STAKEHOLDER MANAGEMENT MODEL FOR SUSTAINABLE PUBLIC HOUSING DELIVERY IN SOUTH EAST, NIGERIA

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BEING A Ph.D THESIS SECOND SEMINAR SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF DOCTOR OF PHILOSOPHY (Ph.D) IN ESTATE MANAGEMENT

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DECLARATION

I, Ewurum, Nonso Izuchukwu, a postgraduate student of the Department of Estate Management, Nnamdi Azikiwe University, Awka with Registration Number 2014307003P do hereby declare that this thesis is original and was carried out by me.

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APPROVAL

This thesis has been approved for the Department of Estate Management, Faculty of Environmental Sciences, UNIZIK by

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Supervisor

_____   _____

Dr. I. Emoh   Date
Head of Department

DEDICATION

This thesis is dedicated to GOD for His Mercy and Blessing.

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ABSTRACT

Extant literature has examined the deficit in public housing delivery in Nigeria while citing a preponderance of causes such as policy issues, affordability, corruption, urbanization etc. The study is motivated by the conspicuous gap in literature on the degree to which poor stakeholder management has contributed to the housing deficit in Nigeria. in a bid to fill this gap, the study has the broad objective of developing a Stakeholder Management Model for effective sustainable housing delivery in Nigeria. The specific objectives of the study are, to: examine the extent to which development communication is utilized in stakeholder identification in the Nigerian housing sector, determine the correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry, analyze the role of stakeholder conflict management in facilitating social housing supply in Nigeria, and determine the relationship between social responsibility management and end-user driven initiatives in the industry. The study will employ descriptive research design, and will make use of data obtained from primary sources. The population of the study is 160 Estate Surveyors and Valuers in Estate Surveying and Valuation firms, registered Resident Surveyors and Valuers in Ministry of Lands, Housing and Urban Development, Real Estate Developers Association of Nigeria, the Academia, Federal Mortgage Bank of Nigeria and Securities and Exchange Commission in South East, Nigeria. This was obtained from the Nigerian Institution of Estate Surveyors and Valuers' (NIESV's) Directory of Registered Members and Firms (2017). The study adopted holistic sampling. The research instruments were questionnaire and interview schedule. Data from focus group discussions were analyzed qualitatively using Scissor-Sort technique and Content Analysis. Quantitative testing of the hypotheses involved the use of Spearman Rank Order Correlation Coefficient (for hypothesis 1), Principal Component Analysis (PCA) (for hypothesis 3), and One-Sample Kolmogorov-Smirnov Test (for hypotheses 2 and 4). All four hypotheses will be tested at 5% error while the level of significance is represented at 95 degrees of confidence. The decision rule is to reject Ho if p value < 0.05, and to not reject Ho, if otherwise. The study found that the extent to which development communication is utilized in stakeholder identification in the Nigerian housing industry was low (r = .199, p <.05), the study found a significant positive correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry (Zc = 14.8275; p < 0.05), the study found that stakeholder conflict management plays a significant role in facilitating social housing supply in Nigeria through mutual problem solving (9.299), it was also found that the relationship between social responsibility management and end-user driven initiatives in the industry is significantly positive (Zc = 7.892; p < 0.05). The study concluded that a stakeholder management model is significantly needed for sustainable public housing delivery in South East, Nigeria. The study recommended successful integration of PR strategies in the identification of stakeholders through development communication, the study recommended the engagement of stakeholders at all levels of the formulation and implementation phases of the project, the study recommended a rent-to-own scheme where housing is provided to low income earners who pay back a subsidy over a number of years through rent, with the option to purchase the house at some point at a subsidy, it was also recommended that government should embark on offering fiscal incentives to producers of building materials and aggressive training of graduates in the relevant field to increase their proficiency in the production of building materials, the study recommended the introduction of a Stakeholder Management course within Tertiary Education Project Management curriculum in a bid to create graduates with proficiency in Stakeholder Management, the study also advocated the creation of a Stakeholder Management Department in the relevant housing delivery agencies in a bid to ensure professional management and engagement of stakeholders for improved practices in the industry, it was recommended that government should show more responsibility by referencing scholarly works in the planning and implementation of social development policies. The study contributed to knowledge with the development of 4 models for the attainment of sustainable housing delivery through stakeholder identification, engagement, conflict management, and social responsibility management. Subsequently, the study developed a Stakeholder Management Model for Sustainable Public Housing Delivery.

CHAPTER ONE
INTRODUCTION

1.1   Background to the Study

Urban housing affects virtually every aspect of life, yet globally, the challenge of providing sustainable housing delivery has remained obdurately insurmountable. Sustainable housing delivery refers to a system which guarantees the flexibility of housing supply in meeting the teeming present and future demand for housing, environmental and sociocultural challenges towards the attainment of economic development. Globally, countries have employed different approaches towards the attainment of this goal with varied levels of success. A common denominator in some of the few available success stories is a substantial level of commitment to the cultivation and management of a network of relationships. This, which may be referred to as stakeholder management, represents the strategic approach of managing the expectation and participation of anyone affected by the deliverables or outputs of an organization in the planning and implementation phases.

In Canada, elements of sustainable housing such as improved private home ownership and reduction in the homelessness statistics have been factored in by default in the formulation of provincial housing policies. This was instigated by an end-driven initiative with development communication between housing regulators and the target population. The process led to the identification of several gaps in the housing continuum, including transitional and supportive housing, and private rentals which aided demographic and socioeconomic projections in the formulation of long-term housing strategy (Nunavut Housing Corporation, 2013 in International Institute for Sustainable Development, 2016).

The directions, goals and objectives of the strategy focuses on both housing supply and demand, reliance on subsidized public housing, outlining challenges such as high housing costs and limited investment, and seeks to address the issues of insufficient interdepartmental cooperation and limited federal investment (International Institute for Sustainable Development, 2016). The latter shows that the industry has identified sufficient stakeholder management as a precursor to successful attainment of this goal. The multiplicity of the actors in housing delivery and the complexity of the environment wherein planning and implementation of housing programmes take place has contributed to this argument.

Furthermore, an increasing number of studies (Newcombe, 2003; Olander and Landin, 2005; El-Gohary, 2006) have identified the importance of stakeholder management in successful project execution. Already, many modern organizations such as Pfizer pharmaceuticals and Boeing have

long moved from function-based management structures to become ─ projectized organizations, with outstanding results (Bredillet, 2005). These projectized organizations employ integrated use of stakeholder management best practices and critical success factors (CSFs) to ensure successful delivery of organizational projects. The results of deploying such CSFs on projects, are the improvement of operational efficiency, competitiveness (Bredillet, 2005), and overall organizational effectiveness (Boynton and Zmund, 1984; Walker and Dart, 2011). The foregoing suggests that definition of project success is different from the point of view of each stakeholder as a project may seem to be successful to the producer but on the other hand may be completely unsuccessful for both the contractors and the end users as is evident in the Nigerian housing industry.

With respect to Australia, sustainable housing delivery has jumped to the top rung of policy formulations with the prioritization of housing affordability. This is not surprising given that by international comparison, Australia's housing affordability is ranked one of the lowest in the world (Urban Research Center, 2008). To curb this ugly scenario, what is beginning to emerge in Australia is a stakeholder engagement approach to the provision of affordable housing supply (ibid.). Stakeholder engagement is the process of involving people who may be affected by decisions or can influence the implementation of decisions. The consequence of this approach in Australia is the boom of a housing industry with the capacity to create, sustain wealth and propel sustained economic recovery. In fact, Chip Case (of the Case-Shiller index) has argued that "housing has brought us out of every recession in the past" (Okonjo-Iweala, 2014).

In South Africa, in order to kick-start the building of affordable houses the government introduced what is known as the Record of Understanding between the Government and Housing Stakeholders (Mohlasedi and Nkado, 1997). The actualization of this template is supervised and monitored by highly experienced management teams through all the stages of its implementation. The venture is not just an attempt to engage stakeholders but also suggests the crucial factor of comprehensive stakeholder identification in policy formulation. These measures by the government had prompted stakeholders in affordable housing, especially developers and end users, to gear themselves up for a major development activity and this has led to successful applications made to provincial housing boards and subsidies for various housing schemes (ibid.).

Despite the success credited to stakeholder management in sustainable housing delivery in developed countries, the housing industry in most emerging economies has a poor record in this aspect (Loosemore 2006). Many of these problems include inadequate identification and

engagement of stakeholders, unclear objectives of stakeholder management, difficulty in identifying the "invisible" stakeholder, and inadequate communication with stakeholders (Pouloudi and Whitley, 1997; Loosemore, 2006; Bourne and Walker, 2006; Rowlinson and Cheung, 2008).

In Nigeria, even though there are no accurate data on the nation's housing stock, earlier studies and observations strongly suggest quantitative and qualitative housing problems across the country (Ifediora, Igwe and Ukpere, 2015; Kumolu, 2013; Fadahunsi, 1985; Akeju, 2007; Aikhorin, 2008). A more recent estimate puts the figure at 16 – 17 million units (Uroko and Akintola, 2008). This unfortunate statistic is more glaring in comparison to the assertion that the Nigerian population of over 170 million has witnessed 60% growth rate between 1990 to date (Enghbal, 2008).

Despite huge allocations of money to the housing sector in the National Development Plans, very little was achieved in terms of meeting specified targets in housing construction. A number of reasons can be adduced for this, which include: wrong perception of the housing needs of the low income earners, who incidentally constitute the vast majority of urban dwellers; improper planning and poor execution of housing policies and programmes; others are undue politicizing of government housing programmes and the lack of the political will and astuteness to carry out government housing programmes to logical conclusions; and insensitivity of government to the operations of the private sector in housing delivery (Ademiluyi and Raji, 2008; Olotuah and Bobadoye, 2009).

In addition, many of the housing units were located many kilometers away from those who require them and from the functionally active boundaries where socio-economic activities take place within the cities (Ademiluyi and Raji, 2008; Olotuah and Bobadoye, 2009). This signifies poor public relations and community stakeholder engagement in the planning and implementation process in comparison with evidence from countries such as Canada and Australia. In agreement, Carlsson (2000) offers that the policy process is evolving towards multi-actor and multi-goal situations, which portray the increasing emphasis on managing stakeholders for improved service delivery.

It is difficult, therefore, to find at any given time any substantial improvement or achievement in terms of housing delivery in Nigeria. This is grossly due to planning inconsistency and weak organizational structures due to political instability, and over centralized mechanism of decision making and execution (Elegbede, Olofa, and Olojede, 2015). The study in analyzing this

submission by Elegbede et al. (2015) equates the latter, which is based on over-centralization, to poor stakeholder engagement by the regulatory bodies. This is equally reinforced with the observation that the involvement of the public sector in housing in Nigeria has been more of policy formulation than housing delivery; thus indicating a vacuum on the role of stakeholders in housing delivery in Nigeria. From all indications, the housing development programmes of past successive governments in Nigeria show that the government may not have successfully managed the various stakeholders in the sector.

However, with respect to the study, relevant stakeholders in the housing industry are regulators, financial institutions and developers (Pison Housing Company, 2010). Table 1 shows a breakdown of the stakeholders in public housing delivery in Nigeria:

Table 1:   Stakeholders in Public Housing Delivery in Nigeria

REGULATORS	FINANCIAL INSTITUTIONS	DEVELOPERS
CBN	FMBN	Federal Housing Authority
Federal Ministry of Lands and Urban Development	99 Primary Mortgage Institutions	36 State Housing Corporations
Federal Ministry of Housing	24 Deposit Money Banks	36 State Ministry of Housing
Securities and Exchange Commission		36 State Ministry of Lands and Urban Development
		80 Registered Real Estate Developers
		53 Insurance Companies

Source: Pison Housing Company (2010).

It is conspicuous that a cursory look at Table 1 shows that the end-user is not recognized as a stakeholder in public housing delivery from a Nigerian perspective. Clarkson (1995) identifies stakeholders in public administration as the government that provide infrastructure, whose laws must be obeyed, and to whom taxes and other obligations may be due; and the communities who are beneficiaries of the infrastructure, and liable to pay the taxes. No wonder housing development programmes in Nigeria lack market segmentation, targeting, differentiation and positioning strategies (Ifediora, Igwe and Ukpere, 2015). It is evident from the above that the survival and sustainability of public administration, of which housing provision is a subset, depends upon its ability to fulfil both economic and social purpose. This conventional wisdom on

the crucial importance of the end-user seems to be forgotten and neglected by the Nigerian government. No wonder wrong perception of the housing needs of the low income earners is a feature of housing delivery programmes in Nigeria.

Also worthy of mention is the equally conspicuous absence of the academia. The extent to which contributions of studies as this are utilized in national and economic planning is critically low. There is minimal evidence of any mechanism in place to monitor, identify, review and utilize empirical works by research authorities in Nigeria. There is equally no evidence that academics are consulted in every stage of the formulation, planning, decision making and implementation of housing policies, programmes and projects in Nigeria. At the risk of digressing, it is a pertinent reminder that scholars burn overnight candles to come up with several panaceas to national and economic concerns, yet the extent to which these works or the authors are consulted leave a lot to be desired. Part of the remit of the study is to examine the potency of the inclusion of the academia, transportation sector, Non-Governmental Organizations (local and international), cooperative societies, representatives of relevant international agencies such as United Nations Development Programme (UNDP), World Bank; as crucial stakeholders in housing delivery in Nigeria.

It could be rightly argued, that the non-application of stakeholder management strategies in the planning and implementation of housing development programmes could have contributed to the failure of these programmes, notwithstanding the huge need for housing and adequate shelter in Nigeria. In this context, putting stakeholder management into perspective means establishing the needed set of processes, guidelines and institutions affecting the way housing regulators recognize and engage interests. Following the shortfalls of the Nigerian housing industry, the formulation of a Stakeholder Management Model towards sustainable effective housing delivery has become more imperative. This is not only because of complexity in the engagement strategy of the regulatory bodies but also for its implications for the sustainable growth of the industry.

The study aims to develop a Stakeholder Management Model for effective sustainable urban housing delivery in a developing economy like Nigeria. In the discussion, the proxies of the Stakeholder Management variable were undertaking social responsibilities (Wood, Gray, Carroll; 1991; Prager and Freese, 2009; El-Sawah, 2006; Reed, 2008; Prager and Freese 2009; and Phillips, 2003); stakeholder conflict management (Winch, 2000; Schermerhorn, 2003 and Jergeas, 2000); stakeholder identification (Karlsen, 2002; Olander, 2006; Walker, 2008; Jepsen and Eskerod, 2008); stakeholder engagement strategy (Savage, 1991; Freeman, 1984; 2007; Aaltonen, 2008; Olander, 2007; Bourne and Walker, 2005).

The essence of the study is to provide an empirical model of integrating stakeholder management proxies with proxies for sustainable urban housing delivery variable as informed by the views of Elegbede, et al (2015) outlining sustainable housing approach, value management, facilitating affordable housing supply, end-user driven priorities; towards the goal of achieving sustainability and effectiveness in urban housing delivery. In addition, the study identifies improved home ownership as proxy for sustainable public housing delivery in Nigeria.

1.2   Statement of the Problem

Evidence from literature has shown that the Nigerian government adopted a top-down approach (instead of a build-up approach) to housing development policy formulation and implementation, with little or inadequate input from stakeholders. One begins then to speculate that the limited consideration for stakeholder management, and in particular, stakeholder engagement strategies in the government's housing development programmes formulation and implementation may be contributing to the poor performance of such programmes. It then becomes necessary to go beyond speculation and establish empirical evidence of this neglect or inadequate use of stakeholder management strategies in planning and executing housing development programmes, especially with the inclusion of key stakeholders as academia, end-users and civil organizations; as we plan to do in this study.

Available literature provides research evidence on housing and housing development programmes in Nigeria. While most of these studies carried out a review of successive government housing development programmes with the purpose of showcasing their shortcomings and pitfalls, others concentrated on housing delivery assessment. Though some of these studies succeeded in exposing and confirming the fact that the government's housing development efforts have yielded little results, they did not, however, dwell much on exploring ways through which these housing programme design and implementation can utilize stakeholder engagement and sustainability, social responsibility management; in the adoption of a Stakeholder Management Model to achieve desired results such as value management, sustainable and affordable housing approach towards attaining end-user driven initiatives. The study is an attempt to fill this gap.

1.3   Aim and Objectives of the Study

The aim of the study is to develop a Stakeholder Management Model for sustainable public housing delivery in South East, Nigeria. The objectives of the study are:

1. To examine the extent to which development communication is utilized in stakeholder identification in the Nigerian housing sector.
2. To determine the correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry.
3. To analyze the role of stakeholder conflict management in facilitating social housing supply in Nigeria.
4. To determine the relationship between social responsibility management and end-user driven initiatives in the industry.

1.4   Research Questions

The following research questions guided the investigation:
1. To what extent is development communication utilized in stakeholder identification in the Nigerian housing sector?
2. What is the correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry?
3. What is the role of stakeholder conflict management in facilitating social housing supply in Nigeria?
4. What is the relationship between social responsibility management and end-user driven initiates in the industry?

1.5   Statement of Hypotheses

The research hypotheses were formulated in the null as follows:
1. To a large extent, development communication is not utilized in stakeholder identification in the Nigerian housing sector.
2. There is no significant correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry.
3. Stakeholder conflict management does not play a significant role in facilitating social housing supply in Nigeria through mutual problem solving.
4. Relationship between social responsibility management and end-user driven initiatives in the industry is not significant.

1.6   Significance of the Study

This study is significant because it will produce information on stakeholder management strategy for sustainable development of the housing industry that will be of benefit and useful to Members of the Board of Directors of the regulatory bodies who formulate policies on stakeholder management strategy for sustainable development in the housing industry.

Managers, Supervisors and Junior Staff of the regulatory bodies under study who will implement the policies formulated.

The Stakeholders who comprise the public, financial institutions, developers, civil societies, transporters, academia and Government who need an appreciation of the stakeholder management discourse for sustainable effective development of the sector. End-users who need sustainable good quality services from housing providers.

Students and researchers of Stakeholder Management, Sustainable Housing Development, Development Studies, Estate Management, Economics, Macroeconomics, Development Economics, Building Technology, Civil Engineering, Banking and Finance, and Business Administration who need materials on stakeholder management and sustainable development in the housing industry in Nigeria for further studies.

1.7 Scope of the Study

The scope of the study is on stakeholder management model and sustainable public housing delivery in Nigeria. The scope will cover the conceptual and theoretical constructs as well as models of the variables that make up the study. The independent variables are development communication, engagement strategy, conflict management, and social responsibility management. The dependent variables are sustainable housing approach, social housing supply, and end-user driven initiatives.

The research was limited to the identification of governmental organizations, community representatives, non-governmental organizations, developers, transporters, financial institutions and the academia as key stakeholders in planning and implementing sustainable effective housing delivery in the selected states in South East, Nigeria. As a result of financial constraints, the study examined data from Abia, Anambra and Enugu States.

The study also focused on prior empirical works as it relates to the discourse and will examine the core responsibilities of stakeholders in the housing industry in achieving sustainable development of the housing industry in Nigeria. The survey will be based on all housing industry stakeholders located in South East, Nigeria. This area formed the focus of the study due to the researcher's understanding of the industry in South East Nigeria for facilitated data collection. The focus on the housing industry was inspired by the incessant need to address the housing deficit in Nigeria.

1.8   Limitations of the Study

The research is limited by the study area which is South East Nigeria as against all the geopolitical zones in Nigeria. This is as a result of financial constraints.

1.9   Study Area

The study will be domiciled in the South East Nigeria States of Abia, Anambra and Enugu. The South East geographical zone comprises five states as follows Abia, Anambra, Ebonyi, Enugu and Imo States. The South East is home to predominantly 'Igbos' whose language, Igbo, is one of the three most widely recognised and spoken languages in the country. Alternatively, a majority of the population speak Nigerian English (Pidgin English) while quite a number of the educated ones speak, read and write English language fluently. Igbos are one of the largest and most influential ethnic groups in Nigeria. Figures 1.1, 1.2 and 1.3 show a geographical illustration of Anambra, Abia and Enugu States.
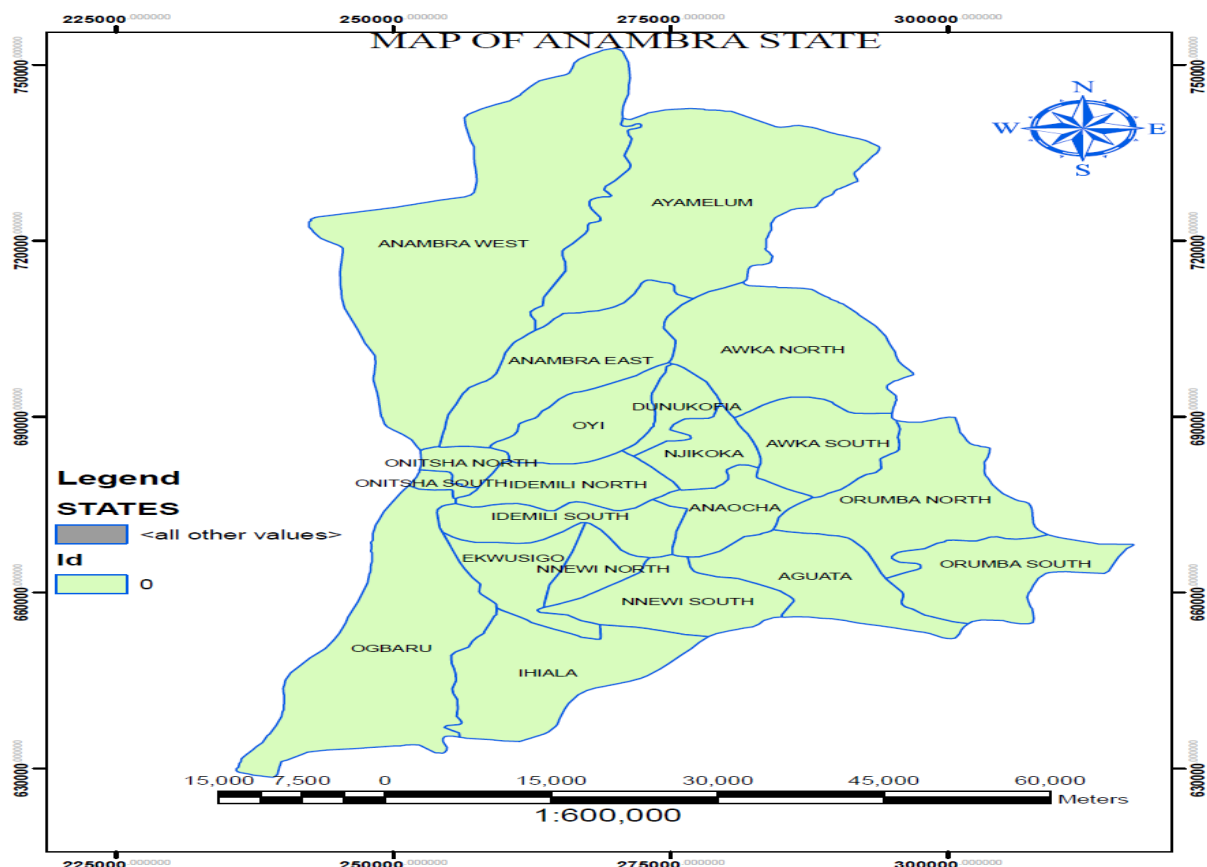

Figure 1.1: Map of Anambra State in Nigeria.

Source: Ministry of Lands Survey & Town Planning, Awka, Anambra State (2016).

Figure 1.1 shows the map of Anambra state. Awka is the administrative capital while Onitsha is the commercial heartbeat of the State. Awka became the capital of Anambra state after it was

carved out of the old Anambra State in 1991. Anambra state in Nigeria is mainly populated by Igbos and popularly known for its commercial and literary tendencies.

The state's theme is "Light of the Nation". Boundaries are formed by Delta State to the west, Imo State and Rivers State to the south, Enugu State to the east and Kogi State to the north. The origin of the name is derived from the Anambra River (Omambala) which is a tributary of the famous River Niger. Anambra is the eighth most populated state in the Federal Republic of Nigeria and the second most densely populated state in Nigeria after Lagos State. The stretch of more than 45 km between Oba and Amorka contains a cluster of numerous thickly populated villages and small towns giving the area an estimated average density of 1,500–2,000 persons per square kilometer (Nigerian Census Data, 2006).

Anambra is rich in natural gas, crude oil, bauxite, ceramic and has an almost 100 percent arable soil. Furthermore, the state has many other resources in terms of agro-based activities like fishery and farming, as well as land cultivated for pasturing and animal husbandry. The state is rich in culture and tourism citing Agulu Crocodile Lake which is located along Awka road in Agulu, Aniocha Local Government Area of the state. A potential tourist site, it is home to an estimated three hundred crocodiles and water turtles. Fishing is not allowed on the lake and the crocodiles, being sacred animals to the people, cannot be killed. Ogbunike Caves, listed by UNESCO (2006) as a world Heritage Site is one of the most visited tourist sites in Anambra State. It is classified as a Sandstone cave (Lateritic sandstones of Campanian-Miocene age). Igbo Ukwu is an ancient town known for astonishing metal crafts and has remained an attraction to tourists because of its bronze artifacts. The bronzes which were first noticed in 1938 and later excavated by Thurstan Shaw (an English archaeologist) date back to about the 9th century, are of high value and historic relevance etc.

Awka, the state capital, is also the center of Nigeria's metalwork and carving industries. Educationally, Anambra is a centre of excellence. There are the Nnamdi Azikiwe University (UNIZIK), Awka a federal university with College of Medicine situated at Nnewi. The UNIZIK Nnewi runs a modern Teaching Hospital with facilities also at Umunya and Ukpo. UNIZIK also has faculty of pharmaceutical sciences at Agulu, School of Preliminary studies at Mbaukwu and College of Agriculture. The Anambra State University, formerly known as Anambra State University of Science and Technology (ASUTECH), with two campuses, one in Uli, and another at Igbariam; the Federal Polytechnic, Oko; Nwafor Orizu University of Education (formerly known as the Nwafor Orizu College of Education), Nsugbe. Private Universities include The Tansian University, Umunya and Madonna University, Okija. Literacy rate in the state is

comparatively high and the state is home to great authors like Prof. Chinua Achebe and Miss Chimamanda Adichie.
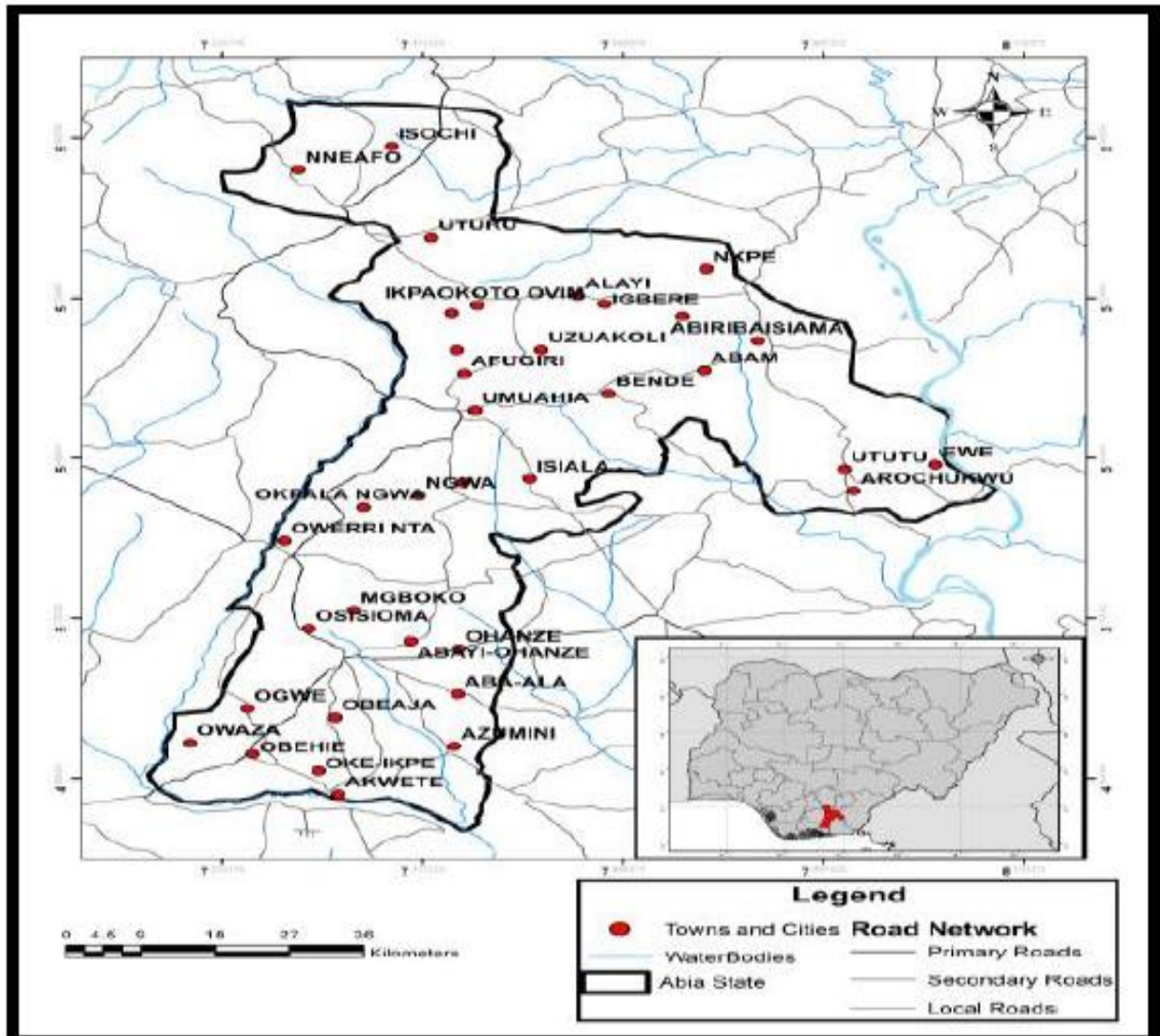
Figure 1.2 is an illustration of the map of Abia State.

Figure 1.2: **Map of Abia State Nigeria**

Source: Department of Land Surveying and Geoinformatics Geographic Information System (GIS), University of Nigeria Nsukka

Figure 1.2 shows the map of Abia State showing the administrative capital Umuahia and the commercial capital of the State Aba. Umuahia is the capital city of Abia State. It is located along the rail road that lies between Port Harcourt to Umuahia's south and Enugu city to its north. Umuahia has a population of 359,230 according to the 2006 Nigerian census. Umuahia's indigenous ethnic group are the Igbo.

The city is well known as being an agricultural market center since 1916. It is also a railway collecting point for crops such as yams, cassava, corn (maize), taro, citrus fruits, and palm oil and kernels. There are several breweries in Umuahia, and there is also a palm-oil-processing plant. Nigeria's National Root Crops Research Institute, at Umudike, is adjacent to the town. Umuahia also has several colleges including Trinity College (theological) and several hospitals. Umuahia comprises two local government areas: Umuahia North and Umuahia South. These local governments are also composed of clans such as the Umuopara, Ibeku, Olokoro, Ubakala and Ohuhu communities. Umuahia town is traditionally owned by the Ibeku after early British administrators based the town in their lands.

The map of Enugu State is shown in Figure 1.3.

Figure 1.3: Map of Enugu State.

Source: Department of Land Surveying and Geoinformatics Geographic Information System (GIS), University of Nigeria Nsukka

Figure 1.3 shows the map of Enugu state and some key towns in the state such as Udi, Nsukka, Awgu etc. Enugu urban is the capital of Enugu State with 3 local governments of Enugu (East, North and South). The state is cosmopolitan given its former status as the capital of Eastern Nigeria. Enugu lies approximately on latitude 06º 21º N and 06º 30º and longitude 07º 26º E and 07º 37º E of Enugu State of Nigeria. It has an estimated land area of about 72.8 square kilometers.

Residential land use account for the highest land use comprising about 54.3% of the total urban area in Enugu. Enugu has about twenty (20) distinct neighborhoods that may be broadly categorized as low, medium and high-density areas. It is pertinent to note the housing types are typical of density areas. For example, tenements buildings dominate and are characterized by high-density areas such as Ogui New Layout, Obiagu neighborhoods, while a block of flats is prevalent in New Heaven and Achara Layouts, a medium density area. In the low-density areas, bungalows and duplexes are common.

Due to the influences of spread effects, mixed densities exist. Planned and unplanned areas sprang alongside Enugu metropolis as a result of high demand for residential accommodations. That is to say that the urban residential space in Enugu metropolis is not necessarily a continuous zone but an arbitrarily defined circumscribing area of about sixteen neighborhoods and some intervening open spaces. Many informal business sectors grow alongside with the residential units as noticed in areas like Kenyatta-Edozie streets axis, Agbani- Ziks Avenue Road, Ogui Road, Obiagu Road, Abakpa Road, Emene Road, Chime Avenue, etc.

Rapid urbanization has increased the population of the city. By 1953, the city's population stood at about 63,000; this later increased to about 138,500 by 1963. The 1991 census figure puts the population at about 482,977. The population figure for Enugu urban in 2006 stands as 722,664 (NPC, 2006).

1.10   Operational Definition of Terms

Community: Community, in this study, refers to the target beneficiaries of public housing supply in South East, Nigeria.

Development Communication: Development communication entails the utilization of operations and market research techniques in engaging stakeholders to access and assess information for decision making purposes.

Sustainable Housing Delivery: Sustainable housing delivery is the provision of housing that satisfies today's environmental needs without compromising with the ability to satisfy the environmental needs of the future.

Stakeholder Management: This is the strategic integration of all who influence and can be influenced by a project in the formulation, implementation, execution and management of a project in a bid to attain sustainable performance of the project.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

The review of the related literature on the stakeholder management model and sustainable public housing delivery was done in four parts: conceptual, theoretical, model evaluation and empirical. The review also revealed a knowledge gap which the study addressed.

2.1 Conceptual Framework

The conceptual framework covers examinations of the variables and a more detailed description of the proxies used in the objectives of the study.

2.1.1 Stakeholder Management

An increasing number of studies (Newcombe, 2003; Olander and Landin, 2005; El-Gohary, 2006) have identified the importance of stakeholder management in public housing delivery. Yet, the housing industry in Nigeria has exhibited a poor record of stakeholder management during the past decades. Scholars blame this on inadequate engagement of stakeholders, project managers having unclear objectives of stakeholder management, difficulty to identify the "invisible" stakeholder, and inadequate communication with stakeholders (Bourne and Walker, 2006). In order to solve these problems, public housing project teams need to know what the essentials are for managing stakeholders (Cleland and Ireland, 2002).

The argument by Friedman (2002) that companies do not operate in a vacuum but rather are plunged in a universe of relationships with multiple stakeholders, when placed side-by-side with the demands of globalization shows that the scenario in which companies operate has become even more complex, given the emergence of global groups of stakeholders. This coupled with an increased level of competition among firms means that organisations must look for new ways to create a competitive edge. In the contemporary world economy, organisations have to contend with the interest as well as the impact of the different people and group that they deal with. This impact is felt more in bigger organisations that must not only take care of the needs of their immediate principals, but also the needs of other groups such as employees, public interest groups like environmental organizations, strategic partners, journalists or public monitoring bodies. These individuals or groups that are capable of influencing the activities of an organization are called stakeholders.

A. Stakeholders

The term "stakeholder" is defined as "any group or individual who can affect or is affected by the achievement of the project's objectives" (Hammad, 2013). This definition is often cited by

most researchers from Freeman (1984) as the foundation of stakeholder management, and it is characterized as being one of the broadest, in that it can include virtually anyone (Hammad, 2013). El-Gohary (2006) describes stakeholders as "individuals or organizations that are either affected by or affect the deliverables or outputs of a specific organization". Li (2011) sees the concept as "those who can influence the project process and/or final results, whose living environments are positively or negatively affected by the project, and who receive associated direct and indirect benefits and/or losses".

Consistent with the discussion trend, Takim (2009) defines the stakeholder "as being those who can influence the activities/final results of the project, whose lives or environment are positively or negatively affected by the project, and who receive direct and indirect benefit from it". This means that stakeholders are people with an interest in an organization's success, failure or activities, and therefore a desire to influence its behavior (Haberberg and Rieple, 2001). They are, in the words of Vaagaasar (2011), those without whose participation, the corporation cannot survive. This view is an extension of his earlier definition of what he called primary stakeholders as those who bear some form of risk as a result of having invested some form of capital, human or financial, something of value, in a firm (Vaagaasar, 2006). This set of stakeholders includes capital suppliers (shareholders), employees, other resource suppliers, customers, community residents, and the natural environment (Clarkson, 1995; Starik, 1994).

In addition to this group, Clarkson (1995) identifies another group that is defined as the public stakeholder group: the governments and communities that provide infrastructure and markets, whose laws and regulations must be obeyed, and to whom taxes and other obligations may be due (Clarkson, 1995). Freeman (1984) used the contemporary stakeholder theory to encompass parties such as government bodies, trade unions and associations, communities, prospective employees and consumers, as well as the public. Thus, every stakeholder in any organisation is interested directly or indirectly in the effective management and performance of the organisation.

This could be in the form of employees, directors and management that are interested in their salaries, benefits and reputation, or shareholders who expect return on capital invested. It could also be in the form of customers who pay for goods and services, or suppliers who receive compensation for their goods or services. In return these individuals provide value in the form of natural, human, social and other forms of capital. In consistence with the view, Hills and Jones (2009) argue that these stakeholders can be classified into two major groups – the internal and external stakeholders as shown in the Figure 2.1:
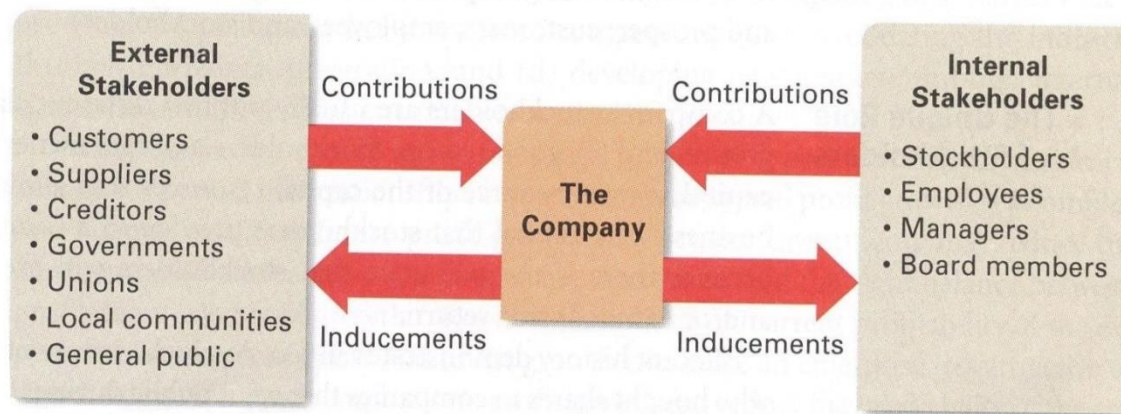
Figure 2.1: **Classification of Stakeholders**

Source: Hills, C. W. L and Jones, G. R. (2009). *Theory of Strategic Management with Case (8th). Canada: South-Western.*

Figure 2.1 shows that whereas the internal stakeholders include stockholders and employees, including executive officers, other managers and board members, the external stakeholders are all other individuals and groups such as customers, suppliers, creditors, government, unions, local communities and the general public, that have claims in the company. The diagram shows the nature of relationship between the company and the stakeholders which indicates that stakeholders make contributions to the company which enable the company to provide them with inducements. Since the contributions of the stakeholders are built into the inducements from the company, the inducements are better placed to meet the needs of the stakeholders. This cannot be said of the situation in the Nigerian public housing industry.

Johnson, Scholes and Whittingham (2008) further classify external stakeholders into three major types:
1. Economic stakeholders such as suppliers, competitors, distributors.
2. Socio/Political stakeholders such as policy makers, regulators and government agencies who will influence social legitimacy.
3. Technological stakeholders such as key adopters, standard agencies, and owners of competitive technologies who will influence the diffusion of new technologies and the adoption of industry standards.

Another type of stakeholder known as mixed internal and external is given in Haberberg and Rieple (2001) with attendant similarities as shown in Table 2:

Table 2:   Similarities Among Internal, Mixed Internal and External, and External Stakeholders

Internal Stakeholders	Mixed Internal and External Stakeholders	External Stakeholders
Owners/Founders	Unions	Users of Products and Services
Managers	Employees Families	Customers
Staff	Communities where the Organisation is based	Distributors
Board of Directors	Network Partners	Suppliers
	Franchisees	Bankers, Shareholders, Investment Fund Managers, Pension Fund Trustees, Regulatory Bodies, Governments.

Source: Haberberg, A. and Rieple, A. (2001). *The Strategic Management of Organisations*. Harlow: Prentice-Hall.

Table 2 shows the classifications of stakeholder groups into internal, mixed internal and external, and external stakeholders with a network of relationships from the producers to the consumers of the product.

With respect to the housing industry, there are stakeholders in public housing undertakings, just as there are stakeholders in other endeavours. The checklist of stakeholders in a public housing delivery is often large and would include the policy formulators and implementers, project managers, financial institutions, regulatory agencies, designers, shareholders, legal authorities, employees, subcontractors, suppliers, process and service providers, banks, insurance companies, media, community representatives, neighbours, general public, government establishments, visitors, customers, regional development agencies, the natural environment, the press, pressure groups, civic institutions etc. (Newcombe, 2003).

