

Journal of

Entrepreneurship and Project Management

(JEPM) Project Team Planning and Performance of Housing
Projects in Kenya




CARI

Journals

Project Team Planning and Performance of Housing Projects in Kenya

 ^{1*}Charles Muiruri Wanjau, ²Prof. Gregory Simiyu Namusonge, ³Dr. Benard Lango

^{1*}Ph.D. Candidate, School of Business and Entrepreneurship, Jomo Kenyatta University of Agriculture and Technology, Kenya.

 ^{2,3}Lecturer, School of Business and Entrepreneurship, Jomo Kenyatta University Agriculture and Technology, Kenya

<https://orcid.org/0000-0002-5839-9240>

Accepted: 5th Jan 2024 Received in Revised Form: 17th Jan 2024 Published: 31st Jan 2024

Abstract

Purpose: The purpose of this study was to examine the influence of project team planning on the performance of housing projects in Kenya.

Methodology: The study applied mixed methods research design. The study target population was 675 strategic registered contractors in the housing projects in Nairobi metropolitan, Kenya. Based on Yamane Formula adopted the sample size for this study was 251 respondents. Purposive sampling was used to select the 251 from the list of 675 contractors. The respondents consisted of the project managers; engineers; architects; contractors; and the site supervisors. The study used both primary and secondary data using semi structured questionnaires and interview guides. The study used SPSS version 25 software to analyze the data where both descriptive and inferential analyses were obtained.

Results: The inferential analysis results revealed that project team planning had a significant and positive influence on the performance of housing projects in Kenya at $p < 0.05$. This indicates that project team skills, project team experience, communication plan and project team efficacy are vital in the performance of housing projects. The study used analysis of variance to determine whether the model is significant and shows the good fit for the data. The Coefficient of determination R^2 of 0.513 showed that 51.3% of housing project performance is explained by project team planning.

Unique contribution to theory, practice and policy: While the existing competency theory used in this study was validated, the study recommends that contractors in Kenya should consider project team planning as an important aspect in housing projects as has been observed by majority of the contractors. The study recommends the government to make appropriate policies in housing implementation in the ministry of housing which promote the establishment of comprehensive project teams that include experts in various domains such as architecture, engineering, finance, and project management.

Keywords: *Housing, Projects, Team Planning, Performance*

INTRODUCTION

1.0 BACKGROUND OF THE STUDY

Kenya, as part of Vision 2030, has been undertaking large-scale infrastructure developments, and more so the programs to address the housing supply deficit and to improve urban settlements through programs such as the Kenya Slum Upgrading Programme and Kenya Informal Settlement Improvement Programme (GOK, 2018). Kenyan housing sector is still characterized by unaffordable housing supply, low levels of urban homeownership of about 16 percent, and proliferation of inappropriate dwelling units like slums (Giti, K'Akumu, & Ondieki, 2020) (Omondi, 2017). It is currently estimated that 250,000 housing units are required annually, but only an estimated 50,000 are produced, of which 6,000 or 12 percent are dedicated to low-income urban households. This inadequate supply of low-income urban housing is due to lack of housing infrastructure and low investment by stakeholders, hence need for a paradigm shift in developing low-income urban housing (Njogu, Namusonge, & Oluoch, 2018)

In 2017, Kenyan Government proposed to address the housing crisis through the Affordable Housing Programme (AHP) as one of its big four pillars to promote long-term economic development. Under the AHP, the government promised to deliver 500,000 housing units for the lower- and middle-income population segments by 2022 with a price range of Kshs. 600,000 to Kshs. 3 million (GOK, 2018). Housing Construction Projects in many parts of Kenya are faced with several challenges due to delays, cost overrun, poor quality, and the rampant collapsing of structures as witnessed in the recent past (Mwangi 2018).

Housing projects in the Nairobi metropolis are constructed through the use of improper time-frames, poor materials, as well as inadequate planning affecting the overall quality of the projects (Momanyi & Sang, 2019). (Ngala, 2019) Successful execution of projects and keeping them on time and within budget as well as quality depends on effective planning and scheduling right from the beginning (Achar, Chebii, & Nugo, 2021). The performance of the affordable housing construction projects in Kenya is poor as a result of inadequate planning as most projects experience time delays and cost overrun as well as quality issues (Musau, 2020)

In Kiambu county, Kibugi & Muchelule, (2021), studied the effect of internal management competencies on performance of commercial housing projects. The research findings indicated a favorable correlation between the study's variables, which included leadership competency, financial competency, project consultant competency, and information technology competency. It also agrees that project team internal management competencies enhance the performance of commercial housing projects. The study recommended that commercial housing firms should implement the various strategic competencies that are beneficial to an organization for the enhancement of the performance of projects in commercial housing.

