

**PROJECT MANAGEMENT SKILLS AND THE  
IMPLEMENTATION OF LAND SETTLEMENT SCHEMES  
PROGRAMS IN KENYA: A CASE OF LAMU COUNTY**

**BY  
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**DECLARATION**

This project report is my original work and has not been submitted to any other university or institution of higher learning for examination.

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## **DEDICATION**

I dedicate this project to the lovely people of Lamu County and all the other four coastal counties.

## **ACKNOWLEDGEMENT**

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## ACCRONYMS AND ABBREVIATIONS

<b>G.o.K</b>	Government of Kenya
<b>LAKWA</b>	Lake Kenyatta Water User Association
<b>LAPSSET</b>	Lamu Port Southern Sudan Ethiopia Transport Corridor
<b>NCAPD</b>	National Coordinating Agency for Population and Development
<b>NEMA</b>	National Environmental Management Authority
<b>NLC</b>	National Land Commission
<b>PBOs/NGOs</b>	Public Benefit Organizations/Non-Governmental Organizations
<b>PMSs</b>	Project management skills
<b>SPSS</b>	Statistical Package for Social Sciences
<b>TJRC</b>	Truth, Justice and Reconciliation Commission
<b>WARMA</b>	Water Resources Management Authority
<b>MDGs</b>	Millennium Development Goals

## **ABSTRACT**

The purpose of this study was to establish how project management practices play an important role in influencing the implementation of land settlement schemes programs in Kenya; A case of Lamu County. The study was guided by four study variables as part of the objectives: resource availability, stakeholders participation, technical expertise, and conflict management strategies and how all of them influence the implementation of land settlement schemes in Lamu County, Kenya. The study adopted a descriptive survey design. The study findings were based on 91 respondents purposively selected. Questionnaire was used as the main instrument for data collection. The respondents were assured of confidentiality since none was compelled to reveal their identity. The completed questionnaires were edited for completeness and consistency before data analysis. Quantitative data collected was analyzed using SPSS version 25.0 and presented through percentages, means, frequencies, and cross tabulation. The hypothesis was tested by use of multiple regression analysis. Results indicated that, a mean score of 3.91 and standard deviation of 0.502 indicated that majority of the respondents supported the idea that resources availability influences the implementation of land scheme programs in Lamu County. Further, results indicated that, in relation to a nominal rated question which required respondents to use a yes or no answer to support or deny the idea that stakeholders' participation has been used as a tool of ensuring that the projects within the resettlement program are achieved, majority of the respondents (97.14%) supported the idea. In relation to third objective that sought to determine the influence of technical expertise in the implementation of land settlement schemes in Lamu County, a mean score of 3.98 and SD=0.601 indicated that technical expertise influences the implementation of these projects. A mean score of 4.41 and SD=0.621 indicated that majority of the respondents strongly agreed that conflict management is a major issue surrounding the implementation of land settlement scheme programs in Lamu County. The study was intended to inform both the County and National Governments of how availability of resources is important in implementation of land settlement schemes and the importance of peaceful dispute resolutions in the implementation of land settlement schemes.

***Key Words: Resources Availability; Stakeholder Participation: Technical Skills: and Conflict Management***

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

The Group Settlement Scheme Program, an assisted migration program that ran in Western Australia and other regions of Europe beginning in the early 1920s, after the Soldier Settlement Scheme Program that was established immediately following World War I, may have given rise to the idea of settlement scheme programs (Gabbedy, 2019). Over 4,500 settlement plans existed in over 140 nations by the turn of the 20th century. The worldwide settlement system programs had a fantastic surge during the post-second world war economic expansion, which lasted far into the 1970s and 1980s. Nearly 500 settlement initiatives were launched globally at their height between 1970 and 1975. However, in North America and Europe, where the majority of technically desirable sites are already built, the rate of settlement project construction has slowed down during the previous 20 years. The age of the typical settlement program now is around 35 years (Asmal, 2021).

In several continents, including Asia and Africa, settlement scheme programs have been used as a technique for rural development (Chambers, 2019). The British colonial authority-built settlement programs on purpose and expanded the agricultural market to allay rising unhappiness about a lack of available land. Additionally, there was a great desire to meet the demand for raw resources from both local and global sectors (Gann et al, 2020). The traditional and capitalist modes of production interacted as a result of developments in the agricultural sector, and this interaction eventually led to a process of social and economic divergence among the settlers in settlement plans (African Affairs Annual Report, 2019).

Several theories have been applied by various scholars to study the settlement scheme programme across Asia and South America including Chambers Participatory Development Model; The Diffusion Theory Resettlement; and Central Place Theory (CPT) – Locational Theory (Pacheco, et al. 2021; Sabogal, 2021). In the study that looked at land reforms in South American continent, it was realized that a number of factors including land power politics, financial resources, cultural and socio-economic status of communities, community participation,

conflict resolution and management among others influence the success of these schemes. These theories were used to guide all the four variables in the current study.

In Kenya, few studies like that carried out by Gesami (2015) have looked at settlement scheme programmes. However, they have given a foundation indicating that there is a big problem in the settlement schemes which has affected their success; a need to carry out studies examining the factors affecting the success of these settlement scheme programmes. Further, the study has confirmed that settlement schemes are marred with poor political decisions, poor management, resources allocation, poor community involvement and participation among other issues, calling for the current study.

### **1.1.1 Project Management skills**

Project management skills (PMSs) can be regarded as those traits a person requires to effectively manage a project from the beginning to the end (Algrim, 2021). In the words of Cheng, Dainty and Moore (2020), PMSs are a requirement needed by a person to start, plan, and execute a project. PMSs are the ability to see a large- or small-scale project through from start to completion with the planned for or advantageous outcome (El-Sabaa, 2019). Based on the various scholars' observation, in the current study, project management skills can be defined as the capabilities, proficiencies and characters that enable individuals to design projects, manage the projects through their lifecycle, implement these projects and finish them by handing them over to the community.

A project manager is supposed to be a team leader with all the required skills. A project manager is supposed for example to be involved in the planning of projects, mapping out their timelines, and executing each phase of the project. However, several projects fail since the project managers haven't understood and integrated the various components of project management skills in the various lifecycle stages of the projects (Burke, 2020). According to Chen, Partington and Wang (2021), poor project management skills have been blamed for the massive failure of projects in most parts of the world. Some of the poorly integrated project management skills can

be ranked as: conceptual skills (poor planning, poor organizing skills, problem solving, strong goal orientation); human skills (poor communication, poor team building, poor leadership); political skills (poor networking skills, political insensitivity), technical skills (project management knowledge, risk management, conflict resolution) etc.

The major project management skills adopted for the land settlement schemes across the globe as recommended by Boone, Lukalo and Sandra (2021) include technical skills, conflict resolution processes, community participation and stakeholders' management, resources management among others. In the current study, the variables used as the main components of project management skills included: resources availability; stakeholder participation; technical skills; conflict management etc.

### **1.1.2 Project Implementation**

Barron and Barron, (2020) have looked at project implementation as any action of putting a project plan into place to produce certain deliverables, and that is in the form of products or services, for clients. Barreto, (2021) on the other hand opinions that project implementation has to do with undertaking activities as described in the work plan of any given project. Hence, the phase of a project where objectives are realized is what is termed as project implementation. Undertaking any technical solutions is considered as a key component of project execution (UNDP, 2020).

According to UNDP (2020), the project manager and his or her project team carry out the project activity to create the deliverables during the implementation phase. Anything that the project provides is referred to as a "deliverable." The items or services that the project manager and his or her team produce for the client, customer, or sponsor are all considered deliverables for that project, as are all the project management documentation that the project manager creates. The creation of a thorough scope statement and plan is the first stage in carrying out a project, according to good project management procedures. The specification of customer requirements, the breakdown of project deliverables by phase, and a thorough accounting of project responsibilities are crucial components of this process (PMI, 2008).

Undertaking any project in the land settlement sector is regarded as complex, given that it requires the coordination of a wide range of activities. These include supervising a team, budgetmanagement, public participation, among other issues. This according to Shipton (2019) who argued that even though planning in land related settlement schemes issue is perfects in most African countries; the implementation phase has always failed. This is due to a few issues cutting across corruption, project management skills etc. Therefore, the ability to complete the projects in term, the failure of these projects to meet the deadlines, total failure of these projects to kick off, and inability to meet the stakeholders' expectation form the implementation (performance indicators).

