



DETERMINANTS OF SOCIAL SUSTAINABILITY IN URBAN RENEWAL PROJECTS IN NAIROBI COUNTY, KENYA

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ABSTRACT

Project sustainability on urban renewal projects is an issue in Kenya. Nairobi is the second largest city in East Africa, accommodates more than one-third of Kenya's total number of urban dwellers. The impacts of continued rapid growth in Nairobi include: acute housing shortages, traffic congestion and pollution. The general objective of the study was to establish the determinants of social sustainability in urban renewal projects in Nairobi City County, Kenya. The study was guided by two specific objectives: To determine how stakeholders' participation affect social sustainability in urban renewal projects in Nairobi City County, Kenya and to establish how project management skills influence social sustainability in urban renewal projects in Nairobi City County, Kenya. It was notable that there existed a strong positive relationship between the independent variables and dependent variable. This implied that there was still possibility of improving the model fit by adding another factor influencing the dependent variable to the model. Based on the study findings, the study concluded that sustainability in urban renewal projects was affected by stakeholder participation followed by project management skills. The study contributed the body of knowledge by examining the determinants of sustainability in urban renewal projects in Kenya is greatly affected by stakeholder participation and project management skills. The study contributes to the existing literature in the field of project management by elaborating existing theories, models and empirical studies to improve sustainability in urban renewal projects in Kenya. The study was a milestone for further research in the field of sustainability in urban renewal projects in Africa and particularly in Kenya. The findings demonstrated the important factors to sustainability in urban renewal projects to include; stakeholder participation and project management skills. The current study should therefore be expanded further in future in order to determine the effect of project legal framework on sustainability in urban renewal projects. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other areas in Kenya for the generalization of the study findings.

Key Words: Stakeholders' Participation, Project management Skills, Social Sustainability

INTRODUCTION

In recent years social sustainability in urban renewal projects has gained increased recognition as a fundamental component of sustainable development. The concept of sustainable development and regeneration has been an essential focal point of most government's policy. The Sustainable Development Commission (SDC) (2011) suggested that the development of regeneration has proved to be a testing and on-going challenge for government agencies, construction industry practitioners and communities within the world. The appreciation of such challenges has led to the development of various management strategies and systems to guide and direct industry practitioners to achieve higher and improved sustainability standards (Haran, 2011).

Urban renewal is an important element of sustainable development. Most Cities are sources of innovation and culture. They consume raw materials, and require large areas with resources in order to meet the population's needs. In many cases, especially in developing countries they are sources of social exclusion and income disparities (Evans, 2010).

The world population is becoming increasingly urban. Cities thus require good urban governance and better planning. Effective management interventions like Public private partnerships (PPPs) are also said to be beneficial vehicles to deliver self-sustaining and socially sustainable urban regeneration projects (UN Habitat, 2010).

Globally particularly the Asian block, neo-liberal globalization has transformed industries and threatened social welfare systems. Environmental, employment, and housing crises have also become

more acute in this era of neo-liberalism. The creative cities idea emerged as a new urban model with the European Union's projects. In these cases, the creativity inherent in art and culture were utilized to create new industries and employment opportunities while also tackling environmental problems and homelessness (Sasaki, 2010).

Urban environmental Challenges in Nigeria are multi-faceted and are associated with the colonial antecedents of Nigerian cities, urbanization and issues that come with developmental challenges. These problems pose serious environmental, economic and social challenges to achieving sustainable development in the country (Adedeji & Akiyode, 2010). Elsewhere in South Africa several projects have been initiated to counter unemployment and poverty. The Urban Renewal Infrastructure Projects have the potential to redress the disproportionately high unemployment levels in South Africa and also to correct the skills deficit in disadvantaged communities. These may be achieved through an efficient institutional set up, effective community participation, and construction technology that is pragmatic and innovative in nature.

