

Stakeholder Trust as a Critical Determinant of Public Housing Redevelopment Implementation: Evidence from Multi-Case Redevelopment Projects in Mumbai

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Abstract: Public housing redevelopment in Mumbai requires intricate interactions between the concerned stakeholders, including residents, developers, and government agencies and regulatory bodies, making trust among stakeholder's indispensable for implementing redevelopment successfully. In this study, the impact of stakeholder trust on the implementation of redevelopment has been examined, focusing on the issues of generating consent, cooperation among stakeholders, managing resistance, sustaining project continuity, and achieving rehabilitation outcomes. Pragmatism has been the philosophical base of the research, while an embedded multi-case study design has been used with a qualitative approach predominant. Semi-structured interviews, documentary data, redevelopment projects, Letters of Intent (LOIs), Annexure II, court records, committee decisions, and field observations have been used for collecting data from cooperative housing societies, Slum Rehabilitation Authority (SRA), and dangerous building redevelopment projects in Mumbai. It has been found that open communication, honest documentation process, sustained stakeholder engagement, and good leadership can increase stakeholder trust, which facilitates cooperation among stakeholders, minimizes implementation delays, ensures project continuity, and enhances rehabilitation outcomes. The study concludes that stakeholder trust acts as a governance resource. More specifically, the findings identify Stakeholder Trust Capital as accumulated credibility that sustains cooperation under uncertainty and expose a Delay Economy, or Delayed Economy, produced through Incentivised Delay Architecture when unresolvedness itself preserves bargaining, political, procedural, or informal advantage. These mechanisms are interpreted through the People-Policy-Management framework.

Keywords: Stakeholder trust; Public housing redevelopment; Sustainable housing; Redevelopment governance; Slum Rehabilitation Authority (SRA); Mumbai; Rehabilitation; Multi-case study. Additional keywords: Stakeholder Trust Capital; Delay Economy; Delayed Economy; Incentivised Delay Architecture; People-Policy-Management.,

INTRODUCTION

Public housing redevelopment is one of the biggest urban management issues that have surfaced in metropolitan cities owing to urbanization, ageing buildings, and land scarcity. Modern-day redevelopment goes well beyond building redevelopment and is understood as a multi-faceted process that includes aspects of governance, stakeholder collaboration, institution working, and social sustainability (Sinha et al., 2024). In cities that are heavily urbanized like Mumbai, the task of redevelopment becomes even more difficult because it demands the cooperation of different kinds of stakeholders, which include residents, cooperative housing societies, developers, government departments, planners, financing agencies, and the courts. While there is an array of rules, such as DCPR, SRA rules, and municipal redevelopment rules, that make the implementation of redevelopment possible legally, the results of redevelopment actually rely much on the way the implementation process is carried out (Esposito, 2025).

Redevelopment initiatives at the international level, such as Elephant and Castle of London and Punggol Eco-Town of Singapore, also show that the need for continuous stakeholder engagement and institutional trust is critical in aligning redevelopment goals with acceptable redevelopment outcomes and sustainable urban redevelopment (Yang et al., 2018). Just like in Mumbai, the redevelopment experiences illustrate that stakeholder trust plays a critical role in handling various problems associated with redevelopment processes, such as survey disagreements, Annexure II verification, committee conflicts, political interference, change-of-developer process, building hazards, and multi-departmental approval processes. The evidence from the multi-case redevelopment portfolio, which includes Laljipada-KD Compound, Siddhivinayak, and Ujjawal Nandadeep (Police Colony), shows that stakeholder trust critically affects consent process, stakeholder collaboration, resistance handling, project sustainability, and rehabilitation processes, indicating that trust is a strategic governance resource instead of just being a social outcome (Busà, 2025; Das, 2024). In this light, this current

research utilizes qualitative multi-case study design to investigate the influence of stakeholder trust on the planning and implementation of public housing redevelopment projects in Mumbai.

Objective of Study: To examine the influence of stakeholder trust on redevelopment implementation, particularly in relation to consent generation, stakeholder cooperation, resistance, project continuity, and rehabilitation outcomes.

