

**PROJECT GOVERNANCE AND PERFORMANCE OF AFFORDABLE
HOUSING PROJECTS IN KENYA**

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DECLARATION

I declare that this project is my original work and has not been submitted to any other college, institution or university other than Kenyatta University for academic credit or certification.

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Declaration by supervisor:

This project is submitted for examination with my approval as university supervisor.

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DEDICATION

This study is dedicated to my family, my mum Lucia Flora for her moral support and encouragement in my studies.

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ABBREVIATION AND ACRONYMS

AHP	Affordable Housing Programme
HIV	Human Immune-Deficiency Virus
NACOSTI	National Commission for Science, Technology and Innovation
NG-CDFs	Kenyan National Government-Constituency Development Funds
NPOs	Non-profit Organizations
SEM	Structural Equation Modelling
SPSS	Statistical Package for the Social Sciences
UK	United Kingdom
UN	United Nations

OPERATIONAL DEFINITION OF TERMS

Project Accountability: It is owning and accounting for the activities and events of a project while taking responsibility for their outcomes through documentation, updating relevant stakeholders on progress and providing feedback.

Project Control: Refers to creating and maintain a project's budget and schedule, analysing them any deviation from the expectation and recommending remedial actions to improve progress.

Project Governance: This refers to rules, policies and procedures adopted in management of projects in relation to decision making and evaluation of project success.

Project Monitoring: This is continuously tracking and review of project's progress and associated tasks to ensure everything is completed on time, budget and standards as well as reporting on the performance of the project.

Project Performance: This refers to completion of a project within set timelines, within budget and specifications.

Stakeholder Management: This refers to organization, monitoring and improvement of relationships with interested parties in the project with a view of understanding their expectations and requirements through engagements, interactions and communication.

ABSTRACT

Most housing projects face performance challenges caused by lack of adequate funds, lengthy procedures as many agencies have to approve and license the projects; and construction of buildings have many standards and legislations to be met. The main goal was to establish the effect of governance on project performance: A case of affordable housing projects in Kenya. The specific goals were to determine the effect of stakeholder management, project control, project monitoring and project accountability on project performance. The study was anchored on Agency theory and supported by Stakeholder theory. A descriptive research design was employed. The population was 165 project managers, project lead and project team members in charge of the affordable housing projects in Kenya. Stratified sampling method was employed to get the sample. The study sample size was 117 respondents. A semi-structured questionnaire was utilized to obtain primary data. The validity and reliability of the survey was examined. Cronbach's alpha was utilized to test for reliability. Descriptive statistics like mean, percentages, frequencies, and standard deviation was used to analyse the data. To demonstrate the variables relationship multiple linear regression analysis was used. The Statistical Package for the Social Sciences (SPSS) version 23 was used. Tables and figures was used to present the data. The study conformed to ethical considerations such participant voluntariness, confidentiality, and anonymity. The study revealed that stakeholder management had a significant and positive relationship with project performance. Project control had a significant and positive relationship with project performance. Project monitoring had a significant and positive relationship with project performance. Project accountability had a significant and positive relationship with project performance. The study recommends monitoring and evaluating the stakeholder engagements in order to make adjustments or revisions to the existing project stakeholder management approaches. The study recommends that project control activities should be integrated in the whole project life cycle from planning to monitoring. Linking project control with the rest of project management provides timely insights that empower project stakeholders to make the right decisions at the right time. Project monitoring had a significant and positive relationship with project performance. The study recommends that thorough monitoring of the project to help project managers to gather valuable data regarding how a project is going and to use the data to make intelligent decisions. Project accountability had a significant and positive relationship with project performance. The study recommends that accountability should be enhanced by defining objectives ensuring that project team members know who is responsible for which elements of the project. To enhance accountability for a project, it is important to be clear on who tasks have been assigned to, as well as how those tasks fit into the overall project.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Infrastructural projects such as affordable housing projects are instrumental in the growth and development of the economy in nations due to its role in improving socio-economic development, alleviating poverty and improving life expectancy (Davronov, 2021). Infrastructural projects increase productive capacities, create employment opportunities, increase national Gross Domestic Product (GDP), facilitate trade and transfer of technologies (Sachs, Kroll, Lafortune, Fuller & Woelm, 2021). It is worth noting that infrastructure projects offer vital services like waste management, water, transport systems, energy and telecommunications services. In light of this, governments worldwide endeavour to undertake infrastructural projects to improve economic wellbeing of their constituents.

Housing projects are key infrastructural projects particularly in the urban areas. However, these projects face numerous challenges, arising from poor planning, execution and continuous monitoring and evaluation, which adversely affect their performance (Permana & Harsanto, 2020). Poor performance of infrastructure projects is more pronounced in developing countries where they are associated with harmful social and environmental impacts resulting from poor control and impact assessment, unsustainable burden of debt and low customer satisfaction due to poor stakeholder management. In addition, these projects often have time and budget overruns (Johnson & Babu, 2020). As a result, there is need to relook into project management, particularly on their governance to come up with proper guidelines on stakeholder management, authority, accountability, controlling and monitoring of projects.

Globally, the project governance concept has received tremendous recognition as a result of the increased need for efficient and sustainable projects, high cost on infrastructure projects, increased level of technology and increased customer demand for projects that meet their needs (Aaltonen & Turkulainen, 2022). For instance, Joslin and Müller (2016) notes that governance of project has a vital role in project performance, with poor governance being a primary result of project failures. Project performance with no structure, grouping, and context can lead to increased project risks. In Australia, Zwikael and Smyrk (2015) stress that the main cause of failure in projects is governance. They found that megaprojects face governance issues that may jeopardize project objectives. Governance was acknowledged as the second most common issue related to project failures in the public sector in UK by Garland (2019). According to Jooste (2019), the inability to manage projects competently is typical in underdeveloped countries. Awuzie and McDermott (2012) posits projects in Nigeria lag behind established goals due to cost, quality and time, and also in relation to other success measures like local content creation, empowerment, employment, technology transfer, and socioeconomic factors. In Ghana, Derakhshan, Turner and Mancini (2019) noted that project governance challenges comprise lack of clear links of project and the organization's core strategic goals, as well as agreed-upon indicators of achievement and a non-existence of effective stakeholder participation. Others comprise absence of project management skills and a verified strategy to risk management, as well as a lack of attention to development and implementation into manageable segments.

In Kenya, Ochunga and Awiti (2017) explains that the governance of projects is hindered by the appraisal of proposals based on initial costs as opposed to lifecycle money value and the absence of effective project team incorporation amid the project

board and the chain of supply. Increased levels of risk and uncertainty also present damaging obstacles. There are also many dimensions to social and political disputes. Therefore, project governance is important in ensuring success in projects, performance of a project cannot be attained without a systematic control procedure that governs the interest of varied beneficiaries such as investors, owners and stakeholders. Arising from the foregoing, there is need for more research to understand the role governance of projects have on performance of affordable housing projects.

1.1.1 Projects Performance

Performance in relation to projects is viewed as project completion within set timelines, within budget and specifications (Clegg, 2019). It is common to measure performance on the basis of efficiency in terms of cost management, meeting the set deadlines, efficiency of team members in delivering the project, meeting stakeholder's goals, gauging return on investment, customer satisfaction and value of the final product (Ibrahim, Hanna & Kievet, 2020). Measuring project performance is important because by measuring the level of success achieved, the management are able to gauge the project's contribution to the overall organizational performance, it helps in determining areas for further improvement and finally, the management may rely on project performance to determine other business decisions.

Project performance has been a major concern globally owing to the perennial challenges associated with long term projects. Major concerns are associated with incomplete projects and inability to finish projects within the timelines that has been set, budget overruns and meeting user specifications and satisfaction (Cheung, 2019). Globally there has been rampant project failures with an estimated failure rate of 70%. For instance, in India, approximately 25% of all projects are considered failed (Tabish

& Jha, 2021). This failure is attributed to factors such as poor planning, poor technology and inadequate trained manpower. In South Africa, approximately 11% of projects fail annually in terms of cost and time budget and often fail to meet customer demands (Liphadzi, Aigbavboa & Thwala, 2021). The situation is replicated in Kenya where a whopping 70% of initiated projects fail annually. Additionally, Ong'ondo, Gwaya and Masu (2019) reported that cost overruns affect from 35 to 60 percent of projects started in Kenya, while time overruns affect 37 to 73 percent of projects.

Projects performance is frequently evaluated based on completion within schedule, cost, and specifications, as well as satisfying client expectations (Muller, 2019). However, projects vary in terms of size, value and complexity. Therefore, each project has a different performance criterion (DeFillippi & Sydow, 2016). According to Muller and Judge (2015) project performance can be reviewed using performance metrics like cost, quality and client satisfaction. While Joslin and Müller (2016) classified project performance into two categories: project efficiency, which includes meeting cost, schedule, requirements, and project effectiveness, which includes satisfying customer and project team satisfaction. Thus, the three key performance dimensions in a project are time, money, and quality. In modern project management, the focus is not only on the final product but also on the process (Clegg, 2019).

On the other hand, Cheung (2019) opined that other than just concentrating on the three key measures of cost, time and quality that are commonly used, developers should measure and evaluate projects performance client satisfaction, quality, client changes, health, and safety parameters. Hence to achieve good results project managers must deal with governance aspects to realise the desired results. In this study project performance metrics were completion on time, within budget and project quality as recommended by Clegg (2019).

1.1.2 Projects Governance

Project governance are rules and regulations, policies and processes used in decision making and management of projects. Governance provides a framework for decision making in projects and determination of project success (Turner & Müller, 2017). Project Management Institute (PMI) (2016) regards project governance as a structure that offers the project manager and team the resources they need to support and oversee the project through specified processes, reporting hierarchies, decision-making responsibility, and project management tools. According to Müller (2016) project governance is multidimensional comprising of accountability, relationships, authority, controlling, and monitoring to projects. Miterev, Mancini and Turner (2017) posit that governance mechanisms in projects are supposed to support the operational control procedures, and to oversee the relationship of project teams and their clients.

Project governance outlines the structure where the goals of the project developed, the ways of achieving those goals and ways of performance monitoring are determined (Turner, 2016). Hence, governance of project is one of the most vital facets of project performance. According to Derakhshan, Turner and Mancini (2019), project governance relates to the infrastructure dealing with responsibility and accountability that surrounds a particular project. It is the framework adopted by project developers for making decisions in the development and implementation of projects. From this argument, project governance outlines who is responsible for what, and reports to who. The relevance of project governance in a project cannot be overemphasised since it provides mechanisms and structures for decision making, implementation monitoring and oversight throughout the project's lifecycle (Alvi, 2019). As a result, there is need for clear structures and responsibilities with outlined deliverables.

Sudhakar (2016) posits that governance of project give managers the opportunity to manage projects by creating a good communication channel with various stakeholders. According to Ahola, Ruuska, Artto, and Kujala (2014), the aim of governance in projects is ensuring that the project satisfies the stakeholder's expectations. Keeping in mind that governance of projects ought to be consistent with the firm's internal abilities as well as external eventualities. Beleiu and Nistor (2015) described the role of project governance in different dimensions of supervisory role, control and attracting stakeholder support. From the foregoing, it is apparent that project governance is a key component of success in projects.