Locally, Renewal exercises in Nairobi are largely seen in the slum upgrading projects around the city. The National Housing Corporation has made efforts to renew these slums without disrupting the residents by using the unused lands to develop the new housing units (Samuel, 2010). The Ministry of Housing (MOH) is implementing the Kenya Informal Settlement Improvement Project (KISIP) with the financial assistance by the World Bank. The project development objective is to improve living conditions in informal settlements. The project development objective is to strengthen urban services and infrastructure in the Nairobi metropolitan region. Metropolitan infrastructure

and services will assist in providing large-scale metropolitan infrastructure in the areas of solid waste, transport, and sewerage services (Lusweti, 2011).

The concept of Social sustainability is linked with three dimensions: environmental, economic and social (Gimenez, 2012). Under this perspective, organizations that seek to achieve a standard of excellence must develop ways of reducing their negative social and environmental impacts. Additionally, Carvalho and Rabechini (2011) argue that there is need for the environmental, social and economic dimensions of sustainability to be incorporated into project management. Silvius (2013), posits that relationship between project management and sustainable development has been gaining attention among professionals and scholars.

Sustainable Development on environmental relationship is not quantity, but quality. It seeks to impose environmental standards, waste management, and reduce unwanted impact of human activities on the environment, achieve productivity, and reduce emissions of particulate matter. Sustainable Development on environmental encourages reforestation and transition to sustainable agriculture. Negative aspect of social-environment relationship through lack of care for nature must be removed in the context of sustainable development (Torbjörnsson, 2011).

Statement of the Problem

The Kenya government in its effort to provide citizens with food, education, health services, employment, poverty eradication and overall economic stability, come up with programs to support different projects among them being the Economic Stimulus Program (ESP) all over the country through the line ministries. The average project size is Unit of Account 44.1m. The portfolio

is distributed as follows: Transport 41%; Energy 26%; Water and Sanitation 18%; Agriculture 8%; and Human Capital Development 7% (Koei, 2013).

Project sustainability on urban renewal projects is an issue in Kenya. Nairobi is the second largest city in East Africa, accommodates more than one-third of Kenya's total number of urban dwellers. The impacts of continued rapid growth in Nairobi Include: acute housing shortages, traffic congestion and pollution. Matters of equity are being raised since new developments are clearly built for the rich, with threatened evictions of poor and low-income residents in some areas to be developed (Binyavanga, 2012).

Nairobi faces planning difficulties, and specific frameworks of understanding will be required to direct and inform planning and adaptation, especially at sub county levels. Planning regimes deployed in Eastern African cities have not been focused upon the needed and sociopolitical reforms. (Cedric, Rannveig, & Nellemann, 2011). There is also a real risk that this attempt at devolution can reduce resources through additional staff that might otherwise affect service delivery. As Kenya's public debt edges close to 50 per cent of gross domestic product, some government officials see the new system financially unworkable especially, the ability to deploy decentralized functions and services within the city (Peter & Maseland, 2014).

Private developers and service providers are active in Eastern African cities. However, Private developers and service providers are affected by insecurity associated with investment and the lack of growth opportunities exist precisely because of the lack of formal infrastructure and service provision. Donors such as the World Bank, USAID and other bilateral aid agencies have been expressing concerns on project sustainability. While the trend with implementation of projects is

showing significant improvement, post-implementation sustainability is rather disappointing with very few projects being sustained. (Peter & Maseland, 2014).

There is an acute awareness of lack of services; such as energy and water and the means for informal and formal markets. Without these services many opportunities that would otherwise be exploitable remain unused. Unformulated informal processes and lack of building sufficient checks and balances to reduce exploitation and corruption minimizes key priorities and also reduced partnership with International donors and large financial institutions. The county government also faces reduced community-level self-organization and appropriate self-regulation of county project processes (Peter & Maseland, 2014).

