International Journal of Social and Development Concerns

ISSN 2524-1478 (Online)

Vol. 27 | Post COVID-19 Recovery and Sustainable development
Vol. 27 Article 10 | September 4, 2025

The Influence of Stakeholder Participation on the Performance of Real Estate Construction Projects in Kilimani, Nairobi City County, Kenya

Authors: [1]Pauline Njeri Karanja, [2]Stella Karimi Silas and [3]Felistus Mwikali Patrick
[1,2&3]Catholic University of Eastern Africa. **Website**: www.cuea.edu
Correspondence: Pauline Njeri Karanja **Email:** paulinekaranja2014@gmail.com

Cite as: *Karanja, P. N., Karimi, S. S., & Patrick, F. M. (2025). The Influence of Stakeholder Participation on the Performance of Real Estate Construction Projects in Kilimani, Nairobi City County, Kenya. International Journal of Social and Development Concerns, 27(10), 123–137. https://doi.org/10.5281/zenodo.17051324*

Abstract: *This study examined the influence of stakeholder participation on the performance of real estate construction projects in Kilimani Nairobi City County, Kenya. Descriptive research design was employed in the research. The study was guided by stakeholder Theory. The target population was 480, and the sample size, 213. Questionnaires and an interview guide were used to collect quantitative data and qualitative data respectively. Statistical techniques were used to analyze quantitative data with the help of SPSS Version 28. Thematic analysis was used to analyze qualitative data. Stakeholder Participation (r = 0.539) was of great importance in improving project learning, accountability, and performance. The results reveal an overall composite mean of M = 3.17 and a standard deviation of SD = 1.22, suggesting that respondents moderately agreed that strengthening stakeholder capacity contributes to project outcomes, though perceptions varied across different aspects of participation and feedback. The results give insights to the Strong accountability mechanisms which are performance-based contracts, frequent progress updates, internal audits, and outcomes-based management which increase the authenticity. However, gaps in effectively integrating stakeholder feedback and translating participation into tangible benefits revealed the need for structured mechanisms to ensure stakeholder contributions directly enhance project performance. The study recommends that, to promote active stakeholder participation, project teams should establish clear engagement strategies throughout the project lifecycle. Structured feedback mechanisms, inclusive planning sessions, and early involvement of stakeholders can improve ownership, enhance decision-making quality, and align project outcomes with community needs.*

Key Words: *Stakeholder, Participation, Performance, Real Estate, Construction Projects*

1.1 Background of the Study

Real estate development projects, often supported by private investors and development agencies, aim to optimize resource allocation, enhance workflow efficiency, and increase overall project success (Pinto & Slevin, 2020). In this context, performance of construction projects refers not only to the completion of construction projects within set parameters but also to the capacity of project management teams to maintain quality, cost efficiency, and stakeholder satisfaction over time (Chan et al., 2019).

One of the primary challenges to achieving optimal performance in real estate construction projects is the lack of robust stakeholder participation. In the context of complex construction projects, stakeholder participation becomes even more critical, as projects are vulnerable to a wide range of risks, including cost overruns, schedule delays, design errors, resource misallocation, and poor stakeholder coordination (Callistus & Clinton (2020). Without these systems, construction projects may face inefficiencies, reduced quality, and increased likelihood of project failure, undermining both investor confidence and long-term sustainability (Deltek, 2023).

In the United States Department of Housing and Urban Development (HUD) employs rigorous M&E practices in real estate development projects to monitor construction quality, cost efficiency, and timely completion (Ramirez, Roman, Ramos, & Patrucco, 2021). These initiatives underscore the importance of stakeholder engagement, risk management, and performance-informed decision-making in delivering successful and sustainable real estate projects. However, challenges such as inconsistent stakeholder coordination and data management continue to affect the effectiveness of M&E systems (Smyth et al., 2021).

In Africa, Monitoring and Evaluation systems have a significant influence on the performance of real estate construction projects, with several initiatives highlighting the importance of systematic M&E practices. This is exemplified by infrastructure projects funded through the African Development Bank (AfDB) and the World Bank, which have integrated robust M&E frameworks to enhance accountability, resource allocation, and timely completion of construction projects (Nkosi, Okeke, & Mensah, 2022). Such initiatives emphasize the critical role of M&E in stakeholder capacity building, stakeholder participation and technical expertise, which are essential for delivering successful and sustainable real estate projects in the African context. However, the effectiveness of these M&E systems is often constrained by challenges such as limited technical capacity, inconsistent data collection, and weak institutional frameworks. For instance, the challenge of ensuring accurate and timely reporting continues to act as a major barrier, as the alignment of various actors including government agencies, private developers, contractors, and local communities depends on consistent coordination and mutual agreement (Adamu & Muriithi, 2021).