LITERATURE REVIEW

The increasing number of literature reviews in recent years has consistently noted that sustainable public housing goes beyond affordable housing to include integrated governance, stakeholder engagement, environmental sustainability, institutional coordination and effective implementation systems. However, research works have indicated that sustainable housing must be integrated, including energy-efficient, climate-resistant, resource-efficient, technologically innovative, socially inclusive and involving citizens (Silva et al., 2024; Almusaed & Almssad, 2022). Likewise, research focusing on governance issues has revealed a scarcity of institutional coordination, weak policy implementation, financial limitations, and the lack of consistency in the regulatory frameworks necessary for sustainable housing provision, highlighting the significance of engaging stakeholders, fostering public-private partnerships, and ensuring strong implementation capacity (Akinsulire et al., 2024). In the modern era, there is also a strong argument to be made for the need to adapt redevelopment to the needs of the population, the digital revolution, environmental concerns, and a new concept of community planning, which requires flexible and resilient housing approaches combined with new technologies and sustainable urban development (Nikezić et al., 2021; Gümüş Battal, 2026). Together these studies suggest that the quality of governance, involvement of stakeholders and efficient coordination of governance are as important as planning rules and technical design in achieving successful housing redevelopment. However, despite much discussion about sustainable housing, the existing literature fails to give adequate consideration to the importance of stakeholder trust in affecting the process of obtaining consent, stakeholder cooperation, resistance management, project continuity, and rehabilitation efforts during the redevelopment of public housing projects. The identified gap forms the basis for this study, which will focus on the issue of stakeholder trust in the case of Mumbai.

METHODOLOGY

This research used a pragmatic approach and a qualitative-dominant embedded multi-case study approach to study the role of stakeholder trust in the implementation of public housing redevelopment projects in Mumbai. Pragmatism was chosen because redevelopment is a multifaceted process with many interdependencies between legal concepts, institutional governance, stakeholder behaviour, and project management, hence the need for a variety of evidence to analyse the redevelopment. The study examined a variety of redevelopment scenarios such as cooperative housing society redevelopment, dangerous-building redevelopment, and Slum Rehabilitation Authority (SRA) projects and gained an in-depth understanding of the level of stakeholders' trust in each of these governance environments.

In order to conduct purposive sampling, the redevelopments, stakeholders and documentary materials for the purpose of this research have been selected. Semi-structured interviews were conducted with the people like residents, society members, developers, consultants, government officials and other redevelopment practitioners along with the documentary material which included letters of intent (LOIs), development agreement, survey papers, Annexure II papers, court cases, committee minutes, and field observation. Analysis of the collected data has been done through the process of documentary analysis, thematic analysis and cross-case comparative analysis to find out any patterns associated with stakeholder trust, consent making, cooperation, resistance, sustainability and rehabilitation. As a practitioner-led inquiry, the study addressed positionality and uneven source depth through documentary cross-checking, inclusion of contested cases, separation of verified facts from allegations and perceptions, and comparison of completed, live, and disputed projects.

RESULTS

Theme 1: Trust and Consent Generation

Throughout the case studies, it is clear that gaining stakeholder trust is essential for the success of gaining consent for redevelopment. The survey processes, Annexure II preparation, political intervention and resident's hardships had a significant effect on stakeholders' confidence in the redevelopment process in the Laljipada-KD Compound redevelopment. The results indicate that the survey procedures, eligibility verification, and documentation were seen by the residents as fairness and recognition, not just paperwork. Consequently, trust in these processes affected willingness to participate in redevelopment.

Consent was also formed through experiences and not just formal approvals as indicated by resident testimonies. The participants of the interviews discussed the factors that shaped their interest in supporting the project including their aspirations, experiences and understanding of redevelopment risk. Redevelopment was frequently likened to a time of serious housing deprivation for older residents, and to the provision of dignity and better living standards, and opportunities for the future, for younger residents. These conflicting expectations show that the process of consent was not achieved through mere compliance with the law, but also gradually through everyone's growing trust and confidence in the redevelopment process.