Momanyi & Kamau, (2020) Agrees that the project team takes time to plan time, cost & resources adequately and when the stakeholders are adequately involved, the success of a project is assured. This author further asserts that project success is determined by the effectiveness of the project team, project scope management, project time management, project cost, and project quality which have a positive and significant influence on the sustainability of Public-Private Partnership projects in Nairobi City County, Kenya. Project success criteria have evolved from simple quantifiable time, scope, and cost measures which are primarily related to project efficiency to measures that have a longer-term perspective directly relating to effectiveness and organization impact (Kanyago, 2017) Successful execution of projects and keeping them on time and within budget as well as quality depends on effective planning and scheduling right from the beginning (Mwangi & Kisimbi, 2020) .

Project team takes time to plan time, cost & resources adequately and when the stakeholders are adequately involved, the success of a project is assured (Ndungu, 2017). This author further asserts that project success is determined by the effectiveness of the project team. Deep empirical researches, findings, and recommendations in the developed and developing countries related to the project planning and its contribution to the affordable housing project performance are presented later on to the section of the empirical review. This study aims to identify the key team planning areas which, in terms of planning can contribute to project performance in housing projects. For this purpose, study defines a research framework to assess the influence of project team planning on project performance in housing projects in Kenya.

1.1 Statement of the Problem

Project team Planning is crucial for the successful execution of infrastructural projects in any organization (Tuyishime & Nyambane, 2021), and there exists a positive correlation between project planning and performance (Muute, 2019). However, despite the adoption of recommended project management practices by Kenyan contractors, the construction industry in Kenya continues to face significant challenges in project performance (Mwanza, Namusonge, & Makokha, 2020). In particular, housing projects have not contributed significantly to the country's economic growth due to delays and cost overruns (Giti, K'Akumu, & Ondieki, 2020)

A report by Kieti (2020) reveals that out of eleven affordable housing project sites, only two have been fully delivered, two have been partially delivered, and seven have not been delivered at all. Furthermore, the report indicates that only 1,051 affordable housing units were delivered by 2019, accounting for a mere 0.7% of the intended 143,203 units. This underscores the urgent need for project contractors to devise effective project planning strategies to ensure timely completion within budget, scope, and quality, which are essential measures of project performance.

Efforts to enhance the performance of housing projects in Kenya necessitate adequate planning to avoid time delays, cost overruns, and as per the quality standards (Kinuthia & Muchelule 2021).

The housing construction sector faces a crisis characterized by excessive material consumption, increased complaints from owners, collapsing structures, escalated cost and time overruns, as well as a growing number of housing projects earmarked for demolition by NEMA and NCA (Momanyi & Kamau, 2020). Previous studies on project management practices (Makokha, 2020; Manyara, 2020; Momanyi & Kamau, 2020; Ong'aro & Asumptah, 2017) have not specifically examined the influence of project team planning on performance of housing project. Furthermore, there is limited empirical research on the effects of project team planning on the performance of housing projects in Kenya. To address this research gap, this empirical study aims to investigate the influence of project planning on the performance of housing projects in Kenya and provide recommendations for its adoption

1.2 Research Objectives

The objective of the study was to examine the influence of project team planning on the performance of housing Projects in Kenya.