Research Objectives

The general objective of the study was to establish the determinants of social sustainability in urban renewal projects in Nairobi City County, Kenya. The specific objectives were:-

- To determine how stakeholders' participation affect social sustainability in urban renewal projects in Nairobi City County, Kenya.
- To establish how project management skills influence social sustainability in urban renewal projects in Nairobi City County, Kenya.

LITRATURE REVIEW

Theoretical Review

Stakeholder Theory

Theory of organizational management and business ethics that addresses morals and values in managing an organization. It was originally detailed by Ian Mitroff in his book "Stakeholders of the

Organizational Mind, published in 1983 in San Francisco. Freeman had an article on Stakeholder theory in the California Management Review in late 1983, but makes no reference to Mitroff's work, attributing the development of the concept to internal discussion in the Stanford Research Institute. He followed this article with a book Strategic Management: A Stakeholder Approach. The theory identifies and models the groups which are stakeholders of a corporation, and both describes and recommends methods by which management can give due regard to the interests of those groups. In short, it attempts to address the "principle of who or what really counts" Harrison, wicks, (parmar and de colle,2010).

In the traditional view of a company, the shareholder view, only the owners or shareholders of the company are important, and the company has a binding fiduciary duty to put their needs first, to increase value for them. Stakeholder theory instead argues that there are other parties involved, including employees, customers, suppliers, financiers, communities, governmental bodies, political groups, trade associations, and trade unions. Even competitors are sometimes counted as stakeholders – their status being derived from their capacity to affect the firm and its stakeholders. The nature of what constitutes a stakeholder is highly contested (Miles, 2012) with hundreds of definitions existing in the academic literature (Miles, 2011).

The stakeholder view of strategy integrates both a resource-based view and a market-based view, and adds a socio-political level. One common version of stakeholder theory seeks to define the specific stakeholders of a company (the normative theory of stakeholder identification) and then examine the conditions under which managers treat these

parties as stakeholders (the descriptive theory of stakeholder salience).

Planning Theory

Communicative planning theory attempts to democratize planning by outlining some demands for how you establish fair and inclusive planning processes, where every actor affected by a decision has the possibility to be heard. The main inspiration is Jürgen Habermas’ theory (Habermas’ theory 1979, 1983, 1985, 1990) on communicative action. Habermas argues that there are four different approaches when you want to take a reasonable decision instrumental (logic/rational), moral (values and ethics), emotional (emotional experience), communicative (dialogue and social relations). According to Habermas’ these different approaches help construct meaning thereby influencing our understanding of reality. Habermas’ argues that this is an instrumental approach that dominates modern society (Andersen, Hans & Winther, 2010).

The planners’ goal is for the citizens to build consensus in planning projects. Governance can be seen as decentralization of political networks working in the shadow of hierarchy. Habermas describes this in a positive context as flexible and effective network steering.

Empowerment is the mobilization and change of power relations towards a more fair distribution. Communicative planning theory is an idealistic way of thinking of planning. This approach can be seen as the key method for local planning processes like the counties (Pillora, Stefanie and McKinley, Peter 2011).

Public participation is an important part of communicative planning processes because the citizens are then acknowledged as possessors of specialized local knowledge and culture. Habermas’ argues in communicative planning theory in

participatory planning involves private citizens in decision-making processes. The theory shades light on the stakeholders’ participation, which is one of the dependent variables in this research. Jurgen Habermas Communicative planning theory emphasizes more on more participation of stakeholders through collective idea sharing. Project Management skills is one of the variables being investigated in this research and is also the basis of one of the objectives of this research stated as: To determine the effect of stakeholders’ participation on social sustainability of urban renewal projects.