Conversely, Joslin and Muller (2016) observed that governance plays a critical part in successful completion of a project by decision-making mechanism for the project. As a result, a well-defined project governance structure increases a project's chances of success. Further they noted that good project governance ensures that relationships with stakeholders are well outlined, understood and documented. This implies that governance ensures that the engagement and communication plan for stakeholders should include specific details on what information will be provided, when and how. According to them project governance should encompass but not limited to stakeholder engagement, roles and responsibilities, project management plan, project deliverable specification, project schedule, conflict resolution process, risk management process and quality assurance process. In this study project governance metrics include stakeholder management, project control, project monitoring, and project accountability as recommended by Beleiu and Nistor (2015).

1.1.3 Affordable Housing Projects

Affordable Housing Programme (AHP) was coined by the Kenyan government in 2017 as one of the four pillars (big agenda) of promoting development in the

economy. The AHP programme aim was to develop 500,000 house units for low and middle income individuals by 2022 with a price ranging from Kshs. 600,000 to Kshs. 3 million. The government's housing development approach under the AHP is based on joint integration of the public and private sectors, and motivations to encourage investment in inexpensive housing by the private sector (Republic of Kenya, 2017). Though the government promised 500,000 affordable housing units by 2022, the units that have been constructed since 2018 are 2,613. This is only 0.5% of the set target an indication of poor project performance since it has failed to meet the time set for its implementation.

The project was initiated on the premise that Kenya has 80% annual deficit with an estimated annual demand for housing of 250,000 against the approximated annual supply of 50,000 houses, most of which are high-end market houses. Additionally, only percent of officially built homes are intended for the market's lower income sectors, which make up the majority of demand (Republic of Kenya, 2017). Further the project was justified by the fact that buyers do not have adequate finance to take up completed houses, lack mortgages qualifications due to low cash flows and inconsistent incomes as well as the fact that the existing mortgages are too costly for normal citizens, partly because of high interest rates and short periods for repayment. As a result, there was need to construct affordable houses especially for majority of people who live in slums. The affordable housing projects are spread out in the cities Nairobi, Mombasa, Nakuru and Kisumu as well as in counties such as Machakos Kitui and Kiambu.

The project targeted to complete a total of 177,640 units in year one, 155,000 in year two, 125,000 year three 115,000 in year four and 105,000 in year five (Republic of Kenya, 2017). However, the project has been facing many challenges which include

inadequate funding, lack of land for this project, high cost of construction and low adherence to ethical standard leading to construction of substandard buildings (Nzau, 2018). These challenges have highly affected the performance of affordable housing projects leading to lagging behind of the projects in terms of time plan.

The affordable housing programme was in line with Kenya's vision 2030 aimed to change Kenya in to a middle income level through industrialisation. To achieve this goal infrastructure development such as roads, rail, ports and indeed affordable housing were earmarked (Republic of Kenya, 2017). The masterplan aimed at achieving high quality of life for Kenyans through development of 200,000 decent and affordable housing units annually, particularly in urban areas for lower income Kenyans. The Kenya's vision 2030 was based on Millennium Development Goals (MDGs) and Sustainable SMDGs. MDG 7 sought to guarantee environmental sustainability through among others increasing the proportion of population by use of enhanced sanitation facility and reducing the percentage of urban individuals living in slums. Therefore, the current study is of utmost importance since it is based on the housing program and impacts on the ability of the government and Kenya to achieve SMDGs, vision 2030 and the Big 4 agenda.

1.2 Statement of the Problem

Affordable housing is a government initiative by the Kenyan government to provide housing units for low and middle income population. Since the inception of the affordable housing project in 2017, the project lagged behind and fallen short of its expectation. It is noted that by 2020 the government had achieved only 0.5% of the set target. This increased by 0.3% in 2021, where the five-year plan had borne only 431 units or 0.8% of the target. By Oct 2022 only an approximate 1.0% of the housing units had been delivered. This shows that there has been a challenge in the

performance of the project. The affordable housing projects face performance challenges due to lack of adequate funds, there are numerous authorities involved in approving and licensing of housing development suggestions, making the process time-consuming, costly, and convoluted.

The numerous legislations and rules governing building construction also impede the success of construction projects. Further, the lack of proficiency to govern projects equally affect project performance (Kieti, 2015). Previous scholars have attempted to explain factors that affect performance of housing projects like planning (Alasfour and Mirzal, 2021), monitoring and control (Ledin, 2022), communication (Saad, 2022), technology (Ingle and Mahesh, 2022) among others, the study has noted that little effort has been dedicated to determining the project governance role on performance of construction projects. Abed (2017) investigated project governance impact on success of projects UN international firms in Gaza and found a positive effect of governance on success of projects. However, this response variable was on success of a project while the present study was on performance of a project

Elsewhere, Ul Haq, Gu, Liang and Abdullah (2019) researched on governance techniques on projects and software development projects performance in Pakistan and found that governance significantly impact performance of project. This study adopted contractual and relational governance as measures of project governance while the current study used project control and accountability as measures of project governance. Ekung, Agu and Iheama (2017) studied project governance impact on performance of projects in Nigeria and found that project governance enhances the performance of mega projects. This study was focused in Nigeria, while the present study focus is in Kenya. Kaumbulu (2021) researched on project governance and youth project sustainability in the County of Makueni and found that governance

significantly impacted on youth empowerment projects sustainability. This study about youth projects while the present study focus is on affordable housing projects.

The reviewed studies show conceptual gaps; Abed (2017) focused on project success, Ul Haq, Gu, Liang and Abdullah (2019) measured governance in terms of contractual and relational governances and Kaumbulu (2021) focused on sustainability of projects. Contextual gaps; Abed (2017) was on UN projects, Ul Haq, Gu, Liang and Abdullah (2019) was on software development projects in Pakistan and Kaumbulu (2021) study was on youth empowerment projects in Makueni County. The study aim was to fill the gaps by establishing the effect of governance on project performance based on affordable housing projects in Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

To establish the influence of project governance on project performance: a case of affordable housing projects in Kenya.

1.3.2 Specific Objectives

The specific objectives include;

- i. To determine the influence of stakeholder management on performance of affordable housing projects in Kenya.
- ii. To examine the influence of project control on performance of affordable housing projects in Kenya.
- iii. To determine the influence of project monitoring on performance of affordable housing projects in Kenya.
- iv. To examine the influence of project accountability on performance of affordable housing projects in Kenya.

1.4 Research Questions

The study sought to provide answers to the following research questions;

- i. Does stakeholder management influence performance of affordable housing projects in Kenya?
- ii. In wat ways does project control influence performance of affordable housing projects in Kenya?
- iii. What is the influence of project monitoring on performance of affordable housing projects in Kenya?
- iv. How does project accountability influence performance of affordable housing projects in Kenya?

1.5 Significance of the Study

The study would be significant to policy makers and the government. It provides data on the governance practices like project control and management that are important in project performance. The government can use the project governance practices to ensure success of the housing projects. Scholars and researchers would also benefit from the study as they would utilize the study as a source of reference to identify research gaps for their studies. Scholars may use the research as reference materials for illustration. Therefore, the study would enhance the available knowledge on governance and project performance.

1.6 Scope of the Study

The study aim was to establish the effect of governance on project performance based on a case of affordable housing projects in Kenya. Specifically, aim was to determine the effect of stakeholder management, project control, project monitoring and project accountability on project performance. The study targeted project managers, project

lead and member of the project team. Semi-structured questionnaires were utilized to obtain the requisite data. Data was collected in the month of February 2023.

1.7 Limitations of the Study

It is anticipated that a number of challenges. First obtaining data was tedious and much. This is because the respondents were project managers, project lead and member of the project team who have busy schedules. To address the issue, the study visited respondents in advance to book appointments on the most suitable time to obtain data. In addition, the study deployed drop and pick strategy where respondents respond to the questionnaire on the spot.

Secondly, there was reluctance by the respondents, especially junior staff, to participate in the for fear of victimization or providing information that would paint a bad picture about the projects. To this end the research and the enumerators inculcated confidence on the respondents by illustrating to them that the data collected shall be handled with confidentiality and that utilized academic purpose. The study produced introduction letters from the university as well as the National Commission for Science, Technology and Innovation (NACOSTI) to prove that the study is solely academic.

Thirdly, the study notes that the conclusions made on the research questions was based on data provided by the respondents. Hence, the study findings were limited to the level that the participants are willing to give precise data regarding the phenomena of interest. To address this challenge, the study sensitized the respondent the relevance and significance of this study towards the ongoing and future projects and request them to provide the most objective responses to the provided questions.

1.8 Organization of the Proposed Study

The study has three parts. The first chapter covers the study introduction which outlines the background information, statement of the problem, study objectives, research questions, significance, study scope and study limitations. Second chapter covers review of related literature. The chapter consists of theoretical review anchoring the study variables, the empirical literature review to help in identifying gaps, summary of reviewed literature and gaps and the conceptual framework adopted in the study. Third chapter contains the methodology used in addressing the research questions. This includes the research design, population, sample and sampling design, tools for data collection, pilot testing, data collection methods, analysis and presentation and finally ethical requirements in the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review is covered in this chapter. The study aims to establish the effect of governance on project performance. It entails the theoretical review, literature review and gaps and conceptual framework.

2.2 Theoretical Review

The agency theory, stakeholder theory and the balanced score card was used.

2.2.1 Agency Theory

Jensen and Meckling (1976) and Alchian and Demsetz (1972) advanced this theory. The theorists regard organizations as links for contracting associations among individuals. The agency theory describes firm behaviour in terms of contracts between agents and principals. In this theory, managers are agents while the shareholders are principals. The agency theory postulates that firm value would be achieved if proper incentives or adequate monitoring are not in place to discourage managers from focusing on achieving their own interests (Jensen & Meckling, 1976).

In the governance of projects, this theory is utilized to describe the interactions between managers (agent) and project owners (principal). Muller (2009) notes that the theory helps in addressing probable conflicts between managers and project owners. Further, the theory helps to address the project managers authority level and it is associated to managers risk attitude and decision making (Eisenhardt, 1989). This theory explains the manner in which the short-term goals of the principal can be achieved by developing systems for monitoring and controlling that govern the behaviour of project managers. Hence, contracts govern the association of project managers and project owners hence influencing the performance of projects.

2.2.2 Stakeholder Theory

Freeman (1984) advanced this theory. Stakeholders are persons with rights or interests in a company's business and operations, and they also monitor performance. Suppliers, consumers, creditors, employees, community and competitors are examples of stakeholders. In this theory, managers duties are beyond profit maximization, they ought to deliberate interest of other persons who have stakes in business activities. Managers should guarantee that the stakeholder's ethical rights are balanced and not infringed, and also their interests are put into consideration in decision making.

Further, project organizations are responsible to a larger number of stakeholders, and the structure of the firms must reflect this inclusive method (Freeman, 1984). This originates from the normative development of this theory, which recognizes a moral right of every stakeholder within and outside of the firm. The structure of project governance ought to make room for representation of stakeholders and manage their engagement in decision making as well as handle their concerns and demands.

2.2.3 Balanced Score Card model

This was popularized Kaplan and Norton (1992) and (1996) as a performance measurement tool. The model covers overall performance of a firm by integrating financial and non-financial measures. The non-financial aspects seen in the model include consumer perspectives, internal business procedures, learning and innovation as well as firm growth (Rompho, 2020). The financial aspect provides for the financial success of the firm. This is the perspective that is most widely used in measuring performance. This measure relates to firm's ability to meet shareholder's requirements through delivery of metrics like the financial ratios, efficiency and cash flow metrics (Balaji, Dinesh, Kumar & Ram, 2021). This perspective therefore

enables project managers to measure project's performance in terms of efficiency by completing projects within set budget.