### **1.1.3 Project Management Skills and Implementation of Settlement Schemes Programs**

Shipton (2019) used diffusion theory to explain the land issues in Kenya after the colonial government left and did confirm that the white settlement schemes in the Rift valley failed to address the needs of the locals due to several issues, one of them being poor projects management skills. Hazlewood (2019) did a comparative desktop study in Kenya and Zimbabwe and found out PMSs do significantly influence implementation of the white owned settlement schemes. In the study, the technical skills, resources allocation and management, conflict resolution and management, stakeholders' management among other skills did affect the rates at which the settlement schemes succeeded or failed. Jenneker(2020)in a study in Congo and Kenya's mining zones has confirmed that project management skills like conflict management, stakeholders' management, resources allocation and management, leadership skills, communication skills among others influence the implementation land related projects like mining projects sharing.

### **1.1.4 Settlement Scheme Programmes in Lamu**

Since independence, the Lake Kenyatta Settlement Scheme Initiative, a significant settlement scheme program in Lamu County, has garnered a lot of attention. One of the first government settlement plans to be built in the nation is the Lake Kenyatta Settlement Scheme, which is situated in Lamu County (GoK, 2021). It began in 1976 as a program for cultivating cotton under

the direction of the Ministry of Agriculture and Livestock Development at the time (Leo, 2018). Witu Settlement Scheme and Hindi Magogoni Settlement Scheme I are two more settlement plans that were considered for the study (phases 1 and 2).

The Lake Kenyatta Settlement Scheme was put into place in the Mpeketoni Division of Lamu County between 1977 and 1986 with the goal of resettling the landless during Kenyatta's time and have alternative production channels (Hoorweg, 2019). It was carried out as part of the German-Assisted Settlement Programme via the Kenya-German Cooperation (GASP). The settlement project started with 3,557 plots totaling around 14,224 hectares, 3,480 of which were settlement plots and the remainders 77 are public utility plots (Kenya National Bureau of Statistics, 2021). It is a fully established settlement project with an average of nine out of ten acres under agriculture (Leo, 2018).

## **1.2 Statement of the Problem**

Land resettlement schemes are among the most ambitious projects undertaken by the Kenya Government. The first government sponsored schemes were aimed at settling landless and unemployed Africans on the eve of independence. The government has continued to resettle people in the post-independence period but not on a large scale. It is evident that even though resettlement scheme programmes were seen as the only sure ways of solving the landless issue in Kenya, their implementation has been very poor with some individuals or families getting allocated more than once in the same and other schemes, some of them being grabbed and taken by wealthy individuals in the community. The Lake Kenyatta Settlement Scheme, which was conceived and carried out under the Kenyan-German Co-operation (GOK 2004) under the German Assisted Settlement Programme, is one of the oldest land settlement projects in Kenya, according to GOK (2019). (GASP). The two administrations made significant financial investments in the design and construction of physical infrastructure, including access roads, schools, institutions for farmers' training, hospitals, and piped water. CBOs, environmental protection organizations, and social halls are examples of social infrastructure. In order to provide tenure stability and protect land rights for agriculture and collateral, this government also



provided title deeds to the settlers. The study therefore sought to find out the factors that led to the success of this programme and contrast it with the other land settlement programs in the area not well documented.

The environmental effects of government land settlement initiatives in Lake Kenyatta were the focus of earlier studies on settlement plans. In a study, ICMM (2020) found that settlement scheme programs encourage development in formerly undeveloped areas and positively contribute to the socioeconomic development of the rural areas where the programmes take place. Mwangi (2012) noted that settlers in the Lake Kenyatta settlement scheme have negatively impacted the environment. Settlement plans may help communities significantly by building roads, healthcare, educational facilities, creating jobs, and opening other economic opportunities. It is evident that settlement schemes are important, but it was not possible to find literature examining the determinants of these settlement schemes', and more importantly, project management skills, hence the essence of the current study. Most of the studies have had to do with the problem of landlessness in Kenya (Adan & Pkalya, 2006; Meur et al., 2006), there have been relatively few studies to determine the factors that influence how land settlement programs that are implemented in Kenya. This study therefore was meant to address this gap, by examining how project management skills influence the implementation of land settlement schemes programs in Kenya, focusing on Lamu County.

### **1.3 Objectives of the Study**

This study was anchored on four objectives:

- i. To establish how resource availability influence the implementation of land settlement schemes in Lamu County, Kenya.
- ii. To assess the extent to which stakeholders participation influence the implementation of land settlement schemes in Lamu County, Kenya.
- iii. To determine how technical expertise influence the implementation of land settlement schemes in Lamu County, Kenya
- iv. To examine how conflict management strategies influence the implementation of land settlement schemes in Lamu County, Kenya.

#### **1.4 Research Hypotheses**

At 95% significance level (0.05 confidence level), the following null hypotheses abbreviated as  $H_0$  were tested:

- i.  $H_0$ : Resource availability has no significant influence on the implementation of land settlement schemes in Lamu County, Kenya.
- ii.  $H_0$ : Stakeholders participation play no significant influence on the implementation of land settlement schemes in Lamu County, Kenya
- iii.  $H_0$ : Technical expertise play no significant role in influencing the implementation of land settlement schemes in Lamu County, Kenya.
- iv.  $H_0$ : Conflict management strategies paly no significant role in influencing the implementation of land settlement schemes in Lamu County, Kenya.

#### **1.5 Value of the Study**

It is envisioned that the results of this study will have a significant impact on a variety of stakeholders and policy makers, particularly those tasked with ensuring equity in the distribution, use, and management of land and other natural resources related to it throughout the nation and even abroad (such as the County Governments, Ministry of Lands, Housing and Urban Development, the National Land Commission, NEMA, and WARMA), in order to create and carry out appropriate laws that ensure equity in these areas. Beneficiaries of settlement programs would also benefit greatly from the study because they will have a better grasp of the responsibilities that the government should play to improve their quality of life while enrolled in the settlement schemes. Additionally, they will know more about how to get property title documents and how to use these title deeds to improve their life.

This research will also emphasize the importance of upgrading the settlement scheme's infrastructure in order to increase the socioeconomic well-being of the settlers. Additionally, the results of the current study will be a crucial tool for assessing the viability and efficacy of land settlement plan programs in the nation that aim to settle landless individuals and communities.

This study also hopes to provide an opportunity for the future researchers who might wish to explore the same field of study and wish to incorporate other variables not covered on this research such as the influence of legislation policies on the implementation of land settlement schemes programmes to have literature to be reviewed.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter two provides the following thematic and sub-thematic areas related to the study variables; theoretical framework, empirical studies linked to resource availability, stakeholders' participation, technical expertise, and conflict management strategies that influence successful implementation of land settlement schemes in Lamu County, Kenya.

#### **2.2. Theoretical Framework**

Katz's Three-Skill Approach Theory is the anchor theory and supported by the theory of projects execution.

##### **2.2.1 Katz's Three-Skill Approach**

Robert Katz popularized the Three-Skill Approach when he wrote "Skills of an Effective Administrator" and published it in the Harvard Business Review in 1955. It was based on Katz's own firsthand knowledge gained from watching CEOs at work. In the study, he advocated those three fundamental personal skills—technical, human, and conceptual—were necessary for good management. He stated that these three abilities are necessary for leaders to have in order to maximize their success. Technical expertise relates to the specific profession, interpersonal expertise relates to interacting with others, and conceptual expertise relates to establishing the vision. If the project managers adopt and internalize the proposed skills, their ability to implement projects and surpass the needs of the stakeholders is guaranteed.

The theory however has been criticized by various writers. Ecler and Terry (2021), for instance, have noted that this Model also has its inherent limits because the majority of the talents may depend on the development of individual personality traits. They also point out that a person may find it simpler or more difficult to acquire particular abilities depending on their personality.

Additionally, rather of explaining how certain talents affect the leadership process, this approach focuses on recognizing the skills.

Despite its criticism, this theory has been found to have a number of advantages more specifically in the management field. One of the main advantages of a skills-based paradigm is the recognition that anybody can become a leader, claims the OECD Report (2019). To acquire the qualities of an effective leader, people only need to locate pertinent resources and put in a lot of effort. This is encouraging for those who want to become more successful leaders but do not have the attributes that are suggested by other trait-based leadership theories. By evaluating each potential leader's competencies in the critical areas, a skills-based leadership theory also offers businesses a competency-based toolset to help them hire, develop, and build their leaders. Due to its advantages, the theory was used to inform the independent variables in the study.

### **2.2.2 Theory of Execution**

This concept can be traced back to Emerson (1917). Due to issues that faced the execution of projects in the wake of the 20<sup>th</sup> century, the theory was adopted from the field of management science. It states that, for effective achievement of project objectives, job dispatching providing interface between the plan and work should be effected. The basic issue in dispatching is allocating or assignment of tasks or jobs to machines or work crews, usually by a central authority. According to a modern definition, job dispatching is a procedure that uses logical decision rules to select a job for processing on a machine that has just come available (Bhaskaran and Pinedo 1991).