The number of stakeholders involved or interested in housing delivery can dramatically increase the complexity and uncertainty of the situation. Figure 2.2 illustrates some of the most typical public housing delivery stakeholders.
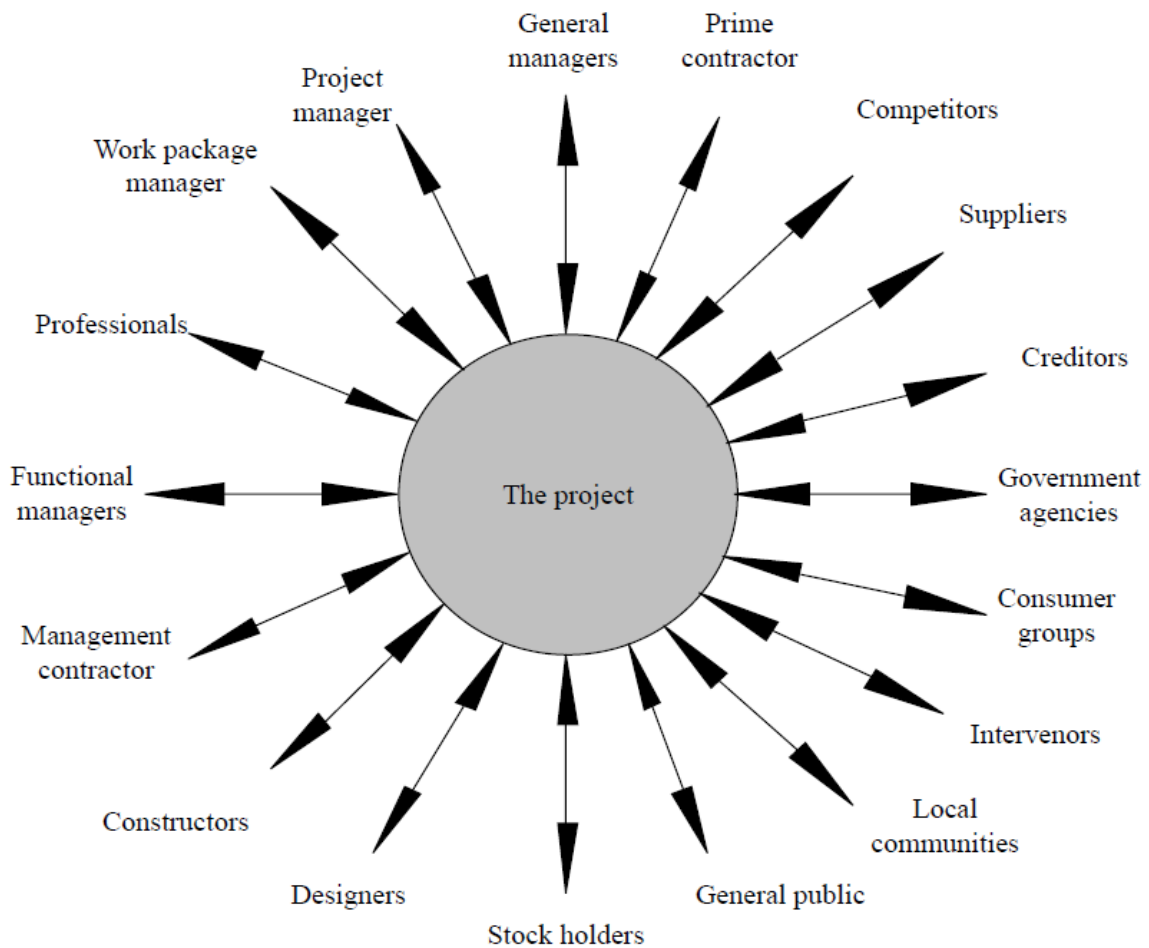
Figure 2.2: Different housing project stakeholders

Source: Yang, J., Shen, Q.P. and Ho, M.F. (2009a). An overview of previous studies in stakeholder management & its implications for construction industry. *Journal of Facilities Management, 7 (2), pp. 159-175.*

Figure 2.2 shows the different stakeholders that must be integrated in the sustainable delivery of public housing. Each stakeholder usually has different interests and priorities that can place them in conflict or disagreements with the project (Karlsen, 2008). Each of these would influence the course of a project at some stage. Some bring their influence to bear more often than others. This reinforces the need for stakeholder management. Before an incursion into the stakeholder management literature, the study examines the different classifications of stakeholders in the housing industry.

B. Stakeholders in Housing Industry

Hammad (2013) classifies stakeholders in the housing industry in accordance to their grouping, and their objectives and roles.

1. Client

The client can be public or private. The main difference between a private construction project and a public project is that the client and the beneficiary are the same in a private construction project and in the reconstruction housing project the main initiator is the government and benefit accrues to the community affected (Siriwardena, Haigh and Ingirige, 2010).

2. Consultant

The consultant provides the consultancy advice for the project on designing, evaluating the cost, technical issues/advice (engineering advice - electrical, civil etc.) (Siriwardena et al, 2010).

3. Contractor /subcontractors

They engage in actual construction according to the designs, specifications, contract documents communicated by the relevant parties (Siriwardena et al, 2010).

4. Funding body / Donor

In a public housing project, it is tenable that funding or monitoring may be provided by donor or developmental agencies such as United Nations, World Bank agencies. They address humanitarian issues while providing the necessary funds to the community project in addition to monitoring to ensure that the funds are utilized for the purpose. International non-governmental organizations (INGO's) / Non-governmental organizations (NGO's) usually act as the mediator of the funding body and the government (Siriwardena et al, 2010). Primary mortgage institutions also provide funding for public housing projects and are the chief capital providers in the absence of donor agencies.

5. Government

The government takes the lead in terms of formulating and maintaining regulations, policies and monitoring the adherence to these. This is in addition to setting the standards relating to the delivery of housing reconstruction projects (Harris, 2010).

6. Beneficiary/ End User

This is the most important stakeholder. Since, they are the beneficiaries, their engagement is to communicate their needs/requirements to the relevant parties involved in executing the reconstruction housing project through development communication (Hammad, 2013). These

information are utilized in the project design and implementation at every stage of construction (Siriwardena et al, 2010).

7.   **General public**

The general public is engaged in the voluntary involvement in clearing the debris, provision of labor at the construction phase of housing (Siriwardena et al, 2010).

8.   **Local landowners/neighborhood**

Harris (2010) argues that proprietary land owners may want assurance that their interests will not be hurt by the project while a neighbourhood may fear a fall in amenity.

A cursory glance at these submissions beg the question on the role of the academia and transport sector in the stakeholder engagement of public housing providers. Also, the extent to which these stakeholders have been identified, engaged and managed by Nigerian public housing providers remain unknown. This provides a basis for a review of the stakeholder management discourse.

C. So What is Stakeholder Management?

Tasmanian Government Construction Project Management Guidelines (2011) provide an overview of the essential components of construction project management methodology and identify eleven key elements that should be applied throughout the project lifecycle. Stakeholder management is identified as one of the key elements in the construction project management process, and in order to ensure the success of the project, Figure 2.3 shows the Key Elements throughout the life of the project.
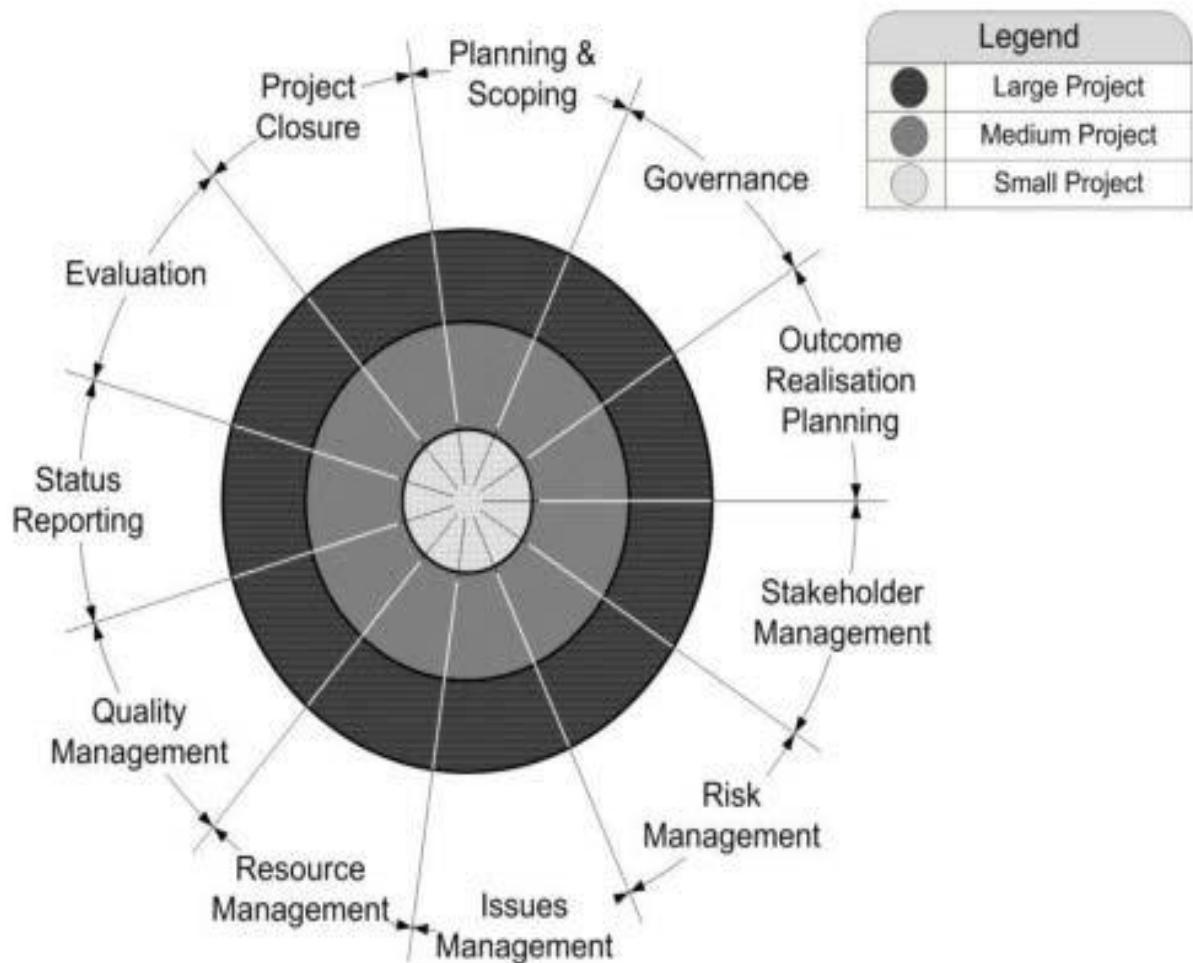
Figure 2.3:   Key elements in the construction project Lifecycle

Source: Tasmanian Government Construction Project Management Guidelines (2011)

Figure 2.3 shows that the elements that determine construction project success. Pursuant to Figure 2.3, Cleland and Ireland (2002) argue that an important part of the management of the project systems environment is an organized process to identify and manage the probable stakeholders in that environment, and determine how they will react to the project decisions. Taking it further, Jepsen and Eskerod (2009) clarify the premises underlying project stakeholder management, which includes making deliberate efforts to exert influence on project stakeholders in order to gain their contributions to the project, allocating limited resources in such a way that they achieve the best possible results, and expanding efforts spread across a range of stakeholders than concentrate on a few.

Therefore, El-Gohary, Osman and Ei-Dirabi (2006) and Olander and Landin (2008) summarize that stakeholder management is indispensable in the control of negative proceedings within the chain, maximization of the perceived benefits, and achievement of the present mission. It is necessary to point to the fact that these summarization of stakeholder management may not be as

conclusive as it was meant to be given that sound stakeholder management transcends beyond just control of present activities. This analogy presents the issue of proactivity and forecasting as within the confines of the housing delivery stakeholder management discourse. This view is consistent with the assertion by Bourne and Walker (2006) that housing delivery project-stakeholder management is designed to encourage the use of proactive project management for limiting stakeholder activities that might affect the project negatively, and to assist the project team's ability to take opportunities which encourage stakeholder support of project objectives.

Yang, Shen, Ho, Drew and Chan (2009b) argue that this is achieved through the clarification of the participants of the housing delivery chain by addressing their diverse views and improving communications (with and) among them. Lending their support, Lim, Ahn and Lee (2005) define stakeholder management as effective management of communications and relationships with stakeholders. Karlsen (2008) and Bourne et al (2006) stress that stakeholder management entails but is not limited to: identifying stakeholders, gathering information on stakeholders [through development communication (Ewurum and Ojobor, 2017)], analyzing the influence of stakeholders, communicating with stakeholders and developing strategies.

This definition of 'stakeholder management' is most related to the problem at hand in the Nigerian housing industry, helped in the design of the hypotheses of the study, aided the conceptualization of a 'Stakeholder Management Model' for improved housing delivery in Nigeria, and influenced the articulation of the conceptual framework of this study on stakeholder management. The study thus sees stakeholder management as the synthesis of identifying, engaging, integrating, and communicating with ALL the parties who can influence and be influenced by the formulation, implementation and sustainability of a project towards an outcome that integrates the best interest of ALL involved.

The sustainability character of this definition of stakeholder management presents its relevance to the dependent variable of the study which reflects on sustainable public housing delivery. Also, the communication and engagement aspects of the definition are evident in the objectives of the study and offers the variables for the development of a Stakeholder Management Model for sustainable public housing delivery in the country. This forms the conceptual framework of stakeholder management by the study.

D. Critical Success Factors of Stakeholder Management in Public Housing Delivery

A number of studies have examined the application of stakeholder management in the effective delivery of public housing. Olander (2006) adopted Cleland and Ireland (2002) in describing

public construction project stakeholder management as the execution of the management functions of planning, organizing, motivating, directing and controlling the resources used to cope with strategies from stakeholders with the following steps identification of stakeholders, information gathering, identification of mission, identification of stakeholder strategy, prediction of stakeholder behavior, and implementing stakeholder management strategy. One might argue that this process is not complete without Strength, Weakness, Opportunity Threat (SWOT) analysis as this presents the influence of the environment on the project. This analysis can be done at the environmental scanning stage of the project.

Karlsen (2002) sees the benefit of such analysis in the identification of public housing project stakeholder management processes which includes initial planning, identification, analysis, communication, action, and follow-up. Perhaps a more elaborate contribution is made by Elias, Cavana and Jackson (2002) who propose 8 steps for managing the public housing delivery stakeholder process as follows:

i.   Developing a stakeholder map of the project;
ii. Preparing a chart of specific stakeholders;
iii. Identifying the stakes of stakeholders;
iv. Preparing a power versus stake grid;
v.   Conducting a process level stakeholder analysis;
vi. Conducting a transaction level stakeholder analysis;
vii. Determining the stakeholder management capability of the concerned government agency;
viii.   Analyzing the dynamics of stakeholder interactions.

Bourne et al (2006) summarizes the process into identifying stakeholders; prioritizing stakeholders; developing a stakeholder engagement strategy. It can be deduced from the foregoing that stakeholder identification is a constant in all of these submissions on the stakeholder management process of public housing programmes. This is as a result of the ever evolving environmental situations involved in every project which make each project unique in its own perspective. People change, laws change, stability levels change, governments change etc. with attendant influences on the project. The point raised here is that stakeholder identification is not once in a project lifetime basis as stimuli are inevitable in any given project environment.

Consistent with the critical success factors of public housing delivery stakeholder management, Walker, Bourne and Shelley (2008) prop up the issue of going beyond stakeholder identification

to prioritizing stakeholders. Their study advances the role of visualizing stakeholders in a way to enhance monitoring effectiveness of communication. This slightly differs from the view of Jepsen and Eskerod (2009) who extrapolate that housing project stakeholder management includes making deliberate efforts to exert influence on project stakeholders in order to gain their contributions to the project. This position on exerting influence begs the question on the level of applicability. Walker et al (2008) preaches stakeholder prioritization which may not so much correspond on exerting influence. The implication is that influences can also be exerted softly through compromises as the delivering agency is not meant to be seen as Messrs.-know-all.

Scholars (Jefferies, 2002; Yu, 2007; Yang et al., 2009b) see public housing stakeholder management Critical Success Factors (CSFs) as "those critical areas of managerial planning and action that must be practiced in order to achieve effectiveness". The review of the CSFs of stakeholder management in public housing delivery is informed by the need to imbibe them in the development of a model that fills the gaps of effective public housing delivery in Nigeria. Hammad (2013) identified 30 factors contributing to the success of stakeholder management in public housing delivery, and subsequently classified them into 6 clusters - management support, stakeholder identification, stakeholder assessment, decision making, action and evaluation, and a continuous support group). These are discussed as follows:

1. Management Support

Top level or management support from the implementing agencies, was essential for effective stakeholder engagement in the Australian housing sector (Yang et al., 2009b). They further assert that in some projects, certain individuals at director level are tasked with the responsibility of overseeing their stakeholder management activities and to develop their relevance. The success of this responsibility obviously lies in the consistent and dedicated attitude of such directors as it was earlier identified that compromise is a CSF of stakeholder management. This entails a considerable level of experience and appreciation of the technical realities at hand, the environment, the community and the people in it. Supporting this assertion, Karlson (2002) avers that the results of stakeholder management are dependent on the project manager's experience, relationships, and capability (Karlson, 2002).

For example, a given community possesses unique information about local conditions and circumstances (Hammad, 2013) and the project delivery agency should be acquainted with the project location and engage the local community in the planning of the construction project towards improving the project (Oalnder, 2006). Stressing on the compromise issue, Olander and Landin (2008) found that public project managers should be highly skilled negotiators and

communicators in order to be capable of managing individual stakeholder's expectations and creating a positive culture change within the overall organization project. This is peculiar given that the construction industry involves a wide range of stakeholders, each bringing with them a great variety of interests, concerns, requirements and potential opportunities.

2. Information Input

Ewurum et al (2017) see this CSF of sustainable public housing stakeholder management as development communication. Development communication entails the utilization of operations and market research techniques in engaging stakeholders to access and assess information for decision making purposes. Freeman, Harrison and Wicks (2007) believe that prior to any management foray, information about the project and stakeholders require extensive research and analysis. The information includes project missions, full list of stakeholder, area of stakeholder's interests, stakeholder commitment level and their needs and constraints to the project (Yang et al, 2009b). This enables the delivery agency to fully assess and tackle the key problems in the stakeholder management process and the potential impact on success in the project (Hammad, 2013).

Hammad (2013) outlines the prospects of this information as follows:

I. Setting Common Goals

The identification of a clear mission for a project at different stages is widely considered to be essential for the effective management of stakeholders (Winch, 2002). Before every stakeholder management activity, project management team is expected to have a better understanding of the tasks and objectives of the particular stage of the project lifecycle, including issues as cost, schedule, budget (Yang et al., 2009b). Jergeas, Williamson, Skulmoski and Thomas (2000) further prove that "setting common goals, objectives and project priorities" is significant for improving stakeholder management in public housing projects. Their view center on development communication with its antecedents of understanding the purpose of the project, and soliciting of feedback from stakeholders in a bid to achieve alignment between stakeholder and project team. Hammad (2013) expresses that such action implies that expectations could be managed, hidden agendas brought to the surface, and project priorities established.

II. Stakeholder Identification

An important part of the management of the project system's environment is to organize the process in order to be able to identify and to manage the probable stakeholders in that environment and determine how they will react to project decisions (Olander, 2006). Identification of stakeholders includes both stakeholders that are involved in the project and

potential stakeholders who will also improve the support and ownership to the stakeholder management process (Karlsen, 2002). This can be extended to the identification of key influencers (contributors) and influenced (needs/expectations).

Recognizing the stakeholders' influence is important to "plan and execute a sufficiently rigorous stakeholder management process" (Olander et al., 2005). Olander (2007) developed the "stakeholder impact index", and he considers that analyzing the potential impact of stakeholders indicates a determination of the nature and impact of stakeholder influence, the probability of stakeholders exercising their influence and each stakeholder's position in relation to the project. Jepsen and Eskerod (2009) reinforce this idea by pointing to the identification of key stakeholders and their necessary contributions, and expectations concerning rewards for contributions, as a prerequisite requirement for stakeholder analysis in construction projects.

Failing to adhere to this has resulted in many project failures (Li, Ng and Skitmore, 2013). Where this is adhered to, a satisfactory and realistic solution to the problem being addressed is obtained (Love, Irani and Edwards, 2004). Li, Ng and Skitmore (2012) clarify that stakeholders' needs can provide an indication of the stakeholder groups' concerns, the problems the project team faces, and stakeholders' requirements of the project. Proving the importance of stakeholder needs analysis, Olander et al (2008) highlight the importance of "analysis of stakeholder concerns and needs" with case studies from Sweden, while Olander et al (2005) express the prerequisite of project managers in identifying and accommodating all types of stakeholder conflict and needs.

3. Stakeholder Assessment

In the real world, stakeholders have influenced projects in a variety of complex ways. In order to analyze the impact of stakeholders upon projects, it is necessary to identify and include the factors by which they do so. This brings interesting insight into enhancing the understanding of project managers on stakeholders, their attributes, behavior, and potential influence through stakeholder assessment and estimation. In addition, the conflicts and coalitions among stakeholders also could be analyzed based on the information about stakeholders (Yang et al., 2009b). Once the information about the stakeholder is prioritized, the assessment of stakeholder on the basis of their impact and vested interested in the project could be done (Hammad, 2013), so it is important to have an accurate understanding of the stakeholder attributes in order to categorize the stakeholder according to their attitude classification.

I. Stakeholder Attitudes

This involves a measurement of the capacity and willingness of stakeholders to threaten or cooperate with project teams (Savage, Nix, Whitehead and Blair, 1991). As witnessed globally, stakeholders may have negative or positive impacts on projects through objecting to, or supporting a project respectively. Lending credence, El-Gohary et al. (2006) posit that public opposition due to various factors has been reported as the main reason for failure in several infrastructure projects. Savage et al (1991) believe that this attitude assessment enables the identification of supporters or objectors. Supporting the foregoing, McElroy and Mills (2000) submit that stakeholder attitude refers to whether the stakeholder supports or opposes the project. In other words, this factor gives a 'clue' for managers to be aware that stakeholders have positive or negative influences on project outcomes (Hammad, 2013).

Freeman et al (2007) state that stakeholders' attitude can be sorted into 3 categories:
    i.   observed behavior,
    ii.   cooperative potential, and
    iii. competitive threat.

In categorizing these stakeholder attitudes, the work further asserts that a project manager needs to clearly understand these range of stakeholder reactions and behaviors. Expanding the continuum of stakeholder assessment, McElroy et al (2000) argue that stakeholder attitude includes five levels: active opposition, passive opposition, no commitment, passive support and active support. This presents a more detailed classification of stakeholder attitudes for assessment purposes due to its Likert Scale form.

II. Stakeholders' Interests

Stakeholders are characterized as having a 'stake' in the proposed project and trying to influence its implementation so as to guard their individual interests (Olander et al, 2008). There are various stakeholders' interests due to the complex nature of construction projects (Yang et al., 2009b), and Freeman et al. (2007) believe that identifying stakeholder interests is an important task to assess stakeholders, these interests including safety concerns, integrity of financial reporting, new services, and financial returns. Stakeholder interest in a project is considered by several scholars (among whom are Karlsen, 2002; Olander et al., 2008) to be a factor affecting the successful outcome of a project. This is also evident in the stakeholder definitions offered by McElroy et al. (2000); Project Management Institute (2008); and Bourne (2005).

Furthermore, the interest of stakeholders in a project is included in the power/interest matrix formulated by Johnson, Scholes and Whittington (2008) to help project managers determine which strategy should be applied in communication with and management of project

stakeholders. Similarly, Cleland and Ireland (2007) contend that stakeholders have a vested interest in a project for numerous reasons such as mission relevancy, economic interest, legal right, political support, health and safety, lifestyle, opportunism and survival. Hence, it can be concluded that vested interest is an important driver of the stakeholder-project relationship.

III. Stakeholders' Power

Power as a factor is considered to be a key driver of stakeholder-manager relations for several reasons, since the definitions of stakeholders undoubtedly imply that relationships between stakeholders and the project reflect social-business exchanges, and power means the ability to "control resources, create dependencies, and support the interests of some organization members or groups over others" (Mitchell, Agle and Wood, 1997). Bourne and Walker (2005) believe that successful project managers should have the ability to understand the "invisible power" among stakeholders.

IV. Stakeholders' Legitimacy

The legitimacy of a stakeholder is a prerequisite for the success of transactions with stakeholders (Freeman et al., 2007). Mitchell et al. (1997) indicate that many scholars define stakeholders as those who have such legitimate relationships with the project (including contracts, moral, and legal rights). Mitchell et al. (1997) conclude that legitimacy is a social good, something larger and more shared than mere self-perception that may be defined and negotiated differently at various levels of social organization (Hammad, 2013). Legitimate stakeholders are those whose actions and claims must be accounted for by managers, due to their potential effects upon normative stakeholders (ibid.). This legitimacy reflects on contractual relations, legal and moral rights in relationships between stakeholders and a project (Nguyen, Skitmore and Wong, 2009).

V. Stakeholders' Urgency

Mitchell et al. (1997) describes stakeholder urgency as the "degree to which stakeholder claims call for immediate attention." This is a bit like prioritizing stakeholders. Mitchell et al (1997) argue that urgency only exists when two conditions are met:

(1) When a relationship or a claim is of a time-sensitive nature.

(2) Why that relationship or claim is important or critical to the stakeholder.

They also state that urgency has two attributes: time-sensitive and critical. The urgency attributes of stakeholders decide the extent to which they exert pressure on a project manager by calling for emergency action (Hammad, 2013).

VI. Stakeholders' Proximity

Proximity, Bourne (2005) implies, is the extent to which a stakeholder is involved in the project. She uses proximity as a criterion to prioritize project stakeholders by rating them on a scale of 1-4 where 1 is relatively remote from the project (does not have direct involvement with the processes) and 4 been directly working on the project (most of the time). Bourne et al. (2005) argue the need to take proximity into account stakeholder analysis by stating that stakeholders who may have strong power and influence but are relatively far from the project core may seem transparent/invisible. This may lead to an underestimation of their potential impact.

VII. Stakeholder Knowledge

Yang et al. (2007) found in their research that automation and integration technology may contribute significantly to project performance in terms of stakeholder success. They argue that due to technological development, stakeholders can seek a variety of information from numerous sources. Undoubtedly, the more knowledge a stakeholder has about the project, the more he/she is able to influence it. Asserting on the powerful influence of stakeholder knowledge, Ewurum, Nebo and Fidelis-Umeh (2017b) observe that today, the combined forces of globalization, empowered customers, increased demand for transparency, changes in technology, deregulation policies, pressure groups and fierce competition in the global economy guarantee that business organizations, operate in a complex and competitive environment.

Characterized by these changing conditions and highly unpredictable economic climate, Chizea and Akingbola (2000), in Ewurum et al. (2017b), argue that organizations have remained on the cutting edge as they attempt to keep pace with global best standard in meeting customer requirements. Goran (2006) identify the role of knowledge management in addressing these concerns with the deposition that an organization's ability to acquire, share and manage knowledge is a key precursor to corporate survival. Walker et al. (2008) reinforced this assertion with the point that stakeholder knowledge management analyzes the receptiveness of each stakeholder to gain a given knowledge about the project.

This implies that stakeholder attitudes may be formed by stakeholder perceptions of the project from the knowledge obtained about the project. This also indicates that this knowledge can be correct or flawed. In agreement, McElroy et al. (2000) suggest stakeholder knowledge ranges from full awareness up total ignorance. The former refers to the intention of stakeholders to gain knowledge of the project by finding the facts to help them achieve their own objectives, while the latter refers to the fact that stakeholders have knowledge of the project by hearsay and assumptions rather than facts (Hammad, 2013). Additionally, it may be argued that although the stakeholder may have a strong salience to, and great interest in, the project, it hardly accounts for

influence if the stakeholder lacks sufficient knowledge (ibid.). However correct or wrong, knowledge of an active stakeholder is considered to have significant implications in the project.

4. Decision Making

Based on the outcomes in 'information input', and the outcomes in 'stakeholder assessment', the project management team has the responsibility to compromise conflicts among stakeholders by choosing the transparent evaluation of the alternative solution based on stakeholder concern, and to decide on the levels of stakeholder engagement in order to ensure effective communication, and formulate appropriate strategies to deal with the issues raised by stakeholders at this stage (Hammad, 2013). This is achieved as follows:

I. Evaluation of Alternative Solutions

Olander et al. (2008) argue that the clear and transparent evaluation of alternative solutions for the development of a construction project based on the concerns of stakeholders would help project managers to establish the basis of trust needed for an adequate stakeholder management process. Also El Gohary et al. (2006) point out that the solution identification process is a cornerstone of the involvement program as it is the first step in incorporating the stakeholder input in the decision-making process. Since it includes the development of alternative solutions based on stakeholder input, analysis of these different solutions with respect to technical design criteria and stakeholder opinion, evaluation of the solutions, and finally selection of preferred solution(s) and development of preliminary mitigating measures is pertinent (Hammad, 2013).

II. Ensuring Effective Communication

Jergeas et al. (2000) identified two aspects of improvements for managing the stakeholder and one of them is communication with stakeholders. To ensure the success of a project, much information, including expectations, goals, needs, resources, status reports, budgets and purchase requests, need to be communicated on a regular basis to all major stakeholders. Communications include the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information (Hammad, 2013). Effective project managers spend about 90% of their time communicating with team members and other project stakeholders, whether they are internal (at all organizational levels) or external to the organization (ibid.). Effective communication creates a bridge between diverse stakeholders involved in a project, connecting various cultural and organizational backgrounds, different levels of expertise, and various perspectives and interests in the project execution or outcome (Čulo and Skendrović, 2010).

5. Action and Evaluation

This requires strategy formulation using effective communication obtained from stakeholder engagement. Hammad (2013) observes that action and evaluation comprises 3 management activities as follows:

I. Implementing the Strategies

Developing policy implementation strategy grid can help planners and decision makers gain a clearer picture of what will be required for implementation and help them develop action plans that will tap stakeholder interests and resources (Bryson, 2004), and the formulated strategies should be implemented accordingly (Hammad, 2013). The outcome of this activity is to keep the project moving forward (ibid.).

II. Predicting Stakeholders' Reactions

After the strategies being implemented, the evaluation of stakeholders' reactions to the strategies should be used to improve the objectives in the succeeding stakeholder management process (Hammad, 2013). This involves the relevance of constant feedback mechanisms in any Stakeholder Management Model. Agreeably, Freeman et al. (2007) submit that predicting stakeholders' reactions is an important factor when project managers make decisions about strategies to deal with stakeholders. This accords the project management team with the responsibility of designing strategies on how to respond to stakeholder claims.

III. Evaluating Stakeholder Satisfaction

Yang et al. (2011a) place an emphasis on the recognition of the fact that there are several stakeholders whose expectations and influences must be included in the project management process. And it has been emphasized that if a project's key stakeholders are not satisfied with the ongoing project outcomes, the project team will as a result be required to adjust scope, time, cost and quality in order to meet the stakeholders' requirements and expectations (Hammad, 2013). In terms of the construction industry, stakeholder satisfaction refers to the degree of attaining the pre-project expectations of stakeholders at every stage of the project. This concept of stakeholder satisfaction has gradually become more important (especially with the growing tendency of stakeholder groups to try to influence the implementation of construction projects according to their individual concerns and needs (Li et al., 2013).

Olander et al. (2008) found that the level of stakeholder satisfaction depends on two basic considerations:

    i. The concerns and needs of stakeholders,

    ii. The stakeholder management process, for instance how they are treated.

6. Continuous Support

Construction projects are transient (Bourne, 2005), but organizations are correspondingly permanent (Hammad, 2013). However, with respect to government housing providers, the permanent status may be threatened by an overhaul necessitated by continuous poor performance. Since many stakeholders, such as government, local communities and media, would be involved in later stages of the project process or in future projects, project managers, as the representatives of different organizations, have the responsibility to realize the change of their influence and relationships, promote a steady relationship with them, and communicate with them properly and frequently (Yang et al., 2009a).

Continuous support includes the activities which should be carried out to support the management activities implemented, and the name of this factor as 'continuous support' come from the inherent activities which not only support a single management process, or contribute to the success of a single project, but can be used for accumulating the experiences and knowledge of the project management team in the long term (Hammad, 2013). This could be determined as follows:

I. Frequently Communicating with Stakeholders

The essence of communication lies in the fact that project success is tied to effective communication and management of relationships with the various stakeholders of the project (Hammad, 2013). This makes stakeholder management an important issue in project management of any kind (Assudani and Kloppenborg, 2010). Hammad (2013) advances the prospects of formal and clear communication channels/networks in warranting an efficient information transfer. Therefore, the more the increase in degree of communication amongst stakeholders, the higher the participant satisfaction (Takim, 2009; Leung, Thomas and Cheung, 2004).

II. Stakeholder Involvement

Participation of project stakeholders in different stages of construction project such as the planning and development phases is critical to project success (Li et al., 2012). This is channeled at reaching a consensus and avoiding project failures (Atkin and Skitmore, 2008). Public opposition due to various factors has been reported as the main reason for failure in several instances, so stakeholder involvement in infrastructure projects plays a very important role (El-Gohary et al., 2006).

III. Promoting Relationship with Stakeholders

Successful relationships between the project management team and its stakeholders are vital for successful delivery of projects and meeting stakeholder expectations (Savage et al., 1991; Jergeas et al., 2000). Karlsen (2002) argues that it is wrong to ignore the stakeholders or attempt to impose a rigid detailed control on the project-stakeholder relationship. These are challenging and demands which the project manager cannot overlook, but have to take into consideration and address (Hammad, 2013). Karlsen (2002) recognizes that promoting relationship with stakeholders is dependent on trust; uncertainty and control; resources and knowledge; and goal congruence.

IV. Realizing Changes of Stakeholder

The concepts of the change and dynamics of stakeholders were acknowledged by Freeman (1984) (Hammad, 2013). He submits that in reality, stakeholders and their influence change over time, and this depends on the strategic issue under consideration. Dynamics of stakeholder is a very interesting and important aspect of the stakeholder concept (Elias et al., 2002 in Hammad, 2013). The uncertainty caused by stakeholders include who the stakeholders are, what influences them, their present needs, and the implications of relationships among stakeholders (Ward and Chapman, 2008). The foregoing supports the earlier argument presented by this study that stakeholder analysis is a continuous process and cannot be a one-time occurrence.

Bourne (2000) supports this view with the submission that the team needs to continuously scan their project stakeholders for unplanned occurrences that may trigger a review when the activity moves from one stage of its implementation to other stages. So this implies that stakeholder analysis is even needed at every stage of a project. Putting it into perspective, where one analysis is not enough for one project, how then is one enough for multiple projects? As a result, constant evaluation of stakeholder demands and influences should be considered as a necessary and important step in the planning, implementation, and completion of any construction project (Olander and Landin, 2005) at every stage.

V. Trust

Pinto and Slevin (2009) recognize the importance of trust as a facilitator of positive relationships among project stakeholders. Trust is argued to enhance a variety of intra-organizational relationships, including project team dynamics, top management support، and coordination across functional departments (Hammad, 2013). Likewise, trust is argued to improve the inter-organizational relationships among the principal actors in project development, such as contractors, owners, and suppliers (ibid.).

VI. Reduce Uncertainty

In the *Realizing the Changing Stakeholder* section, uncertainty is identified as one of the attitudes of stakeholders in project delivery. Turner and Müller (2003) argue that most projects are subject to uncertainty and these inherent uncertainties need to be integrated in project management in order to deliver beneficial objectives of change. They underlined that an important way to reduce this uncertainty was to choose a partnering relationship where the risk was shared between the operator and the contractors.

VII.　Maintain Alignment

Goal congruence means that there are aligned goals, and therefore it is easier to trust the partner doing the job (Hammad, 2013). This might just be the most important CSF of stakeholder management in public housing delivery. Where the project participants are singing from the same hymn sheet, consistency is achieved in project delivery. In addition, Hammad (2013) found goal congruence to be more crucial for trust building between the management of project delivery and stakeholders.

VIII.　Support from Higher Authority

One of the findings from Yang et al. (2011b) in interviews conducted in Australia show that top-level support is important for management activities in an organization. In this case, this refers to government and oversight from the legislature. Hammad (2013) believes that in a mature stakeholder management environment, higher authorities always monitor the management process, help figuring out problems, and use the effects of stakeholder management as an indicator for performance measurement of the management team. This implies that government provides support, encouragement and motivation for successful stakeholder management. The extent to which this is achieved in the Nigerian sphere falls within the purview of the fourth objective of this study.

E.　Stakeholder Conflict Management

Literature (Moura and Teixeira, 2010; Freeman et al., 2007) has identified stakeholder conflict management as a critical success factor of effective stakeholder management for sustainable public housing delivery. Conflicts in construction project may involve stakeholders external or internal to the project or a combination of those. So conflicts are inevitable. Lending credence, Ewurum (2014) argues that as society is made up of different people with their different motives for land, conflicts are bound to arise. Conflicts are generally, an inevitable part of human interaction (Nwakoby, 2004). Thus, the diversity in any project delivery stakeholder network concretizes the need for conflict management within the stakeholder management discourse.

In support, Hammad (2013) avers that conflicts between external stakeholders may be the most difficult to resolve because of their diversity and because of the lack of established procedures for tackling most of them. So, analyzing the conflicts and coalitions among stakeholders is an important step for stakeholder management (Freeman et al., 2007). In fact, conflicting parties seek mutually satisfactory solutions, which can be achieved by joint problem solving to seek alternative solutions. Also, a high level of communication among parties can help in achieving a mutually acceptable solution (Chen and Chen, 2007). On the other hand, El-Gohary et al. (2006) propose a set of steps in order to resolve differences between stakeholders in conflict management by resolving a difference before and after it gets to the stage of a dispute through facilitation, negotiation, mediation and arbitration.

F. Stakeholder Engagement

Stakeholder engagement is the process of involving people who may be affected by decisions or can influence the implementation of decisions (Urban Research Centre, 2008). Chinyio and Olomolaiye (2010) categorize it into collaboration, involvement, informing, and consultation. However, the application of these categories should be as a consequence of stakeholder analysis (Hammad, 2013). Stakeholder analysis' is a necessary part of successfully engaging stakeholders (Olander, 2006). Reed (2008) sees stakeholder analysis as the identification of stakeholders and their interests, and assessing their influence and relationships.

While these submissions present the need for stakeholder analysis within stakeholder engagement considerations, Chinyio and Akintoye (2008) in Hammad (2013) argue that in contrast to stakeholder analysis, stakeholder engagement is to communicate with, involve and develop relationships with stakeholders. However, stakeholders should be engaged as early as possible, and this has been considered to be essential for stakeholder analysis and decision making (Reed, 2008). Still, Yang et al. (2011a) argue that there is no stand-alone approach, and most of the approaches is a combination of other approaches; and the selection should take into consideration not only the social and cultural context of the analysis but also limits the time and resources that can be reasonably allocated to this activity.

Chinyio et al. (2010) explain further on the tenets of stakeholder engagement:
  a. Informing: This implies the provision of the stakeholders with balanced and objective information to assist them in understanding the problems alternatives and/or solutions. This level expresses minimal effort of stakeholder involvement in the project. External stakeholders with lower probability of impact and lower level of impact need to be kept

informed of decisions taken that may affect them directly (Hammad, 2013). It is unlikely that they would play an active role in making those decisions (ibid). However, were they to highlight a particular issue with a decision, it is likely that serious consideration would be given to refining the decision made (Karlsen, 2002).

b. Consulting: This is achieved by obtaining stakeholders' feedback on analysis, alternatives and/or decisions. This is the way to keep stakeholders informed about the project. Consultation here entails that stakeholders are consulted for their input in strategy formulation and implementation as these directly or indirectly affect them. It is unlikely that the strategy will be altered as a result of such consultation, but tactics may be well adjusted to maintain higher levels of commitment (Chinyio et al., 2010).

c. Involvement: This refers to working directly with the stakeholders throughout the process to ensure that stakeholder concerns and aspirations are consistently understood and considered (ibid.). Despite their low probability of impact, stakeholders with high level of impact essentially need to be involved in all activities in the project according to their interest since they have the power to make decisions that impact the project. This entails that management is inclined to work directly with these stakeholders to ensure that their concerns are consistently understood, considered, and reflected in the developed alternatives (Hammad, 2013). As long as their interest is achieved, they are kept satisfied and retain passive rather than active interest in the project (Chinyio et al., 2010).

d. Collaboration: This is partnering with stakeholders in each aspect of the decision given that key stakeholders have a high probability of providing the project with 'coalition of support' in planning and implementation (ibid.). As such, they should be treated as partners to increase their engagement and commitment (Hammad, 2013). This can be achieved by revising and tailoring project strategy, objectives, and outcomes if necessary to win their support (Savage et al., 1991).

G. Stakeholder Management Models

A summary of stakeholder management processes in public housing delivery has been articulated in literature as follows:

1. Stakeholder identification (Karlsen, 2002; Young, 2006; Bourne and Walker, 2005; Olander, 2006; Walker et al., 2008; Chinyio et al., 2008; and Yang et al., 2011).

2. Analyzing stakeholder characteristics (Karlsen, 2002; Bourne and Walker, 2005; and Yang et al., 2011). This should form a subset of stakeholder identification as knowledge

about the characteristics of stakeholders aids the identification of relevant stakeholders for the project.

3. Communicating and information sharing with stakeholders (Karlsen, 2002; Olander, 2006; Chinyio et al., 2008; and Yang et al., 2011). The underlying element here is sharing. This is important in the study given that the norm in Nigeria is a mostly one-way trickling of information from government to the beneficiaries, where in some instances the communication processes are inadequate. This view is supported by Omeru (2012) who cited a mismatch between the people for whom the houses are being built and housing providers. Alluding to the foregoing, Takim (2009) suggested the involvement of project stakeholders throughout the project life cycle, particularly in the front end project planning and that overall communication with the various stakeholders are to be emphasized in order to achieve alignment and feedback between them.

