

**EFFECT OF STAKEHOLDER INVOLVEMENT ON LAND ADMINISTRATION
AND PERFORMANCE AT MINISTRY OF LANDS NAIROBI KENYA.**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF MASTER OF ARTS IN PUBLIC
ADMINISTRATION AND MANAGEMENT.**

MOUNT KENYA UNIVERSITY

APRIL, 2024

DECLARATION AND APPROVAL

Declaration by student

This research project is my original work and has not been presented for a degree in any other University.

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Approval by Supervisor

This research project has been submitted for examination with my approval as the University Supervisor.



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DEDICATION

This dedication of study goes out to my beloved family members, whose unwavering support and encouragement have been the bedrock of my educational journey.



ACKNOWLEDGEMENT

I am extremely thankful Dr. Appolonius Kembu, who is my supervisor for his immense guidance as well as support as I came up with this project. Additionally, I appreciate their encouragement, invaluable constructive feedback, and assistance as I worked on this proposal. I'm also appreciative of individuals who offered their critical viewpoints on numerous topics connected to our research effort. In addition, to everyone who helped me create a productive working atmosphere for this project, I appreciate.



ABSTRACT

The Ministry of Lands in Kenya has a crucial role in managing and administering land resources in the country. Its primary mission is to promote secure land tenure, sustainable land use, and efficient land administration. By doing so, the ministry significantly shapes the development of the land sector and ensures fair distribution of land. However, an important challenge faced by the Ministry of Lands in Kenya is the insufficient involvement of stakeholders. Limited engagement of different stakeholders, including communities, non-governmental organizations, and local authorities, can hinder effective decision-making and implementation of land-related policies. This lack of stakeholder involvement often leads to an absence of diverse perspectives and interests, resulting in suboptimal outcomes and potential conflicts. It also undermines trust and transparency in land administration processes, where stakeholders may feel excluded from important discussions and decisions. Many organizations worldwide have addressed this challenge by prioritizing inclusive stakeholder engagement and establishing transparent mechanisms for information sharing, feedback, and communication technology (ICT). This study aimed to investigate the impact of stakeholder involvement on land administration and performance at the Ministry of Lands in Nairobi, Kenya. Specifically, it assessed the effects of information sharing, feedback, and ICT on land administration and performance. The study was guided by stakeholder theory to explore how stakeholder involvement aligns with institutional arrangements and governance structures, while also examining the impact of stakeholder engagement on the ministry's organizational performance. A mixed-methods descriptive research design incorporating quantitative and qualitative approaches was utilized. The quantitative approach involved structured questionnaires and data analysis to measure stakeholder involvement and performance indicators. The target population is estimated to be 642 staff members and officials, and a sample size of 128 was selected using stratified random sampling. Data collection was conducted through the use of semi-structured questionnaires. The results of the study show a strong and positive relationship between information sharing on land administration and performance at ministry of lands ($R = 0.786$). Study also show a strong positive relationship between feedback on land administration and performance at ministry of lands Nairobi Kenya ($R = 0.716$). The results further show a strong and positive relationship between ICT on land administration and performance at ministry of lands Nairobi Kenya ($R = 0.771$). Conclusion reveal that the role of information sharing on land administration influences performance at ministry of lands Nairobi Kenya. The ministry conducts regular assessments and evaluations of the ICT infrastructure to identify potential issues or bottlenecks. The study recommends that, the ministry of lands should Design user-friendly interfaces for accessing land-related information to make it accessible to a wide range of users, including government officials, land professionals, researchers, and the general public.

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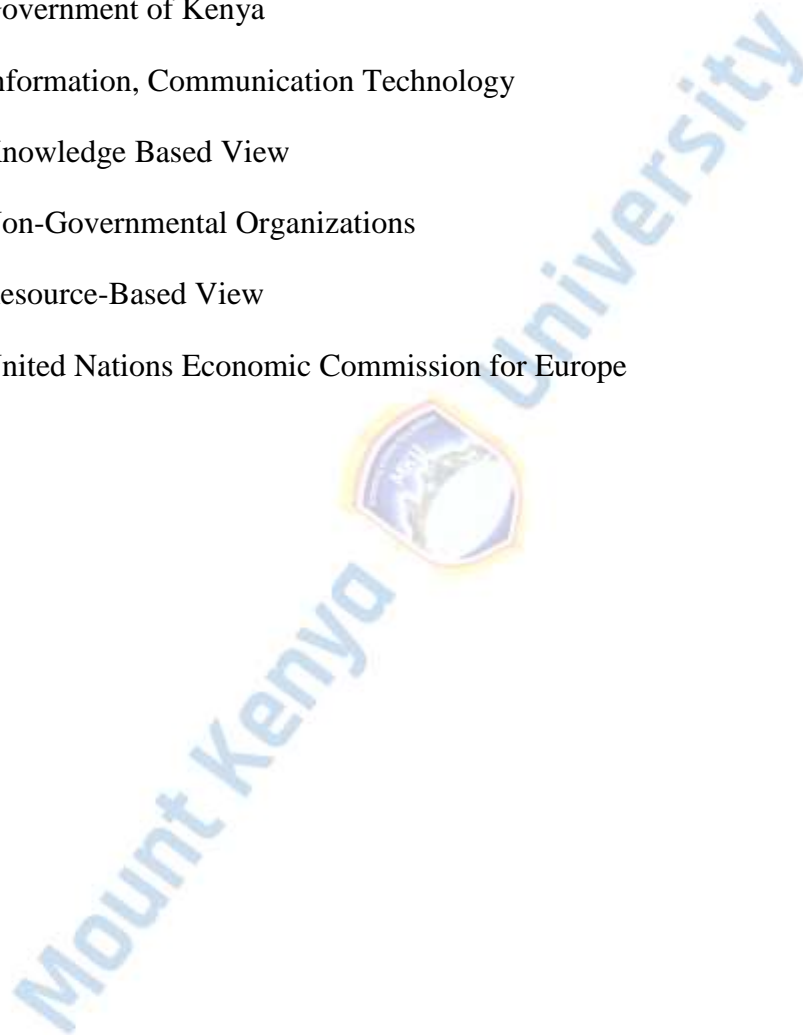
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LIST OF ABBREVIATIONS AND ACRONYMS

CSOs	Civil society organizations
GIS	Geographic Information Systems
GoK	Government of Kenya
ICT	Information, Communication Technology
KBV	Knowledge Based View
NGOs	Non-Governmental Organizations
RBV	Resource-Based View
UNECE	United Nations Economic Commission for Europe





CHAPTER ONE

INTRODUCTION

Discussed herein are concepts of focus and their relationships across different contexts globally. Statement of the problem, objectives, significance and scope are all covered. The concluding sections of this chapter address limitations and delimitations as well as assumptions of this study.

1.1 Background of the Study

Land administration plays a crucial role in the accomplishment of various government objectives and strategic goals. It supports social and economic development by carefully monitoring and regulating land use, allocating rights, restrictions, and responsibilities, and assessing land value to facilitate land markets and government tax revenues (Ismail, 2023). The perceptions and active participation of stakeholders in land administration greatly contribute to its improvement and the provision of land-related services. A transparent and effective land administration system, with stakeholder involvement, is a valuable tool for governments. It enables them to deliver public services, regulate sustainable development, and enhance the trust of local citizens and businesses in the government's management of land (Kusters et al., 2020). Such a system also reduces time, cost, and resource constraints for land users, ensuring better access to land tenure services and land information for everyone.

Stakeholder involvement plays a crucial role in land administration, as it ensures that the interests and concerns of various parties are taken into account. When it comes to the performance of Ministries of Lands in different countries, stakeholder involvement becomes even more important in shaping effective policies and practices (Rodima-Taylor, 2021). In many countries, Ministries of Lands are responsible for managing and governing land resources, including issues such as land registration, land use planning, and land tenure. However, the success of these ministries greatly depends on their ability to engage and involve stakeholders from diverse sectors.

According to Cyphers and Schultz (2019), stakeholders in land administration can include government bodies, local communities, indigenous groups, landowners, NGOs, private sector entities, and academic institutions. By involving these stakeholders, Ministries of Lands can gather valuable insights, ensure transparency, and promote inclusive decision-making processes. Effective stakeholder involvement in land administration has several benefits.

Firstly, it helps to identify and address conflicting interests, ensuring that land policies consider the needs of all stakeholders. Secondly, it fosters trust and cooperation between the government and the public, leading to better implementation of land-related initiatives (Haddaway et al., 2017). Additionally, engaging stakeholders can lead to increased public participation and ownership of land-related decisions, enhancing their effectiveness and sustainability.

The performance of Ministries of Lands can vary significantly among countries, influenced by factors such as governance structures, legal frameworks, and the overall capacity of the ministry itself. However, in countries where stakeholder involvement is prioritized, the ministries tend to demonstrate improved performance and effectiveness in land administration (Vogl et al., 2017). By creating platforms for collaboration, consultation, and dialogue, Ministries of Lands can foster stakeholder involvement and tap into their expertise, knowledge, and resources. Engaging stakeholders enables the ministry to take into account diverse perspectives, address challenges, and develop policies and practices that are more responsive to the needs of different stakeholders and the broader society.

Stakeholder involvement plays a crucial role in the effective management of land administration and the performance of the Lands Ministry in Pakistan. It helps in identifying and addressing issues such as land disputes, land encroachment, land use planning, and land titling. By actively involving stakeholders, the Lands Ministry makes informed policy decisions and implement effective strategies for land management. Overall, stakeholder involvement is vital for the efficient and transparent functioning of land administrations, and it has significantly contributed to the performance of the Lands Ministry in Pakistan (World Bank Group, 2018). By embracing inclusivity and actively engaging stakeholders, the Ministry has strengthened its governance practices and achieve improved land management outcomes for the benefit of the country and its citizens.

By involving various stakeholders, such as government agencies, landowners, communities, and interest groups, the ministry of Land in Malasia benefits from diverse perspectives and ensure that policies and decisions meet the needs of all parties involved (Louwsma et al., 2017). Firstly, engaging government agencies at different levels ensures coordination and alignment between the Lands Ministry and other relevant departments. This collaboration helps streamline processes, harmonize policies, and facilitate effective land administration. Regular communication and information sharing with stakeholders is also essential. The

ministry strives for transparency, ensuring that stakeholders are well-informed about ongoing initiatives, policy changes, and the reasoning behind decisions made. This open dialogue builds trust, fosters collaboration, and enables the ministry to adapt and improve its performance over time.

In Nigeria, collaboration between the Lands Ministry and other government agencies such as the Ministry of Justice, Ministry of Housing, and Ministry of Planning is crucial. This ensures a coordinated effort in land administration and decision-making processes, making it more efficient and effective (Ghebru & Okumo, 2017). Civil society organizations are valuable stakeholders in monitoring and advocating for transparent and accountable land administration. Collaboration with CSOs has helped identify gaps, provide recommendations for improvement, and serve as watchdogs to prevent corruption and land grabbing. Lastly, the private sector, including real estate developers, are engaged to promote responsible and sustainable land development practices. Encouraging private-public partnerships has resulted in better land management, infrastructure development, and urban planning in Nigeria.

Locally, stakeholders play a vital role in boosting the performance of the Ministry of Lands through their involvement in land administration. Stakeholders, such as land surveyors, lawyers, community representatives, and development organizations, are consulted and involved in the decision-making process (Oloo, 2021). Their expertise and insights are considered when developing policies, regulations, and procedures related to land administration. Stakeholders are also given opportunities to provide input and feedback on land administration processes and policies. Through public consultations, forums, and hearings, stakeholders have a platform to express their opinions and raise concerns. This helps ensure that the decisions made by the Ministry of Lands are more inclusive and representative of various perspectives.

Moreover, in Kenya, Stakeholders, including civil society organizations and private sector entities, collaborate with the Ministry of Lands to implement projects and programs focused on improving land administration (Antonio, Njogu, Nyamweru, & Gitau, 2021). These partnerships often involve sharing expertise, resources, and best practices, leading to capacity building and improved performance of the ministry. Significantly, stakeholders, particularly community representatives and non-governmental organizations, play a crucial role in monitoring the performance of the Ministry of Lands. Through independent assessments and

evaluations, stakeholders provide feedback on the effectiveness of land administration initiatives and suggest improvements (GoK, 2021).

Stakeholder involvement plays a vital role in land administration, contributing to the performance and effectiveness of Ministries of Lands in different countries. Through meaningful engagement, these ministries can harness the collective wisdom and experience of stakeholders, leading to more sustainable and equitable land management practices. This study therefore seeks to determine the influence of stakeholder involvement on land administration and performance at ministry of lands Nairobi Kenya.

1.1.1 Stakeholder Involvement on Land Administration

According to UNECE, land administration is defined as “the process of determining, recording and disseminating information about ownership, value and use of land and its associated resources. These processes include the determination (sometimes called ‘adjudication’) of land rights and other attributes, surveying and describing these, their detailed documentation, and the provision of relevant information for supporting land markets”. Land administration plays a crucial role in society, serving as the foundation for economic development, sustainable land use, and social justice.

According to Guarini, Battisti and Chiovitti (2018), recognizing the significance of stakeholder involvement in land administration processes, stakeholder involvement that can enhance the effectiveness, transparency, and inclusivity of land administration initiative. Stakeholder involvement may come in the forms of information sharing, feedback, ICT, public consultations, participatory mapping, multi-stakeholder platforms, grievance redress mechanisms, and capacity building which all aim to foster inclusive decision-making processes and lead to more equitable land administration outcomes. By recognizing the importance of stakeholder engagement, land administration initiatives can effectively address land-related challenges and pave the way for sustainable land governance (Sanz et al., 2017). Despite the many different ways that stakeholders can be involved in land administration, this study looked at the impact of information sharing, feedback, and stakeholders' ICT obligations.