The customer perspective is concerned with meeting customers' demands. This viewpoint typically pertains to timing how long it takes to resolve customer concerns, such as how fast orders are handled, questions are answered, and how quickly grievances are resolved. Additionally, it implies that the firm ought to carry out survey for customer satisfaction regularly and act on the findings (Dias & Tenera, 2020). Consequently, this perspective is applicable in this study in measuring projects performance in terms of meeting quality standards which translates to meeting customer's satisfaction.

The internal perspective targets to satisfy stakeholders by ensuring that appropriate policies are and processes are designed to ensure that the business deliver their unique demands to customers (Abdelghany & Abdel-Monem, 2019). The internal business policies are frequently categorized as mission-oriented, which concentrates on the organization's overall mission processes, and support-oriented, which concentrates on the routine duties workers perform while at work. As a result, this perspective also makes sure that the amount of time used on a project is as stipulated so that projects are completed within the required time as demanded by stakeholders (Mamabolo & Myres, 2020).

Learning and growth perspective focuses on the need for continuous improvement of business processes aimed to achieve organisational goals and remain sustainable. (Balaji, Dinesh, Kumar & Ram, 2021). Thus, the perspective helps project managers to identify areas that requires improvement to make sure that project goals are attained while at the same time ensuring that there is continued improvement in project delivery. Consequently, the perspective is applicable ensuring that there is

continuous improvement in resource utilization and thus complete projects within budget and time bound.

2.3 Empirical Literature Review

The study has reviewed numerous previous studies aimed at establishing the existence of study gaps. For instance, in Pakistan, Alvi (2019) study concerned effects of good project governance on performance of construction projects using risk management as the mediating factors. From the 190 replies from Pakistan's construction industry, good governance of projects is highly linked to performance of the projects. It was discovered that risk management can help to mediate effective project governance and performance of projects. However, the study context was Pakistan while the current study context was Kenya and therefore there exists a contextual gap. Additionally, the study mediated the relationship with risk management indicating presence of methodological gap. The findings could not be inferred on the current study.

Ul-Haq, Gu, Liang, and Abdullah (2019) conducted study on project governance systems and software development firms' performance in Pakistan. The study was quantitative and data was gotten from 318 participants. The hypotheses were examined utilizing Structural Equation Modelling (SEM) and SPSS. According to the findings, contractual and relational governances show a considerable impact on performance of projects and are effective in preventing speculation. Furthermore, it was evident that risk requirements help to minimize the effect of relational and contractual governances of performance of projects. The study utilised structural equation modelling regression model while the current study used least squares regression model. This study was conducted on software development project while in the current study construction projects was the focus and therefore there exists contextual gap.

Ekung, Agu, and Iheama (2017) evaluated the governance impact of projects on outcomes of Nigeria's mega construction projects. Data was gathered utilizing a standardized questionnaire and a review of project archives. The mean score was used to analyse respondents' assessments of project performance using Kerzner's criteria, time and cost overruns, and the test of hypothesis utilized the Spearman correlation test. According to the findings, project governance improves the performance of megaprojects. The study focused on Nigeria a much bigger economy than Kenya in terms of resource mobilisation. Therefore, there exists an empirical gap. The study used Spearman rank correlation while the current study used Pearson's product moment correlation. Thus, there exists a methodological gap.

Kaumbulu (2021) conducted study on project governance and sustainability in Makueni County, Kenya. The positivist concept guided the study, which employed explanatory and descriptive designs. A self-administered questionnaire was utilized, and analysis was by use of descriptive methods. Diversity of the project team, management of stakeholder and governance structure positively impacts the sustainability of youth empowerment programs. The association of governance and sustainability was somewhat mediated by project quality. It was also discovered that the project operational environment moderated the association amid governance of projects and the projects sustainability. This study was conducted on youth projects while the present study was conducted on construction projects. Thus, contextual gaps exist. Additionally, the study used project quality as a mediating variable while in fact it is a measure of performance indicating the presence of conceptual gaps.

Njogu (2017) investigated the impact of governance of projects on success in community-based HIV interventions in Kiambu, Kenya. A descriptive survey approach and stratification to find 151 respondents from a target group of 249 NPOs

doing HIV programmes across Kiambu's 12 sub-counties. Primary data was acquired by utilization of questionnaires. In the analysis, correlation and regression were applied. Findings depicted that governance of projects have a substantial positive link with the project outcomes. The focus was on community-based projects while the present study was conducted on construction projects and therefore there is an empirical gap.

Keya (2020) concentrated on the governance and performance of Kenyan CDF. A census was conducted on all 290 NG-CDFs performance. A positivistic philosophy was adopted, as well as a descriptive cross-sectional design. Questionnaires were utilized in obtaining data. Secondary data was acquired from KNBS, National Treasury, reports for general Auditor's, and the NG-CDF website from 2014 to 2018. At a 95% confidence level, regression method was adopted. It was discovered that a significant association was there amid governance and NG-CDFs projects outcomes. The study was conducted on NG-CDFs project performance which are mainly smaller projects compared to affordable housing projects and therefore there exists a contextual gap.

Rwingo (2021) conducted study on risk governance and building project performance in Makueni County, Kenya. Descriptive design was utilized, which looked at 24 construction projects completed in 2018/2019 in the county. Respondents included the contractor, project manager and supervisors. Data was obtained utilizing a semi-structure questionnaire. The descriptive and inferential methods were utilized in the analysis. Resources risk management, management of budget control risks, and lawsuit risk all have a favourable performance effect of Makueni County building projects. Nevertheless, the study concerned risk governance only while the present study was on other aspects of governance such as stakeholder management, project

control, project monitoring and project accountability which were not considered in the current study. Thus, a conceptual gap exists.

2.3.1 Stakeholder Management and Project Performance

Srinivasan and Dhivya (2020) evaluated on management of stakeholders in construction projects. Through a through questionnaire survey of owners, engineers and project leaders of construction projects in Tamil Nadu, India. The research made use of primary data and conducted Mean Score and Principal Component analyses on it. The factors governing management of stakeholder include their participation, firm structure, authority decisions, personnel elements, consumer elements and quality performance, with stakeholder participation having the highest mean score. However, although the outcomes show factors that relate to stakeholder management, there need to carry out further studies to determine their influence on project performance. The study only relied on descriptive analysis to determine the significance of the factors. Thus, there is a methodological gap.

In Brazil, national and international enterprises participated in a quantitative study by De Oliveira and Rabechini (2019) on shareholder management impact on project trust. The study's research methodology was descriptive. Primary data obtained from 130 project team members was analysed through partial least squares path modelling to conclude that shareholder management significantly impact on trust in project management. Specifically, the study resolved that prescriptive and relational stakeholder significantly influence trust. However, the aim was to determine the shareholder management and project trust. Thus, there is need to focus on the influence that stakeholder management has on project performance. In addition, the study relied on partial least squares path modelling in arriving at the conclusion while the current study used least squares regression model in drawing conclusions.

Elsewhere, Lehtinen and Aaltonen (2020) conducted research on the management of stakeholder in inter-firm's projects. The goal was to find out how SMEs deal with various external stakeholders in procedures of open innovation (OI). The study, which was founded on stakeholder theory, utilized a qualitative case study of 11 SMEs in four European regions. It was noted that external stakeholders were leveraged in various OI project stages. Although the study provides insights on the relevance and strategies adopted in stakeholder management, the study concerned open innovation processes while the present study was on housing construction projects. Additionally, the study was conducted in Europe, which is a more developed continent than the African continent, where the current study was conducted. Therefore, there exists contextual gaps.

In Kenya, Gichimu and Mutuku (2022) researched on stakeholder management impact on project performance in the the government in Nyeri county. government funded projects in Nyeri County. Descriptive research design was utilized. Anchored on expectancy and stakeholder theories, targeting all 53 projects funded by County Government of Nyeri between 2016 and 2018. Data was obtained from members of project officers, project staffs, contractors and the general public. Using both descriptive and inferential analysis, primary data gathered through questionnaires was analysed. The outcomes demonstrated that the performance of projects was considerably and favourably influenced by the management of contracts, communications, and conflicts. However, the conclusions were based on data gotten in one county only and therefore may not be generalised on other counties such as Nairobi County. Thus, an empirical gap exists.

In another study, Chebichii (2021) sought to determine how engagement of stakeholders impacts on performance of projects on aerospace safety automation at

Kenya Civil Aviation Authority. Employing a case study research design targeting 220 respondents selected using stratified sampling techniques from a population of 870. Questionnaires and key informant interview were utilized after which analysis was by descriptive and inferential methods. Results postulated participation of stakeholders in the safety automation project's inception, planning, implementation, monitoring, and assessment at KCAA affects its performance. However, the study only considered one element of stakeholder management (engagement) while the current study considered other aspects such as project control, monitoring and accountability which was overlooked in this study. Thus, there is a conceptual gap in the study.

2.3.2 Project Control and Project Performance

Laine, Korhonen and Suomala (2020) in a study on dynamics of repairing multi-project control practice sought to establish how actors can repair the projects within flexible project governance. The study adopted a longitudinal action research design covering the period between 2009 and 2014. Empirical data relating to New Product Development (NPD) projects was collected and data were qualitatively analysed through descriptive statistics. Findings indicated that repair of NPD leads to wide repair of control practices, flexibility of governance in projects and allowing control have beneficial synergies, and that organizational interactions could repair NPD control either temporarily or permanently. The researchers adopted a longitudinal action research design which only covered five years from 2009 to 2014. However, longitudinal studies cover much longer period and therefore the research design was inappropriate. The current study adopted a descriptive design. The study focused on NPD projects while the current study focuses specifically on housing construction projects and therefore a contextual gap exists.

In a study on suitability of project control ways to enhance knowledge incorporation in varied uncertainties Lin, Müller, Zhu and Liu (2019) examined multiple case studies from software, engineering, infrastructure and machinery industries to determine project control designs successfully handling high uncertainties. Results revealed that the various elements of control such as behaviour, self, clan and outcome controls improve knowledge incorporation effectiveness under uncertainties associated to complexity of computation, novelty of projects, user needs ambiguity and technology complexity respectively. However, the study sought to establish which project control modes are appropriate to enhance the knowledge incorporation in varied uncertainties. Thus, there is need to conduct another study to show how project control impacts on project performance. As a result, there exists an empirical gap.

A study in Kenya by Orgut, Batouli, Zhu, Mostafavi, and Jaselskis (2020) was on the essential elements for enhancing the accuracy of project control metrics over the course of a project. To identify 15 essential reliability improvement variables and 85 indicators with precise application time and milestones, the study conducted a survey of 10 in-depth case studies. A panel of experts then approved this sturdy structure for enhancing the dependability of project controls throughout the course of a project. Although the study gives a framework for enhancing the project controls reliability, the model was not empirically tested and therefore the results thereof cannot be contextualised leaving both contextual and empirical gaps. Additionally, the study only identified the critical factors for improving project control but did not show their impact on project performance.

Obare, Kyalo, Mulwa, and Mbugua (2016) conducted a research on the systems of project control execution procedures and performance of rural road construction

projects in Kenya. Correlational survey design was utilized. Descriptive and inferential analysis were employed. It was suggested that systems of project control implementation process significantly impact on performance of the projects. However, diversity of the project team experience does not significantly mediate the association. The study results focused on execution procedure of project control systems and hence the need to determine the effect of the control on performance of housing projects. Thus, a contextual gap exists.