4. Stakeholder research (gathering information about stakeholders) (Young, 2006; and Olander, 2006). The pertinence of this element of stakeholder management can be found in Omeru's (2012) assertion on yet another mismatch between the people for whom the houses are being built and those who need them. This illustrates a lack of focus in housing delivery which is tantamount to feeding the overfed in the midst of identifiable starvation.

Other elements of stakeholder management are:

5. Stakeholder prioritization (Bourne and Walker, 2005; and Walker et al., 2008). This encapsulates the importance of the stakeholder as a main stay of the project from formulation to delivery stages. In support, Takim (2009) suggested the involvement of project stakeholders throughout the project life cycle, particularly in the front end project planning and that overall communication with the various stakeholders are to be emphasized in order to achieve alignment and feedback between them.

6. Determining stakeholder strength and weaknesses (Olander, 2006; and Yang et al., 2011).

7. Continuous stakeholder monitoring (Chinyio et al., 2008). The essence here is that knowledge should be sought on the activities at all stages and corresponding stakeholders; types of decision that need to be made at each stage; and the consequences of change in decision on the process. This aids in the appreciation of the efforts needed

for each stage and allocating appropriate resources and responsibilities to them (Tzortzopoulos, 2006).

8. Stakeholder influence analysis (Young, 2006; and Yang et al., 2011). First, this is the inclusion of the interests of legitimate stakeholders; secondly, the monitoring of the powerful and influential stakeholders so as to be proactive in managing their potential impact; thirdly, as Olander (2007) posits, the timely obligation to attend to the need of the urgent stakeholders. Young (2006) emphasizes that these obligations will consequently be combined for those stakeholders that possess two or more attributes.

9. Timely considerations of the stakeholders' interests (Olander, 2007).

10. Periodic stakeholder feedback measurement (Chinyio et al., 2008).

11. Stakeholder conflict management (Chinyio et al., 2008).

12. Identifying stakeholder mission (Olander, 2006; and Yang et al., 2011).

13. Predicting stakeholder behavior (Olander, 2006).

14. Effective communications monitoring (Walker et al., 2008).

15. Stakeholder visualization (Walker et al., 2008).

16. Stakeholder engagement through frontline and underlying approaches (Chinyio et al., 2008).

17. Identifying stakeholder management strategy (Olander, 2006; and Chinyio et al., 2008).

18. Develop stakeholder engagement strategies (Bourne and Walker, 2005).

19. Stakeholder management implementation strategy (Bourne and Walker, 2005; Olander, 2006; Chinyio et al., 2008; and Yang et al., 2011).

20. Analysis of the impact of stakeholder relationship network on housing delivery (Yang et al., 2011).

Karlsen (2002) stresses that identifying stakeholders, analysing the characteristics of stakeholders and then communicating and sharing information with stakeholders are the basic actions required for stakeholder management. Similarly, identification of stakeholders, gathering information about stakeholders and analysing the influence of stakeholders are basic steps/actions for stakeholder management in construction (Young, 2006). It is also evident that all the scholars cited in the summary recognize stakeholder identification as an important step, it

appears there is no agreement on the best set of approaches to use. This implies that stakeholder management needs to balance competing claims on resources between different parts of the project, between the project and other projects and between the project and the organisation (Bourne, 2005).

Relying on the forgoing discussion, scholars (Manowang and Ogunlana, 2010; Chinyio and Akintoye, 2008; Yang *et al*., 2009; Yang and Shen, 2014; Bourne, 2005; El-Gohary *et al*., 2006) have proposed frameworks for effective stakeholder management in public housing housing delivery. These are discussed as follows:

Manowang and Ogunlana (2010) developed a strategic stakeholder management chart (Figure 2.4) in which stakeholder management objectives are considered to include: to do a formalized stakeholder analysis (SA); strengthen stakeholders' relationships (SR); sustain stakeholders' commitment (SC); and increase stakeholders' satisfaction (SS). This is illustrated in Figure 2.4.
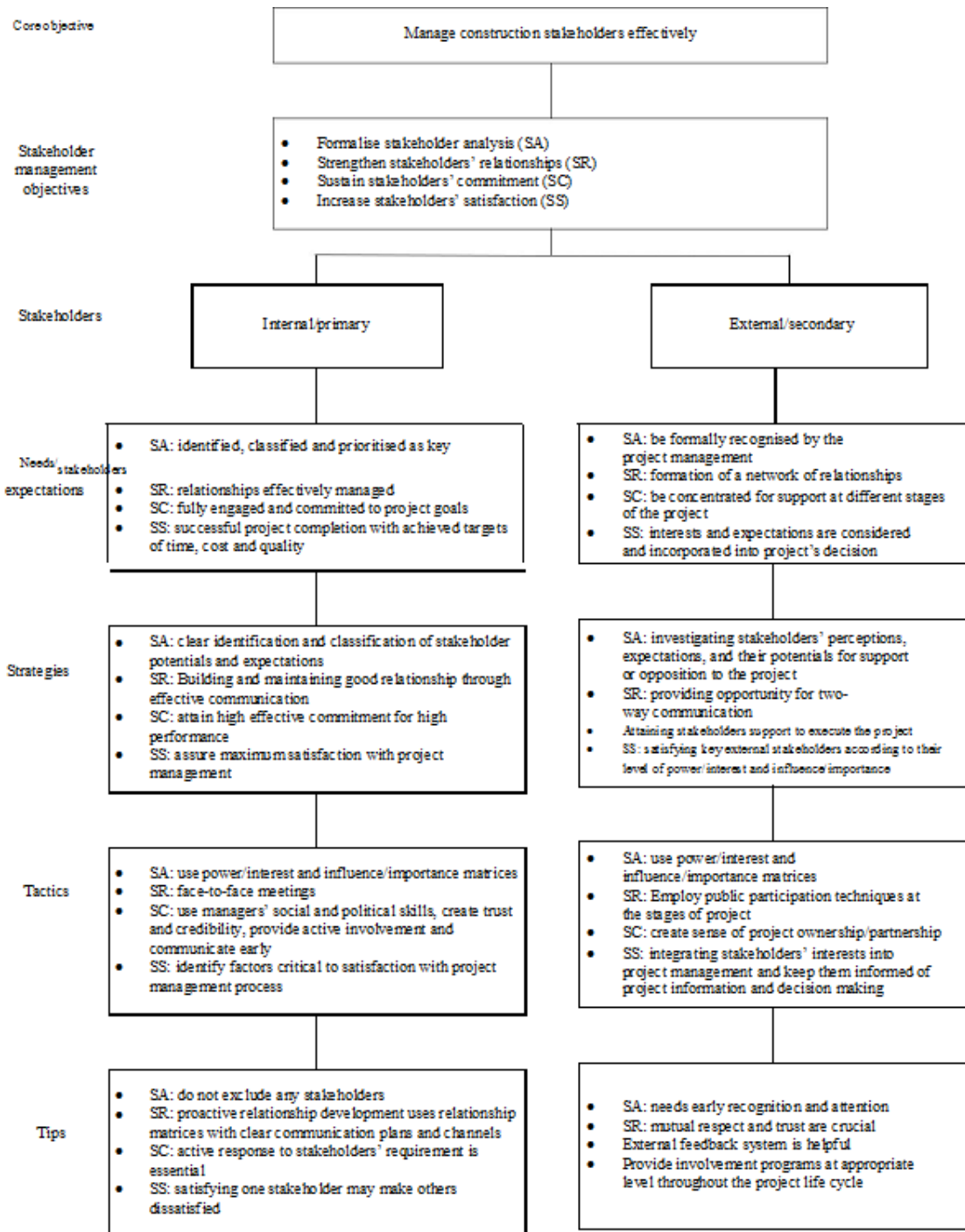
Core objective	Manage construction stakeholders effectively

Stakeholder management objectives	• Formalise stakeholder analysis (SA) • Strengthen stakeholders' relationships (SR) • Sustain stakeholders' commitment (SC) • Increase stakeholders' satisfaction (SS)

Stakeholders	Internal/primary	External/secondary
Needs/stakeholders expectations	• SA: identified, classified and prioritised as key • SR: relationships effectively managed • SC: fully engaged and committed to project goals • SS: successful project completion with achieved targets of time, cost and quality	• SA: be formally recognised by the project management • SR: formation of a network of relationships • SC: be concentrated for support at different stages of the project • SS: interests and expectations are considered and incorporated into project's decision
Strategies	• SA: clear identification and classification of stakeholder potentials and expectations • SR: Building and maintaining good relationship through effective communication • SC: attain high effective commitment for high performance • SS: assure maximum satisfaction with project management	• SA: investigating stakeholders' perceptions, expectations, and their potentials for support or opposition to the project • SR: providing opportunity for two-way communication • Attaining stakeholders support to execute the project • SS: satisfying key external stakeholders according to their level of power/interest and influence/importance
Tactics	• SA: use power/interest and influence/importance matrices • SR: face-to-face meetings • SC: use managers' social and political skills, create trust and credibility, provide active involvement and communicate early • SS: identify factors critical to satisfaction with project management process	• SA: use power/interest and influence/importance matrices • SR: Employ public participation techniques at the stages of project • SC: create sense of project ownership/partnership • SS: integrating stakeholders' interests into project management and keep them informed of project information and decision making
Tips	• SA: do not exclude any stakeholders • SR: proactive relationship development uses relationship matrices with clear communication plans and channels • SC: active response to stakeholders' requirement is essential • SS: satisfying one stakeholder may make others dissatisfied	• SA: needs early recognition and attention • SR: mutual respect and trust are crucial • External feedback system is helpful • Provide involvement programs at appropriate level throughout the project life cycle

Figure 2.4: Strategic stakeholder management chart

Source: Manowang and Ogunlana (2010).

Figure 2.4 indicates the strategies, tactics and tips necessary for meeting the needs and expectations of both internal/primary and external/secondary stakeholders. Most of these are directly related to the critical success factors for stakeholder management in construction projects (Manowang et al., 2010).

Chinyio and Akintoye (2008) in a study of practical approaches for stakeholder engagement identified several approaches for managing construction stakeholders. They grouped them under the two categories of underlying (overarching) and frontline (operational) approaches earlier stated in the summary. They describe the underlying approaches as relatively medium to long-term guides that influence the actions of employees and can be viewed as '*overarching*', '*higher order*' or '*behind-the-scene*' principles that inform practice and are used constantly. While the frontline approaches are the operational techniques that are used regularly depending on the prevailing circumstances. Negotiation can in turn play a vital role in resolving differences and settling claims whenever they arise in the course of the project. Furthermore, incentives and concessions can be used separately or together to douse or counteract the concerns of opposing/protesting stakeholders. Their approach is shown in Table 2:

Table 3:   Stakeholder Engagement Approaches

Overarching approaches	Operational approaches; Use of:
-Systematic approach	-Effective communication
-Providing top-level support	-People skills – management
-Being proactive	-People skills – negotiations
-Maintaining existing relationship	-Trade offs
-Responding to power-interest dynamism	-Incentives
	-Concessions
	-Workshops and meetings
	-Intuition

Source: Chinyio et al. (2008)

Yang *et al*. (2011) proposed a framework (Figure 2.5) for successful stakeholder management in housing delivery based on the grouping of critical success factors for stakeholder management

into precondition factor, information inputs, stakeholder estimation, decision making and sustainable support. It is suggested in the framework that, information should be obtained first based on which stakeholders could be estimated to enable decisions to be made about the appropriate strategies for stakeholder management and sustainable support (from top management) is needed throughout the stakeholder management process.
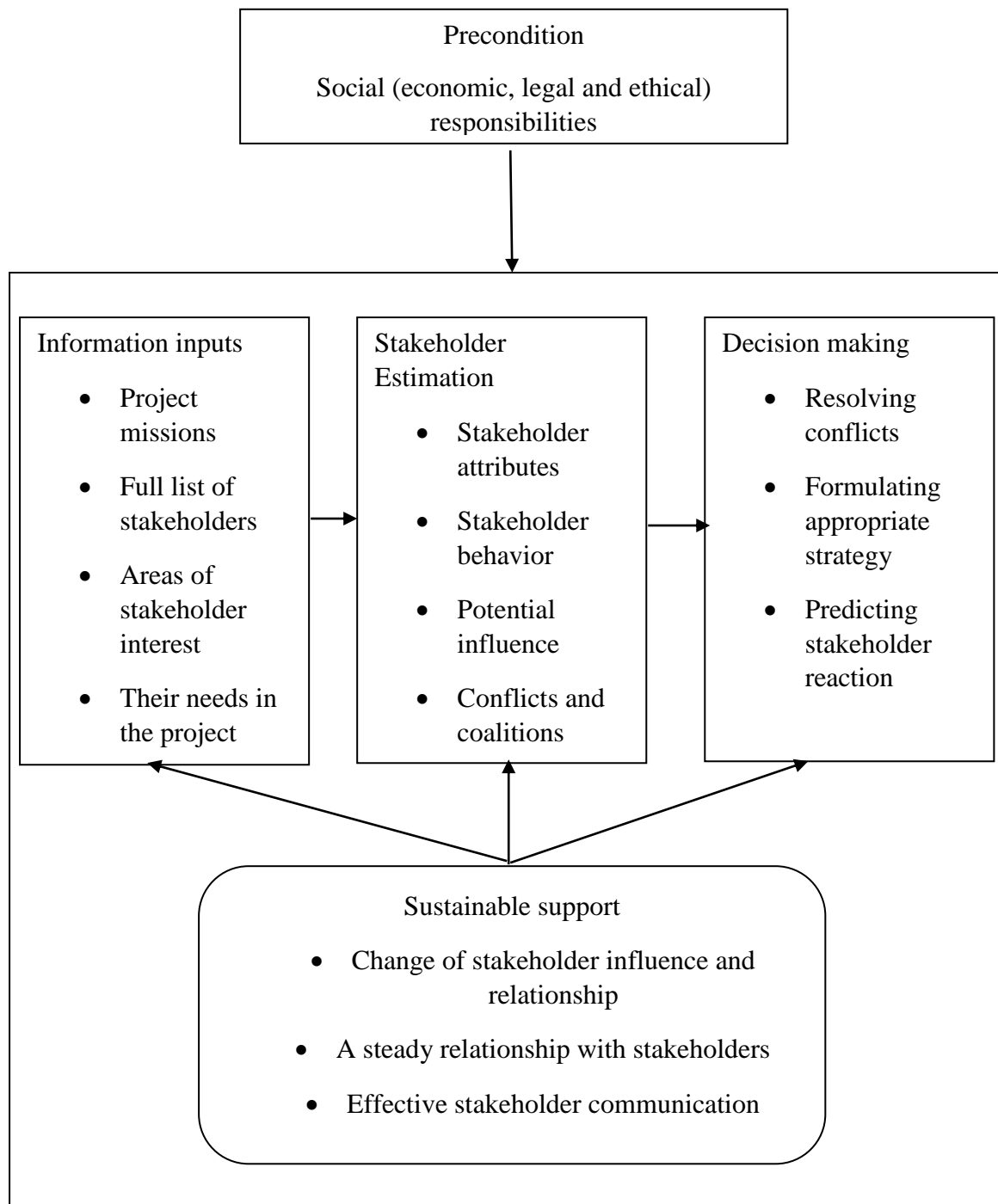
Precondition

Social (economic, legal and ethical) responsibilities

Information inputs
- Project missions
- Full list of stakeholders
- Areas of stakeholder interest
- Their needs in the project

Stakeholder Estimation
- Stakeholder attributes
- Stakeholder behavior
- Potential influence
- Conflicts and coalitions

Decision making
- Resolving conflicts
- Formulating appropriate strategy
- Predicting stakeholder reaction

Sustainable support
- Change of stakeholder influence and relationship
- A steady relationship with stakeholders
- Effective stakeholder communication

Figure 2.6:   Framework for successful stakeholder management in housing projects
Source: Yang et al. (2009)

Yang and Shen (2014) building on the framework (Figure 2.6) developed by Yang *et al*. (2011) presented a framework known as "Systematic Framework for Stakeholder Management in Construction Projects" in which they added a box for "action and evaluation". Their framework is more detailed than Yang *et al*.'s (2011) but did not capture the project life cycle perspective as well as responsibility for stakeholder management.

H.   Techniques for Effective Stakeholder Management

Techniques for carrying out stakeholder management in housing delivery include design charrette, contingent valuation method, Delphi technique, strategic needs analyses and stakeholder cycle (Orndoff, 2005; Sutton and Kemp, 2006). The study conducts a closer examination of the techniques as follows.

1.   Design Charrette

Sutton et al. (2006) aver that a charrette is a series of seminars and workshops held at the pre-design stage of projects in order to obtain and integrate the interests and contributions of the project stakeholders into the eventual design of the project. The aim of the charrette is to seek to understand all design related issues from the stakeholders' perspective and identify solutions all of which are presented in the form of a report to guide the final design of the project (Sutton et al., 2006). It can take varying length of time depending on the nature and scope of the project, level of understanding of the stakeholders involved and resources available. The duration of a design charrette could range from half-day to two or more days (ibid.).

They also allude that the participants at the design charrette should be drawn from the following members of the design team - project owner or competent representative(s), representatives of relevant interest groups, users/occupants if different from the owners, any relevant specialists, etc. Design charrettes have been successfully used in construction projects such as the Scottish Sustainable Communities Initiative (SSCI) which is led by the Scottish government to encourage

the creation of places in different locations in Scotland, which are designed and built to last, where a high quality of life can be achieved to the satisfaction of all stakeholders (SSCI charrette series, 2008).

2.   Contingent Value Method (CVM)

This is a widely accepted method in environmental economics and urban planning for evaluating the monetary value of assets and or infrastructure which cannot be traded in the market (Portney, 1994). It seeks to achieve a common ground between the organisation and its stakeholders by capturing the Total Economic Value (TEV) which is composed of the Direct Use Value (DUV) and Non-Use Value (NUV) of the proposed project. DUV is the market value such as in: access fees, adjacent property value, and people who use but do not pay for the facility directly whereas the NUV is the value that cannot be captured in the market which include the future use potential and existence value of the asset. The total economic value therefore, is the sum of the direct use value and the non-use value (TEV=DUV+NUV).

Before this, the value of the project is assessed in two dimensions from the users' perspective. Prior to the commencement of the project, the users' Willingness to Pay (WTP) is assessed; whereas, Willingness to Accept (WTA) is assessed when the project is completed. WTP is a measure of how much the user is willing to pay for the service rendered by the project and WTA is a measure of how much the user is willing to accept for not having the facility or service of the project.

The basic steps involved in the CVM include:
1. Setting up a hypothetical market;
2. Obtaining bids (Fonta et al., 2007)

This has been used to obtain stakeholder buy-in for infrastructure construction projects (Fonta et al., 2007) and has proven to be a very useful tool especially for engaging with and securing the support of project stakeholders at the early stages of the project when the investment decision is being made.

3.   Delphi Technique

This is a technique for obtaining stakeholders' interests in the formulation of proposed project design. It fosters communication and interaction among project stakeholders and helps to incorporate stakeholders' interests through representation of the diverse interest groups which are drawn from different disciplines and backgrounds. The Delphi process normally runs in a series of three rounds (Figure 2.7) involving different set of groups in each of the rounds (Orndorff, 2005). The same set of questions (survey instrument) is given to the participants (stakeholders) who are adequately informed about what it takes and what is required of them in each of the rounds. The Delphi technique is usually expected to produce either a consensus or an entirely new (alternative) proposal for the project being developed. The Delphi Technique has been used for construction investment decisions (Orndoff, 2005).
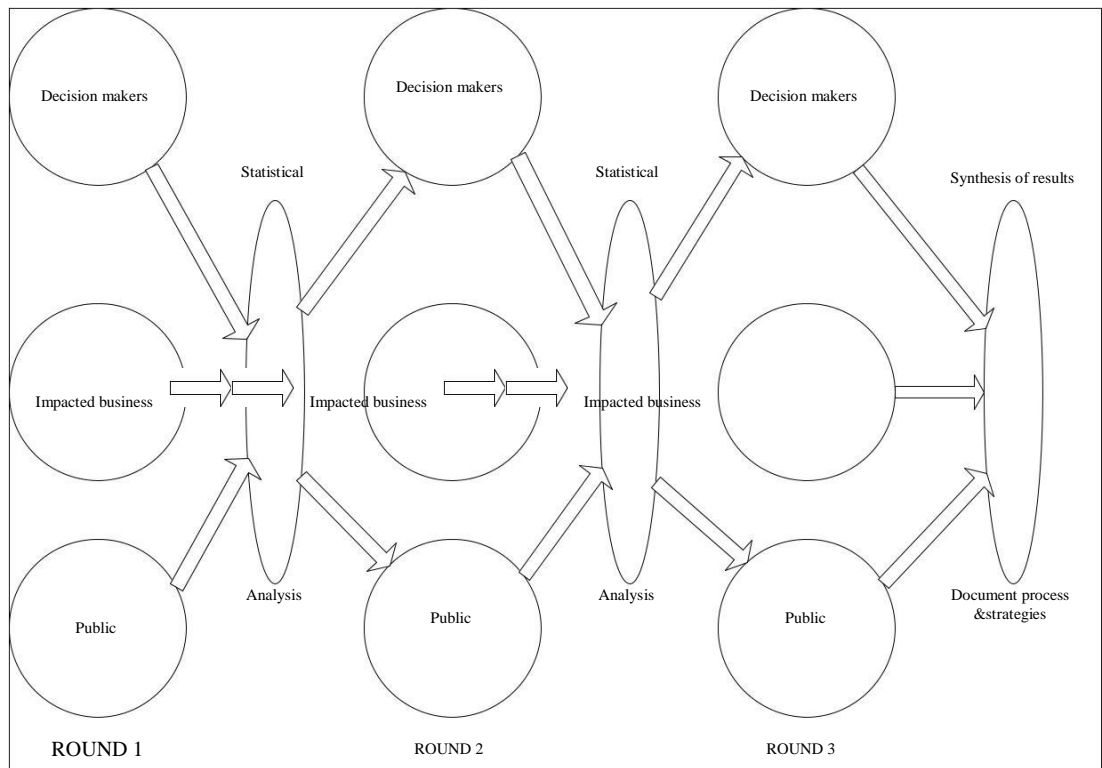
Figure 2.7:   Diagram of Delphi Technique process

Source: Orndoff (2005)

4. Strategic Needs Analysis

The strategic needs analysis involves the use of workshops and meetings to collate information about stakeholders' needs regarding the project and analyze them using computer software (Strategizer) to decide on the preferred strategy (Smith and Love, 2004). The strategic needs analysis process which involves five major stages is shown in Figure 2.8.
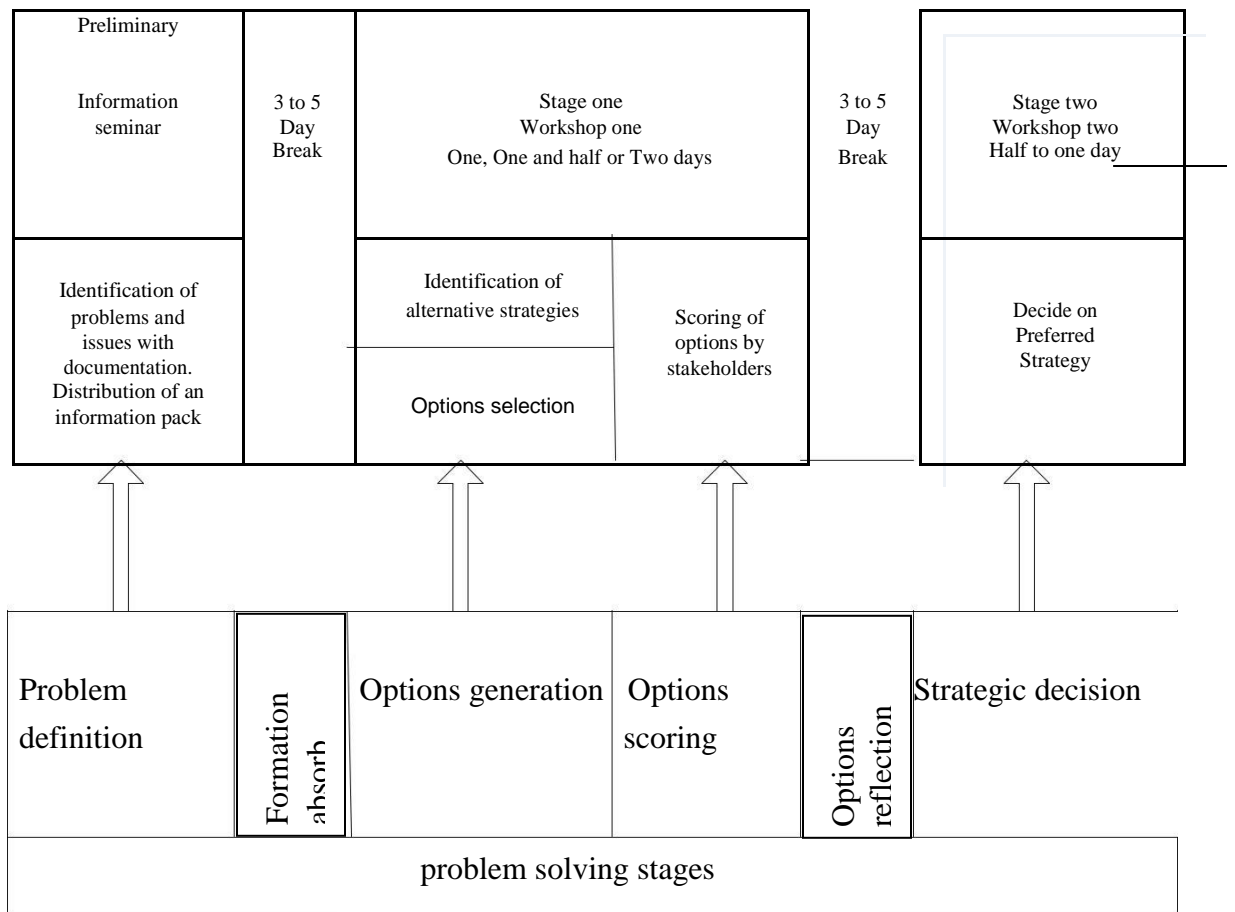

Figure 2.8:   Problem solving stages and the Strategic Needs Analysis Process

Source: Smith and Love (2004)

Figure 2.8 shows the stages are as follows:

1. Collection of information to understand the nature of the problem (preliminary information seminar),
2. Discussion and analysis of the problem (stage two, workshop one),
3. Developing options for solving the problem (stage two, workshop one),
4. Choosing a preferred option (stage two, workshop two), and
5. Recommending the implementation of the decision based on the workshop activities (stage two, workshop two).

The work of Smith and Love (2004) which is limited to briefing, found that stakeholder management at the briefing stage of construction projects is useful although it observed but failed to capture the need for continuity and sustenance of the process which effect was felt in the case used for the research. The assumption that once some stakeholders have been involved at the briefing stage leading to the final decision on the project is sufficient to address stakeholder related issues could be misleading as evidenced in the concerns expressed by some of the stakeholders at the later stages in the case project.

5. Public Hearing

Public hearing is a means of bringing stakeholders together to exchange views, negotiate different interests and identify mutual goals in construction projects. It can further be used to decide rights, obligations and arrangements for decision making in the project (Rowe and Frewer, 2005). Although public hearing has proven beneficial in stakeholder engagement it can be problematic if not properly carried out. Public hearing involves engaging the general public together with all key stakeholders of the project in an open forum where views are freely and systematically exchanged and captured in the project's final scheme (Li et al., 2012). This is mostly applicable for projects of public interests as housing.

2.1.2 Proxies for Housing Delivery Stakeholder Management

As is evident in the objectives of the study, the study employed development communication, stakeholder engagement, stakeholder conflict management, and social responsibility management as proxies for stakeholder management in the Nigerian public real estate industry. The

employment of these stakeholder management proxies emanated from the review of related literature as one of the gaps of public housing industry stakeholder management in Nigeria.

Development communication was employed due to the gap between formulation of housing delivery strategies and their successful implementation as a result of wrong perception of the housing needs of the low income earners, who incidentally constitute the vast majority of urban dwellers (Ademiluyi and Raji, 2008; Olotuah and Bobadoye, 2009). In addition, several public housing units are located many kilometers away from those who require them and from the functionally active boundaries where socio-economic activities take place within the cities (Ademiluyi and Raji, 2008; Olotuah and Bobadoye, 2009). This is a poor espousal of development communication which engages stakeholders and policy makers, establishes conducive environments, assesses risks and opportunities and promotes information exchanges to bring about positive social change through sustainable development (Mefalopulos, 2008).

The study employed stakeholder engagement as a proxy for stakeholder management due to its successful application in countries like Australia where a stakeholder engagement approach is being employed in the provision of affordable housing supply (Urban Research Center, 2008). As stated earlier in the background to the study, stakeholder engagement is the process of involving people who may be affected by decisions or can influence the implementation of decisions at every stage of decision making. There is empirical evidence of poor adoption of this process in the Nigerian sphere. Agreeing, Elegbede et al. (2015) blames the Nigerian government's poor housing delivery record on over-centralization, which they attribute to poor stakeholder engagement by the regulatory bodies.

Also, stakeholder conflict management was utilized by the study as proxy for stakeholder management in consistence with the works of Winch (2000), Schermerhorn (2003) and Jergeas (2000). This in addition to the employment of social responsibility management as a stakeholder management proxy in line with the positions of Prager and Freese (2009), El-Sawah (2006), Reed (2008), Prager and Freese (20090, and Phillips (2003). The proxies are examined in detail as follows:

2.1.2.1 Development Communication

Development communication has sometimes been confused with nomenclatures such as communications for development, and communication development. Development communication is the espousal of World Bank while United Nations Children's Fund (UNICEF) adopts the Communication for Development and Communication Development title. However, the difference is only a matter of semantics and not ideology since the end goals of these global organizations are almost identical each other.

UNICEF opines that Communication for Development is the engagement of communities in the identification of problems, proposing solutions and planning necessary actions as a consequence (UNICEF http://www.unicef.org/cbsc/, retrieved on June 5, 2017). This involves a two-way process for sharing ideas and knowledge using a range of communication tools and approaches that empower individuals and communities to take actions to improve the standard of living.

On the other hand, the World Bank defines Development Communication as an interdisciplinary and empirical research based endeavor that facilitates the sharing of knowledge between stakeholders to achieve a positive change in the development initiative. It is not only about effective dissemination of information but also about using empirical research and two-way communications among stakeholders (Development Communication division, the World Bank in Mefalopulos, 2017).

This indicates that development communication is a process, and the implication of both assertions sees it as the use of two-way communication to facilitate social development. By so doing, it engages stakeholders and policy makers, establishes conducive environments, assesses risks and opportunities and promotes information exchanges to bring about positive social change through sustainable development (Mefalopulos, 2017). These processes are achieved through information dissemination and education, behavior change, social marketing, social mobilization, media advocacy, communication for social change and community participation. Flor (2007) argues that the purpose of development communication is "social transformation and development", and "the fulfillment of basic needs".

Expanding the definition of development communication, Jamias (1991) avers that it is "the art and science of human communication applied to the speedy transformation of a country and the mass of its people from poverty to a dynamic state of economic growth that makes possible greater social equality and the larger fulfilment of the human potential". Melcote and Steeves (2001) see it as "emancipation communication", aimed at combating injustice and oppression while Ifediora (2015) sees it as a marketing strategy that aids the achievement of project goals through market segmentation, targeting, differentiation and positioning.

Perhaps the adoption of development communication in the housing stakeholder management discourse lies in the presentation of Quebral (2001) which alludes the process as a discipline in development planning and implementation in which more adequate account is taken of human behavioural factors in the design of development projects and their objectives. This assertion mirrors the housing delivery process which is aimed at ameliorating the housing deficit issue through the mass production of social housing for the urban low and middle income earners. The stakeholder management issue here lies in the espousal of the World Bank, that development communication is the "integration of strategic communication in development projects" based on a clear understanding of indigenous realities (Manyozo, 2006).

The underlining factor is *"clear understanding of indigenous realities"* which clearly contradicts the norm in the Nigerian sphere as averred by Ademiluyi and Raji (2008), and Olotuah and Bobadoye (2009) with respect to the wrong perception of the housing needs of the low income earners, who incidentally constitute the vast majority of urban dwellers; and poor location planning (Ademiluyi and Raji, 2008; Olotuah and Bobadoye, 2009). It seems like development communication was actually created as a result of these anomalies in the Nigerian real estate industry going by the Thusong Service Center (2012) report which asserts that development communication is a response to historic, social and economic factors that limit access to information and citizen participation. These include poverty and unemployment, limited access to basic services, remote settlement patterns, lack of access to technology, lack of information, inadequate health services, lack of education and skills and lack of infrastructure (Thusong Service Center, 2012).

They couldn't have stated it better, yet, it is pertinent to establish in the development communication discourse that one of the key words is communication, and not information. Information may be one-way but communication requires a verbal or practical ping pong targeted at the actualization of a set goal. This is testament to the submissions of UNICEF that development communication is "...a two-way process for sharing ideas and knowledge using a range of communication tools and approaches that empower individuals and communities to take actions to improve their lives."

This view negates the submission of the Thusong Government Center (2010) which described development communication as "providing communities with information they can use in bettering their lives, which aims at making public programmes and policies real, meaningful and sustainable". While the goal is laudable, the process which states information or one-way communication brings it closer to the norm in Nigeria which has already been implicated as an empirical failure in the preceding paragraph and many parts of this work. This made clearer by the meaning of communication which implies the dissemination and integration of intelligence. Also, our position finds credence with Bessette (2006) who argues that development communication is a "planned and systematic application of communication resources, channels, approaches and strategies to support the goals of socio–economic, political and cultural development".

United Nations Educational Scientific and Cultural Organization (UNESCO) (1970) conducted studies on the integration of two-way communication in policy formulation as part of the resolutions adopted by the General Conference of UNESCO during its 16th session in 1970. Two years later, a UNESCO meeting of experts on communication policies and planning defined communication policy as a set of established norms with the scope of:
a. The values that determine the structure of communication systems and guide their operation
b. The systems of communication, their structures, and operation
c. The output of these systems and their impact and social functions
The meeting drew up basic recommendations including the organization of national development communication councils by each country's governmental, educational and media groups.

Therefore, development communication is essentially participatory, as, according to Ascroft and Masilela (1994) in Bessette (2006), "participation translates into individuals being active in development programmes and processes; they contribute ideas, take initiative and articulate their needs and their problems, while asserting their autonomy." Quebral (2011) submits that participation here entails the following:

i.   They understand the process of development, the process of communication, and the environment in which the two processes interact.

ii.   They are knowledgeable in communication skills and techniques as well as proficient in subject matter to be communicated.

iii.   They have internalized the values inherent in equity and the unfolding of individual potential.

iv.   They have firsthand knowledge of the several kinds of end-users of development communication.

v.   They have a sense of commitment, the acceptance of individual responsibility for advancing human development.

1. **Development Communication Case Studies**

In the 1970s in Korea, the Planned Parenthood Federation succeed in lowering birth rates and improving life in villages such as Oryu Li. It mainly used interpersonal communication in women's clubs. Oryu Li's success did not recur in all villages. The initial effort had the advantage of a remarkable local leader and visits from the provincial governor.

Also, a social marketing project in Bolivia in the 1980s tried to get women in the Cochabamba Valley to use soybeans in their cooking. This was an attempt to deal with chronic malnourishment among children. The project used cooking demonstrations, posters and broadcasts on local commercial radio stations. Some people tried soybeans but the outcome of the project was unclear.

The foregoing entails that development communication is intended to build consensus and facilitate knowledge sharing to achieve positive change in development initiatives. It disseminates information and employs empirical research, two-way communication and dialogue among

stakeholders. By so doing, it takes the form of a management tool that helps assess socio-political risks and opportunities through communication that bridges differences and takes action towards change. Mozammel (2012) supports with the assertion that development communication can lead to successful and sustainable results.

2. Elements of Development Communication

The elements of development communication are stakeholder analysis which involves segmentation, targeting, differentiation and positioning (Ifediora, 2015); risk communications, and operations research (Idolor, 2015). These were used in the development of a development communications questionnaire for the study in fulfilment of objective one of the study, and thus are discussed as follows:

a. Stakeholder Analysis

The design and implementation of policies is becoming more complex, and the number and type of actors involved in policy implementation more diverse (Mehrizi, Ghasemzadeh, and Molas-Gallart, 2009); hence, the policy process is evolving towards multi-actor and multi-goal situations (Carlsson, 2000). Carlsson's (2000) analogy best describes the purpose of the study. The multi-actor refers to stakeholders, the multi-goal refers to an amalgamation of ideas towards the actualization of mutual goals. This amalgamation is an offshoot of stakeholder management through development communication. the specific stakeholder management action involved here is stakeholder analysis.

Stakeholder analysis evaluates the behavior, intentions, interrelations, agendas, interests and the resources of stakeholders in the policy processes towards sound and effective decision making (Mehrizi et al., 2009). This implies that stakeholder analysis examines, using different approaches, the interests and roles of key players in a development initiative. The key players are groups or individuals who can affect or be affected by the project. Flor (2007) adds that stakeholder analysis of communication policy would reveal the interplay of the following sectors:

I. Government – Enacts all communication policies, making it the most powerful stakeholder.

II. Education sector – Conducts research that underlies subsequent policies.

III. Communication industry – Influences communication policies. May adopt self-regulation to avoid/delay government regulation.

IV. Private sector – Avoid policies that limit content and to protect themselves from opponents.

V. Religious sector – Traditionally opposes policies that allow obscenity, violence and profanity to be distributed.

VI. Foreign interests – e.g., international lending agencies may demand the end of monopolies—including state media entities—as a condition for financial aid.

VII. Consumers – Traditionally not consulted, but more recently claiming to protect the public interest.

The need for two-communications is reinforced by the United Nations in their recognition of the importance of "the need to support two-way communication systems that enable dialogue and that allow communities to express their aspirations and concerns and participate in decisions. Such two-way interactions can help expose local reality (Manyozo, 2006). Keune and Sinha claim that community involvement in development communication policy is important, as they are the "ultimate and perhaps the most important beneficiaries of development communication policies and planning" (Manyozo, 2011).

Ifediora (2015) used market segmentation, targeting, differentiation, and positioning to proxy stakeholder analysis. Agreeably, Kotler (2005), in depicting the organization as a value creation and delivery sequence, argues that in the first phase of choosing the value, the planner proceeds to segment the market, select the appropriate market target, and develop the products positioning strategies. The formula - Segmentation, Targeting, Positioning (STP) is the essence of strategic marketing (Kotler, 2005).

Market segmentation consists of the division of the market, with the purpose of selecting one or more segments which the firm can target, through the development of specific marketing mixes that adapt to particular market needs (Ifediora, 2015). The process of market segmentation can also involve the selection of those segments for which an organisation might be particularly well positioned to serve, by having competitive advantages relative to competitors in the segment,

reducing the cost of adaptation in order to gain a niche. This is a critique of the public housing delivery process in Nigeria which has seemingly favoured the high income earners than the teeming demand of low income and middle income earners. Through market segmentation the organization can provide higher value to customers by developing a marketing mix that addresses the specific needs and preferences of the selected segment (Kotler, 2005).

Segmentation as a process is made up of segment identification, segment selection and the creation of marketing mixes for target segments. The result of the segmentation process should yield true market segments which meet three criteria:

(a) Group identity; true segments must be groupings that are similar within segments and different across groups.

(b) Systematic behaviors; a true segment must meet the practical requirement of reacting similarly to a particular marketing mix.

(c) The third criteria refer to efficiency potential in terms of feasibility and cost of reaching a segment (Wilkie, 1990).

In addition, Gunter and Furnham (1992) recommended considering the stability of market segments over time and different market conditions.

The first stage of market analysis for segmentation purposes consists of segment identification (Ifediora et al., 2015). The analyst has the option of segmenting the market using different sets of criteria, such as the personal characteristics of the consumer, benefits sought, and behavioral measures of the consumer (Wilkie, 1990). Within these categories, the options available are very encompassing, and in many cases different segmentation approaches will direct strategy along very different lines. Using various segmentation approaches is recommended by several authors (Gunter and Furnham, 1992; Ifediora, 2015).

There is no set rule for selecting which variables to utilize when segmenting. The identification of segmentation variables is among the most creative parts of the segmentation process, because it involves creating paths along which products and buyers differ, that carries important value implications. In addition, the greatest opportunity for creating competitive advantage often comes from new ways of segmenting, because a firm can meet buyer needs better than competitors

(Porter, 1985). Wilkie (1990), grouped segmentation variables into three groups; personal characteristics, benefits sought and behavioural measures. The set of personal characteristics includes all the factors that can be used to describe particular individuals. They include a huge number of personal attributes, media exposure, demographic, geographic, and geo-demographic, lifestyles (activities, interests, opinions), and psychographics.

Psycho-demographics and geo-demographics have become popular segmentation variables in sustainable housing delivery research. However, despite the amount of literature recently published, it is important to keep in mind that they are variables available to the researcher and not the only segmentation tools to consider. The high point of using them as segmentation tools arises from their reduced cost and practicality.

Geo-demographic models are basically founded on the assumptions that; (1) neighborhoods contain similar groups of individuals, and (2) such groups can be seen together and share similarities across geographies. Restrepo (2003) noted that the groups are identified using census data and geographic information. Current systems develop a close measure for socioeconomic ranking, utilizing a mixture of educational attainment, income, home value, occupation and age; this information is laid over satellite- generated data, measuring urban, suburban, rural settings. The analysis is enriched using other variables and survey data to extract the different clusters. Households sharing similar education, income, life stage, dwelling type and type of community do tend to have similar purchasing habits. This makes geo-demographic clusters, highly practicable and reachable.