Stakeholder involvement is critical in efficient and effective land administration, and information sharing plays a vital role in facilitating this collaboration. By engaging relevant stakeholders such as government agencies, landowners, community representatives, and

professionals in the field, the process of land administration becomes more inclusive and transparent. Information sharing enables stakeholders to exchange data, knowledge, and insights, leading to better decision-making and policy development (Biitir, Nara, & Ameyaw, 2017). It helps to create a comprehensive and up-to-date database of land-related information, ensuring that all stakeholders have access to accurate and relevant data. Moreover, information sharing also allows stakeholders to stay informed about land policies, regulations, and potential land-related conflicts. By having access to shared information, stakeholders can proactively address issues, identify solutions, and prevent disputes or misunderstandings (Sonkoue, Ngonu & Bolin, 2018).

Stakeholder involvement in providing feedback on land administration is essential for ensuring a responsive and inclusive process. By actively seeking input from stakeholders such as landowners, communities, government agencies, and professionals, land administrators can make informed decisions that align with the needs and aspirations of the people who are directly impacted (Gwaleba & Chigbu, 2020). Some of the ways stakeholders can provide feedback on land administration include organizing public consultations, meetings, or workshops where stakeholders can share their opinions, concerns, and suggestions; establishing user-friendly feedback mechanisms, such as hotlines, online platforms, suggestion boxes, or dedicated email addresses; designing surveys or questionnaires specific to land administration issues; and collaborative decision-making (Ibrahim et al., 2020). By actively involving stakeholders and creating opportunities for them to provide feedback, land administrators can enhance the effectiveness, transparency, and legitimacy of the land administration system. It promotes a sense of ownership and ensures that decisions are made in the best interest of all stakeholders involved.

Engaging various stakeholders from the ICT industry ensures that technology is effectively utilized to address challenges in land administration. These stakeholders may include government agencies, private sector organizations, civil society groups, and academic institutions (Bloomfield et al., 2018). By involving ICT stakeholders, land administration systems can benefit from their expertise in areas such as GIS, database management, software development, and data analysis. These stakeholders can contribute to the design, development, and implementation of ICT solutions that streamline land registration, cadastral mapping, land valuation, and other related processes.

Furthermore, involving ICT stakeholders fosters collaboration and knowledge exchange between different sectors. This can lead to the identification of innovative approaches and best practices for utilizing technology to enhance land administration (Flores, Tan and Cromptoets, 2021). Additionally, stakeholders can provide valuable insights into the specific needs and challenges faced by different user groups, thereby informing the development of user-friendly and inclusive ICT solutions. To involve ICT stakeholders effectively, it is important to facilitate regular communication channels, establish collaborative platforms, and encourage their participation in decision-making processes related to land administration. This can be achieved through workshops, seminars, task forces, and advisory committees where stakeholders can contribute their expertise, ideas, and feedback.

1.1.2 Performance at the Ministry of Lands

The Ministry of Lands plays a critical role in managing and regulating land resources within a country. Its performance is essential in ensuring effective land administration, allocation, and utilization, which are vital for sustainable development and economic growth. The performance of the Ministry of Lands refers to the effectiveness and efficiency with which the ministry fulfills its responsibilities and objectives related to land management and administration. It can be evaluated based on various factors such as the timely processing of land transactions, effective land-use planning, transparent land allocation processes, accurate land records management, and the provision of accessible land-related services to citizens (Roestamy, Martin, Rusli & Fulazzaky, 2022). An optimal performance of the ministry involves ensuring fair and equitable distribution of land, promoting sustainable land management practices, addressing land-related conflicts, and facilitating the overall development and utilization of land resources in accordance with relevant laws and regulations (Baskent, 2021). Overall, a well-performing Ministry of Lands contributes to effective land resource management, equitable land distribution, and sustainable development. Some of key factors that impact the performance of the ministry of lands include land administration efficiency, land policy and planning, stakeholder engagement, land information systems, land dispute resolution, capacity building, and transparency and accountability.

1.1.3 Ministry of Lands, Kenya

Under the Ministry of Lands, Public Works, Housing, and Urban Development, the state department of Lands and planning in Kenya plays a pivotal role in the management and administration of land resources in the country. With its mission to facilitate secure land tenure, sustainable land use, and efficient land administration, the ministry is instrumental in shaping the land sector's development and ensuring equitable land distribution. The Ministry of Lands has several key functions that contribute to effective land management and administration and they include land registration and administration, land use planning and management, and land allocation and settlement (Ministry of Lands, Kenya, 2023). Through the aforementioned functions, initiatives, and ongoing efforts, it strives to facilitate secure land tenure, sustainable land use, and equitable land distribution. Overcoming challenges like corruption, resource constraints, and land disputes is crucial for the ministry's continued progress. By embracing innovation, transparency, and public participation, the ministry aims to contribute to the overall development and prosperity of Kenya's land governance system.

The Ministry of Lands in Kenya has been working towards improving its performance in recent years. Efforts have been made to streamline land administration processes, enhance transparency, and address challenges related to land management. The ministry has implemented digital solutions such as the digitization of land records and the use of e-payment systems to improve service delivery and reduce inefficiencies. Additionally, there have been initiatives to strengthen the legal framework governing land transactions and resolve disputes effectively. While progress has been made, there is still room for improvement in areas such as reducing corruption, enhancing public awareness and participation, and optimizing land use planning.

1.2 Statement of the Problem

The ministry of Lands in Kenya plays a pivotal role in the management and administration of land resources in the country. With its mission to facilitate secure land tenure, sustainable land use, and efficient land administration, the ministry is instrumental in shaping the land sector's development and ensuring equitable land distribution (Ministry of Lands, 2023). However, one of the key challenges related to the performance of the Ministry of Lands in Kenya is the limited stakeholder involvement. Insufficient engagement of various stakeholders, including communities, non-governmental organizations, and local authorities,

can hinder effective decision-making and implementation of land-related policies and practices (Ogada et al., 2017). This lack of stakeholder involvement often results in a lack of representation of diverse perspectives and interests, leading to suboptimal outcomes and potential conflicts. It can also undermine trust and transparency in land administration processes, as stakeholders may feel excluded from important discussions or decisions.

Additionally, the absence of robust mechanisms for stakeholder engagement has led to a disconnect between the needs and priorities of the communities and the actions taken by the ministry. This has resulted in misalignment between policies and on-the-ground realities, limiting the effectiveness and impact of the ministry's initiatives. Various organisations globally have addressed this challenge by prioritizing and actively promoting inclusive stakeholder engagement throughout their decision-making processes through the establishment of transparent mechanisms for information sharing, feedback and ICT with all relevant stakeholders (Sanz et al., 2017). This study therefore aimed to assess the role of stakeholder involvement in land administration on performance of the ministry of lands, Kenya.

1.3 Research Objective

1.3.1 Purpose of the Study

The purpose of this study was to examine the effect of stakeholder involvement on land administration and performance at ministry of lands Nairobi Kenya.

1.3.2 Research objectives

The study was guided by the following specific research objectives:

- i. To assess the effect of information sharing on land administration and performance at ministry of lands Nairobi Kenya.
- ii. To examine the effect of feedback on land administration and performance at ministry of lands Nairobi Kenya.
- iii. To determine the effect of ICT on land administration and performance at ministry of lands Nairobi Kenya.

1.4 Research Questions

The following questions was answered by this study:

- i. What is the influence of information sharing on land administration and performance at ministry of lands Nairobi Kenya?
- ii. To what extent does feedback on land administration influence performance at ministry of lands Nairobi Kenya?
- iii. How does ICT on land administration affect performance at ministry of lands Nairobi Kenya?

1.5 Significance of the Study

This research hopes to shed light on the perspectives of various stakeholders and their roles in improving land administration systems. This study holds importance for policymakers, the Ministry of Lands, the general public, research and academia, and other stakeholders. Understanding the significance of stakeholder involvement in land administration helps policymakers make informed decisions. The research findings provide valuable insights into the challenges and opportunities in this area. Policymakers can utilize these findings to formulate effective land administration policies that take into account the needs and expectations of different stakeholders. This can lead to improved governance, transparency, and equitable land distribution.

The Ministry of Lands plays a crucial role in managing land resources and ensuring effective land administration. Studying stakeholder involvement helps the ministry understand the perspectives, concerns, and suggestions of various stakeholders such as landowners, developers, and community representatives. This understanding can lead to the development of strategies that enhance service delivery, streamline land registration processes, and address the needs of stakeholders more effectively. The general public is directly affected by land administration policies and practices. Engaging stakeholders in the decision-making process ensures inclusivity and leads to better outcomes for all. By involving the public in land-related matters, the research fosters transparency, accountability, and public trust in the Ministry of Lands. This can ultimately result in more efficient land management processes and reduce issues related to land disputes.

Various other stakeholders, including landowners, developers, non-governmental organizations, and community groups, have a vested interest in land administration processes. The research findings can provide a platform for their voices to be heard. By understanding their concerns, aspirations, and challenges, other stakeholders can actively engage in constructive dialogues and collaborations with the Ministry of Lands and policymakers. This can result in more inclusive, participatory land administration systems that address the unique needs of different groups

To research and academia, the study on stakeholder involvement in land administration expands the existing body of knowledge surrounding this field. Researchers and academia benefit from comprehensive insights into the dynamics and complexities of stakeholder interactions. Such knowledge can inform the development of new theoretical frameworks, methodologies, and practical solutions. Additionally, this research encourages further investigation and encourages the academic community to delve deeper into the critical aspects of land administration.

1.6 Scope of the Study

This study aimed to determine the effect of stakeholder involvement on land administration and performance at ministry of lands Nairobi Kenya. Information sharing, stakeholder feedback and stakeholder involvement in ICT are the key types of stakeholder involvement to be examined. This study was prominently guided by stakeholder theory to explore how the involvement of stakeholders in land administration aligns with institutional arrangements and governance structures and institutional theory to examine the impact of stakeholder engagement on organizational performance of the ministry of lands. The target population involved staff members and officials within the Lands Ministry in Nairobi, Kenya in different cadres. A mixed-methods descriptive research design was used for this study, combining both quantitative and qualitative approaches. The quantitative approach involved structured questionnaires and data analysis to measure stakeholder involvement and performance indicators. The qualitative approach involved document analysis to understand stakeholders' perspectives and identify challenges. Stratified random sampling was used for selecting staff members within the Lands Ministry.

1.7 Limitations and Delimitations of the Study

1.7.1 Limitations

While conducting a study on stakeholder involvement in land administration and the performance of the Ministry of Lands in Nairobi Kenya, there are some limitations to consider. These limitations include:

Sample representativeness: The data collected through the questionnaire was only to reflect the perspectives and opinions of the ministry staff who participate in the study. It may not capture the viewpoints of external stakeholders such as citizens, landowners, or other relevant organizations.

Limited generalizability: Since the study only focuses on the Ministry of Lands in Kenya, the findings may not be directly applicable to other land administration institutions or countries. The results should be interpreted within the context of this specific ministry.

Limited Scope: The study's scope is confined to stakeholder involvement and the ministry's performance. Other factors influencing land administration, such as legal frameworks, institutional structures, or external social, economic, and political factors, may not be thoroughly explored.

Potential Bias: The questionnaire responses may be influenced by social desirability bias or respondent bias. Therefore, it is crucial to ensure the anonymity and confidentiality of the participants' responses to minimize such biases and obtain more accurate data.

Reliability and Validity of the Questionnaire: The effectiveness and accuracy of the questionnaire as a data collection tool may depend on the quality of questionnaire design, the clarity of questions, and the respondents' understanding of the prompts. Designing a comprehensive and valid questionnaire is essential for obtaining reliable data.

Potential Respondent Limitations: The ministry staff may have limited knowledge or biased perceptions concerning stakeholder involvement and the ministry's performance. Ensuring that participants understand the concepts and have the necessary background knowledge is crucial for obtaining reliable and meaningful data.

1.7.2 Delimitations

For this study, it is important to establish clear delimitations to ensure that the research remains focused and manageable.

Data Collection Delimitation: The study collected data solely from the Ministry of Lands staff using a questionnaire. It did not include data from other stakeholders such as landowners, community members, or external organizations involved in land administration.

Geographic Delimitation: The study focused exclusively on the Ministry of Lands in Kenya. It did not include other government departments or agencies involved in land administration.

Scope Delimitation: The study primarily examined the stakeholder involvement in land administration and the performance of the Ministry of Lands. It did not delve into broader issues related to land governance or policies outside the ministry's jurisdiction. As such information sharing, ICT and feedback are the forms of stakeholder involvement to be examined

Time Delimitation: The study focused on a specific time frame (2022-2023), ensuring that data collection and analysis are limited to this period. This helped provide a snapshot of the stakeholder involvement and ministry performance within the timeframe.

1.8 Assumptions of the Study

The assumptions on which this research was conducted are as follows:

Alignment of Stakeholder Interests: It was assumed that stakeholders share a common interest in effective land administration and recognize the importance of their involvement in achieving improved performance. Assumptions might be made regarding the level of cooperation and alignment of interests among different stakeholders.

Information and Communication Systems: Assumptions might be made regarding the availability and effectiveness of information and communication systems within the Ministry of Lands. It was assumed that these systems enable efficient stakeholder engagement, data management, and decision-making processes.