In East Africa, the implementation of Monitoring and Evaluation systems in real estate construction projects remains a persistent challenge. Countries such as Uganda, Tanzania, Rwanda, and Ethiopia have benefited from international and regional development support, including funding from the World Bank, African Development Bank, and other bilateral agencies, to enhance project planning, progress tracking, and quality assurance in construction projects (World Bank, 2022). These initiatives have contributed significantly to improving accountability, timely completion, and cost management in large-scale real estate developments. However, as project funding cycles conclude, a critical concern arises regarding the ability of these countries to sustain effective M&E practices and maintain the progress achieved without continued external technical and financial support. Weak institutional capacity, limited skilled personnel, and fragmented coordination among stakeholders further exacerbate the challenge of sustaining robust M&E systems in the region (Fonbeyin, 2020).

Kenya structures its construction project planning at both the national and county government levels. Construction project financing in the country shows a strong upward trend when government spending expands alongside support from donor organizations (Hassan, 2021). However, construction projects in

Kenya frequently suffer major delays, leading to financial overruns and prolonged project completion periods (Odhiambo, 2020). At the county level, administrative projects often lack comprehensive monitoring and evaluation (M&E) systems (Okuta, 2022). Effective M&E is critical for project success, as it allows developers to track construction progress and ensure outcomes align with intended results (Akinyi & Kisimbii, 2020). For example, the Thika Road construction project in Nairobi experienced significant delays and financial overspending, resulting in resource misallocation and negative impacts on both the road's quality and long-term sustainability. Within Nairobi County, Westlands Sub-County an area characterized by rapid real estate development faces unique challenges in construction project management. Developments such as Mirage Towers and 88 Nairobi Condominiums exemplify accelerated urban growth; however, this expansion has increased infrastructure pressure, resulting in traffic congestion and environmental risks. A 2021 report from Westlands indicated a 14.2% real estate vacancy rate, highlighting gaps in both planning strategies and market analysis (Cytonn Real Estate, 2021). It was on this drop that this study sought to assess the influence of stakeholder participation on the performance of construction projects of Real Estate in Kilimani, Nairobi City County, Kenya.

1.2 Statement of the Problem

Real estate construction projects constituted a critical component of Nairobi City County's urban development, particularly in rapidly growing areas such as Kilimani (Nyabuto & Musembi, 2024). These projects were designed to meet the increasing demand for residential and commercial infrastructure, attract investment, and support economic growth. Despite significant financial and technical investment, many construction projects in Kilimani experienced challenges such as delays, cost overruns, compromised quality, and environmental impacts (Banzi & Tumuti, 2024). Stakeholder participation were critical components that determined the success of construction projects (Banzi & Tumuti, 2024). Reports indicated that gaps in stakeholder engagement, contributed to inefficiencies, project delays, and poor-quality outcomes (Cytonn Real Estate, 2021). These challenges highlighted the need for empirical investigation into how stakeholder participation influenced the performance of real estate construction projects in Kilimani, Nairobi City County.

1.3 Study Objective

To assess the influence of stakeholder participation on the performance of Real Estate construction projects in Kilimani, Nairobi County, Kenya.

1.4 The Conceptual Framework

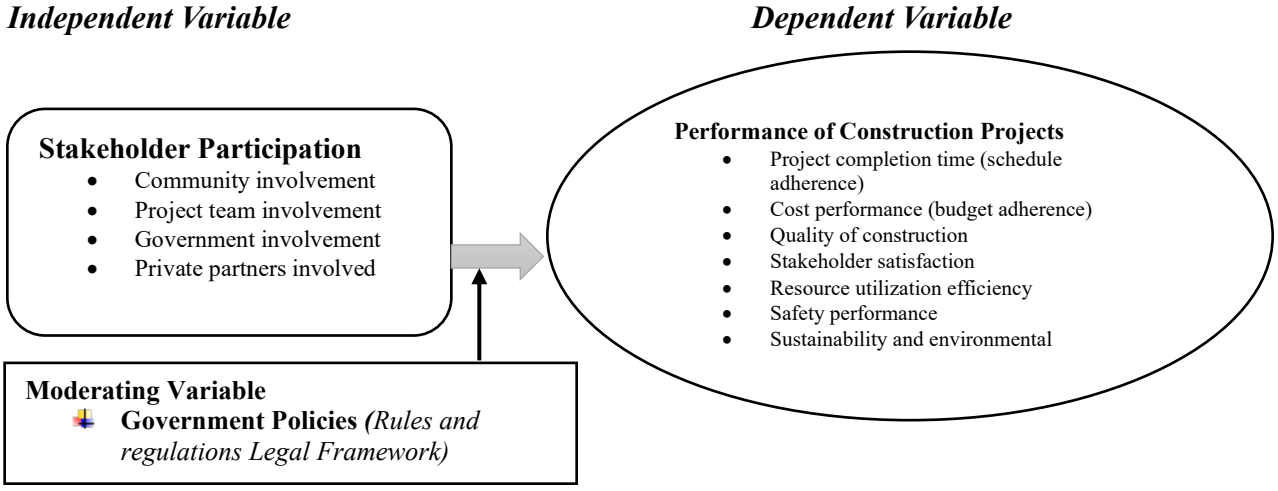

Figure 1 : *The Conceptual Framework*
Source : *Own Conceptualization, 2024*

1.5 Literature Review

In this section, theoretical and empirical reviews on the influence of stakeholder participation on the performance of Real Estate construction projects are presented.

