

UNIVERSITY FOR DEVELOPMENT STUDIES

**STAKEHOLDERS PARTICIPATION AS A DETERMINANT OF EFFECTIVE
IMPLEMENTATION OF LAND USE PLANS IN TAMALE METROPOLIS IN
NORTHERN REGION OF GHANA**

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FACULTY OF MATHEMATICAL SCIENCES

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IMPLEMENTATION OF LAND USE PLANS IN TAMALE METROPOLIS IN
NORTHERN REGION OF GHANA**

BY

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REQUIREMENTS FOR THE AWARD OF POSTGRADUATE DIPLOMA IN
STATISTICS**

SEPTEMBER, 2019



DECLARATION

I hereby declare that this special study is the result of my own original research and that no part of it has been presented for another degree in this university

Candidate's Signature:.....

Date:.....

Name: TAKORA SAAKA

(UDS/PAS/0002/18)



CERTIFICATION

We certify that this work was carried out by Takora Saaka (UDS/PAS/002/18) in accordance with the dissertation guidelines of the Department of Statistics, as part of the requirements for the award of Postgraduate Diploma in Statistics.

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Date



ABSTRACT

The study focused on the assessment of stakeholders participation as a determinant for effective land use plans implementation in the Tamale Metropolis of Northern Region of Ghana. Primary data was then collected from households and institutions and analyzed. The study revealed that those factors such as leadership qualities, transparency, resources availability and centralization of decisions affect successful stakeholders' participation in implementation of land use plans. The benefits of engaging stakeholders in the implementation process were identified to be sustainability of the plan proposals, effectiveness and efficiency as well as self-reliance. Challenges such as land ownership system, delay in decision making and poor commitment of planning authorities among others were identified. The study recommends that people should be part of planning from the beginning, proposed land use plans should be displayed at public areas for awareness and inputs and planning education need to organized for stakeholders.



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CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background to the Study

The growth of population leads to the need for additional land for housing and demand for other infrastructural facilities. The various needs that accompany the growth of cities result in the physical manifestation on land. The phenomenon of urban and cities growth has both problems and benefits to its inhabitants depending on the way the growth is managed. For effective and efficient urban growth, there is the need for land use plans to guide the expansion in an orderly and sustainable way. Land use plans serve as tools and techniques that are used to guide and manage the orderly growth of cities in a conscious manner. It is as a result of this that the Land use and Spatial Planning Act, Act 925 (2016) has made it mandatory for planning authorities to effectively prepare land use plans to guide the growth and development of cities to promote orderliness and quality environment. The plans represent the needs and aspirations of the people and for that matter involving the people in the process is paramount. The proposals in the land use plans for our communities do not see the light of day due to poor implementation of the plans which is as a result of lack of stakeholders' participation in process.

Community participation is the creation of opportunities to enable all members of a community to actively contribute to and influence the development process and to share equitably in the fruits of development (UN, 2005). According to Kumar (2002), participation in the implementation of land use plans is essential in order to establish economic and political relationship within the wider society and it is not just a matter of



involvement but rather the process by which people are able to organize themselves, ability to identify their own needs, share in design, implement, and evaluate participatory action. This means that participation is a vehicle for influencing decisions that affect the lives of citizens and an avenue for transferring political power.

The decentralization concept in Ghana was initiated purposely to promote popular grassroots participation in the administration of the planning, implementation, monitoring and delivery of services to improve the living conditions of the rural poor (Ahenkan et al., 2013). The key reason for the decentralization process was therefore the desire to increase citizen's participation in local governance. Ahenkan et al., (2013) explained that it was a deliberate effort by the government to eradicate the economic, social, cultural and political challenges that contribute to poverty in the country through decentralized planning.

In the Local Governance Act, 2016, Act 936, the new decentralized development planning system in Ghana made Districts the main focus of planning action through a participatory approach. This process provides greater opportunity for the local people within the districts to participate effectively in the conception, planning and implementation of development programmes and projects. The purpose of community participation in the preparation of land use plans is to influence decisions and proposals that affect the lives of citizens.

As land use plans are implemented, there is the need to conduct a thorough study to ascertain whether the processes in the implementation of the plans gives opportunities to the stakeholders to participate. The study therefore seeks to assess the extent of stakeholders' participation in the implementation process at the local level in the Tamale Metropolis.



1.2 Statement of the Problem

The Local Governance Act, Act 936 of 2016 has provided the MMDAs with responsibility for the preparation, implementation and monitoring of approved district development plans and settlement structure plans.

According to Falade (2003), land use plans for most communities often seek to make life better for the people living in them as a major goal, but the reality of the case is that these laudable goals are never achieved. Sustainable land use planning ensures that people are able to satisfy their basic land needs responsibly without compromising the right of future generations to same. The issues that affect land use plans implementation among others include the lack of a framework for coordination of spatial and economic plans as well as inadequate community participation in the process of implementation. This can only happen if land use is participatory implemented and managed by Metropolitan, Municipal and District authorities in the country.

