

# Project Integration Management and Performance of National Housing Corporation Projects In Kenya

**Andrew Kipsang Chepkwony,**

PhD Student Jomokenyatta University of Technology Kenya  
adrechep@yahoo.com

**Dr Yusuf Wanjala Muchelule (PhD),**

Lecturer, Jomokenyatta University of Science and Technology Kenya  
Yusuf.muchelule@jkuat.ac.ke

**Dr Samuel Muli Somba (PhD),**

Lecturer, Jomokenyatta University of Science and Technology, Kenya  
pgthesis@gmail.com

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## Abstract.

The purpose of the study was to assess the influence of project integration management and performance of National Housing Corporation projects in Kenya. The study was guided by the following objectives, Project scope management, project time, project cost management and disclosure and reporting. The study was guided by theory of constraints, stakeholder's theory, contingency theory, general system theory and community participation theory. The study adopted positivism research philosophy and explanatory research design was used. The target population of the study was 425 projects of National Housing Corporation Projects from 2013 to 2020 and this was the unit of observation; a simple random sampling was used to select 206 respondents which was the unit of analysis. Primary data was collected using structured self-administered questionnaire while secondary data was collected from publications, annual reports, books, researches dissertations and the internet. Data collection procedure was done using drop and pick method. Data analysis was done using Statistical Package for Social Science (SPSS) version 28 software and descriptive and inferential statistics analysis presented in form of tables. The study was confirmed in National housing corporation projects in all the 47 county governments of Kenya. The findings of the study established that disclosure and reporting significantly predicts performance of National Housing Corporation project in Kenya. Specifically, the findings of the study established that disclosure and reporting had a positive correlation on performance of National Housing Corporation Projects in Kenya. The study supports the current theories related to the study. The study recommends National Housing Corporation should enhance adoption of disclosure and reporting so that performance of projects to be improved and this will go a long way in ensuring that there is improved performance of National Housing Corporation Projects in Kenya.

**Keywords;** Project disclosure and reporting, project integration Management, National housing projects performance

## **Introduction.**

Projects are bounded by time and are supposed to be completed within the planned and stipulated time period, covering a predetermined scope, within the planned budget and quality specified by the customer or client (Abdilahi et al, 2020). Housing plays a huge role in revitalizing the economic growth in any country (Gitau & Sang, 2020). Access to adequate and affordable housing is current and growing problem in all countries globally. National Housing Corporation is mandated by Kenyan government to deliver affordable housing. In recent years National Housing Corporation has continued to supply houses but the demand outstrips the supply K.N.B.S (2021).

Today in the world of disruptive technology, rising software's solutions, increasing ambiguity of risks, and high client and stakeholder's expectations, managing projects is more complex than ever. Thus, for a project manager, synchronizing the different aspects of resources and processes of a project often fell over went. Project integration management makes every project a success, many organizations use it as a standard practice, and it helps project manager to oversee project complexity, manage project resources and manage risks. Project integration management focus on the individual procedures during execution process Martin & Chelule, (2018). Project integration management is a collection of processes required to ensure that various elements of the project are properly coordinated, not to fail in a project Hirpa, (2022). Project integration management help managers coordinate plan and ensure that all process within a project run effectively and that team members stay on track towards their final goals. Integration management is the practice of making certain every part of the project is coordinated Hafton, (2019). Project management is an integrative undertaking requiring each project process to be appropriately aligned and connected with other processes to facilitate coordination.

Project integration management involves coordinating the knowledge areas, anticipating and dealing with issues and making decisions each day about what is the best interest on the entire project. Project managers must ensure that they have integration in mind as a spring board to achieving success in a project. Project integration management is very vital in all project work Omondi, (2017) when project integration is properly performed; it ensures that all processes in a project run smoothly, that will produce a series of deliverables like project charter, scope management and project plan. Project scope management describe the procedures where all the elements or work required to ensure the success of the project is included in the project, it is basically to define what is define and what is not included in a project PMI, (2017). Project time management ensures that the project is completed within time as stipulated in the project plan. Project cost management is to ensure that project is completed within the budget. Project cost management involves the process of cost estimation, cost budgeting and cost control.