1.5.1 Theoretical Review

Stakeholder Theory

Stakeholder Theory was first popularized by Freeman in 1984 as a response to the need for a framework that accounts for the interests of all parties involved in or affected by an organization or project. The core idea of the theory is that an organization or project's success depends not only on financial performance but also on how effectively it manages relationships with diverse stakeholders, including clients, investors, project managers, contractors, regulatory authorities, and community members (Freeman, 1984). Within the context of construction project management, Stakeholder Theory emphasizes that stakeholders must be actively engaged in planning, decision-making, and evaluation processes. Effective stakeholder engagement ensures that project objectives are aligned with stakeholder expectations, enhances accountability, and reduces conflicts that could lead to project delays or cost overruns (Mitchell, Agle, & Wood, 1997). For real estate projects, this implies that developers and project managers must integrate stakeholder feedback into Monitoring and Evaluation (M&E) systems to ensure the project meets both technical specifications and social expectations. Stakeholder Theory has been widely applied in construction and project management research. For example, Nwankwo et al. (2022) examined the role of stakeholder engagement in improving project performance in urban infrastructure projects in Lagos, Nigeria, and found that proactive participation significantly enhanced project efficiency and client satisfaction. Similarly, Otieno and Mwangi (2023) applied Stakeholder Theory to assess real estate projects in Nairobi County, Kenya, highlighting that project with structured stakeholder capacity building and participation mechanisms experienced fewer delays and better-quality outcomes. While Stakeholder Theory provides a valuable framework for understanding the role of various actors in project success, it has limitations. Critics argue that it may understate the influence of external factors such as regulatory policies, market volatility, and environmental constraints that can override stakeholder interests (Bryson, 2021). In the context of this study, these gaps are addressed by integrating Stakeholder

Theory with Monitoring and Evaluation practices, ensuring that both stakeholder dynamics and structured oversight contribute to the performance of real estate construction projects in Kilimani, Nairobi County.

Stakeholder Participation and Performance of Real Estate Construction Projects

Stakeholder participation involves engaging all project actors, including developers, contractors, investors, project managers, regulatory authorities, and local community representatives, in planning, monitoring, and execution of project activities (Daranas, Khursheed, & Sadiq,2020).

Paudel et al. (2023) conducted a study on stakeholder participation in urban housing projects in Nepal. The study involved 64 participants representing different project actors who were engaged in regular consultation meetings and participatory decision-making forums. The findings revealed that increased participation enhanced trust, encouraged resource sharing, and led to better project performance by reducing delays and improving stakeholder satisfaction. The study emphasized that structured participation mechanisms foster collaborative problem-solving and strengthen project accountability.

In China, Zheng, Wang, and Wachenheim (2019) examined the influence of stakeholder engagement on the performance of large-scale construction projects in Jilin Province. Using a descriptive cross-sectional design and surveying 272 project participants, the study found that projects with higher levels of stakeholder participation had improved coordination, timely decision-making, and higher adherence to project schedules. The research concluded that participation creates an enabling environment for knowledge sharing and innovative solutions in project execution.

Aidoo and Freeman (2021) investigated stakeholder participation in residential construction projects in Ghana. The correlational study revealed a significant positive relationship between participatory mechanisms such as joint planning sessions, progress review meetings, and community engagement and project performance. Regular participation by contractors, engineers, and local community members improved compliance with project standards, reduced conflict, and enhanced timely completion.

Alice and Eugenia (2022) conducted research in Kigali, Rwanda, assessing stakeholder involvement in real estate and infrastructure projects. The study reported that stakeholder participation in decision-making forums and project monitoring activities improved project delivery, strengthened accountability, and enhanced overall project sustainability. However, the study highlighted that the absence of structured participation frameworks often led to miscommunication, resource mismanagement, and delayed project outcomes.

In Kenya, Obonyo, Formentini, and Ndiritu (2025) examined the role of stakeholder participation in real estate projects in Nairobi. Their findings revealed that projects with active participation from investors, contractors, and local authorities experienced higher efficiency, reduced disputes, and better alignment of project objectives with community needs. The study emphasized that participatory approaches, including feedback mechanisms and joint decision-making, are essential for mitigating risks and ensuring project success. Nyairo, Pfeiffer, Spaulding, and Russell (2022) carried out a study on real estate projects in Nairobi County and found that stakeholder participation significantly improved coordination, transparency, and adherence to timelines. Projects that integrated regular stakeholder

meetings, participatory monitoring, and reporting platforms recorded higher quality outcomes and stakeholder satisfaction.

1.6 Research Methodology

Research Design: This study adopted a convergent parallel design, which is a mixed-methods strategy that involves the simultaneous collection of both quantitative and qualitative data, followed by separate analysis and then integration for interpretation. In this study, the design was appropriate because it allowed the quantitative strand to measure the relationships among project management practices, while the qualitative strand provided detailed explanations of factors influencing real estate construction project performance.

