilization is improved if members of public provide their input and participates freely in projects.

Stakeholders input in the execution of project processes or intervention is therefore critical. Stakeholders can participate very effectively through contributions of the local resources for developing their communities especially when involved in the project's phases. Public involvement on participation promotes humanistic principles that have evolved from western cultures over the last three decades and gone to the extent of impacting public policy, development programs, international relief and even education (Williams, 2018). Stakeholder involvement as advanced by humanistic movements is "people first" paradigm shift. The support and participation in decision making of project determines the rate and efficiency at which the projects are implemented and completed. Conflicts and problems that often affecting the completion of projects can easily be solved by getting the input and views of stakeholders.

When stakeholders are involved in project implementation right from the start, it helps them to develop shared understanding that enhances the acceptance of project among different groups of people (Project Management Institute, 2013). The World Bank contributes at least approximately US dollars 7 billion annually to Community-Based projects as evidence to show that projects with effective participation levels are more successful. There is some evidence that such project that involves public in implementing them projects have created effective community infrastructure, sustainable projects, and reduced conflict.

2.5 Stakeholder Engagement in Monitoring and Evaluation and the Completion of Housing Construction Projects

Engagement of stakeholders in monitoring and evaluation of projects is of paramount importance. Commitment of stakeholders in project monitoring and evaluation wins the hearts of project implementers and donors. Commitment manifests in the planning process, accountability procedures and overall project coordination and monitoring. From a democratic viewpoint, commitment can be direct or through representative participation in elections for the point of a pluralistic-republican model (Kweit and Kweit, 1986). Commitment in a project process often leads to accessibility and responsiveness of policies to people affected directly by projects. In spite of this, traditional practices in strategic management are often inadequate; hence, the need to update them to make them more interactive. In engagement of the general members of public irrespective of gender and effects of cultural versions and ideas, commitment to project ideas is sufficient to guarantee success.

Suggestions and views from the general public will have sensible approaches towards participation in school's development projects. Lang suggested that an integrated approach to resource planning must provide integrated approaches to resource planning involving key stakeholders whose education and literacy levels in seeking relevant information to proposed actions is acceptable to all team actors (Lang, 2008). Convectional planning tends to be dominated by experts advising decision makers and how to accomplish their interests. This implies the assumption that better information the public gets from the actors leads to better decisions for project survival and viability. The importance of monitoring and evaluation in the context of participation and decision making is of paramount importance especially to ongoing projects. Stakeholder commitment is a process by which organizations communicate and even get to know their various stakeholders. When organizations know stakeholders, they understand what they want, when they need it and their levels of engagement; hence, enable organizations to act in their best interests. Furthermore, the process allows organizations to rethink their strategies so that they can enhance their performances now and in the future. They even use it to enhance their brand reputations. In this respect, most of the organizations engage stakeholders to achieve specific goals and improve their outcomes. In other instances, they use it to promote their levels of accountability because it gives stakeholders the roles of ensuring that their projects are sustainable.

Commitment of stakeholders is an over-arching term that covers many issues related to the way organizations involve stakeholders in their various activities including decision making processes. The process helps organizations to meet their strategic and tactical needs related to information collection and spotting trends in their various activities so that they can improve them. This improves the levels of transparency in organizations, builds trust among various groups of people that influence the success of projects and even contribute to organizational changes.

2.6 Stakeholder engagement in Reporting and Communication and the Completion of Housing Construction Projects

The role of reporting and communication management in projects extends beyond making decisions that impact employees. Project communication and reporting sets the practices that managers use as they relate and handle employees. This affects organizational success either positively or negatively (Mulwa, 2006). Understanding the way these things affect organizational processes helps management teams to make changes where necessary in decision making processes, the way they handle employees and the way they perceive employees. When employees perceive their inputs as valued, they improve the way they perform their jobs; hence, contribute to organizational success. Project employees may direct their energies and strategy to the development of the projects in and only if their efforts are appreciated. The success of a project depends on top management support.

Many authors debate this point (Wambugu, 2017).Stakeholder management plays pivotal role in projects (Abu Naser et al., 2010). It plays an important part in mobilizing the human and technical resources requisite for project work including project supervision and in the attainment of organizational goals through strategic planning that enhances organizational performance (Rashid et al., 2016, Slavik et al., 2016). Stakeholder management identifies the directions that should be taken to attain organizational goals. Karsten et al. (2009) observe that different stakeholder management styles are critical in overall project performance. In addition, transformational and charismatic character in stakeholder management is directly proportional to project effectiveness (Amirul & Daud, 2012).

Communication is among the widely cited factors in project execution (Liu & Seddon, 2009). Support from top management teams enhances organizational success (Ahmed, Mohamad, & Ahmad, 2016; Hwang, Lin, & Lin, 2012). In this respect, it would be worth noting that the success of projects depends largely on support from top management teams (Haque & Anwar, 2012). If communication process is not implemented in the right way from top management team to subordinate employees, projects in public sector are likely to fail (Sial et al., 2013). Project managers should have direct access to all key stakeholders and they should support project managers by providing them with resources, support them during crises, and organize trainings, in order to ensure the likelihood of project success (Kuesten, 2013).

Reporting, on the other hand, enhances the process of providing resources that are pertinent to project success (Staehr, 2010). Stakeholder management also plays vital role in defining projects' scopes (Boonstra, 2013). The two aspects structure organizational contexts and enhance resource distribution during project implementation. In spite of this, very few researchers identify the need of stakeholder management in project execution (McComb et al., 2008; Naranjo-Gil, 2009). The top management team plays critical role in providing resources on time (Bruqué-Cámara et al., 2004). Kazanchi and Reigh (2008) identify the importance of measuring and controlling activities in project implementation by top managers.

Effective communication should therefore encourage project managers to use their leadership skills to execute projects (Morgan, 2012). This is critical because project managers have the responsibility of ensuring that projects meet the expectations of their stakeholders (Cowan-Sahadath, 2010). Zwikael (2008) argues that the support that project managers get from top management teams encourage them to execute projects effectively. Nonetheless, Smith (1999) observes that support from top management teams should not be the only success factor in project implementation. In so doing, he acknowledges the critical role that effective leadership skills play in enhancing project success.

2.7 Theoretical Framework

This study is anchored on two theories; stakeholder theory and the Kanter theory of Change

2.7.1 Stakeholders' Theory

This theory was developed by Eric Rhenman (1964) who was the first person to acknowledge the impact of external stakeholders on organizational performance. He argued that firms had direct responsibilities to both external and internal stakeholders. By so doing, the theory introduced broader context of stakeholders to firms. The theory was later embraced by Edward Freeman about two decades from the time it was developed for the first time (Strand and Freeman, 2013). In his 1984 seminal work, Freeman (1984) popularized the theory thereby it was embraced by other researchers later on. Rhenman (1964) in his original paper acknowledged the "jointness of interests" in the business community (Strand and Freeman, 2013).

Freeman (2011) equally emphasized the jointness of interests among different groups of stakeholders. He argued that businesses had the responsibility of creating value for different groups of stakeholders via stakeholder relationships. Other scholars (Agle et al., 2008; Parmar et al., 2010; Freeman, 2004; Freeman, 2011) equally acknowledged the importance of businesses creating value for different groups of stakeholders. The theory has thereby shifted focus from that of looking at the way firms creating value for shareholders to the way firms create value for different groups of people (Agle et al., 2008). In spite of this, in line with Friedman (1970), some of the people insist on the importance of ensuring that firms create value for shareholders as opposed to creating value for different groups of people.