The cluster is defined in a well-rounded picture that includes research on media habits, purchasing patterns for many groups, and the possibility to match individual promotional response to the geo-demographic classification. Segmenting consumers by geo-demographic groupings brings about the potential for directly identifying and reaching potential consumers. The geo-demographic approach permits prospect identification down to the census block level so the implementation of distribution, direct marketing, and other strategies are made easier. One of the disadvantages of this system is that it is a classification of heads of household. The other major disadvantage of geo-demographic segmentation formular is really the reason why psychographics has become so

popular: it describes segments by many of other characteristics, but not by their attitudes, values, beliefs or personality traits (Restrepo, 2003).

Psychographics groups consumers by their values and lifestyles. Psychographic studies range from the general grouping of lifestyles, to product specific segmentation, based on psychographic elements. Psychographic variables are classified into three groups: product attributes, lifestyle attributes, and psychological attributes. The study of lifestyles is largely described in terms of the AIO's: Attitudes, Interests, and Opinions. These are a reflection of a combination of economic, cultural and social values (Ifediora, 2015). Values in turn are largely shaped by early lifetime experiences. One of the strongest forces forming values are the 3 variables of institutions (family, religion and school), media and government (Gunter and Furnham, 1992).

Employing psychographics is important not only as a tool during the early segmentation, but as an important variable for the segment evaluation and STP phases of the development communication process. Even though, used more in advanced analysis than early segmentation studies, psychographics can be very useful in identifying and describing the behavior of markets (Kotler, 2015). For instance, although the market for cars can be defined in geo-demographic terms, psycho-graphically, a researcher may be able to isolate many reasons behind particular product buying behavior, which could help to design a more effective promotional and marketing strategy for the car company (Gunter and Furnham, 1992). This analogy is also highly indicative of the housing industry.

The second stage of market analysis consists of evaluating the segments. The first element that needs to be defined is the criteria by which the segments will be evaluated. Kotler (2005) suggested considering three major things; segment size and growth, segment structural attractiveness, and firm objectives and resources. Porter (1985) proposed a closely linked approach but also recommends studying the company's resources and skills as depicted in the value chain, and their suitability to target community alternatives. Gunter and Furnham (1992) prescribed that after selecting target beneficiaries, the developer should develop positioning objectives to then formulate them into a detailed marketing mix. Kotler (2005) called positioning as the unique selling proposition. Described in other words, the positioning statement is the

connecting area where the bundle of attributes joins to form one concept which aims at understanding the reason of that which the target audience seeks in the product type.

The imperative is that positioning enables the housing providers to develop settlements that cater to the needs of the beneficiaries. This can be a way of reducing cost and waste. In this regard, successful housing delivery project combines all of the marketing mix elements into an integrated marketing program fashioned to achieve the housing provider's goals though delivering value to consumers. This is consistent with the views of Ademiluyi and Raji (2008), and Olotuah and Bobadoye (2009). Kotler and Armstrong (2008) define positioning as the controllable variables [referred to as the 4Ps of Product (housing), price (affordability), promotion (community engagement) and place (location of the housing projects)] which the housing provider puts together to satisfy its target market. A target market is the group of present and potential customers at which the product is aimed (Ifediora, 2015).

In carrying out these processes, development communication deals with ways of altering the variables in a bid to control risk and focus the project towards successful and sustainable actualizations. This is illustrated in Table 4:

Table 4:   **Elements of Development Communication in the Marketing Mix**

Product	Price	Place	Promotion
Product Line	Price level	Channel type	Advertising level
Features	Price discrimination	Channel type	Advertising media
Quality	Price maintenance	Mode of	Advertising theme
Design	Price	transportation	Sales force size
Brand	recommendation	Inventory level	Sales promotion
Packages	Discounts		(methods and level)
Services	Credit		Publicity.
Warranty	Hire-purchase		
	Geographical		
	variations		
	Seasonal variations		

Source: McCarthy, J. E. (1981). *Basic Marketing: A Managerial Approach (7th ed.)*. Illinois: Richard D. Irwin, Inc, p. 43.

What is clear from Table 4 is that a developer (such as housing provider agencies) uses a unique combination of the sub-elements of the four P's in any given period in consistence with the development communication outcomes. Such research and communications based combination is referred to as that developer's or agency's marketing mix (Ifediora, 2015). Ifediora (2015) asserts that any organization which delivers a product has a marketing mix, and the mix consists of the organization's various decisions and policies in the areas of the four P's. The importance of the marketing mix lies in the fact that the success of a firm's product in the market depends fully on the correctness of that firm's marketing mix (Agbonifoh, Ogwo and Nnolim, 1998), and this is a function of effective development communication processes.

b. Risk Communications

Risk communication originated in the United States where environmental clean-up efforts were implemented through legislation. The terms 'risk communications' and 'risk management' were first used by William Ruckelshaus, the first administrator of the U.S. 'Environmental Protection Agency (EPA), which was established in the 1970s (Walaski, 2011). Risk communication includes management decision risks, implementation risks, change management and risks related to existing environmental, health, political, or social circumstances. Definitions of "risk" include:

"The identification and analysis, either qualitative or quantitative, of the likelihood of the occurrence of a hazardous event overexposure, and the severity of injury or illness that may be caused by it." [American National Standard for Occupational Health and Safety Management Systems (ANSOHSM), 2005 in Walaski, 2011)]

"...the probability (or likelihood) that a harmful consequence will occur as a result of an action."—The Safety Professionals Handbook (Fields, 2008 in Walaski, 2011).

However, not all risk is negative, as risk is a representation of any observable difference between expected outcome and actual outcome (Ewurum, 2016). In this vein, risk management refers to:

The evaluations and decisions that go into coping with risks (Lundgren and McMakin, 2004 in Walaski, 2011)

Planning for uncertainties, which should involve the removal of risks and allow an organization, a society, or a system adequate control (Fearn-Banks, 2007 in Walaski, 2011); and

Linking it to the nexus, Flor (2007) extrapolates that risk communications involves important information for managing risks, both from authorities to those at risk and vice versa. Development communication benefits from risk communications when the latter clarifies the risks of development (or lack thereof).

c. **Operations Research**

Operations Research has been defined in various ways by different scholars in the field. Right from its formal inception in 1940, there has not been a consensus agreement about its definition. The reason usually given is that it is too wide in scope for such a consensus definition (Ighomereho, 2006). Arnoff (2007) defines operations research as a systematic study of the basic structures, characteristics, functions and relationships of an organisation to provide executives with a sound, scientific and quantitative basis for decision making. Saaty (2006) in his opinion defines operations research as the art of giving bad answers to problems to which otherwise worse answers are given.

Ekoko (1999) defines operations research as the application of scientific method by interdisciplinary teams to problems involving the control of organised systems so as to provide solutions which best serve the purpose of the organisation as a whole; while Lucey (2002) opines that operations research is the attack of modern science on complex problems arising in the direction and management of large systems of men, machines, materials and money in industry, business government and defense. Its distinctive approach is to develop a scientific model of the system, incorporating measurements of factors such as change and risk, which is used to predict and compare the outcomes of alternative decisions strategies or controls; with the sole purpose of helping management determine its policy and actions scientifically.

The relevance of operations research to the discourse lies in its definition as the application of scientific methods to improve the effectiveness of operations, decisions and management, by means such as analysis of data, creating mathematical models and proposing innovative approaches that gives insight and guides in decision making scenarios (Uwah, 2007; Agbadudu, 2006). Also, as the name implies operations research basically means "research on operations" (Ewurum, 2007). Since delivery of public housing projects to an expectant electorate is an operation, it certainly requires research into the dynamics of the community needs and expectations within the framework of available finance and underlying policy. One way of significantly achieving this is through a ping pong of ideas between the planner and planned.

Nevertheless, for the purpose of this study, the definition of operations research provided by Akingbade (1991) and adopted by Ighomereho (2006) will be adopted. They define operations research as a problem solving science-based activity using analysis and modeling as a basis for aiding decision makers in organizations to improve the performance of the operations under their control. This definition is direct affront on the low performance of the public housing delivery sector which is also in dire need of a shot of adrenalin if the over 17 million housing deficit will be ameliorated. Indeed, operations research in this sense, aims at providing rational bases for decision making by seeking to understand and structure complex situations through development communication, and to use this understanding to predict system behaviour and improve system performance.

Offering further disintegration of the concept, Uwah (2007) notes that organizations and their component units carry out goal-oriented activities referred to as "operations"; and, that the systematic study leading to decisions as to which operations should be undertaken and how they should be tackled is termed "research". What management scientists or operations researchers do is to observe decision making environment, try to identify, define and analyse decision problems, construct models which seek to solve these problems, choose those inputs of data required for a solution, find the optimal solution when it can be found and help in the implementation of the identified solution (Ewurum, 2007; Levin, Rubin and Stinson, 2006).

Operations Research (OR) technique thus provides managers of all category of organisations with quantitative bases for decision making which enhance their ability to make long range plans and develop broad strategies. The distinctive approach is to develop a scientific model of the system incorporating measurements of factors such as change and risk with which to predict and compare the outcomes of alternative decisions, strategies or controls. The purpose being basically to help management determine its policy and actions scientifically. This entails the existence of the following essential features:

1. Application of a model-based scientific approach
2. System orientation

3. Recognition of risk and uncertainty

4. Use of interdisciplinary teams

5. Assistance to management decision making and control (Idolor, 2015).

1. Application of a Model-Based Scientific Approach

Lucey (2002) opines that the basis of OR approach is that of constructing models of problems in an objective and factual manner, and experimenting with these models to show the results of various possible courses of action. The type of model most frequently used in OR is the mathematical model, that is, one which tries to show the workings of the real world by means of mathematical symbols, equations and formulae (Gupta, 2004), For example, the Economic Order Quantity (EOQ) model is given as:

$$Q = \sqrt{\frac{2C_oD}{C_h}} \qquad \text{………………………….. (1)}$$

Where

Q = Economic Order Quantity

C_o = Ordering cost

D = Periodic demand

C_h = Holding cost

The purpose of OR models is usually to provide a solution to a problem or to indicate the best of several alternatives in a decision making process.

2. System Orientation

Operations research has a system approach to organisations. The primary aim of operations research is to attempt to identify the best way of conducting the affairs of the organisation. In studying problems, the OR analysts try to optimise the operations of the organisation as a whole rather than narrow aspects of the business such as a single department or section. It attempts to resolve the

conflicts of interest among the components of the organisation in a way that is best for the organisation as a whole (Agbadudu, 2006). This does not imply that the study of each problem must give explicit consideration to all aspects of the organisation, rather, the objectives being sought must be consistent with those of the overall organisation.

3. **Recognition of Risk and Uncertainty**

All business planning and decision making involves forecasting future activities. This cannot be done with any certainty and so to provide the maximum possible assistance to planners and decision maker, a systematic analysis of the possible extent of the risks and uncertainties involved is a vital part of any operations research study. Operations research techniques do not of themselves remove the risks and uncertainties, but they are able to highlight their effects on the firm's operations (Ighomereho, 2006).

An important method to help with this process is sensitivity analysis. Sensitivity analysis brings into focus the role of real estate appraisal in development communication. Since this is an ongoing process, the decision, executory and follow-up appraisal techniques will find basis of relevance in different stages of the project. When a solution has been obtained using one of the operations research techniques, alterations are made to the factors of the problem such as sales, costs and amount of materials to see what effect there is on the original solution (Idolor, 2015), and if the value of the original solution alters considerably with minor changes in the factor values, it is said to be sensitive. In such circumstances, the whole problem will need much deeper analysis and a particularly sensitive factor may cause decisions to he altered (Taha, 2001).

4. **Use of Interdisciplinary Teams**

The interdisciplinary approach refers to the use of mixed teams in terms of members being of different discipline and background. This is necessary because real-life problems are usually multi-dimensional and have multi-disciplinary features. In order to capture the many disciplinary factors that may be significant in a situation, people who can view the problem from different disciplines

should be used (Akingbade, 1991). This indicates that operations research is a team effort, or to put it succinctly, a stakeholder management undertaking. The team typically needs to include individuals who collectively are highly trained in mathematics, statistics, economics, business administration, electronics, computing, engineering and behavioural sciences as stakeholders (Hillier and Lieberman, 2009). In this way, there is a higher chance that the numerous facets of business problems can be recognised and analysed.

5. Assistance to Management Decision Making and Control

The role of operations research is to provide information to assist decision makers. The skill, experience and judgment of managers cannot be replaced by formal decision making techniques. The results of an operations research investigation represent an input of information into the decision making process. Kalavathy (2008) states two reasons for using operations research to solve real world problems. They are:

A. It is more difficult to cheat conclusion with mathematical argument. The results of a mathematical debate are precise and depend only on the initial assumptions. For a given set of assumptions, the mathematical conclusions are accurately expressed and their results cannot be argued.

B. With a mathematical description, it is possible to arrive at optimal solutions which would not be obvious without analysis.

The use of operations research in the literature is usually approached in a manner which demands that decision problems be properly defined, analysed and solved in a conscious, rational, logical, systematic and scientific manner based on data, facts, information and logic (Loomba, 1978). In the words of Drucker (1989), "the new management tools, with operations research in organisations, would substitute certainty for guess work, knowledge for judgement and hard facts for experience. Hence, emotions, whims and guesswork have a greatly reduced place and role in projects when operations research is applied. Also, choices between alternative courses of action are mainly determined by the application of decision criteria, which are quantifiable and thus can

be objectively measured (Ewurum, 2007). Equally of crucial importance is the attitude of search which is conducted in a scientific manner for increased knowledge of the different factors that bear on the management of organisations (Loomba, 1978).

The quantitative techniques inherent in the field of operations research refer to a style of management which demand a conscious, systemic and scientific analysis, and resolution of decision problems (Taha, 2010). The fact that the use of quantitative data constitutes the cornerstone of operations research does not in any way preclude the use of qualitative analysis in arriving at optimal decisions (Ewurum, 2007). The quantitative approach Loomba (1978) maintains, must build upon, be modified by, and continually benefit from the experience and creative insights of managers. The final stage in the decision-making process, afterall, is the exercise of judgement and in making this judgement, the decision maker has to take different factors (quantitative and qualitative) into account.

For example, there may be sudden change in government policy or even of government itself, change of weather and even change in technology. Even stakeholders undergo behavioural changes which may influence the course of the project. The difficulty in quantifying such factors imply that development managers, of a necessity, are obligated to involve qualitative approaches or methods in decision making (Idolor, 2015). Figure 2.9 illustrates how the decision making process is supported by a combination of qualitative and quantitative factors.
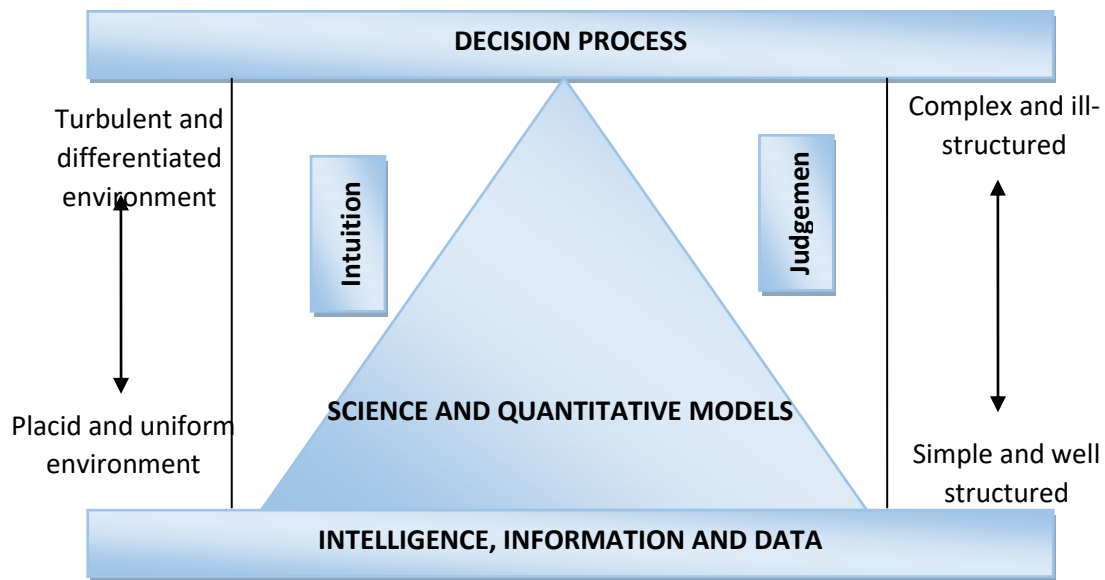
DECISION PROCESS

Turbulent and differentiated environment

Intuition

Judgemen

Complex and ill-structured

SCIENCE AND QUANTITATIVE MODELS

Placid and uniform environment

Simple and well structured

INTELLIGENCE, INFORMATION AND DATA

Figure 2.9: Symbiotic Relationship between Qualitative Thinking and Quantitative Models

Source: Loomba, N.P. (1978). *Management: A quantitative perspective.* New York: Macmillan Publiashing Company Inc.

Figure 2.9 shows that the higher the degree of complexity and the degree of turbulence in the environment, the greater is the potential of the qualitative approach to management. On the other hand, the lower the degree of complexity, and the degree of turbulence in the environment, the more compelling the use of the quantitative approach to management.

In operations research mathematical models, the decision variables may be integer or continuous and the objective and constraint functions may be linear or non-linear. The optimization problems posed by these models give rise to a variety of solution methods, each designed to account for the special mathematical properties of the model. The most prominent and successful of these techniques is linear programming (Taha, 2010), where all the objective and constraint functions are linear, and all the variables are continuous (Uwah, 2007). Willemain (1994) adds

that "effective operations research practice requires more than analytical competence. It also requires, among other attributes, technical judgement and effective communication skills.

2.1.2.2 Stakeholder Engagement

Stakeholder engagement refers to the connections between the governments, citizens and communities on a range of policy, program and service issues (Dodds, 2002). It encompasses a "wide variety of government-community interactions ranging from information sharing to community consultation and in some instances, active participation in government decision-making process" (Queensland Government, 2006:5). This is achieved through establishment of partnerships that facilitate the mobilization of resources, while serving as "catalysts" in changing policies and programs.

Castellanet, Salgado and Rocha (2017) assert that stakeholder engagement involves a range of activities as follows:
   i. informing people
   ii. listening to people
   iii. working with people
   iv. seeking input from people
   v. bringing people together
   vi. empowering people

This begs the question – who are the people? Jeffery (2009) posits that they refer to the linkages of individuals brought together by the sharing of a range of factors. These factors include place, interest and governance. The place factor exists through the defining of recognisable geographic boundaries (Jeffery, 2009). In the case of social housing, this may be defined in terms of a housing estate, a local government area, or all local government areas in which the provider operates.

The interest aspect focuses on broad social themes such as income group, the environment, or other shared experiences or interest, such as occupation class. On the other hand, the governance

factor is a conceptual framing of community that dissolves the distinction between government and community to create greater community control and ownership over their community. This includes control over engagement programs and community development (Jeffery, 2009). In this sense, it might be seen more as a principle for approaching community engagement and development. That is, empowering the community to make joint decisions with government and other agencies. If fully realised, this would involve the community deciding how resources might get used or spent (ibid.).

Dodds (2002) adds that stakeholder engagement covers consultation, communication, education, and public participation, participatory community action planning or working in partnership. It also includes a variety of approaches, such as information delivery, consultation, involvement and collaboration in decision-making, and empowered action in informal groups or formal partnerships (Castellanet et al., 2017). However, whether successful or not, it is pertinent to establish the fact that stakeholder engagement is not an end but an amalgamation of means and end. Ife and Tesoriero (2006) submit that as a means, it implies the following:
   a. engaging to achieve a goal
   b. utilization of available resources
   c. focus on goal attainment
   d. community mobilization for improved processes
   e. survives the duration of the project

Stakeholder engagement as an end refers to the following aspects:
   A. people empowerment in development processes
   B. ensure continuous participation of stakeholders
   C. focus on stakeholder capacity building within the project scope

Likewise, Cashman, Linehan, Purcell, Rosser, Schultz and Skalski (2014) see stakeholder engagement as the process by which an organisation involves people who may be affected by the decisions it makes or can influence the implementation of its decisions. They may support or oppose the decisions, be influential in the organization or within the community in which it operates, hold relevant official positions or be affected in the long term (Jeffery, 2009). The

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implication is that organizations engage stakeholders in dialogue and other communication processes to ascertain facts about relevant social and environmental issues in order to improve decision-making and accountability. Engaging stakeholders is a requirement of the Global Reporting Initiative, a network-based organisation with sustainability reporting framework that is widely used around the world (Learning First Alliance, 2016).

In consistence with the second objective of this study on stakeholder engagement and sustainable housing approach, the contribution of Learning First Alliance (2016) relates stakeholder engagement to sustainability. This is echoed by the International Organisation for Standardization (ISO) who requires stakeholder engagement for all their new standards. Aside ensuring the attainment of sustainability, stakeholder engagement has also aided the management of complex issues in project delivery. Unifying the role of stakeholder engagement in sustainability and complexity issues, Hemmati and Whitfield (2017) posit that multi-stakeholder engagement processes are increasingly used in dealing with complex development questions, particularly in terms of sustainability, to strengthen capacities for engagement, effective participation, and joint implementation of priority development actions by different stakeholder groups. They argue that this helps create the conditions for confidence building and trust between different actors and serve as a mechanism for providing mutually acceptable solutions and win-win situations.

Matta-Barrera and Nafziger (2013) argue that involving stakeholders in decision-making processes aids in developing understanding and agreement to solutions on complex issues or issues of concern. This is an upshot of the underlying principle of stakeholder engagement which ensures that stakeholders have the chance to influence the decision-making process. This singular outcome differentiates stakeholder engagement from communications processes that seek to issue a message or influence groups to agree with a decision that is already made.

Citing the pertinence and near-indispensability of stakeholder engagement in public projects, Grayson (2017) advances the thought that organisations can no longer choose if they want to

engage with stakeholders or not; leaving them with the only decision of determining when and how successfully to engage. In support, Matta-Barrera et al. (2013) argue that stakeholder engagement is not exclusive to particular organizations while asserting that the process is relevant to any type of organisation: business, public or civil society. It is particularly important in the context of running an organisation responsibly and is integral to the concept of corporate responsibility (Grayson, 2017).

Grayson (2017) goes further to differentiate stakeholder engagement from stakeholder management with the view that stakeholder engagement implies a willingness to listen; to discuss issues of interest to stakeholders of the organisation; and, critically, the organisation has to be prepared to consider changing what it aims to achieve and how it operates, as a result of stakeholder engagement. The implication is that organizations who engage stakeholders must do so with open mind as it helps no one if they are set in their ways, which begs the question, why engage in the first place? Grayson (2017) concurs with the argument that it is the responsibility of organization leadership to set the direction for successful project delivery within the knowledge of stakeholders' wants and needs. The open mind here therefore, does not mean organizations must abandon their needs, but align them with the needs of stakeholders towards the achievement of uniform outcomes.

Cashman et al. (2014) posit that stakeholder engagement is not a onetime event, rather it is a continuous process. They opine that organisations are constantly interacting with stakeholders, some of whom will be more or less positively or negatively disposed to the project and will have greater or lesser power over the organisation. Hemmati et al. (2017) submit that stakeholder engagement aims to ensure participatory equity, accountability and transparency, and the creation of partnerships and networks amongst different stakeholders for improved dialogue and decision-making in all stages of planning and implementation. The inclusive and participatory nature of the processes creates a greater sense of ownership and responsibility over its outcomes, and consequently, strengthens its sustainability.

Grayson (2017) is supportive and avers that stakeholder engagement promotes transparent and inclusive decision-making, strengthened stakeholder networks, and a sense of empowerment, thereby contributing to good governance. In the ideal scenario, this benefits all three categories of stakeholders involved: those who make the decisions, those who implement them, and those who are affected by them. However, Hemmati (2002) posits that stakeholder engagement should not just be for the sake of having one, but requires that all parties have the relevant capacities, knowledge and experience, as well as valid perspectives, to engage effectively. In addition, evidence from case experiences suggests that the process also requires strong leadership and motivation to engage, a facilitating environment with conducive formal and informal institutions, and balanced power relations between stakeholders (Hemmati et al., 2017).

The International Association for Public Participation (IAP2) (2016) has developed a framework for looking at the depth and scope of engagement. This is based on five levels of engagement, each one increasing levels of participation and involvement. At one end of the spectrum engagement is simply an information sharing exercise, for example through the provision of websites or newsletters. At the other end, engagement can lead to genuine community empowerment and local control through mechanisms such as Community Development Trusts. The processes involve information dissemination, consultation, involvement, collaboration and empowerment. This is illustrated in Figure 2.10.
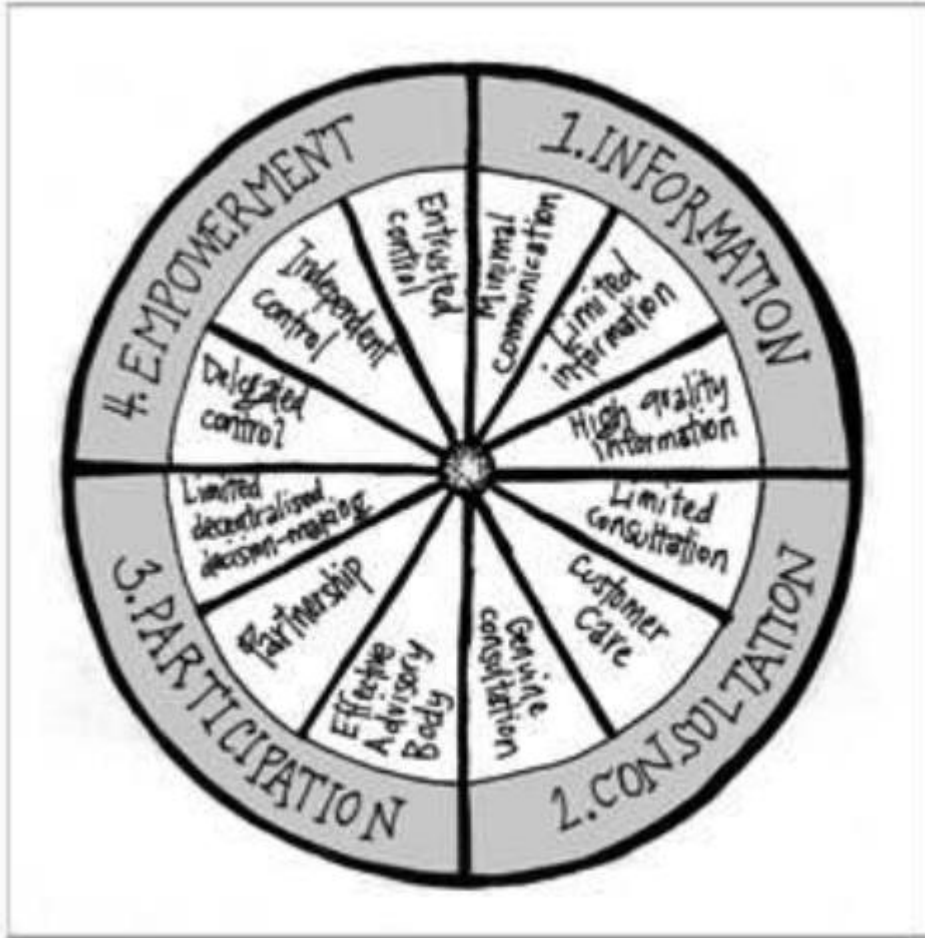
Figure 2.10: The Stakeholder Engagement Wheel

Source: International Association for Public Participation (2016): Framework for
                Community   Stakeholder Engagement

In line with Figure 2.10, the study examines the relationship between stakeholder engagement and sustainable housing approach in the Nigerian public housing industry.

2.1.2.3 Stakeholder Conflict Management

In the management and engagement of stakeholders with diverse interests and backgrounds, it is inevitable that conflict is bound to arise. Okoroafor (2012) opines that managing these conflicts of interest is a main staple of the stakeholder management discourse. Stakeholder conflict

management as a concept thereby involves resolution, transformation and term arrangement of disagreements through institutionalized provisions and regulative procedures for dealing with conflicts whenever they occur (Otite, 2001). Ezike (2005) stresses the importance of managing stakeholder conflicts productively given the risks it poses to society and its development are overwhelming.

Robbins (2001) views stakeholder conflict management as the use of resolution and stimulation techniques to achieve the desired level of serenity within a project life cycle. Okoroafor (2012) cited approaches to stakeholder conflict management as competing (forcing), avoiding, collaborating, accommodating and compromise. Robbins (2001) refers to these approaches as the primary conflict handling intentions. In addition, Altman, Valenzi and Hodgetts (1985) hold that the specific method(s) to be employed should depend on the situation. Okoroafor (2012) argues that with respect to stakeholder conflict, it is usual to use such conflict management methods as Mutual Problem Solving, Super-ordinate goals, Expansion of resources, Avoidance, Smoothing and Compromise.

Okoroafor (2012) posits that this method entails that all the parties come face to face with each other and discuss pressing issues. Through sharing and communicating their differences, it is often possible to accentuate the positives by highlighting the commonly held views of the parties and identifying similarities that can serve as a basis for cooperative effort. However, Okoroafor argues that while mutual problem solving can prove useful in resolving some conflict such as complex issues plagued by misunderstanding, it is often ineffective in handling conflict stemming from differing value system. When parties have incompatible values, mutual problem solving often results in their discovering how much they actually disagree on various issues. This criticism of mutual problem solving will be examined in the context of the third objective of the study.

Altman (2005) argues that the obliging party neglects their concerns to satisfy the concern of the other party by playing down individual differences while emphasizing common interests. Okoroafor (2012) recounts that when applied to stakeholder conflict; the merit in the use of this

technique lies in the fact that it encourages cooperation while its major weakness is that it is a temporary fix, which does not confront underlying problems.

Wilmot and Hocker (2008) identified some ideas for dealing with conflicts namely: clarification of communication and the checking of perceptions which include speaking out what is in one's mind, expressing strong feelings appropriately, avoiding harmful statements, and the like. Lending credibility to the view, Otite (2001) argues that stakeholder conflict management must occur within the context of a polite atmosphere even though conflicts do not generally follow the demands of politeness. Okoroafor (2012) holds that this is where professionalism is imperative as stakeholder conflict management requires skillful overtures to overcome the generally chaotic and disorderly scenes associated with the behavior of parties in a conflict situation. This suggests that public relations professionals and Alternative Dispute Resolution experts are crucial players in stakeholder conflict management.

2.1.2.4 Social Responsibility Management

Social responsibility has been defined as "the continuing commitment of business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" (World Business Council for Sustainable Development, 1999). Othman and Abdellatif (2011) hold that the relevance of social responsibility management in the public housing sector stakeholder management discourse lies in the premise that the construction industry plays a significant role in social and economic development in both developed and developing countries through constructing buildings and infrastructure projects that meet the needs of the community in the short and long terms.

In addition, it supports government efforts by achieving strategic development objectives, increasing gross domestic product and offering employment opportunities (Yang et al., 2009). Othman et al. (2011) argue that stakeholder management must have social responsibility obligations that are channeled towards supporting effective management of the stakeholder in the construction project, otherwise the goals of sustainable development will not be achieved. Yang et

al. (2009b) consider that managing stakeholder with economic, legal, ethical, environmental, and cultural responsibilities is the precondition step for stakeholder management.

According to the definition of social responsibility, the economic responsibility is the obligation to produce goods and services, sell them at fair prices and make a profit; the legal responsibility refers to the obligation to obey the law; and the ethical responsibility covers those issues not embodied in law but expected by society (Al Waer, 2008), while recently environmental expectation has also been given much attention by many scholars (Al Waer, 2008; Prager and Freese, 2009). Prager et al. (2009) argue that the purpose of social responsibility management is to protect the environment in the midst of offering sustainable service delivery. Yang et al. (2011) summarize that the responsibility of the project manager is to manage stakeholders while taking into consideration the social responsibilities to make sure the project objectives are achieved. The study examines social responsibility management within the purview of the fourth objectives of the study on the relationship between social responsibility management and end user driven initiatives in the industry.

2.1.3 Sustainable Housing Delivery

Sustainable development is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own need (International Institute for Sustainable Development, 2016). This implies that sustainable development concerns improving quality of life without increasing the utilization of natural resources beyond the capacity of the environment to supply them indefinitely. Relating the concept to housing, sustainable housing delivery then implies housing that meets population demand presently without compromising the ability to meet future housing needs. Sustainable development and sustainable housing evolve from the sustainability management literature.

The British Standard on sustainability management defines it as an "enduring, balanced approach to economic activity, environmental responsibility and social progress" (BSI, 2006). An important practical implication of this is that simplistic judgements relating to the one element alone cannot be made. The consequence therefore, is that decisions must be taken in a way that integrates all the concerns (Gibson, 2006). Gibson's (2006) position amplifies the taking into

account the concerns of stakeholders from outside the organization as well as within it. Bettely and Burnley (2005) opine that this requires proactive steps to engage the relevant stakeholder groups to determine their interests and expectations.

Using the branches of "economic activity, environmental responsibility and social progress" as indicated, sustainability management creates the ability of a system to thrive by maintaining economic viability and also nourishing the needs of the present and future generations by limiting resource depletion. From this assertion, sustainability management refers to the application of sustainable practices in the categories of businesses, agriculture, society, environment, and personal life by managing them in a way that will benefit current generations and future generations. This is the goal of public housing delivery institutions globally, and since the concept of sustainability management is one that arguably is multi-disciplinary, complex, and systematic, the focus pans on the concise task of exploring sustainable housing.

Perhaps there is the temptation to query the emphasis on housing. Firstly, of all man's basic needs, housing arguably, constitutes and indeed poses the greatest challenge (Ewurum and Odenigbo, 2017). Secondly, a vigorous and buoyant housing sector is an indication of a strong programme of national investment and are indeed the foundation of and the first step to future economic growth and social development (Nubi, 2008). Gross housing delivery therefore, poses a major factor in the nation's Gross Domestic Product (GDP) and indeed this reflects the mirror and the barometer of the state of health of the nation (Adejilola, 2014). Olatubara (2007) sees housing as a process rather than just a concept with the assertion that, as a process, housing involves the combination of environment human and material resources for its production; and in its entire ramifications is very significant in terms of the social, psychological, cultural, economic and political influence it has on humanity (Olatubara, 2007).

In agreement, some schools of thought argue that improved housing markets will provide a number of positive externalities, as well as direct consumption benefits (Research Department of Bank of Ghana, 2007). For example, new housing construction could stimulate aggregate output through a production multiplier, and an enlarged housing supply will allow labor to find vacant units and move to areas of the country providing higher wages, thereby enhancing productivity

(ibid.). New commercial construction will quicken production and will have similar macroeconomic effects in the national economy (ibid.).

By implication, housing has a profound influence on health, business, social behavior, satisfaction, productivity and general welfare of an individual and community. It encompasses and determines developmental, psychological, health, social and economic aspects of human life (Wondimu, 2006). This indicates a clear correlation between housing quality and development status of a country where decent housing is a precondition for productive and stable society. Auxiliary services and community facilities, social amenities, and services, and residential accessibility are from an integral part of the housing process (Jurenson, 1977; cited in Abadi, 2007:13).

These attributes make demand for housing an unprecedented force of pressure emanating from steady population growth and rise in urbanization (Ewurum, 2007). Surely, this is an attribute to the very rapidly widening gap between housing demand and supply (Ewurum et al, 2017). As a broad subject, housing has generated an immense body of research from different approaches and perspectives. It has been identified as a social requirement given the UN Universal Declaration on Human Rights which recognized housing as an important urban survival strategy (Nubi, 2008). The study therefore adopts as a conceptual framework, the definition of housing by Olatubara (2007) which sees the concept as the combination of environment, human and material resources for its production with very significant social, psychological, cultural, economic and political ramifications.

The emphasis on housing lies in the fact that despite all the interventions and huge investments in housing delivery since colonial times and to date, Nigeria's housing problems still remain intractable. In fact, access to decent shelter has worsened for increasing segments of the urban population in Nigeria (Ajanlekoko, 2001). Ajanlekoko (2001) also estimates that about 85% of Nigeria's urban population live in single rooms, and the number of occupants per room range from 8 to 12 with adverse effects on sanitation and health. The deteriorating housing situation in Nigeria, especially at the urban centres is too critical to leave for government to redress alone.

The situation is more pronounced given that Nigeria is the 6th largest producer of crude oil in the elite league known as Organization of Petroleum Exporting Countries (OPEC), whose members account for over two–third of total global supply of oil. So, in terms of revenue earning capacity and potential, it is worth mentioning that Nigeria to date has realised over US200 billion from crude oil sales (Ajanlekoko, 2001). For a country that could boast of such huge amount of resources, it is very saddening and disturbing to note that very little of the earnings have been put into use to boost the fortune of the housing industry and infrastructure. It is expected that the industry should have seen a lot more activity and government support, in large scale development schemes, and improvement and providing of infrastructure; provision of large scale social housing, creating and expanding new towns.

A cursory look at the present state of the housing provision tells a glaring tale of a huge paradox - a paradox of achieving so little with so much endowment! The consequence today is housing delivery that remains in a state of comatose, neither dying nor living!!! One major serious aspect of public housing delivery in Nigeria is the lack of sustainability related planning. In this vein, sustainable housing is a multidimensional concept that links environmental protection with economic, social and cultural issues with emphasis on the need for people to preserve the environment for future generations (UN-HABITAT, 2012). By implication, sustainable housing refers to "shelter that is healthy, safe, affordable and secure within a neighbourhood with provision of piped water, sanitation, drainage, transport, healthcare, education and child development" (Mitlin and Satterthwaite, 1996:31-32).

Further, the UN-HABITAT (2012) describes sustainable housing as residential environment that is:
(i) healthy, durable, safe and secure,
(ii) affordable for the whole spectrum of incomes,
(iii) using ecological low-energy and affordable building materials and technology,
(iv) resilient to sustain potential natural disasters and climatic impacts,
(v) connected to decent, safe and affordable energy, water, sanitation and recycling facilities,
(vi) using energy and water most efficiently and equipped with certain on-site renewable energy generation and water recycling capabilities,

(vii) not polluting the environment and protected from external pollutions,

(viii) well connected to jobs, shops, health- and child-care, education and other services,

(ix) properly integrated into, and enhancing, the social, cultural and economic fabric of the local neighbourhood and the wider urban areas; and

(x) properly run and maintained, timely renovated and retrofitted.

Put succinctly sustainable housing describes homes with the following attributes: decency, security, privacy, spacious, healthy, affordable, legally secured tenure, habitable, accessible, and appropriately located with services and infrastructure. From these foregoing descriptions, it is evident that sustainable housing is that which incorporates economic; social and environmental dimensions of sustainable development at three interrelated levels. These are housing process, housing products and housing services. This is illustrated in Figure 2.11.
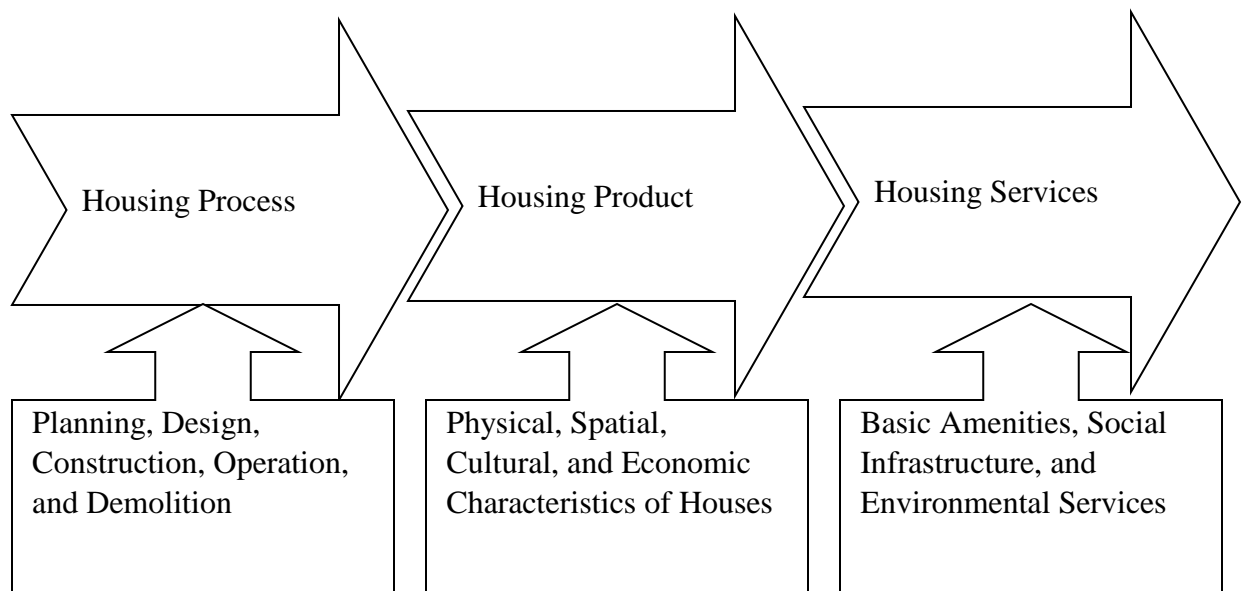
Figure 2.11: Levels of Housing Sustainability

Source: Ibem, E. (2015). *A framework for understanding sustainable housing for policy development and practical actions.* A Paper for presentation at Architects Registration Council of Nigeria (ARCON) Architects Colloquium.

From Figure 2.11, it is pertinent that sustainable housing delivery is an encompassing, and due holistic consideration of all the three levels identified in Figure 2.9. Taking a perspective, sustainable housing concerns the development of a home protected from environmental hazards,

that effectively meets the needs of people's choice and control, including homes and neighbours which they value and where their social and cultural priorities are met. This definition strengthens the stakeholder management discourse as it relates to the managing, through end user-driven initiatives, of the people who are meant to benefit from a housing project.