Institutional Capacity: It was assumed that the Ministry of Lands has adequate institutional capacity, including human resources and infrastructure, to effectively engage with stakeholders, implement land administration processes, and achieve desired performance outcomes.

Legal Framework: It was assumed that the legal framework and policies governing land administration in Kenya provide a conducive environment for stakeholder involvement.

Assumptions might be made regarding the clarity, comprehensiveness, and enforcement of these laws.

Stakeholder Diversity: It was assumed that a diverse range of stakeholders, including government agencies, communities, landowners, and civil society organizations, are involved in land administration processes.

Stakeholder Engagement: It was assumed that there is a relationship between stakeholder involvement and the overall performance of the Ministry of Lands.



1.9. Operational Definition of Key Terms

Feedback	refers to the process of gathering and incorporating input, opinions, and suggestions from stakeholders to assess and improve the effectiveness, efficiency, and fairness of land administration activities.
Information Sharing	in the context of stakeholder involvement in land administration, refers to the active and transparent exchange of relevant and accurate information among stakeholders throughout the land administration process
Land administration	refers to the process of determining, recording and disseminating information about ownership, value and use of land and its associated resources.
Performance of the Ministry of Lands	refers to the effectiveness and efficiency with which the ministry fulfills its responsibilities and objectives related to land management and administration. It can be evaluated based on various factors such as the timely processing of land transactions, effective land-use planning, transparent land allocation processes, accurate land records management, and the provision of accessible land-related services to citizens.
Stakeholder Involvement	in the context of land administration refers to the active engagement and participation of individuals, groups, or organizations who have a vested interest, influence, or are directly affected by land-related decisions, policies, and processes.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter embarks on a comprehensive exploration of theoretical and empirical research on the subject matter of the study. By critically reviewing existing knowledge, identifying research gaps, and developing a conceptual framework, a groundwork for an empirical investigation is laid. Through this process, meaningful contributions to the field is made to address unanswered questions within the research area of stakeholder involvement in land administration.

2.1 Theoretical Literature Review

This study is anchored on stakeholder theory to explore how the involvement of stakeholders in land administration aligns with institutional arrangements and governance structures, institutional theory to examine the impact of stakeholder engagement on organizational performance of the ministry of lands, and Knowledge Based View (KBV) theory which asserts that information is a critical resource that influences organizational performance.

2.2.1 Stakeholder Theory

Proposed by Edward Freeman (1984), stakeholder theory provides a valuable framework for understanding and promoting stakeholder involvement in land administration. He argues that organizations should consider the interests and needs of all relevant stakeholders, not just shareholders or owners. The theory suggests that organizations should view stakeholders as individuals or groups that can affect or are affected by the organization's actions. It emphasizes the importance of considering the diverse perspectives, needs, and interests of stakeholders in decision-making processes.

Stakeholder theory has found various applications in land administration. For example, in land-use planning, it can help involve a wide range of stakeholders such as local communities, indigenous groups, environmental organizations, and government agencies in decision-making processes. It can also promote transparency, equity, and sustainability by considering multiple perspectives and interests. Stakeholder theory assumes that stakeholders have legitimate interests in land administration and that their involvement enhances decision-

making processes. It recognizes that different stakeholders may have diverse knowledge, values, and expectations that should be considered and respected.

However, one common criticism of stakeholder theory is that it lacks a clear method for prioritizing stakeholder interests, leading to challenges in practical implementation. Critics argue that it can be difficult to determine which stakeholders should be given more weight or which interests should take precedence. Despite the criticism, stakeholder theory is highly relevant to stakeholder involvement in land administration because it highlights the importance of inclusivity, collaboration, and accountability. It encourages land administrators to engage with stakeholders, seek their input, and consider their needs and concerns when making decisions that may impact land use, development, or resource management. By involving stakeholders, land administration processes by the Ministry of Land in Kenya can become more transparent, effective, and responsive to the interests of various groups.

2.2.2 Institutional Theory

The institutional theory, developed by Meyer, Zucker, and DiMaggio, provides a framework to understand the impact of stakeholder engagement on organizational performance. It emerged in the 1970s as a response to the need to explain the persistence of organizational structures and practices over time. The institutional theory argues that organizations are influenced by the broader institutional environment in which they exist. This environment consists of formal and informal rules, regulations, norms, and values shared by societal members. Organizations conform to these institutional pressures to gain legitimacy and social acceptance.

The theory assumes that organizations strive for legitimacy, which is achieved through isomorphism: organizations adopting similar structures and practices as other legitimate entities in their environment. It proposes three forms of isomorphism: coercive (compliance with external regulations), mimetic (imitating successful organizations), and normative (adoption of values and norms). Regardless, the institutional theory has faced criticism in several areas. One concern is the oversimplification of organizational decision-making processes, as it tends to downplay power dynamics, agency, and rational decision making. Additionally, critics argue that the theory neglects the role of individual agency and focuses primarily on external forces shaping organizations.

Applications and support for the institutional theory have been found in various contexts. The theory can provide insights into how stakeholder engagement practices are influenced by the institutional environment. Understanding the institutional pressures faced by the ministry can help explain its performance outcomes and identify areas for improvement. The relevance of the theory in the study on the effect of stakeholder involvement in land administration on the performance of the Ministry of Lands lies in its ability to highlight the significance of aligning organizational practices with the expectations of stakeholders and the wider institutional environment for achieving better performance outcomes.

2.2.3 Knowledge Based View (KBV) Theory

The KBV theory was introduced by Barney and Leonard (1986) who emphasized the strategic importance of knowledge within organizations and how it can lead to competitive advantage by extending RBV initially promoted by Penrose (1959). The KBV theory gained popularity in the 1990s as a response to the growing recognition of knowledge as a vital organizational resource. It built upon earlier theories such as the RBV which focused on tangible assets. KBV expanded this perspective, highlighting knowledge as a distinct and valuable strategic asset.

The KBV theory asserts that knowledge is a critical resource that influences organizational performance. It suggests that organizations can gain a competitive advantage by effectively acquiring, creating, sharing, and applying knowledge. Key elements of KBV include knowledge creation processes, knowledge transfer mechanisms, knowledge absorption capabilities, and knowledge-based strategies. The KBV theory is based on several assumptions, such as knowledge is an essential organizational resource, knowledge-based capabilities are difficult for competitors to imitate, knowledge is context-specific and socially embedded, organizational knowledge evolves and accumulates over time, and effective knowledge management enhances organizational performance.

The KBV theory has been applied to various fields, including innovation management, organizational learning, strategic management, and information systems. KBV can provide a theoretical framework to understand the role of knowledge in enhancing performance. The theory can help analyze how knowledge sharing processes, such as sharing expertise, best practices, and information, influence the efficiency and effectiveness of land administration. It can also shed light on the importance of knowledge-based capabilities and strategies in

improving organizational performance in the specific context of land administration. It therefore anchors information sharing variable of this study.

2.2 Theoretical Framework

The theories that form the foundations for the study variables are shown in Figure 1.

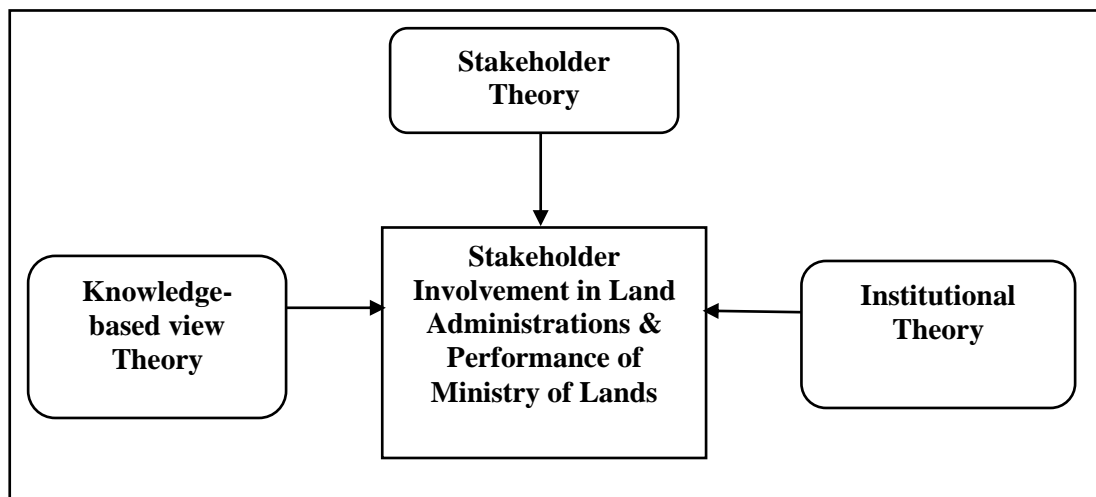


Figure 1 Framework Showing Theories Anchoring Study Variables

2.3 Empirical Literature

Empirical literature reviews on stakeholder involvement in land administration and organizational performance provide a comprehensive analysis of the existing research conducted in this field. These reviews focus on examining the relationships and interactions between stakeholder involvement, land administration practices, and the overall performance of organizations involved in land management. The primary objective of this review is to synthesize the empirical evidence obtained from various studies and identify the key findings, trends, and knowledge gaps in the area of stakeholder involvement and organizational performance. This process involves systematically reviewing relevant articles, reports, and other scholarly works that have investigated this topic. This has been done per objective of the study.

2.3.1 Stakeholder Information Sharing and Organisation Performance

Kenyoru (2015) examined stakeholder engagement and organizational performance by taking a case of KPLC. Mixed methods research, including interviews, surveys, and document

analysis was conducted within KPLC. The study revealed a significant positive relationship between stakeholder engagement and organizational performance in the context of KPLC. Stakeholder engagement practices, particularly in decision-making processes, were associated with improved performance outcomes. This study focused solely on KPLC, so there is need to replicate the findings in other organizations, such as the Ministry of Lands in Kenya.

In their research, Caputo, Evangelista, and Russo (2018) investigated how information sharing and communication strategies can enhance stakeholder engagement. As competition in the market intensifies, companies are compelled to seek innovative approaches to gain a competitive edge and ensure their sustainability. Drawing from managerial studies and empirical evidence, it is evident that involving stakeholders, who possess valuable resources and knowledge, is crucial for improving company performance. The study specifically examined a group of Italian companies to explore the significance of information sharing and communication strategies in creating the necessary conditions for stakeholder engagement. The findings of the study revealed that information sharing and communication strategies positively influence organisational performance. Other the geographic gap as the study focused on Italian companies, the study was not limited to a public institution like the ministry of Lands.

Li, Liang, Cravens and Ju (2018) studied market orientation, marketing capability, and new product performance by focusing on the moderating role of stakeholder integration. This study adopted a quantitative approach, using survey data analysis to examine the relationships between market orientation, marketing capability, stakeholder integration, and new product performance. The results indicated that stakeholder integration plays a significant moderating role between marketing capability and new product performance. Higher levels of stakeholder integration strengthened the positive relationship between marketing capability and product performance. The gap in this study lies in the need to translate the findings and insights from the marketing domain to the context of the Ministry of Lands in Kenya, which deals with different stakeholders and organizational goals.

2.3.1 Stakeholder Feedback and Organisation Performance

In research conducted by Okoth (2016), the impact of stakeholder participation in strategy development and execution on the performance of tea warehousing companies in Mombasa County, Kenya was examined. The findings from primary data indicated a significant positive

relationship between stakeholder involvement and performance. Despite moderate levels of stakeholder participation in strategy formulation and implementation, organizations with higher stakeholder involvement demonstrated higher performance compared to those with lower involvement. The study concluded that tea warehousing firms in Mombasa County had an above-average level of stakeholder involvement in strategy development and execution, which influenced their organizational performance. To adapt to the changing environment and emphasize the importance of entrepreneurship, the study recommended increased staff engagement in strategic decision-making to enhance commitment and ownership, ultimately leading to improved organizational performance. It is worth noting that the study did not specifically focus on the ministry of Lands.

Kaur and Lodhia (2018) conducted a study on stakeholder engagement in sustainability accounting and reporting in Australian local councils. They adopted managerial stakeholder theory, specifically focusing on stakeholder salience, to explain stakeholder engagement in the process of sustainability accounting and reporting. The researchers used a case study approach to explore the stakeholder engagement practices of three local councils in Australia. The data collection methods included interviews and document analysis. The study findings emphasized the significance of stakeholder engagement throughout the entire sustainability accounting and reporting process, including providing feedback, developing strategic plans and sustainability indicators, measuring sustainability performance, and preparing sustainability reports. However, it is worth noting that the study did not consider other stakeholder engagement practices that could potentially enhance performance.

In his study, Onorel (2019) explored the significance of feedback in organizational communication. The research aimed to highlight the importance of feedback in enhancing employees' growth and progress within the organization. The findings underscored the crucial role of feedback in the communication process, particularly when it comes to fostering employees' development and improvement. Effective feedback provision was identified as a key responsibility for managers, emphasizing the need to observe employees and communicate with them to facilitate behavior change and enhance overall performance. However, this study primarily focused on internal feedback between employers and employees, without considering feedback from external stakeholders involved in land administration processes.

2.3.1 ICT Involvement and Organisation Performance

Otim and Grobbelaar (2019) studied stakeholder involvement in ICT and organizational performance: A systematic review of empirical evidence. The authors conducted a systematic review of empirical studies on stakeholder involvement in ICT and organizational performance. They analyzed a total of 34 studies from various academic databases and journals. The review found that stakeholder involvement in ICT positively impacts organizational performance. It highlighted the importance of stakeholder collaboration, communication, and participation in ICT initiatives for improved performance. The review also identified different dimensions of stakeholder involvement, such as internal stakeholders (employees) and external stakeholders (customers, suppliers, etc.). However, the study failed to examine the specific stakeholder groups and their impact on organizational performance particularly in the ministry of lands in Kenya.