This theory demonstrates the importance of stakeholders in a project process. The theory emphasizes the core of stakeholders as normative thereby acts as a moral principle in business because it identifies the need for creating value for different groups of people (Freeman, 1984; Agle et al., 2008). In line with this, the theory is critical to the current study because it highlights the relevance of different groups of people in the national housing sector. In so doing, it acknowledges the impact that different groups of people have on ensuring that public houses complete on time.

2.7.2 The Kanter Theory of Change

This theory postulates that organizations function in tandem with employees' behaviors and attitudes implying that whenever they change, they influence organizational performance as well. In line with this, Kanter (1983) argues that the models of change management focus much of their attentions on senior management teams. As a result, both practitioners and academicians are able to develop the models (Carrol & Hatakenaka, 2001). The models developed by practitioners rely largely on anecdotes and illustrative opinions thereby make informed recommendations. Additionally, they provide detailed instructions relating to the way organizational changes are initiated. In view of this, transformational changes are able to contribute to employee resistance. Indeed, employees have depicted great resistance to changes because they prefer status quo as opposed to new ways of doing things particularly in their behaviors.

This theory grounds dependent variable of this study-completion of housing construction projects. Kanter (1983), holds the opinion that the segmentalism process is related to categorizing actions, problems and events in an organization into different partitions. He further states that these partitions or compartments become isolated from each other with time and as a result, it becomes possible for problems relating to such organizations to be analyzed in isolation of initial contexts. This enhances the resolution of problems because it does not link them.

In view of the above, the Kanter's theory of change is pertinent to the current study because it acknowledges the complexity of change in project execution especially those with hierarchical structures. This simply means that the success of projects depends on sensitivity to different groups of people throughout project implementation. In addition, it depends on support obtained from different groups of employees and implementation quality (Weimer & Vining, 2006). Accordingly, transformative changes with positive effects on change processes particularly in public sector depend on different groups of people. In addition, they depend on support employees accord to them at different stages of project implementation.

2.8 Conceptual Framework

The link between the study's variables is summarized in Figure 2.1

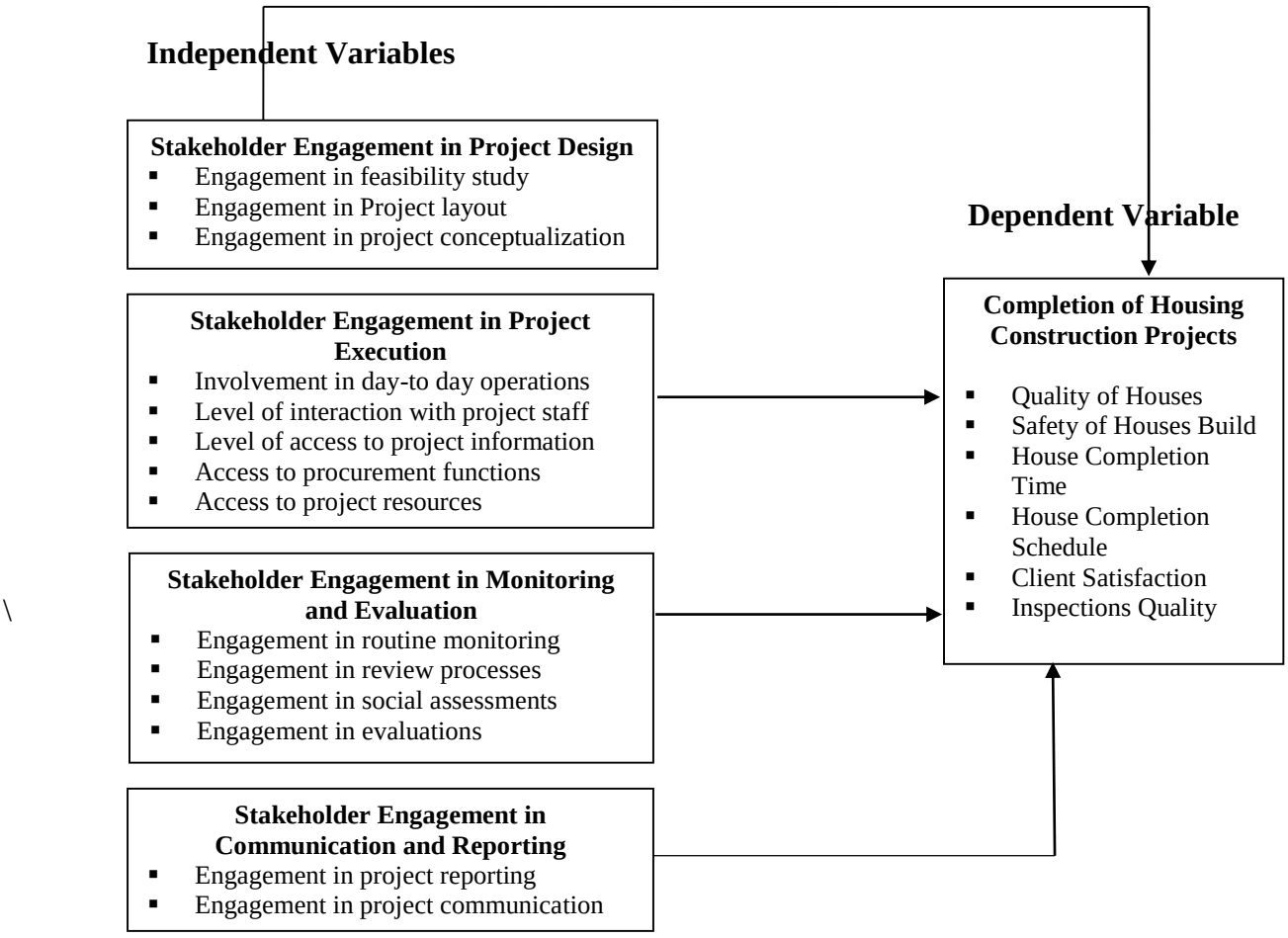

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Figure 2.1: Conceptual Framework

2.9 Research Gaps

Table 2.1 summarizes the research gap identified from the literature review.

Table 2.1 Summary of Research Gap

Author and Year	Title of the study	Research Findings	Identifiable Research Gaps
M'ikiugu, Gideon M (2011)	Stakeholder Participation in Buuri, Meru	Education influences stakeholders' engagement	Influences of stakeholders' engagement on participation was not tackled
Chepkwony (2014)	Influence of public participation	Public participation Improves performance in schools	Influences of stakeholders Input on participation was not tackled
Wairi (2015)	Influence of stakeholders' participation in ward projects	Stakeholders' participation increases project completion	Influences of stakeholders' commitment on participation was not tackled
Njumbi (2011)	Influence of Top Management Support on strategic planning	Top Management support influences performance of a project	Influence of top management support on successful completion of a public project was not tackled.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was utilized to conduct the study. It starts by providing the research design before identifying the target population as well as the sampling process that was followed to select research participants. It also provides the research instruments utilized to collect the data, an overview of the pilot testing process and the measures that were taken to ensure that the research instruments and findings were both valid and reliable. In addition, it presents the process that was followed collecting and analyzing the data as well as the ethical measures that were taken to protect research participants.

