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Project Stakeholder Management and Performance of
World Bank Funded Projects in Nairobi City County,
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Project Stakeholder Management and Performance of World Bank Funded Projects in Nairobi City County, Kenya



^{1*}Abdi Dima Wario, ²Dr. Noor Ismail Shale-Phd

¹Masters Student, Jomo Kenyatta University of Agriculture and Technology

²Lecturer, Jomo Kenyatta University of Agriculture and Technology



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ABSTRACT

Purpose: This study sought to examine the influence of stakeholder management practices on the performance of World Bank funded projects in Nairobi City County, Kenya. Specifically, the study investigated the effect of stakeholder engagement and continuous monitoring and adjustment on project performance. The study was guided by Social Exchange Theory and Systems Theory.

Methodology: The study adopted a descriptive research design to examine the relationship between stakeholder management practices and project performance. The unit of analysis consisted of 40 World Bank funded projects implemented in Kenya between 2020 and 2025 with national implementation scope that includes Nairobi City County. A census approach was used at the project level, while purposive sampling was used to select four key respondents from each project, yielding an expected sample size of 160 respondents. Primary data was collected using a structured questionnaire containing closed-ended Likert scale items measuring stakeholder management practices and project performance. A pilot study involving approximately 10 percent of the target respondents was conducted to test the clarity and suitability of the instrument. Data was coded and analyzed using Statistical Package for Social Sciences (SPSS) version 29. Descriptive statistics including frequencies, percentages, means, and standard deviations summarized the data, while Pearson correlation analysis examined relationships between variables. Multiple regression analysis was used to determine the influence of independent variables on the performance of World Bank funded projects.

Findings: The study established that stakeholder engagement and continuous monitoring and adjustment were widely practiced in World Bank-funded projects in Nairobi City County. The findings further revealed that all the stakeholder management practices had a positive and significant influence on project performance, with continuous monitoring and adjustment emerging as the most influential factor. The study concluded that effective stakeholder management is essential for enhancing the performance and success of World Bank-funded projects.

Unique Contributions to Theory, Policy, and Practice: The study recommends strengthening stakeholder identification, engagement, expectation management, and continuous monitoring practices to improve project performance and sustainability.

Keywords: *Project Stakeholder Management, Stakeholder Engagement, Continuous Monitoring and Adjustment*

Background of the Study

Project-based implementation has long been adopted as a primary mechanism through which governments and development partners deliver public investments, particularly in infrastructure, social services, and institutional reform. Multilateral development institutions such as the World Bank finance large-scale projects to support economic growth, poverty reduction, and sustainable development in low- and middle-income countries (Ika & Donnelly, 2022). Despite their strategic importance, development projects frequently encounter performance challenges, including delays in completion, cost overruns, quality shortfalls, and limited sustainability of project outcomes (Flyvbjerg, 2021).

A growing body of project management literature attributes these performance challenges to more than technical or financial limitations. Projects operate within social systems composed of multiple actors whose interests, expectations, and influence shape project decisions and outcomes. Stakeholder theory posits that projects are embedded in networks of relationships and that the success of a project depends on how effectively these relationships are identified, understood, and managed (Aaltonen & Kujala, 2023). In complex project environments, failure to align stakeholder interests and expectations increases the likelihood of conflict, resistance, and implementation disruptions, thereby undermining project performance (Oppong, Chan, & Dansoh, 2021).

Within international development practice, stakeholder management has become an integral component of project governance. The World Bank formalized this position through the Environmental and Social Framework, which requires systematic stakeholder engagement throughout the project life cycle (World Bank, 2020). Environmental and Social Standard 10 emphasizes stakeholder identification, analysis of interests and influence, inclusive engagement, expectation management, and continuous monitoring of stakeholder relationships as mechanisms for enhancing project effectiveness and legitimacy (World Bank, 2020). This institutional framework reflects the recognition that stakeholder management is directly linked to risk mitigation, social acceptance, and performance outcomes in development projects.

In sub-Saharan Africa, donor-funded projects are implemented within governance contexts characterized by institutional fragmentation, resource constraints, and diverse socio-political interests. Empirical studies conducted across the region demonstrate that stakeholder-related challenges such as limited participation, weak communication, and inadequate grievance management contribute to implementation delays and reduced project effectiveness (Ika, Diallo, & Thuillier, 2020; Agyekum-Mensah, Knight, & Coffey, 2021). These findings underscore the importance of structured stakeholder management practices in development environments where public projects affect multiple interest groups and communities.

In Kenya, World Bank-funded projects play a central role in advancing national development priorities in sectors such as urban transport, water and sanitation, health, and housing (World

Bank, 2022). Although these projects are guided by formal stakeholder engagement requirements, performance challenges persist. Studies examining donor-funded projects in Kenya report that inadequate stakeholder identification and engagement weaken project ownership, increase resistance from affected communities, and contribute to delays and cost escalation (Kariuki & Rambo, 2021; Muli & Rotich, 2022). These outcomes suggest that the existence of stakeholder management frameworks does not automatically translate into effective practice.

At the county level, Nairobi City County presents a particularly complex stakeholder environment for World Bank–funded projects. As the country’s political and economic centre, Nairobi is characterized by high population density, overlapping mandates between national and county governments, active civil society organizations, private sector interests, and heightened public scrutiny. Projects implemented in this context involve multiple stakeholders whose interests may conflict or change over time, increasing coordination demands and governance risks (Othman & Ahmed, 2022). In such settings, weak stakeholder management can quickly manifest as disputes, project interruptions, and compromised performance outcomes.

Statement of the Problem

World Bank–funded projects constitute a significant component of Kenya’s development financing and play a central role in delivering urban infrastructure and public services. As of the early 2020s, Kenya’s World Bank portfolio comprised over 30 active operations with total commitments exceeding US\$6 billion, making it one of the largest portfolios in sub-Saharan Africa (World Bank, 2022). Despite this scale of investment, portfolio performance indicators reveal persistent implementation challenges that raise concerns about the effectiveness of project delivery.