In a study on techniques of expansion of rural electrification, methods of project control and execution of energy projects in Kenya, Avedi (2020) aimed to find out the level to which outsourcing, project planning, and mobilization of funds impact on rural energy access projects. Descriptive and correlational design were employed and a population comprised of 5,604 residents drawn from underserved counties in Kenya using a sample size of 373 participants was obtained. Primary data collected via interviews, questionnaires and observations was utilised. Analysis was by use of descriptive and regression methods. It was reported that project control moderates the association rural and execution of energy access projects. However, the study concerned rural electrification project while the current study basis is affordable housing projects which have significantly different operational dynamics.

2.3.3 Project Monitoring and Project Performance

Crawford and Bryce (2018) researched on monitoring and evaluation of projects aimed at improving aid project execution. The study tested the suitability of logical framework approach (LFA). The framework comprises strategy, problem, objective and stakeholder analysis which was however found to be inadequate in project monitoring and evaluation and therefore an extension to the model that considers other areas of project management like time dimension and project accountability is

required to enhance project performance. Therefore, a conceptual gap exists in literature.

In another study in Kitui county, Kathongo, Ragui and Kirui (2021) evaluated the effect of M&E on rural electrification project performance. A survey approach was adopted where 75 respondents were considered from a total of 125 rural electrification projects. Primary information was gotten by use of interviews and questionnaire and analysed descriptively. It was established that M&E is critical for project success. However, it was noted that outsourcing of monitoring and evaluation function is key to project implementation and performance. This study focussed on projects of rural electrification in the County of Kitui while the current study was conducted on housing projects that are scatted around the whole country. Thus, a contextual gap exists. Secondly, the study relied of descriptive statistics only which is inadequate. This study addressed the methodological gap by utilising multiple regression analysis to evaluate project monitoring effect on project performance.

The advantages of utilizing high-resolution automated cameras to monitor building projects were examined by Bohn and Teizer (2010). Although controlling duties like tracking and updates on schedules on projects may be facilitated by remotely installed technologies like high-resolution cameras, it was highlighted that the costs, advantages, and hurdles to their utilization have not been well examined or evaluated. Using a multiphase survey, the study concluded that project monitoring is positively correlated with project performance. It was also established that use of high-resolution automated cameras reduces costs which rises the efficiency of the project. However, although the study was conducted on construction projects, it aimed at determining the benefits of high-resolution automated cameras in construction project while the

current study considered other variables such as stakeholder management, project control and accountability.

On their part, Waithera and Wanyoike (2015) studied factors influencing project M&E performance of youth financed agribusiness in Nakuru. A descriptive design was employed and the sample was 50-agribusiness youth financed projects. Questionnaires were used in data collection analysed by use of inferential and descriptive analysis. The study established that only personnel training was significant in influencing project M&E. However, M&E was evaluated as a response variable while in the present study it is used as a predictor variable.

Another study by Muchelule (2018) established that monitoring practices significantly contributes to project performance. Descriptive design was used where a target of 187 state institutions were considered and 65 was the sample. Primary and secondary data were employed which was analysed using product moment correlation coefficient and multiple regressions analysis. However, the study was based on state corporations and not specific project. Therefore, the results may not be generalised on the

2.3.4 Project Accountability and Project Performance

Burga and Rezanian (2017) on a study on project accountability employed a case study design to examine the execution of accountability in a public university's refurbishment of a historic building. During the course of the project, a graphical mapping syntax of the actor-network associations was used. The study determined that project management and accountability are originally distributed among actor networks, with accountability being aggregated after the project's conclusion. However, this study was a case study and was done on a renovation project and hence the results may not be inferred on the current study which involves construction of new houses.

A study of the role of accountability on development cooperation projects in India by Chatterjee and Verma (2022) examined the influence of accountability of finances, compliance, performance, stakeholders, and constitutional on performance of World Bank and Asian Development Bank projects in India. Stratified sampling technique was used to select states whose projects were evaluated. Based on review of secondary data, the study established that project accountability significantly contributed to Project performance.

In Kenya Nyamori (2019) conducted a review of accountability of systems for the Constituency Development Funds in Kenya aimed at establishing if project accountability influence project performance. Secondary data was adopted gotten from newspaper. It was revealed that a direct link exists between project accountability and performance. The conclusions made on this study were based on newspaper commentaries and reports that may not necessarily show accurate information since they are based on personal opinion of the author. This study utilised primary data. Thus, there exists a methodological gap.

Research on public accountability and participation in development initiatives carried out in the government of Kitui County was conducted by Musau (2019). Under the descriptive design, primary data was gathered by questionnaire and analysed both quantitatively and subjectively. It was determined that there is a low degree of engagement, that tokenism and non-participation are the types of participation that are least successful, and that average levels of adherence to accountability systems are present. The present analysis, however, was based on projects that are affordable, whereas the previous study was based on projects that the Kitui County administration had implemented. There is a contextual gap as a result.

2.4 Summary of Literature and Research Gaps

Table 2.1 summarises the various gaps determined through literature review. Specifically, the study noted that there exist contextual, empirical, Methodological and conceptual gaps in the existing body of knowledge.

Table 2.1: Summary of Literature and Research Gaps

Author	Topic	Findings	Gaps	Current study focus
Kaumbulu (2021)	Project governance and youth empowerment projects sustainability in Makeni County, Kenya.	Governance structures and diversity of project team positively affects youth empowerment schemes sustainability	The study used project quality as a mediating variable instead as a metric of performance	The current study measured project performance via completion on time, budget and quality requirements.
Ekung, Agu, and Iheama (2017)	Project governance and mega construction projects performance	Project governance improves the performance of megaprojects.	The study used Spearman rank correlation which is subjective. Thus, there exists a methodological gap.	This study used Pearson's product moment correlation.
Alvi (2019)	Project governance impact on project performance in Pakistan	Good project governance significantly impacts on performance s	The study was done in Pakistan thus there is there exists a contextual gap the study mediated the relationship with risk management thus there is methodological gap	The current study was done in Kenya. The relationship is not mediated.
Ul Haq, Gu, Liang and Abdullah	Mechanisms of project governance and	The results indicated that contractual and	This study was based on software	The study was based on housing

(2019)	software development projects performance	relational governances affect performance of projects	development projects thus there is contextual gap. Structural Equation Modelling regression model indicating methodological gap	projects in Kenya. The study adopted least squares regression model.
Njogu (2017)	Impact of governance of projects on success in community-based HIV interventions in Kiambu, Kenya.	Governance of projects have a substantial positive link with the project performance.	The study was conducted on community-based projects and therefore there is an empirical gap.	The current study was conducted on construction projects.
Keya (2020)	Project governance and CDF projects performance	A significant association was there amid governance and the performance of NG-CDFs projects.	The study was conducted on NG-CDFs project which are smaller projects indicating presence of contextual gap.	This study was conducted on affordable housing construction project which is mega projects.
Rwingo (2021)	Risk governance and construction projects performance in Makueni County, Kenya.	Risk governance positively impacts on the performance of projects	This study focus was conducted among projects in Makueni County indicating presence of empirical gap.	The current study was conducted on affordable housing projects in Kenya.
Srinivasan and Dhivya (2020)	Management of stakeholder in construction projects	Participation, firm structure, customer factors, employee factors and decision making were the factors governing	The study only relied on descriptive analysis to determine the significance of the factors. Thus, there is a methodological gap.	The current study used descriptive and inferential statistics.

		stakeholder management		
Lehtinen and Aaltonen (2020)	Arrangement of engagement by external stakeholder's in inter-firm projects	Stakeholders in different power levels were leveraged in the varied stages of the OI projects	The study was based on open innovation processes	The present study is based on housing construction projects.
Laine, Korhonen and Suomala (2020)	Dynamics of repairing multi-project control practices.	Firm interplay can result to a wider repair of the control practices and that flexible project governance	The study used longitudinal study which cover much longer period and therefore the research design was inappropriate.	The current study adopted a descriptive research design.
Lin, Müller, Zhu and Liu (2019)	Suitability of project control ways to enhance the knowledge in varied uncertainties	The various elements of control such as behaviour, self, clan and outcome controls improve integration of knowledge	The study sought to establish which project control ways are suitable to enhance the knowledge integration	There is need to conduct another study to show the impact of project control on project performance.
Obare, Kyalo, Mulwa and Mbugua (2016)	Execution and procedure of project control systems and rural roads project performance in Kenya.	Project control systems execution has a significant impact on rural roads project performance	The study results focussed on execution process of control systems	This study determined control effect on housing construction projects performance
Kathongo, Ragui and Kirui (2021)	M&E effect on rural electrification projects performance in Kitui County	Monitoring and evaluation are critical for project success	This study focussed on projects of rural electrification in the Kitui County	The current study was conducted on housing projects that are scatted around the whole country
Waithera and Wanyoike (2015)	Factors influencing project M&E performance of youth funded agribusiness	Only personnel training was significant in influencing project monitoring and	M&E was a dependent variable.	M&E is evaluated as an independent variable

	projects Nakuru County.	evaluation.		
Chatterjee and Verma (2022)	The role of accountability on development cooperation projects in India.	Project accountability significantly contributed to Project performance	The study was done in India and thus there is contextual gap.	The study was conducted in Kenya.
Nyamori (2019)	Analysis of the systems of accounting and accountability for the CDF in Kenya	It was shown that a direct link exists between project accountability and project performance.	The conclusions made on this study were based on newspaper commentaries and reports that does not necessarily represent accurate information	This study utilised primary data.

Source: Researcher (2022)

2.5 Conceptual Framework

The framework depicts the interaction of the predictor and response variables. The predictor variables are stakeholder management, project control, project monitoring, project accountability while project performance is the response variable. Figure 2.1 shows the conceptual framework.