2.1.4 Proxies of Sustainable Housing Delivery

Emboldened by the submissions in extant literature, the study employed stakeholder identification (Karlsen, 2002; Olander, 2006; Walker, 2008; Jepsen and Eskerod, 2008), sustainable housing approach (Ibem, 2015), social housing supply ((Mohlasedi and Nkado, 1997), and end user driven initiatives (Scaffidi, Shaw and Myers, 2005) as proxies of sustainable housing delivery. These are discussed as follows:

2.1.4.1 Stakeholder Identification

One of the first steps in project management planning is the identification of stakeholders (Berardi, 2013). Lending credence, Schiller, Meghan, Hanson and Ashe1 (2013) opine that in order to attain optimum performance in project management, project managers must first identify relevant stakeholders in the project life cycle. To realise this, there is need to refresh the meaning of stakeholder. Simply put, a stakeholder is a person or group of people who can affect or be affected by a given project. Stakeholders can be individuals working on a project, groups of people or organizations, or even segments of a population affected by the project. They can be an internal part of a project's organization, or external, such as customers, creditors, unions, or members of a community (Prell, Hubacek and Reed, 2009).

Stakeholder identification, therefore, entails a determination of who the project stakeholders are, and their key groupings and sub-groupings (Zedan and Miller, 2015). Still, it is important to understand that not all stakeholders will have the same influence or effect on a project, nor will they be affected in the same manner. This therefore buttresses the role of stakeholder analysis in stakeholder identification. Zedan and Miller (2016) further stress that in analysing stakeholders to ascertain stakeholder groupings, certain stakeholder groups might be pre-determined through regulatory requirements. However, not all these regulatory requirements are conclusive, as it is the argument of this study that the lack of identification of the benefitting community as

stakeholders in public housing delivery is a major lacuna in the Nigerian housing provider regulatory requirements.

Heugens, Van den bosch and Van riel add that there are many ways to identify stakeholders for a project; however, it should be done in a methodical and logical way to ensure that stakeholders are not easily omitted (Zedan et al., 2016). This may be done by looking at stakeholders organizationally, geographically, or by involvement with various project phases or outcomes. Arguing in favour of systematic stakeholder identification, Ruggiero, Onkila and Kuittinen (2014) posit that the identification process starts with delineating the project's geographic sphere of influence. This implies a consideration of all related facilities, including associated facilities, transport routes, areas potentially affected by cumulative impacts, or unplanned but predictable developments. This runs afoul of the present stakeholder identification process in Nigeria.

Ruggiero et al. (2014) argue that using this analysis aids in the establishment and articulation of the project's area of influence and in determining who might be affected and in what way. This process will begin to reveal those most directly affected by the project, whether from the use of land at the project site or the effects of air and water emissions, from off-site transportation of hazardous materials, or even the socio-economic effects of job creation throughout the supply chain (Berardi, 2013). Zedan et al. (2015) refers to this as impact zoning which is the mapping-out of the sphere of influence of different types of environmental and social impacts, to identify distinct groups by impact area, which subsequently leads to prioritizing stakeholders for consultation. This is conducted as follows:

1. Draw a sketch map of the key design components of the project, both on and off site, that may give rise to local environmental or social impacts (example the project site; ancillary infrastructure such as roads, power lines, and canals; sources of air, water, and land pollution).

2. Identify the broad impact zones for each of these components (like, the area of land take, air and water pollution receptors, etc.).

3. After identifying and mapping broad stakeholder groups, overlay those groups over the impact zones.

4. Through consultation with relevant stakeholder representatives, verify which groups are potentially affected by which impacts.

This exercise may be performed more efficiently by using aerial photographs (Zedan et al., 2015).

Schiller et al. (2013) aver that priority should be given to individuals and groups in the project area who are directly and adversely affected. Berardi (2013) argues that even with the best of efforts in doing this, problems can arise. Communities lying just outside of the designated project impact area can "perceive" impacts or feel they have been arbitrarily excluded from project benefits (Berardi, 2013). For these reasons, defining stakeholders too narrowly should also be avoided. Zedan et al. (2016) submit that this leads to stakeholder identification by interest. This implies that stakeholders of a given project may lie outside the impact geography, and Zedan et al. (2016) warns that underestimating them may pose severe risks. This situation calls for the identification of not just stakeholders but stakeholder representatives for those not in close proximity to the project. The indication, also, is that stakeholder identification by interest is the more impactful of the two methods of stakeholder identification.

2.1.4.2 Sustainable Housing Approach

Sustainable housing approach has formed part of the major discussion in several global conventions such as the 1992 Rio-de-Janeiro summit on environment and development, the 1996 Habitat Summit in Istanbul, the United Nations Millennium Development Goals (MDG) Summit 2000 in New York, and the 2005 La Havana Summit. These global efforts culminated into the United Nation Habitat "Agenda 21". The primary objective of the Agenda is the provision and delivery of adequate, safe, secure, accessible, affordable and sanitary housing as a fundamental human right (UN HABITAT, 2006).

Sustainable housing approach concerns housing delivery inclusive of social justice, affordability, and economic impacts of housing (Golubchikov and Badyina, 2012). In line with the multiple dimensions of sustainability, Ibem and Azuh (2011) identified parameters for assessing the sustainability of housing policies and programs as follows:

a. Housing affordability (Economic dimension)

This approach queries whether housing provision ensures affordability for different income groups.

b. Technical feasibility (Physical dimension)

Technical feasibility examines the availability of sustainable local construction materials and technology in effective housing delivery

c. Quality of the environment (Environmental dimension)

The question asked here is whether housing provision ensures quality of housing and neighbourhood environment.

d. Quality of life and preservation of cultural heritage (Socio-cultural dimension)

This concerns whether housing policies ensure preservation of cultural heritage and improve quality of life.

In reference to these four tenets of sustainable housing approach identified by Ibem et al. (2011), the federal government of Nigeria, as a national objective, signed the global commitment to "housing for all" as a fundamental human right. The 1999 Nigerian Constitution, Section 16 (1) urges the three tiers of government (federal, state and local) to direct their policies towards the provision of adequate shelter for all citizens. Accordingly, successive governments in Nigeria, over the years, had undertaken initiatives and programs to provide housing to the citizenry. Amao (2013) offered a comprehensive review of the past policies and programmes on housing delivery in Nigeria even prior to attaining independence from the British. This is stated as follows:

Pre- 1928: Before the advent of the colonial rule at the dawn of the 20th Century, a communal system of housing delivery was practiced in most Nigerian communities. Houses were built through communal efforts by peer groups; members of age groups would turn out *en masse* on appointed day to assist the builder in whatever task of the project. In return, the builder would

provide sumptuous meals while the project lasted and vice versa. This system, referred to as community sweat tax, continued up to 1928, and still lingers in some communities to date despite the disruption of the people's communitarian values by westernization and globalization.

The Colonial period (1928- 1960): Government started to intervene in the housing sector in 1928, during the Bubonic Plague of 1928 – 1929 (NHP, 1991), by the then government of the defunct Lagos Colony, wading into the housing sector. The Lagos Executive Development Board (LEDB) was charged with the responsibility of the planning and development of the capital city of Lagos. However, that housing scheme had only civil servants as its beneficiaries. It was only possible to sell the units of houses in that estate to civil servants through payroll deduction system. During preparation for independence, the slum clearance resulted into the construction of additional houses in Surulere which was the first attempt in urban renewal in Nigeria.

Thereafter, the Nigerian Building Society (NBS) was established after World War II, by the colonial government with the aim of extending housing opportunities to more Nigerians including those in the private sector. This was a carryover from the British system where mortgage bankers are called building societies. The effect of the NBS was felt almost exclusively within the Lagos enclave but only an insignificant number of people outside Lagos benefited from the programme. So the NBS could not stand the test of time because it was dependent on government for funding. Thereafter came the urban redevelopment period.

Urban Redevelopment or Renewal: Two of the hallmarks of the colonial approach to African urban housing in the fifties were the Redevelopment of decaying 'core' areas combined with the renewal of 'slums' or squatter areas, and the construction of large rental public housing estates. The first attempt in the country was in 1951.

1952-1960: Nigeria in 1952 - 1960 was carved up into three regions namely: Eastern Region, Western Region and Northern Region. The regions established respective housing corporations in 1964. With a function of developing estates and at the same time providing mortgage for the people to build houses and pay back over many years. Like the Nigerian Building Society, the housing corporations had impacts only in the capital cities of the respective regions i.e. Enugu,

Ibadan, and Kaduna. One of such is Bodija Estate in Ibadan developed by the defunct Western Regional government (NHP, 1991).

1960 – 1975: Prior to 1975, that is, within the first two national development plans (1962 – 68) and (1970 –75), housing was regarded as a social sector, a consumption – oriented, less preferred, non – income generating sector. Insignificant sums of money were accordingly allocated. With this type of wrong signal from the public sector, the private housing sector which provided over 80 percent of residential units was not encouraged to invest in housing. Investors were misled into believing that they could not recoup their investment in housing (especially for the low – income people) as fast as in other sectors and with any appreciable margin of profit. Accordingly, the (financial) loans to prospective house builders were few, poorly organized and ineffective.

1976 – 1985: By 1975, however, the housing problem of the country as manifested in the increasing housing shortage, rising house rents, increased overcrowding resulting in slum and unhygienic conditions, etc. can no longer continue unnoticed. The government felt compelled to act. Consequently, the plan contained the first explicit statements, programmes and targets specifically aimed at alleviating housing problems. Amongst these were significant and commendable steps taken to make housing loans available to an increasing number of Nigerians through the manipulation of monetary instruments and the reconstitution of the Nigerian Building Society into the Federal Mortgage Bank of Nigeria to serve as the apex lending institution for house loans in Nigeria, with a capital base of twenty million naira and increased to One hundred and fifty Million Naira (N150m) in 1979.

The impact of Federal Mortgage Bank then was insignificant as only few loans were given principally to few middle and high income groups in the country (NHP, 1991). As pressure due to increase in housing deficit continued to rise, an inclusive Housing policy was started in 1980, targeting low income groups whose annual income did not exceed five thousand Naira. The Federal Mortgage Bank (FMBN) as a vehicle for Housing delivery in Nigeria, was combining the functions of primary and secondary mortgage institutions. The Federal government separates the two functions by creating the Federal Mortgage Finance of Nigeria (now phased out). The FMBN

was therefore left to operate exclusively as a secondary mortgage market and open the primary mortgage market to the private sector.

Many leveraged that opportunity to go into mortgage banking, yet their impact on the built environment has been short of expectation. With the FMBN operating as the secondary mortgage market, the next problem was where to source the money to lend to the Primary Mortgage Institutions (PMIs). In 1992, the Federal government enacted a policy which made it mandatory for every Nigerian earning up to N3,000 monthly to contribute 2.5 per cent of his monthly salary to a National Housing Fund (NHF) (Thisdayonline, 2009). This fund was to be managed by the FMBN, from which it could lend to the PMIs. The contributors to the fund were also entitled to borrow money from the fund, through the PMIs, after six months, to develop houses.

The Federal Mortgage Bank of Nigeria, a scion of the Nigerian Building Society, the FMBN has undergone several transformations since it came into being in the 1970s. It is today Nigeria's secondary mortgage institution, charged on the one hand with managing the NHF; and on the other hand, with lending money to housing developers through the PMIs. The bank has taken a number of measures in recent times to ensure that estate developers can build to target prices. In addition, a number of administrative steps were taken to increase the source generally. Some of these were the encouragement of the state and local governments and also private employers in the provision of houses or the granting of house loans to their employees.

It was within this framework that the Employees Housing Schemes (Special Provision) Decree Number 54 of 1979 came into being. The decree made it obligatory on any employer having a specified number of employees (fifty) to establish, execute and maintain a housing scheme for these employees. The various governments were to help in the provision of land and other materials. The federal government, through the Central Bank of Nigeria, directed that commercial banks, especially, should devote about 5 – 6 percent of their total deposit (and the insurance companies up to 25 percent of their life deposits) in real estates. Despite all the aforementioned steps taken by the federal and most state governments, it was evident that the housing delivery situation in Nigeria was getting worse.

National Housing Policy (NHP 1991): The Nigerian National Housing Policy was formulated in 1991 with the goal of ensuring adequate access to decent and affordable housing by all Nigerians. The housing situation in Nigeria since its formulation has shown quite glaringly that the implementation of the policy and the operational strategies adopted for it have been deficient. The policy was revised in 2004 to take care of the problems encountered in the implementation. A Presidential Technical Committee on Housing and Urban Development was set up by government to address the new housing reforms. It recommended amongst other things the restructuring of the Federal Mortgage Bank of Nigeria (FMBN) and the creation of Real Estate Developers Association of Nigeria (REDAN), and Building Materials Producers Association of Nigeria (BUMPAN).

The new housing reforms created financial mechanisms and institutions that will make available to the private sector (developers) funds for the production of mass houses, and allow purchasers (mortgagors) to have easy access to borrowed money through the Primary Mortgage Institutions (Ebie, 2004). It also acknowledged, finance as constituting the centre piece, among other major pillars, of housing delivery (Abiodun, 1999). The poor performance of Federal Mortgage Bank of Nigeria (FMBN), which gave loan to 8,874 out of over 1,000,000 applications between 1977 and 1990, was very worrisome.

Arilesere (1998) summarized the major strategies and guidelines of the National Housing Policy (NHP, 1991) on housing finance as follows:
I.   Mobilization of savings into Mortgage Institution
II.   Provision of incentives for the capital market to invest in property development
III.   Provision of policy controls over the allocation of resources between the housing sector and other sectors of the economy.
IV   Facilitation of flow of domestic and international resources into the priority housing areas, such as low income housing.
V   Need for government to establish voluntary schemes, mandatory schemes and provide substantial budgetary allocations and financial transfer to the housing finance system.
VI   Establishment of National Housing Fund (NHF) to be administered by the Federal Mortgage Bank.

VII   Ensuring that Commercial Banks, Merchant Banks and Insurance Companies are given reasonable conditions to encourage them to invest in mortgage business.

The policy spelt out other functions of the FMBN and these were:

a. To develop a secondary mortgage market for housing finance to improve the liquidity of the system

b. To act as guarantor for loan stock floated by the primary mortgage institutions

c. To manage the National Housing Fund.

1994-1995 National Housing Programme was designed to provide 121,000 housing units nationwide, for all income groups. The basic objectives of the programme included the following:

A. to increase the housing stock in the country;

B. provide easy access to home ownership;

C. translate the national housing policy objectives into reality;

D. and enhance resource mobilization.

Others were:

E. to establish permanent housing delivery system which will be self-sustaining and enduring, without reliance on the government treasury, after an initial take-off grant; strengthen institutions within the system to render their operations more responsive to demand; and encourage greater private sector participation in housing development. The programme, nevertheless, failed due to reasons of inadequate funding, inadequate planning and conception, flaws in execution, attenuated public confidence, problems of access to the NHF, under-pricing and costing, inflation etc. In view of this, the FHA and the Federal Ministry of Works and Housing were jointly appointed the executing agency of the NHP at its inception.

Summarily, with respect to the National Housing Policy, the Nigerian government over the years, even prior to independence, have formulated various policy initiatives and measures to improve housing delivery in the country. The pre-independence government intervened in the improvement of the housing stock with the provision of accommodation quarters for expatriate staff and selected indigenous staff in specialized occupations such as Railways and the Police.

This initial effort marked the genesis of Government Residential Areas (GRAs) in many parts of Nigeria as can be witnessed today. It is pertinent to note that during this period, provision of housing for the public was not under immediate consideration.

The intervention of the post-independence Nigerian Government was a slight improvement from what was obtainable prior to independence. More policies were formulated with housing the general public as the core issue of concern. However, there was a noticeable lack of significant improvement in the implementation phases. Such policy measures included the establishment of a National Council on Housing which was quickly followed by the establishment of a National Housing Programme in 1972. The terms of reference was to construct 59,000 dwelling units as follows: 15,000 units in Lagos and 4,000 units in the other state capitals. In the same year, the Staff Housing Board was established to replace and perform the functions of African Staff Housing Scheme, and for the purpose of granting loans to civil servants to enable them to build or purchase their own homes.

The Federal Housing Authority (FHA) was created in 1973 to co-ordinate this nationwide housing programme. During this period, emphasis was placed on five-yearly development plans as the vehicle for economic growth. However, the first and second National Development Plans did not accord housing any priority. It was during the Third National Development Plan (1975-1980) that the government decided to participate directly and actively in the provision of housing rather than leaving it principally to the private sector. A total sum of N2.6 billion was, therefore, earmarked for the implementation of the various projects. Within the plan period, 202,000 dwelling units were programmed for construction as follows: 50,000 units for Lagos State and 8,000 units in each of the other 19 states.

It is pertinent to note that by the end of the plan period, less than fifteen percent (15%) of the houses had been completed (Federal Ministry of Works and Housing, 1991). In 1976, The Federal Mortgage Bank of Nigeria (FMBN) was created to replace the Nigerian Building Society, and for the purpose of granting loans to the public. With a capital base of N20m, which was later increased to N150m in 1979, the impact of the Federal Mortgage Bank of Nigeria during this

period was not very significant and most of its loans went principally to select members of the middle-income and high-income groups.

The increasing deficit of urban housing as well as its continuous deterioration in the rural areas dictated the high priority rating given to housing by the defunct Civilian Administration of 1979-1983. In 1980, it embarked on an elaborated National Housing Programme based on the concept of affordability and citizen participation. The 1981/82 National Housing Programme was designed to provide 350 medium and high income housing units in each of the then 19 states of the federation by the FHA. This is in addition to the national low income housing programme embarked by the government in all the state of the federation popularly known as "Shagari low cost", under the supervision of federal ministry of housing and environment.

During this period, a proposed 40,000 housing units were to be constructed all over the federation annually with 2000 units per state including Abuja, the federal capital city. The estimated target for housing delivery under this policy was 200,000 between 1981 and 1985 but only 47,500 were constructed across the nineteenth (19) states of the federation including Abuja, the Federal Capital Territory by 1983. The target group was the low-income earners whose annual income did not exceed N5,000 for the one-Bedroom core houses and also the medium-income group with annual income not exceeding N8,000 for the three-bedroom house. Out of the States' housing allocation, 80% was earmarked for the low- income.

However, by June 1983, only 32,000 units had been completed, while the overall achievement was only 20%. It is pertinent to note that mid-way through the implementation; the second phase of the programme was commenced comprising 20,000 units of two bedroom core houses also for the low-income group. This phase of the programme failed to take off in most States. Although about N1.9 billion was budgeted for housing by the Federal Government in the Fourth National Development Plan (1980-1985), an estimated sum of N600m was expended on the implementation of the National Low-Cost Housing Programme. In view of this level of investment, the impact of the programme on the overall housing market was negligible.

It was 25 years after Independence, on 26th April, 1985 that the Federal Government decided to have a National Housing Policy and appointed a committee to draw up same. The first National Housing Policy was launched by the then military government in February 1991 with a slogan "Housing for All by the Year 2000AD". Its ultimate goal was to ensure that all Nigerians owned or had access to decent, safe and sanitary housing accommodation at affordable cost by the year 2000. The housing needs in the country as at the lunch of the policy stood at about 8 million units including projection in meeting the policy target in both rural and urban centers in response to united nations advocacy which calls for housing for all by the year 2000AD (Ogunrayewa and Madaki, 1999).

The policy estimated that 700,000 housing units are to be built each year if housing deficit is to be cancelled of which about 60% of the houses are to be built in urban centers. The policy re-structured the financial routing of accessing housing loans by way of creating a two tier financial structure, which is the Federal Mortgage Bank of Nigeria (FMBN) as the apex and supervisory institution and primary mortgage institutions as primary lenders. However, in 2007 the FMBN conceded supervisory functions to CBN (Aribigbola, 2008). The FMBN nevertheless was empowered through decree no. 82 of 1993 to collect, manage and administer contributions to the National Housing Fund (NHF) from registered individuals and companies. The National Housing Fund is the product of the 1992 Housing Policy of the Federal Government of Nigeria.

According to the Nigerian Economist (1992), Decree No. 3 of 1992, which was packaged against the background of the National Housing Policy, is a legal instrument for mandating individuals and government to pool resources into the National Housing Fund (NHF). The policy took cognizance of both the qualitative (existence of substandard housing) and quantitative (severe housing shortages) nature of the problem. The 1992 Decree more or less pursued the original objectives outlined in the National Housing Policy which were:

a. To ensure that the provision of housing units are based on realistic standards which the house owners can afford;

b. To give priority to housing programmes designed to benefit the low income group; and

c. To encourage every household to own its own house through the provision of more credit or fund (this specific objective more or less crystallized into the NHF).

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Decree no.3 of 1992 specifies that the NHF is to operate under a situation that inter alia includes the provision that all Nigerian workers earning an annual income of N3,000 and above should contribute 2.5% of their salaries to the fund. The law empowers employers to remit the mandatory contributions to the Federal Mortgage Bank of Nigeria (FMBN). Also, commercial and merchant banks were mandated by the same law to invest 10% of their loans and advances into the FBMN, while insurance companies are expected to contribute 20% and 40 % of their non-life and life funds respectively into real estate development as a means of further easing the housing problem. The fund covers the public sector and the organized private sector of the economy. The law also requires the three tiers of government (federal, state and local) to contribute at least 2.5% of their annual revenues into the NHF.

However, the Decree provides for a 4% interest on workers contribution to the fund. Contributors are allowed to borrow up to five times his or her taxable income which is payable over a period of 25 years. While fifty percent of the pool of fund remains with the FMBN, the remaining fifty percent is kept by the Primary Mortgage Institutions (PMIs) for lending to workers. The workers are eligible to borrow any time for building purposes but where this is not done, the contributor can withdraw his savings (including the interest) at the age of 60 or at retirement.

The PMIs are empowered by the mortgage Decree to bridge the gap between the FMBN and the contributors (employers and workers). They are the primary lenders that evaluate loan applications from the individual contributors. The maximum loan allowed for a contributor was pegged by the Decree at N1.5m and is to be jointly provided or financed by both the PMls and the FMBN. The loans were given at half or fifty percent of the prevailing market rate. There were plans in 1994 under the NHF to deliver about 121,000 housing units but less than 5% were recorded to have been achieved.

Likewise, Amao (2013) opines that in 2003, the federal government also established the Federal Ministry of Housing and Urban Development, and Proposed a Housing Reform, in view of the fact that there were not many affordable houses in Nigeria. There was an illusion that houses were available. But most of them were high-priced. A number of other legislation needs to be amended

substantially to bring their provisions in line with the new housing regime (Mabogunje, 2004). The touchstone in such reviews was to reduce red-tape and ensure that various legislations were compatible with demands of a free and robust market economy.

The inability of earlier policies and programmes to adequately resolve the backlog of housing problems in the country revealed the need for more pragmatic solutions and this formed the basis for a review of the 1991 National Housing Policy. The New National Housing Policy was published in the year 2006. This policy came up with some transitionary strategies in which government made significant effort in partial disengagement into housing provision and encourage privately developed housing (Mabogunje, 2003). The new policy emphasizes private sector participation in housing finance and investment.

Thus, the period 2003 – 2004 witnessed a Housing policy that recognized the private sector on the driving seat of housing delivery in the country, the key features of this policy include the placement of the private sector in a pivotal position, for the delivery of affordable houses, on a sustainable basis; assignment to government of the responsibility for the development of primary infrastructure for new estate development; and review and amendment of the Land Use Act to ensure better access to land and speedier registration and assignment of title to developers. In fact, one of the short term measures advanced in the policy is the commencement of the implementation of a private sector led housing construction programme.

Others are the development of a secondary mortgage market, involving the FMBN and the establishment of a new mortgage regime, under the NHF, to facilitate more favorable mortgage terms; and a five-year tax holiday for developers. Under the policy, adjustment such as the amortization period which was 25years under the previous policy was jacked up to 30years, interest on NHF loans to PMI's were scaled down from 5% to 4% while the lending rate to contributors is reduced to 6% from previous 9%.

The new policy aimed at removing the impediments to the realization of housing goal of the nation. The goal of the policy is to ensure that "Nigerians own or have access to decent, safe and healthy housing accommodation at affordable cost". This goal is similar to that of the 1991 policy

except that the fulfillment of the policy is not tied to a specific period. The scope of the policy objectives has also been widened to include some of the issues put under the 1991 policy strategies.

A similar shift from a public sector housing provision to a private sector market-based housing allocation system was adopted in Britain in the 1980s (Abdullahi and Abd Aziz, 2010). Home ownership was 56% in 1981 (Burrows, 2003) and the government had over 6.4 million council housing units (Best, 1996) in a country with a population of 55 million people. A large percentage of the population was already adequately housed, although a significant proportion was living as tenants in the council houses and flats. The adoption of this policy in Britain entailed the selling of council houses and flats to their tenants at highly subsidized rates with 50% - 70% discounts for flats and 35% - 60% discounts for houses, in a policy strategy known as the "Right-to-Buy" scheme. This happened in an economy that had one of the best developed mortgage systems in the world which guaranteed easy source of credit to her citizens and other residents.

Through this policy, Britain's "slums were virtually eliminated and the number of houses exceeded households for the first time…" (UK Housing Policy, 2010). By 2003 home ownership in England had risen to 71% (RICS, 2010). The Nigerian experience presents a grim reading as shown in Tables 5 and 6:

Table 5:   Estimated Housing needs Nigeria (1991 – 2001)

ESTIMATE/OUTPUT	URBAN AREAS	RURAL AREAS	TOTAL
Housing stock 1991 ('000 units)	3,373	11,848	15,221
Estimate no of households 2001	7,289	15,295	22,584
Required output 1991 – 2001 ('000)	3,916	3,447	7,363
Required annual output, 1991 – 2000	1391.6	344.7	736.3

Source: UN – HABITAT Report (2002).

Table 6:   Estimated Housing Stock, by dwelling types in Nigeria (1991)

	Urban	Rural	Total
	%	%	%
Maisonnette	2	0	1
Duplex	3	0	1
Detached Bungalow	10	20	17
Semi – detached	12	1	1
Flat	15	0	3
Room	65	77	74
Others	3	2	3

Source: UN – HABITAT Report (2002).

Tables 5 and 6 show that in spite of the various approaches taken by the Nigerian government to provide affordable housing for the people, the housing affordability situation is still degenerating (Ndubueze, 2009; Onyike, 2011; Ohajruka, 2015).

The failure of the policy is further portrayed by the Vision 20:2020 document, which provides a stern verdict given that a target was set to build ten million new homes by 2020 as shown in Table 7:

Table 7: Vision 20:2020 Housing Requirements

Year	Houses built nationwide	Average No. of homes per State
2011	-	-
2012	500,000	12,500
2013	600,000	15,000
2014	720,000	18,000
2015	864,000	21,600
2016	1,036,000	25,920
2017	1,244,160	31,104
2018	1,492,992	37,325
2019	1,791,590	44,790
2020	2,149,908	53,748
Total	10,398,650	259,987

Source: Odia (2010). *ThisDay*, August 3, 2010

Attagher (2006) observes that such goal as shown in Table 7 spurred government into action with a review of past policies and subsequent enactment of the National Housing Policy. He argues that the main objective of the 2002 Nigerian National Housing Policy has been to make sure that all Nigerians possess or have the capability to live in decent, safe and sanitary housing accommodation at affordable costs, with a secure tenure. Since home ownership usually requires huge capital outlay, which can rarely be financed through equity, borrowing becomes essential. Thus, the availability and accessibility of long term credit is a crucial necessity in this respect. To achieve this, a financial model remains imperative. This assertion is in consistence with the submissions of Omotola (2009), that the key challenge of the housing sector in Nigeria is affordability. Therefore, social housing is the key. The second objective of this study examines how stakeholders are engaged in the drive to provide social housing in the country through sustainable housing approach.

2.1.4.3 Social Housing

In the previous section, the dominant theme was provision of social housing through a sustainable housing approach which was defined as the provision of safe, quality and affordable housing. The affordability angle is the focus of this section in consistence with the third objective

of the study. In in an attempt to define social housing, the general narrative suggests that social housing means affordable housing. This begs the question – "affordable to whom?" Bratt (2010) argues that people who are need of housing but cannot afford to build or buy theirs are the target of social housing. Calavita and Mallach (2010) opine that housing is social or affordable if the target beneficiaries do not pay more than 30% of their income on accommodation needs.

Social housing provides a stable, affordable safety net for people who are on low incomes and, increasingly, have a range of other disadvantages. In further response to our question on who qualifies for social housing, Ellen (2007) identifies the following demographic distributions:

I.   the disabled or those with specific needs

II.   the elderly

III.   Single parents

IV.   Large or young family with dependent children

V.   A migrant, refugee or asylum seeker

VI.   Unemployed

Depending on the needs of the tenant, social housing provides the relief needed to get back on their feet, or a longer term housing solution (Bratt, 2010). Walley (2009) argues that while social housing is meant to be affordable to the beneficiary, it is hardly affordable to the provider. This argument centers on housing finance which is at the crux of social or subsidized housing. A fundamental problem facing government, however, is that formal sector financial institutions seldom lend down market to serve the needs and requirements of low income households (UN Habitat, 1996). Experiences in housing finance around the world demonstrate that broad, market based systems are the most effective vehicle through which to provide financial resources for social housing development (ibid.). This is because the mode of operation followed by formal financial institutions in developing countries is not compatible with their economic characteristic and financing need (ibid.).

Concurrently, in spite of the various programs developed by the Nigerian government to provide affordable housing for the people, the housing affordability situation is still degenerating (Ndubueze, 2009; Onyike, 2011; Ohajruka, 2015). The main victims of this scenario are the low

income earners who have to bear significant pressure of meeting rising acquisition and letting costs. Lending credence to the foregoing is the assertion that, construction costs are considerably higher relative to household income in countries with lowest income per capita, which suggest that the efficiency of the residential construction industry generally increases, as country's per-capital income increases (Habitat, 1996).

This scenario has slowed down the housing construction process, especially where a high proportion of new housing units are constructed by self-help (ibid.). Where one may be able to obtain a long term loan from a non-financial body, say a relative, an effective housing finance system is still dependent up on institutions ability to broadly match people's willingness to save with people's desire to borrow (Balchin et.al. 2000:142). This is the reasoning behind the various housing finance schemes of the Nigerian Federal Government with the Central Bank of Nigeria (CBN) as the apex regulatory authority of these financial systems.

The CBN was established by the Central Bank of Nigeria Act of 1958 and commenced operations in July 1959 (http://www.cenbank.org/AboutCBN/Coremandate.asp; cited 11/8/2016). Among its primary functions, the CBN promotes monetary stability and a sound financial system, and acts as banker and financial adviser to the Federal Government (http://www.cenbank.org/supervision/framework2.asp; cited 11/8/2016). In a bid to address the urban housing deficit in Nigeria, the CBN embarked on the Financial System Strategy (FSS) in 2005.

The terms of reference of the committee was to:

1. Establish a safe and profitable mortgage market by setting up appropriate infrastructure/institutions/processes and remodeling existing ones.

2. Introduce a framework to strengthen property/security rights.

3. Use the mortgage market to make long-term finance available and affordable to all Nigerians.

4. Enhance market mechanisms to improve the housing delivery system (FSS, 2020; FinMark Trust Report, 2010).

Given the holistic role of the CBN in the financial sector and beyond, it is only reasonable that certain powers are decentralized to ensure adequate focus and input in certain sectors of the economy. To address the housing issue, the Federal Mortgage Bank of Nigeria (FMBN) was established with the broad mandate of:

i. Linking the capital market with the housing markets

ii. Encouraging the emergence and promoting the growth of viable primary mortgage loan originators to serve the needs for housing delivery in Nigeria

iii. Mobilizing domestic and foreign funds into the housing sector

iv. Collecting and administering the National Housing Fund in accordance with the provisions of the NHF Act (FinMark Trust Report, 2010).

The National Housing Fund (NHF) scheme is the financial policy of the 1991 Housing Policy in Nigeria and charged with handling acute deficits and rising cost of housing in Nigeria (Amao and Ilesanmi, 2013). This scheme was established by Decree No. 3 of 1992, with the basic aim of encouraging and sustaining a stable platform for housing finance. It is managed and administrated by the Federal Mortgage Bank of Nigeria (FMBN). The scheme was aimed at addressing housing finance challenges in the low-income sector (FinMark Trust Report, 2010). It was granted a take-off fund of N250 million with the following key objectives (ibid.):

a. Ensuring the provision of housing units is based on realistic standards that house owners can afford

b. Giving priority to housing programmes designed to benefit the low-income group

c. Encouraging every household to own its house through the provision of credit or funding

The FMBN facilitates housing finance in Nigeria through the process of making funds available to the Primary Mortgage Institutions. The Fund makes it mandatory for every Nigerian earning an income of N3,000 and above to contribute 2.5% of their basic monthly income or salary to the Fund (FinMark Trust Report, 2010). The government, insurance companies, pension funds and banks operating in Nigeria also contribute to this fund which is managed by the FMBN (ibid.). The contributions plus interest are repayable at age 60 or on death (ibid.). After contributing to the scheme for six months, workers are entitled to a mortgage loan of up to N5 million at a rate of 6% per annum for 30 years (ibid.). The loan is for a maximum of 90% of value, this implies that the borrower needs to deposit 10% of loan value. The loan must be used for house purchase, house expansion or building on a plot that is owned (ibid.).

Loan applications are made through the PMIs established under Mortgage Institutions decree of 1989, who then checks the application and forwards all the documentation to the FMBN; with a processing time of between four and nine months (ibid.). On approval, the funds are disbursed to the mortgage institution at a rate of 4% per annum, after which they disburse the loan to the loan applicant at a rate of 6% per annum. The PMI may make an additional loan at market rate if the borrower requires more than N5 million (ibid.). the report stresses that money from the Fund is also used by FMBN to make estate development loans to private developers and State Housing Corporations at a rate of 10% per annum over 24 months. These loans are usually granted to finance construction of properties which are then sold to buyers at 6% per annum from the NHTF (ibid.).

The prospects of this initiative is that interested property developers have a significant advantage in terms of low cost financing relative the commercial and merchant bank rates. However, the proof of the pudding is in the eating as experience shows that while accessibility may be catered for, availability is the real issue as the amount raised through these contributions is inadequate for the teeming demand. The scheme is seen by many workers as a compulsory regressive tax, in that the majority of workers could never earn sufficient income to afford to buy a house, even with the available finance (FinMark Trust Report, 2010). Over the past two years, the scheme has improved its operations through a new management structure at the FMBN (ibid.).

Yet, given that it was formulated in consideration of the housing demand gap and the difficulty of accessing finance through commercial banks and other financial institutions by low income earners, the NHF has not met its set goals in housing delivery. Similarly, Ifediora et al. (2015) argue that from all indications, the housing affordability strategies of past government housing programs in Nigeria, may not have recognized the need for adequate consideration of the specific housing affordability needs of the people in these programs. Correspondingly, the NHF scheme has had little success because the amount raised through contributions is only sufficient to fund loans for a small proportion of those who qualify (FinMark Trust Report, 2010). This is illustrated in Table 8:

Table 8: Status of NHTF as at end of 2008

	2002	2008
NHTF fund base	N10.3bn	N41.96bn
Registered contributors	1,855,686	3,427,348
Average contribution	N5 ,550.50	N12,242.70
Participating states	3	24
Average contribution/State	N3.43bn	N1.75bn

Source: FMBN, 2009

Given that the loan must go through the PMIs, many PMIs do not have a large capital base to adequately provide loans to a significant proportion of Nigeria's population in the midst of the disturbing fact that some states do not have PMIs (FinMark Trust Report, 2010) as is evident from Table 8. The scheme has other practical difficulties such as encumbrances the identification and qualification of the applicant. The FMBN will not disburse through a PMI more than 25% of the PMI's capital, and it requires a bank guarantee for the loans it does disburse (Walley, 2009). It is crucial to add that in a bid to address these challenges, the FMBN board introduced reforms in February 2010. These provided an increase in the mortgage loan accessible by an individual contributor to a maximum of N15 million ($100,000).

Walley (2009) stresses that an additional difficulty is the requirement that a loan can only be obtained if the borrower can produce clear title to the property. In practice, therefore, many

people do not make contributions, and so far only 43,402 loans have been disbursed. Also, the fact that this section of the discourse is riddled with PMIs is another critical failure of the finance system in Nigeria given the conspicuous absence of a Secondary Market. Thus the burden on the PMIs. Registration requirements and stamp duties also make the whole process cumbersome for the low income earners. This may be connected to a lack of focus and poor public relations with respect to the administration of the fund.

Omotola (2009) shares similar view with the foregoing with the assertion that housing delivery is targeted mainly at the middle-high income segment of the population that can either pay cash or access mortgage finance from the banks. Modern marketing advocates the identification of specific and peculiar needs of targeted customers, while developing products to efficiently satisfy these identified needs (Nnadozie, 2003). It may be correctly maintained that the poor utilization of customer need-based housing affordability strategies in the housing program application may have added to the limited achievement documented by these programs, nonetheless there is enormous requirement for inexpensive housing and suitable shelter in Nigeria (Abimaje, Akingbohungbe and Baba, 2014). This line of thought informs the need to pursue objective three which centers on analyzing stakeholder conflict management in the facilitation of social housing supply in the study area.

2.1.4.4 End User Driven Initiatives

The end user narrative is a term used most commonly in the Information Technology (IT) field than in Nigerian physical planning agencies. Williams (2015) extrapolates that the end-user experience has become the yardstick many IT organizations use to measure the quality of their IT services. In the housing sphere, scholars (Ladhari, 2009; Cho, 2010; Donkers, 2007) have empirically used service quality and customer experience as the main yardsticks for measuring end user experience.

In the last two decades, service quality has attracted significant attention from researchers, practitioners due to its close relationship with service delivery (Gonzalez, Comesana and Brea, 2007; Hallowell, 1996; Ladhari, 2009; Lassar, Manolis and Winsor, 2000; Yee, et al., 2009). Several perspectives can be used to explain why service quality may lead to better end user

experience. The resource-based view theory of the firm (Barney, 2001; Barney, Wright and Ketchen, 2001; Yang, 2008) shows that service quality is regarded as a crucial firm resource that is valuable and inimitable by competitors, thus is likely to lead to positive outcomes. Social exchange theory (Blau, 1968; Sierra and McQuitty, 2005) provides further insights into how service quality may influence customer based service delivery evaluation. Thus, persistent service quality engraves in service employees the will to go extra mile to serve the customers' needs which in turn affect customers' perception of service delivery (Sierra and McQuitty, 2005).

On the other hand, customer experience is a function of services provided to the customer in a positive manner. In particular, customer experience is considered to be an intrinsic variable that explains returning customers and their post-behaviors of purchasing products and services (Oliver, 1980; Lee, 2000; Szymanski, and Henard, 2001). Numerous studies in many service sectors confirmed the positive relationship between service delivery and customer experience (Brady and Robertson, 2001) with respect to the end user experience. The end user is the customer and his experience goes a long way in determining the acceptability and subsequent sustainability of the service or product provided.

In consistence with this assertion, customer experience is the internal and subjective response customers have to any contact with a company's service/product (Meyer and Schwager, 2007). This implies that the customer forms a significant part of the plan formulation and implementation stages, if the product will evoke a positive customer experience. This experience is in turn influenced by customer satisfaction with services rendered (Donkers, 2007). This informs the need for the fourth objective on determining the relationship between social responsibility management and end user driven initiatives in the Nigerian public housing delivery sector.

2.2   Theoretical Framework

Agbaeze (2004) avers that theories provide the rational basis, for interpreting the results of research and relationship between the problem and a given theory. Consistently, the study examines the stakeholder management theory as theoretical foundation. This is in line with the

work of Freeman (1983) and Mitroff (1983) on stakeholder management as the management of who and what really counts in delivering efficient service delivery.

2.2.1 The Stakeholder Theory

The stakeholder theory is a 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. R. Edward 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". This book 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". 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).

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) (Phillips, 2003).

Development of the Theory

Numerous articles and books written on stakeholder theory generally credit Freeman as the "father of stakeholder theory" (Laplume, Karan and Reginald, 2008). Freeman's 'Strategic Management: A Stakeholder Approach' is widely cited in the field as being the foundation of stakeholder theory, although Freeman himself credits several bodies of literature in the development of his approach, including strategic management, corporate planning, systems theory, organization theory, and corporate social responsibility. More recent scholarly works on the topic of stakeholder theory that exemplify research and theorizing in this area include Donaldson and Preston (1995), Mitchell, Agle, and Wood (1997), Friedman and Miles (2006), and Phillips (2003).

Donaldson et al. (1995) argue that the theory has multiple distinct aspects that are mutually supportive: descriptive, instrumental, and normative. The descriptive approach is used in research to describe and explain the characteristics and behaviors of firms, including how companies are managed, how the board of directors considers corporate constituencies, the way that managers think about managing, and the nature of the firm itself. The instrumental approach uses empirical data to identify the connections that exist between the management of stakeholder groups and the achievement of corporate goals (most commonly profitability and efficiency goals). The normative approach, identified as the core of the theory by Donaldson and Preston, examines the function of the corporation and identifies the "moral or philosophical guidelines for the operation and management of the corporation" (ibid.).

Mitchell et al. (1997) derive a typology of stakeholders based on the attributes of power (the extent a party has means to impose its will in a relationship), legitimacy (socially accepted and expected structures or behaviors), and urgency (time sensitivity or criticality of the stakeholder's claims). Friedman and Miles (2006) explored the implications of contentious relationships between stakeholders and organizations by introducing compatible/incompatible interests and necessary/contingent connections as additional attributes with which to examine the configuration of these relationships. They distinguish between normatively legitimate stakeholders (those to whom an organization holds a moral obligation) and derivatively legitimate stakeholders (those whose stakeholder status is derived from their ability to affect the organization or its normatively legitimate stakeholders).