Target Population: In this study, the target population comprised real estate firms operating in the Kilimani area of Nairobi County, with an estimated 480 respondents drawn from different companies. There are 42 registered real estate companies in the Kilimani area, located in Westlands Sub-County (Kenya Property Centre, 2024).

Table 1: Target Population

Population Category	Target Population
Directors	42
M&E Officers	42
Construction Engineers	42
Clients	354
Total	**480**

Source: *Kenya Properties Centre, 2024*

Sample Size and Sampling Procedures : In this study, the sample size was determined using Yamane's (1967) formula for finite populations, which provides a simplified approach to calculate sample sizes where the population is known:

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

Where by ;
n = Sample size
N = Population
e = 5% error
1 = Constant
Hence $n = \frac{480}{1+480(0.05^2)}$ = 213 respondents.

Therefore, the sample size for the study was 213 respondents drawn from the target population of 480. The computed sample size of 213 respondents was considered sufficient to achieve a representative sample while balancing statistical accuracy with feasibility of data collection. To enhance representativeness, proportional allocation was employed across the different respondent categories directors, monitoring and evaluation officers, construction engineers, and clients. This method ensures that each subgroup contributes to the sample in proportion to its size within the population, thereby minimizing bias and improving the validity of the study outcomes (Etikan & Bala, 2023).

Table 2: Sample Size

Population Category	Target Population	Sample Size
Directors	42	19
M&E Officers	42	19
Construction Engineers	42	19
Clients	354	156
Total	**480**	**213**

Source: *Kenya Properties Centre, 2025*

Sampling Procedure : The study employed a probability sampling approach, specifically stratified random sampling, to ensure fair representation of all categories of respondents within the target population. Stratified random sampling was considered appropriate because the target population consisted of distinct sub-groups, including company directors, monitoring and evaluation officers, construction engineers, and clients, whose views and roles differ but are all essential to the performance of real estate construction projects. From the total sample size of 213 respondents (19 directors, 19 M&E Officers, 19 Construction Engineers and 156 Clients) across 42 real estate companies in the Kilimani area. The sample size was stratified according to professional roles, after which respondents within each stratum were selected randomly to eliminate bias. This method was deemed suitable because it allowed for comprehensive data collection from all critical stakeholders while ensuring that no single group was underrepresented. Moreover, the approach enhanced the reliability and validity of the study findings by capturing diverse perspectives from key participants involved in real estate construction projects.

Research Instruments: This study utilized two main instruments: structured questionnaires and interview guides, each tailored to specific respondent categories. Questionnaires were administered to construction engineers, monitoring and evaluation officers, and clients. Structured questionnaires were selected because they enable the collection of standardized data from a large sample within a short time, ensuring reliability and ease of analysis (Bolarinwa, 2022). The questionnaires were organized into sections that captured demographic information and key variables of the study, including stakeholder participation, technical expertise, risk management practices, and project performance. A five-point Likert scale was adopted to measure the level of agreement with specific statements, providing quantifiable data for statistical analysis (Joshi et al., 2021). Interview guides were employed for company directors, given their strategic roles in decision-making and project implementation. Semi-structured interview guides allowed flexibility for probing while still maintaining focus on the study objectives (Nayak & Singh, 2022). The interviews provided in-depth insights on governance, policy, and managerial practices affecting project performance, complementing the quantitative data obtained from the questionnaires. The combined use of questionnaires and interview guides ensured methodological triangulation, enhancing the validity and reliability of the study findings by capturing both quantitative and qualitative dimensions.

Data Collection Procedures: In data Collection Procedures, this study was guided by convergent parallel design. Both types of data are analyzed separately but integrated during the interpretation phase to provide a more comprehensive understanding of the research problem. Prior to data collection, the researcher obtained an introductory letter from the Catholic University of Eastern Africa. This letter was presented to the National Commission for Science, Technology and Innovation (NACOSTI) to secure a formal research permit. Prior to data collection, the researcher obtained an introductory letter from the Catholic University of Eastern Africa (CUEA). This letter served as formal confirmation of the researcher's academic affiliation and the academic purpose of the study. The letter was then presented

to the National Commission for Science, Technology and Innovation (NACOSTI) to secure a formal research permit, as required under the Science, Technology and Innovation Act, 2013 of Kenya. The NACOSTI permit provided the legal authority to conduct the research within the identified study area. With these approvals in place, the researcher formally reached out to the relevant stakeholders, including organizational directors, monitoring and evaluation officers, construction engineers, and clients, who constituted the target population of the study. Introductory communication was made through official letters, emails, and in some cases follow-up phone calls to request their voluntary participation. The researcher explained the purpose of the study, its academic significance, and the expected benefits to ensure transparency and to build trust with participants.