Dispatching consists of two elements: decision (for selecting task for a workstation from those predefined tasks that are ready for execution), and communicating the assignment (or authorization) to the workstation. However, in the case of project management, that decision is largely taken care in planning, and thus dispatching is reduced to mere communication: written or oral authorization or notification to start work. Here, the underlying theory seems to be the

classical theory of communication (Shannon and Weaver 1949), where a set of symbols (voice or written speech) is transmitted from sender to receiver.

Theory of execution has been criticized due to the fact that it leans very much to the manufacturing industry as opposed to projects implementation. The theory further has been criticized on grounds that it only gives authorities much attention and looks like it is encouraging authoritarian type of leadership which at times may work against projects that need intensified consultations. The advantages of theory is it outlines a disciplined process through which a set of connected activities enable all the objectives of the organization or project be achieved. This theory was used to inform the dependent variable in the study.

### **2.3 Projects Implementation**

The project plan is often put into effect during the implementation phase. The project manager is accountable for leading and managing the project's resources to achieve the project plan's goals, Rajya Sabha (2021). According to Koskela & Howell (2020), project execution entails carrying out the project strategy to provide the deliverables. It happens following the planning stage, in which a team establishes the primary goals for the project, together with the budget and schedule. Coordination of resources and performance evaluation are necessary throughout implementation to guarantee that the project stays within the anticipated budget and scope. It also entails resolving any unanticipated difficulties in a way that keeps a project on track.

The project is put into action during the implementation phase of the project management process. The Execution, Monitoring & Control, and Move to Production phases make up the Implementation phase. Project managers must regularly engage with a team to establish and alter priorities as necessary while maintaining openness about the project's status with clients or any other important stakeholders (Kassahun, 2019).

There are procedures that must be followed while putting initiatives into action. The project plan assessment is the first phase. Assessing the project plan is the first phase, according to World

Bank (2021), with the goal of creating a plan that satisfies management, clients, and other stakeholders. Executing the plan, which entails working on the project deliverables, is the second phase, according to the World Bank (2021). After then, any necessary adjustments are made, such as those to accommodate more customer requirements or maintain the project's scope. Data analysis comes next since it's crucial to constantly examine data during a project's implementation phase to gauge how it's performing in comparison to early expectations. In addition, project managers should get input on the project's outcome from the project team, clients, and stakeholders in order to determine what aspects of the project went according to schedule and what areas the team needs to work on in the future. Reports detailing how the project fared in relation to the anticipated budget and timeframe should be sent to the project team, clients, and stakeholders throughout the final phase of implementation.

### **2.3.1 Resource Availability and the Implementation of Land Settlement Schemes Programs**

In a longitudinal study conducted in 4 Asian Countries including Vietnam, Indonesia, Yemen, and Nepal, UN-HABITAT (2021) did confirm that resources were a hindrance towards the implementation of the affordable housing programs and the resettlement of the displaced people by various calamities. In Indonesia for example, out of the interviewed 240 respondents between 2019 and 2020, it was noted that 98% of the respondents felt that lack of enough financial resources, poor funding, poor identification of resources mobilization, lack of personnel to handle the projects among others did affect the resettlement and housing programs in Indonesia. In Manila Philippines, Asian Development Bank (ADB) (2021) did confirm in its descriptive research design that resources availability influences the success of land settlement scheme programs of citizens affected by various issues including natural calamities.

In a study conducted in Nigeria, Saad Al-jibouri (2020) looked at the factors that affected settlement and land usage by Fulani pastoralists in case study locations. According to the report, the Fulani regions of Nigeria's settlement plans and land usage are highly subpar owing to poor resource allocation, a lack of resources, a lack of staff to lead the settlement programs, etc. Additionally, it was found that established Fulani homesteads are typically found on marginal

ground adjacent to hamlet areas and on fields that farmers had abandoned for several years. Because they do not have land titles or occupancy permits in Abet, the Fulani find it exceedingly challenging to settle. In Kaduna state, Milligan, Bourn and Chachu (2020) confirmed that amount of financial resources allocated to resettlement, the sources of the funding, the duration of funding, the number of human resources allocated for the exercise among others affect the resettlement programs.

In Kenya, a study confirmed that resources influence the implementation of community-based projects where the resettlement and housing projects fall. Regression analysis results showed that resource availability was an effective predictor of project performance, according to Rugiri & Njangiru (2018). The findings of the Pearson correlation study showed a favorable link between resource availability and project performance. In the survey, it was also discovered that more than three quarters of respondents (77.55%) named financial and material resources as the project items that were most important for performance, followed by people and technical resources as the most important for project success. The results support Matetai and Yugi's (2019) assertion that resources play a comparable role in affecting projects' performance in the housing and resettlement sector.

### **2.3.2 Stakeholders Participation and the Implementation of Land Settlement Schemes Programs**

Qingnian Yu and Guoqing Shi (2021) conducted a study on stakeholder participation in rural land acquisition and settlement scheme programs in China. The study was desktop nature that dependent on secondary data. A total of 5000 households were considered and regression analysis conducted to establish the relationship between the variables. P values calculated of 0.001 for the type of stakeholders (primary or secondary), 0.005 for the extent of involvement, and 0.02 for information communicated to these stakeholders and 0.000 for interval of information sharing influences the land acquisition and settlement programs implementation in China significantly.



South Africa has been fronted as one of the countries with numerous issues surrounding settlement and resettlement schemes (AfDB, 2020; Asian Development Bank (ADB) (2021). In Natal Kwa Zulu a study by Lizarralde (2021) concluded that the involvement of stakeholders in every step of land resettlement schemes equates to a significant milestone. In the study, the various components of stakeholders' participation were considered. According to the study, community participation in the land settlement projects in the disadvantaged Natal Kwa Zulu Province that in May/June 2022 saw floods kill over 520 innocent locals include: poor consultations with the locals more specifically those in slums, poor information disseminations mechanisms, poor census, poor intake of stakeholders' views among others.

In Kenya, although few studies if any have touched on stakeholders' participation and implementation of land settlement projects schemes, there is great documented evidence that community participation influences programs implementation. Maritim and Boit (2019) found out that in Uasin Gishu County, informing the stakeholders of the resettlement projects among other pro-community development and cohesion programs after the 2007/2008, consulting the stakeholders, placation, partnerships, delegation and control influences the success of these projects and programs. In a separate study although it did not partially mention the land issue, Wafula (2020) did confirm that stakeholders' participation influences projects within any program's performance. The study variables indicated that major project stakeholders' identification, level of involvement, types of stakeholders, communication to stakeholders among other factors influence programs success.

### **2.3.3 Technical Expertise in the Implementation of Land Settlement Schemes**

In India, the AsDB (2021) noted that technical expertise is an important aspect of ensuring effective implementation of settlement schemes. In a study that was carried out in the western part of the country and was descriptive in nature using a total of 32780 households, the number of expertise contracted to handle the land issues, their level of knowledge and training, the duration of work, their ages among others influenced the rates of resettlement and implementation of land schemes. This is in agreement with van der Valk (2019)'s findings in a

study in a number of countries including Indonesia and found out that technical expertise of the people entrusted to handle land issues affects the implementation of various land related programs.

Abiodun, James, and Simeon (2020) conducted a study on the factors influencing farmers' involvement in the Lagos state, Nigeria, farm settlement scheme: lessons for future rural development programs. Through two-stage sampling techniques, 130 farmers were selected for sampling. A questionnaire was used to gather the data, and descriptive and inferential statistics like the logit regression model were used to analyze it. According to the findings, 67% of respondents were men, and 72% of them were married. Administrative red tape, a lack of funding and meddling from the government were the main barriers to FSS involvement. The logit regression revealed that the significant factors were educational level, agricultural experience, extension connections, and security of land under FSS.

Title application rates and uptake, according to Moses & Dorice (2018), are still low primarily because of restrictive institutional constraints, such as unfavorable customs and beliefs, poverty, a lack of experience in managing land settlement schemes, high lending rates, a lack of financial literacy, land-related taxes and charges, and outdated laws that have impeded the implementation of settlement scheme programs.

According to UN-Habitat (2020), Kenya's Nakuru and other white highland settlement schemes faced challenges that up to today can be tied on poor involvement of expertise. Expertise in this report was measured by the knowledge one has in relation to land issues, the experience measured by work period, the availability and the ages of these people involved. USAID (2021) confirmed that besides corruption that has messed up the once ambitious Kenya's resettlement scheme programs, lack of expertise in the area has also affected these programs negatively.