Portfolio-level performance statistics indicate that a notable proportion of World Bank–funded projects in Kenya experience implementation difficulties. Between FY2019 and FY2022, the proportion of projects classified as “at risk” by number ranged from 18.5 percent to 35.7 percent, while projects at risk by value reached as high as 43.0 percent in FY2019 (World Bank, 2022). During the same period, Kenya’s disbursement ratios fluctuated between 15.6 percent and 22.8 percent, remaining below regional benchmarks in several fiscal years, thereby signalling delays in project execution and absorption capacity constraints (World Bank, 2022). These indicators suggest systemic performance challenges that extend beyond isolated projects.

Urban-focused World Bank programs further illustrate these concerns. Under the Kenya Urban Support Program, which supports multiple urban counties including Nairobi City County, performance reporting showed that while beneficiary targets were largely achieved, significant implementation inefficiencies persisted, including undisbursed balances and delayed completion of critical audits and evaluations at program close (World Bank, 2022; World Bank, 2023). Such gaps point to weaknesses in execution processes rather than in project design alone.

Project-level evidence from Nairobi-based World Bank–funded operations demonstrate a similar pattern of mixed performance outcomes. The Nairobi Metropolitan Services Improvement Project achieved or exceeded several output targets, including the construction of 174 kilometres of drainage systems against a target of 40 kilometres and the provision of improved sanitation access to over 43,000 urban residents (World Bank, 2021). However, the same project reported substantial stakeholder-related implementation challenges, including the economic displacement of more than 6,000 traders during market redevelopment and delays in achieving commuter rail access targets, which fell short of projected beneficiary numbers (World Bank, 2021). These outcomes indicate that strong physical outputs can coexist with significant social and coordination challenges that affect overall project performance.

Ongoing projects such as the Second Kenya Informal Settlements Improvement Project continue to highlight the complexity of implementation in Nairobi City County. While the project has established structured stakeholder institutions, including community development plans and settlement executive committees within Nairobi, implementation reports indicate that many physical infrastructure outputs remain under execution, with performance heavily dependent on coordination among community groups, county governments, contractors, and national implementing agencies (World Bank, 2024). This reliance on multi-actor coordination underscores the centrality of stakeholder management in determining whether planned outputs translate into timely and sustainable outcomes.

Despite documented performance challenges in donor-funded projects in Kenya, most empirical studies have concentrated on financial management, procurement practices, and general project management factors as primary determinants of project performance (Mwangi & Wanyoike, 2020; Kariuki & Rambo, 2021; Muli & Rotich, 2022). These studies are largely conducted at national or sector-wide levels and therefore provide limited insight into how localized stakeholder dynamics influence project outcomes in complex urban environments. Consequently, the role of project stakeholder management, particularly practices such as stakeholder identification, engagement, expectation management, and continuous monitoring, remains underexplored in relation to the performance of World Bank–funded projects at the county level. This gap was especially evident in Nairobi City County, where dense populations, overlapping institutional mandates, and heightened public scrutiny intensify stakeholder complexity, thereby underscoring the need for a focused empirical study into the relationship between project stakeholder management and the performance of World Bank–funded projects in this context.

General Objective

The general objective of this study was to examine the relationship between project stakeholder management and performance of World Bank–funded projects in Nairobi City County, Kenya.

Specific Objectives

The study was guided by the following specific objectives:

- i. To assess the effect of stakeholder engagement on the performance of World Bank–funded projects in Nairobi City County, Kenya.
- ii. To examine the effect of continuous stakeholder monitoring and adjustment on the performance of World Bank–funded projects in Nairobi City County, Kenya.

Theoretical Review

Social Exchange Theory

Social Exchange Theory was originally developed by Blau (1964) to explain social relationships as interactions based on reciprocal exchanges of resources, trust, and mutual benefit between individuals or groups. The theory posits that relationships are sustained when participants perceive that the benefits derived from the interaction outweigh the associated costs. Within organizational and project environments, this perspective suggests that cooperation among actors is influenced by expectations of mutual gains and the development of trust-based relationships. In project management contexts, Social Exchange Theory implies that stakeholder engagement is sustained when stakeholders believe that their participation in project activities yields tangible or intangible benefits such as improved services, economic opportunities, or social recognition (Cropanzano, Anthony, Daniels, & Hall, 2017). As a result, stakeholder engagement is viewed as a continuous relational process involving dialogue, trust building, and reciprocal communication rather than a single consultation activity.

In project management research, Social Exchange Theory has been widely applied to explain the importance of stakeholder engagement in enhancing project outcomes. Effective stakeholder engagement enables project teams to build trust and strengthen collaboration among stakeholders involved in project implementation. When stakeholders perceive that their concerns are acknowledged and addressed, they are more likely to support project activities and contribute positively to implementation processes (Derakhshan, Turner, & Mancini, 2021). In development projects financed by international institutions such as the World Bank, stakeholder engagement is particularly important because many projects directly affect local communities and institutional stakeholders. Meaningful engagement processes encourage information sharing, strengthen stakeholder commitment, and reduce resistance to project activities (Agyekum-Mensah, Knight, & Coffey, 2021). These interactions improve coordination among project actors and contribute to enhanced project performance by facilitating smoother implementation processes.

Systems Theory

Systems Theory originated from the work of Bertalanffy (1968), who conceptualized organizations and projects as open systems composed of interconnected and interdependent elements that continuously interact with their external environments. According to this perspective, a system cannot be understood in isolation because the performance of each component depends on its interaction with other components within the system. In project management contexts, projects are viewed as dynamic systems that consist of multiple actors,