Tamale Metropolis is the only Metropolitan Assembly in the Northern Region, which is also the administrative capital of the region, with an estimated annual population growth rate of 3.5 percent. The fast expanding in size of the Metropolis by growth and investments in existing businesses is a major factor of attraction of prospective developers. Considering the expansion of the city, efforts are being made by the Tamale Metropolitan Planning Authority in collaboration with the land owners to prepare land use plans to control the growth of various communities in the Metropolis. However, these plans are properly done but do not get the full support of the communities which are the beneficiaries. This situation result in haphazard developments, encroachment on public lands, building at unauthorized



areas which lead to flooding and difficulty in the provision of infrastructural facilities in the Metropolis. It is against these considerations that this paper intended to assess the community participation as a determinant for effective implementation of land use plans preparation in the Tamale Metropolis. This will enable a relationship to be established between community involvement in plan preparation and implementation in the country.

1.3 Research Questions

1. Does community participation serve as a determinant for effective implementation of land use plans in the Tamale Metropolis?
2. What are the factors that affect stakeholder participation in the implementation of land use plans in Tamale Metropolis?
3. How are the benefits of stakeholders in the land use plans in Tamale Metropolis?
4. How are the challenges of stakeholders' participation in land use plans preparation in the Tamale Metropolis?

1.4 Research Objectives

1.4.1 Main Objective

The main objective of the study is to assess community participation as a determinant for effective implementation of land use plans in the Tamale Metropolis.

1.4.2 Specific Objectives

Specifically, the study seeks to achieve the following:

1. To assess the factors that affect stakeholder participation in the implementation of land use plans in Tamale Metropolis.



2. To examine the benefits of stakeholders in the land use plans in Tamale Metropolis
3. To analyze the challenges of stakeholders participation in land use plans preparation in the Tamale Metropolis

Hypothesis

H₀: there is an association between stakeholder participation and effective plans implementation

H₁: there is no an association between stakeholder participation and effective plans implementation

1.5 Scope and Limitation of the Study

The study was carried out in the Tamale Metropolis in the Northern Region of Ghana. Tamale Metropolis is chosen because it depicts traits of a growing area due to increase in the population and other economic activities over the years. Also a lot of land use plans have been prepared for communities over the years to guide the physical growth of the entire Metropolis.

In context, the study covered stakeholder participation in preparation of land use plans in Tamale Metropolis. It focused on the major factors against the stakeholder participation in the preparation of land use plans as well key benefits and challenges associated with the preparation of the plans. This will eventually give a basis for good recommendations for planning authorities of land use plans in Ghana.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews relevant concepts on stakeholders' involvement in the preparation of land use plans. Also concepts such as land use planning, participatory land use planning, participation are reviewed to guide the discussion of stakeholder involvement in the preparation of land use plans. These concepts are to help position the study within an intellectual context and discussion to provide an avenue for an analysis.

2.1 The Concept of Participation

Participation to development have been proliferating in third world countries since 1980`s, and they are now accepted components of projects design among mainstream donor agencies. The advocates and practitioners of the concept proclaim that people's empowerment, local knowledge and community ownership are indispensable ingredients of project success and sustainability.

The World Bank (2014) defines participation as a process through which stakeholders' influence and share control over development initiatives, decisions and resources. This means that gone are those times when development agents had to solely determine, design and impose development projects or plans on intended beneficiaries. According to Kasiaka (2004), participation is an approach through which beneficiaries and other stakeholders are able to influence project planning, decision-making, implementation and monitoring



phases. On the other hand, participation is considered to be a prerequisite for project ownership, successful implementation and sustainability of the projects in question. The aim of this is to prevent adverse impact of normal development on disempowered actors and to generate receptiveness to the interests of the people. In the third world countries there is widespread resistance to development projects that serve the interests of national elites and donor nations or foreign policy. This has precipitated grassroots movements demanding participation in project planning and decision making (Bastian and Bastian, 2006).

In the perspective of rural development, participation implies people's involvement in the decisions making process, in implementing programmes, and their sharing in the benefit of development programmes (Cohen & Uphoff, 1972). This argument is crucial for engaging community members in the preparation of land use plans because it looks at the decision on land which largely the community is the beneficiary. At the social level, Pearse and Stiefel (1979) explained participation as an organized effort to increase control over resources and regulative institutions in given social situations on the part of groups and movements of those hitherto from such control. At the project level, Paul (2007), sees participation as an active process by which beneficiary or client groups influence the direction and execution of a development project with a view to enhancing their well-being in terms of income, personal growth, self-reliance, or other values they cherish. They range from seeing participation merely as people's involvement in a project where they can obtain economic and social benefits. This implies participation in decision making empowers communities.