Criticism of the Stakeholder Theory

The submissions of Freeman (1983), Donaldson et al (1995), Mitchell et al. (1997), and Friedman et al. (2006) on the Stakeholder Theory have been criticised by political philosopher Blattberg (2004) who developed an antithesis called the Patriotic Conception of the Corporation which dwells on the use of conversation to quell stakeholder conflicts as everyone is bound by patriotism to work towards the achievement of the goal. Mansell (2013) agrees with the assertion that by applying the political concept of a 'social contract' to the corporation, stakeholder theory undermines the principles on which a market economy is based.

Implementation of Stakeholder Theory

Stakeholder theory succeeds in becoming famous with its use in various fields (aside business ethics) as one of the frameworks in corporate social responsibility methods. This is discussed as follows:

1. International Standard Organization (ISO) 26000 and GRI (Global Reporting Initiative) involve stakeholder analysis in evaluations of service delivery (Duckworth and Moore, 2010).

2. In fields such as law, management, human resource, stakeholder theory succeeded in challenging the usual analysis frameworks, by suggesting to put stakeholders' needs at the beginning of any action (Harrison, Wicks, Parmar and De Colle, 2010).

3. Stakeholder theory has been applied to irregular warfare with recorded success (Connelley and Tripodi, 2012).

4. In the field of business ethics, Weiss (2014) illustrated how stakeholder analysis can be complemented with issues management approaches to examine societal, orgnizational, and individual dilemmas. Several case studies are offered to illustrated uses of these methods as follows:

a. Stakeholder theory has seen growing uptake in higher education in the late 20th and early 21st centuries (Leisyte and Westerheijden, 2014). Stakeholder in the context of higher

education can be defined as anyone with a legitimate interest in education who thereby acquires a right to intervene (Bjørkquist, 2014).

b. In Europe, the rise of stakeholder regimes has arisen from the shift from a government-run bureaucracy to a more modern system in which the government's role involves more monitoring than direct control in project delivery (Neaves, 2002).

Relating this to the discourse, it is therefore conspicuous that the implementation of the Stakeholder Theory in Nigeria's housing industry is yet to be documented in indigenous literature. Thus, the theory lays a foundation for the testing of the main hypothesis of the study which states that sustainable public housing delivery can be attained through a stakeholder management model.

2.3   Empirical Review

The aim of this section, combined with relevant findings, is to provide a sound foundation on which answers to the research questions can be based. The empirical review was drawn from the objectives of the study. In our discussion of results, findings of this study shall be compared with the findings in the empirical review so as to establish a contribution to knowledge.

2.3.1   Development Communication and Stakeholder Identification

Ifediora et al. (2015) appraised the adequacy of the application of customer-driven marketing strategies to the Nigeria National Housing Fund (NHF) scheme. The study objective was to assess the adequacy of the application of development communication strategies of market segmentation, targeting, differentiation and positioning by the NHF implementers. The study adopted descriptive and exploratory research designs. Various offices of the Federal Mortgage Bank of Nigeria (the implementers of the NHF scheme) in Abuja, Lagos, PortHarcourt, Ibadan and Enugu, as well as the 19 state/district offices in these zones were studied. The study population comprised 201 management staff and officers in these offices. A census was carried out, considering the size of the population and the nature of the investigation.

Structured questionnaire was used to collect data for this study. Analysis of variance (ANOVA) was used to test the formulated hypothesis at 5% level of significance. The hypothesis test revealed that the application of market segmentation, targeting, differentiation and positioning by the NHF implementers was not adequate (Fcal = 95.239, p = 0.000 < 0.05). Following the finding, it was concluded that there is a low level of application of customer-driven marketing strategies such as development communication in the National Housing Fund (NHF) implementation. In line with the finding and conclusion of this study, it was recommended that the adoption and application of the customer-driven marketing strategies model for housing development programmes will aid the successful implementation of housing development programmes, thus leading to a substantial reduction in housing deficit level.

Brady and Cronin (2001) researched into the impact of a firm's degree of customer orientation on service performance perceptions and outcome behaviours. The population for the study comprised 649 consumers whose responses indicated that customer orientation has a direct relationship with customers' evaluations of employee service performance, services and physical goals. Customer orientation is a proxy of development communication in line with the works of Restrepo (2003) and Manyozo (2011).

Zedan (2017) hypothesized that the relationships between stakeholders impact on the degree of knowledge sharing and informed decision-making can potentially enhance or lower the energy efficiency of the product – the house. The article used a social network analysis (SNA) approach to visualize the social networks of the stakeholders of a number of owner-occupied housing case studies in Australia. The aim was to analyse, contrast and quantify the degrees of connectivity and centrality of the housing stakeholders to identify which groups have more connectivity in the stakeholders' network of energy-efficiency housing and consequently more potential to influence the energy efficiency outcomes and which practices are more likely to enhance transparency and information sharing that is essential for producing energy-efficient housing. The study found a significant positive relationship between stakeholder network analysis and stakeholder identification.

Paper by Schiller et al. (2013) presented a framework of stakeholders related to older adult mobility and the built environment, and further outlines a process for systematically identifying stakeholders that can be applied in other health contexts, with a particular emphasis on concept mapping research. Informed by gaps in the relevant literature, they developed a framework for identifying and categorizing stakeholders using development communication. The framework was created through a novel iterative process of stakeholder identification and categorization. The development entailed a literature search to identify stakeholder categories, representation of identified stakeholders in a visual chart, and correspondence with expert informants to obtain practice-based insight.

The three-step, iterative creation process progressed from identifying stakeholder categories, to identifying specific stakeholder groups and soliciting feedback from expert informants using development communication. The result was a stakeholder framework comprised of seven categories with detailed sub-groups. The main categories of stakeholders were, (1) the Public, (2) Policy makers and governments, (3) Research community, (4) Practitioners and professionals, (5) Health and social service providers, (6) Civil society organizations, and (7) Private business.

2.3.2 Stakeholder Engagement and Sustainable Housing Approach

Bal, Bryde, Fearon and Ochieng (2013) report the results of an exploratory study involving interviews with construction project practitioners that are involved in project sustainability. Data were collected from the practitioners in terms of the processes for engaging with stakeholders to deliver sustainability. The data suggests six steps to a stakeholder engagement process:

   (i) identification;
   (ii) relating stakeholders to different sustainability-related targets;
   (iii) prioritization;
   (iv) managing;
   (v) measuring performance; and
   (vi) putting targets into action.

The results suggest that understanding the different sustainability agenda of stakeholders and measuring their performance using key performance indicators are important stages to be emphasized in any stakeholder engagement process to achieve sustainability-related goals.

Usadolo and Caldwel (2016) investigated a rural community project (Nguni Cattle Project) that uses Participatory Rural Appraisal (PRA) as a tool for its operational focus. The main objective of the study was to identify how the stakeholders were reflected in the PRA goal of the project. The participatory patterns of the stakeholders were analyzed, with emphasis on the points of intersections where the stakeholders met to make sure the beneficiaries were sufficiently informed about the project. The data used to discuss the stakeholder participatory method were collected through interviews, information gleaned from organizational documents, and observations of meetings. The analysis of the data revealed the promotion of mutual understanding through sustained collaborative relationships among the stakeholders.

Eyiah-Botwe, Aigbavboa and Thwala (2016) reviewed the two concepts and suggested a process for enhanced sustainable construction delivery. The study formed part of a broader Ph.D. study on "Development of sustainable stakeholder management framework for construction projects" aimed at improving stakeholder management process and project delivery. A qualitative research method approach was adopted. An extensive literature review on stakeholder management and sustainable construction was conducted using filtering method for four major journals from the institution database. Identified concepts were developed into a conceptual framework and validated using face to face semi-structured interviews involving ten key stakeholders.

The findings were that stakeholder management and sustainability concepts were yet to embrace. The paper suggested a seven-step approach for project managers:
(1) Embracing stakeholder management and sustainability concepts,
(2) identify stakeholder approach and sustainable principle to adopt,
(3) identify and classify project stakeholders,
(4) engage stakeholders,
(5) analyze stakeholders,
(6) manage stakeholders and sustainable principle,

(7) monitor and support process.

Shah and Naqvi (2014) conducted a study of 87 well reputed software houses of Lahorein an investigation of the effect of internal stakeholder's engagement on project portfolio management success. Study showed that the ramification of stakeholders was phase-peculiar and that role clarity affected the nature of the relationship between the internal stakeholder's engagement and project portfolio management success as a moderator. Analysis of data was performed by Pearson correlation and Step wise Hierarichal Regression. Results explained that internal stakeholder's engagement had an insignificant effect on the PPM success, but with moderating effect of role clarity internal stakeholder's engagement showing strong and highly significant effect on the PPM success. The study, like ours, also applied the stakeholder theory to the project portfolio context without a significant positive outcome.

2.3.3 Stakeholder Conflict Management and Social Housing Supply

Adetunji and Wahab (2015) researched on the cause of conflict and resolution strategies employed in the management of Community-Driven Projects (CDPs) in selected public and private estates in Lagos State. Primary and secondary data were used. Primary data were collected through a structured questionnaire, in-depth interviews with key informants and personal observation. A structured questionnaire was randomly administered to 25% of landlords/heads of households in both the Lagos State Development and Property Corporation (LSDPC) Ijaye-Ogba Estate in Agege Local Government Area (LGA) and Rufus Lanre-Laniyan Estate in Kosofe LGA.

Four in-depth interviews (IDIs) were also conducted with the executives of the Residents' Associations and Youths Association in each estate. Descriptive statistics were used to analyse the data collected. The study revealed that in both public and private estates, the provision and maintenance of community-based facilities generated conflicts in the forms of quarrel, fight, clashes, and murmuring. Communication, mediation, negotiation and reconciliation were the major strategies used by community elders and leaders of associations to resolve conflicts internally among residents in the housing estates.

The study concluded that conflicts were likely to always arise in the provision, use and management of CDPs, but the ability to resolve such conflicts would always bring about peaceful co-existence in housing areas. The study recommended timely publicity, transparency, accountability and regular presentation of stewardship reports between the management committee of CDPs and residents/users in reducing and resolving conflicts over community-based projects.

Ampomah and Gyan (2016) explored the effect of stakeholder conflicts on community development. In particular, it analyzes the negative repercussions these conflicts have on projects drawing on primary research in Kenyase, one of the major mining communities in Ghana where community development processes are more structured. Using qualitative research methods, the research sought evidence of the negative effects stakeholder conflicts have on projects. The study revealed that financial and technical investments without adequate social capital have the potential of retarding community development projects. It was therefore recommended that project managers pay attention to stakeholder relationships in project initiation, design, and implementation.

2.3.4   Social Responsibility Management and End User Driven Initiatives

Research by Choongo (2017) investigated the impact of corporate social responsibility on firm performance using a longitudinal design in small and medium-sized enterprises (SMEs). The study was conducted in Zambia and data were collected from 153 entrepreneurs in two surveys and changes in CSR and firm performance measures were analysed over a 12-month period using SmartPLS structural equation modelling. The findings show that the relationship between CSR and financial performance is significant. Further, the association between CSR and the two measures of firm performance (corporate reputation and employee commitment) was only partially significant over time. We discuss the relevance of these results for entrepreneurs, researchers and policy makers in understanding the outcomes of sustainability practices in SMEs in developing countries, especially in Sub-Saharan Africa.

Bijoylaxmi, Jamid and Zillur (2015) focused on an Indian reputed Multinational Information Technology Company and its quest for building platform for co-creation of value by engaging in

corporate social responsibility and sustainability initiatives. To meet the research objectives, case study methodology was applied to analyze the process and impact of CSR and sustainability initiatives of ITC's e-choupal. Information from published case studies in reputed journals and company sources were used for further investigation into the area. Thus, it was found that value co-creation through CSR and sustainability initiatives had significantly positive impact on the lives of community stakeholders.

Othman and Abdellatif (2011) examined the role of partnership in integrating the corporate social responsibility (CSR) of project stakeholders towards better housing affordability. The research methodology, which consisted of literature review and field studies, is designed to accomplish four objectives. First, to provide a comprehensive literature review of the concepts of affordable housing, project stakeholders, CSR and partnership; second, to present and synthesis the results of relevant field studies examined the experiences of CSR and partnership among selected construction firms and the Government of South Africa (SA) in affordable housing projects; third, to develop a CSR-partnership model (and its action plan) that integrates the CSR of project stakeholders to achieve greater housing affordability; finally, to draw some conclusions and recommendations to improve the practice of CSR and partnership among government authorities and construction professionals.

The study found that affordable housing is one of the greatest challenges that face countries around the globe, especially developing countries. The complexity of the problem hinders governments, alone, from achieving their plans for sustainable development. Project stakeholders must have social responsibilities towards supporting government initiatives for affordable housing development. The five-domain CSR-partnership model developed by the authors will help integrating the CSR of project stakeholders as an approach for developing affordable housing project.

2.4   Summary of the Review of Related Literature

From the foregoing, it is obvious that there has been minimal conscious effort to investigate into the particular housing needs of the Nigerian masses from a stakeholder management perspective, despite the empirically established huge gap between housing demand and supply. Formal

stakeholder conflict management process has been inadequately applied to ascertain the different variations of needs in the housing market. As shown in the review, research about engagement concerns a narrow view of engagement activity and leaves a significant gap in the literature about Transformative engagement as described by Cornwall (2008). This is where the process and outcome of engagement is of benefit to both agency and resident because it seeks to empower and enable self-determination.

Very conspicuous in its trifling existence in extant literature is the formulation of stakeholder management model for sustainable public housing delivery in Nigeria. The study aims to address this gap in the literature through the formulation of a stakeholder management model for sustainable public housing delivery where involving local people and other stakeholders in such activity is "considered both as an end in itself and a process through which regeneration outcomes are delivered". It is envisaged that the application of stakeholder management strategies to public housing delivery in Nigeria will ensure that the housing needs of the masses will be adequately addressed and taken care of by government.

CHAPTER THREE
METHODOLOGY

The main purpose of this chapter is to describe and discuss the design and procedure adopted for the study. To this end, attempt was made to describe the research method, the population and sample used. A description of the instruments that were used for data collection as well as presentations of the validity and reliability of the instrument was made. Also discussed in this chapter is the procedure for the data presentation and method of data analysis.

3.2   Research Design

The study employed descriptive and exploratory research design. In employing descriptive research design, the study used survey research method, given the fact that it involves gathering data about a target population from a sample and generalizing the findings obtained from an analysis of an existing situation to the entire population, particularly with respect to objective one of the study. The study also adopted exploratory research design through the utilization of focus group discussions and expert survey. This method is appropriate in gaining insights about a research problem with few studies of reference, in a bid to generate new ideas through the development of tentative theories, hypotheses, or models (Kothari, 2004). This method was used to measure objectives 2, 3 and 4 of the study.

3.3   Sources of Data

The study analysed data from primary sources. The primary data for this study comprised data generated by the researcher from the field through questionnaire and oral interview schedule.

3.4   Population of the Study

The population of the study is 160 Estate Surveyors and Valuers cutting across the Ministry of Lands, Housing and Urban Development, Physical Planning Units of Local Governments within the study area, Estate Surveying and Valuation firms, Real Estate Developers Association of Nigeria, the Academia, Federal Mortgage Bank of Nigeria and Securities and Exchange Commission in the selected South East States in Nigeria. This was obtained from the Nigerian Institution of Estate Surveyors and Valuers' (NIESV's) Directory of Registered Members and Firms (2017).

The population distribution by State is shown in Table 9.

Table 9: Population Distribution of the Study (By State)

STATES	PROFESSIONALS
Anambra	36
Enugu	90
Abia	34
Total	**160**

Source: NIESV's Directory of Registered Members and Firms (2017).

3.5   Sample Size Determination

Given the manageability of the population, the study utilized universal coverage to holistically sample the population.

3.6   Research Instruments

The study employed the following research instruments.

Expert Survey Questionnaire: The questionnaire was self-administered to the respondents. The researcher opted for the questionnaire because, in terms of spread and coverage, it is the most effective way of reaching out to a very large number of people at the same time from which similar types of data can be obtained. Also, respondents may have greater confidence in their anonymity and thus feel freer to express their views. The questionnaire can be seen in appendix II.

The variables of the study were operationalized in the Expert Survey Questionnaire. The instrument measured the nexus between the proxies that represent the independent variable and the dependent variable. The proxies are as follows:

i.   Development Communication   →   Stakeholder Identification

ii.   Stakeholder Engagement Strategy   →   Sustainable Housing Approach

iii. Stakeholder Conflict Management   →   Social Housing Supply

iv.   Social Responsibility Management   →   End User-Driven Initiatives

Focus Group Discussions: For the focus group discussions, a structured interview guide was used. The questions were designed to obtain data on certain specific issues which may not be easily available to the public.

3.7   Validity of the Instrument

To ascertain the validity of the instrument by verifying its adequacy, appropriateness, inclusiveness and relevance to the subject under study, the study adopted a content validity of the instrument. The questionnaire was vetted by three land-related professionals in the study area. Their responses, comments and preliminary analyses were used to modify and fine tune the instrument.

3.8   Reliability of the Instrument

To ascertain the reliability of the instrument, the study adopted the test and retest method. A total of 30 copies of the questionnaire were randomly administered to a random selection of 30 respondents in the zone as shown in appendix IV. This was re-administered after a period of 2 weeks to the same group. All the copies of the questionnaire distributed were completed and returned and the respondents showed a good level of appreciation and comprehension of the questionnaire items. Using Cronbach's Alpha, an Alpha of 0.950 was obtained. See Appendix IV.

3.9   Method of Data Presentation and Analyses

The primary data collected through the questionnaire was analysed and presented using different descriptive and non-parametric methods. Data from focus group discussions were analyzed qualitatively using Scissor-Sort technique and Content Analysis. Quantitative testing of the hypotheses involved the use of Spearman Rank Order Correlation Coefficient (for hypothesis 1), Principal Component Analysis (PCA) (for hypothesis 3), and One-Sample Kolmogorov-Smirnov Test (for hypotheses 2 and 4). All the four hypotheses were tested at 5% error while the level of significance is represented at 95 degrees of confidence.

3.10   Decision Rule

i.   The decision rule is to reject Ho if p value < 0.05, and to not reject Ho, if otherwise.

ii.   Also, as stated earlier, results from the expert survey were subsequently subjected to Normality Test using Kolmogorov-Smirnov statistical tool. The Decision rule is where the responses follow a normal distribution with less variances, we reject the null hypotheses. By implication, where Z-calculated > Z-critical (1.96) and the correlation coefficient is significant as p-value 0.000 < 0.05, we reject the null hypothesis.

3.11   Model Validation

A Stakeholder Management Model for Sustainable Public Housing Delivery was developed for the study. the model was incorporated with key constructs identified as development communication for stakeholder identification, stakeholder engagement strategy, stakeholder conflict management strategy, and social responsibility management; as is evident in the objectives of the study, and the review of related literature. Prior to a description of the HSM Model, and in a bid to ensure its comprehensive appreciation, the study developed sub-models of the constructs that power the HSM Model. The reason is that where these constructs are modeled and discussed in detail, a clearer understanding of the argument of the HSM Model will be achieved. Also, it is logical that the sub models will guide the step-by-step implementation of the HSM model. Thereafter, a Strength, Weakness, Opportunity and Threat (SWOT) Analysis was conducted to validate the Model.

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

The objective of this chapter is to present, analyze and interpret data generated from the field. Data were generated with the use of a Likert scale structured questionnaire and Oral Interview Schedule.

4.1   Data Presentation

Data presented in this section emanated from primary sources, where a total of 160 copies of the questionnaire were administered to the respondents; out of which a total of 126 copies were retrieved from the respondents as shown in Table 10.

Table 10: Percentage Analysis of Respondents Response Rate

Total number of copies of the questionnaire administered	160
Total number of copies of the questionnaire returned	125
Response Rate $\underline{125}$ x $\underline{100}$ 160 1	78.8%
Non response rate 100% (160) - 78.8% (35 copies)	21.2%
Total (%)	100

Source: Data from Fieldwork (2018)

Table 10 shows that a total of One Hundred and Sixty (160) copies of the questionnaire were distributed, out of which One Hundred and Twenty-Five (125) copies representing approximately 79% were fully completed and returned. This shows a deficit of Thirty-Four (35) copies of the questionnaire representing 21%. The rate of return is adequate for the study going by Kothari's (2004) and Agbaeze's argument that a questionnaire return rate of more than 0.7 representing 70% is adequate for an empirical study.

4.2   Presentation of Primary Data

This section dealt with the presentation of data obtained from respondents in the Estate Surveying and Valuation firms, Ministry of Lands, Housing and Urban Development, Physical Planning Units of Local Governments within the urban areas under study, Real Estate Developers Association of Nigeria, the Academia, Federal Mortgage Bank of Nigeria and Securities and Exchange Commission in the selected South East States in Nigeria. With the aid of a questionnaire structured in line with the objectives of the study, the expert survey covered all of the respondents.

4.2.1   Responses from the Expert Survey

The responses from the expert survey were presented in consistence with the objectives of the

study.

1. To examine the extent to which development communication is utilized in stakeholder identification in the Nigerian housing sector.

Data consistent with this objective was presented in the following Tables.

Table 11: Operations research findings form the basis for strategy formulation and implementation in the delivery of social housing in the State.

Rating	Frequency	Percentage
	(N)	%
Strongly Agree	2	2
Agree	8	6
Undecided	2	2
Disagree	34	27
Strongly Disagree	79	63
Total	**125**	**100**

Source: Field Survey (2018).

Table 11 reveals that 2% of the respondents strongly agreed that operations research findings form the basis for strategy formulation and implementation in the delivery of social housing in the State. 6% of the respondents agreed to the assertion, 2% of the respondents were undecided; 27% believed that this was not the case, while 63% of the respondents opined that operations research findings do not form the basis for strategy formulation and implementation in the delivery of social housing in the State.

Table 12: Market segmentation is utilized in grouping intended beneficiaries into several distinct groups that have similar needs, while executing the social housing scheme.

Rating	Frequency	Percentage
	(N)	%
S. Agree	72	58
Agree	34	27
Undecided	2	2
Disagree	9	7
S. Disagree	8	6
Total	**125**	**100**

Source: Field Survey (2018)

From the result shown in Table 12, it could be seen that 58% of the respondents strongly opined that Market segmentation is utilized in grouping intended beneficiaries into several distinct groups that have similar needs, while executing the social housing scheme. 27% agreed with this view, 2% of the respondents were undecided, 7% disagreed while 6% strongly disagreed that Market segmentation is utilized in grouping intended beneficiaries into several distinct groups that have similar needs, while executing the social housing scheme.

Table 13: Stakeholder analysis is employed in the classification of stakeholder interests

Rating	Frequency	Percentage
	(N)	%
S. Agree	6	5
Agree	11	9
Undecided	7	6
Disagree	43	34
S. Disagree	58	46
Total	**125**	**100**

Source: Field Survey (2018)

From Table 13, it could be seen that 5% of the respondents strongly agreed that Stakeholder analysis is employed in the classification of stakeholder interests. 9% agree to the assertion, 34%

disagreed while 46% strongly disagreed that Stakeholder analysis is employed in the classification of stakeholder interests. 6% of the respondents were undecided.

Table 14: Market positioning strategies are utilized in identifying stakeholder interests

Rating	Frequency	Percentage
	(N)	**%**
S. Agree	3	3
Agree	8	6
Undecided	5	4
Disagree	49	39
S. Disagree	60	48
Total	**125**	**100**

Source: Field Survey (2018)

From Table 14, it could be seen that 3% of the respondents strongly agreed that Market positioning strategies are utilized in identifying stakeholder interests. 6% agree to the assertion, 39% disagreed while 48% strongly disagreed that Market positioning strategies are utilized in identifying stakeholder interests. 4% of the respondents were undecided.

Table 15: Feedback mechanism through risk communication has enhanced strategy evolution in the public housing schemes

Rating	Frequency	Percentage
	(N)	**%**
S. Agree	0	0
Agree	5	4
Undecided	12	10
Disagree	61	48
S. Disagree	47	38
Total	**125**	**100**

Source: Field Survey (2018)

Table 15 shows that 0% of the respondents strongly agreed that Feedback mechanism through risk communication has enhanced strategy evolution in the public housing schemes. 4% agree to the assertion, 48% disagreed while 38% strongly disagreed that Feedback mechanism through risk communication has enhanced strategy evolution in the public housing schemes. 10% of the respondents were undecided.

2.   To determine the correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry.

Data consistent with this objective was presented in the following Tables.

Table 16: Community mobilization in public housing schemes positive correlates with security of public investment.

Rating	Frequency	Percentage
	(N)	%
Strongly Agree	32	26
Agree	88	70
Undecided	0	0
Disagree	5	4
Strongly Disagree	0	0
Total	**125**	**100**

Source: Field Survey (2018).

Table 16 reveals that 26% of the respondents strongly agreed that Community mobilization in public housing schemes positive correlates with security of public investment. 70% of the respondents agreed to the assertion, 0% of the respondents were undecided; 4% believed that this was not the case, while 0% of the respondents opined that Community mobilization in public housing schemes positive correlates with security of public investment.

Table 17: Stakeholder capacity building positively correlates with technical feasibility (through utilization of local human capital and materials resources).

Rating	Frequency (N)	Percentage %
S. Agree	36	29
Agree	63	50
Undecided	2	2
Disagree	16	13
S. Disagree	8	6
Total	**125**	**100**

Source: Field Survey (2018)

From the result shown in Table 17, it could be seen that 29% of the respondents strongly opined that Stakeholder capacity building positively correlates with technical feasibility (through utilization of local human capital and materials resources). 50% agreed with this view, 2% of the respondents were undecided, 13% disagreed while 6% strongly disagreed that Stakeholder capacity building positively correlates with technical feasibility (through utilization of local human capital and materials resources).

Table 18: Community representation in decision making leads to successful implementation of priority development actions (due to greater focus on meeting existing housing needs)

Rating	Frequency (N)	Percentage %
S. Agree	51	41
Agree	46	37
Undecided	7	6
Disagree	13	10
S. Disagree	8	6
Total	**125**	**100**

From Table 18, it could be seen that 41% of the respondents strongly agreed that Community representation in decision making leads to successful implementation of priority development actions (due to greater focus on meeting existing housing needs). 37% agree to the assertion, 10% disagreed while 6% strongly disagreed that Community representation in decision making leads to successful implementation of priority development actions (due to greater focus on meeting existing housing needs). 6% of the respondents were undecided.

Table 19: Regular stakeholder consultation at every stage of the project enhances the prospects of housing affordability

Rating	Frequency	Percentage
	(N)	%
S. Agree	40	32
Agree	32	26
Undecided	8	6
Disagree	23	18
S. Disagree	22	18
Total	**125**	**100**

From Table 19, it could be seen that 32% of the respondents strongly agreed that Regular stakeholder consultation at every stage of the project enhances the prospects of housing affordability. 26% agreed to the assertion, 18% disagreed while 18% strongly disagreed that Regular stakeholder consultation at every stage of the project enhances the prospects of housing affordability. 6% of the respondents were undecided.

Table 20: Integration of scholarly works in national development programmes is a sustainable approach towards ameliorating the urban housing deficit in the State

Rating	Frequency	Percentage

	(N)	%
S. Agree	81	65
Agree	12	10
Undecided	0	0
Disagree	9	7
S. Disagree	23	18
Total	**125**	**100**

Source: Field Survey (2018)

Table 20 shows that 65% of the respondents strongly agreed that Integration of scholarly works in national development programmes is a sustainable approach towards ameliorating the urban housing deficit in the State. 10% agree to the assertion, 7% disagreed while 18% strongly disagreed that Integration of scholarly works in national development programmes is a sustainable approach towards ameliorating the urban housing deficit in the State. None, representing 0% of the respondents were undecided.

3.   **To analyze the role of stakeholder conflict management in facilitating social housing supply in Nigeria.**

Data consistent with this objective was presented in the following Tables.

Table 21: Mutual problem solving plays a significant role in attaining an acceptable degree of mortgage flexibility in the housing industry.

Rating	Frequency	Percentage
	(N)	%
Strongly Agree	26	21
Agree	44	35
Undecided	10	8
Disagree	31	25
Strongly Disagree	14	11
Total	**125**	**100**

Table 21 reveals that 21% of the respondents strongly agreed that Mutual problem solving plays a significant role in attaining an acceptable degree of mortgage flexibility in the housing industry. 35% of the respondents agreed to the assertion, 8% of the respondents were undecided; 25% believed that this was not the case, while 11% of the respondents opined that Mutual problem solving plays a significant role in attaining an acceptable degree of mortgage flexibility in the housing industry.

Table 22: Negotiation and compromise is a significant tool for subsidizing construction costs in the State.

Rating	Frequency	Percentage
	(N)	**%**
S. Agree	19	15
Agree	28	22
Undecided	9	7
Disagree	37	30
S. Disagree	32	26
Total	**125**	**100**

Source: Field Survey (2018)

From the result shown in Table 22, it could be seen that 15% of the respondents strongly opined that Negotiation and compromise is a significant tool for subsidizing construction costs in the State. 22% agreed with this view, 7% of the respondents were undecided, 30% disagreed while 26% strongly disagreed that Negotiation and compromise is a significant tool for subsidizing construction costs in the State.

Table 23: Town hall engagements contribute positively to the prioritizing of housing programmes favorable to low-income earners.

Rating	Frequency	Percentage

	(N)	%
S. Agree	33	26
Agree	61	49
Undecided	3	2
Disagree	16	13
S. Disagree	12	10
Total	**125**	**100**

Source: Field Survey (2018)

From Table 23, it could be seen that 26% of the respondents strongly agreed that Town hall engagements contribute positively to the prioritizing of housing programmes favorable to low-income earners. 49% agree to the assertion, 13% disagreed while 10% strongly disagreed that Town hall engagements contribute positively to the prioritizing of housing programmes favorable to low-income earners. 2% of the respondents were undecided.

Table 24: Perception management aids the strengthening of infrastructural processes for more secure mortgage market

Rating	Frequency	Percentage
	(N)	%
S. Agree	26	21
Agree	26	21
Undecided	16	13
Disagree	49	39
S. Disagree	8	6
Total	**125**	**100**

Source: Field Survey (2018)

From Table 24, it could be seen that 21% of the respondents strongly opined that Perception management aids the strengthening of infrastructural processes for more secure mortgage market. 21% agreed to the assertion, 39% disagreed while 6% strongly disagreed that Perception

management aids the strengthening of infrastructural processes for more secure mortgage market. 13% of the respondents were undecided.

Table 25: Managing stakeholder conflicts and coalitions through regular think-tanking between officials, practitioners and academia contributes to enhanced market mechanisms for long term lending

Rating	Frequency	Percentage
	(N)	%
S. Agree	34	27
Agree	46	37
Undecided	1	1
Disagree	12	10
S. Disagree	32	25
Total	**125**	**100**

Source: Field Survey (2018)

Table 25 shows that 27% of the respondents strongly agreed that Managing stakeholder conflicts and coalitions through regular think-tanking between officials, practitioners and academia contributes to enhanced market mechanisms for long term lending. 37% agree to the assertion, 10% disagreed while 25% strongly disagreed that Managing stakeholder conflicts and coalitions through regular think-tanking between officials, practitioners and academia contributes to enhanced market mechanisms for long term lending. 1% of the respondents was undecided.

Table 26: Revisiting the constitutional quagmire entrenching the Nigeria Land Use Act 1978 as it stands will play a significant role in reducing title instrument registration issues.

Rating	Frequency	Percentage
	(N)	%
Strongly Agree	88	71
Agree	29	23
Undecided	3	2

Disagree	4	3
Strongly Disagree	1	1
Total	**125**	**100**

Source: Field Survey (2018).

Table 26 reveals that 71% of the respondents strongly agreed that Revisiting the constitutional quagmire entrenching the Nigeria Land Use Act 1978 as it stands will play a significant role in reducing title instrument registration issues. 23% of the respondents agreed to the assertion, 2% of the respondents were undecided; 3% believed that this was not the case, while 1% of the respondents opined that Revisiting the constitutional quagmire entrenching the Nigeria Land Use Act 1978 as it stands will not play a significant role in reducing title instrument registration issues.

Table 27: Building materials price subsidy will significantly enhance home ownership

Rating	Frequency	Percentage
	(N)	**%**
S. Agree	69	55
Agree	36	29
Undecided	0	0
Disagree	13	10
S. Disagree	7	6
Total	**125**	**100**

Source: Field Survey (2018)

From the result shown in Table 27, it could be seen that 55% of the respondents strongly opined that Building materials price subsidy will significantly enhance home ownership. 29% agreed with this view, 0% of the respondents were undecided, 10% disagreed while 6% strongly disagreed that Building materials price subsidy will significantly enhance home ownership.

4. **To determine the relationship between social responsibility management and end-user driven initiatives in the industry.**

Data consistent with this objective was presented in the following Tables.

Table 28: Transportation planning relates positively with enhanced end user experience.

Rating	Frequency	Percentage
	(N)	%
S. Agree	33	26
Agree	61	49
Undecided	3	2
Disagree	16	13
S. Disagree	12	10
Total	**125**	**100**

Source: Field Survey (2018)

From Table 28, it could be seen that 26% of the respondents strongly agreed that Transportation planning relates positively with enhanced end user experience. 49% agree to the assertion, 13% disagreed while 10% strongly disagreed that Transportation planning relates positively with enhanced end user experience. 2% of the respondents were undecided.

Table 29: Cultural infusion has aided the creation of customer value through bridging expected and perceived service gap in the industry.

Rating	Frequency	Percentage
	(N)	%
S. Agree	34	27
Agree	46	37
Undecided	1	1
Disagree	12	10
S. Disagree	32	25
Total	**125**	**100**

Table 29 shows that 27% of the respondents strongly agreed that Cultural infusion has aided the creation of customer value through bridging expected and perceived service gap in the industry. 37% agree to the assertion, 10% disagreed while 25% strongly disagreed that Cultural infusion has aided the creation of customer value through bridging expected and perceived service gap in the industry. 1% of the respondents was undecided.

Table 30: Environmental Impact Assessment has a significant positive relationship with improved service quality in the industry.

Rating	Frequency (N)	Percentage %
S. Agree	6	5
Agree	11	9
Undecided	7	6
Disagree	43	34
S. Disagree	58	46
Total	**125**	**100**

Source: Field Survey (2018)

From Table 30, it could be seen that 5% of the respondents strongly agreed that Environmental Impact Assessment has a significant positive relationship with improved service quality in the industry. 9% agree to the assertion, 34% disagreed while 46% strongly disagreed that Stakeholder analysis is employed in the classification of stakeholder interests. 6% of the respondents were undecided.

Table 31: Cost Benefit Analysis in the industry is a prelude to the provision of affordable housing in the State.

Rating	Frequency (N)	Percentage %

S. Agree	19	15
Agree	28	22
Undecided	9	7
Disagree	37	30
S. Disagree	32	26
Total	**125**	**100**

Source: Field Survey (2018)

From the result shown in Table 31, it could be seen that 15% of the respondents strongly opined that Cost Benefit Analysis in the industry is a prelude to the provision of affordable housing in the State. 22% agreed with this view, 7% of the respondents were undecided, 30% disagreed while 26% strongly disagreed that Cost Benefit Analysis in the industry is a prelude to the provision of affordable housing in the State.

Table 32: Operation of Public Private Partnership has significantly increased the housing stock in the State

Rating	Frequency	Percentage
	(N)	**%**
S. Agree	69	55
Agree	36	29
Undecided	0	0
Disagree	13	10
S. Disagree	7	6
Total	**125**	**100**

Source: Field Survey (2018)

From the result shown in Table 32, it could be seen that 55% of the respondents strongly opined that Operation of Public Private Partnership has significantly increased the housing stock in the State. 29% agreed with this view, 0% of the respondents were undecided, 10% disagreed while

6% strongly disagreed that Operation of Public Private Partnership has significantly increased the housing stock in the State.

4.2.2 Focus Group Discussion Results

Six focus group interactions were held with the researcher acting as moderator, and each session was approximately an hour long. It is expected that more than four focus group discussions on a project presents ideal saturation of themes to form an empirical analysis (Krueger and Casey, 2010). The result obtained from the interactive session was presented as follows:

Issue 1:   To what extent is development communication utilized in identifying stakeholders in the Nigeria housing industry?

The dominant theme of the focus group discussion on this issue is that each housing project has unique stakeholder characteristics but the variation is not significantly high. The participants stressed on the need for flexibility of housing provider agencies in adapting to different stakeholder structures. They unanimously opine that the extent of development communication utilization in stakeholder identification by the industry is low.

Issue 2:   How has stakeholder engagement aided sustainable housing delivery in Nigeria?

The key finding from the focus group discussion with the participants was that stakeholder engagement in the industry is poor and redundant. The professionals strongly agreed with the assertion and cited that the role of stakeholder engagement in this regard is an integration of current and sustainable communication principles into planning stages for the procurement of new infrastructure projects, as well as maintenance management of existing inventory. They affirm that where the practice has been adopted, it has yielded successful results.

Issue 3:   Role of Stakeholder Conflict Management in delivering Social Housing

The theme of the focus group discussion with the agencies on this issue was that housing delivery performance is low as a result of perceived low sense of belonging, and stakeholder participation in decision making over a target base. The target base is usually made up of varied social classifications with diverse interests, and the participants opine that the role of stakeholder

conflict management is to harmonize and align the interests towards a single goal. The professionals were in tandem with the assertion that SCM will establish effective communication systems which engender a smooth and harmonious process.

Issue 4:   Efficacy of a robust Stakeholder Management Model

The dominant theme of the focus group discussion on this issue was that a robust, relevant and all-encompassing stakeholder management model is needed for the industry. They stressed the need to incorporate stakeholder identification, engagement, conflict management, and the target base in the formulation, implementation, and maintenance of housing projects in the country.

4.3   Data Analysis and Testing of the Hypotheses

Data was analyzed qualitatively and quantitatively as follows:

4.3.1   Analysis of Qualitative Data

The study analysed qualitative data obtained from the focus group discussion using Scissor-Sort technique and Content Analysis. To analyse the large data obtained from the focus group discussions, and in order to minimise the potential bias introduced in analysing and interpreting focus group data, Krueger & Casey (2000) point out that the analysis should be systematic, sequential, verifiable, and continuous. Following this path, the following five processes were observed in consistence with the work of Stewart (2017) on qualitative analysis:

1.   Data Grouping

The responses were grouped according to the objectives of the study in a bid to determine the dominant theme of discussion for each research question. Data analysis is clearer by grouping respondents' answers to each question (Stewart, 2017).

2.   Information Labels

During this process, the study organized and classified responses into categories of agreement and disagreement with the assertions. Insights are gained by labeling each group of answers (Stewart, 2017).

3.   Knowledge (Findings)

The study ascertained the extent to which the information provided answered the research questions? This is consistent with Stewart (2017) who posits that knowledge is gained by asking how the information answers the research objectives.

4.   Theory

From the answers provided by the participants, the study considered what theories can be developed? Theories are developed based on the evidence (Stewart, 2017).

5.   Implications

The study reflected on the meaning of the respondents' positions, any emerging themes, and any new findings made.

The processes were used to present the data obtained from the focus group discussions. Thereafter, they were subjected to data analysis using the following techniques:

1. **Scissor-Sort Technique**

This was carried out using the Scissor-Sort Technique. The scissor-and-sort technique, which is sometimes called the cut-and-paste method, is a quick and cost-effective method for analyzing a transcript of a focus group discussion (Stewart, 2017). The study carried out the first step in applying the technique by going through the transcript and identifying those sections that are relevant to the research question(s). Based on this initial reading, a classification system for major topics and issues were developed, and material in the transcript related to each topic was identified.

Color-coded brackets were used to mark different topics within the text with colors. The amount of material coded for any one topic depended on the importance of that topic to the overall research question and the amount of variation in the discussion. The coded material were phrases, sentences, or long exchanges between individual respondents. The only requirement considered by the study was that the material is relevant to the particular category with which it was identified. We gained greater insight into the dominant theme through this coding exercise. Once the coding process was complete, the coded copy of the transcribed interview was cut apart

(the scissors part of the technique), and sorted so that all material relevant to a particular topic is placed together (the sort part). The various pieces of transcribed text were used as supporting materials and incorporated within an interpretative analysis.

The weakness of this technique is that it tends to rely very heavily on the judgment of a single analyst, in this case the researcher. So, there is obviously much opportunity for subjectivity and potential bias in this approach. Stewart (2017) suggests that the use of multiple analysts provides an opportunity to assess the reliability of coding, at least with respect to major themes and issues. To address this, the study employed Computer-Assisted Content Analysis using the TEXTPACK software. The application of this technique in the study is discussed as follows.

2. **Content Analysis**

This is the dominant analytical tool for focus group discussions. The study utilized this technique in classifying the responses according to the content of the discussion which must be examined and the meaning and its particular implications for the research question at hand discovered. There are rigorous approaches to the analysis of content, approaches that emphasize the reliability and replicability of observations and subsequent interpretation. In this respect, the study employed the Pragmatical Content Analysis, which exposes the attributions of a group of consumers concerning product failures (Stewart, 2017), in this case housing.

By this, the study made replicable and valid inferences from texts to the contexts of their use. This was done by a classification of sign-vehicles. A sign-vehicle is anything that may carry meaning such as spoken words, and may also include gestures, facial expressions, tone of voice, or any of a variety of other means of communication. Stewart (2017) avers that such nonverbal signs may carry a great deal of information and should not be overlooked as a source of information. Thereafter, the study used the online software for the computer-assisted approach to content analysis (TEXTPACK) to capture the context as well as content of a passage through the Key-Word-In-Context (KWIC) technique.