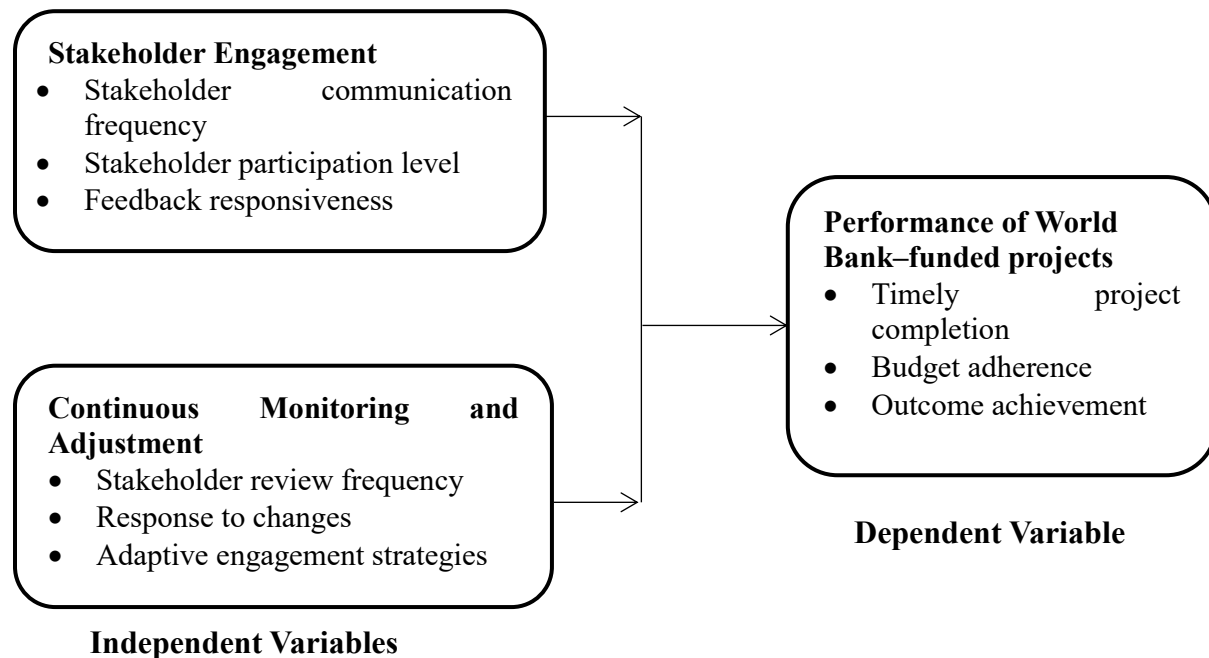
resources, processes, and institutional structures that operate within broader social, economic, and political environments. Systems Theory therefore emphasizes that changes in one component of a project system may influence other components and ultimately affect overall project outcomes (Kerzner, 2022). Within development projects, stakeholders form an integral part of the project system because their actions, expectations, and interactions influence project implementation processes and performance outcomes.

From a project management perspective, Systems Theory highlights the importance of understanding stakeholder relationships as part of an interconnected system that evolves throughout the project life cycle. Development projects often involve diverse stakeholders including government institutions, contractors, donor agencies, community groups, and regulatory bodies whose roles and influence may change as the project progresses. Because stakeholder relationships are dynamic, project managers must continuously monitor stakeholder interests, power dynamics, and environmental conditions that may affect project implementation (Derakhshan, Turner, & Mancini, 2021). Systems thinking therefore encourages project teams to adopt adaptive management approaches that respond to emerging challenges and changing stakeholder expectations during project implementation (Kerzner, 2022). Continuous monitoring and feedback mechanisms enable project teams to detect stakeholder-related risks early and adjust project strategies accordingly.

Despite its relevance in explaining complex project environments, Systems Theory has also been criticized for its broad and abstract nature. Critics argue that while the theory provides a useful framework for understanding interdependencies within project systems, it offers limited practical guidance on how project managers should prioritize actions when multiple system elements interact simultaneously (Jackson, 2003). Additionally, the complexity of systems thinking may make it difficult to translate theoretical insights into specific management practices, particularly in large development projects involving numerous stakeholders and institutional actors. Nevertheless, Systems Theory remains an important theoretical framework for understanding the dynamic nature of stakeholder relationships in project environments. Its emphasis on interdependence, continuous monitoring, and adaptive management provides a valuable lens for examining how continuous stakeholder monitoring and adjustment influence the performance of World Bank funded projects.

Conceptual Framework

A conceptual framework illustrates the relationship between the independent variables and the dependent variable in a study and provides a logical structure for empirical testing ((Miles, Huberman, & Saldaña, 2024; Maxwell, 2023). In this study, project stakeholder management is conceptualized as a multidimensional construct comprising stakeholder identification, stakeholder engagement, stakeholder expectation management, and continuous monitoring and adjustment of stakeholders as the independent variable. Project performance was treated as the dependent variable.

**Figure 1: Conceptual Framework****Stakeholder Engagement**

Stakeholder engagement refers to the deliberate process through which project teams interact with individuals, groups, and institutions that have an interest in or are affected by a project in order to share information, gather feedback, and foster collaboration throughout the project life cycle (Derakhshan et al., 2021; Agyekum-Mensah et al., 2021).. In project management, stakeholder engagement is considered a core governance mechanism that enables project managers to build relationships with stakeholders and ensure that their concerns and expectations are considered during project implementation. According to the Project Management Institute (PMI, 2021), stakeholder engagement involves systematic communication, consultation, and participation activities that allow stakeholders to contribute to project planning and implementation. Similarly, Bourne (2022) explains that effective stakeholder engagement enhances mutual understanding between project teams and stakeholders, thereby improving project transparency and strengthening cooperation among project actors. In development projects financed by international organizations such as the World Bank, stakeholder engagement plays a critical role in ensuring that projects are implemented in ways that respond to the needs and expectations of beneficiary communities.

One key indicator of stakeholder engagement is stakeholder communication frequency, which refers to how often project teams communicate with stakeholders during project implementation. Stakeholder communication frequency is defined as the regular exchange of information between project managers and stakeholders regarding project progress, decisions, and potential challenges

(PMI, 2021). Frequent communication enables project teams to keep stakeholders informed about project developments and provides opportunities for stakeholders to express their concerns and expectations. Research in project governance emphasizes that regular communication strengthens trust between project teams and stakeholders and helps prevent misunderstandings that may arise during project implementation (Walker, 2021). In development projects involving community stakeholders, frequent communication also ensures that project information is accessible to affected groups, thereby promoting transparency and strengthening stakeholder confidence in project processes.