2.2 Stakeholders

Public participation in governance and development projects involves the direct involvement – or indirect involvement through representatives of concerned stakeholders in decision-making about policies, plans or programs in which they have an interest. Freeman (2010) explained that stakeholders are persons, groups or organizations that may influence or be affected by policy decisions. Through public participation, stakeholders may interact with government agencies, political leaders, nonprofit organizations and business organizations that create or implement public policies and programs (Smith, 2010). Public participation thus is a fundamental part of the public– government relationship in democracies (Roberts 2004; Bryson et al. 2013). This is because governance has moved beyond government, so too have the scope and need for public participation (Osborne, 2010; Bryson et al., 2014; Morgan and Cook, 2014).

Thenen (2007) stated that all stakeholders should be able to participate in the design of a project. He added that, active participation increases acceptance as concerned groups and individuals feel that their needs are heard and taken into account and that it can start at the very beginning while assessing demand. It therefore means that right from conception to design and implementation of land use plans, grassroots participation is critically required. However in recent times participation is associated with some difficulty. Fetterman (2005) explained that while participation is about engaging people, it sometimes deprives groups, because it puts much emphasis on beneficiaries to the detriment of other significant stakeholders such as donors, Government and NGOs who command the greater proportion of resource and technical skills.



The problem however, lies with the fact that, most communities are limited in terms of resources and require skills to provide as well as manage facilities effectively and efficiently. According to Kumur (2002), participation places empowerment of the beneficiaries at the center where the people or communities have to be empowered to make decisions where donors, governments, and other players may have to relinquish power and control. This could weaken the pursuit for sustainable development as other stakeholders may withdraw resources and managerial know-how. Another criticisms as explained by Woodhill (2004) against participatory approaches is that, they down-play the potential of power and conflict and over-simplify dynamics of social change where if care is not taken participatory platform can indeed be hijacked and dominated by more powerful groups. Goddard and Cotter (1987) argued that participation is a development strategy that has been oversold, implying, the theory is not without some shortcomings and so must be adopted with a bit of caution.

Notwithstanding the above criticism, participation as a development model can serve as a significant basis towards stakeholders' participation in preparation of land use plans. The term participation as explained can then lay the fundamental principle for stakeholder participation in land use plans preparation dialogue. Once stakeholder participation is a collective initiative which invites diverse stakeholders to participate in decision making and in sharing management responsibilities, it becomes key concept in land use plans discourse (Simpungwe, 2006). Thus the concept of participation therefore places importance on the



significant role participating stakeholders can play in decision making and development in general and for that matter preparing the use of land as a resource.

2.3 Community participation

The term community participation also carries different interpretations and inclinations although the interpretations and inclinations cannot be divorced from the broader aim of encouraging the active participation of local people in the process as a whole (Oakley, 2009). Community involvement ranges from participation in activities defined by outsiders to the management and ownership of activities developed primarily by community members themselves (Aubel & Samba, 2006). The foundation of community-based development initiatives is the active involvement of members of a defined community in at least some aspects of project design and implementation (Mansuri and Rao, 2004). Colletta and Perkins (1995) illustrate various forms of community participation which includes research and data collection, dialogue with policymakers.

2.4 Participatory Land Use Planning Process

Participatory planning is a process by which a community works actively to fulfill a given socio- economic goal by consciously defining its problems and planning a course of action to resolve those problems. Babette (2011) argued that participatory land use planning is a people-centered, bottom- up approach that recognizes the differences that exist from place to place with respect to socio- cultural, economic, technological and environmental conditions. Babette (2011) added that integrated participatory planning generally aims to introduce or improve a complete spatial planning approach at local level.



Inherent in the participatory planning process is the notion that the entire community has a stake in and a contribution to make the achievement of a sustainable commune. The commitment and actions of various community members, groups, and other stakeholders are critical to the successful attainment of the vision, goals, and actions that have been articulated in the plan.

2.5 Factors that Influence Stakeholder Participation

It is widely documented that stakeholder participation in land use planning depends on many factors amongst them are individual attitude towards participation, leaders qualities, centralisation of decision-making, transparency, rules, availability of resources and personal attributes.

2.5.1 Attitude of the people

According to Luthans (2005), an attitude can be defined as a persistent tendency to feel and behave in a particular way toward some object. Attitudes are evaluative statements either favourable or unfavourable concerning objects, people or events (Robbins, 2005). Luthans (2005) provides three components of attitude as emotional, informational and behavioural. The emotional component involves the person's feelings or affect-positive, neutral, or negative about an object. The informational component consists of beliefs and information an individual has about the object. It makes no difference whether or not this information is empirically real or correct. He proceeds by saying that the third component of attitude is behavioural, which consists of persons' tendencies to behave in a particular way toward an object. Of the three components of attitude, only the behavioural component can be directly observed. It is assumed that if you want to know someone's beliefs,



feelings, and behavioural tendencies toward an object, all you need to do is measure his or her attitude. In this study, therefore, the third component of attitude which is behavioural component was studied specifically on the individual attitude towards community participation.