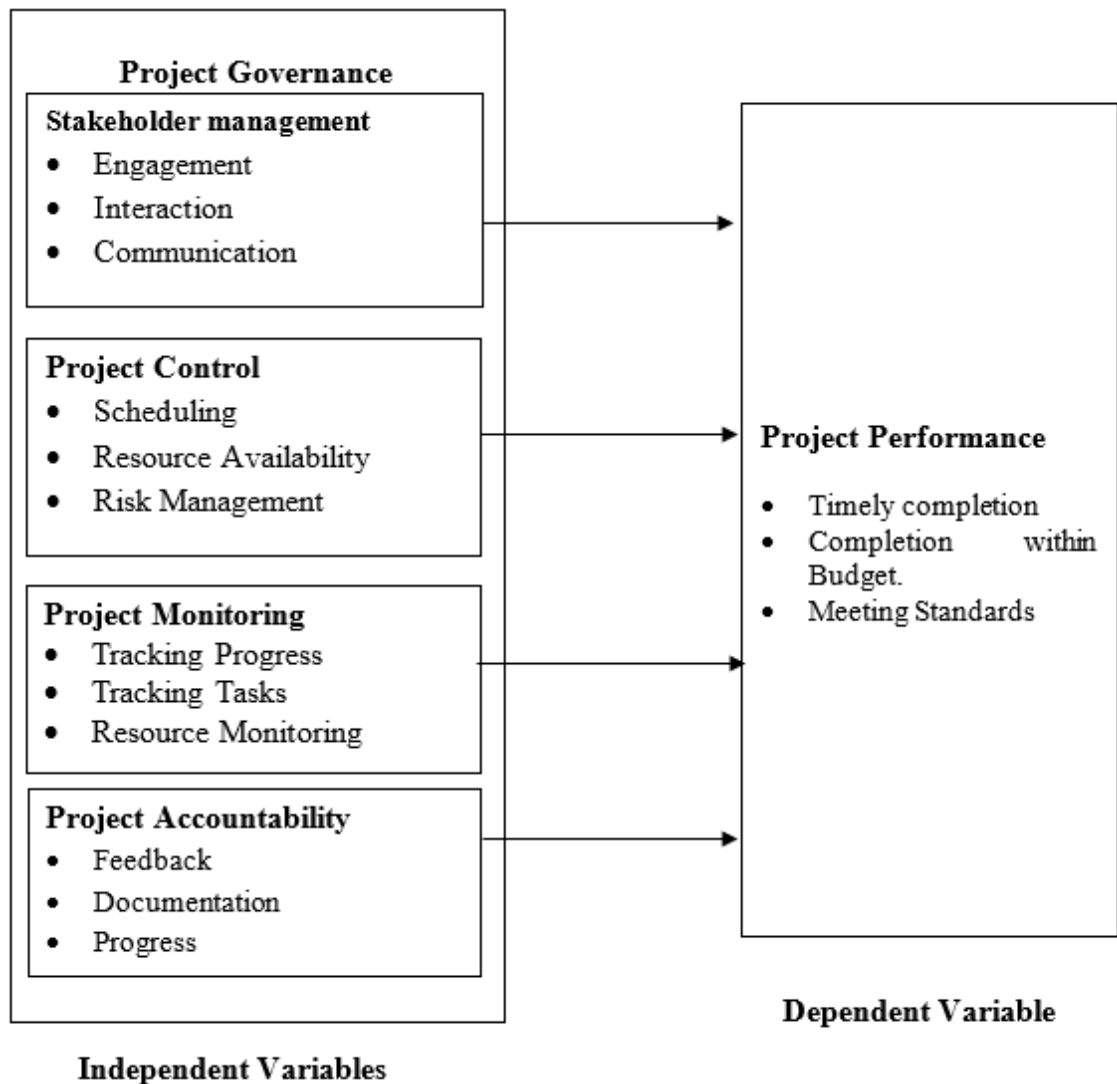


Figure 2.1: Conceptual Framework

Source: Researcher 2023

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section covers the design that was adopted, research philosophy, the population, sampling design, tools for obtaining data and analysis and presentation of data.

3.2 Research Design

A descriptive research design was adopted. The design aim is to explain situations as they are without any manipulation from the researcher. The descriptive research design describes, explains and validates findings (McCombes, 2019). Since this study was quantitative, this design was suitable as it allows for the use of quantitative data. Hence, it helped find out the effect of governance on project performance of affordable housing projects in Kenya.

3.3 Target Population

This study focus is on affordable housing projects in Kenya. The study targeted the project managers, project lead and team members in charge of the affordable housing projects in Kenya. These individuals are targeted because they are directly involved in the execution of the projects and they also govern the project. According to the Ministry of Housing (2020), there are 165 project managers, project lead and project team members in charge of the affordable housing projects in Kenya. Therefore, the study target population was 165 respondents.

Table 3.1: Target Population

	Frequency	Percent
Project managers	35	21%
Project lead	46	28%
Project team members	84	51%
Total	165	100%

Source: Republic of Kenya (2022)

3.4 Sample Size and Sampling Design

Sampling is a way of picking a large group of people for study in a manner that ensures they represent a larger number where they were chosen (Saunders, Lewis & Thornhill, 2016). The study utilized the stratified sampling to determine the respondents. In this approach the population is divided into smaller groups. Stratified sampling eliminates bias and ensures proper coverage of the population. Hence, it was a suitable method in this study.

The sample size was determined utilizing the Yamane (1967) formula as follows;

$$\begin{aligned}n &= N / 1 + N (\epsilon)^2 \quad \text{Where } N = \text{population, } n = \text{sample size, } \epsilon = \text{error term (0.05)} \\ &= 165 / 1 + 165 (0.05)^2 \\ &= 117\end{aligned}$$

The study sample size was 117 respondents; this was 71% of the target population.

Table 3.2: Target Population

Category	Frequency	Sample (71%)	Sample size
Project managers	35	71%	25
Project lead	46	71%	33
Project team members	84	71%	59
Total	165	71%	117

Researcher (2022)

3.5 Data Collection Instruments

The study utilised primary data obtained via questionnaire. The questionnaire was utilized since it has the capacity to reach out to many respondents quickly, be able to provide respondents enough time to respond, give respondents a sense of security, and be an objective method since bias coming from personal traits is not present (Creswell, 2013). The questionnaire was structured in to five parts. Section one covers the demographic information of the respondents, section two to five had questions on independent variable while section six had questions on the dependent variables.

3.5.1 Validity of the Research Instrument

Validity of a research instrument is an indication of how accurately the research instrument captures the data that it was designed to collect (Hammer, 2011). It is therefore the ability of the tool to measure what it is purported to measure. Validity of the research instrument influences the meaningfulness of the conclusions made on the basis of the data obtained through the research questionnaire (Cooper & Schindler, 2014). This study sought to determine both the face and content validity of the tool. Face validity describes how well a research tool actually worked to acquire the data needed to meet the goals of the study. To do this, the researcher compared the research tool to other research tools created by other scholars for existing papers. Contrarily, content validity describes how closely the examined content reflects material from a different source that is connected to the research construct (Jovancic, 2020). The study sought opinion of experts and other students who have conducted related studies to ensure that the research tool has content validity. Additionally, the researcher sought the counsel of the supervisor and other university lecturers to ensure that the questionnaire has this form of validity.

3.5.2 Reliability of the Research Instrument

The capacity of a research tool to consistently produce similar findings when the same tool is used in similar circumstances is known as reliability (Churchill & Iacobucci, 2010). Internal consistency is often used to measure the level of consistency of the tool measured via Cronbach's Alpha. Saunders, Lewis and Thornhill (2016) notes that, a coefficient of 0.6 and above is considered reliable. However, according to Taylor, Bogdan and DeVault (2015) note a coefficient of between 0.7 and above is more appropriate. In this study a coefficient of 0.7 was considered adequate level of reliability. Pilot study involving 17 participants was conducted at Richland Pointe

housing project in Kamiti road developed by Housing Finance Corporation. This project was selected since it has just been completed and it is similar to affordable housing project.

3.6 Data Collection Procedures

An introductory letter was gotten from the university. A permit for the study was obtained from NACOSTI, this enabled the researcher to go ahead and collect data. The respondents were requested to partake in the study. Those willing partook voluntarily. The questionnaire was distributed by the researcher. The emailing and drop and pick later methods were adopted in administering the questionnaires. The respondents were informed that the study is for academic purposes. This ensured a high response rate. Data collection took a period of two weeks.

3.7 Data Analysis and Presentation

Data obtained was cleaned and edited. The study used the SPSS version 23.0 for analysis of the data. The study used quantitative techniques in analysing the data. The descriptive and inferential methods were employed. The descriptive mean, percentages, frequencies and standard deviation were utilized in analysing quantitative data. Presentation was by use of pie charts and tables. Data was also analysed using multiple linear regression analysis to determine the effect of project governance on project performance. The regression model was as follows;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where Y- Project performance

X₁- Stakeholder management

X₂- Project control

X₃- Project monitoring

X₄-Project accountability

e- Error term

B₁, B₂, B₃ and B₄ are regression coefficient corresponding to x₁, x₂, x₃ and x₄ respectively.

Qualitative data was analysed thematically using conceptual analysis and presented in a prose form.

3.8 Ethical Considerations

The researcher observed all the required ethical issues. For instance, the researcher explained to the participants the purpose of the study. An introductory letter was acquired from Kenyatta University, to be produced upon request, to demonstrate that the work is entirely academic. The letter was used to familiarize the study to the participants. The researcher also obtained a research permit from NACOSTI to instil confidence to the participants and encourage them take part in the study. There was no coercion involved in the study, and participation was only voluntary. Only willing respondents were issued with questionnaires. Anonymity of the participants was ensured since their names or any other identifying object was captured anywhere in the study. Data provided was kept confidentially and the identity of the respondents concealed.

CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

This chapter covers the analysis of data obtained from the field, presentation and discussion of results. It covers analysis on demographic information, descriptive statistics, and multiple regression analysis.

4.2 Response Rate

The study targeted 117 respondents who were all issued with questionnaires. From the issued questionnaires, 98 were returned. This formed a response rate of 84%. According to Creswell (2013) a response rate of above 70% is excellent. This implies that the response in this study is excellent. Table 4.1 shows the response rate.

Table 4.1: Response Rate

	Frequency	Percent
Response	98	84.0%
Non-response	19	16.0%
Total	117	100.0%

4.3 Reliability Analysis

Internal consistency was used to measure the level of consistency of the questionnaire measured using Cronbach's Alpha. According to Taylor, Bogdan and DeVault (2015) a coefficient of between 0.7 and above is appropriate. In this study a coefficient of 0.7 was considered adequate level of reliability.

Table 4.2: Reliability Results

Scale	Cronbach's Alpha	Number of Items
Stakeholder management	0.783	11
Project control	0.812	12
Project monitoring	0.802	10
Project accountability	0.825	9
Project Performance	0.847	7
Aggregate	0.811	

The findings depict that the aggregate reliability index was 0.811 indicating that there was overall reliability of the data collected since Cronbach alpha was greater than 0.7. Specifically, stakeholder management had an alpha of 0.783, project control has a Cronbach alpha of 0.812, project monitoring has a Cronbach alpha of 0.802 and project accountability has a Cronbach alpha of 0.825. This implies that all the variables were reliable since the alpha was 0.7 and above.

4.4 Demographic Information

This section covers analysis on gender of respondents, education level, respondents' position in the organization and project period.

4.4.1 Gender of respondents

The study sought to determine the gender of respondents. The results were as summarised in figure 4.1.

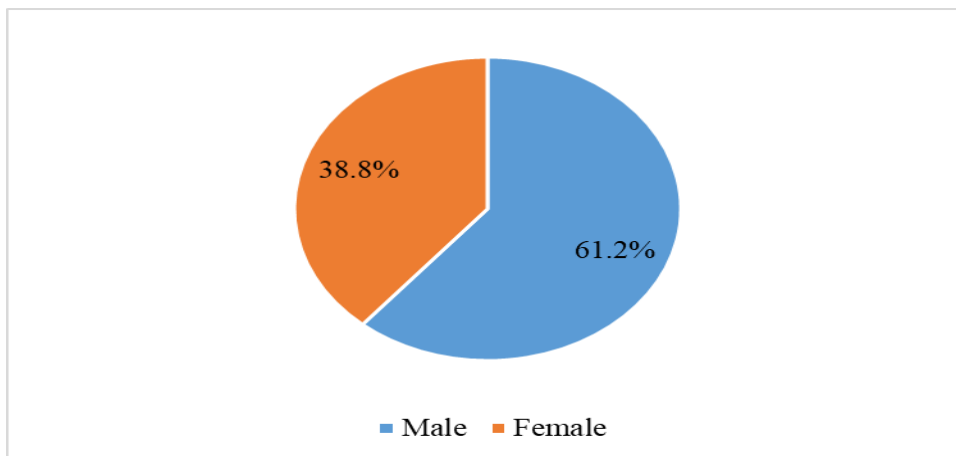


Figure 4.1: Gender of Respondents

The findings show that 61.2% of the respondents were male while 38.8% were female. Majority of the respondents were male implying that the construction industry is male dominated.

4.4.2 Education Level of Respondents

The respondents were required to indicate their highest level of education. Figure 4.2 shows the results.