Continuous Monitoring and Adjustment

Continuous monitoring and adjustment refer to the ongoing process through which project managers regularly assess stakeholder relationships, track emerging issues, and adapt stakeholder management strategies to respond to changing project conditions (Kerzner, 2022; Derakhshan et al., 2021). In project management, stakeholder relationships evolve over time as stakeholder interests, influence, and expectations shift throughout the project life cycle. Continuous monitoring therefore enables project teams to remain aware of these changes and implement timely responses that support project stability and performance. Kerzner (2022) explains that effective stakeholder management requires continuous evaluation of stakeholder attitudes and behaviors in order to ensure that project decisions remain aligned with stakeholder expectations. Similarly, Müller, Drouin, and Sankaran (2020) emphasize that monitoring stakeholder dynamics helps project managers detect potential conflicts early and adjust engagement strategies before issues escalate. Continuous monitoring therefore strengthens project governance by ensuring that stakeholder management strategies remain responsive to the evolving project environment (Walker, 2021).

One key indicator of continuous monitoring and adjustment is stakeholder review frequency, which refers to how often project teams evaluate stakeholder relationships and assess the effectiveness of engagement strategies during project implementation. Stakeholder review frequency is defined as the regular assessment of stakeholder interests, influence, and expectations in order to determine whether stakeholder management strategies remain appropriate for the current project environment (Kerzner, 2022). Frequent stakeholder reviews enable project managers to identify changes in stakeholder priorities that may affect project activities. Research on project governance highlights that regular reviews of stakeholder relationships help project teams maintain alignment between project objectives and stakeholder expectations (Müller et al., 2020). In development projects involving multiple institutional and community stakeholders, regular stakeholder reviews also improve communication among project actors and strengthen coordination during project implementation (Walker, 2021).

Empirical Review

Stakeholder Engagement

Prebanić (2023) examined how the stakeholder engagement process contributes to infrastructure project success. The study sought to understand how practitioners perceive stakeholder engagement, who undertakes engagement activities, and how engagement influences project success in infrastructure projects. It adopted a qualitative case-oriented design based on interviews with experienced experts involved in complex infrastructure projects, followed by additional verification interviews. The findings showed that stakeholder engagement was viewed as a key success factor and that effective engagement improved time performance, customer satisfaction, and wider system-level benefits by strengthening communication and alignment across project actors. The study also developed a framework linking engagement mechanisms to different levels of project success. However, the study was conducted in the context of general infrastructure projects and focused mainly on practitioner perceptions rather than donor-funded development projects. It therefore left a gap on how stakeholder engagement influences the performance of World Bank funded projects implemented in complex urban counties such as Nairobi City County.

Mukakarisa and Njoroge (2024) investigated the effect of stakeholders' engagement on the performance of construction projects in Rwanda, focusing on Horizon Construction Company. The study aimed to establish the impact of stakeholder involvement in project planning, implementation, and monitoring and evaluation on project performance. It employed a case study design and examined stakeholder engagement as a measurable determinant of construction project performance. The findings indicated that stakeholder engagement across the major project stages had a positive effect on project performance, suggesting that engagement improves coordination and implementation outcomes in construction projects. This study is useful because it empirically demonstrates that meaningful stakeholder engagement is associated with stronger project results in an African context. Nonetheless, it was limited to a single construction company in Rwanda and did not address donor-funded public projects with broader institutional and community stakeholder environments. The current study therefore extends this line of inquiry to World Bank funded projects in Nairobi City County.

Nakalyango, Engotoit, Mwase, and Bada (2024) examined stakeholder engagement practices, project performance, and sustainability of e-learning projects in selected Ugandan public universities. The purpose of the study was to assess whether stakeholder engagement practices and project performance significantly influenced sustainability. The researchers adopted a cross-sectional quantitative design and collected data from 234 respondents, which were analyzed using SPSS. The findings revealed that stakeholder engagement practices and project performance were both positive and significant predictors of sustainability, indicating that effective engagement contributes to stronger project functioning and longer-term outcomes. Although the dependent variable in that study was sustainability rather than project performance

alone, the findings still provide empirical support for the argument that engagement improves project-related outcomes. However, the study was conducted in university e-learning projects, which differ substantially from large externally funded development projects involving government agencies, contractors, and communities. This creates a contextual gap that justifies examining stakeholder engagement within World Bank funded projects in Nairobi City County.

Continuous Monitoring and Adjustment

Müller, Drouin, and Sankaran (2020) conducted a study examining the role of organizational project management practices in improving project performance across international projects. The study sought to determine how continuous monitoring and adaptive management practices influence project success. Using a mixed-method research design, the researchers collected quantitative survey data from project professionals and complemented the analysis with qualitative interviews involving project managers across different industries. The findings revealed that projects that regularly monitored stakeholder relationships and adjusted engagement strategies in response to emerging challenges demonstrated significantly better project performance. Continuous monitoring enabled project teams to identify potential risks early, respond to stakeholder concerns promptly, and maintain alignment between project activities and stakeholder expectations. However, the study focused on general organizational project management practices and did not specifically examine donor-funded development projects implemented within complex governance environments such as those associated with World Bank funded projects.

Derakhshan, Turner, and Mancini (2021) examined stakeholder management practices and their influence on project governance in complex projects across different countries. The study aimed to understand how ongoing monitoring of stakeholder relationships contributes to improved project outcomes. The researchers adopted a qualitative research design involving case studies and interviews with project professionals managing large infrastructure and development projects. The findings indicated that continuous monitoring of stakeholder dynamics enabled project managers to anticipate changes in stakeholder interests and adjust project strategies accordingly. Projects that actively monitored stakeholder relationships were better able to address conflicts early and maintain stakeholder support throughout the project life cycle. Nevertheless, the study focused primarily on governance mechanisms in large projects and did not specifically investigate continuous stakeholder monitoring practices in development projects funded by international financial institutions.

RESEARCH METHODOLOGY

Research Design

A research design refers to the overall plan or blueprint that guides the collection, measurement, and analysis of data in a study (Creswell & Creswell, 2018). It provides a structured approach that ensures the research questions are addressed systematically and that the findings are valid

and reliable. This study adopted a descriptive research design. Descriptive research design is appropriate when the objective is to describe characteristics of a phenomenon and examine relationships between variables without manipulating them (Kothari, 2004; Saunders, Lewis, & Thornhill, 2019). The study sought to examine how stakeholder identification, engagement, expectation management, and continuous monitoring influence project performance. These variables already exist within World Bank–funded projects and cannot be controlled by the researcher. A descriptive design is therefore suitable because it enables the study to capture real-world project management practices and analyse their association with project performance in Nairobi City County.