Project performance metrics focus on the project impact at one point in time or over a fixed time frame (Kavitu et al 2018); the impact of the project value should supersede the cost of the intervention. Project performance is directly related to the project potential success. Project is considered to be implemented successful if event is a component of project is completed on schedule, realized the purpose on what it was designed through achieving the set project goals and objectives identified and the project is completed within the budget (Kirimi & Munyori, 2019). Project performance is evaluated differently by stakeholders based on their varying expectations, in relation to the actual quality, cost, and time (Martin & Chelule, 2018).

Over the past years a number of housing projects in Kenya have failed to be completed within the estimated time, scope, budget or the combination of them (Mwangi, 2018) In the construction industry, the term “delay” is used to describe the time overrun of a project beyond the officially agreed completion time due to causes by the parties in the contract, who are the, employer, contractor and the consultant (Kavita et al, 2018). It is a project spilling over its planned schedule and is considered a common problem in construction projects (Hirpa, 2022). To the owner, delay means loss of revenue through lack of use of proposed facilities. In some cases, to the contractor, delay means higher overhead costs because of longer work period, higher material costs through inflation and labor cost increases (Gitau & Sang, 2020). Housing construction projects industry comprises of a large number of parties which include the clients, contractors, consultants, stakeholders, shareholders, regulators and among others. Many projects in Kenya suffer from many problems and complex issues in performance because of many reasons and factors (Elizabeth, 2020) Research evidence notes that performance of the construction projects in Kenya is minimal as time and cost overruns performance affects their implementation and successful completion (Anderson & Bigby,2021).

### **Statement of the Problem**

According to comprehensive poverty report by Kenya Bureau of statistics K.N.B.S in the year 2020, the population of Kenya was found to be growing steadily, consequently, the demand for housing was reported to be on rise especially in urban areas, with urbanization which has become tremendous there is need for housing at the moment, the gap between demand and supply for housing continues to increase and widens, the estimated deficit is approximately 2.0 mn units, growing by 200,000 units per annum (K.N.B.S, 2019). The government pledged to build 50,000 housing units for middle and low income population every year, the units were to be sold at a range of US \$ 6,000 to US\$30000 but by the end of 2021, the five year plan had only yielded 431 units or 0.8% of the target as a result over 60% of urban households in Kenya live in slums where they struggle to raise US\$10 a month for rent. G.O.K (2020) this is driven by rapid population growth rate at 2.5% per annum and high urbanization rate at 4.3% compared to 1.2% and 2.0% globally, with developers being unable to meet this demand due to inadequate credit supply, high cost of funding and low uptake of credit due to low purchasing powers by citizens (Mwangi, 2018).The acute housing shortage in Kenya has given rise to serious problem of affordability challenges as demand for housing continue to outstrip the supply.

Despite the contribution of building sector and the economy, performance of National Housing Corporation Projects performance have been poor they exist increase number of fail projects, incomplete projects ,abandoned projects generally the performance of most projects have fail to meet the expected goal and objective , based on time and cost indicators (Omondi,2017). They exist incomplete projects, many programs taking longer than scheduled, a lot of project being complex and not meeting the laid down performance metric as earlier planned, some projects do not satisfied the stakeholders or the clients because of design, some project did not involved the stakeholders of the project from start to completion Mwangi, (2018).Community participation is very vital in any development project especially Government projects. (Elizabeth, 2020, Kweyu, 2018).Performance measure is important in assessment of improvement of organization as well as determining whether or not it is achieving the stated goals Namusonge,Kabare and Mutua (2012) as cited by Gitau & Sang ,(2022).

Previous studies by (Mwangi, 2018, Omondi, 2017 Martin &Chelule, 2020) mainly concentrated on factors influencing completion of projects. However none of the referenced research have concentrated on application of Project Integration Management and performance of National Housing Corporation Projects. Based on this gap the current research aims at answering questions, “how does” Project Integration Management influences performance of National Housing Corporation Projects in Kenya This has left the knowledge gap in key areas of project integration management and performance of National Corporation projects. This Current study sought to fill this research gap by examine the influence of project scope, project time, project cost and disclosure and reporting on performance of National Housing Corporation Projects in Kenya.