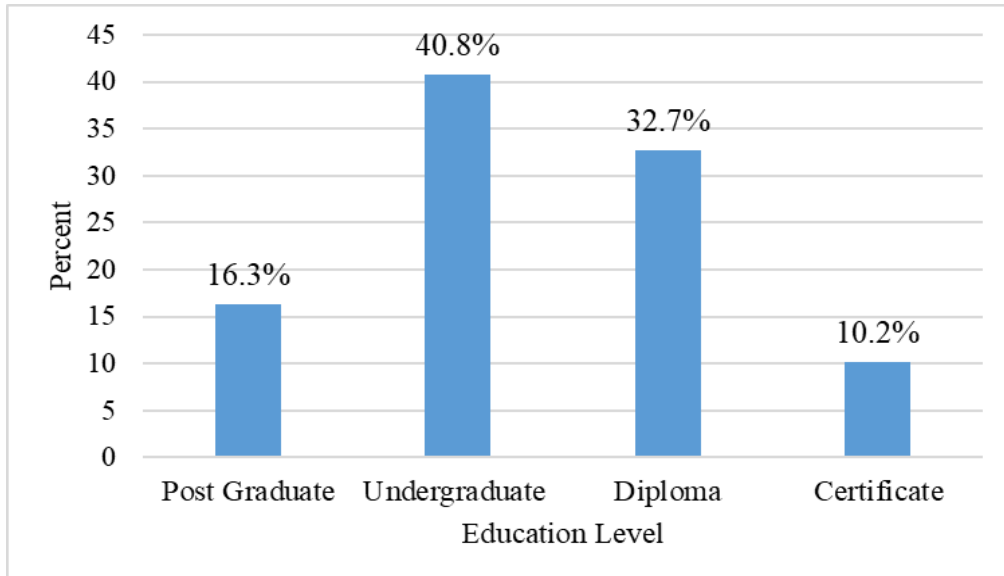


Figure 4.2: Respondents Education Level

Figure 4.2 shows that 40.8% of the respondents had undergraduate studies, 32.7% had diploma, 16.3% were postgraduates while 10.2% had certificate. The majority of the respondents were undergraduates implying that majority of affordable housing project participants have undergraduate studies.

4.4.3 Respondents Position in the Organization

The respondents were required to indicate their position in the organization. The results were as shown in Figure 4.3.

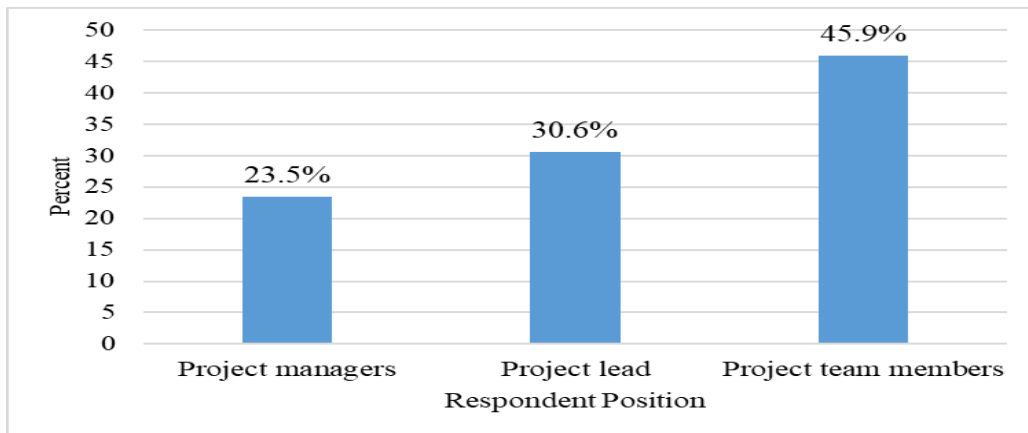


Figure 4.3: Respondents Position in the Project

The results indicate that 45.9% of the respondents were project team members, 30.65 were project leads and 23.5% were project managers. This implies that project team members accounted for majority of the individuals involved in project implementation who were available to respond to the research instrument.

4.4.4 Project Period

The study sought to determine the number of years' respondents have worked in the project. This is as summarised in figure 4.4.

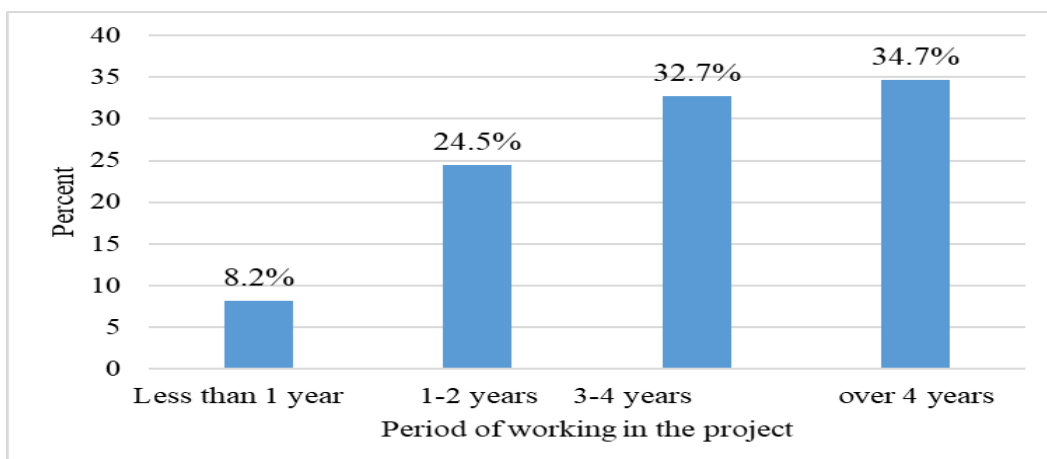


Figure 4.4: Period of Working in the Project

From the results, majority (34.7%) of the respondents have worked on the projects for over 4 years, 32.7% had worked on the projects for 3-4 years, 24.5% for 1-2 years and 8.2% for less than one year. Thus, majority of the respondents were experienced on affordable housing projects and therefore the information they provided was informed by experience.

4.5 Descriptive Statistics

This section presents results on descriptive analysis. The statistics include mean score and standard deviation.

4.5.1 Stakeholder Management

The respondents were requested to indicate the extent to which you agree on the following statements on the aspects of stakeholder management. Using the scale 5 - very great extent, 4 - great extent, 3 - moderate, 2 - small extent, 1- very small extent.

The results are as shown in Table 4.3.

Table 4.3: Stakeholder Management

Aspects of Stakeholder Management	1	2	3	4	5	Mean	Std. Dev
We invite concerned parties any time a modification in the plan is required	4	6	10	49	29	3.949	0.892
We have a communication centre where stakeholders can seek clarification	3	8	12	43	32	3.949	0.835
The project has a website where all information relating to the project is available	4	7	14	38	35	3.947	0.819
Stakeholders are entitled to visit sites anytime	3	7	10	52	26	3.929	0.907
We are in constant communication with all stakeholders	7	8	11	34	38	3.898	0.835
We often hold consultative meetings with stakeholders	5	9	12	43	29	3.837	0.790
We invite our stakeholder regularly to give their input	5	8	11	50	24	3.816	0.851
We have several modes of communication such mobile phone numbers, emails and social media platforms that may be used by stakeholders to reach us	6	11	11	41	29	3.776	0.759
We always invite our stakeholders to update them on project progress	7	10	13	38	30	3.755	0.730
We organize open days for stakeholders to interact with project team	6	10	14	45	23	3.704	0.748
Our stakeholders are entitled to make recommendations in the project	9	9	15	35	30	3.694	0.691
Aggregate						3.841	0.805

The aggregate mean score for stakeholder management was 3.841 indicating that to a great extent respondents were in agreement on stakeholder management practices in the affordable housing projects they represented. The standard deviation of 0.805 suggested that there were low deviations in their responses. The findings also showed that the respondents agreed to a large extent that concerned parties are invited any time a modification in the plan is required as shown by a mean of 3.949, the project has a communication centre where stakeholders can seek clarification as shown by a mean of 3.949, the project has a website where all information relating to the project is available as shown by a mean of 3.947 and stakeholders are entitled to visit sites anytime as shown by a mean of 3.929.

There is constant communication with all stakeholders as shown by a mean of 3.898, project managers often hold consultative meetings with stakeholders as shown by a mean of 3.837, stakeholders are regularly invited to give their input as shown by a mean of 3.816, the project have several modes of communication such mobile phone numbers, emails and social media platforms that may be used by stakeholders to reach u as shown by a mean of 3.776, project stakeholders are invited to update them on project progress as shown by a mean of 3.755, open days are organized for stakeholders to interact with project team as shown by a mean of 3.704 and stakeholders are entitled to make recommendations in the project as shown by a mean of 3.694.

These findings are in agreement with those of Gichimu and Mutuku (2022) who found that the performance of projects was considerably and favourably influenced by the stakeholder management of contracts, communications, and conflicts. Chebichii (2021) found that participation of stakeholders in the safety automation project's

inception, planning, implementation, monitoring, and assessment affects its performance.

4.5.2 Project Control

The respondents were required to indicate the extent to which you agree on the following statements on the aspects of project control. Using the scale 5 - very great extent, 4 - great extent, 3 - moderate, 2 - small extent, 1- very small extent. The results are as shown in Table 4.4.

Table 4.4: Project Control

Aspects of project control	1	2	3	4	5	Mean	Std. Dev
Our team has specific tasks that they expected to undertake	2	5	14	39	38	4.082	0.888
Suppliers are always paid on time	4	5	12	38	39	4.051	0.899
We have developed a work plan for each activity in the project	3	5	16	42	32	3.969	0.822
Our staff have insurance cover in case of injury	4	4	14	41	35	3.961	0.822
We have mapped all the human capital requirement for the project	3	6	10	54	25	3.939	0.934
We always receive materials for the project on time	5	7	9	47	30	3.918	0.873
We have a developed budget within which we operate	4	8	12	45	29	3.888	0.822
We often evaluate our risk mitigation strategies	7	8	10	46	27	3.796	0.816
Our employees are always paid on time	7	10	13	38	30	3.765	0.730
We often meet to identify any hazards that have emerged	6	9	15	41	27	3.715	0.729
Each activity in the project has specific time lines	6	9	13	50	20	3.709	0.815
Our teams are properly trained on personal safety	5	7	13	60	13	3.704	0.984
Aggregate						3.875	0.845

Regarding project control, the study established that the aggregate mean score was 3.875 with an associated standard deviation of 0.845. These results suggested that to a large extent, there was agreement among respondents on project control measures in place on affordable housing projects they represented. The low standard deviation implied that there was congruence among their attitude toward the control measures. Results also show that the respondents agreed to a great extent that the project team has specific tasks that they expected to undertake as shown by a mean of 4.082 and suppliers are always paid on time as shown by a mean of 4.051, they have developed a work plan for each activity in the project as shown by a mean of 3.969.

Staff have insurance cover in case of injury as shown by a mean of 3.961, the project has mapped all the human capital requirement for the project as shown by a mean of 3.939, materials for the project are always received on time as shown by a mean of 3.918, the project has a developed budget within which it operate as shown by a mean of 3.888, risk mitigation strategies are often evaluated as shown by a mean of 3.796, employees are always paid on time as shown by a mean of 3.765, team members often meet to identify any hazards that have emerged as shown by a mean of 3.715, each activity in the project has specific time lines as shown by a mean of 3.709 and teams are properly trained on personal safety as shown by a mean of 3.704

The findings concur with those of Lin, Müller, Zhu and Liu (2019) who found that the various elements of control such as behaviour, self, clan and outcome controls improve knowledge incorporation effectiveness under uncertainties associated to complexity of computation, novelty of projects, user needs ambiguity and technology complexity respectively. Obare, Kyalo, Mulwa, and Mbugua (2016) suggested that

systems of project control implementation process significantly impact on performance of the projects.