Target Population

A target population refers to the entire group of units that possess the characteristics relevant to a study and to which the research findings are intended to generalize (Creswell & Creswell, 2018). It defines the boundary within which the study conclusions are applicable and ensures alignment between the research objectives and data sources. In this study, the unit of analysis was 40 World Bank–funded projects implemented in Kenya between 2020 and 2025 with national implementation scope that includes Nairobi City County. Projects constitute the unit of analysis because the study seeks to explain variations in project performance as influenced by stakeholder management practices. The unit of observation, consisted of individuals directly involved in project implementation, including project managers, monitoring and evaluation officers, stakeholder engagement specialists, and implementing agency officials. These individuals provide the primary data because they possess operational knowledge of stakeholder management processes within their respective projects.

This population was appropriate because World Bank–funded projects operate under standardized stakeholder engagement and environmental and social safeguard requirements, ensuring comparability of stakeholder management practices across projects. Limiting the population to the 2020–2025 period ensures relevance to contemporary project governance frameworks and current implementation practices.

Table 1: Target Population

Population Category	Number
Project Managers	40
M&E Officers	40
Stakeholder/Community Engagement Officers	40
Implementing Agency Technical Officers	40
Total Unit of Observation	160

Sample Size and Sampling Technique

This study employed a census approach at the project level and purposive sampling at the respondent level to ensure both comprehensive coverage and data relevance. A census of projects is adopted because the number of World Bank–funded projects implemented in Kenya between 2020 and 2025 with national scope including Nairobi City County is limited and well documented ($N = 40$ projects). A census is appropriate when the population is small and accessible, as it improves accuracy and eliminates sampling bias (Saunders, Lewis, & Thornhill, 2019). Including all eligible projects ensures that variations in stakeholder management practices across the portfolio are fully captured.

At the respondent level, purposive sampling was used to select individuals with direct knowledge of project stakeholder processes. From each project, four key informants were selected: the Project Manager, Monitoring and Evaluation Officer, Stakeholder/ Community Engagement Officer, and an Implementing Agency Technical Officer. These roles are directly involved in stakeholder management and performance monitoring, making them suitable sources of reliable data (Kumar, 2019). This yields an expected sample size of 160 respondents ($40 \text{ projects} \times 4 \text{ respondents}$), which is adequate for regression analysis and ensures sufficient statistical power (Pallant, 2020).

Data Collection Instrument

This study used a structured questionnaire as the primary data collection instrument. Questionnaires are widely used in descriptive studies because they allow standardized data collection from multiple respondents and facilitate quantitative analysis (Creswell & Creswell, 2018).

Pilot Study

A pilot study is a small-scale preliminary investigation conducted to assess the clarity, reliability, and suitability of research instruments prior to the main study (Thabane et al., 2010). It enables the researcher to identify weaknesses in the instrument and make necessary refinements before full-scale data collection. In this study, the questionnaire was piloted among approximately 10 percent of the target population, comprising respondents from 4 World Bank funded projects in Kiambu County within the same national project portfolio. This approach ensured contextual similarity while avoiding contamination of the main study sample. The use of 10 percent of the sample size is widely recommended in social science research as it provides an adequate basis for evaluating the instrument without significantly reducing the final sample (Mugenda & Mugenda, 2003). The pilot test facilitated the identification of ambiguous items, assessment of clarity and wording, and evaluation of the overall structure of the questionnaire. Feedback from the pilot respondents was used to refine the instrument and ensure that the items effectively measure stakeholder management practices and project performance.

Data Analysis and Presentation

Data analysis refers to the systematic process of organizing, coding, and interpreting data to answer research questions and test hypotheses (Field, 2018). Quantitative data obtained from the questionnaires was coded and analyzed using Statistical Package for Social Sciences (SPSS) Version 29.

Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize respondent characteristics and the levels of stakeholder management practices and project performance. These statistics provide an overview of data patterns and distribution. Inferential statistics were then employed to examine relationships between variables. Pearson correlation analysis assessed the strength and direction of associations between stakeholder management dimensions and project performance.

To determine the influence of stakeholder management practices on project performance, multiple regression analysis was conducted. Regression analysis was appropriate because it evaluates the predictive effect of several independent variables on a single dependent variable (Pallant, 2020).

The regression model for the study was expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

Y = Performance of World Bank-funded projects

β_0 = Constant term

X_1 = Stakeholder Engagement

X_2 = Continuous Monitoring and Adjustment

β_1 – β_2 = Regression coefficients

ε = Error term

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive Analysis of Study Variables

Stakeholder Engagement

The first objective of the study was to determine the influence of stakeholder engagement on the performance of World Bank-funded projects in Nairobi City County. Respondents were requested to indicate their level of agreement with statements relating to stakeholder engagement practices within their respective projects. The findings are presented in Table 1.

Table 1: Descriptive Statistics for Stakeholder Engagement

Statement	Mean	Std. Dev.
Stakeholders are actively involved in project planning and decision-making processes.	4.287	0.682
The project team regularly communicates project progress and developments to stakeholders.	4.368	0.641
Stakeholders are provided with adequate opportunities to express their views and concerns regarding the project.	4.221	0.733
Feedback from stakeholders is considered during project implementation.	4.279	0.695
The project team maintains continuous interaction with stakeholders throughout the project lifecycle.	4.309	0.674
Stakeholder engagement activities promote collaboration and partnership among project participants.	4.331	0.652
Effective stakeholder engagement contributes to timely resolution of project issues and challenges.	4.397	0.618
Aggregate Mean/Standard Deviation	4.313	0.671

Source: Research Data (2026)

The findings presented in Table 1 indicate that respondents strongly agreed that stakeholder engagement practices were effectively implemented in World Bank-funded projects, as demonstrated by an aggregate mean score of 4.313 and a standard deviation of 0.671. The findings suggest that project teams actively involve stakeholders throughout the project lifecycle and recognize stakeholder participation as a critical component of project success.