Conceptual framework

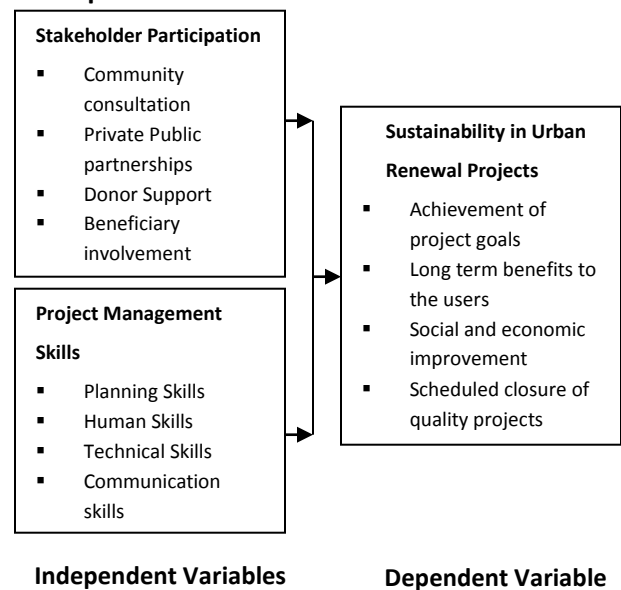


Figure 1: Conceptual Framework

Stakeholders’ participation.

There are four aspects of sustainability, which are needed to be recognized and analyzed, namely; societal influence, which measures the impact a society makes upon the corporation in terms of the social contract and stakeholder influence; environmental impact, which is the effect of the actions of the corporation upon its geophysics environment; organizational culture, which is the

relationship between the corporation and its internal stakeholders and finances an adequate return for the level of risk undertaken in pursuit of sustainable development and financial sustainability.

Participation means to educate citizens and to increase their competence. It is a vehicle for influencing decisions that affect the lives of citizens and an avenue for ensuring success of a project. However, it can also be a method to co-opt dissent, a mechanism for ensuring the receptivity, sensitivity, and even accountability of social services to the consumers. Citizen participation as a process by which citizens act in response to public concerns, voice their opinions about decisions that affect them, and take responsibility for changes to their community. Participatory Development ensures that stakeholders influence and share control over development initiatives, and the decisions and resources which affect them.

Project Management Skills

Planning is basis for organizing, leading, controlling and steering mechanism goals and plans. Organizing work professionally and resource planned. Shortages reflect poor and inadequate plans. Design change is caused by decision to start project before total technical documentation is finished and accepted; additional demand for functional change. Planning is a management tool can minimize delays and poor planning among clients, contractors and consultants to meet project criteria of cost, time and quality. Delay hinders smooth progress of works, thus planning has direct effect on time performance. The researcher found major causes of project delays as unresolved financing of project; design changes during execution; unrealistic plan and short time for execution; material, plant or labour shortage. Poor management causes budget and time overruns and strained relationship among project participants. Generate required activities,

analysis of implication and choice of alternative means of performance activities.

Approvals from authorities and relevant Government bodies have a lot of bureaucratic processes involved before a project is approved. Client finance project and sufficiently plans to avoid problems of partial financing. Contractor cash-flows are to be fairly accurate to assist client arrange required finances on time. Its lack of finance planning that often leads to delayed payment to contractor hence frustrating work progress. Productivity of resources determines time required. Computer programs make realistic and more accurate estimates.

Empirical review

Stakeholders' Participation and Sustainability

Processes for sustainable development are characterized by openness, transparency and the participation of all stakeholders. Thus, the formulation and implementation of sustainability assessments and strategies should involve a wide range of actors (not only governments). In all cases, the assumptions and information on which the assessment process is based should be fully accessible, while decisions and outcomes should be well founded and clearly explained. Transparency and accessibility increase stakeholder and public confidence in the policy-making process. Checking assumptions and assessments from the different viewpoints of various interest groups leads to mutual understanding and more robust and justified conclusions. It also increases the acceptance and credibility of the results of impact assessments, which should be broadly backed by the stakeholders involved. In addition, the use of participatory and qualitative exercise logic involving stakeholders provides a more balanced and solid sustainability impact assessment. Often, social and environmental impacts cannot be quantified and

monetized in the same way or to the same extent as economic impacts (Ramos, 2016).