3.2 Research Design

A descriptive research design was adopted to conduct the current study. The design in accordance with Kothari (2008) was intended to describe the characteristics of the people included in the study and the variables under investigation. The design was most elaborate for this study as it aimed at helping the researcher to collect data on various aspects that were easily seen in society. One other salient feature that led to the adoption of this design was in its ability to help achieve a direct source of all attributes required. This design facilitated and created a good environment of interaction through in-depth responses and sharing the past experiences, current and future happenings in the field of housing construction; hence, critical in elaborating the phenomena under study.

The adoption of descriptive survey design in this study was also considered appropriate as it would be helpful in unearthing various cultural issues, education, human rights and empowerment and training features associated with the concept under study. Descriptive survey was therefore seen as critical in unpackaging many aspects of project completion and stakeholder involvement as a concept. This design was again selected due to its use of use and the nature of constructs under study. Since this study was social in nature, this design would be critical in examining social science studies. Finally, this design was adopted due to its holistic nature. The design would enhance the collection and analysis of data including the discussion of resultant issues from background information, education, legal and empowerment issues and make it easy for the analysis and presentation of resultant data. Descriptive survey was therefore considered ideal for this study.

3.3 Target Population

The study's target population included 150 respondents. This population includes the total number of people that were involved in the execution of the Ngara housing project and the initial owners. Target population refers to entire specific population that took part in the study survey. According to Creswell (2011), population is the target group to be studied in a place. Kothari (2004) on the other hand defines target population as the set of all goals that possess some common set of traits with respect to the problem at hand. Mugenda and Mugenda (2003) also opine target population can be termed as a set of things, people, events, elements, or services well-defined for investigation purposes. For this study, the target population included all professionals involved in the development and execution of the project and initial users. This population was drawn from amongst project managers, project architects, building inspectors, physical planners and initial users. This population was deemed sufficient to provide the much-needed information to make sound inferences in this study.

Table 3.1: Target Population

Cluster	Target Population	Sample Size
Project Managers	24	17
Project Architects	15	11
Building Inspectors	37	27
Physical Planners	33	24
Initial Users	41	29
Total	**150**	**108**

3.4 Sample Size and Sampling Procedures

The study sample sizes for this research was 108 respondents determined using the Krejcie and Morgan Table of distributions. Individual sample for respondents interviewed in this study was determined using proportionate sampling method followed by simple random sampling. The sampling unit for study was individual cluster of professionals. Shields, (2013) argue that precision rate and desired in determining study samples.

3.4.1 Sampling Procedures

This study adopted principles of stratified sampling procedure followed by simple random sampling in determining the process of engaging respondents. The sampling process entailed selecting a specified number of people from target population to represent that population (Orodho & Kombo 2002). Singleton, (2008) further explains that sampling is the procedure of selecting a few cases from a big population for studying them and generalizing on the huge population.

3.5 Research Instrument

A questionnaire was the only instrument utilized to collect data in the current study.

3.5.1 Pilot Testing of the Research Instruments

The questionnaire was pilot-tested before the actual data collection process was conducted. This was done in the Kilimani area of Westlands where 14 questionnaires were issued to a number of the selected respondents in the construction industry. This figure represented about 10% of the sample (Mugenda & Mugenda, 2003). This process was undertaken in Kilimani; an area that was exempted from the actual study. This process enabled the researcher to assess the clarity of questions asked so as to remove ambiguities and typographic mistakes. Pilot-testing process was also useful in allowing the researcher to familiarize herself with the data collection process. The process helped to identify the deficiencies in the questionnaire, which the researcher addressed before using the questionnaire to collect the actual data (Mugenda & Mugenda, 1999).

3.5.2 Reliability of the Research Instruments

Mugenda and Mugenda (2003) define instrument's reliability as the extent to which it yields consistent results via repeated trials. In line with this, the reliability of the data utilized in the current study depended largely on the questionnaire that was utilized to collect it (Blumberg, Cooper & Schindler, 2014). This was achieved largely by pre-testing the questionnaire and addressing the deficiencies identified during pilot testing process. The process involved clarifying the unclear issues and words on the questionnaire and eliminating the offensive research questions (Kothari, 2004). It was also evaluated using Cronbach's Alpha value to establish whether the research instrument was indeed reliable or not. A Cronbach's Alpha value of 0.7 was found. The use of structured questions was preferred over unstructured questions because they conserved time,

energy and money particularly during data analysis process. In addition, structured questions were preferred over the unstructured ones because they encouraged respondents to provide information without necessarily feeling coerced to provide it. In line with Creswell (2005), the questionnaire was preferred because it enabled the researcher to collect data that could not be collected through observation. In addition, it enhanced the process of collecting data relating to respondents' feelings, experiences, attitudes, motivation and accomplishments.

3.5.3 Validity of Research Instruments

This relates to the extent to which research instrument measures what it is intended to measure. Content validity relates to the extent to which content utilized in a questionnaire relate to what an instrument is designed to measure (Orodho, et al. 2005). Professional advices were sought from research supervisor to enhance the questionnaire's content validity. The ideas of the supervisor were considered and appropriately incorporated in inclusion on research instruments. The study made use of both nominal scale and likert scale. Interval scale was applied and used on respondents' demographic information.

3.6 Data Collection Procedures

The researcher with the help of University of Nairobi, supervisor constructed the structured questionnaire after which there was a pilot testing of the research instrument using 14 respondents who were accordingly excluded from the study. The researcher then recruited two research assistants to help her to distribute the questionnaires to all respondents. A hundred and eight (108) questionnaires were printed and evenly distributed to the research team. An introductory letter that was obtained from the university and permission granted by the National Commission of Science and technology (NACOSTI) were utilized to gain access study area and validate the data collection process. The researcher supervised the data collection process by herself. The two research assistants were well coordinated and would also respond to any questions by respondents from time to time. The research team collected all questionnaires from respondents.

3.7 Data Analysis Techniques

This relates to the methods utilized to evaluate data collected from field with a view to making inferences from it. The process entails uncovering the underlying structures in a data, extracting

variables from the data and testing assumptions. Quantitative analysis that was undertaken involved coding responses obtained from research participants into categorical variables and using the SPSS program to analyze the data (Kombo & Tromp, 2006). The findings of the study were analyzed both descriptively using mode, standard deviation and mean, and inferentially using the linear regression model. Descriptive statistical analysis process entailed describing the data based on the intensity of specific phrases and themes from the data (Mugenda & Mugenda, 2003).

The inferential analysis, on the other hand, involved conducting the correlation analysis as well as multiple linear regressions. The linear regression was utilized to test the linear relationships between the independent variables; stakeholder engagement in project design, stakeholder engagement in execution, stakeholder engagement in monitoring and evaluation, stakeholder engagement in reporting and communication against the dependent variable; completion of housing construction projects.

The strength of the relationship was based on looking at the correlation value of (r) where a rank (r) of 1 imply perfect positive correlation, a rank of 0.10<r>0.29 implies a weak positive correlation while a rank of 0.30<r>0.50 implies a positive moderate correlation, a rank of 0.5<r>1 implies a strong positive correlation, rank of -1 implies a perfect negative correlation, rank of -0.29<r>-0.10 imply weak negative correlation, a rank of -0.50<r>-0.30 implies a moderate negative correlation and a rank of -1<r>-0.5 imply strong negative correlation. Since variables were measured on likert scale, the extent of these relationships was determined at a 95% confidence level, meaning a sample proportion (p) that was less is or equal to 0.05 was statistically significant.