The results also showed that the level of trust in the neighbourhood was higher when residents saw regular involvement in surveys, demolition and redevelopment works. Evidence from the interviews showed that trust was built over time, as they observed the redevelopment leaders' commitment during implementation.

Theme 2: Trust and Stakeholder Cooperation

In every case study, trust between stakeholders led to a greater sense of collaboration between residents, developers, society committees, consultants and regulatory bodies. The early redevelopment projects of Pearly Shell, Tashkent and other suburban society redevelopments illustrate projects that dealt with concurrent issues of authority, documentation, title, coordination of public agencies and redevelopment execution strategy. A multi-faceted approach to redevelopment was applied to address these challenges, employing a coordinated management and constant engagement with stakeholder's approach.

Likewise, the Laljipada-KD Compound case demonstrates a complex balancing of various amalgamations of society, conflict over surveys, political influences, and public considerations in the redevelopment process. The results highlight the importance of building trust among stakeholders and the need to coordinate documentation, institutional approvals and communication among the various actors in the success of implementation.

The portfolio also illustrates that redevelopment leadership involved ongoing communication with stakeholders to set priorities, address new issues that arose, and keep the project moving. Cooperation was found throughout the analysed projects and was not restricted to any regulatory provisions, but rather to the constant communication and coordinated management.

Theme 3: Trust Deficits and Resistance

The results show that when trust with the stakeholders decreased, so did resistance to redevelopment. Legal battles, committee disagreements, survey interruptions, Annexure II disagreements and political interference led to a decline in confidence in redevelopment processes and to delays in the implementation of redevelopment in various redevelopment cases. The cross-case direction is inverse: lower trust was associated with greater resistance. Not every delay was strategic; title, safety, technical, and multi-agency constraints also caused genuine delay. The thesis frames the broader condition as a Delay Economy, or Delayed Economy, in which prolonged unresolvedness can retain bargaining power, political relevance, procedural control, or informal advantage. Incentivised Delay Architecture identifies the arrangements that reproduce it at survey, Annexure II, committee-authorisation, and change-of-developer choke points.

In Laljipada - KD Compound and New Shree Krishna cases technical procedures have been converted into disputes about recognition, legitimacy, and fairness as a result of survey conflicts, Annexure II stoppages, and political intervention. In addition to legal delays, the thesis argues that the delay in redevelopment was further exacerbated by uncertainty regarding implementation procedures and institutional decisions and a lack of trust in the credibility of the processes by stakeholders. The results of the interviews also indicate that the expectations of the community members were different with regard to the outcomes of redevelopment and, in a number of cases, some members of the community benefited from the longer the implementation process and uncertainty. Throughout redevelopment, there were varying levels of support and resistance due to these differing interests. The thesis thus proposes that consent is not a static, either-or situation, but rather a process of perception, one that is influenced by perceptions of aspiration, risk, and trust.

The policy analysis also notes that lack of trust with stakeholders is among the recurring issues that could lead to a poor policy performance, along with the disagreements in committees, counting disagreements, political timing, site constraints, and the failure to coordinate among multiple agencies.

Theme 4: Trust and Project Continuity

The case studies illustrate how the trust of stakeholders played a major role in ensuring the continuity of the redevelopment process through extended implementation periods, institutional changes, and unforeseen disturbances. The thesis argues that continuity is not solely determined by administrative authorizations, but by the communication, delegation, leadership, and stakeholder confidence.

Organisational disruption between 2018 and 2021 is a good example of the importance of trust with stakeholders to maintain redevelopment continuity. Interview data revealed that uncertainty during the life of the project made people stay weary of the project's completion, as it is linked to the trusted leadership. When the project was interrupted, residents persisted in their support of redevelopment, as they felt the project would go on.

The Siddhivinayak case also illustrates stalled redevelopment projects which could be revived after allegations are resolved and the confidence of stakeholders restored. Society resolutions, withdrawal of disputes and renewed cooperation allowed redevelopment activities to resume when there were periods of conflict.