4.5.3 Project Monitoring

The respondents were required to indicate the extent to which you agree on the following statements on the aspects of project monitoring. Using the scale 5 - very great extent, 4 - great extent, 3 - moderate, 2 - small extent, 1- very small extent. The results are as shown in Table 4.5.

Table 4.5: Project Monitoring

Aspects of project monitoring	1	2	3	4	5	Mean	Std. Dev
We ensure that activities are completed within the stated time	2	3	14	44	35	4.092	0.902
Supervisors are required to ensure all planned activities are started and completed on time	5	8	10	37	38	3.969	0.868
We always evaluate any variance in the timelines for the project	4	5	10	52	27	3.949	0.921
Supervisors always take stock of works in the project	4	6	12	46	30	3.939	0.854
There are frequent meetings to evaluate project activities	3	5	13	55	22	3.898	0.926
We always ensure that we order materials in advance	5	7	15	39	32	3.878	0.779
We constantly evaluate the progress of the project	8	6	9	45	30	3.847	0.845
Our team has been provided with a schedule of activities and their timelines	6	8	12	43	29	3.827	0.792
We have a system to monitor material usage so that there is no shortage	3	7	14	59	15	3.776	0.967
Our teams often track the materials available for the tasks to be undertaken	6	9	11	51	21	3.735	0.843
Aggregate						3.891	0.870

The aggregate mean score for project monitoring was 3.841 indicating that to a great extent respondents were in agreement on project monitoring practices in the affordable housing projects they represented. The standard deviation of 0.805 suggested that there were low deviations in their responses. The findings also show that the respondents agreed to a great extent that they ensure that activities are completed within the stated time as shown by a mean of 4.092, supervisors are required to ensure all planned activities are started and completed on time as shown by a mean of 3.969 and supervisors always evaluate any variance in the timelines for the project as shown by a mean of 3.949.

Supervisors always take stock of works in the project as shown by a mean of 3.939, there are frequent meetings to evaluate project activities as shown by a mean of 3.898, the team always ensure that they order materials in advance as shown by a mean of 3.878, the team constantly evaluate the progress of the project as shown by a mean of 3.847, project team has been provided with a schedule of activities and their timelines as shown by a mean of 3.827, there is a system to monitor material usage so that there is no shortage as shown by a mean of 3.776 and teams often track the materials available for the tasks to be undertaken as shown by a mean of 3.735. The findings relate to those of Bohn and Teizer (2010) who concluded that project monitoring is positively correlated with project performance. Muchelule (2018) established that monitoring practices significantly contributes to project performance.

4.5.4 Project Accountability

The respondents were asked to indicate the extent to which you agree on the following statements on the aspects of project accountability. The results were as shown in table 4.6.

Table 4.6: Project Accountability

Aspects of project accountability	1	2	3	4	5	Mean	Std. Dev
Team members are expected to do their best to ensure that the project is completed on time	3	8	17	35	35	3.929	0.781
Every team member is required to give update on the progress of their tasks	4	6	16	42	30	3.898	0.790
All team members and stakeholders have been provided with the roadmap for the project	5	7	15	40	31	3.867	0.776
We encourage or team members to own the project	5	10	12	39	32	3.847	0.778
We often give update to project developers on the progress of the project	4	11	14	41	28	3.796	0.741
Proper record of materials and labour used are maintained	6	8	13	45	26	3.786	0.784
Every team member take responsibility for their actions	6	9	18	34	31	3.765	0.695
We endeavour to give feedback to all interested parties promptly	7	9	15	43	24	3.694	0.725
We document all activities of the project	8	10	16	36	28	3.673	0.669
Aggregate						3.806	0.749

The results show that the aggregate mean score for project accountability was 3.806 while the associated standard deviation was 0.749. This implies that to a great extent the respondents agreed on project accountability measures adopted in the project. From the findings, the respondents also agreed to a great extent that team members are expected to do their best to ensure that the project is completed on time as shown by a mean of 3.929, every team member is required to give update on the progress of

their tasks as shown by a mean of 3.898, all team members and stakeholders have been provided with the roadmap for the project as shown by a mean of 3.867 and team members are encouraged to own the project as shown by a mean of 3.847.

Updates are often given to project developers on the progress of the project as shown by a mean of 3.796, proper record of materials and labour used are maintained as shown by a mean of 3.786, every team member take responsibility for their actions as shown by a mean of 3.765, supervisors endeavour to give feedback to all interested parties promptly as shown by a mean of 3.694 and all activities of the project are documented as shown by a mean of 3.673. The findings concur with those of Chatterjee and Verma (2022) who established that project accountability significantly contributed to Project performance. Nyamori (2019) revealed that a direct link exists between project accountability and performance.

4.5.5 Project Performance

The respondents were required to indicate the extent to which you agree on the following statements on the aspects of project performance. The results were as shown in Table 4.7.

Table 4.7: Project Performance

Aspects of project performance	1	2	3	4	5	Mean	Std. Dev
We often exceed the budget allocation for our houses	6	8	13	39	32	3.847	0.779
Our houses are often completed later than required	6	9	12	41	30	3.816	0.775
We stick to provided guidelines to ensure that our houses are completed within standards	7	10	15	32	34	3.776	0.728
We complete our houses within the budget	4	11	16	44	23	3.724	0.728
Our customers are often satisfied with the quality of our houses	3	12	14	49	20	3.724	0.792
Our houses are regularly inspected to ensure they are developed as specified	8	8	15	41	26	3.690	0.744
We often complete project phases within time	8	10	13	46	21	3.633	0.748
Aggregate						3.744	0.756

The findings show that the aggregate mean score for project performance was 3.744 while the associated standard deviation was 0.756. Results suggest that to a great extent respondents agreed on statements presented on project performance. Meaning that to a great extent the affordable housing projects met the metrics of completion on time, within budget and quality standards. However, there were variations on these observations as shown by a standard deviation of 0.756. This means that although majority of projects performed well, some did not. Respondents agreed to a great extent that the project often exceed the budget allocation for houses as shown by a mean of 3.847 and houses are often completed later than required as shown by a mean of 3.816.

The project team stick to provided guidelines to ensure that our houses are completed within standards as shown by a mean of 3.776, We complete our houses within the budget as shown by a mean of 3.724, the houses are completed within the budget as shown by a mean of 3.724, customers are often satisfied with the quality of houses as shown by a mean of 3.724, they often compete project phases within time as shown by a mean of 3.633 and the houses are regularly inspected to ensure they are developed as specified as shown by a mean of 3.633.

4.6 Correlation Analysis

The Pearson product moment correlation was used to to test for strength and the direction of the relationship between the independent and dependent variables. The significant of the relationship was determined using P-values at 0.05 significance level. Results were summarized in table 4.8 below

Table 4.8: Correlational Results

		Project performance	Stakeholder management	Project control	Project monitoring	Project accountability
Project performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	98				
Stakeholder management	Pearson Correlation	.758**	1			
	Sig. (2-tailed)	.001				
	N	98	98			
Project control	Pearson Correlation	.781	.464	1		
	Sig. (2-tailed)	.001	.001			
	N	98	98	98		
Project monitoring	Pearson Correlation	.801	.516	.495	1	
	Sig. (2-tailed)	.001	.001	.001		
	N	98	98	98	98	
Project accountability	Pearson Correlation	.774	.538	.502	.461	1
	Sig. (2-tailed)	.001	.001	.001	.001	
	N	98	98	98	98	98

The results show that the correlation coefficient between stakeholder management and project performance was (0.758). This implies that stakeholder management and project performance had a positive correlation. The p-value was $0.001 < 0.05$, this implies that stakeholder management had a significant relationship with project performance.

Further, the correlation coefficient between project control and project performance was (0.781). This implies that project control and project performance had a positive correlation. The p-value was $0.001 < 0.05$, this implies that project control had a significant relationship with project performance.

The findings also show that correlation coefficient between project monitoring and project performance was (0.801). This implies that project monitoring and project performance had a positive correlation. The p-value was $0.001 < 0.05$, this implies that project monitoring had a significant relationship with project performance.

Finally, correlation coefficient between project accountability and project performance was (0.774). This implies that project accountability and project performance had a positive correlation. The p-value was $0.001 < 0.05$, this implies that project accountability had a significant relationship with project performance.

4.7 Regression Analysis

Multiple regression analysis was carried out to determine influence of project governance on project performance of affordable housing projects in Kenya. The predictive power of the model was estimated using R-squared (R^2). The fitness of the model was determined on the basis of F-statistic and its significance while the significance of project governance in predicting project performance was based on P-

values at 0.05 significance level. The model summary results were as shown in table 4.9.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.748	0.559	0.553	0.36290

The model summary results show that adjusted R square was 0.270. This implies that there was a variation of 55.3% in project performance due to stakeholder management, project control, project, monitoring and project accountability. However, the remaining 44.7% indicates that there are other factors influencing project performance that were not used in this study.

The ANOVA findings were as summarised in table 4.10.

Table 4.10: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.421	4	1.355	9.969	0.000 ^b
	Residual	12.643	93	0.136		
	Total	18.064	97			

The results on ANOVA show that the data had a significance value of $0.000 < 0.005$. This implies that the study model is significant. Further the F-calculated (9.969) is greater than the F-critical (2.450) from the F-distribution tables. This implies that the model was significant in predicting project performance of affordable housing projects in Kenya.

Table 4.11: Beta Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.463	0.312		4.689	.001
	Stakeholder management	0.302	0.105	0.269	2.876	.001
	Project control	0.325	0.108	0.278	3.009	.001
	Project monitoring	0.317	0.103	0.232	3.078	.001
	Project accountability	0.312	0.102	0.249	3.059	.001

The regression model was fitted as follows;

$$Y = 1.463 + 0.302X_1 + 0.325X_2 + 0.317X_3 + 0.312X_4$$

The equation shows that holding stakeholder management, project control, project monitoring and project accountability at a constant zero, project performance would be a constant at 1.463. Further, stakeholder management had a significant and positive relationship with project performance (B = 0.302, P = 0.001). This means that an increase of stakeholder management by one unit would result to an increase in project performance of affordable housing projects in Kenya by 0.302 units.

Project control had a significant and positive relationship with project performance (B = 0.325, P = 0.001). This means that an increase of project control by one unit would result to an increase in project performance of affordable housing projects in Kenya by 0.325 units. Project monitoring had a significant and positive relationship with project performance (B = 0.317, P = 0.001). This means that an increase of project monitoring by one unit would result to an increase in project performance of affordable housing projects in Kenya by 0.317 units. Project accountability had a significant and positive relationship with project performance (B = 0.312, P = 0.001).

This means that an increase of project accountability by one unit would result to an increase in project performance of affordable housing projects in Kenya by 0.312 units.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section covers the summary of findings conclusions and recommendations. The aim was to establish the influence of project governance on project performance: a case of affordable housing projects in Kenya. specific objectives include; To determine the influence of stakeholder management on performance of affordable housing projects in Kenya. To examine the influence of project control on performance of affordable housing projects in Kenya. To determine the influence of project monitoring on performance of affordable housing projects in Kenya. To examine the influence of project accountability on performance of affordable housing projects in Kenya.