1.3 Research Hypothesis

H₀₁ Project team planning has no influence on the performance of housing Projects in Kenya

2.0 LITURATURE REVIEW

2.1 Theoretical Frame work

The paper was guided by the competency theory proposed by McClelland in the 1980s. The author opined that competency can be defined as the intrinsic traits of an individual that is causally connected to criterion-referenced to effective and/or superior performance in a job or situation. Since then many competency frameworks have been propounded by different project management institutes and scholars (McClelland, 1993). Crawford & Nahmias, (2010) puts a model of competence that suggested that people implementing projects should have leadership skills, human team development skills, stakeholder management skills, communication & intercultural skills, decision making, problem-solving, and planning. PMI, (2019) argues that PMBOK addresses the competence knowledge aspect while Australia's National Competency Standards focus on demonstrable performance related to competency knowledge. Czainska, (2020) Opined that project team competency should be a solution-oriented attitude, ability to cope with stress, the ability to flexibly operate under various conditions, accurate prediction of problems that may occur during the implementation of changes, mental resilience, building positive cooperation within the team. Szwarc & Wikarek, (2020) resonates that the part of the competency dimension of personality traits, motivation, and values hidden inherent in every project team member has a significant impact on performance

Competency theory suggests that to increase the productivity of the project team, training or education is useful for it imparts knowledge and skills. This theory emphasizes the relationship between the project manager and the project team and how they relate to the project based on the

Mulyungi, & Muchelule, 2018) Acquiring a competent and skilled team is a significant role in project planning (Makau & Moronge, 2018). Project team competency was found also to positively influence the implementation of borehole water projects (Kinuthia & Muchelule, 2021). A competent and skilled project team provides details and structure to the project work plan and establishes a way to continue the project after the grant funding ends (Njoroge, 2018) .

The level of technical expertise among the project team in the construction industry helps to improve project quality and the overall performance (Njau & Ogolla, 2017). (Mwinzi & Moronge, 2018)Opines that project performance is dependent upon the skills of the project team and the leadership skills of the project manager to bring the best out in their team. Communication plan within the project team is one of the success factors which describes the effective and efficient information gathering and sharing; it comprises project team involvement, clear communications channels, and frequent progress meeting (Barmasai & Mbugua, 2020) (Okoronkwo, 2017)Communication enhances team efficacy which increases the willingness and interest of the project team to achieve project success (Manyara, 2020)

2.2.2 Performance of Housing Project

The housing projects performance can be assessed using numerous performance indicators that could be related to the following proportions: cost, time, client satisfaction, quality, health, and safety (Muute, 2019). The major performance measures applied by developers to examine the performance of affordable housing projects including quality, cost, and time (Kinuthia & Muchelule, 2021). Performance is the accomplishment of a given task or a project measured against preset known standards of accuracy, completeness, cost, and speed (Kanyago, 2017). Project performance majorly measured by time, cost, and quality are influenced by success variables such as project team performance Project characteristics, procurement system, contractor characteristics, client characteristics, contractor characteristics, design team characteristics, and external condition (Barmasai & Mbugua, 2020).

Momanyi & Sang, (2019) argues that to determine the performance of the public project in Kenya, focus on; completion of the project on time, Project being completed on budgeted cost, the general satisfaction on the project performance, and if the Project scope was fully achieved. Mwangi & Ngugi, (2020) argues that to determine the performance of the public project in Kenya, focus on; completion of the project on time, Project being completed on budgeted cost, the general satisfaction on the project performance, and if the Project scope was fully achieved. Cost is a vital performance metric, and it has long been a key aspect of defining project success (Acolin & Green, 2017). Cost overruns can be attributed to a variety of factors, including technical, economic, psychological, and political issues (Ikram & Michele, 2020)These overruns are typically characterized as exceeding the predetermined budget or cost for a construction project (Abdi & Sang, 2020). They encompass various aspects, such as loss and expense claims and modifications

in project scope due to changing project conditions (Lekan A, Dosunmu, & Opeyem, 2017) The construction industry's inherent uncertainties contribute to the challenges of managing costs and are a major factor behind cost overruns (Amusan, Dosunmu, & Joshua, 2017). The issue of cost overruns is a well-discussed topic in construction projects worldwide, highlighting the importance of effectively employing cost control techniques (Musyoka & Field, 2018)

2.3 Empirical Review

Murinzi, Mulyungi, & Muchelule, (2018) conducted a study on assessment of the effect of project team skills on performance of Rural Sector Support Project in Rwanda. This study used descriptive research design involving explaining the relationship between variables. The population of the study was 57-project team members since the target population of the study was a small number, the researcher preferred to use a census by considering the total population as sample. The study found that project team with planning skills influences the performance of funded projects. It was discovered that the project's success hinged on the planning abilities of their management teams. The research revealed that for every one-point increase in team planning skills, the project's performance improved by 0.934 points, assuming all other variables remained constant. The researcher advised project owners and managers to consider hiring project planners primarily based on their technical expertise in project and program planning.