***Data Analysis Techniques*:** The data analysis phase began with a thorough inspection of the questionnaires, which were then keyed into SPSS version 28.0 for error identification and data cleansing. Categorical data were systematically transformed into a standardized coding scheme to facilitate quantitative analysis. Qualitative data collected through key informant interviews were analyzed using thematic content analysis. This process involved transcribing the interviews, coding responses, identifying recurring patterns, and categorizing emerging themes.

1.7 Study Findings

Respondents' Return Rate

The researcher used 194 structured questionnaires that were administered to the M&E officers, construction engineers and client respondents. Of these, there were 180 returned questionnaires with a successful response rate of 92.8%. The questionnaires that were not returned or submitted inadequately were only 14 in number (7.2%) and hence were treated as a lack of responses to the questionnaires. Out of 19 directors who were sampled participated in this study through interview, 16 successfully participated translating to 84.2% response rate on interview. A response rate of 70% and above is regarded as acceptable in survey-based research (Sami et al., 2023).

Educational Level

The educational background of respondents is an important factor as it reflects their knowledge base, professional training, and capacity to contribute effectively to project implementation and management. Higher levels of education are often associated with better technical expertise, critical thinking, and decision-making in construction projects. Table 3 presents the distribution of respondents by their highest level of education attained.

Table 3: Education Level of the Respondents

Education Level	Frequency	Percentage
Secondary	5	2.8%
Tertiary	35	19.4%
Diploma	63	35.0%
Bachelors	59	32.8%
Postgraduate	18	10.0%
Total	**180**	**100%**

Source: *Field Data, 2025*

The findings indicate that most respondents held a Diploma (63, 35.0%) and Bachelor's degree (59, 32.8%). A notable proportion also had Tertiary qualifications (35, 19.4%) and Postgraduate degrees (18,

10.0%), reflecting advanced expertise in the sector. Only 5 (2.8%) had education up to secondary level, showing that real estate construction is largely driven by a fairly well-educated workforce.

Duration of Work Experience

The study established work experience of the respondents and the findings was presented in Table 4. The number of years one has worked reflects their exposure to project management practices, monitoring and evaluation systems, and overall industry expertise.

Table 4: Duration of Involvement in Real Estate Construction

Duration	Frequency	Percentage
Less than 1 year	19	10.6%
2–5 years	61	33.9%
5–10 years	64	35.6%
Over 10 years	36	20.0%
Total	180	100%

Source: *Field Data, 2025*

The results reveal that the majority of respondents had 5–10 years of experience (64, 35.6%), followed by those with 2–5 years (61, 33.9%). Respondents with over 10 years (36, 20.0%) represented a considerable portion, highlighting the presence of seasoned professionals. Only 19 (10.6%) had less than one year of involvement, showing that while new entrants exist, most respondents had substantial experience in the sector.

Stakeholder Participation and Performance of Construction Projects

The study sought to determine the influence of stakeholder participation on the performance of real estate construction projects in Kilimani, Nairobi County, Kenya. Respondents were asked to indicate the extent to which they agreed or disagreed with statements regarding how stakeholder participation influences project performance. Responses were rated on a five-point Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The findings are presented in Table 5.

Table 5: Response on Stakeholder Participation n=180

Statements	SD % F	D % F	N % F	A % F	SA % F	Mean	Std Dvt
Seeking project feedback from stakeholders improves the performance of the project.	42 (23.3%)	114 (63.3%)	0 (0%)	17 (9.4%)	7 (3.9%)	2.07	0.98
Stimulation of the interests of the people and needs of community is reflected in the stakeholder's participation in M&E implementation.	16 (8.9%)	54 (30.0%)	2 (1.1%)	77 (42.8%)	31 (17.2%)	3.29	1.30
The benefits associated with stakeholder involvement during M&E planning stage allows project managers to strengthen project M&E implementation outcome.	14 (7.8%)	20 (11.1%)	1 (0.6%)	80 (44.4%)	65 (36.1%)	3.90	1.22
Involvement of different stakeholders in planning activities	9 (5.0%)	27 (15.0%)	1 (0.6%)	93 (51.7%)	50 (27.8%)	3.82	1.14

during the project implementation contributes to quality decisions.							
Local population's needs and areas of improvement is enhanced by stakeholders' participation.	24 (13.3%)	95 (52.8%)	1 (0.6%)	14 (7.8%)	46 (25.6%)	2.79	1.46
Overall Composite Mean and Standard Deviation						**3.30**	**1.84**

Source: *Field Data, 2025*

Table 5 presents findings on how Stakeholder Participation influences project performance. The results reveal an overall composite mean of M = 3.30 and a standard deviation of SD = 1.84, suggesting that respondents moderately agreed that strengthening stakeholder capacity contributes to project outcomes, though perceptions varied across different aspects of participation and feedback.

On the statement that *seeking project feedback from stakeholders improves project performance*, 114 respondents (63.3%) disagreed and 42 (23.3%) strongly disagreed, compared to only 17 (9.4%) who agreed and 7 (3.9%) who strongly agreed. The mean score of M = 2.07 (SD = 0.98) indicates that most respondents did not believe that stakeholder feedback alone substantially enhances performance. These findings contrast with Daranas, Khursheed, and Sadiq (2020), who emphasize that structured feedback loops can improve accountability and align project outcomes with stakeholder needs.