The statement that effective stakeholder engagement contributes to timely resolution of project issues and challenges recorded the highest mean score ($M = 4.397$, $SD = 0.618$), indicating strong agreement among respondents that stakeholder involvement facilitates prompt identification and resolution of emerging project concerns. Similarly, respondents strongly agreed that the project team regularly communicates project progress and developments to stakeholders ($M = 4.368$, $SD = 0.641$), demonstrating the importance attached to information sharing and transparency within project implementation processes. The findings further reveal strong agreement that stakeholder engagement activities promote collaboration and partnership among project participants ($M = 4.331$, $SD = 0.652$) and that the project team maintains continuous interaction with stakeholders throughout the project lifecycle ($M = 4.309$, $SD = 0.674$). These results suggest that project teams recognize the importance of sustained stakeholder relationships in supporting project implementation and achievement of project objectives.

Respondents also strongly agreed that stakeholders are actively involved in project planning and decision-making processes ($M = 4.287$, $SD = 0.682$) and that feedback from stakeholders is considered during project implementation ($M = 4.279$, $SD = 0.695$). This indicates that stakeholder views are not only sought but are also integrated into project management decisions, thereby enhancing stakeholder ownership and support for project activities. Further, respondents strongly agreed that stakeholders are provided with adequate opportunities to express their views and concerns regarding the project ($M = 4.221$, $SD = 0.733$). Although this statement recorded the lowest mean score among the stakeholder engagement indicators, the score still falls within the strongly agree category, suggesting that stakeholder participation mechanisms are generally well established across the projects.

Overall, the findings indicate that stakeholder engagement is extensively practiced within World Bank-funded projects in Nairobi City County. The aggregate mean score of 4.313 demonstrates a high level of stakeholder involvement, communication, consultation, and collaboration throughout project implementation. These findings are consistent with empirical studies that have identified stakeholder engagement as a critical determinant of project success. Prebanić (2023) established that projects characterized by high levels of stakeholder engagement experience improved stakeholder support, reduced resistance, and enhanced project outcomes. Similarly, Oppong et al. (2021) found that continuous stakeholder involvement improves communication effectiveness, strengthens trust among project participants, and contributes significantly to project performance. In addition, Walker (2021) observed that projects that actively engage stakeholders throughout implementation are more likely to achieve their intended objectives because stakeholder concerns are addressed promptly and project decisions benefit from diverse perspectives. The findings therefore suggest that effective stakeholder engagement contributes positively to the performance of World Bank-funded projects by fostering collaboration, enhancing communication, and strengthening stakeholder commitment to project objectives.

Continuous Monitoring and Adjustment

The second objective of the study was to determine the influence of continuous monitoring and adjustment on the performance of World Bank-funded projects in Nairobi City County. Respondents were requested to indicate their level of agreement with statements relating to continuous monitoring and adjustment. The findings are presented in Table 2.

Table 2: Descriptive Statistics for Continuous Monitoring and Adjustment

Statement	Mean	Std. Dev.
The project team continuously monitors stakeholder concerns and emerging issues throughout project implementation.	4.338	0.648
Stakeholder feedback is regularly collected and analyzed to improve project implementation.	4.279	0.693
Stakeholder management strategies are reviewed periodically to ensure their effectiveness.	4.243	0.721
Necessary adjustments are made when stakeholder needs or project conditions change.	4.375	0.627
Monitoring mechanisms help identify stakeholder-related risks before they escalate into major project challenges.	4.412	0.598
Lessons learned from stakeholder interactions are incorporated into project decision-making processes.	4.287	0.674
Continuous monitoring and adjustment improve overall project performance and stakeholder satisfaction.	4.456	0.583
Aggregate Mean/Standard Deviation	4.341	0.649

Source: Research Data (2026)

The findings presented in Table 2 indicate that respondents strongly agreed that continuous monitoring and adjustment practices were effectively implemented in World Bank-funded projects, as evidenced by an aggregate mean score of 4.341 and a standard deviation of 0.649. The findings suggest that project teams recognize the importance of continuously assessing stakeholder concerns, evaluating stakeholder management approaches, and adapting project strategies to changing stakeholder needs and project environments.

The statement that continuous monitoring and adjustment improve overall project performance and stakeholder satisfaction recorded the highest mean score ($M = 4.456$, $SD = 0.583$), indicating strong agreement among respondents that ongoing review and adaptation of stakeholder management practices contribute significantly to project success. Similarly, respondents strongly agreed that monitoring mechanisms help identify stakeholder-related risks before they escalate into major project challenges ($M = 4.412$, $SD = 0.598$). These findings demonstrate the importance of proactive monitoring in preventing stakeholder-related disruptions and enhancing project effectiveness.

The results further show strong agreement that necessary adjustments are made when stakeholder needs or project conditions change ($M = 4.375$, $SD = 0.627$) and that the project team continuously monitors stakeholder concerns and emerging issues throughout project implementation ($M = 4.338$, $SD = 0.648$). The findings suggest that project managers appreciate

the dynamic nature of stakeholder relationships and therefore adopt flexible management approaches to address emerging challenges and opportunities. Respondents also strongly agreed that lessons learned from stakeholder interactions are incorporated into project decision-making processes ($M = 4.287$, $SD = 0.674$) and that stakeholder feedback is regularly collected and analyzed to improve project implementation ($M = 4.279$, $SD = 0.693$). These findings indicate that stakeholder information is actively utilized to support learning, continuous improvement, and informed decision-making within projects.

Further, respondents strongly agreed that stakeholder management strategies are reviewed periodically to ensure their effectiveness ($M = 4.243$, $SD = 0.721$). Although this statement recorded the lowest mean score among the indicators, the score still falls within the strongly agree category, suggesting that periodic reviews of stakeholder management strategies are commonly undertaken across the projects.