Kinuthia & Muchelule, (2021) conducted a study on Influence of Internal Management Competencies on Performance of Commercial Housing Projects in Kiambu County, Kenya. The specific objectives of the study was to establish the effect of internal management competencies on performance of commercial housing projects in Kiambu County, Kenya. The research utilized a descriptive research design and focused on all the commercial housing developers, numbering 100 in total, that are active in Kiambu County. The study's target population consisted of owners and operations managers within these companies. The research findings indicated a favorable correlation between the study's variables, which included leadership competency, financial competency, project consultant competency, and information technology competency. It also agrees that project team internal management competencies enhance the performance of commercial housing projects. The study recommended that commercial housing firms should implement the various strategic competencies that are beneficial to an organization for the enhancement of the performance of projects in commercial housing.

Mwanza, Namusonge, & Makokha, (2020) did a study on the influence of project stakeholders' practice on performance of construction projects in Kakamega County, Kenya; The research utilized a mixed research design, incorporating descriptive survey and correlation methods. The target population consisted of 1761 respondents, including 925 Early Childhood Development Education managers, 62 County polytechnics managers, 765 modern stall managers, and 9 managers of County modern markets. They found that human resource planning practices,

financial resource planning practices, material usage planning practices, and time management on the performance of construction projects. The study concluded that there is a need for construction firms to conduct and facilitate proper and ongoing training programs aimed at developing project teams in the industry. Okoronkwo, (2017) asserts that team planning leads to high levels of cooperation, productivity, and the success of a project. The involvement of all team members in the planning and implementation process enhances the mutual relationship, less conflict, and fewer controversies on roles and responsibilities (Akinyende, Fapohunda, & Haldenwang, 2020).

Makau & Moronge, (2018) studied the factors influencing project team performance in building construction projects within Nairobi County, Kenya. The study concentrated on a sample of 1500 building construction projects in Nairobi County, employing a descriptive research design. The sample population comprised 100 building construction projects within the county. The data was collected quantitatively and qualitatively. Using regression, the study results indicated a strong positive correlation between the independent variables and the dependent variable. The study found that efficient communication enhances performance while (Matu, Kyalo, Mbugua, & Mulwa, 2020) agrees that acquiring a competent and skilled team plays a significant role in project planning.

2.3 Research Gap

Mwanzia, Namusonge & Makhoha (2020) conducted a study on Influence of Project Planning of Construction Projects in Kenya. Chepngeno & Kwasira (2020) studied the Influence of Project Planning Practices on Implementation of Constituency Development Funded Projects in Kericho County. Kisumbi, Mulwa & Mbugua (2021) conducted a study on Participatory Project Planning and Performance of Mango Farming Projects in Makueni County. Magagan & Ngugi (2021) examined the Influence of project management practices on performance of projects in Unilever Kenya Ltd while Makokha (2020) investigated the influence of Project Planning Practices on Performance of Projects in Kenya. Kenyani & Senelwa, (2023) did a study on Influence of Project Planning on Completion of Health Projects in Kenya, Nairobi County. Murithi & Muchelule, (2023) studied on the influence of project planning on NGO's project performance. The purpose of the study was to establish the role of monitoring and evaluation planing on performance. study These studies were limited to specific institutions and regions and hence their findings cannot be generalized to housing projects in Kenya.

3.0 RESEARCH METHODOLOGY

The study used a mixed research design to help the study gather both quantitative and qualitative data on project planning activities currently employed by project team members in the Nairobi metropolitan area and the performance rate of housing projects. This consisted of strategic partners registered to undertake projects for the affordable housing program year 2018-2022 cycle totaling 135 projects (GOK, 2018). The unit of observation were the project team members in the

construction projects who have a responsibility in any activity on project management. The project team members as listed by GOK, (2018), 2018-2022 project cycle are the project managers; engineers; architects; contractors; and the site supervisors. These project team members formed the study's target population of five members were picked from the 135 projects totaling 675. The Sample size obtained was 251.