3.8 Ethical Considerations

The ethical considerations observed in the current study were observed as ascribed by Morgan, (2014). This entailed obtaining a research permit from the National Commission of Science, Technology and Innovation (NACOSTI) and observing ethical practices outlined by the permit. In addition, it entailed preparing a consent form and using it throughout the data collection process to assure respondents that the study would be conducted ethically. The consent form informed the respondents that the data was intended for academic purpose. Respondents were assured that their identity would be kept in utmost confidentiality.

Research ethics advocated by Creswell and Plano, (2011) were incorporated in this study. This means, the study adhered to ethical norms meant to promote knowledge, truth and avoidance of error. These were achieved through prohibitions against data fabrication, falsifying information or misrepresenting data to promote the truth. The researcher worked to promote values deemed essential to collaborative research such as trust, accountability and mutual respect with the respondents. Other standards such as guidelines for authorship, copyright and patents, data sharing and confidentiality in peer review, intellectual property, human rights and compliance with the law and safety standards were given invariable consideration.

3.9 Operational Definition of Variables

Table 3.1 provides an overview of the way study's variables were operationalized.

Table 3.2: Operational Definition of Variables

Variables	Indicators	Data Collection Tools	Analyses Techniques	Measurement scale
Stakeholder engagement in project design	▪ Engagement in feasibility study ▪ Engagement in Project layout ▪ Engagement in project conceptualization	Questionnaire	Descriptive statistics	interval
Stakeholder engagement in project execution	▪ Involvement in day-to day operations ▪ Level of interaction with project staff ▪ Level of access to project information ▪ Access to procurement functions ▪ Access to project resources	Questionnaire	Descriptive statistics	interval
Stakeholder engagement in monitoring and evaluation	▪ Engagement in routine monitoring ▪ Engagement in review processes ▪ Engagement in social assessments ▪ Engagement in evaluations	Questionnaire	Descriptive statistics	interval
Stakeholder Engagement in Communication and Reporting	▪ Engagement in project reporting ▪ Engagement in project communication	Questionnaire		interval

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION, DISCUSSION AND INTERPRETATION OF FINDINGS

4.1 Introduction

The chapter describes data analysis, presentation, discussion and interpretation of findings in terms of descriptive data using the measures of central tendency that includes the mean, frequencies and standard deviation, linear regression between four independent variables against the dependent variable and correlation. Analyzed data in this study was presented in cross tabulation by frequencies and percentages followed by mean and standard deviation. Section 4.2 has results on questionnaire response rate, 4.3 has findings on demographic characteristics of respondents on age, gender, highest level of education. Subsequent sections of the chapter have descriptive results on each of the four objectives of study.

4.2 Questionnaire Response Rate

Questionnaire response rate for this study was 92.59% since out of the 108 questionnaires that were administered, 100 were filled and returned. This high response rate is attributable to the administration of questionnaires at sites that were convenient to respondents (at the construction sites and their offices. The process of data collection was keenly supervised to minimize any omissions and miscalculation errors. Again, the research team kept informing respondents about the purpose and use of the study results. This is thought to have had an impact on the response rate. Table 4.1 shows the results of response rates obtained.

Table 4.1: Questionnaire Response Rate

Cluster	Sample Size (n)	No. Returned	Response Rate (%)
Project Managers	17	15	88.2
Project Architects	11	10	90.9
Building Inspectors	27	25	92.6
Physical Planners	24	22	91.7
Initial Users	29	28	96.6
Total	**108**	**100**	**92.59**

4.3 Demographic Characteristics of Respondents

Demographic characteristics of respondents was examined in the context of gender, age and the highest level of education of respondents whose distribution was found as follows.

4.3.1 Distribution of Respondents by Gender

Respondents in the structured questionnaire were requested to indicate their gender by selecting either male or female. The findings on gender are presented in Table 4.2.

Table 4.2: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Female	44	44
Male	56	56
Total	**100**	**100**

The gender of the respondents was almost evenly distributed 44(44%) being female while 56(56%) were male. These findings implied that housing construction industry in Kenya was dominated by the male. Though a good attempt had been made by the government of Kenya to include both gender through affirmative action in the design and the execution of projects, equality in context of gender was yet to be realized. The Constitution of Kenya 2010 requires that there should be a third of either gender in all development initiatives.

4.3.2 Distribution of Respondents by Age

The researcher requested respondents to select their age from clusters ranging from 20-40 years. Five categories were given to respondents from which their age brackets were to be selected from, with an interval of 5 years. The findings on age are presented in Table 4.3.

Table 4.3: Distribution of Respondents by Age

Age	Frequency	Percentage
20-25 Years	5	5
26-30 Years	11	11
31-35 Years	17	17
36-40 Years	27	27
Above 40 Years	40	40
Total	**100**	**100**

Research results from Table 4.3 indicate that 5%of respondents were between the ages of 20-25 years, 11%were between 31-35 years, 17% of respondents were between the ages of 31-35 years, 27% were between the ages of 36-40 years while 40%) were found to be over 40 years. These results indicate that the critical mass of the population was over 40 years of age hence experienced and knowledgeable in matters appertaining to housing construction and or seasoned professionals. This trend implied that the older generation dominated the construction industry in Kenya. This finding has huge implications in that a great deal of workforce, skill and knowledge in construction would be lost in the next couple of years since the younger generation was not very keen on housing construction.

4.3.3 Distribution of Respondents by Highest Level of Education

Respondents in this study were also required to indicate their highest level of education, ranging from the KCSE level of qualification, diploma level, degree level, master's degree level and finally to PhD level. Results on distribution of respondents by the highest level of education are presented in Table 4.4.

Table 4.4: Distribution of Respondents by Highest Level of Education

Highest Level of Education	Frequency	Percentage
KCSE level	7	7
Diploma level	22	22
Degree level	44	44
Master's level	23	23
PhD level	4	4
Total	**100**	**100**

Results from Table 4.4 showed that 7% of respondents possessed KCSE level of education, 22%of the respondents attained the Diploma level of qualification while 44%of all the respondents had attained a bachelor's degree level of qualification. Results also showed that 23%of the respondents had attained a master's degree level of qualification while a paltry 4%had attained doctorate level of education. Those with higher level of education combined were 93% hence the sector was in the hands of professionals.

4.3.4 Distribution of Respondents by Years of Experience

Respondents were requested to indicate their years of experience in housing construction sector. Results on distribution of respondents by experience are shown in Table 4.5

Table 4.5 Distribution of Respondents by Years of Experience

Highest Level of Education	Frequency	Percentage
2-4 years	4	4
5-7 years	13	13
8-10 years	28	28
11-13 years	20	20
14-16 years	18	18
Over 17 years	17	17
Total	**100**	**100**

Results on the years of experience indicated that the housing construction sector was served by experienced professionals whose years of experience spanned for over 10 years.

4.4 Correlation Analysis

Correlational analysis using the Pearson's Product Moment technique was undertaken to determine the relationship between the four independent variables against the dependent variable. This process was done to determine strength and direction of the association between parameters. Values of correlation coefficient that were found ranged from +1 to -1. A coefficient of +1 indicates the two variables were perfectly and positively related. Correlation was set at 95% confidence interval and a significance of 0.000 (2-tailed test), both r and t-values were used in estimating and interpreting the extent of correlation. The results of correlation findings are as shown in Table 4.6.