In their research, Demirkesen and Reinhardt (2021) investigated how the engagement of stakeholders impact the performance of government projects in Poland. The study utilized a descriptive research design, gathering information through questionnaires and collecting the opinions and views of project managers and support staff from 13 government projects. The findings revealed a strong link between stakeholder involvement and project performance, affirming that involving stakeholders in technology acquisition processes positively and significantly influences performance. The study emphasized the importance of stakeholder participation in decision-making and implementation, as it provides decision-making units with multiple policy formulation options.

Nyambane, Nzuki, and Korir (2018) conducted a research project to examine how ICT capacity impacts the performance of public secondary schools in Kisii County. They utilized a descriptive survey method and collected primary data through a semi-structured questionnaire. The study included the entire staff of public secondary schools in Kisii County, totalling 3438 individuals, and the questionnaire was administered electronically. The results indicated that most respondents had access to various IT devices that supported their work, and there was a positive correlation between the level of IT utilization and organizational performance. The study recommends that stakeholders in the education sector should invest more on ICT capacity building in learning institutions for effective utilization of ICT in order to realize its full potential. However, the study did not explore the influence

of different ICT stakeholders on performance, and its focus was limited to public secondary schools rather than the Ministry of Lands.

Lee, Lee and Yoon (2015). The relationship between stakeholder involvement and performance: A meta-analysis. The authors conducted a meta-analysis by selecting and analyzing 35 independent studies that investigated the relationship between stakeholder involvement and performance. They used statistical techniques to synthesize the findings across these studies. The meta-analysis revealed a positive relationship between stakeholder involvement and performance. It indicated that higher levels of stakeholder involvement are associated with better organizational performance, including financial performance, innovation, and customer satisfaction. The study also found that the positive relationship is stronger when stakeholders are involved in the early stages of decision-making. The study however failed to highlight the mechanisms through which stakeholder involvement in ICT influences performance.

2.4 Research Gaps

These studies provide insights into the relationship between stakeholder information sharing and organizational performance, but additional research tailored to the specific context of the Ministry of Lands in Kenya could help identify more targeted strategies for enhancing performance outcomes. These studies offer valuable insights into stakeholder information sharing and its impact on organizational performance. However, there are clear methodological, conceptual, geographic and contextual gaps in the literature regarding research. One major conceptual gap lies in the varying definitions and understanding of stakeholder involvement and organizational performance. The studies reviewed have adopted diverse theoretical frameworks and definitions, making it challenging to compare findings and draw meaningful conclusions. Establishing a standardized conceptual framework would enhance clarity and comparability among studies.

There is also a lack of longitudinal studies, as most research focuses on cross-sectional analysis. Employing more rigorous research designs, such as longitudinal studies, would strengthen the evidence base. Additionally, extant research on stakeholder involvement and organizational performance has failed to capture the diversity of contexts, making it challenging to generalize findings. Exploring a wider range of industries, including both profit and non-profit sectors, and considering different cultural and regulatory contexts could

provide a more comprehensive understanding of the topic. However, this study was tailored to the specific context of the Ministry of Lands in Kenya to help address the above deficiencies.

2.5 Summary of Literature Reviewed

The chapter presented a literature review on stakeholder involvement in land administration and performance at the ministry of Lands. It discussed relevant theories that guided the study, including stakeholder theory, institutional theory, and Knowledge Based View (KBV) theory. These theories examine the alignment of stakeholder involvement with institutional arrangements, governance structures, and organizational performance. Previous empirical research on this topic was also discussed, highlighting criticisms and exploring the relationships between stakeholder involvement, land administration practices, and organizational performance. The main objective of this review is to summarize the findings, trends, and knowledge gaps in stakeholder involvement and organizational performance. The chapter concludes by discussing the variables and conceptual framework for the current study while acknowledging criticisms from previous research.

2.6 Conceptual Framework

To provide a structured and organized approach to research, a conceptual framework is developed. This framework integrates the key concepts, variables, and relationships identified during the theoretical and empirical reviews. It serves as a visual representation of the theoretical and logical structure of our study, guiding the formulation of hypotheses or research propositions. The conceptual framework acts as a roadmap, helping to systematically investigate the research questions and objectives. It is presented in Figure 2.

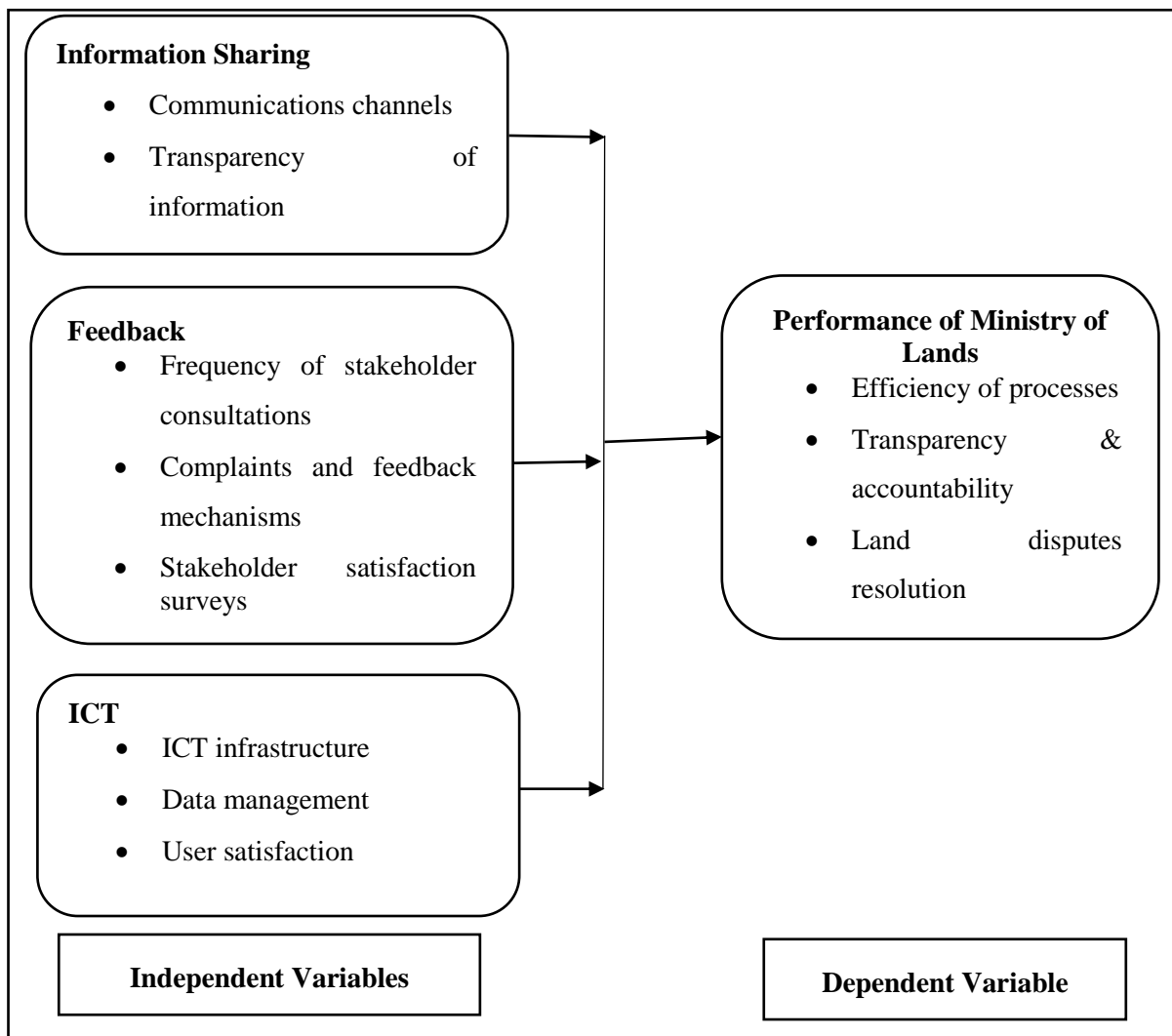


Figure 2: Conceptual Framework

Source: Researcher (2024)

2.6.1 Information Sharing

Information sharing enables stakeholders to exchange data, knowledge, and insights, leading to better decision-making and policy development. It helps to create a comprehensive and up-to-date database of land-related information, ensuring that all stakeholders have access to accurate and relevant data (Sanz et al., 2017). Moreover, information sharing also allows stakeholders to stay informed about land policies, regulations, and potential land-related conflicts. By having access to shared information, stakeholders can proactively address issues, identify solutions, and prevent disputes or misunderstandings.

2.6.2 Feedback

Stakeholder involvement in providing feedback on land administration is essential for ensuring a responsive and inclusive process. By actively seeking input from stakeholders such as landowners, communities, government agencies, and professionals, land administrators can make informed decisions that align with the needs and aspirations of the people who are directly impacted (Gwaleba & Chigbu, 2020). Some of the ways stakeholders can provide feedback on land administration include organizing public consultations, meetings, or workshops where stakeholders can share their opinions, concerns, and suggestions; establishing user-friendly feedback mechanisms, such as hotlines, online platforms, suggestion boxes, or dedicated email addresses; designing surveys or questionnaires specific to land administration issues; and collaborative decision-making.

2.6.3 Involvement in ICT

Engaging various stakeholders from the ICT industry ensures that technology is effectively utilized to address challenges in land administration. These stakeholders may include government agencies, private sector organizations, civil society groups, and academic institutions. By involving ICT stakeholders, land administration systems can benefit from their expertise in areas such as GIS, database management, software development, and data analysis (Bloomfield et al., 2018). These stakeholders can contribute to the design, development, and implementation of ICT solutions that streamline land registration, cadastral mapping, land valuation, and other related processes.

2.6.4 Performance of the Ministry of Lands

Performance of the Ministry of Lands refers to the effectiveness and efficiency with which the ministry fulfills its responsibilities and objectives related to land management and administration (Roestamy, Martin, Rusli & Fulazzaky, 2022).. It can be evaluated based on various factors such as the timely processing of land transactions, effective land-use planning, transparent land allocation processes, accurate land records management, and the provision of accessible land-related services to citizens. An optimal performance of the ministry involves ensuring fair and equitable distribution of land, promoting sustainable land management practices, addressing land-related conflicts, and facilitating the overall development and utilization of land resources in accordance with relevant laws and regulations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Chapter 3 delves into the research design for this study. Discussed herein is the target population, which includes the specific group of individuals to gather data from. The sampling technique utilized outlined, highlighting how participants were selected to ensure representativeness. Moreover, this chapter explored the data collection methods and tools employed to gather information. The importance of piloting was emphasized, as this process allows for refinements and improvements to our research instruments. Additionally, this chapter touches upon the data analysis techniques applied to obtain meaningful insights from the collected data. Lastly, ethical considerations were addressed.

3.1 Research Design

A research design refers to the overall plan or strategy for conducting a research study. It outlines the structure and methodology that was followed to answer research questions or test hypotheses (Asenahabi, 2019). Key elements of a research design include selecting the appropriate study design (such as experimental, observational, or qualitative), determining the sample size and population, defining variables and measurements, and selecting data collection methods. A well-designed research design is crucial for ensuring the validity and reliability of research findings.

This study applied a descriptive research design. Descriptive research is a type of research methodology that aims to systematically describe and summarize certain characteristics or phenomena, without seeking to establish causal relationships or make predictions (Möttus et al., 2020). It involves collecting data from a sample of participants and analyzing it using various statistical techniques. Descriptive research provides a detailed portrayal of the variables under investigation, offering insights into their frequency, distribution, and patterns. The justification for using descriptive research in this study lies in its ability to provide a straightforward and objective analysis of the research variables (Möttus et al., 2020). It allows researchers to gather data from a representative sample, providing valuable information about the frequency and distribution of specific characteristics or behaviours within a population. Descriptive research also assists in identifying patterns or trends that

might exist, helping researchers gain a deeper understanding of the phenomena under investigation.

3.2 Target population

The term "target population" pertains to a particular set of individuals or elements that a researcher aims to examine and draw conclusions from. It represents the specific population to which the researcher intends the research findings to be relevant and applicable (Casteel & Bridier, 2021). The target population should be clearly defined and representative of the broader population or phenomenon under investigation. The target population involved 642 staff members and officials within the Lands Ministry in Nairobi, Kenya in different cadres as shown in Table 1.

Table 1: Target Population

Cadre	Population	Percentage
Administrative staff	65	10.12
Technical personnel	162	25.23
Legal staff	118	18.38
Planning and policy officers	58	9.03
Management staff	38	5.92
Support services	201	31.31
Total	642	100

Source: Human Resource Department of the Ministry of Lands Kenya, 2023

3.3. Sampling Technique and Sample Size

A sampling frame refers to a list or a set of individuals, objects, or elements from which a sample is drawn for a research study or survey. It is essentially a complete representation of the target population from which the sample was selected. The sampling frame ensures that every member of the population has an equal chance of being included in the sample. This was a list of 642 staff members and officials within the Lands Ministry in Nairobi, Kenya in different cadres. Sample size refers to the number of individuals or elements selected from a population to be included in a research study or survey. Determining an appropriate sample size is crucial as it affects the accuracy and reliability of the findings. As recommended by Mugenda and Mugenda (2003), this study utilized a sample size of 20% of the population (128).