### **Research Objective of the study**

1. To determine the influence of disclosure and reporting on performance of national Housing Corporation projects in Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **General System Theory**

The term system originates from Ballanfy’s 1993 general system theory with Margaret Mcleald as an influential figure in the theory. According to the theory it treats any organization as an open system; it goes further and states that real systems are open and interact with their environment Magrete el al, (2012). An open system interacts with the environment by way of inputs and outputs. According to Ballanfy, a system is a set of distinct parts that interact to form a complex whole. Giving an example of a working car, if you remove any part from it like the carburetor you no longer have a functioning car any more.

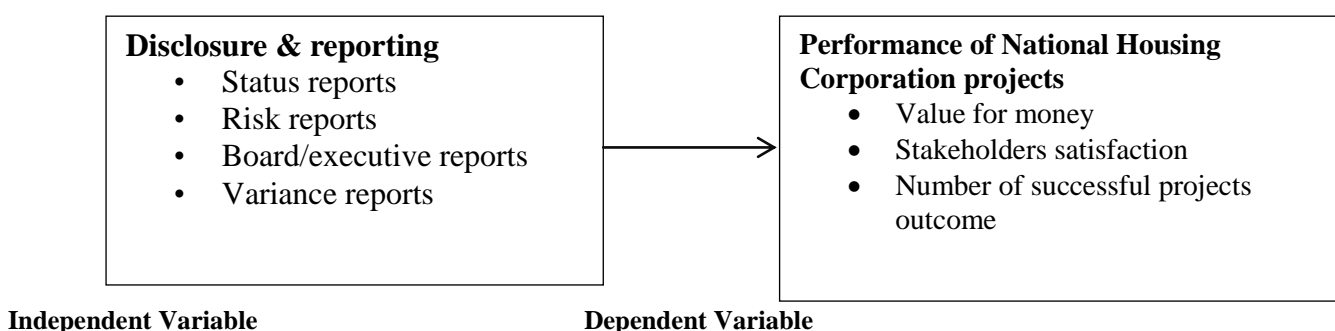
The general system theory is constrained synonymous to cybernetics, which is the study of communication and control feedback in living and lifeless system and combination of these. The focus of system theory is how anything controls behavior and processes information to better accomplish primary tasks (Von Bertalanffy L, 1955). A project can be viewed as a system which inputs and outputs process. The Inputs are transformed to yield products or services called outputs which are then released into the environment. Every project is dependent on its environment and the project teams. In this study therefore, there is a call for proper management of all the processes with regards to the triple constrains of the project in order for a project to be completed successfully and for a project to meet performance.

To understand a system, you must get to understand first a system of any given firm or an organization. The different parts or elements within and around organization intermingle to affect the way organization operate and therefore a strategy implementation (Chileshe el al, 2020). It can be argued from a system's approach to strategic management that many of the resources for strategies failure may be attributed to the successive dominance of different reductionism approaches to strategic management. Such partial approaches to project management ignore the complex, embedded and dynamic nature of today's organizations.

The components act jointly together to achieve specific objective to achieve a goal. For example, an organization in this case National Housing corporation, has independent departments with different teams and members who have different competencies and qualifications working together with sole aim of ensuring successful implementation or realizing the vision of organization. The organization in the current study, National Housing Cooperation is therefore a system with cohesive but different independent departments which coordinate for success in implementation (Omondi, 2017).

### Conceptual model and Hypothesis

The conceptual framework in the study comprise of independent variable t disclosure and reporting. The dependent variable of the study is performance of National Housing Corporation projects in Kenya. The variables and hypothetic causal paths and relationship are presented in figure 1.