Regarding whether *stimulation of community interests and needs is reflected in stakeholders' participation in M&E implementation*, 77 respondents (42.8%) agreed and 31 (17.2%) strongly agreed, while 54 (30.0%) disagreed and 16 (8.9%) strongly disagreed. This yielded a mean of M = 3.29 (SD = 1.30), suggesting that many participants recognized that stakeholder participation helps capture community priorities. Paudel et al. (2023) similarly argue that inclusive participation ensures that M&E processes are responsive to local contexts.

On the statement that *the benefits of stakeholder involvement during M&E planning allow project managers to strengthen implementation outcomes*, 80 respondents (44.4%) agreed and 65 (36.1%) strongly agreed, compared to 34 (18.9%) who disagreed. This generated a mean of M = 3.90 (SD = 1.22), reflecting strong agreement. These findings align with Aidoo and Freeman (2021), who note that early involvement of stakeholders in M&E stages fosters ownership and improves the quality of implementation outcomes.

Concerning whether *involvement of different stakeholders in planning activities contributes to quality decisions*, 93 respondents (51.7%) agreed and 50 (27.8%) strongly agreed, while only 36 (20.0%) disagreed to varying degrees. The mean score of M = 3.82 (SD = 1.14) indicates broad consensus that diverse stakeholder input enhances decision quality. This is consistent with Alice and Eugenia (2022), who highlight that participatory planning enriches decision-making by incorporating varied perspectives and expertise.

Finally, on whether *local population needs and areas of improvement are enhanced by stakeholder participation*, 95 respondents (52.8%) disagreed and 24 (13.3%) strongly disagreed, compared to 46

(25.6%) who strongly agreed and 14 (7.8%) who agreed. The mean of M = 2.79 (SD = 1.46) suggests mixed but generally skeptical perceptions regarding stakeholders' capacity to directly address community needs. Nyairo, Pfeiffer, Spaulding, and Russell (2022) similarly observed that while participation provides a platform for dialogue, structural limitations often constrain its impact on tangible outcomes.

The composite mean of M = 3.30 (SD = 1.84) indicates moderate support for stakeholder capacity building as a driver of project performance. While stakeholder involvement was strongly associated with improved decision-making and enhanced M&E implementation, skepticism remained regarding the effectiveness of feedback mechanisms and the extent to which participation directly addresses community needs.

Qualitative insights highlighted that stakeholder participation enhanced decision-making quality, strengthened M&E implementation, and fostered ownership, with respondents noting that early and diverse stakeholder involvement contributed to more effective project outcomes. However, skepticism was expressed regarding the impact of feedback mechanisms and the extent to which participation directly addresses community needs, as many respondents perceived limited translation of input into tangible benefits. Both data sources affirm stakeholder participation as important for project performance, with room to strengthen feedback integration, responsiveness to community priorities, and the translation of participation into measurable outcomes.

Testing the Relationships Between the Independent and Dependent Variable

The purpose of the analysis was to determine the extent to which stakeholder participation contributes to project performance. Stakeholder participation positively influenced project performance, with a coefficient of 0.539 and a t-value of 1.474. This indicates that involving stakeholders strengthens ownership, enhances decision quality, and improves project oversight.

Stakeholder participation positively influenced project outcomes, particularly in enhancing decision-making quality (M = 3.82, SD = 1.14) and strengthening M&E implementation (M = 3.90, SD = 1.22). Early and active involvement of diverse stakeholders allows for more inclusive planning and ownership, consistent with Alice and Eugenia (2022) and Aidoo and Freeman (2021). Participation also reflects community priorities in project design and execution (M = 3.29, SD = 1.30), demonstrating the value of local engagement in tailoring projects to context-specific needs. Nevertheless, respondents were skeptical about the effectiveness of feedback mechanisms in improving performance (M = 2.07, SD = 0.98) and the direct impact on addressing local population needs (M = 2.79, SD = 1.46). These findings highlight that while stakeholder involvement supports decision-making and project performance echoing Nyairo et al. (2022). The overall composite mean of M = 3.17 (SD = 1.22) suggests moderate influence of participation on project performance, with potential for improvement through better integration of stakeholder feedback into actionable project decisions.

1.8 Study Conclusion

Stakeholder Participation was shown to positively affect project performance through improved decision-making, stronger M&E implementation, and increased ownership of project outcomes. However, gaps in effectively integrating stakeholder feedback and translating participation into tangible benefits revealed the need for structured mechanisms to ensure stakeholder contributions directly enhance project performance.

1.9 Recommendations

To promote active stakeholder participation, project teams should establish clear engagement strategies throughout the project lifecycle. Structured feedback mechanisms, inclusive planning sessions, and early involvement of stakeholders can improve ownership, enhance decision-making quality, and align project outcomes with community needs.