A sampling technique refers to the method or approach used to select a subset, or sample, from a larger population (Sharma, 2017). Sampling is commonly employed in research, surveys, and data analysis when it is not feasible or practical to collect data from the entire population. By using an appropriate sampling technique, researchers can gather data from a smaller sample while still making accurate inferences about the population. Due to the heterogenous nature of the population, this study adopted stratified random sampling as shown in Table 2.

Table 2: Sample Size

Cadre	Population	Percentage	Sample Size
Administrative staff	65	10.12	13
Technical personnel	162	25.23	32
Legal staff	118	18.38	24
Planning and policy officers	58	9.03	12
Management staff	38	5.92	8
Support services	201	31.31	40
Total	642	100	128

Source: Researcher 2023

3.4 Data Collection Instrument

The present research employed the use of primary data. Questionnaires were used to gather the data. The researcher constructed and used semi-structured questionnaires with both closed- and open-ended questions. As a result, the researcher was able to collect answers straight from the respondents. Considering the researcher receives immediate input using this strategy, it is useful. The questionnaire contained four sections. Section A contained information on background characteristics of respondents and sections B to E on the variables of the study.

3.5 Piloting of Research Instruments

A pilot test, also known as a pilot study or a feasibility study, is a small-scale preliminary test conducted to evaluate and refine the protocols, procedures, and feasibility of a research study or experiment before carrying out the main study. The primary purpose of a pilot test is to identify and address any potential issues or challenges that may arise during the full-scale study. Researchers can gather feedback, identify areas for improvement, refine the study design and protocols, and estimate required resources based on the outcomes of the pilot test. The information gathered from the pilot test helps ensure that the main study proceeds

smoothly and enhances the validity and reliability of the results. Pre-test participants was made up of 10 percent (13 respondents) of the sample size and was selected at random. Khan (2012) recommended using 5-10% of the total sample for pre-testing.

3.6 Validity and Reliability of Research Instrument

3.6.1 Validity

The validity of a research tool refers to its ability to measure what it intends to measure accurately and effectively. In other words, it assesses whether a research instrument, such as a questionnaire, survey, or test, is indeed measuring the construct or variable it is designed to measure (Mohajan, 2017). There are different types of validity but this study was limited to content and construct validity. Content validity evaluates how well the items or questions in a research tool represent the entire domain they are supposed to measure. It involves assessing whether the tool adequately covers all relevant aspects of the construct. Construct validity examines the extent to which a research tool measures the theoretical construct or idea it intends to assess. It involves establishing theoretical relationships between the construct and other related concepts. To ensure content and construct validity, this study drew upon the opinions of experts in land administration as well as adequately reviewing theoretical relationships between the constructs in existing literature.

3.6.2 Reliability

According to Cooper and Schindler (2018), the consistency and stability of the research instrument define its reliability. The authors emphasize that the most important element of any data collection tool is internal consistency. The threshold employed by researchers is typically set at 0.7, and it is used to measure the consistency of research instruments across investigations. The reliability of the items used to measure the constructs in this study must meet the minimum standard of 0.7 Cronbach's alpha. It is anticipated that the pilot study's reliability results was be favourable.

3.7 Data Collection Methods and Procedures

An introductory letter in which it ought to be stated that the goal of the research is to further academic knowledge shall be obtained from MKU. In order to obtain authorization for the research, a National Council of Science, Research, and Innovation permit for data collection shall also be obtained. The Relevant authorities were informed of the study's goals,

objectives, and date of data collection in order to further request their consent. Respondents self-administered questionnaires on the day the data is collected.

3.8 Data Analysis Techniques and Procedures

The SPSS version 29.0 program was used to analyse the data using statistics that are both descriptive and inferential. The evaluation was performed in accordance with each test's requirements. Calculations were performed to determine descriptive statistics for each variable in the study, such as the mean and standard deviation. The ANOVA table was used to produce an F-ratio, which measures the likelihood of chance deviation from the straight line (best fit line). In order to be considered statistically significant at a significance level of 5 percent, the resulting p-value of the F-ratio must be less than 0.05. To assess the combined impact of the three independent factors on the dependent variable, a multiple regression model was employed. The operational relationship between the variables in the study was examined using the specified model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mathcal{E}$$

Whereby;

Y= Performance of the Ministry of Lands

X₁= Information Sharing

X₂= Feedback

X₃= ICT

ε= error term,

β₀= Constant

β₁, β₂, β₃, β₄ = Regression coefficients.

3.9 Ethical Considerations

This study took ethical concerns into consideration. Ethical considerations in research are vital to ensure the protection, welfare, and rights of study participants. Ethical guidelines help researchers maintain integrity, transparency, and accountability throughout the research process. The researcher submitted an application for a NACOSTI research permit and request a letter from the university authorizing the collection of data. The researcher obtained informed consent from participants, ensuring they have a clear understanding of the study's

purpose, procedures, risks, benefits, and their right to withdraw at any time. Informed consent was voluntary, based on adequate information, and free from coercion.

Additionally, this study strived to protect the privacy and confidentiality of participants by ensuring that all collected data was anonymized and kept secure. Participants' personal identifying information was kept confidential, and their privacy was respected throughout the study. Moreover, the researcher ensured the accurate collection, analysis, and reporting of data. Selective reporting or manipulation of results was avoided with strict adherence to rigorous scientific standards observed.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the study's findings as well as a brief discussion of them. The findings of the response rate are presented first in this chapter. The findings of each variable's factor analysis are given in order to establish internal consistency and, as a result, the data's reliability. After that, the demographic characteristics of the survey respondents are reported, followed by the results of descriptive statistics as well as inferential statistics.

4.2 Response Rate

A total of 128 questionnaires were distributed to the study's respondents in order to acquire the necessary data. In all, 96 questionnaires were completed and returned, as shown in Figure 3. This equated to a 75 percent overall response rate. The 25 % non-response rate is due to respondents' apprehension about disclosing information that they considered sensitive. The response rate is in line with the recommendations of Batty, Gale, Kivimäki, Deary, and Bell (2020), who claim that a response rate of more than 55% is sufficient for statistical analysis of the gathered data.

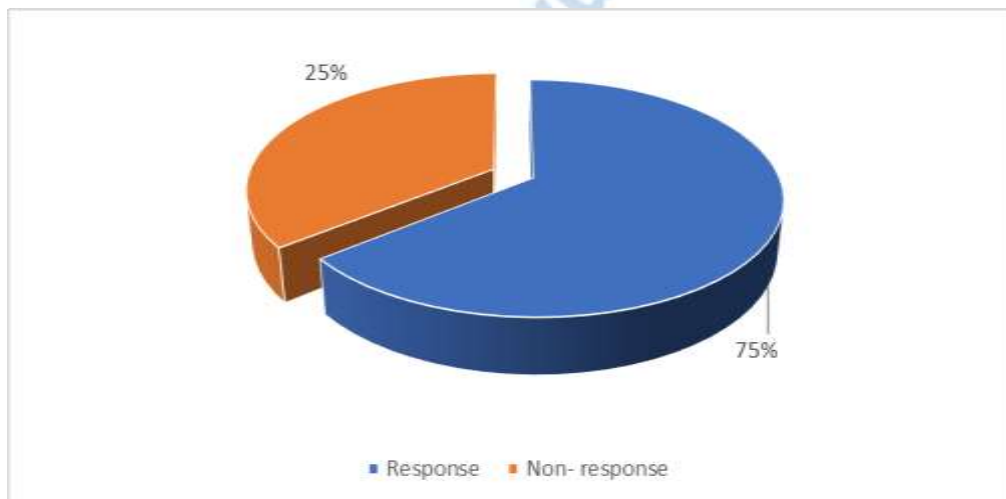


Figure 3: Response Rate

4.3 Reliability Analysis

A pilot study was conducted on 10 respondents which constitutes 10% of the sample according to recommendations of Julious (2005) for the purpose of ensuring that the research

instrument was reliable for data collection. The participants of the pilot study were excluded from the main study to avoid bias. In ensuring reliability of the instrument, the study measured internal consistency of the items of 13 questionnaires that were subjected to pilot test using Cronbach's Alpha value of 0.7 as recommended by (Mugenda & Mugenda, 2003). As indicated in Table 3, the four independent variables all had alpha coefficient values higher than 0.7 ($\alpha > 0.7$) implying that the instrument was reliable for data collection.

Table 3: Reliability Test

Scale	Cronbach's Alpha	Number of Items
Information Sharing	0.9345	13
Feedback	0.7861	13
ICT	0.8799	13
Performance At Ministry	0.9314	13

Source: Pilot Data (2024)

4.4 Demographic Characteristics

The purpose of the study was to determine the demographic features of the study participants in terms of their gender, age, level of education, and time spent working at ministry of lands Nairobi Kenya Figures are used to present the results in the following sub-sections.

4.4.1 Respondent Gender

The study sought to establish the distribution of the respondents in terms of gender. The results are as shown in table 4.

Table 4: Gender Distribution of Respondents

Gender of Respondent	Frequency	Percent
Male	59	61.45
Female	37	38.55
Total	96	100

Source: Research Data (2024)

In this case, 61.45 percent of the respondents were male, while 38.55 percent (37) were female, as shown in table 3. Both genders were represented in the research, according to the findings.

4.4.2 Age of the Respondent

The study also sought to find out the age bracket of employees on land administration and performance at ministry of lands Nairobi Kenya. The results of the study are shown in Figure 4.

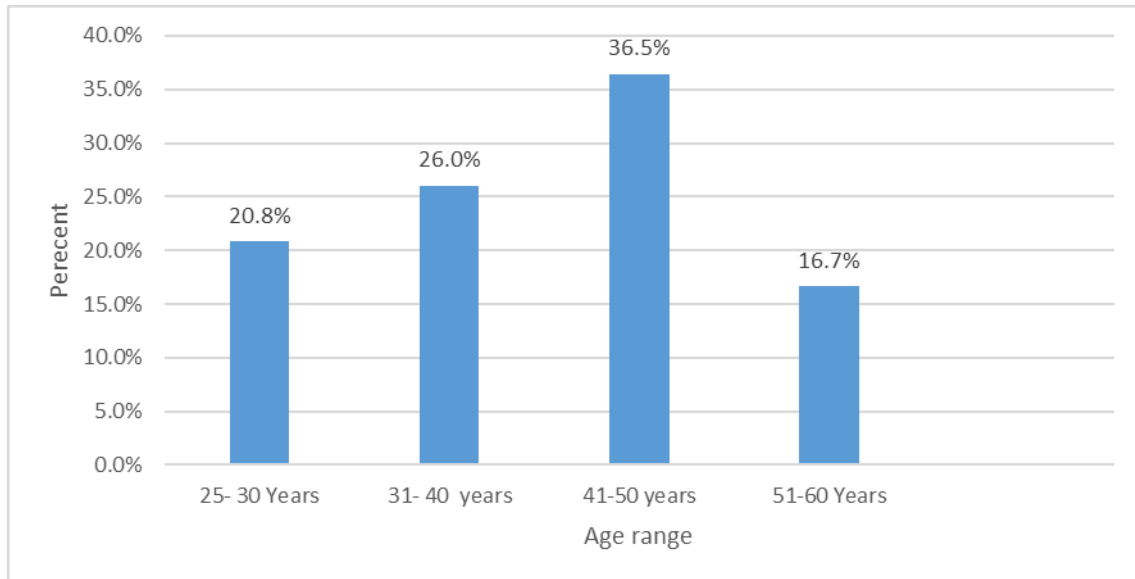


Figure 4: Age of the Respondent

Source: Research Data (2024)

Figure 4 shows that majority of respondents (36.5%) were between the ages of 41 and 50 years, followed by 26.0 percent of those over between 31-40 years and 20.8 percent of those between the ages of 25 and 30 years. Only 16.7 percent of the research participants were between ages 51-60. According to the findings, the bulk of the study's participants were middle-aged, with all age categories being fairly well represented.

4.4.3 Highest Level of Education of Respondent

The study also sought to establish the highest level of education qualification of the study respondents. The results are presented in figure 5.

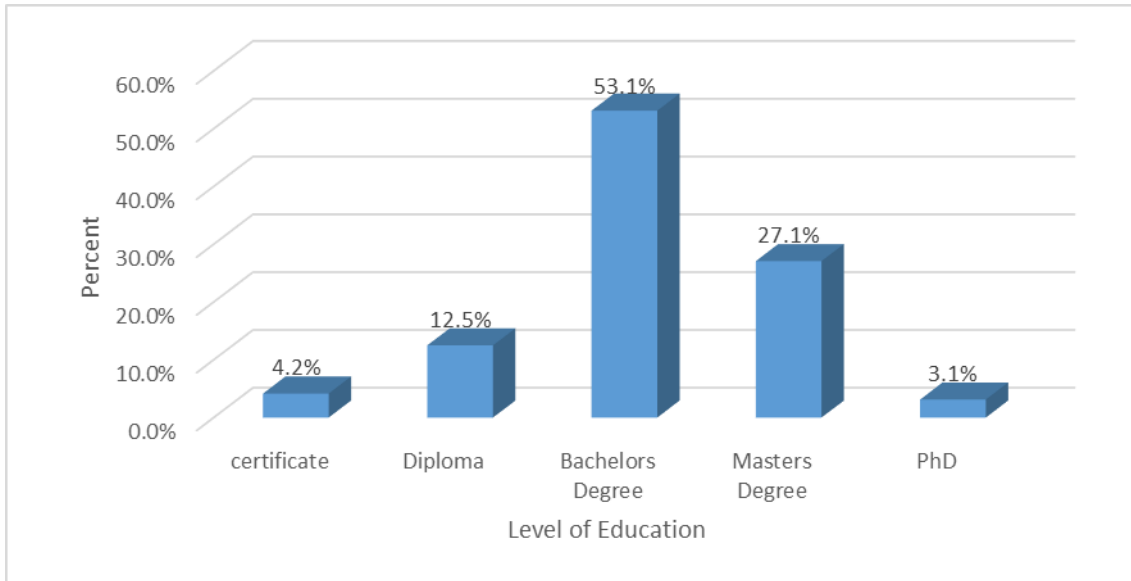


Figure 5: Highest Level of Education of Respondent

Source: Research Data (2022)

According to the study's findings (Figure 5), the majority of respondents (53.1 percent) had undergraduate academic degrees, followed by 27.1 percent who had Masters academic qualifications, and 12.5 percent who had diploma level academic qualifications. Only 4.2 percent of the respondents had certificate level of education. Lastly only 3.1 percent had Phd level of qualifications. The findings suggest that the majority of employees on land administration and performance at ministry of lands Nairobi Kenya have a sufficient degree of academic education, providing the study with accurate as well as valid data.