The TEXTPACK software uses a theoretically derived dictionary for classifying words and identifying keywords. On the online TEXTPACK software, the KWIC approach was used to

search for, and list the key words along with the text that surrounds it. Through this mechanism, the study was able to identify the coefficient of agreement for all the issues under consideration. Having applied these techniques, the following results emanated from the analysis.

i. Participants' Conceptions of Stakeholder Management

The purpose of this section is to present the findings gathered through the focus group discussions. By using the aforementioned methods, the results were described and analysed, so that explanations and comparisons with the theory can be presented in the discussion of results later on in this chapter. Each of the findings from the four objectives will be introduced and further explained by means of the resultant categories into dominant themes. Corresponding participants' conceptions are presented and compared with each other to receive the essential key results. This section ends with a summary.

A. Dominant Theme of Stakeholder Management

As part of qualitative scissor-sort and content analysis, by means of First Cycle coding and Second Cycle coding, dominant themes could be eventually derived from the generated data. This means that, for instance, the theme development communication was deduced, since during the First Cycle coding, respondents talked about the essence of development communication in identifying relevant stakeholders, and this aspect was identified as category. Over the Second Cycle coding, it seemed that not only the question of how to identify the stakeholder was addressed, but also other perspectives such as how to communicate effectively. Therefore, development communication was identified as a dominant theme in stakeholder identification. Similar procedures were executed for finding the other dominant themes.

a. What constitutes a Stakeholder?

Due to the vast and varied character of who a relevant stakeholder is and the wide topic of stakeholder management, the focus group discussion began by clearly asking for respondent's position on the definition of stakeholder, including stakeholder management. This was expanded to several basic questions such as why stakeholder management is needed and how it can be carried out. Whereas one respondent in Enugu answered that stakeholder can mean everyone and

anyone affected by the project, the majority generally described it as someone with relevant contributions to the project, and one who can be directly impacted by the project.

Going deeper into respondents' statements, more differences were discernable. While some associated a stakeholder with a sponsor, one respondent highlighted the stakeholder as the only constant and predictable factor in the project. The argument went further by asserting that the stakeholder is the only aspect that is more important that the project itself. In comparison to the discourse on stakeholder identification, the responses regarding stakeholder management increasingly varied. Some participants described stakeholder management as only good on paper but in reality is negative and sensitive work which is difficult to accomplish. Further arguments also implied that in the case of wrong execution of stakeholder management, counterproductive things can happen, and stakeholder management in this third world countries often goes the wrong direction.

When considering the weighting of both pros and cons of stakeholder management, many of the respondents pointed out that in the end everything is driven by the government and housing agencies. They opined that such negative results do not emanate from the practice of stakeholder management, but from the wrong application of the practice. This they agreed shows the efficacy of stakeholder management, and the tendency of things to go wrong if it is not well practiced or ignored. Other respondents pursued this thought by underlining that it is always the customer need that is ultimately crucial, therefore their concerns are key. Concluding, majority of the respondents shared the same opinion that stakeholder management is indispensable for an organization to achieve its goal and outperform its competitors.

B. Stakeholder Identification

In this respect, some participants highlighted that not only the financial institutions and related agencies and parastatals should be involved, but also the target population by gathering input and feedback and keeping them updated. In contrast, the majority mainly focused on the engagement of the academia. While some interviewees described the allocation of consulting responsibilities to academics as supportive actions in housing project delivery, other managers emphasized the

contribution of scholarly works. Especially, the expression of the feeling that scholars can influence the national economy by contributing and taking part in the development process.

Another line of thought that emerged in the discussion was the engagement of transporters in the delivery of housing projects. This aspect was prompted by the researcher. One respondent agreed with the introduction and concluded that when talking about engaging transporters, one has to give them sense of value, otherwise, the project may end up in a quagmire at completion. After discussing the possibilities of how to involve transporters in stakeholder management, an interesting view started dominating the discussions. Through content analysis, it was deciphered that the respondents clearly advocated for the increase in the responsibilities of town planners in the delivery of housing projects. The argument here suggested that these professionals have proficiency in transportation planning, and thus are better equipped to offer more as stakeholders than the actual transportation artisans on ground. As a consequence, through content analysis, it was found that it is indispensable to let relevant academics and transportation planners participate effectively at every stage of the housing delivery process.

C. Stakeholder Engagement

When discussing stakeholder engagement in stakeholder management, it was not surprising that communication emerged as the dominant theme. The respondents advocated for communication prototypes to be generated that are then further improved by means of feedback. Hence, one can summarize that communication is an essential element for involving people, building trust, pushing change forward and creating an overall confidence. The majority of respondents described the most successful communication regarding stakeholder engagement as consistent, clear, understandable and logical. They provided a summary of the aforementioned aspects regarding content by suggesting that the communication starts with answering the question on the need for the project, continuing to how to implement it and finally ending up with what has been achieved at the end of the project.

The challenge, they opined, is to link the abstract level of goals with the more concrete and practical level. Majority of respondents agreed that this has been the bane of stakeholder engagement in the housing industry in Nigeria. Almost every interviewee mentioned existing

conflicts or fights with stakeholders due to contradicting opinions and resulting in negative impact on operational effectiveness. They decried that this is alluded to the commencement of projects under the table without involving shareholders, and then engaging with them at later stage when such engagement is more likely to fail. Hence, the participants unanimously agreed that in order to enhance project success, the necessity exists to talk openly and accept comprises through the engagement of stakeholders, and stakeholder conflict management at the beginning and every stage of projects. Some introduced the process of focus group discussions with all stakeholders in a bid to address conflict of interests among stakeholders.

4.3.2   Analysis of Quantitative Data: Testing of Hypotheses

Test of Hypothesis One

Hypothesis One states that to a large extent, development communication is not utilized in stakeholder identification in the Nigerian housing sector. This was tested with Spearman Rank Order Correlation Coefficient as follows:

Table 33: Descriptive statistics

	Mean	**Std. Deviation**	N
Development communication	1.8845	1.04327	125
Stakeholder identification	2.2450	1.08782	125

Source: SPSS 19

Table 33 displays the descriptive statistics of development communication and stakeholder identification. Development communication had a mean score of 1.8845, standard deviation of 1.04327 and number of cases 125; stakeholder identification had score of 2.2450, standard deviation of 1.08782 and number of cases as 125.

Table 34: Correlation Measures

Correlations	Value	Asymp. Std. Error	Approx. Sig.
Contingency Coefficient	0.184	0.081	0.000
Pearson's R^2	0.039	0.067	0.000
Spearman Correlation	0.199	0.067	0.000
N of Valid Cases	125		

Source: SPSS 19

Table 34 is the Spearman Rank Order correlation matrix on the extent of relationship between both variables showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.199. This value indicates that correlation is weak at 0.00 level (2tailed) and implies that the extent to which development communication is utilized in stakeholder identification in the Nigerian housing industry is low (r = .199). The computed correlation coefficient is slightly greater than the table value of r = .195 with 283 degrees of freedom (r = .199, p< .05). The result in the correlation Table 34 shows that extent to which development communication is utilized in stakeholder identification in the Nigerian housing industry is low (r = .199).

Decision Rule

The decision rule is to not reject the null hypothesis if the computed r is less than the table r, otherwise reject the null hypothesis.

Decision

Since the computed r =0.199 is greater than the table value of .195, we reject the null hypothesis. Therefore, we conclude that extent to which development communication is utilized in stakeholder identification in the Nigerian housing industry is low (r = .199, P<.05).

Test of Hypothesis Two

Hypothesis Two states that there is no significant positive correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry. This was tested with the One Sample Kolmogorov-Smirnov Test as follows in Table 35:

Table 35: One-Sample Kolmogorov-Smirnov Test

		There is no significant positive correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry.
N		**125**
Normal Parameters[a,b]	Mean	4.2425
	Std. Deviation	3.28575
Most Extreme	Absolute	.218
Most Extreme	Positive	.218
Differences	Negative	-.280
Kolmogorov-Smirnov Z		14.8275
Asymp. Sig. (2-tailed)		.000

Source: SPSS 19

a.   Test distribution is Normal

b.   Calculated from data

From Table 35, comparing the calculated z-value of 14.8275 against the critical z-value of 1.645 (2-tailed test at 5% level of significance), the null hypothesis was rejected. Thus, there is significant positive correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry ($Z_c = 14.8275$; $p < 0.05$).

Test of Hypothesis Three

Hypothesis Three states that stakeholder conflict management does not play a significant role in facilitating social housing supply in Nigeria through mutual problem solving. This was tested with Principal Component Analysis (PCA) as follows:

Decision rule: Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (not < 0.6), and Bartlett's test of sphericity should be significant ($p < 0.05$) for the factor analysis to be considered appropriate. Determine how many components (factors) to extract (Eigen value ≥ 1).

Table 36: Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.798
Bartlett's Test of Sphericity	Approx. Chi-Square	2409.622
	Df	536
	Sig.	.000

Source: SPSS 19

Table 37: Total Variance Explained

Component	Initial Eigenvalues		Extraction Sums of Squared Loadings	
	Total	% of Variance	Total	% of Variance
1	9.299	28.2	9.299	28.2
2	5.628	20.4	5.628	20.4
3	3.852	14.6	3.852	14.6
4	2.508	6.1	2.508	6.1
5	1.614	5.1	1.614	5.1
6	1.580	4.6	1.580	4.6
7	1.312	4.0	1.312	4.0

Source: SPSS 19

Extraction Method: Principal Component Analysis.

Table 38: Rotated Component Matrix

	1	2	3	4	5	6	7
Mutual problem solving	.935						
Negotiation and compromise						.592	
Town hall engagements							.511
Perception management				.613			
Regular think-tanking			.796				
Revisiting the constitutional quagmire entrenching the Nigeria Land Use Act 1978					.600		

Building materials price subsidy	.899							

Source: SPSS 19

The study employed Principal Component Analysis (PCA) to classify the component factors that establish the discernible role of stakeholder conflict management in facilitating social housing supply. The results of the PCA includes: descriptive statistics, correlation matrix, inverse correlation matrix, KMO and Barttlets test, communalities, total variance explained, screen plot, and rotated component matrix. The study was more concerned with the interpretation of the Eigen-values as shown in Table 37.

Table 36 shows the PCA result which showed KMO index of 0.798, and Bartlett's test of sphericity significant ($p < 0.000$).

Table 37 shows that Seven (7) components with Eigen value ≥ 1 were extracted. The Seven (7) components contributed 83% of the variance. Thus, they are very significant. The factor loadings is the expression of how much the variable has contributed to the factor; the larger the factor loading the more the variable has contributed to the factor.

Table 38 shows the rotated component matrix. The rotated factors are used because rotating the factors is a way to distribute the factor loadings in such a way as to make job of interpreting the meaning of the factors easier. The main aim is to ensure that each variable loads highly on only one factor, thus ensuring simple structure.

From Table 38, the following can be discerned:
Component 1 has mutual problem solving with highest factor loading of 0.935 and contributed 28% of the variance with Eigen value of 9.299.
Component 2 has building materials price subsidy with highest factor loading of 0.899 and contributed 20% of variance with Eigen value of 5.628.

Component 3 shows regular think-thanking with highest factor loading of 0.613 and contributed 15% of variance with Eigen value of 3.852.

Component 4 reveals perception management as having highest factor loading of 0.613 and contributed 6% of variance with Eigen value of 2.508

Component 5 shows that revisiting the Land Use Act had highest factor loading of 0.600 and contributed 5% of variance with Eigen value of 1.614.

Component 6 shows that negotiation and compromise had highest factor loading of 0.592 and contributed 5% of variance with Eigen value of 1.580.

Component 7 comprises town hall meetings with highest factor loading of 0.511 and contributed 4% of variance with Eigen value of 1.312

Table 37 shows that Component 1 has an initial eigenvalue of 9.299 which accounts for 28% of the total variation. This strengthens the assertions made based on the KMO and Bartlett's Test results. Therefore, the null hypothesis was rejected and the alternative hypothesis accepted. Hence, stakeholder conflict management plays a significant role in facilitating social housing supply in Nigeria through mutual problem solving (9.299).

Hypothesis Four

Our target is to determine the relationship between social responsibility management and end-user driven initiatives in the industry. One-Sample Kolmogorov-Smirnov Test was employed to test this hypothesis. The results in Tables 39 and 40 emerged:

Table 39:   Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
Relationship between social responsibility management and end-user driven initiatives in the	125	1.8576	1.41849	1.00	5.00

		industry is not significantly positive.

Source: SPSS 19

Table 40:   One-Sample Kolmogorov-Smirnov Test

		Relationship between social responsibility management and end-user driven initiatives in the industry is not significantly positive.
N		125
Normal Parametersa,b	Mean	1.8576
	Std. Deviation	1.41849
Most Extreme	Absolute	.499
Differences	Positive	.449
	Negative	-.273
Kolmogorov-Smirnov Z		7.892
Asymp. Sig. (2-tailed)		.000

Source: SPSS 19

a. Test distribution is Normal.

b. Calculated from data

From Table 40, the computed Z–value of 7.892 against Z tabulated of 1.96 and a significance of 0.000 implies that the null hypothesis should be rejected and alternate accepted. This is an indication that the relationship between social responsibility management and end-user driven initiatives in the industry is significantly positive ($Z_c = 7.892$; $p < 0.05$).

4.4   Discussion of Results

The first objective of this study was to examine the extent to which development communication is utilized in stakeholder identification in the Nigerian housing sector. Data from Table 34 ($r = .199$; $p < 0.05$) indicates that, the extent to which development communication is utilized in stakeholder identification in the Nigerian housing industry is low.

The result supports the work of Ifediora et al. (2015) who appraised the adequacy of the application of customer-driven marketing strategies to the Nigeria National Housing Fund (NHF) scheme. The study objective was to assess the adequacy of the application of development communication strategies of market segmentation, targeting, differentiation and positioning by the NHF implementers. The study adopted descriptive and exploratory research designs. Various offices of the Federal Mortgage Bank of Nigeria (the implementers of the NHF scheme) in Abuja, Lagos, Port Harcourt, Ibadan and Enugu, as well as the 19 state/district offices in these zones were studied. The study population comprised 201 management staff and officers in these offices. A census was carried out, considering the size of the population and the nature of the investigation. Structured questionnaire was used to collect data for this study. Analysis of variance (ANOVA) was used to test the formulated hypothesis at 5% level of significance. The hypothesis test revealed that the application of market segmentation, targeting, differentiation and positioning by the NHF implementers was not adequate ($Fcal = 95.239$, $p = 0.000 < 0.05$).

The second objective of the study was to determine the correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry. Data from Table 35 ($Zc = 14.8275$; $p < 0.05$) shows that there is significant positive correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry.

The finding aligns with the work of Usadolo and Caldwel (2016) who investigated a rural community project (Nguni Cattle Project) that uses Participatory Rural Appraisal (PRA) as a tool for its operational focus. The main objective of the study was to identify how the stakeholders were reflected in the PRA goal of the project. The participatory patterns of the stakeholders were analyzed, with emphasis on the points of intersections where the stakeholders met to make sure the beneficiaries were sufficiently informed about the project. The data used to discuss the

stakeholder participatory method were collected through interviews, information gleaned from organizational documents, and observations of meetings. The analysis of the data revealed the promotion of mutual understanding through sustained collaborative relationships among the stakeholders.

The result disagrees with the work of Eyiah-Botwe, Aigbavboa and Thwala (2016) which reviewed the two concepts and suggested a process for enhanced sustainable construction delivery. The study formed part of a broader Ph.D. study on "Development of sustainable stakeholder management framework for construction projects" aimed at improving stakeholder management process and project delivery. A qualitative research method approach was adopted. An extensive literature review on stakeholder management and sustainable construction was conducted using filtering method for four major journals from the institution database. Identified concepts were developed into a conceptual framework and validated using face to face semi-structured interviews involving ten key stakeholders.

The findings were that stakeholder management and sustainability concepts were yet to embrace. The paper suggested a seven-step approach for project managers:
(1) Embracing stakeholder management and sustainability concepts,
(2) identify stakeholder approach and sustainable principle to adopt,
(3) identify and classify project stakeholders,
(4) engage stakeholders,
(5) analyze stakeholders,
(6) manage stakeholders and sustainable principle,
(7) monitor and support process.

The study also disproves the work of Shah and Naqvi (2014) on 87 well reputed software houses of Lahore in an investigation of the effect of internal stakeholder's engagement on project portfolio management success. Study showed that the ramification of stakeholders was phase-peculiar and that role clarity affected the nature of the relationship between the internal stakeholder's engagement and project portfolio management success as a moderator. Analysis of data was performed by Pearson correlation and Step wise Hierarichal Regression. Results

explained that internal stakeholder's engagement had an insignificant effect on the PPM success, but with moderating effect of role clarity internal stakeholder's engagement showing strong and highly significant effect on the PPM success. The study applied the stakeholder theory to the project portfolio context without a significant positive outcome.

The third objective of the study was to establish the the role of stakeholder conflict management in facilitating social housing supply in Nigeria. Data from Table 37 shows that Component 1 (mutual problem solving) has an initial eigenvalue of 9.299 which accounts for 28% of the total variation. This indicates that stakeholder conflict management plays a significant role in facilitating social housing supply in Nigeria through mutual problem solving.

The result is in disagreement with Adetunji and Wahab (2015) who advanced research on the cause of conflict and resolution strategies employed in the management of Community-Driven Projects (CDPs) in selected public and private estates in Lagos State. Primary and secondary data were used. Primary data were collected through a structured questionnaire, in-depth interviews with key informants and personal observation. A structured questionnaire was randomly administered to 25% of landlords/heads of households in both the Lagos State Development and Property Corporation (LSDPC) Ijaye-Ogba Estate in Agege Local Government Area (LGA) and Rufus Lanre-Laniyan Estate in Kosofe LGA.

Four in-depth interviews (IDIs) were also conducted with the executives of the Residents' Associations and Youths Association in each estate. Descriptive statistics were used to analyse the data collected. The study revealed that in both public and private estates, the provision and maintenance of community-based facilities generated conflicts in the forms of quarrel, fight, clashes, and murmuring. Communication, mediation, negotiation and reconciliation were the major strategies used by community elders and leaders of associations to resolve conflicts internally among residents in the housing estates.

The study concluded that conflicts were likely to always arise in the provision, use and management of CDPs, but the ability to resolve such conflicts would always bring about peaceful co-existence in housing areas. The study recommended timely publicity, transparency,

accountability and regular presentation of stewardship reports between the management committee of CDPs and residents/users in reducing and resolving conflicts over community-based projects.

The result obtained by the study is consistent with Ampomah and Gyan (2016) who explored the effect of stakeholder conflicts on community development. In particular, it analyzed the negative repercussions these conflicts have on projects drawing on primary research in Kenyase, one of the major mining communities in Ghana where community development processes are more structured. Using qualitative research methods, the research sought evidence of the negative effects stakeholder conflicts have on projects. The study revealed that financial and technical investments without adequate social capital have the potential of retarding community development projects. It was therefore recommended that project managers pay attention to stakeholder relationships in project initiation, design, and implementation.

The fourth objective of the study was to determine the relationship between social responsibility management and end-user driven initiatives in the industry. Data from Table 40 ($Zc = 7.892$; $p < 0.05$) indicates that the relationship between social responsibility management and end-user driven initiatives in the industry is significantly positive.

The result is in consistence with research by Choongo (2017) who investigated the impact of corporate social responsibility on firm performance using a longitudinal design in small and medium-sized enterprises (SMEs). The reported study was conducted in a Sub-Saharan African developing country, Zambia. Data were collected from 153 entrepreneurs in two surveys and changes in CSR and firm performance measures were analysed over a 12-month period using SmartPLS structural equation modelling. The findings show that the relationship between CSR and financial performance is significant. Further, the association between CSR and the two measures of firm performance (corporate reputation and employee commitment) was only partially significant over time. We discuss the relevance of these results for entrepreneurs, researchers and policy makers in understanding the outcomes of sustainability practices in SMEs in developing countries, especially in Sub-Saharan Africa.

The study strongly agrees with the work of Bijoylaxmi, Jamid and Zillur (2015) which focused on an Indian reputed Multinational Information Technology Company and its quest for building platform for co-creation of value by engaging in corporate social responsibility and sustainability initiatives. To meet the research objectives, case study methodology was applied to analyze the process and impact of CSR and sustainability initiatives of ITC's e-choupal. Information from published case studies in reputed journals and company sources were used for further investigation into the area. Thus, it was found that value co-creation through CSR and sustainability initiatives had significantly positive impact on the lives of community stakeholders.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter provides an overview of salient findings emanating from the research. The results are aligned with the various objectives and hypotheses set out in the chapter one of the dissertation. Conclusion was drawn and necessary recommendations were made from the research findings.

5.1   Summary of Findings

This was made with respect to the objectives of the study

1. It was found that the extent to which development communication is utilized in stakeholder identification in the Nigerian housing industry was low ($r = .199$, $p < .05$).

2. The study found a significant positive correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry ($Zc = 14.8275$; $p < 0.05$).

3. The study found that stakeholder conflict management plays a significant role in facilitating social housing supply in Nigeria through mutual problem solving (9.299).

4. It was also found that the relationship between social responsibility management and end-user driven initiatives in the industry is significantly positive ($Zc = 7.892$; $p < 0.05$).

5.2   Conclusion

Planning and implementing sustainable public housing delivery is clearly complex and involves a number of linked processes over a significant time period, and a network of participating actors and stakeholders. Approach employed by housing providers in Nigeria is not enough to drive a sound stakeholder identification strategy, stakeholders have to be identified and communicated to through effective development communication. Combined effort through stakeholder engagement is a significant predictor of sustainable housing approach. A culture of identifying and accommodating stakeholder interests is a prerequisite for managing stakeholder conflicts, but this must be achieved through mutual problem solving. When housing providers show this level of social responsibility, end-driven user initiatives are sure to be achieved. On the basis of the research findings, the study concludes that a stakeholder management model is significantly needed for sustainable public housing delivery in South East, Nigeria.

5.3   Recommendations

Based on the findings and contributions of this study, the following recommendations were made:

(i) Successful integration of PR strategies in the identification of stakeholders through development communication is strongly recommended by the study as the two-way information gathering will significantly alleviate and address the misunderstanding problems witnessed in the sector over the years.

(ii) Sustainable development includes and integrates both the development of people and their situations and standards of living. Such development cannot be delivered to passive recipients – it requires active participation and a partnership approach. The study recommends a stakeholder engagement mantra that supports planning with the people for the people. This is achieved through the engagement of stakeholders at all levels of the formulation and implementation phases of the project.

(iii) The study recommends a rent-to-own scheme where housing is provided to low income earners who pay back a subsidy over a number of years through rent, with the option to purchase the house at some point at a subsidy. In the United States, it is known as rental purchase.

(iv) In a bid to achieve end-user driven initiatives through social responsibility management, the study recommends that government should embark on offering fiscal incentives to producers of building materials and aggressive training of graduates in the relevant field to increase their proficiency in the production of building materials. This also includes sending candidates to countries where some building materials are imported from so as to ensure that Nigeria commences the production of these materials. It is hoped that this is going to drastically reduce construction costs and make property development cheaper for real estate investors, including the government.

(v) From the findings and conclusion, the study recommends the introduction of a Stakeholder Management course within Tertiary Education Project Management curriculum in a bid to create graduates with proficiency in Stakeholder Management.

(vi) Pursuant to recommendation (v), the study also advocates the creation of a Stakeholder Management Department in the relevant housing delivery agencies in a bid to ensure professional management and engagement of stakeholders for improved practices in the industry.

(vii) It is recommended that given the role of the Academia as a potent force for national and economic development, government should show more responsibility and patriotism by referencing scholarly works in the planning and implementation of social development policies. Scholars burn overnight candles striving to come up with panacea to issues of national and global concern only for the majority of these works and their brilliant innovations to end up in the departmental store rooms and institutional repositories that very few elected officials care to access. Therefore, government should show more responsibility and appreciation to Academics through the creation of a Research and Development Ministry, whose remit is to scour empirical findings that will initiate or be referenced in development programmes. It is anticipated that if such a Ministry exists, it will not just motivate and give Scholars a sense of belonging, they may actually assume the role of role models for the today's youths whose mentors are mainly entertainment celebrities and those into quick money schemes. Viability of the Ministry may be the needed gas the education

sector needs to propel itself to the limelight of national discourse and reconfirm to our population that education and honest work actually pays.

5.4   Contribution to Knowledge: Housing Stakeholder Management (HSM) Model

The study makes important empirical contributions to existing knowledge. The study contributes to knowledge by extending the measurement of housing delivery stakeholder management to include proxies such as development communication and social responsibility management. This has helped increase the body of knowledge on the discourse. The study fills the lacuna in extant literature on the role of formal stakeholder conflict management process in ascertaining the different variations of needs and interests in the housing market. As shown in the review, research about engagement concerns a narrow view of engagement activity and leaves a significant gap in the literature about Transformative engagement as described by Cornwall (2008). The study showed the efficacy of the process and outcome of stakeholder engagement to both the provider and the target base.

The study also contributes to knowledge with its advocacy for the creation of the following:
1. A Stakeholder Management course within the Tertiary Education Project Management curriculum to establish resources with proficiency in Stakeholder Management. This could, on a macroeconomic perspective, lead to more jobs creation.
2. Establishment of a Stakeholder Management Department in relevant housing delivery agencies whose sole remit is to manage and engage project stakeholders.
3. Enactment of Law that creates a Ministry of Research and Development with key Terms of Reference of successfully applying empirical findings to national and economic development programmes to ensure innovative, relevant and sustainable development projects.

Very conspicuous in its minimal existence in extant literature is the formulation of stakeholder management model for sustainable public housing delivery in Nigeria. The study addressed this gap in the literature through the formulation of a stakeholder management model for sustainable public housing delivery named Housing Stakeholder Management (HSM) Model in Figure 5.1. The HSM Model argues that involving local people and other stakeholders in development

activities is "considered both an end in itself, and a process through which regeneration outcomes are delivered". A Strength, Weakness, Opportunity, and Threat (SWOT) assessment of the Model shows that the honest and serious application of stakeholder management strategies to public housing delivery in Nigeria will ensure that the housing needs of the masses will be adequately addressed and taken care of by government in lesser time.

5.4.1 Development of a Stakeholder Management Model for Sustainable Housing Delivery in South East Nigeria: Introducing the HSM Model.

From the review of related literature to the empirical results obtained from the focus group discussions and expert survey, the dominant reason identified for Nigeria's urban housing deficit is a top-down approach to housing delivery as against a bottom-up approach which would have ensured sustainable housing delivery through effective stakeholder management. The research employed descriptive research design to portray the situation as it exists in the industry, and embarked on an exploratory study to develop fresh ideas for addressing the problem. The findings of the study have been discussed and presented, and the implication of the findings is that a fresh approach is needed to address the housing issue in the country. Our response to this call is the formulation of a Stakeholder Management Model for Sustainable Public Housing Delivery in Nigeria, named Housing Stakeholder Management Model.

The model was developed by the study from information obtained from the review of related literature and empirical results obtained from the field. It was not feasible to adapt an existing model as the holistic representation of the situation because it was found that the unique situation of each country's housing market implies that what works in Country A may not holistically work in Country B. So, the solution becomes more tenable where tit bits learnt from different approaches taken by countries with better sustainable housing delivery records are brought together and adapted to suit the Nigerian environment. To ensure the suitability of the HSM Model, the study embarked on a SWOT Analysis of the model and the results reinforced the efficacy of the model in the Nigerian sphere.

The Housing Stakeholder Management Model (HSM Model) encapsulates the proxies used in the objectives of the study in a network illustration of the path from the Mission of Housing

Providers to the actualization of the Vision of sustainable housing delivery. The HSM Model is shown in Figure 5.1:
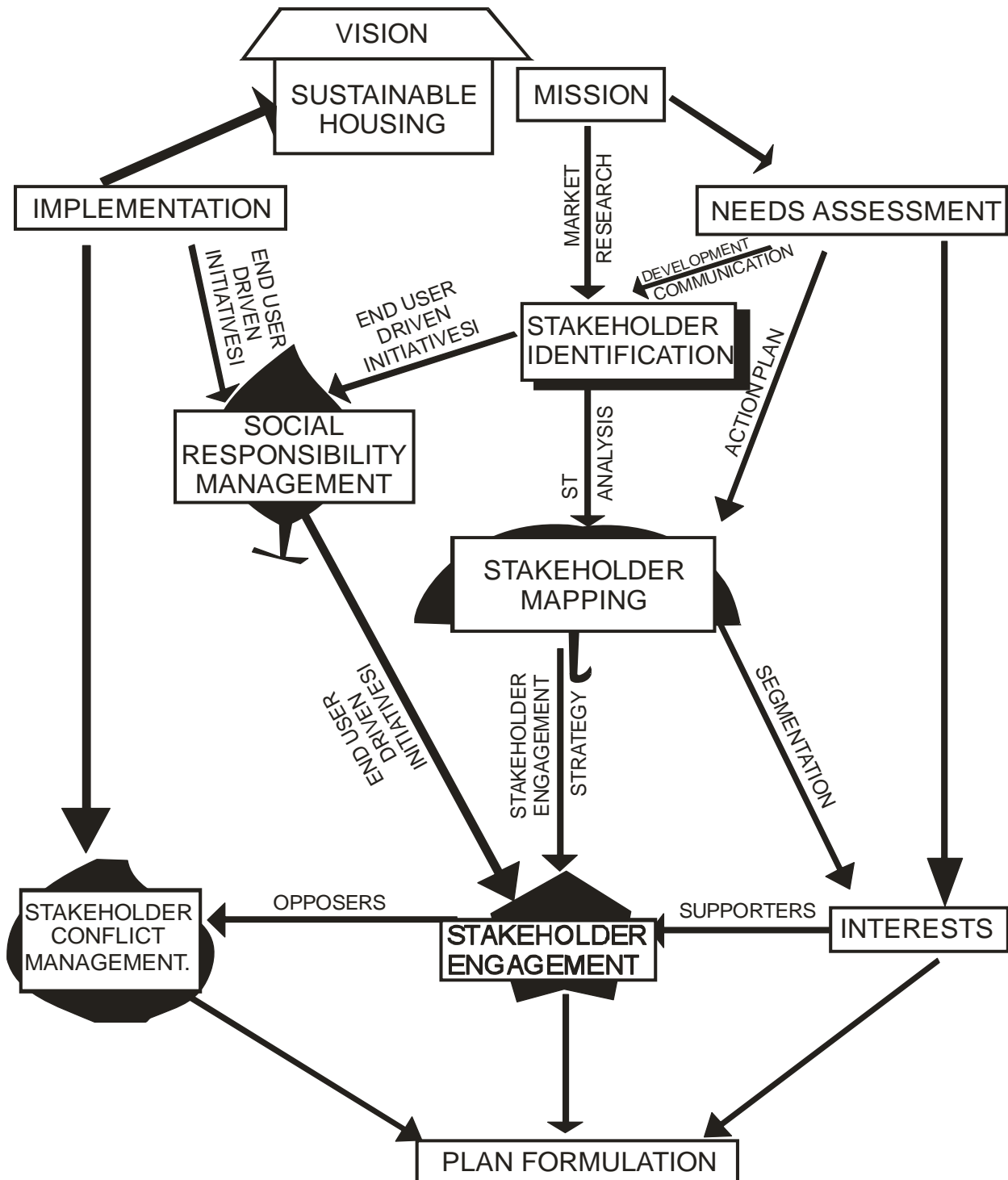
Figure 5.1: Housing Stakeholder Management Model for Sustainable Public Housing Delivery

Source: Researcher's Field Survey (2018)

Figure 5.1 shows the Housing Stakeholder Management Model with key constructs identified as development communication for stakeholder identification, stakeholder engagement strategy, stakeholder conflict management strategy, and social responsibility management; as is evident in the objectives of the study, and the review of related literature. Prior to a description of the HSM Model, and in a bid to ensure its comprehensive appreciation, the study developed sub-models of the constructs that power the HSM Model. The reason is that where these constructs are modeled and discussed in detail, a clearer understanding of the argument of the HSM Model will be achieved. Also, it is logical that the sub models will guide the step-by-step implementation of the HSM model.

Therefore, these constructs are as follows:
  v. Development Communication $\rightarrow$ Stakeholder Identification
  vi. Stakeholder Engagement Strategy $\rightarrow$ Sustainable Housing Approach
  vii. Stakeholder Conflict Management $\rightarrow$ Social Housing Supply
  viii. Social Responsibility Management $\rightarrow$ End User-Driven Initiatives

Thus, the sub-models were illustrated and analyzed towards a more concise implementation of the Housing Stakeholder Management Model. The first construct in the HSM Model is the Housing Stakeholder Identification Model as illustrated in Figure 5.2:
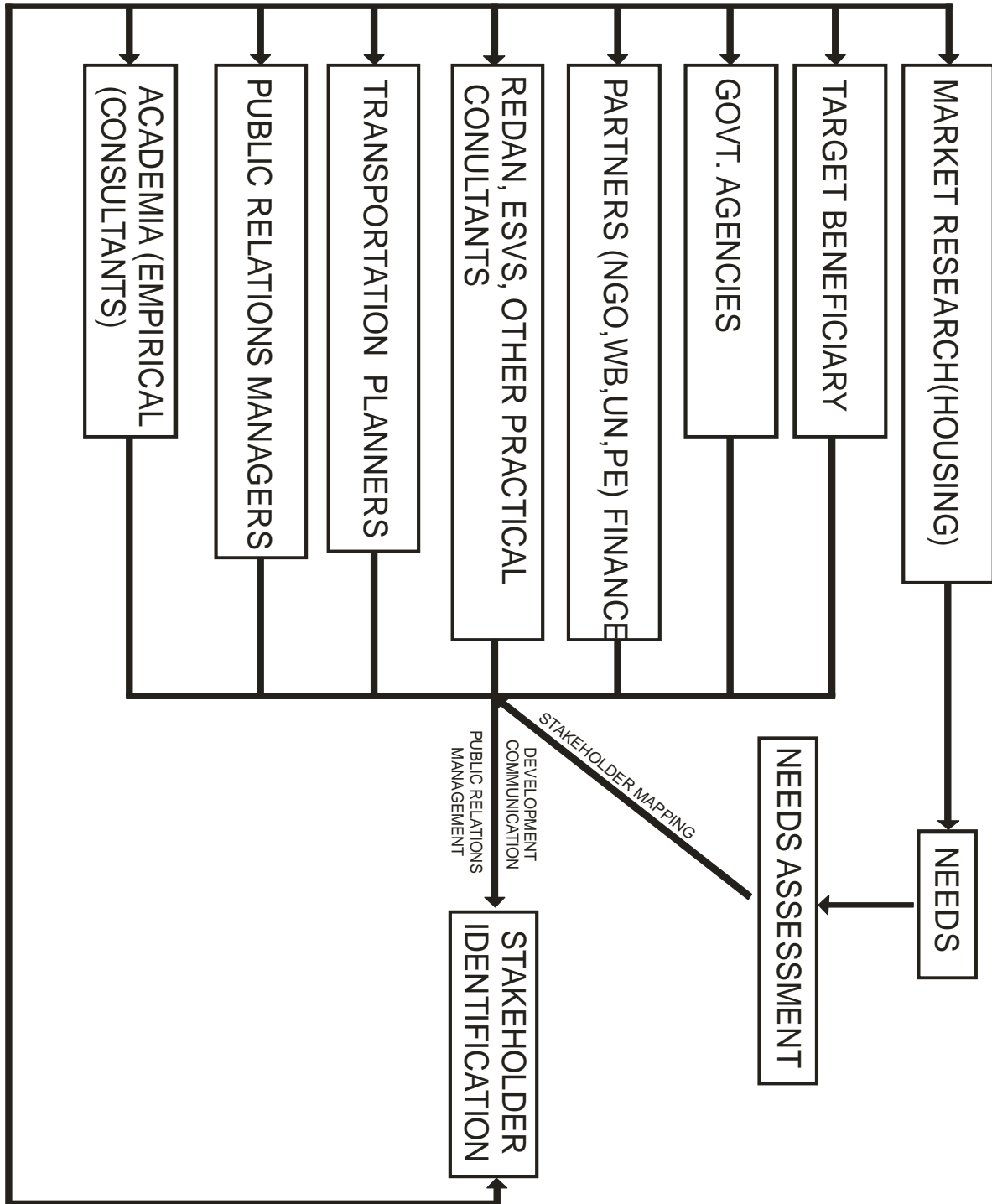
STAKEHOLDER IDENTIFICATION MODEL

Figure 5.2: Housing Stakeholder Identification (HSI) Model

Source: Researcher's Field Survey (2018)

KEY (HSI Model):

- Govt. represents Government and relevant agencies

- NGO represents Non-Governmental Organizations

- WB represents the World Bank

- UN is United Nations

- PE represents Private Enterprises

- REDAN stands for Real Estate Developers Association of Nigeria

- ESV is Estate Surveyor and Valuer

- Practical Consultants are other real estate professionals such as Architects, Structural Engineers, Civil Engineers to mention a few.

Figure 5.2 shows the Housing Stakeholder Identification Model. The HSI Model argues that to attain sustainable public housing delivery, serious, honest and open-minded stakeholder identification process must be implemented. At the tip of the HSI Model is Market Research. Market research is a systematic process of data collection and processing about a target base using statistical and analytical techniques to gain insight that supports decision making in the development of a product/service. This process bridges the gap between the producer and the end user in a bid to ensure efficient service delivery that sustainably satisfies customers and stakeholders.

The HSI Model stipulates that an effective market research will lead to the identification of the target base and their needs. However, from a realistic standpoint, it is pertinent to note that this may not be as clear on paper. This development leads to the conduct of an effective needs assessment to systematically determine the present discrepancy between current conditions and desired conditions. The needs assessment will drive the stakeholder mapping process which would lead to a clearer identification of stakeholders. Stakeholder Mapping is the systematic identification of stakeholders, their contributions and interests. When stakeholder mapping is done in consistence with a needs assessment, an honest group of stakeholders emerge who are indeed relevant to the project.

The study classifies the stakeholders for sustainable housing delivery as follows:

1. **Government/Agencies:** They provide the socio-economic framework for the formulation and implementation of the project through instigation of the initiative, policy formulation and project Terms of Reference, and offering a legal framework for the project.

2. **Partners:** Partners are development agencies such as the World Bank, United Nations, relevant Non-Governmental Organizations, and private enterprises.

3. **Target Base:** The target base represents the group who the project is meant to serve and satisfy. They are the project beneficiaries.

4. **Transportation Planners:** Transportation planners offer consultancy support that incorporates a conducive arrangement for target beneficiaries to access the project benefits without stress. They suggest means of creating effective transportation links and means to access the project.

5. **Professional Consultants:** Professional consultants have severally been part of development projects. They constitute Architects, Town Planners, Estate Surveyors and Valuers, Real Estate Developers and other allied professionals who offer consultancy towards effective project delivery. It is pertinent to note that these professionals who made up part of our sample frame decried the poor management of their interests and contributions by government agencies. So, it is essential to discusse effective engagement and management of this group of stakeholders in the delivery of housing projects.

6. **Empirical Consultants:** Empirical consultants are Academics who publish a plethora of empirical research findings that are tailored towards impacting national and economic development. However, a lot of these Scholars who were also part of the sample frame regretted the neglect of their productions by government, where it is quite evident that panacea to economic issues seem hidden in plain sight.

Having identified the stakeholders, therefore, the next stage as shown in HSI Model is the employment of development communication through public relations management to ensure that the identified stakeholders are in tune with the project. Conceptual perspective of Public Relations (PR) management is critical here given the misconceptions of PR in parts of Nigeria. Nwosu (2006) reports that in Nigeria, PR has been nonsensically defined as, the act of making

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friends, keeping friends, and working with friends to achieve a goal. Ewurum and Ojobor (2018) stress that in parts of the country, PR represents a censored nomenclature for bribery, gratification, face-saving and corruption. In the context of the HSI Model, Nwosu's (2006) in Ewurum et al. (2018) definition of PR as a management function that identifies the interests and expectations of the internal and external publics of an organization, and integrates such in the planning and implementation of projects to build mutual understanding and trust that ensures greater service delivery and work ethics; is adopted.

In this sense, public relations management is crucial here given that stakeholders differ in opinions and makeup and it is necessary to manage the information flow to and fro stakeholders to ensure consistency of approach. When this is actualized, Stakeholder Identification is achieved. This is the position of the HSI Model.