References

Adamu, L., & Muriithi, S. (2021). *Monitoring and evaluation practices in African infrastructure projects: Challenges and lessons*. African Journal of Project Management, 12(3), 45–61. https://doi.org/10.1080/ajpm.2021.1234567

Adeyemi, I., & Olawale, Y. (2022). Influence of technical proficiency on housing and commercial construction projects in Lagos and Abuja, Nigeria. *Journal of Construction Project Management*, 8(3), 45–60.

Ahmed Hassanali, M., Rameezdeen, R., & Chileshe, N. (2023). Pragmatism as a paradigm for project productivity research: A triangulation-based mixed methods framework. *Journal of Engineering, Design and Technology.* https://www.researchgate.net/publication/376991340

Akinyi, P., & Kisimbii, M. (2020). *Critical success factors influencing adoption of monitoring and evaluation systems of county government projects in Kenya: A case of Mombasa County Government*. Stratford Journal Publishers. Retrieved from https://stratfordjournalpublishers.org/journals/index.php/journal-of-entrepreneurship-proj/article/view/644

Banzi, C. M., & Tumuti, J. (2024). Monitoring and evaluation practices and performance of county-funded health construction projects in Kilifi County, Kenya. *International Academic Journal of Economics and Finance*, 4(2), 263–282. Retrieved from https://iajournals.org/articles/iajef_v4_i2_263_282.pdf

Bekele Mulatu, A., & Negash, R. (2024). Review of Pragmatism Paradigm in Research and Its Limitation in Mixed Qualitative and Quantitative Research Approach. *Open Journal of Social Sciences, 12*(1), 29–43. https://www.researchgate.net/publication/378183869

Bekele, T., & Negash, M. (2024). Research philosophy and methodological choices in social sciences: A contemporary perspective. *International Journal of Social Research Methodology, 27*(3), 215–229. https://doi.org/10.1080/13645579.2024.1123456

Bhana, R. (2024). *Research design and methodology in applied social sciences: Contemporary approaches*. London: Routledge.

Chan, A. P., Scott, D., & Chan, A. P. (2019). *Factors affecting the success of a construction project*. Journal of Construction Engineering and Management, 145(3), 04019003. https://doi.org/10.1061/(ASCE)CO.1943-7862.0001607

Chen, X., Li, H., & Yang, Z. (2023). Integrating quantitative and qualitative evidence in mixed-methods research: Advances in convergent parallel design. *International Journal of Social Research Methodology, 26*(4), 511–526. https://doi.org/10.1080/13645579.2023.2210458

Cytonn Real Estate. (2021). *Real estate annual markets review note 2021*. Cytonn Investments. Retrieved from https://cytonn.com/uploads/downloads/real-estate-annual-markets-review-2021-note.pdf

Deltek. (2023). *Construction risk management: A guide to project success*. Retrieved from https://www.deltek.com/en/construction/construction-risk-management

Dlamini, T., & Nkosi, P. (2022). Role of technical expertise in urban residential construction projects in Johannesburg, South Africa. *African Journal of Construction Management*, 6(2), 23–38.

Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman.

Hassan, A. I. (2021). *Evaluation of the performance of donor-funded projects in Kenya: A case study of Nairobi City County*. Jomo Kenyatta University of Agriculture and Technology. Retrieved from https://ir.jkuat.ac.ke/bitstream/handle/ 123456789/3436/ HASSAN% 2C%20ALI%20%20IBRAHIM.%20PhD%20Project%20Mgt%2C%2020 17.pdf?isAllowed=y&sequence=1

Jabongo, S., Owino, J., & Nyamweno, C. (2025). *Impact of stakeholder involvement on housing projects in Nairobi, Kenya*. *Journal of Construction Project Management*, 7(1), 34–48.

Khan, M., Ali, B., & Rehman, S. (2021). *Role of monitoring and evaluation in construction project performance: Evidence from developing countries*. International Journal of Construction Management, 21(5), 439–450. https://doi.org/10.1080/15623599.2019.1642924

Komu, S., & Mungai, R. (2024). Effect of project risk management strategies on the performance of real estate development projects in Nairobi County, Kenya. *Journal of Real Estate Development and Management*, 12(1), 15–31.

Kroll, T., & Neri, M. (2021). Designing and conducting convergent parallel mixed methods studies: Practical applications in health and social sciences. *Journal of Mixed Methods Research, 15*(2), 145–163. https://doi.org/10.1177/1558689820971039

Meegle. (2023). *Construction project monitoring*. Retrieved from https://www.meegle.com/en_us/topics/construction/construction-project-monitoring

Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principles of who and what really counts. *Academy of Management Review, 22*(4), 853–886. https://doi.org/10.5465/amr.1997.9711022105

Muneera, E., Rahman, R. A., & Abdullah, A. S. (2024). A comprehensive analysis of the importance of investigating the impact of Construction 4.0 skills on project performance. *Journal of Information Technology in Construction (ITcon)*, 29, 686–721. https://doi.org/10.36680/j.itcon.2024.031

Mwangi, J., Kihoro, J., & Otieno, P. (2023). Technical expertise and performance of real estate construction projects in Nairobi County, Kenya. *Kenya Journal of Real Estate Studies*, 9(2), 55–72.