Table 4.6: Correlation Results

	Completion of Housing Construction Projects	**Stakeholder Engagement In Design**	**Stakeholder Engagement in Project Execution**	**Stakeholder Engagement in M&E:**	**Stakeholder Engagement in reporting**
Completion of Housing Construction Projects: Correlation	1.000*				
Sig. (2-tailed)	0.000				
N	**100**				
Stakeholder Engagement In project Design: Correlation	0.234**	1.000*			
Sig. (2-tailed)	0.0000	0.000			
N	**100**	**100**			
Stakeholder Engagement in Project Execution: Correlation	.287**		1.000*		
Sig. (2-tailed)	0.0000		0.000		
N	**100**		**100**		
Stakeholder Engagement in M&E: Correlation	.199**			1.000*	
Sig. (2-tailed)	0.0000			0.000	
N	**100**			**100**	
Stakeholder Engagement In reporting: Correlation	.234**				1.000*
Sig. (2-tailed)	0.0000				0.000
N	**100**				**100**

**** Correlation is Significant at the 0.05 level (2-tailed)**

Correlation results from Table 4.6, indicate their existed significant and positive correlation between the four stakeholder engagement practices and completion of housing construction projects. These results show a correlation coefficient of 0.234 existed between engagement in project design and the completion of housing construction projects, implying that a unit increase in engagement in project design increased the completion of housing construction projects by 23.4%. Again, results indicate a correlation coefficient of 0.287 existed between stakeholder engagement in project execution and completion of housing construction projects, implying a that one unit increase stakeholder engagement in project execution increased the completion of housing construction projects by 28.7%.

Further, the correlation Table also shows a correlation coefficient of 0.038 existed between stakeholder engagement in project monitoring and evaluation and completion of housing construction projects, implying unit increase in the stakeholder engagement in project monitoring and evaluation increased completion of housing construction projects by 3.8 %.Finally, the correlation results show that a correlation coefficient of 0.234 existed between engagement in project reporting and communication and completion of housing construction projects, implying a unit increase in engagement in project communication and reporting increased the completion of housing construction projects by 23.4%.

4.7 Descriptive Analysis

All the study variables were subjected to descriptive analysis and were examined for central tendency through mean, frequency and standard deviation.

4.7.1 Analysis of Stakeholder Engagement in Project Design

Indicators on stakeholder engagement in project design were as follows; initial studies being worth, involvement in project initiation, involvement in the project design, involved in the conceptualization of the project idea, involvement in the initial validation process, pleased with the project initiation rigor. Respondents were given items rated on a five-point likert where 5=strongly agree (SA), 4=agree (A), 3=neutral (N), 2=disagree (D) and 1=strongly disagree (SD). The descriptive findings on stakeholder engagement in project design are as shown in Table 4.7

.

Table 4.7: Descriptive Analysis of Stakeholder Engagement in Project Design

Statements	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Total F (%)	M	SD
a) Initial project studies were done well	0 (0)	0 (0)	36 (24)	32 (21)	82 (55)	100 (100)	4.36	0.765
b) Involvement in project initiation was good	0 (0)	10 (6)	20 (13)	65 (43)	55 (37)	100 (100)	4.12	0.752
c) Stakeholders were involved in the design	3 (2)	5 (3)	33 (22)	86 (57)	23 (15)	100 (100)	4.14	0.799
d) Stakeholders were involved in idea conceptualization	0 (0)	13 (9)	37 (25)	45 (30)	9 (6)	100 (100)	3.84	0.723
e) Stakeholders involved in the initial validation process	0 (0)	8 (5)	41 (27)	82 (55)	19 (13)	100 (100)	4.06	0.757
f) Stakeholders pleased with initiation rigor	0 (0)	15 (10)	15 (10)	90 (60)	30 (20)	100 (100)	3.81	1.074
Composite							**4.38**	**0.755**

Descriptive results in Table 4.7, show that 36(24%) of respondents were neutral about initial studies being done well, 32(21%) agreed while 82(55%) strongly agreed. The results also show that involvement in project initiation, 10(6%) disagreed, 20(13%) were neutral, 65(43%) agreed while 55(37%) strongly agreed. On stakeholder involvement in the project design 3(2%) strongly disagreed, 5(3%) disagreed, 33(22%) gave a neutral response, 86(57%) agreed while 23(15%) strongly agreed. On stakeholder involvement in the initial idea conceptualization 13(9%) of respondents disagreed, 37(25%) were neutral, 45(30%) agreed while 9(6%) strongly agreed. On stakeholder involvement in the initial validation process,8(5%) of respondents disagreed, 41(27%) were neutral, 82(55%) agreed while the 19(13%) strongly agreed. Finally, stakeholders being pleased with project initiation rigor, 15(10%) of the respondents disagreed, 15(10%) neutral, 90(60%) agreed and 30(20%) agreed strongly.

Results from the mean and standard deviation show that respondents agreed strongly on whether the initial studies were done well (M=4.36, SD=0.765), agree that the initial stakeholder involvement was good (M=4.12, SD=0.752), agreed that stakeholders were involved in the initial

design (M=4.14, SD=0.799), agreed that stakeholders were involved in the idea conceptualization (M=3.84, SD=0.723), agreed that stakeholders were involved in the initial validation process (M=4.06, SD=0.757) and agreed that stakeholders were pleased with the initiation rigor (M=3.81, SD=1.074). The composite mean and standard deviation (M=4.38, SD=0.755) indicated that responses were concentrated around the mean and that respondents agreed to most of the statements. Results show that responses were not scattered far from the mean as it was characterized by small standard deviation. This ordinarily means majority of respondents were of the same mind.

4.7.2 Analysis of Stakeholder Engagement in Project Execution

Indicators to measure stakeholder engagement in project execution included involvement in day-to-day operations, interaction with project operations, interaction with project staff, access to project information, understanding procurement operations and access to project resources. Respondents were given items on a five-point likert scale. Descriptive findings on contractor's technical competence are as shown in Table 4.8.

Table 4.8: Descriptive Analysis of Stakeholder Engagement in Project Execution

Statements	**SD F (%)**	**D F (%)**	**N F (%)**	**A F (%)**	**SA F (%)**	**Total F (%)**	**M**	**SD**
a) Involved in daily project operations	0 (0)	0 (0)	12 (8)	83 (55)	55 (37)	100 (100)	4.33	0.805
b) High level of interaction with project staff	0 (0)	10 (6)	10 (6)	66 (44)	64 (43)	100 (100)	4.38	0.700
c) Involved in project operations	0 (0)	0 (0)	33 (22)	86 (57)	23 (15)	100 (100)	4.40	0.619
d) Accesses critical project information	0 (0)	4 (3)	10 (6)	75 (50)	61 (41)	100 (100)	3.97	0.774
e) Understands critical project processes	0 (0)	8 (5)	41 (27)	82 (55)	19 (13)	100 (100)	4.59	0.750
f) Has high access to project resources	0 (0)	0 (0)	0 (0)	90 (60)	60 (40)	100 (99.7)	3.77	1.074
Composite							**4.10**	**0.985**

Descriptive results from table 4.8 indicate that4.7, 12(8%) of the respondents were neutral on their involvement in daily project operations, 83(55%) agreed,5(37%) strongly agreed. On high level interaction with project staff 10(6%) of the respondents disagreed, 10(6%) were neutral, 66(44%) agreed while 64(43%) strongly agreed. On involvement in project operations 33(2%) were neutral, 86(57%) agreed and 23(15%) strongly agreed. On access to critical project information 4(3%) of the respondents disagreed, 10(6%) were neutral, 75(50%) agreed while 61(41%) strongly agreed. On the understanding of critical project processes, 8(5%) of respondents disagreed, 41(27%) were neutral, 82(55%) agreed while 19(13%) strongly agreed. On access to project resources 90(60%) of respondents agreed while 60(40%) strongly agreed.