From the HSI Construct in HSM Model, it is envisaged that an effective stakeholder identification through stakeholder mapping directs how best to engage the identified stakeholders. Impliedly, a stakeholder engagement strategy evolves from a successful stakeholder identification process. For greater appreciation, the Housing Stakeholder Engagement (HSE) Model, which the study also calls Umbrella Model of Stakeholder Engagement, is illustrated in Figure 5.3:
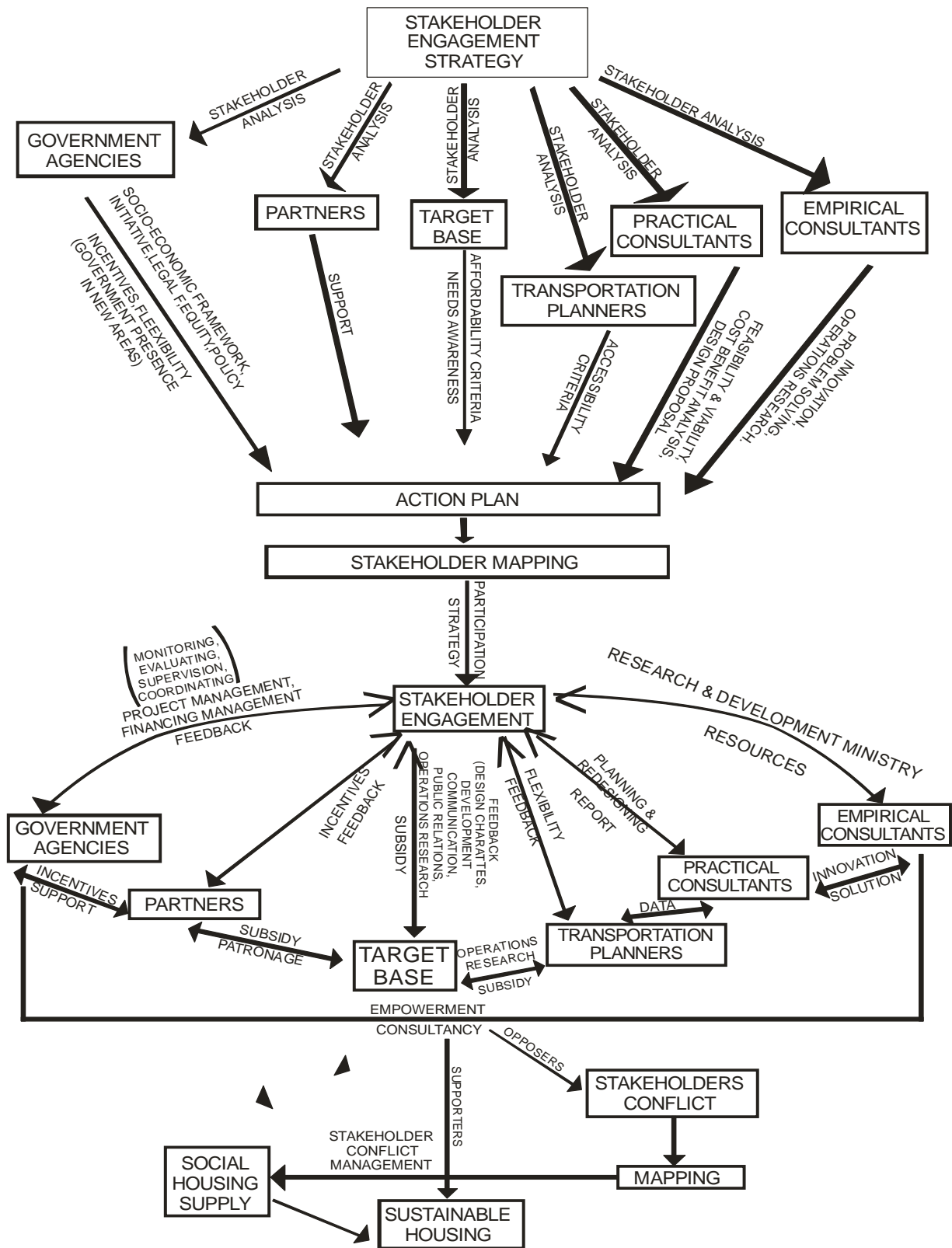
Figure 5.3: HSE Model (Umbrella Model of Stakeholder Engagement)

The study refers to the HSE Model as the Umbrella Model, not just due to its umbrella-shaped appearance, but because the model propagates a situation where the interests of the provider and the target base are protected from adverse situations. The strategy starts with stakeholder analysis to systematically evaluate the contributions of both internal and external stakeholders to the project. These contributions constitute the Action Plan for engaging the stakeholders. From the model, the following stakeholders and their contributions are observed:

1. **Government/Agencies:** They provide the socio-economic framework for the formulation and implementation of the project through instigation of the initiative, policy formulation and project Terms of Reference, and offering a legal framework for the project. Government also contributes through the provision of the equity for financing the project, and offering subsidies to the target base, and incentives to project partners. The Umbrella Model advocates flexibility on the part of government in accommodating necessary stakeholder concerns, and innovative elements.

2. **Partners:** The major contribution of project partners is to provide needed financial and material support to the project. This support is also identified and integrated in the Action Plan for engagement.

3. **Target Base:** The target base who are at the center of the model contribute at this level through the provision of information to the producing organization on their needs and affordability criteria. This needs awareness of the target base is then communicated to the Action Plan so that stakeholder engagement will be centered round the provision of social housing.

4. **Transportation Planners:** The model identifies that the key role played by transportation planners in sustainable housing delivery. Many housing projects become 'white elephants' partly due to inaccessibility (Bliemer, Mulley and Moutou, 2016). So, the model argues that the role of transportation planners is to offer accessibility criteria to the project to ensure sustainability of the project. From the model, the fact that this criteria goes into the same pot (Action Plan) that government flexibility goes into, it then becomes possible for the transportation planners to impress on the government to attract

government institutions and infrastructure in the area where the project is located so as to open up the town towards such area.

5. **Professional Consultants:** The professional consultants contribute through the provision of professional services such as Feasibility and Viability Appraisals, Cost-Benefit Analysis, and Design and Development Proposals for project performance.

6. **Empirical Consultants:** The empirical consultants through a plethora of published findings offer innovation, operations research and problem solving framework for the project. Operations research integrates systematic problem-solving techniques towards improved decision-making and efficiency through mathematical, simulation, econometric and stochastic model frameworks.

Having integrated the stakeholder contributions in the Action Plan, the Umbrella Model extrapolates that stakeholder mapping is then applied in the formulation of a Participation/Engagement Strategy for effectively engaging the stakeholders. The model presents various aspects of engaging the stakeholders as follows:

1. **Government/Agencies:** Government/agencies are engaged in the project through the project management and financing. They monitor, evaluate, supervise and coordinate the activities of other project stakeholders. The double arrow ends of the link shows that this is a two-way process where these agencies are engaged as stated earlier, and feedback is also requested from them for necessary fine-tuning of the Action Plan.

2. **Partners:** Partners are engaged in the project through the offer of incentives which will encourage their support of the project. Again, the double-edged arrow shows that it is necessary to obtain feedbacks to effectively gauge the impact of the incentives on their level of support for the project.

3. **Target Base:** The target base is engaged through development communication, design charettes, emotional intelligence and public relations. The basis of this is to provide them with the necessary updates on the project and marketing of subsidies inherent in the project. Housing providers obtain feedbacks from the target base through development communication and design charettes where necessary.

4. **Transportation Planners:** Transportation planners are engaged flexibly with necessary considerations given to their proposals. Flexibility is necessary here because government

may find that they may need to embark on other projects towards a successful delivery of the main project. Such projects may range from construction of roads and provision of basic amenities, to relocation of government institutions to support development of the project site. Through the reports of these professionals, government is able to obtain feedback which is used to solidify the Action Plan for engagement.

5. **Professional Consultants:** The professional consultant services are engaged in the planning and redesigning of the project. Providers obtain feedback through the technical report of these professionals.

6. **Empirical Consultants:** The model advocates for the effective engagement of empirical consultants through the creation and operation of a Ministry of Research and Development. The ministry is saddled with the responsibility of scouring research works to identify innovative ways of addressing national and economic issues. Government obtains feedback through the resources provided by these empirical works which are then integrated in the Action Plan.

A cursory glance at the parapet of the umbrella in the Housing Stakeholder Engagement Model shows several engagement links between the project stakeholders. The model identifies that engagement does not only flow from the top, but can also be at base levels where other stakeholders engage with each other exclusive of government participation. However, government is not totally excluded from these relationships due to their supervisory and monitory obligations.

Firstly, at the base of the parapet, it can be observed that government agencies are linked directly to the empirical consultants. This relationship is two-way in nature which each party giving something to the other. Government agencies empower the empirical consultants through the provision of enabling environment and infrastructure for research undertakings. Part of this empowerment is also enmeshed in the regular and adequate enumeration of Academics in various institutions. When this is attained and sustained, then the empirical consultants will be in a better position to offer the needed consultancy towards assured project performance and sustainability.

Other relationships are also apparent in the parapet of the umbrella. Government agencies directly engage the project partners through incentives such as fiscal holidays, reliefs, rebates, or government policy support frameworks as is already evident in their up-link, and the partners pay back through their offering of financial and material support for the project. The model also shows that partners engage with the target base through the offering of subsidy within the project. It is pertinent to point out at this time that these partners do not directly create and offer these subsidies to the target base. This is only possible as through their support for the project, government is able to save funds which are effectively channeled towards offsetting any deficits that may arise from subsidizing the project.

So, indirectly, the project partners offer subsidies to the target base who in turn payback through patronizing the products and services of the project partners, especially where they are private enterprises. The target base relates to the transportation planners by providing operations research data to the planners. The transportation planners then utilize this data in developing proposals for a more accessible project which invariably saves cost for the target base, and serves as additional subsidy.

Transportation planners also relay these data to the practical consultants who implement them in their project planning and evaluation report for effective project delivery. Also included in this report by practical consultants are the innovative solutions and initiatives embedded in the research resources provided by the empirical consultants through the Ministry of research and Development.

The Umbrella Model assumes that when this is done effectively, stakeholders will be engaged in such a manner that a sustainable housing approach is thus developed. However, the model is also receptive of the fact that given the diverse interests and contributions of the stakeholders, that two groups might emerge during the engagement process – the supporters and the opposers.

The model avers that where the process creates only supporters, the engagement process leads directly towards a sustainable housing approach for the sustainable delivery of housing

projects. In the event that certain stakeholder groups oppose the engagement process so far, the model identifies this scenario as stakeholder conflict. Stakeholder conflict is a situation where the influencers and beneficiaries of a project fail to agree on certain aspects of the project, or their views are intertwined in such a manner that more clarity is needed.

At this stage, the model advocates for a stakeholder mapping process to identify and dissect the conflict areas in a bid to identify effective resolution techniques. When this is done, the conflict is then resolved through stakeholder conflict management with a view to redirect the housing project towards the supply of social housing which mandates the sustainable housing approach. The obvious opposite of stakeholder conflict management is usually chaos at best, and project abandonment at worst (Okereke, 2017).

For a better appreciation of the nexus between stakeholder engagement and stakeholder conflict management as is evident in the HSM and Umbrella Models, Figure 5.4 introduces and illustrates the Onion Model of Stakeholder Conflict Management.

STAKEHOLDER CONFLICT MANAGEMENT MODEL

CONFLICT

MAPPING

INTERESTS

SEGMENTATION

FUNDING, ACQUISITION, PRICING, ALLOCATION

PROBITY. CONTINUITY, RISK

TRANSPARENCY, NEPOTISM, SECURITY, AFFORDABILITY

INFRASTRUCTURE

RENUMERATION, TRANSPARENCY, MODAL EFFICACY

EMPOWERMENT COMPLIANCES

MPS COMMIT TO STABLE & ENABLING EMUL

DEUT COM,STRENGTHEN LEGAL FORMATION R & D SCHEME

MPS

ENGAGE RELEVAN AGENCIES

MPS

ESCS,PPACT, MUTUAL PROBLEM SOLVING

MPS

MPS FUNDING,REFERENCING, MARKET DIFFUSION

MUTUAL PROBLEM SOLVING CAPITAL FORMATION,PR, DEVT COMM

PRODUCT POSITIONING

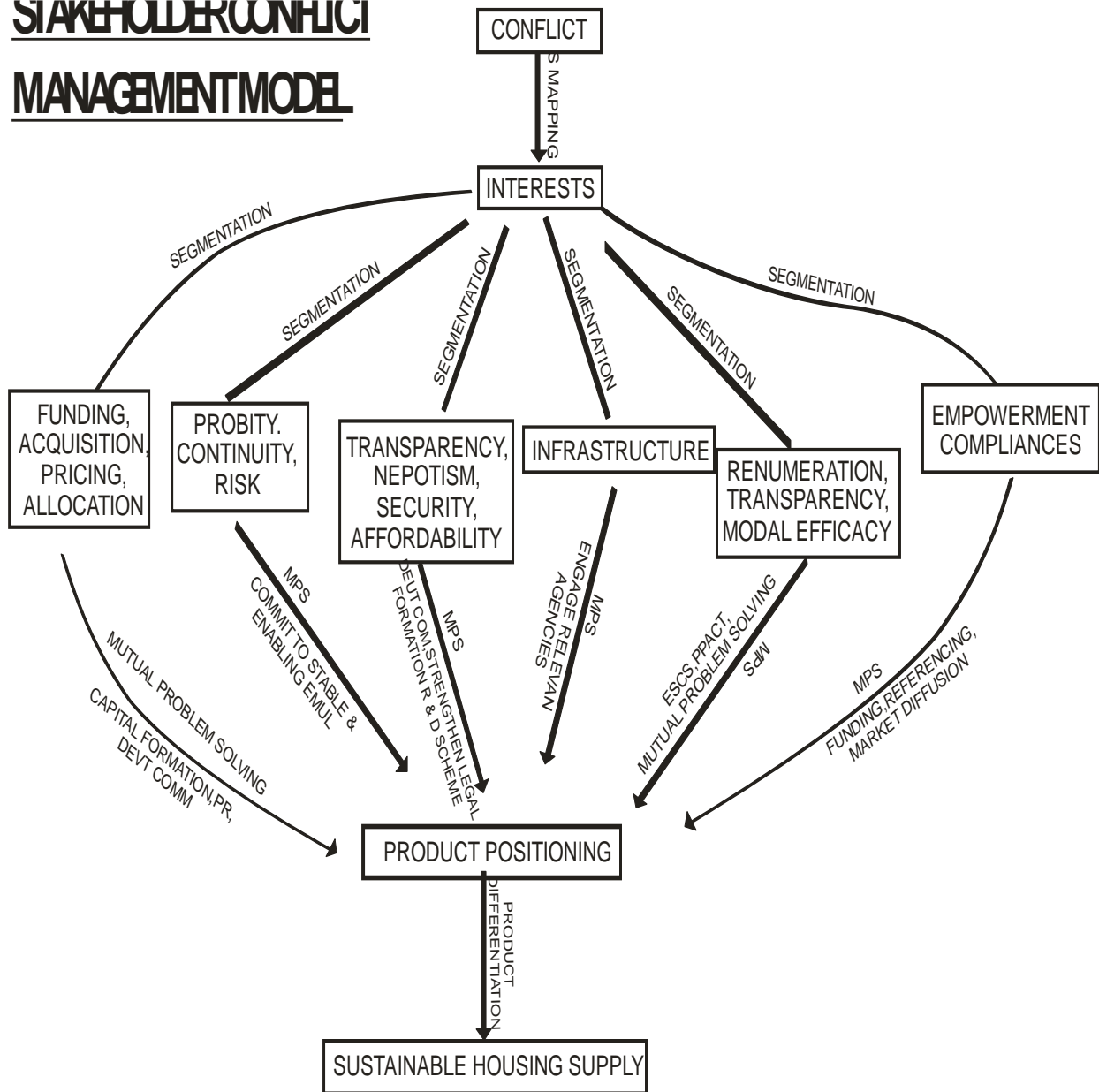PRODUCT DIFFERENTIATION

SUSTAINABLE HOUSING SUPPLY

Figure 5.4: Onion Model of Stakeholder Conflict Management

Source: Researcher's Field Survey (2018).

Figure 5.4 shows the onion-shaped model of stakeholder conflict management. Again, as explained in the analysis of the Umbrella Model, the shape of the model is not the key initiative behind the naming of the model. The Onion Model is so named as a result of the significance of the Onion Plant which is recognized by health practitioners as a highly medicinal and curative

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plant. Therefore, a model that is developed for healing stakeholder conflicts could not be more aptly named.

The model starts with the identification of an existing conflict. Through stakeholder mapping as was indicated in the Umbrella Model, stakeholder interests are segmented in a bid to identify the catchment areas of concern. Results from our focus group discussions show the following issues of concern for the stakeholders:

1. **Government/Agencies:** Conflicts here are characterized by funding, acquisition, pricing and allocation issues. These issues encapsulate sources of development finance, appropriation of eminent domain issues, pricing systems that create a balance between meeting the affordability criteria of the target base and attaining a break-even status for the project. Resource allocation is another grey area where conflicts may arise.

   The model signifies that through mutual problem solving, as indicated in Number 3 of the summary of findings, capital formation, public relations and development communication is applied in managing the conflicts. Capital formation is achieved through creative ways of sourcing finance such as through bonds and treasury bills, stock market instruments, build operate and transfer, incentives offered to private enterprises. Public relations is employed in the appropriation of eminent domain in a bid to assuage and settle those affected by the compulsory acquisition, while development communication is crucial in negotiating and dialoguing with the target base.

2. **Partners:** The partners are more concerned with the actualization of their business or humanitarian goals. Therefore, conflicts may arise if clarity is not achieved on the basis of continuity of partnership and probity in the partnership agreement. Risk is another issue of conflict for project partners due to concerns on stability of the contract clause guiding the project and any impact it may have on their businesses.

   Through mutual problem solving and compromise, project partners are assured of government commitment to the creation and sustaining of an enabling environment for the project partners to thrive in their respective businesses.

3. **Target Base:** Conflicts with the target base arise where they are not assured of project transparency or they sense any presence of nepotism in resource allocation. The target base is also concerned about pricing and affordability of the project and when the project is subsequently delivered, they still express reservations about security of tenure.

Through mutual problem solving, the target base is brought on board through development communication where information is exchanged in a bid to communicate government's resolve to strengthen legal frameworks for improved security of title. The model also advocates at this stage the initiation of a Rent to Own Strategy on the basis of Rental Purchase. This is expected to curb the affordability concerns of the target base.

4. **Transportation Planners:** Conflicts arise here if their proposal is not backed with the provision of requisite infrastructure.

To assuage the concerns of transportation planners, relevant agencies tasked with the provision of the proposed infrastructural development are thus engaged to ensure that the recommendations of the proposal are met effectively.

5. **Professional Consultants:** Conflicts arise at this level if professional consultants are not assured of transparency and due process mechanism in contract procurement, in addition to the absence of clear and adequate remuneration. They complain that many times they are owed by government, and the lack of continuity in governance implies that once the present tenure is over, the incoming government usually ignores them favour of other professionals. Conflicts also arise when there is discrepancy in the interpretation and implementation of the development model designed by the professionals.

Strict adherence to the Public Procurement Act and mutual problem solving should solve the problem of transparency and discrepancy in model interpretation and implementation. Remuneration of professionals for services offered could be certified through the use of

escrow accounts which assure the professionals of availability of finance for rewarding certified inputs.

6. **Empirical Consultants:** Conflicts arise at this stage when the empowerment due to empirical consultants is not granted. Also, conflicts arise where government fails to comply with the recommendations of the research works they earlier committed to abide by.

Through mutual problem solving and sound industrial relations, adequate funding and market diffusion of research works would be achieved. Academics at this stage also favoured a referencing of the authors whose innovative works drive the formulation and execution of the project. Some went as far as suggesting that the names of the authors be ingrained in the project information as expressed on the project signage. The model incorporated these concerns under referencing.

The Onion Model argues that effective application of these resolution techniques will lead to successful positioning of the product/service. Product positioning is a technique used in presenting the product in the best possible light to different target bases. The model argues that this is the goal of stakeholder conflict management, and through product differentiation, this culminates into social housing supply. The social housing supply endgame of this model is emphasized in the definition of product differentiation which refers to a process of distinguishing a product, in this case public house delivery, to make it more attractive to the target market/base. When this is achieved, then the Onion has done its job of healing the conflicts.

The HSM Model in Figure 5.1 stipulates that sustainable housing delivery would be attained where end user-driven initiatives are satisfied through social responsibility management. From the conceptual framework, social responsibility management is the coordination and directing of the social development contributions of an organization to its host community. The effectiveness of social responsibility management to the discourse is illustrated by the Leaf Model of social responsibility management in Figure 5.5.
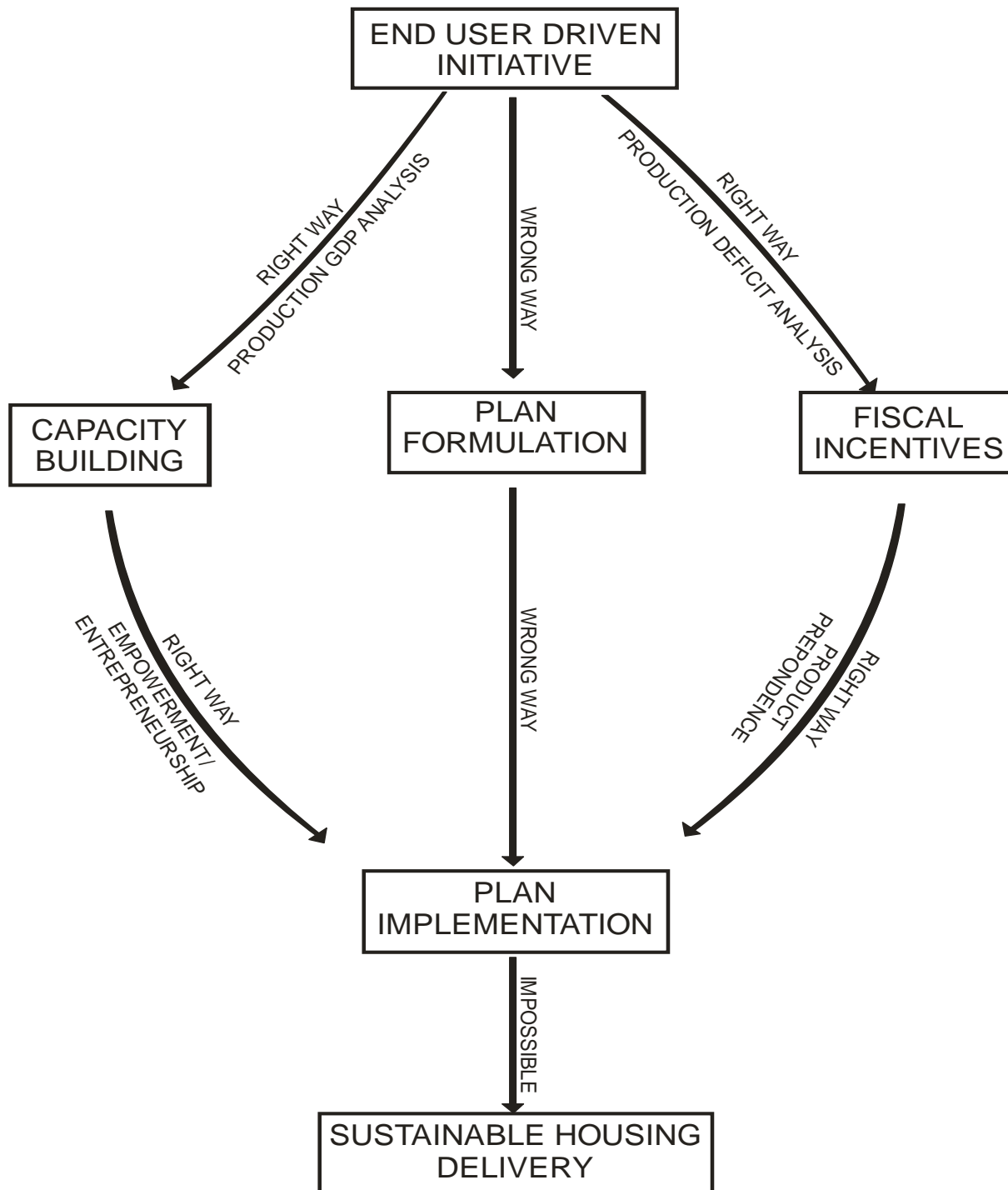
SOCIAL RESPONSIBILITY MANAGEMENT MODEL (HOUSING)

Figure 5.5: Leaf Model of Social Responsibility Management

Source: Researcher's Field Survey (2018)

Figure 5.5 is the Leaf Model of social responsibility management which is leaf-shaped and also represents the essence of a leaf – revival, renewal, hope. The model theorizes that to address the end user-driven initiative of social and sustainable housing, priority should be given to capacity building and enacting of friendly policies that promote local content. The quickest and popular route to addressing end user-driven initiatives in the Nigeria's housing industry is through plan formulation towards plan implementation. However, the model argues that this is the wrong and impossible approach to attaining sustainable housing delivery.

It is documented that the Nigerian economy is import-driven and much effort is needed in addressing this deficit in balance of trade. Several material inputs in housing delivery projects are not made in Nigeria, or at least not bought from Nigerian producers. The Leaf Model of social responsibility management argues that social housing could be achieved if the cost of inputs is significantly reduced. The model advocates that the right approach to social and sustainable housing is two-pronged as follows:

1. **Capacity Building:** This approach is initiated through a production gap analysis which is tailored to identify the discrepancy between what we produce today, and what we need to produce today to meet local proficiency in production of building and related materials. When this gap is identified, interested graduates who apply are either trained locally on how to produce these materials, or are sent abroad for overseas training in countries where such materials are dominantly produced. The Leaf Model theorizes that this is a precursor to increased levels of entrepreneurship and employment in the sector. It is argued that where this is attained, additional costs incurred through import duties will be eliminated and thus lessen the cost of building construction.

2. **Fiscal Incentives:** The Leaf Model advocates that given the huge deficit in housing delivery in Nigeria, producers of building materials should be exempted from taxation, or at the very least be granted significant tax reliefs. In pursuing this move, the Leaf Model offers a route that inculcates a production deficit analysis. The difference between a production deficit analysis and production gap analysis is that while production gap analysis identifies what we are not producing yet, production deficit analysis identifies

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what we are not producing sufficiently. Sufficiency here is measured in both quantity and quality of product.

The model argues that a second approach to social and sustainable housing delivery is through production deficit analysis which culminates in the empowerment of local producers through the offering of fiscal incentives that free up more funds to be reinvested into the manufacturing concern. The model suggests that the result of this approach is a preponderance of product into the market which would saturate the market with building materials, and subsequent reduction of prices.

The Leaf Model also advocates for the inclusion of these two approaches in the plan formulation and implementation of public housing projects. When this is religiously followed, the model assures it is a sure route to sustainable housing delivery. This is also evident in the main model – the Housing Stakeholder Management Model which would be discussed in greater detail. For reference purposes, Figure 5.1 was replicated as follows:
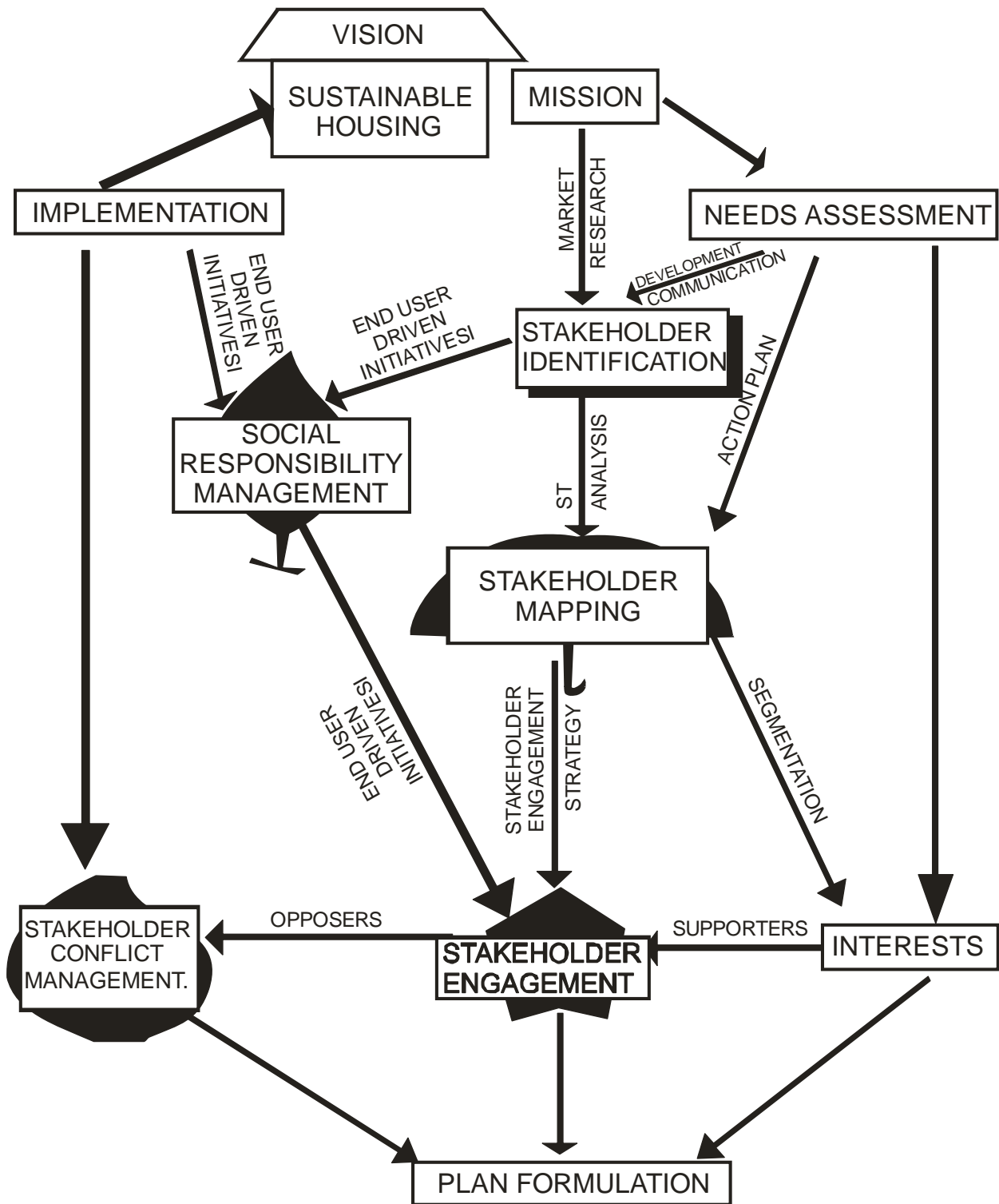
HOUSING STAKEHOLDER MANAGEMENT MODEL

Figure 5.1: Housing Stakeholder Management Model

Source: Researcher's Field Survey

The HSM Model proposes that housing delivery projects start with a Vision and Mission and ends at the actualization of the Vision. From the Mission, the model suggests a two-way approach. Firstly, through market research, Stakeholder identification is achieved. Secondly, this approach is consolidated by another which involves a needs assessment programme which goes through development communication in arriving at effective Stakeholder Identification. The model shows that both approaches work simultaneously. One could notice that the development communication arrow is two-pronged which signifies the two-way communication process of development communication which is crucial as effective identification of stakeholders is a precursor for further needs assessment.

The movement to the right of the model suggests that to arrive at Stakeholder Engagement, a needs assessment is needed in a bid to formulate an action plan which will dictate stakeholder mapping. Through stakeholder mapping, segmentation takes place to identify the interests of the stakeholders. The stakeholder interests are then considered in the Stakeholder Engagement. It can be recalled that at this stage in the Umbrella Model of Stakeholder Engagement, the contributions of stakeholders are brought to fore as yardstick for engaging them.

From the HSM Model, the Stakeholder Identification, Needs Assessment, and Stakeholder Mapping Triangulate has at its height – Stakeholder Analysis. The model argues that the employment of development communication and formulation of an action plan is consistent with the analysis of stakeholders towards effective mapping of stakeholders. Thus stakeholder mapping here helps in the formulation of a Stakeholder Engagement Strategy that will inform the engagement of stakeholders in the project. The engagement levels can be found in greater detail in the Umbrella Model.

The HSM Model also stipulates that when the project is determined and the stakeholders identified, an end user-driven initiative-themed Gap and Deficit Analysis be conducted in a bid to generate a Social Responsibility Management programme for the project. Since the goal is sustainable housing through social housing supply, serious thought was given to the reduction of

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building material prices, as an angle of reducing cost of construction towards the provision of social housing.

At this point, the HSM Model borrows a leaf from the Leaf Model of Social Responsibility Management which theorizes that to address the end user-driven initiative of social and sustainable housing, priority should be given to capacity building and enacting of friendly policies that promote local content. The HSM Model contends that when this is done, it is going to impact the engagement of stakeholders towards plan formulation, and also directly impact project execution and implementation. Note that the Umbrella Model also provides that stakeholders be engaged in such a manner that a sustainable housing approach is thus developed. This is thus integrated into the Plan Formulation for the project.

The HSM Model concurs with the Umbrella Model that in the engagement of stakeholders, two groups are likely to emerge – the supporters and the opposers. The model avers that where the process creates only supporters, the engagement process leads directly towards the plan formulation for the sustainable delivery of housing projects. In the event that certain stakeholder groups oppose the engagement process so far, the model identifies this scenario as stakeholder conflict and this is sent for resolution at the Stakeholder Conflict Management Center. Recall that stakeholder conflict is a situation where the influencers and beneficiaries of a project fail to agree on certain aspects of the project, or their views are intertwined in such a manner that more clarity is needed.

At this juncture, the HSM Model integrates the Onion Model of Stakeholder Conflict Management towards the resolution of stakeholder conflicts so progress can be achieved. The conflict catchment areas are identified and treated as stipulated by the Onion Model in a bid to attain successful positioning of the product/service. Therefore, when the Onion has done its job of healing the conflicts by the employment of mutual problem solving techniques, through product positioning and differentiation, effort is made towards the implementation and execution of a housing project that is objectively attractive to the target market/base. This invariably leads to the goal and actualization of the vision of Sustainable Public Housing Delivery.

5.4.2 SWOT Analysis of the HSM Model

A SWOT Analysis of the HSM Model was conducted to ensure its validity. Copies of the model and its analysis were sent to be reviewed by the supervisor and respondents (real estate professionals). The model was also peer reviewed by some academics in UNN and some Ph.D colleagues of the researcher at Nnamdi Azikiwe University, Awka. After the review, the result of the SWOT Analysis was implemented in the model to make it more realistic and relevant to the problem. A summary of the results is highlighted as follows:

A. Strength

i. The model is an effective roadmap for the achievement of sustainable public housing delivery through stakeholder management.

ii. It significantly highlighted the problem and provided detailed approaches to solving the identified problem.

iii. There is evidence in extant literature that the industry is in dire need of such a model.

B. Weakness

i. The model may be dismissed as a purely academic endeavor which may have little or no practical relevance when implemented.

ii. It has not been put to effective use in the real world, so any prospect attributed to it may just be cosmetic till it is tested.

C. Opportunity

i. The model offers diverse and systematic approaches towards a reengineering of public housing delivery in South East, Nigeria.

ii. It may also be potently applied to other parts of the country.

iii. The main significance of the model lies in the fact that you cannot be practicing the same thing time after time and be expecting different results; so a fresh approach is need.

D. Threat

i. It may be limited to the current economic environment.

ii.   It may not be put to effective use due to lackluster application of scholarly works in national and economic development programmes.

iii.   Despite all efforts to make it detailed and illustrative of a sound panacea to a macro problem, it may be misinterpreted.

5.5   Area for further Research.

The issues identified from the study for further research:

(1)   It is suggested that this study be replicated in other parts of Nigeria like the northern parts to either confirm or refute the findings of this study.

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APPENDIX I

Department of Estate Management

Faculty of Environmental Sciences

Nnamdi Azikiwe University

Awka

November 02, 2017

Dear Respondent,

REQUEST TO COMPLETE A QUESTIONNAIRE

This questionnaire being presented for your completion is purely for academic research purpose in partial fulfillment of the requirements for an award of Ph.D degree in Estate Management.

It is designed to elicit data relating to Stakeholder Management Model and Effective Sustainable Public Housing Delivery in South East, Nigeria. I therefore, humbly request that you sincerely answer these questions as the success of this work depends on your willingness to do so.

Thanks for your time and cooperation. Meanwhile, I pledge that your opinion will be highly respected and treated with complete confidentiality.

Cordially Yours,

EWURUM NONSO IZUCHUKWU

(Researcher)

APPENDIX II

RESEARCH QUESTIONNAIRE

Instruction: Please tick (√) against your choice of response to the questions by indicating any of the following choices:

SA = Strongly Agree; A = Agree; U = Undecided; D = Disagree; SD= Strongly Disagree.

Thank you.

A	To examine the extent to which development communication is utilized in stakeholder identification in the Nigerian housing sector.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
1	Operations research findings form the basis for strategy formulation and implementation in the delivery of social housing in the State					
2	Market segmentation is utilized in grouping intended beneficiaries into several					

	distinct groups that have similar needs, while executing the social housing scheme					
3	Stakeholder analysis is employed in the classification of stakeholder interests					
4	Market positioning strategies are utilized in identifying stakeholder interests					
5	Feedback mechanism through risk communication has enhanced strategy evolution in the public housing schemes					
B	**To determine the correlation between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry.**					
6	Community mobilization in public housing schemes positive correlates with security of public investment					
7	Stakeholder capacity building					

	positively correlates with technical feasibility (through utilization of local human capital and materials resources				
8	Community representation in decision making leads to successful implementation of priority development actions (due to greater focus on meeting existing housing needs)				
9	Regular stakeholder consultation at every stage of the project enhances the prospects of housing affordability				
10	Integration of scholarly works in national development programmes is a sustainable approach towards ameliorating the urban housing deficit in the State				
C	**To analyze the role of stakeholder conflict management in facilitating**				

	social housing supply in Nigeria.					
11	Mutual problem solving plays a significant role in attaining an acceptable degree of mortgage flexibility in the housing industry					
12	Negotiation and compromise is a significant tool for subsidizing construction costs in the State					
13	Town hall engagements contribute positively to the prioritizing of housing programmes favorable to low-income earners					
14	Perception management aids the strengthening of infrastructural processes for more secure mortgage market					
15	Managing stakeholder conflicts and coalitions through regular think-tanking between officials, practitioners and					

	academia contributes to enhanced market mechanisms for long term lending					
16	Revisiting the constitutional quagmire entrenching the Nigeria Land Use Act 1978 as it stands will play a significant role in reducing title instrument registration issues					
17	Building materials price subsidy will significantly enhance home ownership					
D	**To determine the relationship between social responsibility management and end-user driven initiatives in the industry.**					
18	Transportation planning relates positively with enhanced end user experience					
19	Cultural infusion has aided the creation of customer value through bridging expected and perceived service gap in the					

	industry					
20	Environmental Impact Assessment has a significant positive relationship with improved service quality in the industry					
21	Cost Benefit Analysis in the industry is a prelude to the provision of affordable housing in the State					
22	Operation of Public Private Partnership has significantly increased the housing stock in the State					

APPENDIX III

ORAL INTERVIEW SCHEDULE

Note: Schedule for Oral Interview is in Line with the Objectives of this Study

	QUESTIONS	RESPONSES
1.	To what extent is development communication utilized in identifying stakeholders in the Nigerian housing industry?	-------------------------------------- -------------------------------- ------ ------------------------------- ------------------------------- -----------
2.	How has stakeholder engagement aided sustainable housing delivery in South East Nigeria?	------------------------------- ------------------------------- ------------------------------- ------------------------------- ------------------------------- ------------------------------- ------------------------------- -----
3.	What methods are utilized in managing stakeholder conflict of interest in the industry?	------------------------------- ------------------------------- ------------------------------- -------------------------------

		-----------------------
4.	What role has stakeholder conflict management played in the delivery of social housing in Nigeria?	------------------------------ ------------------------------ ------------------------------ ------------------------------ ------------------------------ ------------------------------ ------------------------------ -----
5.	Please relate social responsibility management to the achievement of positive end user experience in the industry?	------------------------------ ------------------------------ ------------------------------ ------------------------------ ----------------------
6.	Kindly state the level of operation of public private partnership in housing and how it has aided availability of housing stock	
7.	What effect does a stakeholder management model have on effective sustainable public housing in South East Nigeria?	------------------------------ ------------------------------ ------------------------------ ------------------------------ ----------------------

APPENDIX IV

Reliability Statistics

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Comments		
Input	Data	C:\Users\Mr. Ewurum\Documents\Ewurum.sav
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	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	20
	Matrix Input	Matrix Input
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Impact41 Impact42 Impact43 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA.
Resources	Processor Time	0:00:00.015
	Elapsed Time	0:00:00.016

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100
	Excluded[a]	0	0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.950	20

APPENDIX V

List of Public Housing Estates used in the Study

Enugu

Enugu Lifestyle and Golf City (Enugu Centenary City)

Ebeano Housing Estate, Enugu

Elim Estate, Ibagwa Nike

Vyvian Estate, Ibagwa Nike

Maryland Estate, Independence Layout, Enugu

Federal Housing Estate, Trans Ekulu, Enugu

WTC Estate, New Layout, Enugu

Jubilee Estate, Enugu

Bethel Estate, Enugu

Horizontal City Estate, Ugwuaji

Harmony Estate, Nike, Enugu

Winners Estate, New GRA, Enugu

Legacy Estate, Trans Ekulu, Enugu

Jedidiah Estate, Ugwuaji, Enugu

Network Estate, Ibagwa Nike, Enugu

Uwani real estate

Awka

Rockland Estate, Awka

Green Valley Estate, Awka

Eagles Hill Estate, Awka

Obinwanne Housing Estate, Awka

Greenwood Estate, Agu-Nkwelle, Awka

Baron's Court Estate, GRA, Awka

Iyiagu Housing Estate, Awka

Real Housing Estate, Awka

Udoka Housing Estate, Awka

Oganiru Housing Estate Phase 1 & 2

AHOCOL Inner City Layout Housing Estate, Awka

AHOCOL Think Home Housing Estate, Awka

Umuahia

World Bank Housing Estate, Umuahia

Agbama Housing Estate, Umuahia

Amaokwe Housing Estate, Umuahia

Federal Low Cost Housing Estate, Umuahia

Ehimiri Housing Estate, Umuahia

Isieke Housing Estate, Isieke Ibeku, Umuahia

Federal Housing Estate, Amakama, Umuahia

Umuobia Housing Estate, Olokoro, Umuahia

Ohobo Housing Estate, Umuahia

NC Okoronkwo Estate, Umuahia

Amauba Housing Estate, Umuahia

IBB Housing Estate, Umuahia

Ohiya Housing Estate

Traders Estate, Ubani Ibeku, Umuahia