4.0 RESEARCH FINDINGS AND DISCUSSIONS

The study selected a sample of 251 project strategic partners registered to undertake projects for the affordable housing projects in Kenya. In the survey carried out 251 questionnaires were supplied to the respondents, 220 questionnaires were correctly filled and surrendered back. The returned questionnaires formed a response rate of 87.65%

4.1 Descriptive statistics

4.1.1. Project team planning and performance of affordable housing projects in Kenya

The section attempts to establish the influence of project team planning on the performance of affordable housing projects in Kenya. The statements of opinions required from the respondents on a Likert scale ranged from Strongly Disagree (SD), Disagree (D), neither agree nor disagree (NAD), Agree (A) and Strongly Agree (SA). The results are tabulated in means and standard deviation(S dev). The Table 1 summarizes the influence of project team planning on the performance of housing projects.

Table 1: Project Team Planning

Statements	Mean	S dev
The project team possess adequate project management skills like planning, communication and technical skills	4.35	1.119
Project team qualifications were considered important for the project	3.09	1.016
There were competent project managers and team members with several years of experience	4.39	1.025
An important element of a staffing plan is to maintain and update an accurate inventory of staff skills.	3.81	1.121
Your team members are always passionate and free in their discussions of both work and personal issues	2.50	1.237
The manager has communication skills required for the project execution	4.40	1.057
Project team efficacy will be positively related to project performance	2.54	1.084

From the study, majority of the respondents agreed that project team possess adequate project management skills like planning, communication and technical skills (M=4.35, Sdev=1.119). The respondents didn't clear give their decision whether Project team qualifications were considered important for the project performance (M=3.09, Sdev=1.016). Majority of the respondents agreed

that their organisations have competent project managers and team members with several years of experience ($M=4.39$, $Sdev=1.025$). On important element of a staffing plan to maintain and update an accurate inventory of staff skills, majority of the respondents were in agreement ($M=3.81$, $Sdev=1.121$). However, the respondents disagreed on the opinion that team members in their organization are always passionate and free in their discussions of both work and personal issues ($M=2.50$, $Sdev=1.237$). The respondents agreed that manager has communication skills required for the project execution ($M=4.40$, $Sdev=1.057$). In addition to that, respondents didn't clearly indicate Project team efficacy will be positively related to project performance ($M=2.50$, $Sdev=1.084$).

The attributes of the project team play a central role in the project development process (PDP), since they, have a key influence on the conducting of undertakings, making of decisions, and liaison with customers (PMI, 2019). According to Akinyende, Fapohunda, & Haldenwang, (2020) involvement of all team members in the planning and implementation process enhances mutual relationships, less conflict and fewer controversies on design while documenting delivery roles and responsibilities among construction team members increased the satisfaction of interest and efficient resources utilization

4.1.2 Project Performance of housing project

The performance of affordable housing projects as the dependent variable was measured in terms of the number of projects completed within the timeframe, budget quality and stakeholder's satisfaction., The Table 2 summarizes the respondents' level of agreement on whether project planning influences the performance of affordable housing projects

Table 2: Project Performance

Statement	Mean	Std. D
Ensuring the project is completed within the stipulated timeline is key for success of a project	4.39	1.079
Ensuring the project is completed within the stipulated budget is key for success of a project	4.36	.982
Projects are delivered ensuring the right quality as agreed by stake holders.	4.35	1.091
We ensure project meets the clients satisfaction coupled with pleasant aesthetic value.	4.37	.933

The data was represented using frequency and percentage. From the findings, majority of the respondents agreed that ensuring the project is completed within the stipulated budget is key for success of a project ($M=4.39$, $Sdev=1.1079$), while a majority of the respondents also agreed that ensuring the project is completed within the stipulated budget is key for success of a project, ($M=4.36$, $Sdev=0.982$). Majority of the respondents were in agreement that projects are delivered ensuring the right quality as agreed by stake holders ($M=4.35$, $Sdev=1.091$). The findings also showed that a majority of respondents agreed that they ensured that project meets the clients

satisfaction coupled with pleasant aesthetic value ($M=4.37$, $S dev=0.933$). From the findings it is clearly agreed with a Mean above 4 that project timeline, budget planning, quality management and stakeholder's satisfaction the main aspects of Project performance indicators that influence performance of housing projects in Kenya.