Project Management Skills and Sustainability

As part of the drive toward sustainable projects, Project Management has developed a number of new methodologies, tools and techniques which foreground a concern with sustainability. From a theoretical perspective, the importance of project managers is not limited to their functional roles as implementers of sustainable, technical solutions, such as the sustainable projects described above, but refers to the broader institutional role that professions exercise in accomplishing radical change.

This is important as delivering sustainability may involve challenging assumptions and practices which are deeply institutionalized in order to create and institutionalize new organizational models and working arrangements. An example of changing institutional practices relates to the duration's shift in the project lifecycle. The delivery of final artefact or service is the normal project end; instead, the objectives of the Project Management process are starting to take into account the 'utilization' of investment of the project beyond the end of project activities (Sabini, 2016).

RESEARCH METHODOLOGY

This study adopted a descriptive research design. A descriptive research is concerned with collection of quantitative data so as to describe specific phenomenon, the characteristics of a particular individuals of a group, current trends and linkages of certain factors (Konthari, 2004). The target population of this study was urban renewal projects under the Nairobi Integrated Urban Development Master Plan (NIUPLAN) Program in Nairobi County. The respondents consisted of the project managers, Technical experts, monitoring and evaluation officers Nairobi Integrated Urban Development

Master Plan (NIUPLAN) Programs. The study adopted a census survey technique and therefore ruled out application of specific sampling technique. The data collected was quantitative and qualitative.

DATA ANALYSIS, PRESENTATION AND DISCUSSION

A response rate of 71.43% was established with 50 respondents reached, out of the 70 targeted. The research went further to establish the gender of the respondents. A simple majority (60%) were male respondents while the rest (40%) were female respondents. The results indicate that the two genders were adequately represented in the study since there is none which was more than the two-thirds. The study went further to establish the distribution of the respondents' ages. From the findings, majority (45%) indicated that they ranged between 41-50 years, followed by those who indicated that they are 51 and above years at 35% with few (15%) and (5%) and indicating that they were 31-40 years and 20-30 years respectively. The respondents were requested to indicate their highest level of academic qualifications. The study established that majority (25%) indicated that they had university first degree, followed by those who indicated that they had diploma (55%), certificate holders comprised 17% of the respondents, with a few (3%) indicating that they had a master's degree. The respondents were asked to indicate the period they had been in managing projects.

Stakeholder Participation

The study sought to assess the influence of stakeholder participation on social sustainability in urban renewal projects in the study area. This section presents findings to statements posed in this regard with responses given on a five-point likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). Table 4.5 presents the findings. The scores of 'Very Great Extent' and 'Great Extent'

have been taken to represent a statement not agreed upon, equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' has been taken to represent a statement agreed upon moderately, equivalent to a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' have been taken to represent a statement highly agreed upon equivalent to a mean score of 1.0 to 2.5

The study findings in Table 1 indicated that the respondents indicated to a great extent that the donors' involvement to enhance engagement initiatives in the projects (3.987); there was government involvement in mobilization of the resources for implementation of the project activities (3.875); The beneficiary involvement yielded sustainable projects (3.670); The beneficiary

involvement enhanced transparency and accountability in the projects (4.215); The beneficiary involvement encouraged ownership of the project activities (3.902); There were sustainable problem solutions from the problem identification in the projects (3.934) and there was user empowerment through transfer of management skills to users for the sustainability of the projects (2.908). The study findings corroborated with literature review by Okafor (2005) who observed that stakeholders participate in their own projects include empowering communities improve efficiency, local participation yields better projects, better outcomes as well as greater transparency and accountability enhances sustainability of these projects.