5.2 Summary of Findings

5.2.1 Stakeholder Management

The study revealed that the project has a communication centre where stakeholders can seek clarification, the project has a website where all information relating to the project is available, concerned parties are invited any time a modification in the plan is required a, stakeholders are entitled to visit sites anytime, there is constant communication with all stakeholders, project managers often hold consultative meetings with stakeholders a, stakeholders are regularly invited to give their input, the project have several modes of communication such mobile phone numbers, emails and social media platforms that may be used by stakeholders to reach, project stakeholders are invited to update them on project progress, open days are organized for stakeholders to interact with project team and stakeholders are entitled to make

recommendations in the project. The study also established that stakeholder management had a significant and positive relationship with project performance.

5.2.2 Project Control

The study established that the project team has specific tasks that they expected to undertake, suppliers are always paid on time, they have developed a work plan for each activity in the project, staff have insurance cover in case of injury, the project has mapped all the human capital requirement for the project, materials for the project are always received on time, the project has a developed budget within which it operate, employees are always paid on time, team members often meet to identify any hazards that have emerged, risk mitigation strategies are often evaluated, teams are properly trained on personal safety and each activity in the project has specific time lines. It was also revealed that project control had a significant and positive relationship with project performance.

5.2.3 Project Monitoring

The study revealed that project managers ensure that activities are completed within the stated time, supervisors are required to ensure all planned activities are started and completed on time supervisors always evaluate any variance in the timelines for the project, supervisors always take stock of works in the project, there are frequent meetings to evaluate project activities, the team always ensure that they order materials in advance, the team constantly evaluate the progress of the project, project team has been provided with a schedule of activities and their timelines, there is a system to monitor material usage so that there is no shortage and teams often track the materials available for the tasks to be undertaken. It was also revealed that project monitoring had a significant and positive relationship with project performance.

5.2.4 Project Accountability

The study found that team members are expected to do their best to ensure that the project is completed on time, every team member is required to give update on the progress of their tasks, all team members and stakeholders have been provided with the roadmap for the project, team members are encouraged to own the project, updates are often given to project developers on the progress of the project, proper record of materials and labour used are maintained, every team member take responsibility for their actions, supervisors endeavour to give feedback to all interested parties promptly and all activities of the project are documented. It was also revealed that project accountability had a significant and positive relationship with project performance.

5.3 Conclusions

The study revealed that stakeholder management had a significant and positive relationship with project performance. Hence, an increase of stakeholder management by one unit would result to an increase in project performance of affordable housing projects in Kenya. The study concluded that stakeholder management positively influences project performance of affordable housing projects in Kenya.

The study established that project control had a significant and positive relationship with project performance. So, an increase of project control by one unit would result to an increase in project performance of affordable housing projects in Kenya. The study concluded that project control positively influences project performance of affordable housing projects in Kenya.

The study found that project monitoring had a significant and positive relationship with project performance. Hence, an increase of project monitoring by one unit would result to an increase in project performance of affordable housing projects in Kenya.

The study concluded that project monitoring positively influences project performance of affordable housing projects in Kenya.

It was revealed that project accountability had a significant and positive relationship with project performance. This means that an increase of project accountability by one unit would result to an increase in project performance of affordable housing projects in Kenya. The study concluded that project accountability positively influences project performance of affordable housing projects in Kenya.

5.4 Recommendations

The study revealed that stakeholder management had a significant and positive relationship with project performance. The study recommends monitoring and evaluating the stakeholder engagements for the sake of making adjustments or revisions to the existing project stakeholder management approaches. It is important to monitor the stakeholder engagement with the aim of assessing if the stakeholder management practice in the project is positively affecting project performance or if it needs to be modified accordingly.

Project control had a significant and positive relationship with project performance. The study recommends that project control activities should be integrated in the whole project life cycle from planning to monitoring. Linking project control with the rest of project management provides timely insights that empower project stakeholders to make the right decisions at the right time

Project monitoring had a significant and positive relationship with project performance. The study recommends that thorough monitoring of the project to help project managers to gather valuable data regarding how a project is going and to use the data to make intelligent decisions. Monitoring should be done frequently in all

project stages to ensure that tasks are being carried out according to project requirements.

Project accountability had a significant and positive relationship with project performance. The study recommends that accountability should be enhanced by defining objectives ensuring that project team members know who is responsible for which elements of the project. To enhance accountability for a project, it is important to be clear on who tasks have been assigned to, as well as how those tasks fit into the overall project.

5.5 Suggestions for Further Research

The aim of this study was to establish the influence of project governance on project performance: a case of affordable housing projects in Kenya. The study recommends studies should be conducted to determine the determinants of success in affordable housing projects. Also, studies can focus on challenges of implementing affordable housing.

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APPENDICES

Appendix I: Introduction Letter

Mwangi Monicah Wambui,
P.O. Box 43844-00100
Nairobi.

Dear Sir/ Madam,

RE: REQUEST TO PARTICIPATE IN RESEARCH

I am a student in Kenyatta University currently studying Master's degree in Project Management. As part of requirements to be awarded the degree, I am conducting a study to **ESTABLISH THE INFLUENCE OF PROJECT GOVERNANCE ON PROJECT PERFORMANCE: A CASE OF AFFORDABLE HOUSING PROJECTS IN KENYA**. I invite you to participate in the study by responding objectively to the research questionnaire attached. Kindly read each question carefully and give you most objective response by a tick or your response in the provided area.

This study is purely academic and any information provided shall be used for that purpose. Confidentiality will be upheld and your identity will not be disclosed at all. The information provided will also be secured and treated the confidentiality it deserves.

For any question or clarification, please feel free to contact **Monicah Mwangi** on +254-708-189-116 or contact Kenyatta University on P.O Box 43844-00100 Nairobi.

Yours Faithfully,
Monicah Mwangi

Appendix II: Research Instrument

This questionnaire is developed to obtain data to **Establish the Influence of Project Governance on Project Performance: A Case of Affordable Housing Projects in Kenya**. All information provided will be treated with utmost confidentiality.

Answer all questions as indicated by ticking the option that best represents your circumstances or filling in the blank.

Part One: Characteristics of the Respondents

- 1) Gender Male [] Female []

- 2) Please indicate your highest level of education

Post Graduate	[]
Undergraduate	[]
Diploma	[]
Certificate	[]

- 3) Please indicate your position.

Project manager	[]
Project lead (supervisor)	[]
Team member	[]

- 4) How many years have you worked in the project?

Less than 1 year []		1-2 years []
3-4 years []		over 4 years []

Tart Two: Project Governance

a. Stakeholder Management

- 5) Please indicate the extent to which you agree on the following statements on the aspects of stakeholder management.

Where: 5- Very great Extent 4- Great Extent 3- Moderate Extent
 2-Little Extent 1- Very Little Extent

Aspects of Stakeholder Management	1	2	3	4	5
We invite our stakeholder regularly to give their input					
We always invite our stakeholders to update them on project progress					
We invite concerned parties any time a modification in the plan is required					
Our stakeholders are entitled to make recommendations in the project					
We often hold consultative meetings with stakeholders					
Stakeholders are entitled to visit sites anytime					
We organize open days for stakeholders to interact with project team					
We are in constant communication with all stakeholders					
We have a communication center where stakeholders can seek clarification					
We have several modes of communication such mobile phone numbers, emails and social media					

platforms that may be used by stakeholders to reach us					
The project has a website where all information relating to the project is available					

6) In your opinion, how has stakeholder management affected performance of the affordable housing projects in Kenya?

.....

.....

.....

b. Project Control

7) Please indicate the extent to which you agree on the following statements on the aspects of project control.

Where: 5- Very great Extent 4- Great Extent 3- Moderate Extent
2-Little Extent 1- Very Little Extent

Aspects of project control	1	2	3	4	5
We have developed a work plan for each activity in the project					
Each activity in the project has specific time lines					
Our team has specific tasks that they expected to undertake					
We have a developed budget within which we operate					
We have mapped all the human					

capital requirement for the project					
We always receive materials for the project on time					
Our employees are always paid on time					
Suppliers are always paid on time					
We often meet to identify any hazards that have emerged					
We often evaluate our risk mitigation strategies					
Our teams are properly trained on personal safety					
Our staff have insurance cover in case of injury					

8) In your opinion, how has project control affected performance of the affordable housing projects in Kenya?

.....

.....

.....

c. Project Monitoring

9) Please indicate the extent to which you agree on the following statements on the aspects of project monitoring.

Where: 5- Very great Extent 4- Great Extent 3- Moderate Extent
 2-Little Extent 1- Very Little Extent

Aspects of project monitoring	1	2	3	4	5
Our team has been provided with a schedule of activities and their timelines					
We constantly evaluate the progress of the project					
We always evaluate any variance in the timelines for the project					
We ensure that activities are completed within the stated time					
Supervisors are required to ensure all planned activities are started and completed on time					
There are frequent meetings to evaluate project activities					
Our teams often track the materials available for the tasks to be undertaken					
We always ensure that we order materials in advance					
Supervisors always take stock of works in the project					
We have a system to monitor material usage so that there is no shortage					

10) In your opinion, how has project monitoring affected performance of the affordable housing projects in Kenya?

.....

.....

.....

d. Project Accountability

11) Please indicate the extent to which you agree on the following statements on the aspects of project accountability.

Where: 5- Very great Extent 4- Great Extent 3- Moderate Extent
 2-Little Extent 1- Very Little Extent

Aspects of project accountability	1	2	3	4	5
Every team member take responsibility for their actions					
We encourage or team members to own the project					
Team members are expected to do their best to ensure that the project is completed on time					
We endeavour to give feedback to all interested parties promptly					
We often give update to project developers on the progress of the project					
All team members and stakeholders					

have been provided with the roadmap for the project					
We document all activities of the project					
Proper record of materials and labour used are maintained					
Every team member is required to give update on the progress of their tasks					

12) In your opinion, how has project accountability affected performance of the affordable housing projects in Kenya?

.....

.....

.....

Tart Three: Project Performance

13) Please indicate the extent to which you agree on the following statements on the aspects of project performance.

Where: 5- Very great Extent 4- Great Extent 3- Moderate Extent
2-Little Extent 1- Very Little Extent


Aspects of project performance	1	2	3	4	5
We often compete project phases within time					
Our houses are often completed later than required					
We complete our houses within the					

budget					
We often exceed the budget allocation for our houses					
We stick to provided guidelines to ensure that our houses are completed within standards					
Our customers are often satisfied with the quality of our houses					
Our houses are regularly inspected to ensure they are developed as specified					

Appendix III: List of Affordable Housing Projects

Name	County
King's Sapphire - Bondeni Project	Nakuru
Buxton Affordable Housing Project	Mombasa
Kitui Affordable Housing Kalawa Rd	Kitui
Pangani Affordable Housing Project	Nairobi
Starehe Affordable Housing Project	Nairobi
NHC Stoni Athi View	Machakos
NHC Stoni Athi View (Economy Block-Rental)	Machakos
Mariguini Informal Settlement	Nairobi
Kibera Soweto East Zone B	Nairobi
Mavoko Sustainable Housing Programme	Machakos
Park Road, Ngara	Nairobi
Kings Boma Estate	Kiambu
Mavoko Sustainable Housing Programme	Machakos
Shauri Moyo A	Nairobi
Shauri Moyo B	Nairobi


Appendix IV: Research Permit



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION


 Date of Issu: 30/June/2024


RESEARCH LICENSE



This is to Certify that Ms. Masiah Mwangi of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev. 2014) in Nairobi on the topic: PROJECT GOVERNANCE AND PERFORMANCE OF AFFORDABLE HOUSING PROJECTS IN KENYA for the period ending: 30/June/2024.

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