The results point to a need for project continuity that was contingent on the ability to restore relationships and secure confidence of stakeholders, not only through statutory processes, but also through other means as institutional and governance conditions changed during the project. Continuity was strongest when person-centred trust became institutionalised through delegated authority, documentary discipline, team capacity, and recovery mechanisms.

Theme 5: Trust and Rehabilitation Outcomes

The results indicated that trust among stakeholders was a factor that affected rehabilitation results by impacting on resident trust during relocation, redevelopment and reconstruction. The dangerous building redevelopment cases are examples that highlight the connection between trust, safety, and the implementation of rehabilitation.

The Ujjawal Nandadeep (Police Colony) case illustrates the need to reconcile residents' confidence, court involvement, power outages, law enforcement involvement, and ongoing construction while redeveloping in a building environment that

creates danger. The following are identified as areas where public reassurance, visible coordination and trusted intermediaries helped to facilitate rehabilitation during times of uncertainty:

Likewise, in Laljipada, redevelopment was interpreted by residents as a chance to break their cycle of long-term housing insecurity related to poor infrastructure, poor health facilities and environmental issues. Interviews demonstrate that rehabilitation was experienced as an increased dignity, security and living conditions, and that trust in the implementation of redevelopment was a key factor in residents' acceptance of rehabilitation.

In general, the examined cases show that rehabilitation was not only about the rebuilding of the physical environment. To ensure sustainable rehabilitation, maintaining stakeholder trust throughout the survey process, consent generation, implementation, temporary displacement and project completion was essential, allowing redevelopment to take place while stakeholders' confidence was held.

DISCUSSION

The results show that trust by stakeholders is a key factor that shapes the implementation of redevelopment of public housing in Mumbai. In the case studies analysed, trust influenced consent generation, facilitated collaboration between residents, developers, society committees, consultants and the government, mitigated opposition due to survey disputes, Annexure II verification, committee squabbling and political interference, and contributed to project continuity in times of institutional uncertainty. The cases also demonstrate that trust was not just gained by achieving regulatory compliance, but by fostering gradual adoption through clear communication, regular stakeholder interaction, equitable documentation procedures, and responsive leadership. Furthermore, rehabilitation outcome had a strong relationship with the residents' confidence in the rehabilitation process, meaning that the success of the rehabilitation is not only about delivering the physical rehabilitation but also about maintaining residents' confidence throughout the planning and relocation, implementation, and reconstruction process. Overall, these results confirm the need for governance mechanisms that combine trust by stakeholders with good governance and policy implementation in sustainable redevelopment. These findings refine trust into Stakeholder Trust Capital: accumulated credibility, relational history, and reputational stability that function as an implementation asset. Trust does not eliminate delay; it reduces delay's destructive effect by sustaining cooperation and making recovery possible. The People-Policy-Management framework explains the interaction: policy creates the legal route, people confer consent and legitimacy, and management synchronises documents, institutions, conflict, and time. In high-conflict cases, field legitimacy and lawful escalation complement each other through a Ground-Court Strategy.

CONCLUSION

In conclusion, the research indicates that trust among stakeholders is an important governance element that influences the success of public housing redevelopment in Mumbai. As revealed by multi-case research, trust increases consent building, facilitates the cooperation of stakeholders, reduces the possibility of resistance due to conflicts in institutional and governance levels, contributes to project continuity amid uncertainties and promotes better rehabilitation process. Besides, trust results not only from regulation compliance, but also from transparency of communication, survey and documentation processes, constant stakeholder involvement, responsiveness of leadership and proper coordination of institutions. Therefore, sustainable development needs governance solutions that combine policy implementation with stakeholder management to guarantee the efficiency of the process and its acceptance by the community. Thus, by revealing trust among stakeholders as a strategic resource of redevelopment governance, the research contributes to the knowledge of sustainable public housing redevelopment. Accordingly, the practical response requires five linked reforms: transparent survey and Annexure II information, milestone-based inter-agency sequencing, structured trust protocols, planned conflict and legal-response pathways, and public-management capability building. These reforms target the gap between formally valid policy and socially believable execution.

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