Overall, the findings indicate that continuous monitoring and adjustment constitute an important component of stakeholder management within World Bank-funded projects in Nairobi City County. The aggregate mean score of 4.341 demonstrates a high level of commitment towards tracking stakeholder concerns, assessing stakeholder management effectiveness, and implementing corrective actions where necessary. These findings are consistent with empirical studies that have emphasized the importance of adaptive stakeholder management in enhancing project performance. Walker (2021) observed that projects that continuously monitor stakeholder relationships and adapt their engagement strategies are better positioned to manage uncertainty and achieve desired project outcomes. Similarly, Oppong et al. (2021) found that ongoing stakeholder monitoring enables project teams to identify emerging risks early, strengthen stakeholder support, and improve project success rates. Prebanić (2023) further established that adaptive stakeholder management practices enhance stakeholder satisfaction and contribute to improved project delivery. The findings therefore suggest that continuous monitoring and adjustment play a significant role in improving the performance of World Bank-funded projects by enhancing responsiveness, facilitating learning, reducing stakeholder-related risks, and promoting sustained stakeholder support throughout project implementation.

Performance of World Bank-Funded Projects in Nairobi City County, Kenya

The dependent variable of the study was the performance of World Bank-funded projects in Nairobi City County. Respondents were requested to indicate their level of agreement with statements relating to project performance outcomes. The performance indicators assessed included project completion within scheduled timelines, adherence to budget estimates, and achievement of project objectives. The findings are presented in Table 3.

Table 3: Descriptive Statistics for Performance of World Bank-Funded Projects

Statement	Mean	Std. Dev.
Projects are completed within the planned timelines.	4.088	0.781
Projects are implemented within approved budget allocations.	4.154	0.744
Project objectives are achieved as originally intended.	4.316	0.663
The quality of project outputs meets stakeholder expectations.	4.375	0.621
Beneficiaries and stakeholders are satisfied with project outcomes.	4.294	0.684
Project resources are utilized efficiently and effectively.	4.257	0.701
Overall, the projects are considered successful in meeting their intended goals.	4.397	0.592
Aggregate Mean/Standard Deviation	4.269	0.684

The findings presented in Table 3 indicate that respondents strongly agreed that World Bank-funded projects in Nairobi City County exhibited satisfactory levels of performance, as demonstrated by an aggregate mean score of 4.269 and a standard deviation of 0.684. The findings suggest that the projects generally achieve their intended objectives, satisfy stakeholder expectations, and deliver quality outcomes.

The statement that overall, the projects are considered successful in meeting their intended goals recorded the highest mean score ($M = 4.397$, $SD = 0.592$), indicating strong agreement among respondents regarding the overall success of the projects. Similarly, respondents strongly agreed that the quality of project outputs meets stakeholder expectations ($M = 4.375$, $SD = 0.621$) and that project objectives are achieved as originally intended ($M = 4.316$, $SD = 0.663$). These findings demonstrate that project implementation efforts have largely translated into the achievement of desired outcomes and delivery of quality services and infrastructure.

The results further indicate that respondents strongly agreed that beneficiaries and stakeholders are satisfied with project outcomes ($M = 4.294$, $SD = 0.684$) and that project resources are utilized efficiently and effectively ($M = 4.257$, $SD = 0.701$). The findings imply that the projects not only achieve intended outputs but also do so through effective utilization of available resources, thereby enhancing value for money and stakeholder confidence. Respondents also agreed that projects are implemented within approved budget allocations ($M = 4.154$, $SD = 0.744$) and that projects are completed within planned timelines ($M = 4.088$, $SD = 0.781$). Although these statements recorded comparatively lower mean scores than the other performance indicators, the results still indicate positive perceptions regarding project schedule and cost performance. The relatively lower scores may, however, suggest that some projects occasionally experience budgetary or scheduling challenges during implementation.

Overall, the findings indicate that World Bank-funded projects in Nairobi City County are performing well across key dimensions of project success. The aggregate mean score of 4.269 suggests that respondents perceive the projects as successful in achieving their objectives, meeting stakeholder expectations, delivering quality outputs, and utilizing resources effectively. These findings are consistent with empirical studies that have linked effective stakeholder management practices to improved project performance. Serrador and Turner (2021) established that successful projects are characterized by achievement of project objectives, stakeholder satisfaction, efficient resource utilization, and delivery of expected benefits. Similarly, Prebanić (2023) found that projects that maintain strong stakeholder relationships throughout implementation are more likely to achieve superior performance outcomes. Walker (2021) further observed that effective stakeholder management contributes to improved project efficiency, enhanced project quality, and greater stakeholder acceptance of project outcomes. The findings therefore suggest that the relatively high levels of stakeholder identification, stakeholder engagement, stakeholder expectation management, and continuous monitoring and adjustment observed in the study contribute significantly to the positive performance of World Bank-funded projects in Nairobi City County.

Correlation Analysis

Table 4: Correlation Matrix

Variable		PP	SE	CMA
Project Performance (PP)	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	136		
Stakeholder Engagement (SE)	Pearson Correlation	.782**	1	
	Sig. (2-tailed)	.000		
	N	136	136	
Continuous Monitoring and Adjustment (CMA)	Pearson Correlation	.803**	.191	1
	Sig. (2-tailed)	.000	.096	
	N	136	136	136

Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data (2026)

The findings in Table 4 indicate that all the independent variables had positive and statistically significant relationships with project performance at the 0.05 significance level. This implies that improvements in stakeholder management practices are associated with enhanced performance of World Bank-funded projects in Nairobi City County.

The findings further indicate that stakeholder engagement had a strong positive and significant relationship with project performance ($r = 0.782$, $p < 0.05$). This implies that increased stakeholder participation, consultation, collaboration, and communication are associated with improved project outcomes. The strong relationship suggests that projects that actively engage stakeholders throughout implementation are more likely to benefit from stakeholder commitment, trust, and ownership. The finding supports the work of Prebanić (2023), who found that stakeholder engagement significantly improves project effectiveness by promoting stakeholder cooperation and reducing resistance during project implementation. Similarly, Mok, Shen, and Yang (2021) reported that active stakeholder participation enhances project acceptance, improves decision-making quality, and increases the likelihood of project success. The findings therefore suggest that stakeholder engagement contributes positively to the performance of World Bank-funded projects through enhanced collaboration and stakeholder commitment.