4.4.4 Length of Service in the Firm

The study further sought to find out the length of continued service of respondents of the study respondents in their respective ministry of lands Nairobi Kenya. The results of the study are shown in Figure 6 below.

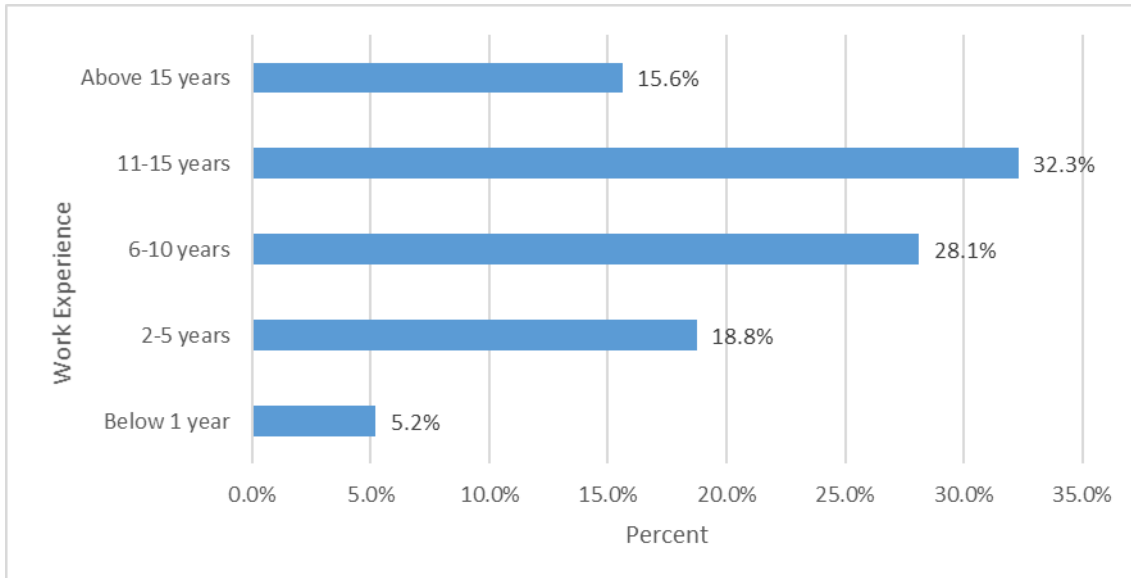


Figure 6: Length of Service in the Firm

Source: Research Data (2024)

The survey's findings, as shown in Figure 6, revealed that the majority of employees in the ministry of lands Nairobi Kenya (study respondents) had worked for the ministry for between 11 and 15 years (32.3 percent), followed by 28.1 percent who had worked for the ministry of lands for 6-10 years, above 15 years is 15.6 percent. Only 5.2 percent of the respondents had worked for the ministry of lands for less than one year, meaning that the bulk of the respondents had sufficient experience in the in the ministry of lands to give accurate data for the research.

4.5 Descriptive Findings and Analysis

The responses on the various variables of the research based on a Likert scale were captured using mean and standard deviation descriptive statistics. As a result, the average responses on each of the variables are presented in this part, while the standard deviation reflects the degree of the variances in the replies.

4.5.1 Information Sharing and Performance

The first objective of the study was to examine the influence of information sharing on land administration and performance at ministry of lands Nairobi Kenya. First, respondents specified the information that can help them make informed decisions. The average responses for the various statements regarding the influence information sharing on land administration

and performance at ministry of lands Nairobi Kenya given a Likert scale of 1-5 are as shown on Table 5.

Table 5: Descriptive Results on Information Sharing

Statement	Mean	Std Dev.
Communication channels are easily accessible and understandable for stakeholders	4.15	1.09
The Ministry of Lands conducts regular stakeholder engagement activities to involve stakeholders in decision-making processes	3.90	1.19
Stakeholders feel adequately engaged and included in relevant discussions and decisions	4.08	1.12
The Ministry of Lands is adequately transparent in sharing information with stakeholders	3.94	1.30
Stakeholders are provided with comprehensive and accurate information regarding land-related matters	4.04	1.17
Stakeholders have access to information that can help them make informed decisions	4.25	1.29
The Ministry of Lands is proactive in sharing information with stakeholders in a timely manner	3.69	1.39
Stakeholders are promptly notified about any changes or updates related to land policies, procedures, or projects	3.60	0.63
Stakeholders are satisfied with the timeliness of the information received from the Ministry of Lands	4.12	0.99
The Ministry of Lands provides opportunities for stakeholders to provide feedback regarding its activities and policies	4.10	1.21
The Ministry of Lands offer capacity building initiatives to enhance stakeholders' understanding of land-related matters	3.50	1.00

Source: Research Data (2024)

The study's findings revealed that the majority of respondents (a mean of 4.15) agreed that there is Communication channels are easily accessible and understandable for stakeholders. The replies to the aforementioned statement had a standard deviation of 1.09, indicating that there was little variance in the responses. A mean of 3.9 demonstrates that the majority of the respondents agreed on whether the Ministry of Lands conducts regular stakeholder engagement activities to involve stakeholders in decision-making processes, while a standard deviation of 1.19 reveals a wide range of views. The majority agreed that stakeholders feel adequately engaged and included in relevant discussions and decisions, with a mean of 4.08 as a value of 1.12 for this the standard deviation of 1.12 indicates that there was a lot of diversity in the replies to the given statement. Furthermore, the majority of respondents (3.94

on average) believed that the Ministry of Lands is adequately transparent in sharing information with stakeholders.

Similarly, the majority of respondents agreed that the stakeholders are provided with comprehensive and accurate information regarding land-related matters, with a mean of 4.04 and a standard deviation of 1.17, indicating a wide range of responses. Most of the participants agreed that the Stakeholders have access to information that can help them make informed decisions, with a mean of 4.25 and a standard deviation of 1.29. The majority agreed, with a mean of 3.69, that the Ministry of Lands is proactive in sharing information with stakeholders in a timely manner, as did the assertion that the Stakeholders are promptly notified about any changes or updates related to land policies, procedures, or projects with a mean of 3.6. On the statement stakeholders are satisfied with the timeliness of the information received from the Ministry of Lands, majority agreed with a mean of 4.12 and standard deviation of 0.99. The Ministry of Lands provides opportunities for stakeholders to provide feedback regarding its activities and policies had a mean of 4.10 and standard deviation of 1.21. On the statement, the Ministry of Lands offer capacity building initiatives to enhance stakeholders' understanding of land-related matters with a mean of 3.50 and standard deviation of 1.00. The results in this study imply that majority of the respondents of this study agreed with the statements on information sharing on land administration and performance at ministry of lands Nairobi Kenya.

4.5.2 Feed Back and Performance

The second objective of the study was to examine the influence of feedback on land administration and performance at ministry of lands Nairobi Kenya. The results are presented on table 6.

Table 6: Descriptive Results on Feed Back

Statement	Mean	Std Dev
The stakeholder consultations held are informative and inclusive	4.63	0.49
Stakeholders are actively engaged in the decision-making process of the Ministry of Lands	4.65	0.56
Stakeholder perspectives are adequately considered during the decision-making process	4.65	0.62
Stakeholders are familiar with the use of technology and digital platforms provided by the Ministry of Lands	4.81	0.49
Stakeholders utilize digital platforms provided by the Ministry of Lands for accessing information or services	4.71	0.57
There have been noticeable improvements in resolving land-related conflicts since my involvement with the Ministry of Lands	4.83	0.51
I find the conflict resolution mechanisms employed by the ministry effective	4.67	0.55

Source: Research Data (2024)

The results of the study showed that majority of the respondents as represented by a mean of 4.63 strongly agreed that the stakeholder consultations held are informative and inclusive as standard deviation of 0.49 is indicative of low variation in the replies to the aforementioned claim. Similarly, most of the respondents, mean 4.65, strongly agreed that Stakeholders are actively engaged in the decision-making process of the Ministry of Lands as low spread of the replies was determined by a standard deviation of 0.56. On the same note, majority of this study's participants, mean 4.65, strongly agreed that Stakeholder perspectives are adequately considered during the decision-making process. Low variation of responses was confirmed by a standard deviation of 0.62.

On whether Stakeholders are familiar with the use of technology and digital platforms provided by the Ministry of Lands, an overwhelming majority strongly agreed, mean 4.81, while low variation of responses was confirmed by a standard deviation of 0.49. Majority of the respondents of the study further strongly agreed that Stakeholders utilize digital platforms provided by the Ministry of Lands for accessing information or services as shown by a mean of 4.71. On whether there have been noticeable improvements in resolving land-related conflicts since my involvement with the Ministry of Lands, mean 4.83, strongly agreed.

On statement, I find the conflict resolution mechanisms employed by the ministry effective had a mean of 4.67 with a standard deviation of 0.55. The results in this section thus imply that majority of the respondents of the study strongly agreed that various feedback on land administration and performance at ministry of lands Nairobi Kenya.

4.5.3 Information Communication Technology (ICT)

The final objective of the study was to examine the influence of ICT on land administration and performance at ministry of lands Nairobi Kenya. The average responses for the various statements regarding the influence of ICT on land administration and performance given a Likert scale of 1-5 are as shown on Table 7.

Table 7: Descriptive Results on Information Communication Technology (ICT)

Statement	Mean	Std Dev.
The ministry frequently consults with stakeholders to gather their input and feedback on ICT initiatives	2.75	1.49
The ministry has identified all relevant stakeholders for ICT projects	2.90	1.52
Stakeholders are actively involved in the decision-making process when it comes to ICT projects in the Ministry of Lands	3.29	1.61
The ministry has in place measures to ensure effective communication and collaboration with stakeholders in ICT initiatives	3.58	0.94
There specific areas within the ICT infrastructure that need improvement in order to better serve the stakeholders	3.29	0.98
The ministry conducts regular assessments and evaluations of the ICT infrastructure to identify potential issues or bottlenecks	3.90	1.00
The ministry involves stakeholders in the design and implementation of ICT infrastructure projects	3.87	0.86
The ministry has established proper data governance policies and practices	3.98	0.73
Stakeholders involved in the data collection, storage, and analysis processes	1.99	0.55
There are data management challenges or issues that need to be addressed to improve stakeholder involvement and satisfaction	4.00	0.92

Source: Research Data (2024)

The results of the study showed that majority of the respondents, mean value 2.75, moderately agreed that the ministry frequently consults with stakeholders to gather their input and feedback on ICT initiatives with a standard deviation of 1.49 suggesting high spread in the responses to the above statement. On whether the ministry has identified all relevant stakeholders for ICT projects, majority of respondents moderately agreed with respective mean

values being 2.9 and standard deviation of 1.52 and on whether Stakeholders are actively involved in the decision-making process when it comes to ICT projects in the Ministry of Lands had a mean of 3.29, the respective standard values of 1.61 are also indicating high variation of the replies to the aforementioned statements. Regarding the assertion that the ministry has in place measures to ensure effective communication and collaboration with stakeholders in ICT initiatives, majority of respondents agreed, mean 3.58 while a standard deviation of 0.94 shows low variation in the replies. On whether there specific areas within the ICT infrastructure that need improvement in order to better serve the stakeholders, mean 3.29 moderately agreed and a standard deviation of 0.98 suggests low variation in responses. Regarding the ministry conducts regular assessments and evaluations of the ICT infrastructure to identify potential issues or bottlenecks, majority of the respondents represented by mean of 3.9 agreed. Similarly, majority agreed that the ministry involves stakeholders in the design and implementation of ICT infrastructure projects, mean 3.87.

On statement, the ministry has established proper data governance policies and practices, majority of the respondents agreed with a mean of 3.98 with a standard deviation of 0.73. On whether stakeholders are involved in the data collection, storage, and analysis processes majority of the respondents disagreed with the statement with a mean of 1.98 standard deviation of 0.55. Lastly on statement, there are data management challenges or issues that need to be addressed to improve stakeholder involvement and satisfaction majority of the respondents agreed with a mean of 4.00 and standard deviation of 0.92. The results in this section confirm that majority of the respondents of the study revealed that Information Communication Technology influences ministry performance.

4.5.3 Performance of Ministry of Lands

The performance of ministry of lands was used as the study's dependent variable. Table 8 shows the average replies on a Likert scale of 1-5 for the various statements on customer retention and reputation metrics of ministry performance.