**Figure 1. Conceptual Framework**

## Empirical Review

### Disclosure and Reporting

Disclosure and reporting according to Project Management Institute (PMI, 2017) ensures that the project reports are available in a timely manner and contains relevant and reliable information that supports the organization's decision making processes. The importance of disclosure and reporting governance component is to ensure that projects, programmers and portfolios are aligned with corporation objectives and stakeholders' expectations (Elizabeth, (2020). The organization projects' control system performance indicators should provide the reliable information, required for decision making by the different governance levels: Executive Board level, Contextual level, and Individual Project level (Hafton, 2019).

Pinyarat *et al.* (2018) indicates that all project stakeholders who have a legitimate interest in project information should have access to all necessary reports of a project being implemented. The authors further indicate that effective reporting requires a culture of open and honest disclosure. A project member's unwillingness to report the correct status of a troubled project is an important contributor to project failure (Park *et al.*, 2008) cited in Pinyarat *et al.* (2018). Park *et al.* (2008) found that fault responsibility and time urgency had significant impacts on an individual's willingness to disclose unfavorable news. Snow and Keil (2002) cited in (APM, 2017) suggested that executives should view favorable status reports with skepticism with the Project Management Book of Knowledge (APM, 2011) recommending independent verification of information to improve the accuracy of project reporting.

Othman, Shafiq and Nuruddin (2017) investigated factors that contribute to the effectiveness of quality planning for construction projects in Malaysia. Data was collected from 50 construction company representatives across Malaysia through questionnaires and semi-structured interviews. The study found that experiments, inspections and quality audits as well as other methods rank first, second and third most important factors respectively to the effectiveness of quality planning

### Performance of Projects

To perform is to take a complex series of actions that integrate skills and knowledge to produce a valuable result. Project performance has been defined as the degree of achievement of certain effort or undertaking which relates to the prescribed goals or objectives that form the project parameters (PMI, 2017). The key requirements of suitable performance measures and measurement frameworks are identified as including, having a few but relevant measures, being linked with critical project objectives, providing accurate information, and comprising financial and non- financial the successes of a project construction mainly depend on the success of performance. Project Completion is the degree of achievement of various efforts or undertaking which relates to the described goals or objectives that form the project parameters. In the view of Gitau & Sang, (2020) performance is the complex series of action that integrate skills knowledge to produce a valuable result. Scholars such as (

Omondi ,2017,Karimi & Munyori 2019 , Abdilai el al (2020), agree that conventional treatment for project performance is often based on the iron triangle where by committed outputs from the project are delivered based on three criteria namely scope, quality, time and cost.

The key performance measure and frame work are identified as probably having few but relevant measure being linked with critical project objective, example providing accurate information and comprising financial and non-financial measures (Martin & Chelule, 2020) they are several many potential measures for evaluating the success of a construction project. All these address three key areas that are scope, schedule and cost. The research study discovered and outlined the major seven project performance indicators, as follows project construction cost, project construction time, project cost predictability, project time predictability, client satisfaction with the final product and lastly, client satisfaction with the service and also discovered the three company performance indicators as safety, productivity and profitability

## **RESEARCH METHODOLOGY**

The research philosophy adopted was positivism, which seek to explain social phenomenon in an objective way through the gathering of verifiable facts using quantitative means. The study adopted explanatory design, the target population for the study comprised of 425 projects which have been undertaken by National Housing Cooperation from the period of 2013 to 2020 while the study unit of observation was the project managers. A simple random sampling technique was used to select the 206 participants for the study .Questionnaire were the chosen instruments for data collection, and a likert scale was used to record the participants response. Data collection procedure was started by obtaining permission from relevant authorities. Primary data was collected through administration of questionnaire to relevant construction project managers in National Housing Corporation. The collected data was analyzed by descriptive and inferential statistics

## **RESULTS AND DISCUSSIONS**

This section provide descriptive and regression analysis

### **Descriptive Statistics for Disclosure and Reporting**

The study also examined the opinion of respondents on Disclosure and Reporting the results of analysis are presented in table 1.