Table 1: Stakeholder Participation

Statement	Mean	Std
Do you have donors' involvement to enhance engagement initiatives in the projects?	3.987	.987
Is there government involvement in mobilization of the resources for implementation of the project activities?	3.875	.765
Does beneficiary involvement yields sustainable projects?	3.670	.453
Does beneficiary involvement enhance transparency and accountability in the projects?	4.215	.543
Does beneficiary involvement encourage ownership of the project activities?	3.902	.432
Are there sustainable problem solutions from the problem identification in the projects?	3.934	.321
Is there user empowerment through transfer of management skills to users for the sustainability of the projects?	2.908	.432

Project Management Skills

The study sought to assess the influence of project management skills on social sustainability in urban renewal projects in the study area. This section presented findings to statements posed in this

regard with responses given on a five-point likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). Table 2 presented the findings. The scores of 'Very Great Extent' and 'Great Extent'

have been taken to represent a statement not agreed upon, equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' had been taken to represent a statement agreed upon moderately, equivalent to a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' had been taken to represent a statement highly agreed upon equivalent to a mean score of 1.0 to 2.5

Table 2 below presented the findings. A majority of respondents can be said to a moderate extent that the project team possess adequate project management skills (3.345); the project stakeholders satisfied with management skills of the project personnel (3.276); the project team possess planning, communication and technical skills (3.218); the project resources managed properly (3.891); Do the project managers possess ability for budgeting and auditing (3.452); the project manager does ensure that there is efficiency in the procurement process (3.992). The study findings were in line with literature review by Kaliba, Muya,

& Mumba (2009) who observed that the required project management skills can include: communication and feedback systems, quality, safety, risk and a conflict management system, supervisory skills, experience, coordination and leadership, communication skills, organizational structures, control mechanisms of subcontractors' works, and the overall managerial actions in planning, organizing, leading and controlling. Zami, (2011) convey that planning and management of a project, irrespective of its complexity require the opinions of a system based on the number of stakeholders involved. Mutual communication between these stakeholders enhances division of labour, development of individual competencies and responsibilities for effective decision making. Winch (2010) puts competencies into threshold or surface and differentiating or core competencies. Threshold competencies need to be practical while core competencies are yardsticks for top performers for the sustainability of the implemented projects.

Table 2: Project Management Skills

Statements	Mean	Std. Dev
Does the project team possess adequate project management skills?	3.345	.067
Are the project stakeholders satisfied with management skills of the project personnel?	3.276	.008
Does the project team possess planning, communication and technical skills?	3.218	.010
Are the project resources managed properly?	3.891	.087
Do the project managers possess ability for budgeting and auditing?	3.452	.043
How the project manager does ensure that there is efficiency in the procurement process?	3.992	.017

Sustainability of Urban Renewal Projects

On the extent to which sustainability of urban renewal projects in the study area in terms of achievement of project goals, long term benefits to the users and scheduled closure of quality projects. The data was collected from the different indicators of the variable sustainability of urban renewal projects which was ordinal categorical. The data was therefore presented in frequency tables with the median being used as the appropriate measure of central tendency. The results were presented in Table 3.

The first indicator for the dependent variable required to know what the sustainability of urban renewal projects in terms of achievement of project goals was, 2% of the respondents had 40% , 20% had less than 15%, 20% stated 20-30% , 15% indicated 30-40% , 15% posited 31-40%, 8% indicated over 40%. The mode was found to be second which imply that on average the most of the sustainability of urban renewal projects in terms of

achievement of project goals was less than 10%. The next indicator required the respondents to state level of sustainability of urban renewal projects in terms of long term benefits to the users, 25% of the respondents had 0% , 45% had less than 10%, 5% stated 20-30% , 15% indicated 30-40% , 0% indicated over 40%. The mode was found to be which imply that on average the sustainability of urban renewal projects in terms of long term benefits to the users was less than 10%.

When the respondents were asked what the sustainability of urban renewal projects in terms of scheduled closure on quality was, 10% of the respondents had 0% , 60% had less than 10%, 20% stated 20-30% , 5% indicated 30-40% , 5% posited 31-40%, 0 % indicated over 40% The mode was found to be 2 which imply that on average the sustainability of urban renewal projects was less than 10%.