Results from the mean and standard deviation show that respondents agreed strongly that they were involved in project daily operations (M=4.33, SD=0.805), agreed that they held high level of interactions with the project staff (M=4.38, SD=0.700), respondents agreed that they were very involved in project operations (M=4.40, SD=0.619), agreed that they accessed critical project information (M=3.97, SD=0.774), agreed that they understood the critical project processes (M=4.59, SD=0.750) and agreed that they had high level of access to project resources (M=3.72, SD=1.074). The composite mean and standard deviation (M=4.10, SD=0.985) indicated that responses were concentrated around the mean and that respondents agreed to most of the statements that were used to measure the stakeholder engagement in project execution. Results show that responses were not scattered far from the mean as it was characterized by small standard deviation. This ordinarily means majority of respondents were of the same mind.

4.7.3Analysis of Stakeholder Engagement in Monitoring and Evaluation

Indicators to measure stakeholder engagement in monitoring and evaluation included routine project monitoring, continuous project review, involvement in project assessments, involvement in social impact estimation, involvement in project mid-term evaluation, involvement in end-term evaluation. Respondents were given items on a Five-point likert scale. Descriptive findings on contractor's technical competence are as shown in Table 4.9.

Table 4.9: Descriptive Analysis of Stakeholder Engagement in Monitoring and Evaluation

Statements	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Total F (%)	M	SD
a) Involvement in routine project monitoring	0 (0)	0 (0)	36 (24)	32 (21)	82 (55)	100 (100)	4.16	0.755
b) Involved in continuous project review	0 (0)	10 (6)	20 (13)	65 (43)	55 (37)	100 (100)	4.02	0.759
c) Involvement in project assessments	3 (2)	5 (3)	33 (22)	86 (57)	23 (15)	100 (100)	4.00	0.711
d) Involved in social impact estimation	0 (0)	13 (9)	37 (25)	45 (30)	9 (6)	100 (100)	3.97	0.714
e) Involved in project mid-term review	0 (0)	8 (5)	41 (27)	82 (55)	19 (13)	100 (100)	3.96	0.717
f) Involved infinal project review	0 (0)	15 (10)	15 (10)	90 (60)	30 (20)	100 (99.7)	3.92	1.223
Composite							**3.99**	**0.759**

From the descriptive results in Table 4.9, 36(24%) of respondents were neutral about their involvement routine project monitoring, 32(21%) agreed while 82(55%) strongly agreed. On the continuous involvement in project review, 10(6%) disagreed, 20(13%) were neutral, while 65(43%) agreed while 55(37%) strongly agreed. On the involvement in other project assessments, 3(2%) of the respondents strongly disagreed, 5(3%) disagreed, 33(22%) gave a neutral response, 86(57%) agreed while 23(15%) strongly agreed. On involvement in social impact estimation 13(9%) disagreed, 37(25%) were neutral, 45(30%) agreed while 9(6%) strongly agreed. On involvement in project mid-term evaluation 8(5%) respondents disagreed, 41(27%) were neutral, 82(55%) agreed and 19(13%) strongly agreed. On involvement in project final review 15(10%) of respondents disagreed, 15(10%) were neutral, 90(60%) agreed and 30(20%) agreed strongly.

Results from the mean and standard deviation show that respondents agreed strongly that they were involved in routine project monitoring (M=4.36, SD=0.755), agreed that they were involved in continuous project review (M=4.02, SD=0.759), respondents agreed that they were involved in project assessment (M=4.00, SD=0.711), agreed they were involved in the social impact estimation

(M=3.97, SD=0.714), agreed that they were involved in the project mid-term evaluation (M=3.96, SD=0.717) and agreed that they were involved in the project final evaluation (M=3.92, SD=1.223). Composite mean and standard deviation (M=3.99, SD=0.759 indicated that responses were concentrated around the mean and that respondents agreed to most of the statements that were used to measure the stakeholder engagement in monitoring and evaluation. Results show that responses were not scattered far from the mean as it was characterized by small standard deviation. This ordinarily means majority of respondents were of the same mind.

4.7.4 Analysis of Stakeholder Engagement in Project Reporting and Communication

Indicators on stakeholder engagement in project reporting and communication included involvement in developing reporting framework, involved in formulating communications strategy, involvement in generating reporting framework, reporting framework being consultative, involvement of stakeholders in the reporting framework and involvement of stakeholders in the communications framework. Respondents were given items rated on a Five-point likert from where 5=strongly agree (SA), 4=agree (A), 3=neutral (N), 2=disagree (D) and 1=strongly disagree (SD). The descriptive results on this parameter are as shown in Table 4.10.

Table 4.10: Analysis Stakeholder Engagement in Reporting and Communication

Statements	**SD F (%)**	**D F (%)**	**N F (%)**	**A F (%)**	**SA F (%)**	**Total F (%)**	**M**	**SD**	
a) Involvement in developing reporting framework	0 (0)	0 (0)	12 (8)	83 (55)	55 (37)	100 (100)	3.33	1.805	
b) Involved in formulating communications strategy	0 (0)	10 (6)	10 (6)	66 (44)	64 (43)	100 (100)	3.38	0.700	
c) Involved in developing reporting framework	0 (0)	0 (0)	33 (22)	86 (57)	23 (15)	100 (100)	3.90	0.619	
d) Reporting framework being consultative	0 (0)	4 (3)	10 (6)	75 (50)	61 (41)	100 (100)	3.97	0.774	
e) Stakeholder involvement in reporting	0 (0)	8 (5)	41 (27)	82 (55)	19 (13)	100 (100)	3.59	0.750	
f) Stakeholders involved in communication	0 (0)	0 (0)	0 (0)	90 (60)	60 (40)	100 (99.7)	3.17	1.074	
Composite							**3.78**	**0.685**	

From descriptive results in Table 4.10, 12(8%) were neutral on involvement in developing of reporting framework, 83(55%) agreed, 55(37%) strongly agreed. On involvement in developing a communications strategy, 10(6%) disagreed, 10(6%) were neutral, 66(44%) agreed while 64(43%) strongly agreed. On the involvement in developing a reporting framework, 33(22%) were neutral, 86(57%) agreed while 23(15%) strongly agreed. On the reporting framework being consultative, 4(3%) disagreed, 10(6%) were neutral, 75(50%) agreed while 61(41%) strongly agreed. On stakeholder involvement in project reporting, 8(5%) of respondents disagreed, 41(27%) were neutral, 82(55%) agreed while 19(13%) strongly agreed. On stakeholder involvement in project communications, 90(60%) of the respondents strongly agreed while 60(40%) agreed.

The descriptive results from the mean and standard deviation show that respondents agreed strongly that they were involved in developing a reporting framework routine (M=3.33, SD=1.805), agreed that they were involved in formulating a communications strategy (M=3.38, SD=0.700), respondents further agreed that they were involved developing a reporting framework (M=3.90, SD=0.619), agreed that the reporting framework was consultative (M=3.97, SD=0.750), agreed that stakeholders were involved in the project reporting (M=3.17, SD=1.7417) and agreed that they were involved in communications (M=3.17, SD=1.074). The composite mean and standard deviation (M=3.78, SD=0.685 indicated that responses were concentrated around the mean and that respondents agreed to most of the statements that were used to measure the stakeholder engagement in project reporting and communications. Results show that responses were not scattered far from the mean as it was characterized by small standard deviation. This ordinarily means majority of respondents were of a similar mind.

