

Stakeholder analysis for slum upgrading in Nairobi, Kenya

Laban U. Shihembetsa, O.A. K'Akumu, School of the Built Environment, University of Nairobi, P.O. Box 30197, Nairobi, Kenya. Email: owiti.kakumu@uonbi.ac.ke

Abstract

This paper provides a generic analysis of stakeholders in participatory slum upgrading project which helps explain the technical procedures involved and their applications. Using the example of Nairobi, a city with more than half of its population housed in the slums, the paper emphasizes the potential of stakeholder analysis in solving the problem of participatory slum upgrading that stem from conflicting stakeholder interests and changing positions. The stakeholder analysis procedures that the paper has undertaken include: stakeholder identification and mapping, stakeholder description and characterization, stakeholder attribute analysis, examination of stakeholder dynamics, and derivation of stakeholder management strategies. The attribute analysis involved power versus interest, power versus predictability, power versus support/opposition, power versus legitimacy and stakeholder versus firm power. Attribute-based strategic responses were generated thereafter by problematizing the stakeholder groups from each of the attribute analysis. By doing this, the paper has successfully converted corporate based market procedures of stakeholder analysis to a non-corporate based non-market situation of slum upgrading.

Key Words: participatory slum upgrading; stakeholder concept, project management, stakeholder management strategies, Nairobi.