#### **2.3.4 Conflict Management Strategies on the Implementation of Land Settlement Schemes**

A study was conducted in Tanzania and China by Gelas, Zhanqi, and Chao in 2019. To determine if land settlement scheme program concerns, such as land disputes, have been resolved

by conflict management policies, a cross-sectional multiple data collecting approach was used between July and November of 2017. The results show a substantial correlation between land dispute resolution tactics, indicating a rise in the use of land settlement plans. The findings also demonstrated that insufficient budgetary support and a lack of land employees to oversee the needs of land policy and law hindered the implementation of land policy. This article made the argument that, in light of these findings, the government should mobilize the funds necessary for registering community land while also promoting the use of social institutions, dispute resolution techniques, cultural norms, and neighboring landowners to secure land rights. The bulk of rural landowners (peasants and herders) will be encouraged by this decision to make improvements to their property for more productive and sustainable use.

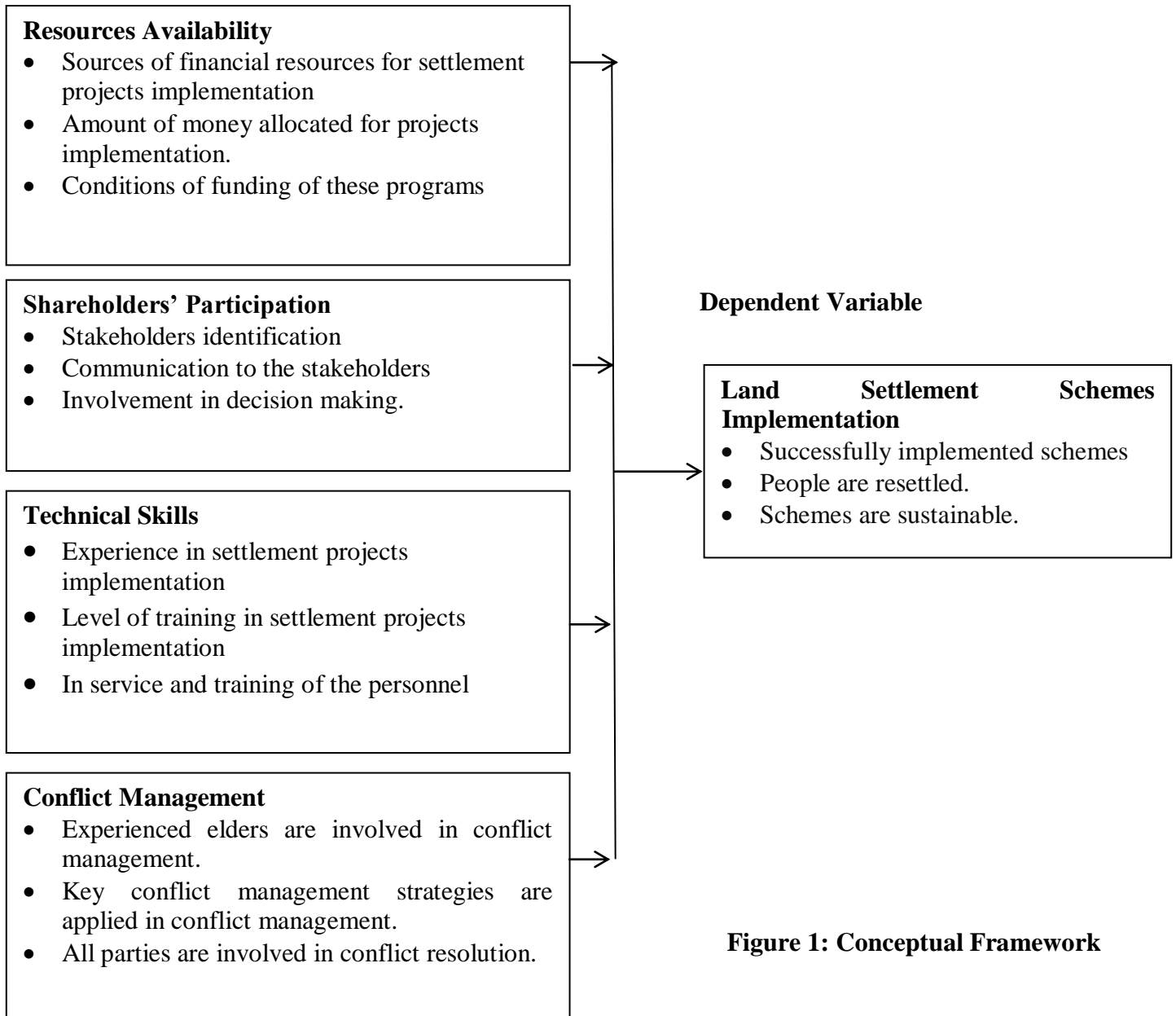
Land disputes can originate from deeper core reasons (such as climate change, desertification, immigration, lack of legal acknowledgment of land rights, necessity and greed, etc.), as well as be a source of wider conflict on their own, according to AsDB (2020). (e.g. social unrest). In order to resolve conflicts and promote peace, land concerns are crucial. Land disputes, as well as the mistreatment or disregard of land concerns in post-conflict scenarios, frequently have profoundly detrimental repercussions on the growth of the economy, society, environment, and physical space. According to the Sustainable Development Goals (SDGs) (2019), inclusive and sustainable development, peace and stability, and the realization of human rights all depend on resolving and preventing land conflicts as well as responsibly addressing land issues in both conflict and post-conflict situations. For these reasons, preventing and resolving land conflicts as well as establishing a framework for responsible land governance are crucial building blocks for achieving the SDGs (SDGs).

USAID (2021) conducted research in Kivu and Pokot and found that conflict management affects how well land settlement schemes operate. According to a study titled "What are the 5 methods of conflict management," conflict management techniques utilizing the Thomas-Kilmann Conflict Mode Instrument (TKI) have an impact on how well land settlement plans are implemented in the troubled regions of the Democratic Republic of the Congo and Kenya. In

addition, FAO (2022) has advised that the land conflict management parties should employ the five main conflict management methods of cooperating, competing, avoiding, accommodating, and compromising in order to observe successful and efficient execution of land settlement plan programs.

## 2.4 Conceptual Framework

### Independent Variables



**Figure 1: Conceptual Framework**

## 2.5 Knowledge Gaps

**Table 2.1 Research Gap**

<b>Scholar</b>	<b>Independent Variable (s)</b>	<b>Results</b>	<b>Gaps</b>	<b>How gaps are addressed</b>
Saad Al-jibouri (2020)	Financial Resources	The study found out that the financial resources is a key determinant of settlement projects implementation in the pastoralist communities in Nigeria.	This study failed to address other resources that affect projects like human resource	The current study looked at the personnel component as another resource that affects the implementation of resettlement projects
Maritim and Boit (2019)	Stakeholders participation	This study found out that consulting the stakeholders, placation, partnerships, delegation and control influences the success of these projects and programs.	However, this study was a desktop study that relied on secondary data which at times is biased or can't be verified	The current study used questionnaires to collect primary data improving reliability of findings on settlement schemes.
UN-	Technical	Poor involvement of	The study addressed	The current study used

Habitat (2020),	Expertise	technical expertise is responsible for massive failure of settlement schemes.	the land conflict areas in the North Rift and never singled on any given settlement scheme due to the fact that it used secondary data	primary data and centered on a specific area which is settlement schemes in Lamu County. Further the study outlined all the indicators which can mean technical expertise
USAID (2021)	Conflict management	The study found out that conflict management influences the performance of land settlement projects.	The study failed to address the various parts that add up to conflict management	Conflict management was established to significantly influence project implementation especially in settlement schemes.

## 2.6 Summary of the Literature Review

The chapter has indicated that there are theories explaining the implementation of land settlement projects. Further, the chapter has indicated that there are various determinants of implementation of land settlement projects. From the global to the local perspective including resources availability, technical skills, expertise, conflicts management etc. the conceptual framework has also been outlined.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the methods that will be used to conduct the study. Specifically, the chapter focuses on the research design, target population, sampling procedures and sample size, research instruments to be used, pilot study, validity and reliability, data collection procedure, methods of data analysis, and ethical consideration.

#### **3.2 Research Design**

The research design adopted for this study was a descriptive survey design. The study focused on project management practices influencing the implementation of land settlement schemes programs in Kenya: A Case of Lamu County. The justification for this design is since similar studies such as Gelas, Zhanqi and Chao, 2019; and Moses Dorice 2018), also adopted the same design, based on similar approaches as this study.