**Descriptive Statistics for Disclosure and Reporting**

**Table 1 Descriptive Statistics for Disclosure and Reporting**

		Total	SD	D	NT	A	SA	Mean	STD
The organization gives regular reports on project status	Freq.	170	21	45	50	29	25	2.95	1.235
	Perc.	100	12.4	26.5	29.4	17.1	14.7		
Project risk report for every project is normally established before commencement of any project	Freq.	170	29	51	38	36	16	2.76	1.233
	Perc.	100	17.1	30.0	22.4	21.2	9.4		
The organization gives regular variance report on progress of the project	Freq.	170	16	51	53	34	16	2.90	1.118
	Perc.	100	9.4	30.0	31.2	20.0	9.4		
Board meetings reports or executive reports are mandatory conducted before any project phase commences or starts	Freq.	170	37	44	38	34	17	2.71	1.286
	Perc.	100	21.8	25.9	22.4	20.0	10.0		

The findings in table1, indicate that 66 (38.9%) respondents disagreed that the organization gives regular reports on project status. 64 (31.8%) respondents agreed that the organization gives regular reports on project status. The respondents were undecided on whether the organization gives regular reports on project status or not (mean = 2.95; STD = 1.235). It was established that 80 (47.1%) respondents disagreed that project risk report for every project is normally established before commencement of any project. 52 (30.4%) respondents agreed that project risk report for every project is normally established before commencement of any project. There was indecisiveness on whether project risk report for every project is normally established before commencement of any project or not (mean = 2.76; STD = 1.233).

The study found out that 67 (39.4%) respondents disagreed that the organization gives regular variance report on progress of the project. 50 (29.4%) respondents agreed that the organization gives regular variance report on progress of the project. The respondents were undecided on whether the organization gives regular variance report on progress of the project or not (mean = 2.90; STD = 1.118). It was established that 81 (47.7%) respondents disagreed that board meetings reports or executive reports are mandatory conducted before any project phase commences or starts. 51 (30.0%) respondents agreed that board meetings reports or executive reports are mandatory conducted before any project phase commences or starts. The respondents were undecided on whether board meetings reports or executive reports are mandatory conducted before any project phase commences or starts or not (mean = 2.71; STD = 1.286).the despondence were undecided on whether progress reports, board meetings were done, and whether regular variance report on progress were done, it is notably may be most of the project managers on the construction site have no training on project planning and management that is why they were not conducting projects meeting to ascertain the relevance of the progress of the project

This current study concurs with the study findings of Martin & Chelule, (2018) who noted that the respondents were undecided on whether progress reports, board meetings were done, and whether regular variance report on progress were done, it is notably that most of the project managers on the construction site have no training on project planning and management that is why they were not conducting projects meeting to ascertain the relevance of the progress of the project , In addition to the results show that government officers working on project are non committal they do not want to disclose more information to the public for fear of being victimised, also because of confidentiality of some contract agreement.

**Table. 2 Correlation Analysis Results**



		<b>Project performance</b>	<b>Project disclosure and reporting</b>
Project performance	Pearson Correlation Sig. (2-tailed)	1	
	N	170	
Project disclosure and reporting	Pearson Correlation Sig. (2-tailed)	.204**	1
	N	170	170

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

It was found out that there is a weak positive and significant relationship between disclosure and reporting and performance of National Housing Corporation Projects Kenya ( $r = 0.204$ ;  $p < 0.05$ ). This implies that increased disclosure and reporting is associated with enhanced performance of National Housing Corporation Projects' in Kenya and vice-versa. These current findings are in agreement with Othman et al (2017) established that disclosure and reporting enhance performance of projects, further the author states that meetings of board members of the projects should be used to enhance performance and not to be kept on selves by doing so the project will be able to use the information which is current and project performance will be achieved, similarly the findings of Williams et al, (2019) suggest that there is need to disclose all information regarding the project to all stake holders involved in a project further the author points out that information biasness may render the project to be delivered late hence recommends for all project managers in construction industry to disclose all information to enhance project performance.