Table 3: Sustainability of Urban Renewal Projects

Statement	0%	Less than 10%	10-20%	21-30%	31-40%	Above 40%	Median
Achievement of project goals	2%	40%	20%	15%	15%	8%	2
Long term benefits to the users	25%	45%	10%	5%	15%	0%	2
Scheduled closure of a quality project	10%	60%	20%	5%	5%	0%	2

SUMMARY, CONCLUSION AND RECOMMENDATIONS

From the descriptive statistics, the study established that the respondents indicated to a great extent that the donors’ involvement to

enhance engagement initiatives in the projects; there was government involvement in mobilization of the resources for implementation of the project activities. The beneficiary involvement yielded sustainable projects and enhanced transparency

and accountability and encouraged ownership of the project activities. There were sustainable problem solutions from the problem identification in the projects to a small extent and there was user empowerment through transfer of management skills to users for the sustainability of the projects.

From the study results it was established that project management skills affect sustainability in urban renewal projects. The majority of the respondents indicated that planning skills affect sustainability in urban renewal projects. This is due to leadership and management skills of manager are being good. The project stakeholders are not satisfied with the management of the project, manager is competent enough to manage the project and project managers possess ability for decision making and conflict resolution. It was further established that human skills affect sustainability in urban renewal projects. This was through the managers of projects are not managing resources properly, management of the projects meet the needs of the stakeholders, it can enhance contract scope changes and higher chance of monitoring and evaluation of project team scope activities. The technical skills affect sustainability in urban renewal projects through the project managers' knowledge of the technology which can reduce project life cycle, encourage up-front planning efforts and lead to effectiveness of communication.

Conclusion of the Study

Based on the study findings, the study concluded that sustainability in urban renewal projects was affected by stakeholder participation followed by project management skills were the major factors that mostly affect sustainability in urban renewal projects in Kenya.

The study concluded that stakeholder participation was the first important factor that affected sustainability in urban renewal projects. The

regression coefficients of the study showed that stakeholder participation had a significant positive influence on sustainability in urban renewal projects. This implied that increasing levels of stakeholder participation would increase the levels of sustainability in urban renewal projects.

The study concluded that project management skills were the second important factor that affected sustainability in urban renewal projects. The regression coefficients of the study showed that project management skills had a significant positive influence on sustainability in urban renewal projects. This implies that increasing levels of stakeholder participation would increase the levels of sustainability in urban renewal projects.

Recommendations of the Study

The study recommended for effective stakeholder participation in the projects enhance engagement initiatives of the projects. This can be achieved through taking an active role in identifying their needs and prioritizing those needs, mobilizing internal and external resources and implementing activities towards achieving their objectives, self-reliance was stimulated thus reducing dependency on the outside agencies and improved efficiency and local participation yielded better projects.

The project management skills were an important factor to be considered for the sustainability in urban renewal projects. There is need to enhance planning skills, leadership and management skills and human skills to influence sustainability in urban renewal projects. The managers of projects should be managing resources properly, management of the projects should meet the needs of the stakeholders. The technical skills should be adequate in urban renewal projects through the project managers' knowledge of the technology.

The study contributed the body of knowledge by examining the determinants of sustainability in urban renewal projects in Kenya is greatly affected by stakeholder participation and project management skills. The study contributed to the existing literature in the field of project management by elaborating exiting theories, models and empirical studies to improve sustainability in urban renewal projects in Kenya.

Recommendations for Further Studies

The study is a milestone for further research in the field of sustainability in urban renewal projects in

Africa and particularly in Kenya. The findings demonstrated the important factors to sustainability in urban renewal projects to include; stakeholder participation and project management skills. The current study should therefore be expanded further in future in order to determine the effect of project legal framework on sustainability in urban renewal projects. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other areas in Kenya for the generalization of the study findings.

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