#### **3.3 Target Population**

According to the report posted by the Lands Ministry Kenya (2021) there are 3 settlement schemes in Lamu that are registered and recognized. One of the first government settlement plans to be built in the nation is the Lake Kenyatta Settlement Scheme, which is situated in Lamu County (GoK, 2021). It began in 1976 as a program for cultivating cotton under the direction of the Ministry of Agriculture and Livestock Development at the time (Leo, 2018). Witu Settlement Scheme and Hindi Magogoni Settlement Scheme are two more settlement plans that were considered for the study (phases 1 and 2). The key figures involved in the study were only 91 respondents purposively selected.

### **3.4 Sample Size and sampling procedure**

Sample of respondents was drawn from the 91 key knowledgeable respondents purposively selected. The sampling size was calculated using the Krejcie & Morgan (1970) table. From the table, the population Size which is (N) (91) sampled to give  $s = 73$ . Therefore, the total sample population of the study was 73 respondents who were sampled by the use of simple random sampling procedure. Simple random sampling was suited for the study since the simplest random sample allows all the units in the population to have an equal chance of being selected.

### **3.5 Pilot Study**

The instrument was pilot tested among 10 respondents from the neighboring Tana River County to test the reliability of the research instrument. The pilot test was repeated after two weeks and the results used to fine tune the research instrument before going to the field. A pilot test is basically aimed to be conducted to detect weakness in design and instrumentation (Otundo, 2015).

#### **3.5.1 Validity of the Research Instrument**

The research used content validity as a measure of the degree to which the data collected using the questionnaire represented the objectives of the study. This means that the questionnaire was verified by two university lecturers who did confirm that it met the threshold.

#### **3.5.2 Reliability of the Research Instrument**

In this study, reliability was determined by a test-retest administered to 10 subjects from the neighboring Tana River County. This was achieved in that, the first sets of 10 questionnaires were administered to 10 respondents, and later on the same repeated in two weeks. Then the Cronbach formula was used to calculate the correlation between the variables represented. Correlation Cronbach alpha value of 0.70 was considered to be good enough once achieved and thus the instrument termed suitable and reliable for the study. The reliability test for all the independent variables was acceptable since: resource availability scored 0.80; stakeholders'



participation scored 0.82; technical expertise scored 0.88; and conflict management strategies support scored 0.9.

### **3.6 Data Collection Procedure**

The researcher visited the 3 settlement schemes in Lamu County churches in Lamu West Sub-County, introduced herself and explained the reason as why the researcher wanted to conduct the study. The questionnaires were then administered to the purposely selected respondents by a direct method which involved giving out of questionnaires directly to them and waiting until they were completed. Preliminary procedure assured the respondents of confidentiality since none was compelled to write down his/her name on paper, nor anything that could reveal their identity. The completed questionnaire was later handed in and checked for errors before collection.

### **3.7 Data Analysis Techniques**

The study adopted be descriptive and inferential statistics as presented in Chapter four. For inferential statistics the model was specified for the four study variables as follows.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:  $\beta_0$  (constant)

$Y$  = Land Settlement Schemes Implementation,

$X_1$  = Resources Availability

$X_2$  = Stakeholder Participation,

$X_3$  = Technical Skills,

$X_4$  = Conflict Management

$\beta_1, \beta_2, \beta_3, \beta_4$  = Model coefficients which are significantly large to have significant influence on the model.

$e$  is the error term.

### 3.8 Ethical Considerations

The necessary research guidelines were followed, authorization letter from the university to carry out research was obtained. Permission was also sought and granted by the County authorities in Lamu. Informed consent, confidentiality, and avoidance of coercion from the respondents were observed when seeking information from them. The researcher explained to the respondents the objectives of the study, and how the study findings could help all those involved land settlement schemes and the County at large.

### 3.9 Operationalization of Variables

This section outlines the summary of the whole methodology of the research. It indicates the objectives, various variables, indicators, measurement scales and types of analysis.

**Table 3.1 Operationalization Definition of Variables**

<b>Objective</b>	<b>Independent Variable</b>	<b>Indicators</b>	<b>Scale</b>	<b>Types of analysis</b>
To establish the influence of resource availability on the implementation of land settlement schemes in Lamu County, Kenya	<b>Resources Availability</b>	Sources of financial resources for settlement projects implementation Amount of money allocated for projects implementation. Conditions of funding of these programs The personnel for projects implementation	Ordinal Scale	Inferential and Descriptive Statistics
To assess the influence of stakeholders participation on the implementation of land settlement schemes in Lamu County, Kenya	<b>Stakeholder Participation</b>	Primary stakeholders involvement Secondary stakeholders involvement Stakeholders identification Communication to the stakeholders	Ordinal Scale	Inferential and Descriptive Statistics

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To determine the influence of technical expertise in the implementation of land settlement schemes in Lamu County, Kenya	<b>Technical Skills</b>	Experience in settlement projects implementation Level of training in settlement projects implementation Age of the experts In service and training of the personnel	Ordinal Scale	Inferential and Descriptive Statistics
To examine the influence of conflict management strategies on the implementation of land settlement schemes in Lamu County, Kenya	<b>Conflict Management</b>	Experienced elders are involved in conflict management. Key conflict management strategies are applied in conflict management. All parties are involved in conflict resolution. Sources of conflicts are identified earlier	Ordinal scale	Inferential and Descriptive Statistics

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## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, AND INTERPRETATIONS

#### 4.1 Introduction

Chapter four presents the findings of the study, both descriptive and inferential statistics. It outlines the findings under each study variable apart from also providing information on the questionnaires return rate and background information of the respondents.

#### 4.2 Questionnaires Return Rate

Of the 73 questionnaires that were administered, 70 were returned and hence used in the analysis. This represented a return rate of 95.89 percent. Smith (2015) states that a response rate of 50% or more is considered adequate, 60% is good, 70% is very good, and above 80% is exceptional. Because of the challenges experienced throughout the data collection process owing to COVID-19 and bureaucracy, the response rate of 95.89 percent was judged excellent. To obtain the high response rate, it was necessary to be persistent.

**Table 4.1 Response Rate**

<b>Questionnaires</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Returned</b>	70	95.89%
<b>Non-Response</b>	3	4.11%
<b>Total</b>	<b>73</b>	<b>100%</b>

#### 4.3 Descriptive Statistics

The respondents' demographic characteristics are presented in this section. They include the respondents' gender, educational background, diocesan position, and employment history.

**Table 4.2 Background Information of the Respondents**

<b>Category</b>	<b>Description</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Male	53	75.7%
	Female	17	24.3%
<b>Position</b>	Experts	10	14.28%
	Project managers	30	42.86%
	Religious groups	10	14.28%
	County lands officers	15	21.43%
	Government agencies	05	7.15%
<b>Knowledge about Settlement Schemes</b>	Very poor	07	10%
	Poor	09	12.85%
	Average	04	5.71%
	Good	20	28.57%
	Excellent	30	42.87%
<b>Work experience</b>	less than 2 years	07	10%
	3-6 years	07	10%
	7-10 years	35	50%
	11-14 years	10	14.28%
	over- 15 years	11	15.72%
<b>Average Total</b>		<b>70</b>	<b>100%</b>

In terms of gender of the respondents, 75.7% of the respondents were male and 24.3 percent were female. Equally, majority of the respondents (42.86%) were Project managers, followed by County lands officers (21.43%), and religious groups at 14.28 %. A greater percentage of the respondents (42.87%) had an excellent knowledge about the land settlement scheme programs in Lamu County while 28.57% of the respondents had a good knowledge of the land settlement scheme programs in Lamu County and the rest did not have adequate knowledge about the

schemes. As noted by Plan International (2021), USAID (2020) and UNEP (2020) majority of the land settlement scheme programs stakeholders in Lamu County support land settlement scheme programs in Lamu County. They view these schemes as the best way of supporting and developing marginalized communities. The findings also revealed that, majority of the respondents (50%) had worked in land settlement scheme programs in Lamu County for a period of 7-10 years, and those who had worked for over 11 years (15.72%), and then those who have worked for 11-14 years (14.28%), while the rest had had less than 6 years of work experience in land settlement programs.

#### **4.4 Descriptive findings based on the study Objectives.**

Both the means and standard deviations were computed based on the objectives of the study.

##### **4.4.1 Knowledge of Land Settlement Scheme Programs Implementation**

In a question that required the respondents to indicate the extent to which the government and other agencies have supported land settlement scheme programs in Lamu county, 3 observed to a very low followed by 1 who supported it to a low extent while 4 respondents to a moderate extent. On the hand, majority of the respondents 42 agreed that the government and other agencies have been supporting the land settlement scheme programs in Lamu County. A composite mean score of 4.07 the standard deviation (SD) of 0.801 indicated that majority of the respondents agreed that the level of support by the various stakeholders towards the land settlement scheme programs in Lamu county implementation was acceptable.