4.2 Correlation coefficient analysis.

Pearson's coefficient of correlation (r) was used to examine the relationship between project team planning and performance of housing projects in Kenya as shown in Table 3

Table 3. Correlation Matrix

Variables		PP
Project performance	Pearson Correlation	1
	Sig. (2-tailed)	0.000
	N	220
Project Team Planning	Pearson Correlation	.642**
	Sig. (2 tailed)	0.000
	N	220

From the findings, project team planning had a strong positive significance relationship with project performance ($r=0.642$, $p=0.000$). The relationship was considered significant since the p-Value obtained (0.000) was less than selected level of significance (0.05). The study agrees with the findings of (Okoronkwo, 2017) who asserts that team planning leads to high levels of cooperation, productivity, and the success of a project.

4.3 Analysis of Variance

To determine whether the model is significant and shows the good fit for the data, the study used analysis of variance. The significance of the model was tested at 5% level of significance. The results in Table 4 indicate that the model was significant since the p-value (0.000) was less than 0.05. Therefore, the model was statistically significance in determining the influence of Project Team planning on Project performance on affordable housing projects in Kenya. Further, the F-calculated (230.075) was greater than the F-critical (1.909) suggesting significance of the model. Hence there was goodness of fit of the model fitted for this study.

Table 4. Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.466	1	74.466	230.075	.000 ^b
	Residual	70.558	218	.324		
	Total	145.024	219			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Project Team planning

4.4 Regression of Analysis

Multiple regression was used to test the relationship between of project team planning and performance of housing Projects. Path coefficients were used to determine the direction and strength while t=statistics provided information on the significance of the relationships as shown in table 5. The following regression model was used

$$Y = \beta_0 + \beta_1 X_1 + e \text{----- (i)}$$

Where:

Y=Project performance (PP);

β_0 = Constant (Coefficient of intercept),

e=error term

X_1 =Project team planning (PT)

$$PP = 0.1.534 + 0.699PT + e \text{----- (ii)}$$

Table 5. Beta Coefficient analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.534	.148		.123	.000
	Project Team planning	.699	.051	.686	1.927	.015

a. Dependent Variable: Project Performance

The findings established that project team planning had significant influence on the performance of affordable housing Projects in Kenya, since the p-value obtained (0.001) was less than the selected level of significance (0.05). The finding further showed that the influence of project team planning on performance of affordable housing Projects in Kenya was positive ($\beta=0.699$). The conclusion is that a unit increase in project team planning lead to a 0.699 increase in performance of affordable housing Projects in Kenya. These study findings agree with the findings of (Njeri & Were, 2019) who indicated that Project team planning is the backbone of the performance of the project in every organization. Project team planning through recruiting competent team influences the implementation projects (Kinuthia & Muchelule, 2021). Project team with planning skills influences the performance of funded projects (Murinzi, Mulyungi, & Muchelule, 2018) Team planning leads to high levels of cooperation, productivity, and the success of a project (Okoronkwo, 2017). The level of technical expertise among the project team in the construction industry helps to improve project quality and the overall performance (Njau & Ogolla, 2017)

4.5 Model Summary

Table 6 present the model summary that was generated to explain the relationship between project team planning, Project scope and performance of affordable housing projects. The independent variables that was studied, explain only 51.3 percent of the performance of project as represented by the adjusted R2. This therefore means that other factors not studied in this research contribute 48.7 percent to the performance of housing project.

Table 6 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717 ^a	.513	.511	.56891

a. Predictors: (Constant), Project Team Planning, Project scope planning.

5.0 CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study concluded that organizations consider project team planning is an important aspect in housing projects as has been observed by majority of the contractors. The study also concludes that during the housing construction project, project team skills like planning, communication and technical skills are key aspects as they defines the Project team qualification and efficacy positively enhancing the project performance. Regular training to the project team enhances their knowledge on Project Management.

Recommendations

The study suggests that in order to plan the project effectively, it is important to define roles and responsibilities of each team member involved in the affordable housing project. This enhances establishment of clear lines of authority, decision-making processes, and communication channels ensuring accountability and effective collaboration. The study also recommends provision of training and development opportunities. This can include technical training, project management courses, or workshops to enhance skills and knowledge. The study suggests that in order to plan the project scope effectively, it is important to establish a concise and well-defined project scope. This clarity enables the project organization to accurately comprehend the scale of the work involved and develop a clear understanding of the project's objectives. The study also recommends engagement of relevant stakeholders in project scope planning. Collaboration and communication with stakeholders ensures that their needs are considered in defining the project scope. Additionally, the study recommends the implementation of a well-structured work breakdown structure (WBS). This aids in assigning clear responsibilities to different task groups, facilitating the project organization's control over the project.