4.7.5 Analysis on Completion of Housing Construction Projects

Indicators to measure dependent variable on completion of housing construction projects were; houses completed on time, houses completed within schedule, houses completed within set budget, housing scheme being satisfactorily done, safety of houses being above board and competent inspections undertaken. Respondents were given items rated on a five-point likert and the descriptive results found as shown in Table 4.11.

Table 4.11: Descriptive Analysis Completion of Housing Construction Projects

Statements	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Total F (%)	M	SD
a) Houses completed on time	0 (0)	0 (0)	36 (24)	32 (21)	82 (55)	100 (100)	4.36	0.765
b) Houses completed as scheduled	0 (0)	10 (6)	20 (13)	65 (43)	55 (37)	100 (100)	4.12	0.752
c) Houses completed within set budgets	3 (2)	5 (3)	33 (22)	86 (57)	23 (15)	100 (100)	4.14	0.799
d) Housing scheme being satisfactorily done	0 (0)	13 (9)	37 (25)	45 (30)	9 (6)	100 (100)	3.84	0.723
e) Safety of houses being above board	0 (0)	8 (5)	41 (27)	82 (55)	19 (13)	100 (100)	4.06	0.757
f) Competent inspections undertaken	0 (0)	15 (10)	15 (10)	90 (60)	30 (20)	100 (99.7)	3.81	1.074
Composite							**4.08**	**0.792**

From the descriptive findings in Table 4.11, 36(24%) of respondents were neutral about the houses being completed on time, 32(21%) while 82(55%) strongly agreed. On house being completed as scheduled 10(6%) disagreed, 20(13%) were neutral, while 65(43%) agreed while 55(37%) strongly agreed. On houses being completed in set budgets, 3(2%) of the respondents strongly disagreed, 5(3%) disagreed, 33(22%) were, 86(57%) agreed while 23(15%) of respondents strongly agreed. On housing scheme being satisfactorily done, 13(9%) disagreed, 37(25%) were neutral, 45(30%) agreed while 9(6%) strongly agreed. On safety of houses being above board 8(5%) of respondents disagreed, 41(27%) were neutral, 82(55%) agreed and 19(13%) strongly agreed. Finally, on the competent building inspections done, 15(10%) of respondents disagreed, 15(10%) neutral, 90(60%) agreed and 30(20%) agreed strongly.

Results from the mean and standard deviation show that respondents agreed strongly that houses were completed on time (M=4.36, SD=0.765), agreed that houses were completed on schedule (M=4.12, SD=0.799), respondents further agreed that houses were completed within set budgets (M=4.14, SD=0.619), respondent agreed that the housing scheme was satisfactorily done (M=3.84,

SD=0.723), agreed that the safety of houses was above board (M=4.06, SD=1.757) and agreed that competent inspections were undertaken (M=3.81, SD=1.074). The composite mean and standard deviation (M=4.08, SD=0.792 indicated that responses were concentrated around the mean and that respondents agreed to most of the statements that were used to measure completion of housing construction projects. Results show that responses were not scattered far from the mean as it was characterized by small standard deviation. This ordinarily means majority of respondents were of a similar mind.

This study established stakeholder engagement in project design has a positive significant relationship with the completion of housing construction projects in Kenya, Stakeholder engagement in project execution has a significant positive relationship on the completion of housing construction projects in Kenya, established that stakeholder engagement in monitoring and evaluation has a significant relationship with the completion of housing construction projects in Kenya and the study also established that stakeholder engagement in reporting and communication possessed a positive significant relationship with the completion of housing construction projects in Kenya.

In a nutshell therefore, this study established a significant and positive correlation between stakeholder engagement practices and completion of housing construction projects. Results show a correlation coefficient of 0.234 existed between engagement in project design and the completion of housing construction projects, implying that unit increase in engagement in project design increased the completion of housing construction projects by 23.4%. Again, results indicate a correlation of 0.287 between stakeholder engagement in project execution and completion of housing construction projects, implying unit increase stakeholder engagement in project execution increased completion of housing construction projects by 28.7%. Further, a correlation of 0.038 exists between stakeholder engagement in project monitoring and evaluation and completion of housing construction projects, implying unit increase in the stakeholder engagement in project monitoring and evaluation increased completion of housing construction projects by 3.8 %. Results show correlation of 0.234 exists between engagement in project reporting and completion of housing construction projects, implying a unit increase in engagement in project communication and reporting increased the completion of housing construction projects by 23.4%.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of findings of the research, conclusions from the study and recommendations. Findings of the study have been summarized according to the study objectives in relation to both empirical and theoretical literature examined. The conclusions presented in this section were informed by the analysis, and interpretation of the study. Based on conclusions made, theoretical implications and recommendations of the study to policy, practice and methodology are examined. This chapter also entails suggestions for further research.

5.2 Summary of Findings

This study established stakeholder engagement in project design has a positive significant relationship with the completion of housing construction projects in Kenya, Stakeholder engagement in project execution has a significant positive relationship on the completion of housing construction projects in Kenya, established that stakeholder engagement in monitoring and evaluation has a significant relationship with the completion of housing construction projects in Kenya and the study also established that stakeholder engagement in reporting and communication possessed a positive significant relationship with the completion of housing construction projects in Kenya.

In a nutshell therefore, this study established a significant and positive correlation between stakeholder engagement practices and completion of housing construction projects. Results show a correlation coefficient of 0.234 existed between engagement in project design and the completion of housing construction projects, implying that unit increase in engagement in project design increased the completion of housing construction projects by 23.4%. Again, results indicate a correlation of 0.287 between stakeholder engagement in project execution and completion of housing construction projects, implying unit increase stakeholder engagement in project execution increased completion of housing construction projects by 28.7%. Further, a correlation of 0.038 exists between stakeholder engagement in project monitoring and evaluation and completion of housing construction projects, implying unit increase in the stakeholder engagement in project monitoring and evaluation increased completion of housing construction projects by 3.8 %. Results

show correlation of 0.234 exists between engagement in project reporting and completion of housing construction projects, implying a unit increase in engagement in project communication and reporting increased the completion of housing construction projects by 23.4%.

5.3 Contribution to Knowledge

The contribution of this research to knowledge is summarized in Table 5.1.

Table 5.1: Contribution of the Study to Knowledge

Objective	Findings	Conclusion	Contribution to Knowledge
To establish influence of stakeholder engagement in project design on completion of housing construction projects in Kenya**.**	There exists correlation coefficient of 0.234 existed between engagement in project design and the completion of housing construction projects,	Stakeholder engagement in project design influences the completion of housing construction projects	Study empirically proved the influence of Stakeholder engagement in project design and completion of housing construction projects
Determine the influence of stakeholder engagement in project execution on the completion of housing construction projects in Kenya,	There exists a correlation coefficient of 0.287 between stakeholder engagement in project execution and completion of housing construction projects, implying unit increase stakeholder engagement in project execution increased completion of housing construction projects by 28.7%.	Stakeholder engagement in project execution influences the completion of housing construction projects	Study empirically proved the influence of Stakeholder engagement in project execution and the completion of housing construction projects
Examine the influence of stakeholder engagement in monitoring and evaluation on completion of	A correlation coefficient of 0.038 exists between stakeholder engagement in project monitoring and evaluation and completion of housing construction projects that is equivalent to 3.8 %.	Stakeholder engagement in project monitoring and evaluation influences the completion of housing	Study empirically proved the influence of stakeholder engagement in monitoring and evaluation and

housing construction projects in Kenya**.**		construction projects	the completion of housing construction projects
Assess the influence of stakeholder engagement in reporting and communication on the completion of housing construction projects in Kenya	There exists correlation of 0.234 between the stakeholder engagement in project reporting and communication and the completion of housing construction projects, implying a unit increase in engagement in project communication and reporting increased the completion of housing construction projects by 23.4%.	The study found that stakeholder engagement in project reporting and communication and influences the completion of housing construction projects	The study empirically proved the influence of stakeholder engagement in project reporting & communication monitoring and the completion of housing construction projects

5.4 Recommendations

This section presents recommendations made from the research study based on findings. The recommendations were made on theory, policy and practice

5.4. 1 Recommendations for Theory

This study revealed a statistically significant positive relationships between key variables and therefore provides documented analysis and answers questions critical for credibility and utilization of on some of this variable in the construction sector. Furthermore, findings of this study are consistent with theories such as the theory of complexity which underpins this study.