##### **4.4.2 Resources Availability and the Implementation Land Settlement Schemes Programs**

On average, a mean score of 3.91 and standard deviation of 0.502 indicated that majority of the respondents supported the idea that resources availability influences the implementation of land settlement scheme programs in Lamu County. In another separate likert rated question respondents were required to indicate the extent to which they agreed or disagreed with a number of statements in relation to resources. The scale of measure ranged from (1-5, where: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

**Table 4.3 Role of Resources Availability vs. Land Settlement Schemes**

<b>Indicator/statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>
Sources of financial resources for settlement projects implementation	00	00	10	20	40	4.43	0.709
Amount of money allocated for projects implementation	02	03	05	32	28	4.16	0.691
Conditions of funding of these programs	03	01	04	42	20	4.07	0.801
The personnel for projects implementation	00	00	10	27	33	4.33	0.582

Results from table 4.3, study findings confirm that majority of the respondents agreed with the idea that conditions of funding of these programs has been a determinant of their success (m=4.07, SD=0.709). Also, majority of the respondents strongly agreed that sources of financial resources for settlement projects implementation (m=4.43, SD=0.709), and the personnel for projects implementation (m=4.33, SD=0.582). The respondents also agreed that amount of money allocated for projects implementation (m=4.16, SD=0.691) influences the implementation of the land scheme settlement programs.

#### **4.4.3 Shareholders' Participation and the Implementation of Land Scheme Programs**

In relation to a nominal rated question which required respondents to use a yes or no answer to support or deny the idea that stakeholders' participation has been used as a tool of ensuring that the projects within the settlement program are achieved, majority of the respondents (97.14%) supported the idea. This is in agreement with Ohene (2020) who did a research in Ghana. A question was posed to the respondents. It required them to indicate the extent to which they agreed or disagreed with a number of statements in relation to stakeholders' participation and its

net effect on the implementation of land settlement program in Lamu County. The scale of measure ranged from (1-5, where: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

**Table 4.4 Shareholders’ Participation vs Implementation of Land Scheme Programs**

<b>Indicator/statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>
Primary stakeholders’ involvement	00	00	04	06	60	4.71	0.788
Secondary stakeholders’ involvement	03	02	05	10	50	4.49	0.750
Stakeholders’ identification	00	00	03	05	62	4.84	0.991
Communication to the stakeholders	03	07	20	15	25	3.74	0.596

A mean score of 4.71 and SD of 0.788 indicated that majority of the respondents strongly agreed that primary stakeholders involvement has a significant influence on the implementation of land settlement schemes in Lamu County. Further, majority of the respondents to a high extent strongly agreed that: secondary stakeholders’ involvement (m=4.49, sd=0.75), and stakeholders’ identification (m=4.84, sd=0.991) influence the implementation of land settlement schemes programs in Lamu County.

#### **4.4.4 Technical Expertise and the Implementation of Land Settlement Schemes**

In the first question, respondents were asked whether they supported the idea that the technical expertise influences the implementation land settlement schemes programs in Lamu County. A mean score of 3.98 and SD=0.601 indicated that technical expertise influences the implementation of these projects. Another question was posed to the respondents. It required them to indicate the extent to which they agreed or disagreed with a number of statements in relation to technical expertise and the implementation of land settlement schemes. The scale of support was, (1-5, where: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).



**Table 4.5 Technical Expertise and Land Settlement Schemes Implementation**

<b>Indicator/statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>
Experience in settlement projects implementation	00	00	10	20	40	4.43	0.988
Level of training in settlement projects implementation	05	00	05	17	43	4.63	0.951
Age of the experts	00	00	03	20	47	4.84	0.961
In service and training of the personnel	00	00	15	10	45	4.43	0.992

On average, respondents strongly agreed that one’s experience in settlement projects implementation influences the implementation of the various projects within the Settlement schemes programs in Lamu (m=4.43, sd=0.988). Further, majority of the respondents strongly agreed that: age of the land resettlement scheme experts (m=4.84, sd=0.961); level of training in settlement projects implementation (m=4.63, sd=0.951); and in-service and training of the personnel (m=4.43, sd=0.992), influences the implementation of land settlement schemes in Lamu County significantly.

#### **4.4.5 Conflict Management Strategies and the Implementation of Land Settlement Schemes**

In the first question, respondents were asked whether they supported the idea that Conflict Management Strategies influence the Implementation of Land Settlement Schemes. A mean score of 4.41 and SD=0.621 indicated that majority of the respondents strongly agreed that conflict management is one major issue surrounding the implementation of land settlement scheme program in Lamu County. Another question was posed to the respondents. It required

them to indicate the extent to which they agreed or disagreed with a number of statements in relation to Conflict Management Strategies and the Implementation of Land Settlement Schemes. The scale of support was, (1-5, where: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

**Table 4.6 Conflict Management Strategies Vs. Settlement Scheme Programs**

<b>Indicator/statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>
Experienced elders are involved in conflict management	02	02	10	23	33	4.19	0.819
Key conflict management strategies are applied in conflict management	00	04	06	23	37	4.33	0.892
All parties are involved in conflicts	00	03	07	16	44	4.17	0.991
Sources of conflicts are identified earlier	00	02	08	09	51	4.13	0.691

A mean score of 4.33 and standard deviation of 0.892 is an indication that majority of the respondents who participated in the study strongly agreed that key conflict management strategies are applied in conflict management which in turn affects the implementation of the land settlement schemes programs in Lamu County significantly. Further, majority of the respondents agreed that: sources of conflicts in the successful schemes are identified earlier (m=4.13, sd=0.691; Experienced elders are involved in conflict management (m=4.19, sd=0.819), and all parties are involved in conflicts resolution (m=4.17, sd=0.991), and these influence the implementation of land settlement schemes programs significantly in Lamu County.

#### **4.7 Standard Multiple Regression Analysis**

To test the research hypothesis, a standard multiple regression analysis was conducted using land settlement schemes projects implementation as the dependent variable, and the four project

management skills determinants that include Resources Availability, Stakeholder Participation, Technical Skills and Conflict Management as the predicting variables.

**Table 4.7 Model Summary**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.561 <sup>a</sup>	.505	.501	1.081

a. Predictors: (Constant), Resources Availability, Stakeholder Participation, Technical Skills and Conflict Management

From the model summary in table 4.7, it is clear that the adjusted  $R^2$  was 0.505 indicating that a combination of resources availability, stakeholder participation, technical skills and conflict management explained 50.5% of the variation in land settlement schemes projects implementation.

**Table 4.8 Analysis of Variance**

<b>ANOVA<sup>a</sup></b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	735.369	4	5.511	5.01	.001 <sup>b</sup>
	Residual	224.877	65	2.556		
	Total	960.246	69			

a. Dependent Variable: land settlement schemes projects implementation

b. Predictors: (Constant), Resources Availability, Stakeholder Participation, Technical Skills and Conflict Management

From the table 4.8, from the given ANOVA calculated values, it is evident that the overall standard linear regression model (the model that involves constants: Resources Availability, Stakeholder Participation, Technical Skills and Conflict Management) is significant in predicting how land settlement schemes projects implementation is performing. The regression model achieved a high degree of fit as reflected by an adjusted R<sup>2</sup> of .505 (F = 5.01; P = 0.001 < 0.05).

**Table 4.9 Regression Coefficients**

Model	Unstandardized		Standardized	T	sig
	coefficients		coefficients		
	B	Std. error	Beta		
(constant)	1.091	.945		12.091	.012
Resources Availability	.562	.852	.564	6.093	.001
Stakeholder Participation	.431	.732	.521	5.09	.002
Technical Skills	.371	.771	.671	4.02	.011
Conflict Management	.338	.801	.651	4.0	.037

*a. Dependent Variable : land settlement schemes projects implementation*

$$Y = 1091 + 0.562X_1 + 0.431X_2 + 0.371X_3 + 0.338X_4 + \epsilon.$$

As depicted in table 4.9, there was positive and significant influence of resources availability on the implementation of land settlement schemes programs in Lamu County ( $\beta = .562$ ;  $t = 6.093$ ;  $p < 0.05$ ). There was positive and significant influence of stakeholder participation on the implementation of land settlement schemes programs in Lamu County ( $\beta = .431$ ;  $t = 5.09$ ;  $p < 0.05$ ). Auxiliary, there was positive and significant influence of technical skills on the implementation of land settlement schemes programs in Lamu County ( $\beta = 0.371$ ;  $t = 4.02$ ;  $p <$

0.05). Finally, there was positive and significant influence of conflict management on the implementation of land settlement schemes programs in Lamu County ( $\beta = 0.338$ ;  $t = 4.0$ ;  $p < 0.05$ ). From the above results, all the null hypotheses were rejected, and the alternative hypotheses adopted. Therefore: there is a significant association between resource availability and the implementation of land settlement schemes in Lamu County, there is a significant association between stakeholders participation and the implementation of land settlement schemes in Lamu County, there is a significant association between technical expertise and the implementation of land settlement schemes in Lamu County, and there is a significant association between conflict management strategies and the implementation of land settlement schemes in Lamu County, Kenya.