REFERENCES

- Achar, M., Chebii, P., & Nugo, J. (2021). The Role of Communication Channels on Implementation of Housing Construction Projects in Nairobi County, Kenya. *African Journal of Education, Science and Technology*, 6(3).
- Akinyende, I., Fapohunda, J., & Haldenwang, R. (2020). The Factors that Influence Human Resources on Affordable Housing Delivery Within Resytain of Budget. *Multidisciplinary Scientific Journal*, 3(3), 250-256.
- Andy, B. (2018, January 20). *Building Collaborative client Relationships with the Entire Team*. Retrieved from Building & Construction: <http://attendesigngroup.com/blog/team-client-collaboration>.
- Barmasai, J., & Mbugua, D. J. (2020).). Factors Influencing Implementation of Projects in State Corporations in Kenya: A Case of Kenya Pipeline Company Limited. *Journal of Entrepreneurship & Project Management*, 4(2), 47-67.
- Crawford, L., & Nahmias, A. H. (2010). Competencies for managing change. *International journal of Project Management*, 28(4), 405-412.
- Czainska, K. (2020). Competencies of Managers of Deep Organizational Changes. *European Research Studies Journal*, 466-485.
- Gardner, David; Lockwood, Keith ;Piennar, Jacus; Maina, Miriam. (2019). *Assessing Kenya's Affordable Affordable Housing*. Johannesburg: CENTRE FOR AFFORDABLE HOUSING FINANCE IN AFRICA.
- Gicovi, N. N. (2018). Influence Of Team Management Practices On Performance Of Community-Based Value-Addition Projects In Embu County, Kenya. *Doctoral Dissertation*. Maua.
- Giti, D. M., K'Akumu, O. A., & Ondieki, E. O. (2020). Enhanced role of private sector through public private partnerships in low income urban housing in Kenya. *Journal of Financial Management of Property and Construction*.
- GOK. (2018). *Sector Plan for Population, Urbanization and Housing; Miedium Term Plan III, 2018-2022*. Nairobi: Government Press.
- Kanyago, G. M. (2017). Role of Project Management Skills on Performance of Construction Firms in Kigali Rwanda. *European Journal of Business and Social Sciences*, 6(7), 12-23.
- Kieti,R, M. (2020). Affordable Housing in Kenya. *AFRICA HABITAT REVIEW. AFRICA HABITAT REVIEW*, 4(1), 1677.
- Kinuthia, K. K., & Muchelule, D. Y. (2021). Influence of Internal Management Competencies on Performance of Commercial Housing Projects in Kiambu County,. *Journal of Entrepreneurship and Project Management*, 6(1), 1-23.