**Relationship between projects Integration Management and Performance of National Housing Corporation Projects.**

**Table 3 model summary Project Integration Management and performance**

R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics						
					R Change	Square Change	F Change	df1	df2	Sig. Change	F
.614	.377	.358		.82273	.377		19.835	5	164	.000	

a. Predictors: (Constant), Disclosure and reporting, Project scope management, Project time management, Project cost management, community participation

c. Dependent Variable: Performance of National Housing Corporation Projects in Kenya

A simple linear regression was performed to examine the link between the two variables. The table 3 presents R and R square values coefficient of correlation between project integration management and performance of National Housing Corporation Projects in Kenya. The R square 0.337 reveal that 37.7% of the variation in performance of National Housing Corporation Projects can be explained by project scope management, project time management, and project cost management, project

disclosure and reporting. The remaining 62.3 % of project performance variation was determined by factors that did not form part of the model.

**Table 4: ANOVA Project Integration Management and Performance**

		Sum of Squares	Df	Mean Square	F	Sig.
Model 1	Regression	7.256	4	1.814	9.725	.000b
	Residual	17.161	92	.187		
	Total	24.418	96			

a. Dependent Variable: Performance of National Housing Corporation Projects in Kenya

b. Predictors: (Constant), Disclosure and reporting, Project scope management, Project time management, Project cost management

Table 4 indicate the ANOVA model results .The F statistics value was 9.725 and the p value of 0.000 was less than 0.05.tthis implies that the regression model predicted significantly the dependent variable(Performance of National Housing Corporation projects).this suggests that project integration was a significant predictor.

**Table 5: Regression Coefficient Project Disclosure and reporting Management**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.646	.464		3.549	.001
Project disclosure and reporting	.182	.079	.234	2.295	.024

a Dependent variable ; Project performance

As indicated in table 5 a statistical coefficient of project disclosure and reporting and performance of national housing projects showed that (t = 2.295; p < 0.0 5). This implies that Disclosure and reporting significantly predicts performance. of National Housing Corporation Projects in Kenya Further a beta coefficient of 0.182 was obtained implying a unit increase in disclosure and reporting results to an increases in performance by 0.182 units in performance of National Housing Corporation Projects in Kenya with other variables held constant. The null hypothesis that there is no significant relationship between disclosure and reporting and performance of National Housing Corporation Projects in Kenya was rejected. It was concluded that there is a significant relationship between disclosure and reporting and performance of National Housing Corporation Projects in Kenya.

These results are in line with studies of Pinyarat el al, (2018) that project disclosure and reporting affects performance of projects, in their study findings reveals that disclosure and reporting positively impact project performance, the author further state that

proper disclosure of information and reporting on time through the right channels of communication avoids delays of project activities. This results also conforms of study of Williams et al (2019) on his study findings reveals that evidence of optimistic bias, in overestimating reduction in staff members of UK office through Private Finance Initiative through outsourcing, efficiency gains and changes in working practices in project. There was no adequate disclosure of information and reporting in project prior to commencement and during implementation and this contributed to poor performance of the project, Gitau & Sang (2020) who ascertained that early conveying of information to the project team ensures everyone is on one page and further the studies revealed that proper planning of communication and reporting channels ensures project is on track and can be easily be monitored and at the same time make every one working on the project to know what is the next activity after the one that have elapse this leads to transparency and hence contributes to a larger extend to performance

**The linear regression**

$$Y=1.646+0.182x$$

Where;

Y=Performance Housing projects

X=Project disclosure and reporting Descriptive Statistics for Performance of National Housing Projects

**Descriptive Statistics for Performance of National Housing Corporation Projects in Kenya**

The study sought the opinion of respondents on performance of housing projects in Kenya . The results of analysis are presented in Table 5.