## **CHAPTER FIVE**

### **SUMMARY OF THE RESEARCH FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This section provides a summary of the research findings, discussions, conclusions and recommendations.

#### **5.2 Summary of the Study Findings**

##### **5.2.1 Resource Availability and the Implementation of Land Settlement Schemes in Lamu County, Kenya**

In relation to the first objective that sought to establish the influence of resource availability on the implementation of land settlement schemes in Lamu County, results were as follows: a mean score of 3.91 and standard deviation of 0.502 indicated that majority of the respondents supported the idea that resources availability influences the implementation of land scheme programs in Lamu County. Further, majority of the respondents agreed and strongly agreed with the ideas that: conditions of funding of these programs has been a determinant of their success ( $m=4.07$ ,  $SD=0.709$ ); amount of money allocated for projects implementation ( $m=4.16$ ,  $SD=0.691$ ); sources of financial resources for settlement projects implementation ( $m=4.43$ ,  $SD=0.709$ ), and the personnel for projects implementation ( $m=4.33$ ,  $SD=0.582$ ) influence the implementation of the land scheme settlement programs. When testing the hypothesis, there was positive and significant influence of resources availability on the implementation of land settlement schemes programs in Lamu County ( $\beta = .562$ ;  $t = 6.093$ ;  $p < 0.05$ ). Therefore, there is

a significant association between resource availability and the implementation of land settlement schemes in Lamu County.

### **5.2.2 Shareholders' Participation and the Implementation of Land Scheme Programs**

The second objective assessed the influence of stakeholders' participation on the implementation of land settlement schemes in Lamu County, Kenya. Results indicated that, in relation to a nominal rated question which required respondents to use a yes or no answer to support or deny the idea that stakeholders' participation has been used as a tool of ensuring that the projects within the resettlement program are achieved, majority of the respondents (97.14%) supported the idea. On a likert scale rating of the various indicators of stakeholders' participation, 4.71 and SD of 0.788 indicated that majority of the respondents strongly agreed that primary stakeholders involvement has a significant influence on the implementation of land settlement schemes in Lamu County. Further, majority of the respondents to a high extent strongly agreed that: secondary stakeholders' involvement ( $m=4.49$ ,  $sd=0.75$ ), and stakeholders' identification ( $m=4.84$ ,  $sd=0.991$ ) influence the implementation of land settlement schemes programs in Lamu County. When testing the hypothesis, there was positive and significant influence of stakeholder participation on the implementation of land settlement schemes programs in Lamu County ( $\beta = .431$ ;  $t = 5.09$ ;  $p < 0.05$ ). Therefore, there is a significant association between stakeholders' participation and the implementation of land settlement schemes in Lamu County.

### **5.2.3 Technical Expertise and the Implementation of Land Settlement Schemes**

In relation to third objective that sought to determine the influence of technical expertise in the implementation of land settlement schemes in Lamu County, a mean score of 3.98 and  $SD=0.601$  indicated that technical expertise influences the implementation of these projects. On likert rated questions, respondents strongly agreed that one's experience in settlement projects implementation influences the implementation of the various projects within the Settlement schemes programs in Lamu ( $m=4.43$ ,  $sd=0.988$ ). Further, majority of the respondents strongly agreed that: age of the land resettlement scheme experts ( $m=4.84$ ,  $sd=0.961$ ); level of training in settlement projects implementation ( $m=4.63$ ,  $sd=0.951$ ); and in-service and training of the

personnel ( $m=4.43$ ,  $sd=0.992$ ), influences the implementation of land settlement schemes in Lamu County significantly. When testing the hypothesis, there was positive and significant influence of technical skills on the implementation of land settlement schemes programs in Lamu County ( $\beta = 0.371$ ;  $t = 4.02$ ;  $p < 0.05$ ). Therefore, there is a significant association between technical expertise and the implementation of land settlement schemes in Lamu County.

#### **5.2.4 Conflict Management Strategies and the Implementation of Land Settlement Schemes**

The final objective sought to examine the influence of conflict management strategies on the implementation of land settlement schemes in Lamu County, Kenya. A mean score of 4.33 and standard deviation of 0.892 is an indication that majority of the respondents who participated in the study strongly agreed that key conflict management strategies are applied in conflict management which in turn affects the implementation of the land settlement schemes programs in Lamu County significantly. Further, majority of the respondents agreed that: sources of conflicts in the successful schemes are identified earlier ( $m=4.13$ ,  $sd=0.691$ ); Experienced elders are involved in conflict management ( $m=4.19$ ,  $sd=0.819$ ), and all parties are involved in conflicts resolution ( $m=4.17$ ,  $sd=0.991$ ), and these influence the implementation of land settlement schemes programs significantly in Lamu County. When testing the hypothesis, there was positive and significant influence of conflict management on the implementation of land settlement schemes programs in Lamu County ( $\beta = 0.338$ ;  $t = 4.0$ ;  $p < 0.05$ ). Therefore, there is a significant association between conflict management strategies and the implementation of land settlement schemes in Lamu County, Kenya

### **5.3 Discussions of the Research Findings**

#### **5.3.1 Resource Availability and the Implementation of Land Settlement Schemes in Lamu County, Kenya**

In relation to the first objective that sought to establish the influence of resource availability on the implementation of land settlement schemes in Lamu County, results were as follows: a mean



score of 3.91 and standard deviation of 0.502 indicated that majority of the respondents supported the idea that resources availability influences the implementation of land scheme programs in Lamu County. When testing the hypothesis, there was positive and significant influence of resources availability on the implementation of land settlement schemes programs in Lamu County ( $\beta = .562$ ;  $t = 6.093$ ;  $p < 0.05$ ). In agreement to these findings is Saad Al-jibouri (2020) in a study carried out in Nigeria examining the determinants of Settlement and land use by Fulani pastoralists in case study areas. The study found out that settlement schemes and land use in the Fulani areas of Nigeria is very poor due to poor resources allocation, inadequate resources, poor personnel to spearhead the settlement programs etc.

### **5.3.2 Shareholders' Participation and the Implementation of Land Scheme Programs**

The second objective assessed the influence of stakeholders' participation on the implementation of land settlement schemes in Lamu County, Kenya. Results indicated that, in relation to a nominal rated question which required respondents to use a yes or no answer to support or deny the idea that stakeholders' participation has been used as a tool of ensuring that the projects within the resettlement program are achieved, majority of the respondents (97.14%) supported the idea. When testing the hypothesis, there was positive and significant influence of stakeholder participation on the implementation of land settlement schemes programs in Lamu County ( $\beta = .431$ ;  $t = 5.09$ ;  $p < 0.05$ ). Therefore, there is a significant association between stakeholders' participation and the implementation of land settlement schemes in Lamu County. This is in agreement with Maritim and Boit (2019)'s study which found out that in Uasin Gishu County, informing the stakeholders of the resettlement projects among other pro-community development and cohesion programs after the 2007/2008, consulting the stakeholders, placation, partnerships, delegation and control influences the success of these projects and programs.

### **5.3.3 Technical Expertise and the Implementation of Land Settlement Schemes**

In relation to third objective that sought to determine the influence of technical expertise in the implementation of land settlement schemes in Lamu County, a mean score of 3.98 and  $SD=0.601$  indicated that technical expertise influences the implementation of these projects. When testing

the hypothesis, there was positive and significant influence of technical skills on the implementation of land settlement schemes programs in Lamu County ( $\beta = 0.371$ ;  $t = 4.02$ ;  $p < 0.05$ ). Therefore, there is a significant association between technical expertise and the implementation of land settlement schemes in Lamu County. From the literature review, according to UN-Habitat (2020), Kenya's Nakuru and other white highland settlement schemes faced challenges that up to today can be tied on poor involvement of expertise. Expertise in this report was measured by the knowledge one has in relation to land issues, the experience measured by work period, the availability and the ages of these people involved. USAID (2021) confirmed that besides corruption that has messed up the once ambitious Kenya's resettlement scheme programs, lack of expertise in the area has also affected these programs negatively.