5.4.2 Recommendations for Policy

Considering that the government of Kenya as well as other developing Countries are working to develop systems and structures to ensure that development projects are delivered in the confines of time, cost, resources and client satisfaction, and now that stakeholder engagement and participation is a constitutional requirement, this study has implications to the government, development partners. The study findings indicated four variables influences the completion of housing construction projects. Policy makers would therefore be called upon to develop right policies to facilitate the issues that could fast-track the completion of housing construction projects.

5.4.3 Recommendations for Practice

Project organizations, contractors, architects, engineers and other players in construction sector could apply findings of this study in areas of project design, planning and execution and development of monitoring and evaluation framework. The study provided further insight and empirical evidence on how various parameters influenced the completion of housing construction projects.

5.5 Suggestions for Further Research

Arising from the implications and limitations of this study, recommendations for further research were made. While this study successfully established that all the stakeholder engagement parameters were important in completion of housing construction projects and that the study underscores the need of the concept of stakeholder engagement. Further to this study, other parameters such as operational procedures or the project environment could be examined to test their influence on completion of housing construction projects. Additionally, since this study was undertaken in Nairobi; an urban set up, a similar study can be undertaken in rural Counties to determine if the same results would be obtained.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL OF DATA COLLECTION INSTRUMENTS

Kimanzi R. Mutuo,
University of Nairobi,
P.O Box 30197-00100
Nairobi, Kenya

1st August, 2020

Dear Respondent,

RE: REQUEST FOR INFORMATION

I am a student undertaking a degree of Master of Arts in Project Planning and Management at the University of Nairobi conducting research study entitled "Influence of Stakeholder Engagement on Completion of Housing Projects in Kenya; a case of Ngara housing project, in Nairobi County"

You have been selected as one of the respondents to assist in providing the requisite data and pertinent information for this research. I kindly request you to spare a few minutes and answer the attached questionnaire. Information you shall offer will be used for academic purposes. Your identity will be kept in utmost confidence.

Kindly do not append your name anywhere on this questionnaire. I request for your cooperation in this endeavor.

Yours Sincerely,

Kimanzi Rachel Mutuo
Mobile: +254 723 674 407

APPENDIX II: QUESTIONNAIRE

This questionnaire is designed to gather information on the study entitled "Influence of Stakeholder Engagement on Completion of Housing Projects in Kenya; a case of Ngara housing project, in Nairobi County". Kindly respond as appropriate.

Date……Interviewer…….....

SECTION A:

Demographic Characteristics of Respondents

Questions	**Codes**	**Response**
Gender of Respondent	1=Female; 2= Male	
Age of Respondent	Below 20 1=20-25 2=26-30 3=31-35 4=36-40 5=Above 40	
Highest Level of Education	1=KCSE level 2= Certificate Level 3=Diploma Level 4=Degree Level 6= Master degree 7=Ph.D. 8=Others (Specify)------	
Years of Experience	Less than one year 1=2-4 years 2=5-7 years 3=8-10 years 4=11-13 years 5=14-16 years 6=Over 17 years	

Section B: Stakeholder Engagement in Project Design

To what extent do you agree or disagree with the following? Select one option.

scale: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1= Strongly Disagree.

	Statement	5	4	3	2	1
1	I was involved in the design of this project from the very beginning					
2	I was part of the initial studies that examined the worth and feasibility of proposed interventions					
3	I was part of the originators of the project idea that birthed this project					
4	I was involved in the initial conceptualization of this housing project					
5	The design and conceptualization of the project idea was subjected to stakeholder validation					
6	Stakeholder engagement in the design and conceptualization of this project was rigorous					

Section C: Stakeholder Engagement in Project Execution

To what extent do you agree or disagree with the following? Select one option

Scale: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1= Strongly Disagree

	Statement	5	4	3	2	1
1	I have been part and parcel of the project's day-to-day operations					
2	The level of my involvement in the project operations is satisfactory					
3	I have always interacted with the project staff on regular basis					
4	Due to my level of interaction with the project, I hold vital information on project on-goings					
5	I have detailed understanding on project operations including procurement					

6	I have considerable access to project resources including financial resources					

Section D: Stakeholder Engagement in Monitoring and Evaluation

To what extent do you agree or disagree with the following?

Scale: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree 1= Strongly Disagree

	Statement	**5**	**4**	**3**	**2**	**1**
	I have been instrumental in the routine monitoring of the project					
	I have been so involved in the continuous project review					
	I have been so involved in all the assessments appertaining to this project					
	I was involved in the social impact assessments and review undertaken in the project					
	I was part of the evaluations including mid-term and end evaluations					
	My input into project reviews and evaluations were taken into account					

Section E: Stakeholder Engagement in Reporting and Communication

To what extent do you agree or disagree with the following? Scale: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree 1= Strongly Disagree

	Statement	**5**	**4**	**3**	**2**	**1**
	Been involved in developing the projects reporting framework					
	Been involved in formulating the project's communication strategy					
	Our project's reporting framework is expansive and was consultative					
	Our project's communication framework is expansive and was consultative					

	Stakeholder input was sought during the development of the reporting framework					
	Stakeholder input was sought during the development of the reporting framework					

Section F: Completion of Housing Construction Projects

To what extent do you agree or disagree with the following?

Scale: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree 1= Strongly Disagree

	Statement	**5**	**4**	**3**	**2**	**1**
	Houses under this project were completed well on time					
	Houses under this project were completed within schedule					
	Houses under this project were completed within the set budgets					
	The quality of houses under this scheme is very satisfactory					
	The safety of the houses constructed under this scheme is above board					
	The quality of inspections by various departments is commendable					

Thank You

APPENDIX III: TABLE FOR DETERMINING SAMPLE SIZE FOR A GIVEN POPULATION

Table for Determining Sample Size for a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
"S" is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX IV: RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 251682

Date of Issue: 13/September/2020

RESEARCH LICENSE

This is to Certify that Ms.: Rachel Mutua Kiwanzi of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: Influence of Stakeholders\' Engagement on Completion of Housing Projects in Kenya: A case of Ngara Housing Project, Nairobi County. for the period ending : 13/September/2021.

License No: NACOSTI/P/20/6612

251682

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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APPENDIX V: ANTI-PLAGIARISM CERTIFICATE

INFLUENCE OF STAKEHOLDERS' ENGAGEMENT ON COMPLETION OF HOUSING PROJECTS IN KENYA; A CASE OF NGARA HOUSING PROJECT, NAIROBI COUNTY

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