**Table 6 Descriptive Statistics for Performance of National Housing Corporation Projects in Kenya**

		Total	SD	D	NT	A	SA	Mean	STD
All the projects completed by my organization are always aligned with the stated business requirements	Freq.	170	21	26	48	53	22	3.17	1.207
	Perc.	100	12.4	15.3	28.2	31.2	12.9		
Stakeholders’ satisfaction is a key indicator of project performance and realization of its objectives	Freq.	170	30	34	30	50	26	3.05	1.349
	Perc.	100	17.6	20.0	17.6	29.4	15.3		
Aspects of micro economy affect the number of projects completed	Freq.	170	22	38	38	45	27	3.10	1.281
	Perc.	100	12.9	22.4	22.4	26.5	15.9		
With the community being the direct beneficiary of the projects, the success of the project outcomes is always determined by their levels of satisfaction	Freq.	170	23	33	37	57	20	3.11	1.241
	Perc.	100	13.5	19.4	21.8	33.5	11.8		
The current trends and changes in technologies affect the project deliverables to be attained	Freq.	170	16	40	45	40	29	3.15	1.231
	Perc.	100	9.4	23.5	26.5	23.5	17.1		

The study found out that 47 (27.7%) respondents disagreed that all the projects completed by my organization are always aligned with the stated business requirements. 75 (44.1%) respondents agreed that all the projects completed by my organization are always aligned with the stated business requirements. The respondents were undecided on whether all the projects completed by my organization are always aligned with the stated business requirements or not (mean = 3.17; STD = 1.207). It was noted that 64 (37.6%) respondents disagreed that stakeholder satisfaction is a key indicator of project performance and realization of its objectives. 76 (44.7%) respondents agreed that stakeholder satisfaction is a key indicator of project performance and realization of its objectives. The respondents were undecided on whether stakeholder satisfaction is a key indicator of project performance and realization of its objectives or not (mean = 3.05; STD = 1.349).

The study results reveals that that 60 (35.3%) respondents disagreed that aspects of micro economy affect the number of projects completed. 73 (42.4%) respondents agreed that aspects of micro economy affect the number of projects completed. The respondents were undecided on whether aspects of micro economy affect the number of projects completed (mean = 3.10; STD = 1.281). The study determined that 56 (32.9%) respondents disagreed that with the community being the direct beneficiary of the projects, the success of the project outcomes is always determined by their levels of satisfaction. 77 (45.3%) respondents agreed that with the community being the direct beneficiary of the projects, the success of the project outcomes is always determined by their levels of satisfaction. The respondents were undecided on whether with the community being the direct beneficiary of the projects, the success of the project outcomes is always determined by their levels of satisfaction or not (mean = 3.11; STD = 1.241).

The study determined that 56 (32.9%) respondents disagreed that the current trends and changes in technologies affect the project deliverables to be attained. 69 (40.6%) respondents agreed that the current trends and changes in technologies affect the project deliverables to be attained. The respondents were undecided on whether the current trends and changes in technologies affect The respondents were undecided on whether the time to be taken by each activity is estimated during the planning process to ascertain the required timeframe for every task or not (mean = 3.29; STD = 1.112).

It was noted that 71 (41.8%) respondent disagreed that projects completed are normally delivered within the projected timeframes. 53 (31.2%) respondents agreed that projects completed are normally delivered within the projected timeframes. It was consented that projects completed are normally delivered within the projected timeframes (mean = 2.82; STD = 1.102).Project is considered to be successful implemented and completed if it is on schedule on budget and achieves all goals originally set for and accepted PMI, (2017)

### **Conclusion of the Study.**

The study concluded that project disclosure and reporting positively and significantly affects performance of National Housing Corporation Projects in Kenya. The study concludes that proper project disclosure and reporting of information is important and should be enhance in order for projects to be improve in terms of performance, Further the study concluded that the Nationals Housing corporation should be able to disclose information pertaining the status of projects this will enable them know exact progress of the projects and this will improve on the project performance.The finding concludes that National Housing Corporation would perform better when it incorporate and embrace disclosure and reporting which would lead to timely completion of projects.

### **Recommendation of the study.**

To policy makers and project managers, the study recommends that project disclosure and reporting should be enhanced in order to improve performance of National housing corporation projects.

The study also recommends for inclusion of project integration management for coordination and direction in projects so that project can be completed on time as scheduled during planning time.

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