- Makau, R. M., & Moronge, M. (2018). Determinants of Project Team Performance in Building Construction Projects in Nairobi County, Kenya. *Doctoral Dissertation*. Jomo Kenyatta University of Agriculture and Technology.
- Makokha, E. (2020). Influence of Project Planning Practices on Performance of Projects in Kenya. *International Journal of Social Sciences and Information Technology*, V(V).
- Manyara, E. M. (2020). The Influence of Project Planning, Stakeholder Engagement and Project Monitoring and Control On the Delivery of Projects at Kenya Airports Authority. United States International University-Africa.
- Matu, J., Kyalo, D. N., Mbugua, J., & Mulwa, A. S. (2020). Stakeholder participation in project initiation: a foundation to completion of Urban road transport infrastructure projects, Kenya. *Journal of Civil, Construction and Environmental Engineering*, 5(1), 11.
- McClelland, D. C. (1993). *Competence at work: Models for superior performance*. New York: Wiley.
- Momanyi, M., & Sang, P. (2019). Project constraints influencing the construction of residential housing projects in urban centers in Kenya: A study of National Housing Corporation. *International Academic Journal of Information Sciences and Project Management*, 3(5), 165-183.
- Momanyi, T. N., & Kamau, L. N. (2020). Influence of Contractors Management Practices on Performance of Housing Construction Projects in Kisii County, Kenya.
- Murinzi, J., Mulyungi, & Muchelule, Y. (2018). Effect of project team skills on performance of. *International Journal of Management and Commerce Innovation*, 6(1), 1347-1354.
- Musau, J. K. (2020). Project management practices Influence levels on successful Implementation of borehole water projects in Makeni County, Kenya. *Doctoral Dissertation*. Jomo Kenyatta University of Agriculture and technology.
- Muute, N. (2019). Project Planning Practices and Performance of Construction Projects in Nairobi City County. *Doctoral Dissertation*. Kenyatta University.
- Mwangi, I. G., & Kisimbi, J. M. (2020). Critical Success Factors Influencing the Performance of Infrastructure Projects in The Aviation Industry in Kenya; A Case of Moi International Airport. 5(2), 93-113.
- Mwangi, K. J. (2018). Factors Influencing Performance of County Government Projects: A Case . *Doctoral dissertation*. Jomo Kenyattat university of Agriculture and Tehnology.
- Mwanza, P., Namusonge, G. S., & Makokha, E. N. (2020). Influence of Project Planning of Construction Projects in Kenya. *International Journal of Social Sciences and Informaton Technology* .

- Mwinzi, A. M., & Moronge, M. (2018). Determinants of completion of housing projects in Informal settlements in Nairobi City County, Kenya. . *Strategic Journal of Business & Change Management*,, 5(2), 1493-1519.
- Ngala, G. K. (2019). Effect of scope changes on project completion among road construction Projects in Nairobi County: a case of Lang'ata Sub County . *Doctoral dissertation*. Africa Nazarene University.
- Njau, D., & Ogolla, P. (2017). Factors influencing Project scope performance; A case of Kenya National Youth Service Projects in Kenya. *Strategic Journal of Business and Change Management*,, 4(2), 207-220.
- Njeri, D. N., & Were, S. (2019). Determinants of project performance in non-governmental organizations in kenya, a case study of hand in hand EASTERN AFRICA. *International Journal of Business Management and Finance*, 1(1).
- Njogu, C., Namusonge, G., & Oluoch, O. (2018). Influence of Project Planning on the Performance of Community Based HIV Projects in Kiambu, Kenya. *Journal of Developing Country Schedules*, 3(1), 77-95.
- Njoroge, J. L. (2018). A framework for Enterprise Resource Planning implementation based on Key success factors in Kenya: A case of Kenya insurance sector organizations (. *Doctoral dissertation*. KEMU.
- Okoronkwo, I. (2017). Team performance and project success.
- Omondi, E. F. (2017). Influence of Triple Constraint Management on Completion of Non-Governmental Organizations Water Sanitation and Hygiene (Wash) Projects in Nakuru County, Kenya. University of Nairobi.
- Ong'aro, W., & Asumptah, D. (2017). Determinants of Successful Implimentation of Housing Projects in Rwanda: A Case of Roko Construction Company. *International Journal of Entrepreneurship and Project Management*,, 2(2), 69 - 85.
- PMI. (2017). *A Guide to the project Management Body of Knowledge(PMBOK) 6th ed*. Newtown Square : PA.
- PMI. (2019). *A Guide to the Project Management Body of Knowledge (PMBOK(R) Guide-Sixth Edition / Agile Practice Guide Bundle*. Project Management Institute.
- Songa, M. N. (2020). Influence of Organizational Resources on Project Performance of Kenya Power Slum Electrification Project In Nairobi, Kenya. *Doctoral Dissertation*. Daystar University, School of Business and Economics.
- Szwarc, E., & Wikarek, J. (2020). Proactive Planning of Project Team Members' Competences. *Foundations of Management*, 12(1), 71-84.

Tuyishime, A. C., & Nyambane, D. (2021). Planning and project performance in public institutions in Rwanda. A case of establishment of a Frequency Spectrum Management and monitoring system project in Rwanda. *The Strategic Journal of Business & Change Management*, 8(1), 780 – 790.

Waweru, Z. W. (2018). Influence of teamwork approach on project performance: a case of road construction in Kericho County, Kenya. *Doctoral Dissertation*. University of Nairobi.



©2023 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>)