Table 8: Descriptive Results on Performance of Ministry of Lands

Performance Metric	Mean	Std Dev.
I am satisfied with the timeliness of the processes, such as land registration and issuance of title deeds	4.58	0.67
The information provided by the Ministry of Lands regarding land administration procedures and regulations is transparent and accessible	4.54	0.74
I am aware of systems or mechanisms in place to ensure accountability within the Ministry of Lands	4.56	0.92
The Ministry of Lands manages and regulates land use across the country well	4.63	0.77
I am satisfied with the availability and effectiveness of land use planning initiatives implemented by the Ministry	4.62	1.05
The Ministry appropriately addresses environmental concerns in its land use planning and management practices	4.69	0.81
The Ministry of Lands has successfully implemented land reforms to improve land tenure security and access	4.75	0.74
The Ministry of Lands engage with and involves stakeholders (e.g., communities, landowners, developers) in land administration processes	4.50	0.80
The Ministry provides adequate opportunities for public participation in decision-making related to land matters	1.90	0.91
I am satisfied with the Ministry's mechanisms for resolving land disputes, such as through land tribunals or alternative dispute resolution method	1.98	1.02

Source: Research Data (2024)

The study's findings revealed that the majority of respondents strongly agreed that, the timeliness of the processes, such as land registration and issuance of title deeds with a mean of 4.58 and standard deviation of 0.67, on statement, the information provided by the Ministry of Lands regarding land administration procedures and regulations is transparent and accessible majority of the respondents agreed with a mean of 4.54 and a standard deviation of 0.74. On the statement, I am aware of systems or mechanisms in place to ensure accountability within the Ministry of Lands majority of the respondents agreed with a mean of 4.56 standard deviation of 0.92. On the statement, Ministry of Lands manages and regulates land use across the country well majority of the respondents agreed with a mean of 4.63 standard deviation of 0.77. Majority of the respondents agreed with the statement, I am satisfied with the availability and effectiveness of land use planning initiatives implemented by the Ministry with a mean of 4.62 and standard deviation of 1.05. On the statement, the Ministry appropriately addresses environmental concerns in its land use planning and management practices, majority of the respondents agreed with a mean of 4.69 and

standard deviation of 0.81. Majority of the respondents agreed with the statement the Ministry of Lands has successfully implemented land reforms to improve land tenure security and access with a mean of 4.75 and standard deviation of 0.74. On the statement, the Ministry of Lands engage with and involves stakeholders (e.g., communities, landowners, developers) in land administration processes, Majority of the respondents agreed with a mean of 4.50 and standard deviation of 0.80. The Ministry provides adequate opportunities for public participation in decision-making related to land matters, majority of the respondents disagreed with a mean of 1.90 and standard deviation of 0.91. Lastly on statement, I am satisfied with the Ministry's mechanisms for resolving land disputes, such as through land tribunals or alternative dispute resolution method, majority of the respondents disagreed with a mean of 1.98 and standard deviation of 1.02. The results imply that majority of this study's respondents agreed that the performance of Ministry of Lands in terms of efficiency of processes, transparency & accountability and Land disputes resolution has improved.

4.6 Inferential Analysis

Inferential statistics of correlation and regression analysis were used to determine the link and effect of stakeholder involvement on land administration and performance at ministry of lands Nairobi Kenya. The study used a significance level of 5% on the coefficients of the variables to determine the significance of the relationship between stakeholder involvement on land administration and performance. The findings of the correlation and regression analyses are shown in the sections below.

4.6.1 Correlation Analysis

Using the Pearson correlation coefficient, the study conducted a correlation analysis to determine the association between stakeholder involvement on land administration and performance at ministry of lands Nairobi Kenya. The study used a significance threshold of 5% to establish the relationship between the studied variables. Table 9 summarizes the study's findings on correlation.

Table 9: Correlation Analysis

Correlations		Information Sharing	Feedback	ICT	Performance at Ministry of Lands
Information Sharing	Pearson Correlation	1			
	Sig. (2-tailed)				
Feedback	Pearson Correlation	.720**	1		
	Sig. (2-tailed)	0			
ICT	Pearson Correlation	0.074	0.076	1	
	Sig. (2-tailed)	0.601	0.221		
Performance at Ministry of Lands	Pearson Correlation	0.786**	0.716	.771**	1
	Sig. (2-tailed)	0.001	0.001	0.000	
	N	96	96	96	96

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

Source: Research Data (2024)

The results of the study show a strong and positive relationship between information sharing on land administration and performance at ministry of lands ($R = 0.786$). The relationship is also statistically significant as shown by p-value of 0.001 which is less than 0.05. The correlation results imply that an improvement in use of information sharing results to positive and significant change in performance at ministry of lands Nairobi Kenya. This result is in agreement with the study results of Caputo, Evangelista, and Russo (2018) investigated how information sharing and communication strategies can enhance stakeholder engagement. As competition in the market intensifies, companies are compelled to seek innovative approaches to gain a competitive edge and ensure their sustainability.

The results of the study also show a strong positive relationship between feedback on land administration and performance at ministry of lands Nairobi Kenya ($R = 0.716$). The relationship is statistically significant as shown by p-value of 0.001 which is less than 0.05. The correlation results imply that an improvement in use of feedback on land administration results to positive and significant change in performance at ministry of lands Nairobi Kenya. This finding concurs with Onorel (2019) explored the significance of feedback in organizational communication. The research aimed to highlight the importance of feedback in enhancing employees' growth and progress within the organization. The findings underscored

the crucial role of feedback in the communication process, particularly when it comes to fostering employees' development and improvement. Effective feedback provision was identified as a key responsibility for managers, emphasizing the need to observe employees and communicate with them to facilitate behavior change and enhance overall performance.

The results further show a strong and positive relationship between ICT on land administration and performance at ministry of lands Nairobi Kenya ($R = 0.771$). The relationship is also statistically significant as shown by p-value of 0.000 which is less than 0.05. The correlation results imply that an improvement in use of ICT on land administration results to positive and significant change in performance at ministry of lands Nairobi Kenya. This result is in agreement with the study results of Nyambane, Nzuki, and Korir (2018) the results indicated that most respondents had access to various IT devices that supported their work, and there was a positive correlation between the level of IT utilization and organizational performance.

4.6.2 Regression Analysis

For the purpose of establishing the influence of stakeholder involvement on land administration and performance at ministry of lands Nairobi Kenya, a multiple regression model was applied. The model summary results are as presented in Table 10.

Table 10: Model Summary Results

R	R Square	Adjusted R Square	Std. Error of the Estimate
.871	0.742	0.716	0.32708

a Predictors: (Constant), Information Sharing, Feedback, ICT

Source: Research Data (2024)

Table 11 shows that Information Sharing, Feedback and ICT have a substantial positive relationship with the performance at ministry of lands Nairobi Kenya. A combined Pearson correlation of 0.871 demonstrates this. The finding implies that an increase in Information Sharing, Feedback and ICT leads to a significant increase in the performance at ministry of lands Nairobi Kenya. Information Sharing, Feedback and ICT all account for up to 74.2 percent of the variance in performance at ministry of lands Nairobi Kenya, according to the model's R-square.

Table 11 below shows the significance of the regression model used for this study.

Table 11: ANOVA (Model Significance)

Model 1	Sum of Squares	df	Mean Square	F	Sig.
Regression	46.257	3	15.976	141.929	.001
Residual	18.557	93	0.109		
Total	64.814	96			

a Dependent Variable: performance at ministry of lands
b Predictors: (Constant), Information Sharing, Feedback, ICT

Source: Research Data (2024)

The F statistic, with a p-value of 0.001 and so less than 0.05, validated the regression model's significance. The F computed statistic of 141.929 is more than the F (3, 96) critical value of 15.976, confirming this. Information Sharing, Feedback and ICT are therefore suitable variables in forecasting variations in performance at ministry of lands Nairobi Kenya, according to the overall model importance. The model coefficients are presented in table 12.

Table 12: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	1.997	0.826		2.419	0.019
Information Sharing	0.196	0.072	0.346	2.703	0.009
Feedback	0.463	0.2	0.3	2.313	0.025
ICT	0.354	0.072	0.544	4.9	0.000

a Dependent Variable: performance at ministry of lands

Source: Research Data (2024)

Optimal regression model

$$\text{Firm Performance} = 1.997 + 0.196 \text{ Information Sharing} + 0.463 \text{ Feedback} + 0.354 \text{ ICT}$$

The regression results as shown in Table 13 indicated that Information Sharing positively and significantly influenced performance at ministry of lands Nairobi Kenya (Beta = 0.196, p-value=0.009). The implication of the result is that an improvement in various Information Sharing items results to significant improvement in performance at ministry of lands Nairobi Kenya. This is consistent with the argument by Kenyoru (2015) whose study results revealed

a significant positive relationship between stakeholder engagement and organizational performance in the context of KPLC. Stakeholder engagement practices, particularly in decision-making processes, were associated with improved performance outcomes. Moreover, the study results of Caputo, Evangelista, and Russo (2018) investigated how information sharing and communication strategies can enhance stakeholder engagement. As competition in the market intensifies, companies are compelled to seek innovative approaches to gain a competitive edge and ensure their sustainability.

The results also indicated that Feedback positively and significantly influenced performance at ministry of lands Nairobi Kenya (Beta = 0.196, p-value=0.025). This implies that an improvement in Feedback results to significant improvement in performance at ministry of lands Nairobi Kenya. This agrees with study results of Kaur and Lodhia (2018) the study findings emphasized the significance of stakeholder engagement throughout the entire sustainability accounting and reporting process, including providing feedback, developing strategic plans and sustainability indicators, measuring sustainability performance, and preparing sustainability reports. However, it is worth noting that the study did not consider other stakeholder engagement practices that could potentially enhance performance.

The regression results lastly indicated that ICT positively and significantly influenced performance at ministry of lands Nairobi Kenya (Beta = 0.354, p-value=0.000). The implication of the result is that an improvement in various indicators of ICT results to significant improvement in performance at ministry of lands Nairobi Kenya. This is consistent with the argument by Otim and Grobbelaar (2019) who found that stakeholder involvement in ICT positively impacts organizational performance. It highlighted the importance of stakeholder collaboration, communication, and participation in ICT initiatives for improved performance. The review also identified different dimensions of stakeholder involvement, such as internal stakeholders (employees) and external stakeholders (customers, suppliers, etc.). However, the studied failed to examine the specific stakeholder groups and their impact on organizational performance particularly in the ministry of lands in Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In order to address the research questions, the overall results are summarized in this chapter. This chapter also includes the conclusions and suggestions from the current study, which are based on the study's goals.

5.2 Summary of the Findings

The study's main objective was to assess the effect of stakeholder involvement on land administration and performance at ministry of lands Nairobi Kenya. The study set out to accomplish this by assessing the effect of information sharing on land administration and performance at ministry of lands Nairobi Kenya, to examine the effect of feedback on land administration and performance at ministry of lands Nairobi Kenya and to determine the effect of ICT on land administration and performance at ministry of lands Nairobi Kenya. The results of the study are outlined below by objective.

The study assessed the effect of information sharing on land administration and performance at ministry of lands Nairobi Kenya as the first objective. Descriptive findings did reveal that majority of respondents agreed that there is Communication channels are easily accessible and understandable for stakeholders. Majority of the respondents also agreed that, Ministry of Lands conducts regular stakeholder engagement activities to involve stakeholders in decision-making processes. Another interesting findings is that, stakeholders feel adequately engaged and included in relevant discussions and decisions. The stakeholders are provided with comprehensive and accurate information regarding land-related matters have access to

information that can help them make informed decisions. Majority of the respondents also agreed that, the Ministry of Lands provides opportunities for stakeholders to provide feedback regarding its activities and policies. Lastly the findings reveal that, the Ministry of Lands offer capacity building initiatives to enhance stakeholders' understanding of land-related matters. Overall the findings reveal that, majority of respondents agreed with the statements on information sharing on land administration and performance at ministry of lands Nairobi Kenya. Similarly, results of multiple regressions revealed Information Sharing positively and significantly influenced performance at ministry of lands Nairobi Kenya. The study can also be linked to contribution to sustainable development goals number sixteen on Promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

The second objective of the study was to examine the influence of feedback on land administration and performance at ministry of lands Nairobi Kenya. From descriptive findings, majority of respondents agreed that majority of the respondents strongly agreed that the stakeholder consultations held are informative and inclusive. The findings also reveal that Stakeholders are actively engaged in the decision-making process of the Ministry of Lands. The findings also reveal that Stakeholder perspectives are adequately considered during the decision-making process. Majority of the respondents are positive about Stakeholders are familiar with the use of technology and digital platforms provided by the Ministry of Lands. Majority also agreed that, Stakeholders utilize digital platforms provided by the Ministry of Lands for accessing information or services. That there has been noticeable improvements in resolving land-related conflicts since my involvement with the Ministry of Lands. Lastly majority of respondents agreed that, they find the conflict resolution mechanisms employed

by the ministry effective. The results in this section thus implied that majority of the respondents of the study strongly agreed that various feedback on land administration and performance at ministry of lands Nairobi Kenya. The study can also be linked to contribution to Sustainable Development Goal 17, which reads “Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development”, recognizes multi-stakeholder partnerships as important vehicles for mobilizing and sharing knowledge, expertise, technologies and financial resources to support the achievement of the sustainable development goals in all countries, particularly developing countries.