The findings further reveal that continuous monitoring and adjustment had the strongest positive and significant relationship with project performance ($r = 0.803$, $p < 0.05$). This relationship falls within the very strong category and suggests that projects that continuously assess stakeholder concerns, evaluate stakeholder management approaches, and implement corrective actions are more likely to achieve their intended objectives. The finding indicates that adaptive stakeholder management practices enable project teams to respond effectively to changing stakeholder needs and project environments. The finding supports Walker (2021), who found that continuous monitoring of stakeholder relationships improves project responsiveness and enhances project success. Similarly, Prebanić (2023) established that adaptive stakeholder management practices contribute significantly to project performance by enabling project teams to identify emerging issues early and implement timely interventions. The findings therefore suggest that continuous monitoring and adjustment are critical in improving the performance of World Bank-funded projects through enhanced flexibility, responsiveness, and stakeholder satisfaction.

Multiple Regression Analysis

This section presents the results of multiple regression analysis conducted to determine the combined influence of stakeholder engagement, and continuous monitoring and adjustment on the performance of World Bank-funded projects in Nairobi City County. Multiple regression analysis was undertaken to establish the extent to which the independent variables explain variations in project performance and to determine the relative contribution of each variable to project success. The results are presented using the model summary, analysis of variance (ANOVA), and regression coefficients.

Model Summary

The model summary was used to determine the strength of the relationship between the independent variables and project performance as well as the proportion of variation in project

performance explained by stakeholder management practices. The results are presented in Table 5.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.879	0.773	0.766	0.331

The findings in Table 5 indicate that the coefficient of correlation was $R = 0.879$, demonstrating a strong positive relationship between project stakeholder management practices and the performance of World Bank-funded projects. The coefficient of determination ($R^2 = 0.773$) indicates that stakeholder engagement and continuous monitoring and adjustment collectively explained 77.3% of the variation in project performance. The remaining 22.7% of the variation in project performance may be attributed to other factors not included in the study model. The adjusted coefficient of determination (Adjusted $R^2 = 0.766$) shows that after adjusting for the number of predictor variables in the model, stakeholder management practices still explained 76.6% of the variation in project performance. This suggests that the regression model had strong explanatory power and was suitable for predicting project performance.

Analysis of Variance (ANOVA)

The ANOVA results were used to determine whether the overall regression model was statistically significant in explaining variations in project performance. The findings are presented in Table 6.

Table 6: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	49.862	2	24.93	231	0.000
Residual	14.360	133	0.108		
Total	64.222	135			

The ANOVA results presented in Table 6 indicate that the regression model was statistically significant ($F(2,133) = 231, p < 0.05$). Since the significance value was less than 0.05, the overall regression model was considered statistically significant. This implies that the combined effect of stakeholder identification, stakeholder engagement, stakeholder expectation management, and continuous monitoring and adjustment significantly predicts the performance of World Bank-funded projects in Nairobi City County. The findings suggest that stakeholder management practices collectively contribute to project success and therefore constitute important predictors of project performance. The significance of the model supports previous

empirical findings which have consistently demonstrated that effective stakeholder management contributes positively to project implementation and achievement of project objectives.

Regression Coefficients

The regression coefficients were used to determine the individual contribution of each independent variable to project performance while controlling for the effects of the other variables in the model. The findings are presented in Table 7.

Table 7: Regression Coefficients

Variable	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Constant	0.581	0.174	—	3.339	0.001
Stakeholder Engagement	0.286	0.062	0.297	4.613	0.000
Continuous Monitoring and Adjustment	0.318	0.055	0.334	5.782	0.000

The regression equation derived from the findings was:

$$Y = 0.581 + 0.286X_1 + 0.318X_2$$

Where:

Y = Performance of World Bank-Funded Projects

X_1 = Stakeholder Engagement

X_2 = Continuous Monitoring and Adjustment

The findings reveal that stakeholder engagement had a positive and statistically significant influence on project performance ($B = 0.286$, $t = 4.613$, $p < 0.05$). This indicates that a one-unit increase in stakeholder engagement would lead to a 0.286-unit increase in project performance while holding other factors constant. The findings imply that active stakeholder participation, consultation, and communication enhance project ownership, collaboration, and support, thereby improving project outcomes. The findings support Prebanić (2023), who established that stakeholder engagement contributes positively to project effectiveness through enhanced cooperation and stakeholder commitment.

The findings further show that continuous monitoring and adjustment had a positive and statistically significant influence on project performance ($B = 0.318$, $t = 5.782$, $p < 0.05$). This implies that a one-unit increase in continuous monitoring and adjustment would result in a 0.318-unit increase in project performance while holding all other variables constant. The findings suggest that projects that continuously monitor stakeholder concerns, evaluate stakeholder

management strategies, and implement corrective actions are more likely to achieve their intended objectives. The findings support Prebanić (2023), who found that adaptive stakeholder management practices enhance project responsiveness and significantly improve project outcomes.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Stakeholder engagement is a critical determinant of project performance. Active stakeholder involvement throughout project implementation enhances communication, promotes collaboration, and strengthens stakeholder ownership of project activities, thereby contributing to improved project success.

Continuous monitoring and adjustment significantly enhance project performance. Projects that continuously assess stakeholder concerns, evaluate stakeholder management strategies, and adapt to changing stakeholder needs are more capable of addressing emerging challenges and sustaining project success. The study concludes that continuous monitoring and adjustment is the most influential stakeholder management practice among the variables investigated.

Recommendations

Stakeholder Engagement

The study established that stakeholder engagement significantly influences project performance. Therefore, project managers should strengthen stakeholder participation by creating structured engagement forums throughout project implementation. Special attention should be given to increasing opportunities for stakeholders to contribute views, participate in decision-making processes, and provide feedback on project progress. Regular communication channels should also be maintained to enhance stakeholder ownership and commitment to project objectives.

Continuous Monitoring and Adjustment

Since continuous monitoring and adjustment emerged as the strongest predictor of project performance, project managers should institutionalize regular stakeholder monitoring mechanisms throughout the project lifecycle. Particular emphasis should be placed on periodic stakeholder satisfaction assessments, stakeholder feedback reviews, and continuous evaluation of stakeholder management strategies. Project teams should establish early-warning systems for identifying stakeholder concerns and emerging risks to facilitate timely corrective actions and improve project performance.

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