#### **5.3.4 Conflict Management Strategies and the Implementation of Land Settlement Schemes**

The final objective sought to examine the influence of conflict management strategies on the implementation of land settlement schemes in Lamu County, Kenya. A mean score of 4.33 and standard deviation of 0.892 is an indication that majority of the respondents who participated in the study strongly agreed that key conflict management strategies are applied in conflict management which in turn affects the implementation of the land settlement schemes programs in Lamu County significantly. When testing the hypothesis, there was positive and significant influence of conflict management on the implementation of land settlement schemes programs in Lamu County ( $\beta = 0.338$ ;  $t = 4.0$ ;  $p < 0.05$ ). Therefore, there is a significant association between conflict management strategies and the implementation of land settlement schemes in Lamu County, Kenya. From the literature review, in Kivu and Pokot, USAID (2021) did a study and confirmed that conflict management influences the performance of land settlement projects. Equally, FAO (2022) has recommended that there are five major styles of conflict management—collaborating, competing, avoiding, accommodating, and compromising that must be used by the land conflict management parties so that they can see effective and efficient implementation of land settlement scheme programs.

#### **5.4 Conclusions**

In relation to the first objective that sought to establish the influence of resource availability on the implementation of land settlement schemes in Lamu County, the researcher concludes that: sources of financial resources for settlement projects implementation, amount of money allocated for projects implementation, conditions of funding of these programs, and the personnel identified and involved in projects implementation affect the implementation of these programs. Further, the researcher concludes that the amount of money allocated for these settlement schemes programs implementation and the personnel involved ranks high.

As per the second objective that sought to assess the influence of stakeholders' participation on the implementation of land settlement schemes in Lamu County, the researcher concluded when properly involved and managed in the project cycle, primary stakeholders and secondary stakeholders play a significant role in ensuring the success of the settlement scheme projects. Further, when stakeholders' identification properly done and effective communication to the stakeholders enhanced, the implementation of the land settlement projects is achieved highly.

As per the third objective that sought to determine the influence of technical expertise in the implementation of land settlement schemes in Lamu County the researcher concludes that actions like equipping the personnel with technical management skills, considering the experienced personnel for the programs and those with a relatively higher age influences the implementation of the land settlement schemes programs in Lamu County.

Finally, in relation to the final objective that sought to examine the influence of conflict management strategies on the implementation of land settlement schemes in Lamu County the research concludes that conflict management is one of the key determinants of land settlement schemes programs implementation. Accordingly, involving the elders, community leaders, identifying the conflicts earlier among other issues affect the implementation of these projects significantly.

## **5.5 Recommendations**

In relation to the first objective that sought to establish the influence of resource availability on the implementation of land settlement schemes in Lamu County, the researcher recommends for identification of enough financial resources so as to facilitate the hiring of experienced personnel to manage and handle the individual projects implemented under the land settlement schemes. Further, external bodies and agencies like the UN Habitat should be approached to ensure that they avail funds and experts who shall help in the implementation of these programs.

As per the second objective that sought to assess the influence of stakeholders' participation on the implementation of land settlement schemes in Lamu County, the researcher recommends for early identification of the primary and secondary stakeholders with the approach being adopted in the implementation of these programs being community based. In fact, the community through their leaders and various trusted community members should be given priority at any given level of the projects.

As per the third objective that sought to determine the influence of technical expertise in the implementation of land settlement schemes in Lamu County the researcher recommends for involving local experts in handling the various projects implemented under the Lamu land scheme settlement programs. The external experts should only come in to advice and the number of these experts should be increased to take care of all the programs without favoring some schemes as opposed to others.

Finally, in relation to the final objective that sought to examine the influence of conflict management strategies on the implementation of land settlement schemes in Lamu County, the research recommends that land related conflicts should be identified earlier, these conflicts should be resolved and managed through the standard land conflicts management, all the community members more specifically the elders should be involved in resolving land issues among others.

## **5.6 Suggestions for Future Studies**

Land settlement scheme programs have a long history of bringing a long conflicts and wars among communities. A study can be conducted to examine the influence of conflict management strategies on the sustainability of the land settlement scheme projects in Lamu County, Kenya.

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## **APPENDICES**

### **Appendix I: Letter of Transmittal**

#### **INTRODUCTION**

My name is **FAHIMA ARAPHAT ABDALLAH**, I am a student at the University of Nairobi pursuing a Master of Arts degree in project planning and management. My study is on, 'Project Management skills and the implementation of land settlement schemes programs in Kenya; a case of Lamu County. I am engaging respondents here in Lamu County so that I can get information to complete my study.

#### **CONFIDENTIALITY AND CONSENT**

You have been selected to participate in the study. Consequently, with your consent, you will respond to this questionnaire. I would like to assure you that the information you share with me will be treated with high confidentiality. Your name will not be written on this form, and will never be used in connection with any of the information you will fill. You do not have to answer any question that you do not want to answer, and you may stop filling the questionnaire at any time you want to. However, your honest answers to these questions will help us understand better the topic under research and will be highly appreciated.

Would you like to participate?



Yes..... No.....

## Appendix 2: Research Questionnaire

### SECTION ONE: General Data of the Respondents

1. What is your gender? Male ( ), Female ( )
2. What is your highest level of education? Diploma ( ) Degree ( ), Masters ( ), Doctor of Philosophy ( ).
3. What is your position? Experts ( ) Project managers ( ) Religious groups ( ) County lands officers , ( ) Government agencies ( )
4. Indicate your years of working experience? 1= < 2 years ( ), 2= 3-6 ( ), 3= 7-10 ( ), 4= 11-14 ( ), 5= 15 or more.
4. How would you rate your knowledge of land settlement scheme programs?  
5=excellent ( ), 4=good ( ), 3=average ( ), 2= poor ( ), 1=very poor ( ).

### SECTION TWO: Knowledge about the Implementation of Land Settlement Schemes

#### Programs in Lamu County

- i. How do you rate the level of Knowledge about the Implementation of Land Settlement Schemes Programs in Lamu County?

Very high [ ]; High [ ]; Moderate [ ]; Low [ ]; Very low [ ].

#### ii. Resources Availability and the Implementation Land Settlement Schemes Programs

a). to what extent do you agree or disagree with the idea that resources availability influences the implementation land settlement schemes programs? (1-5, where: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree). **tick aptly.**

b). Indicate the extent to which you agreed or disagreed with a number of statements in relation to resources below and their influence on land settlement schemes projects implementation. The scale of measure ranged from (1-5, where: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

Statement	1	2	3	4	5
Sources of financial resources for settlement projects implementation					
Amount of money allocated for projects implementation					
Conditions of funding of these programs					
The personnel for projects implementation					

**iii). Shareholders’ Participation and the Implementation of Land Scheme Programs**

a). Do you support the idea that Shareholders’ Participation influences the Implementation of Land Scheme Programs?

Yes [    ]; No [    ].

b). indicate the extent to which you agree or disagree with a number of statements in relation to stakeholders’ participation and its net effect on the implementation of land settlement program in Lamu County. The scale of measure ranged from (1-5, where: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree)..

Statement	1	2	3	4	5

Primary stakeholders involvement					
Secondary stakeholders involvement					
Stakeholders identification					
Communication to the stakeholders					

**iv). Technical Expertise and the Implementation of Land Settlement Schemes**

a). To what extent do you agree or disagree with the idea that Technical Expertise influences the Implementation of Land Settlement Schemes in this region. The scale of support was, (1-5, where: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree) **tick aptly**.

b). Indicate the extent to which you agree or disagree with a number of statements in relation to technical expertise and the implementation of land settlement schemes. The scale of support was, (1-5, where: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

Statement	1	2	3	4	5
Experience in settlement projects implementation					
Level of training in settlement projects implementation					
Age of the experts					
In service and training of the personnel					

**v). Conflict Management Strategies and the Implementation of Land Settlement Schemes**

a). To what extent does conflict management strategies influence the implementation of the land settlement scheme projects in the county? (5= very high, 4 = high, 3 = Moderate, 2=low and 1 = very low)

1= ( ), 2 = ( ), 3= ( ), 4 = ( ), and 5= ( ) tick aptly.

b). Indicate the extent to which you agree or disagree with a number of statements in relation to Conflict Management Strategies and the Implementation of Land Settlement Schemes. The scale of support was, (1-5, where: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

Statement	1	2	3	4	5
Experienced elders are involved in conflict management					
Key conflict management strategies are applied in conflict management					
All parties are involved in conflicts					
Sources of conflicts are identified earlier					

**Thank you for participating.**

### **Appendix 3: Krejcie and Morgan Table**

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970