The final objective of the study was to examine the influence of ICT on land administration and performance at ministry of lands Nairobi Kenya. Based on descriptive findings, majority of respondents were neutral on the ministry frequently consults with stakeholders to gather their input and feedback on ICT initiatives. Findings also reveal that, respondents were neutral on the ministry has identified all relevant stakeholders for ICT projects. With regard to whether Stakeholders are actively involved in the decision-making process when it comes to ICT projects in the Ministry of Lands majority were in neutral. The findings also revealed that, the ministry has in place measures to ensure effective communication and collaboration with stakeholders in ICT initiatives. It also revealed that, the respondents were neutral on specific areas within the ICT infrastructure that need improvement in order to better serve the stakeholders. Majority of the respondent agreed that, the ministry conducts regular assessments and evaluations of the ICT infrastructure to identify potential issues or bottlenecks. The respondents also agreed that, the ministry involves stakeholders in the design and implementation of ICT infrastructure projects in addition the ministry has established proper data governance policies and practices. On the other hand the respondents

totally disagreed with the statement, Stakeholders involved in the data collection, storage, and analysis processes. Lastly the respondents agreed that, there are data management challenges or issues that need to be addressed to improve stakeholder involvement and satisfaction. The study can also be linked to contribution to sustainable development goals number nine on industry innovation and infrastructure.

5.3 Conclusions of the Study

Based on the summarized study findings, this study concludes the effect of stakeholder involvement on land administration and performance at ministry of lands Nairobi Kenya. The study also concludes that information sharing on land administration has a positive and significant influence on performance at ministry of lands Nairobi Kenya. Improvement in information sharing outcomes results in significant increase in performance at ministry of lands Nairobi Kenya. Overall the conclusion reveal that the role of information sharing on land administration influences performance at ministry of lands Nairobi Kenya.

Feedback on land administration was also identified as one of the stakeholder involvement components influencing the performance at ministry of lands Nairobi Kenya. This study however concludes based on the regression results show a strong positive relationship between feedback on land administration and performance at ministry of lands Nairobi Kenya. The findings also reveal that the stakeholder consultations held are informative and inclusive.

There is a positive and significant influence of ICT on land administration and performance at ministry of lands Nairobi Kenya. This study therefore concludes that ICT on land administration positively and significantly impacts performance at ministry of lands Nairobi Kenya. Improvement in ICT on land administration aspects such as identifying all relevant

stakeholders for ICT projects, effective communication and collaboration with stakeholders in ICT initiatives, identifying specific areas within the ICT infrastructure that need improvement in order to better serve the stakeholders, the ministry conducting regular assessments and evaluations of the ICT infrastructure, the ministry involves stakeholders in the design and implementation of ICT infrastructure projects and the ministry has established proper data governance policies and practices which improve their performance at ministry of lands Nairobi Kenya. In conclusion, the ministry conducts regular assessments and evaluations of the ICT infrastructure to identify potential issues or bottlenecks.

5.3 Recommendations for Policy and Practice

From the findings in this research, the study puts forward several recommendations to help improve performance at ministry of lands Nairobi Kenya. The first recommendation is that there is need to establish a clear legal framework that governs information sharing in land administration. This framework should outline the rights and responsibilities of various stakeholders, including government agencies, landowners, and the public. There is need to Develop and implement standardized data formats and protocols to ensure interoperability and consistency across different land administration systems. This will facilitate seamless sharing of information between various stakeholders within ministry of lands Nairobi Kenya. The ministry of lands Nairobi Kenya should define clear access rights to land-related information based on the principle of open access wherever possible while ensuring the protection of sensitive data such as personal information and national security concerns. In addition the ministry of lands should Design user-friendly interfaces for accessing land-related information to make it accessible to a wide range of users, including government officials, land professionals, researchers, and the general public

These recommendations provide a comprehensive framework for improving, fostering collaboration and coordination among different government agencies responsible for land administration to streamline information sharing processes and avoid duplication of efforts.

In the ministry of lands Nairobi there is low culture of accountability and transparency on matters of land administration hence need to foster a culture of accountability and transparency within land administration agencies by publicly reporting on feedback received, actions taken in response, and outcomes achieved. Demonstrate a commitment to addressing stakeholder concerns and improving service delivery. In order to encourage feedback at the ministry of lands Nairobi Kenya, there is need to review existing legal and policy frameworks to ensure they support the establishment and functioning of effective feedback mechanisms in land administration. Amend or enact legislation as needed to institutionalize feedback processes and safeguard stakeholders' rights. In order for the ministry of lands Nairobi Kenya to improve their performance, it is imperative that they pay attention to ensure that feedback mechanisms are inclusive of all stakeholders, including marginalized communities, indigenous groups, and women. Implement strategies to encourage participation from diverse groups, such as targeted outreach efforts and capacity-building initiatives.

The study also recommends that ministry of lands Nairobi Kenya, encourage Interoperability and Compatibility that will Foster interoperability and compatibility between different ICT systems used in land administration to facilitate seamless data exchange and collaboration across various agencies and jurisdictions. This requires adherence to open standards and the development of interoperability frameworks.

On Stakeholders involved in the data collection, storage, and analysis processes the ministry scored poorly the study recommends, data Management and Integration through

establishment of robust data management systems that centralize land-related information and facilitate integration with other relevant datasets, such as demographic and environmental data. This integrated approach enhances data accuracy, reduces duplication, and improves decision-making processes.

Another key recommendation the ministry of lands Nairobi Kenya should ensure Accessibility and Outreach through ICT-enabled land administration services are accessible to all segments of society, including marginalized communities, through user-friendly interfaces, mobile applications, and outreach programs. This promotes inclusivity and reduces barriers to accessing land-related information and services.

5.5 Recommendations for Further Research in this Field of Study

The study produced a number of helpful suggestions for additional investigation. Future research should focus on all of other counties than using a case study to verify the findings of this study. Additional study might be done in the other sectors for comparison's sake. Additionally, more research is needed to determine how each stakeholder involvement component affects the performance of organizations from other sectors of the economy.

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APPENDICES

Appendix I: Informed Consent Form

Dear Participant,

I invite you to participate in a research study entitled (**EFFECT OF STAKEHOLDER INVOLVEMENT ON LAND ADMINISTRATION AND PERFORMANCE AT MINISTRY OF LANDS NAIROBI KENYA.**): I am currently enrolled in the (**MASTER IN PUBLIC ADMINISTRATION**) at Mount Kenya University and am in the process of writing my Master's project. The purpose of the research is to investigate: (*Effect of Stakeholder Involvement on Land Administration and Performance at Ministry of Lands Nairobi Kenya.*)

The enclosed questionnaire has been designed to collect information on: (*Effect of Stakeholder Involvement on Land Administration and Performance at Ministry of Lands Nairobi Kenya*)

Your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you don't wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire. There are no direct benefits to you for participating in this research. However, you may find it interesting to talk about the issues addressed in the research and it may be beneficial to the field and to future clients or individuals who have experienced similar concerns.

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately (10 min) to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

If you have any questions about this project, feel free to contact *the INVESTIGATOR*, (**Kennedy Muchira Murage and Dr Appolonius Kembu, PhD as the supervisor**). If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____ KMURAGE _____ Date 5/10/ 2023__

Appendix II: Research Questionnaire

Please tick the appropriate box next to your response to each of the following questions.

SECTION A: Background Information

1. Name:

.....

2. Role:

.....

3. Indicate your gender

a) Male

b) Female

4. 2. Age

a) 25-30

b) 31-40

c) 41-50

d) Over 50

5. 3. Training and Education

a) PhD degree

b) Masters degree

c) Undergraduate

a) Diploma certificate

b) Certificate

6. 4. Tenure

a) Less than 1 year

b) 1-5 years

c) 6-10 years

d) 11-15 years

e) Over 15 years

Please tick the appropriate box next to your response to each statement. Use a key of 1-5 where: Strongly agreed (5), Agree (4), Not sure (3), Disagree (2), strongly disagree (1).

SECTION B: Information Sharing

1. In this section, please tick the most appropriate response for each of the statements regarding information sharing with stakeholders.

Statement	5	4	3	2	1
Communication channels are easily accessible and understandable for stakeholders					
The Ministry of Lands conducts regular stakeholder engagement activities to involve stakeholders in decision-making processes					
Stakeholders feel adequately engaged and included in relevant discussions and decisions					
The Ministry of Lands is adequately transparent in sharing information with stakeholders					
Stakeholders are provided with comprehensive and accurate information regarding land-related matters					
Stakeholders have access to information that can help them make informed decisions					
The Ministry of Lands is proactive in sharing information with stakeholders in a timely manner					
Stakeholders are promptly notified about any changes or updates related to land policies, procedures, or projects					
Stakeholders are satisfied with the timeliness of the information received from the Ministry of Lands					
The Ministry of Lands provides opportunities for stakeholders to provide feedback regarding its activities and policies					
The Ministry of Lands offer capacity building initiatives to enhance stakeholders' understanding of land-related matters					
Land-related data maintained by the Ministry of Lands is easily accessible					

2. Which communication channels are currently being utilized by the Ministry of Lands to share information with stakeholders? Please mention specific channels if possible?

.....

SECTION C: Feedback

1. In this section, please tick the most appropriate response for each of the statements regarding stakeholder feedback.

Statement	5	4	3	2	1
The stakeholder consultations held are informative and inclusive					
Stakeholders are actively engaged in the decision-making process of the Ministry of Lands					
Stakeholder perspectives are adequately considered during the decision-making process					
Stakeholders are familiar with the use of technology and digital platforms provided by the Ministry of Lands					

Stakeholders utilize digital platforms provided by the Ministry of Lands for accessing information or services					
There have been noticeable improvements in resolving land-related conflicts since my involvement with the Ministry of Lands					
I find the conflict resolution mechanisms employed by the ministry effective					

2. How often do you participate in stakeholder consultations conducted by the Ministry of Lands? (Daily, Weekly, Monthly, Rarely, Never)
.....
3. Do you feel that your opinions and concerns are adequately considered during consultations? Explain your answer
.....
.....
4. a) Have you ever been invited to participate in a stakeholder satisfaction survey by the Ministry of Lands?
b) If yes, please rate your overall satisfaction with the services provided by the ministry on a scale of 1 to 5 (1 - Very Dissatisfied, 5 - Very Satisfied)

SECTION D: ICT

1. In this section, please tick the most appropriate response for each of the statements regarding stakeholder involvement in ICT.

Statement	5	4	3	2	1
The ministry frequently consults with stakeholders to gather their input and feedback on ICT initiatives					
The ministry has identified all relevant stakeholders for ICT projects					
Stakeholders are actively involved in the decision-making process when it comes to ICT projects in the Ministry of Lands					
The ministry has in place measures to ensure effective communication and collaboration with stakeholders in ICT initiatives					
There specific areas within the ICT infrastructure that need improvement in order to better serve the stakeholders					
The ministry conducts regular assessments and evaluations of the ICT infrastructure to identify potential issues or bottlenecks					
The ministry involves stakeholders in the design and implementation of ICT infrastructure projects					
The ministry has established proper data governance policies and practices					
Stakeholders involved in the data collection, storage, and analysis processes					
There are data management challenges or issues that need to be addressed to improve stakeholder involvement and satisfaction					

2. How would you rate the current level of stakeholder engagement in ICT initiatives within the Ministry of Lands?

.....

 3. How would you assess the existing ICT infrastructure in the Ministry of Lands?

SECTION E: Performance of Machakos County

1. In this section, please tick the most appropriate response for each of the statements regarding performance of the ministry of lands for the period 2018- 2023.

Statement	5	4	3	2	1
I am satisfied with the timeliness of the processes, such as land registration and issuance of title deeds					
The information provided by the Ministry of Lands regarding land administration procedures and regulations is transparent and accessible					
I am aware of systems or mechanisms in place to ensure accountability within the Ministry of Lands					
The Ministry of Lands manages and regulates land use across the country well					
I am satisfied with the availability and effectiveness of land use planning initiatives implemented by the Ministry					
The Ministry appropriately addresses environmental concerns in its land use planning and management practices					
The Ministry of Lands has successfully implemented land reforms to improve land tenure security and access					
The Ministry of Lands engage with and involves stakeholders (e.g., communities, landowners, developers) in land administration processes					
The Ministry provides adequate opportunities for public participation in decision-making related to land matters					
I am satisfied with the Ministry's mechanisms for resolving land disputes, such as through land tribunals or alternative dispute resolution method					

2. On a scale of 1-5, rate your overall experience with the land administration processes carried out by the Ministry of Lands. Explain your answer.

.....

Appendix III: ERC



REF: MKU/ISERC/3269

Date: 16 October 2023

TQ: KENNEDY MUCHIRA MURAGE

REG: MPAM/2022/48862

Dear Sir/Madam,

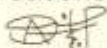
RE: EFFECT OF STAKEHOLDER INVOLVEMENT ON LAND ADMINISTRATION AND PERFORMANCE AT MINISTRY OF LANDS NAIROBI KENYA.

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2313**. The approval period is **16/10/2023 - 15/10/2024**.

This approval is subject to compliance with the following requirements;


- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

- The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 0100, Thika

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Appendix IV: Introduction Letter


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MPAM/2022/48862
16th October, 2023

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: KENNEDY MUCHIRA MURAGE - REGISTRATION NO. MPAM/2022/48862

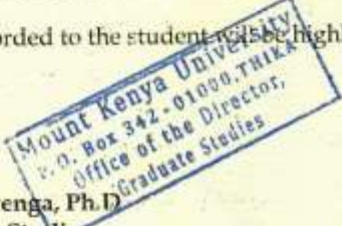
The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Public Administration and Management** in the department of **Management** in the school of **Business and Economics**

The title of the research is **"Effect of Stakeholder Involvement on Land Administration and Performance at Ministry of Lands Nairobi Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **October, 2023 and December, 2023.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


For
Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.


Mount Kenya University
P.O. Box 342-01000 THIKA
Office of the Director,
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200
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Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix V: Plagiarism Report