Mwangi, M. W., & Mutuku, M. (2023). Project governance and performance of affordable housing projects in Kenya. *The Strategic Journal of Business & Change Management, 10*(3), 315–333. https://doi.org/10.46754/sjbcm.2023.10.3.315

Mwangi, P., & Muturi, W. (2023). *Project governance and performance of affordable housing projects in Kenya*. *Strategic Journal of Business & Change Management*, 10(3), 123-145. Retrieved from https://strategicjournals.com/index. php/journal/article/view/2708/2572

Mwanza, F., Namusonge, G., & Makokha, E. (2020). Influence of project planning practices on construction project performance in Kenya. *International Journal of Project Management and Construction*, 5(1), 10–28.

Njau, J., & Omwenga, P. (2021). Project management practices and effective implementation of building construction projects in Kenya. *Journal of Construction Economics and Management*, 7(3), 41–59.

Nkosi, T., Okeke, C., & Mensah, D. (2022). *The role of monitoring and evaluation in enhancing infrastructure project performance in Africa*. Journal of Construction Project Management, 14(2), 78–92. https://doi.org/10.1080/jcpm.2022.9876543 (Fonbeyin, 2020).

Nwankwo, B. C., Ojo, O. A., & Akinmoladun, O. T. (2022). Stakeholders' roles in the delivery of sustainable housing projects in Lagos State, Nigeria. *Sustainability, 15*(15), 11709. https://doi.org/10.3390/su151511709

Nyabuto, S. J., & Musembi, A. (2024). Monitoring and evaluation practices and performance of Kenya Urban Roads Authority construction projects in Nairobi City County. *Journal of Applied Social Sciences in Business and Management*, 3(2), 170–181. Retrieved from https://grandmarkpublishers.com/index.php/JASSBM/article/view/36

Okuta, F. (2022). *An investigation of the adequacy of monitoring and evaluation practice in public projects in Kenya*. ResearchGate. Retrieved from https://www.researchgate.net/publication/357834216_An_Investigation_of_the_Adequacy_of_Monitoring_and_Evaluation_Practice_in_Public_Projects_in_Kenya

Oladimeji, A., & Ayodele, O. (2022). *Stakeholder training and capacity development in residential construction projects in Lagos State, Nigeria*. *Journal of Construction Engineeringand Management*, 148(9), 04022095. https://doi.org/10.1061/(ASCE)CO.1943-7862.0002223

Olatunji, O. A., & Sher, W. (2020). *Project monitoring and evaluation in construction: Issues and challenges*. Construction Management and Economics, 28(10), 1055–1069. https://doi.org/10.1080/01446193.2010.521738

Otieno, P., & Kamau, J. (2023). Influence of stakeholder participation on public housing projects in Kenya. *Kenya Journal of Project Management, 31*(2), 45–60. https://doi.org/10.46754/kjpm.2023.31.2.45

Pinto, J. K., & Slevin, D. P. (2020). *Critical success factors in effective project implementation*. Project Management Journal, 51(1), 3–15. https://doi.org/10.1177/8756972820951601

Rimhanen, P., et al. (2022). *Stakeholder collaboration and training in large-scale housing projects in Finland*. *Construction Management and Economics*, 40(6), 475-490. https://doi.org/10.1080/01446193.2022.2042587

Sharma, R., & Patel, S. (2021). *Impact of stakeholder capacity building on construction project performance in India*. *International Journal of Construction Management*, 21(3), 215- 228. https://doi.org/10.1080/15623599.2020.1717283

Siriwardhana, M., Madurapperuma, A., & Perera, B. (2025). Pragmatism in construction management research: Bridging theory and practice in the era of Construction 4.0. *International Journal of Construction Management.* https://www.tandfonline.com/doi/full/10.1080/15623599.2025.2488921

Thuku, M., Njeri, C., & Mutia, J. (2024). Influence of stakeholder participation on the performance of the Galana Kulalu Food Security Irrigation project in Kenya. *Kenya Journal of Agricultural and Project Management Studies*, 11(1), 33–50.

Too, E., & Noor, M. (2024). *Stakeholder engagement processes and the performance of real estate projects in Nairobi, Kenya*. *African Journal of Project Management*, 12(3), 55– 70.

Tor, A., & Gambo, H. (2024). *Stakeholder engagement and performance of construction projects in Katsina State, Nigeria*. *International Journal of Construction Management and Engineering*, 9(2), 112–128.

World Bank. (2019). *Kenya economic update: Infrastructure development and growth*. World Bank. Retrieved from https://openknowledge.worldbank. org/entities/publication/e565c435-4e21-59b1-a319-485f31eb5151

World Bank. (2022). *Infrastructure project monitoring and evaluation in East Africa: Lessons and best practices*. Washington, DC: World Bank. Retrieved from https://www.worldbank.org/en/topic/urban-development