2.5.2 Leadership qualities

Jain and Saakshi (2005) define leadership as a process of influencing subordinates so that they cooperate enthusiastically in the achievement of group goals. Yet another definition says leadership is the ability to influence through communication, the activities of others, individually or as a group toward the accomplishment of worthwhile meaningful and challenging goals (Ivancevich *et al.*, 2003). It is further said that leadership occurs whenever one person attempts to influence the behaviour of an individual or group.

Jain and Saakshi (2005) emphasised that the success or failure of an organisation to a great extent depends on the quality of leadership. Nirmal (2002) asserts that there are three broad categories of the qualities of successful leadership namely personality traits, knowledge and ability and lastly skills. Personality traits cover issues of good character, intelligence, will power, judgment, fellow feeling, faith mental and physical energy, enthusiasm and drive, emotional stability and tact, and humour. Knowledge and ability is the second category which covers aspects of good educational background, technical competence i.e. ability to plan, organise, delegate, analyse, make decisions and capacity to control and coordinate the group efforts; ability to appraise and evaluate employees' performance as well as self-appraisal. Leaders' possession of skills is the third category of leadership



qualities that focus on the following skills: problem-solving and decision-making skills, communication skills, human relations skills, conceptual skills, social skills and administrative skills.

2.5.3 Centralization of decision-making

Cole (2004) asserts that decisions can range from those of a vital, once for all nature to those of a routine and relatively trivial in nature. He sees management as having three principal decision areas: strategic, operating and administrative.

Centralization of decision-making is the concentration of authority and decision-making at the top of an organisation. It is a structural policy in which decision-making authority is concentrated at the top of the organisational hierarchy (Koontz and Wehrich, 1998). A corollary to the importance of communities sharing decision-making power is that they share development costs (Shashi, 1999). If community members have little authority over the decision made about the allocation of resources, they may lose interest and decline or fail to effectively participate in the activities planned (Paul and Demarest, 1984). Contrary to centralization of decision-making, greater decentralization yields higher peoples' satisfaction, quicker response to problems and many people want to be involved in decisions affecting their work (Schermerhorn *et al.*, 1982).

2.5.4 Transparency in implementation process

Making processes transparent is an effective way to encourage community participation as it can potentially change power relations between communities and development organisations and between interests within communities (Shashi and Kerr, 2002). Merely transferring funds to committees is not adequate to introduce community control, as



communities need to be protected from the abuses of committees hastily assembled to present them. Agrawal and Ribot (1999) further say that accountability of the actors can be increased if information on the roles and obligations of the government is made available by the media.

2.5.5 Availability of Resources

Resources are the organisation's assets and are thus the basic building blocks of the organisation. They include physical assets, such as plant, equipment, and location, human assets, in terms of the number of employees and their skills, and organisational assets, such as culture and reputation (Hunger and Wheelen, 2007). Barney (1991) cited in Millmore *et al.* (2007) identifies three categories of resources that is physical, human and organisational. Of these categories, human resources are conceived in terms of experience, knowledge and understanding that managers bring to the context of the organisation. The third category of organisational resources includes formal organisational resources such as its structure and its systems for planning, coordinating and controlling as well as informal aspects such as the nature of internal and external relationship. 2.6 Benefits of stakeholder participation in project development.

There are series of arguments which see participation as extremely useful to the functioning of development projects. These arguments are much more fragmented often extremely localized and are expressed in a range of quite different terms. The following are the more substantive arguments.

1. Efficiency: participation implies a greater chance that resources available to development projects will be used more efficiently. Participation can help minimize



misunderstanding or possible disagreements and thus the time and energy spent by professional staff explaining to people land use plan benefits, can be reduced. Marks, Komives, & Davis, (2014) argued that participation allows for more efficient use of the resources available to a project. According to Burns et al (2004), participation by communities in plan preparation process adds economic value both through the mobilization of voluntary contributions to deliver regeneration and through skill development, which enhances the opportunities for employment and an increase in community wealth.

2. Effectiveness: Projects are invariably external instruments which are supposed to benefit the rural people of a particular area. Participation which allows these people to have a voice in determining objectives, support project administration and make their local knowledge, skills and resources available most results in more effective projects. A major reason why many projects have not been effective in the past, in achieving the intended objectives is because local people were not involved (Swanepoel & De Beer, 2012). Also as explained by Burns et al (2004), it enhances effectiveness as communities bring understanding, knowledge and experience essential to the regeneration process.
3. Sustainability; According to Wasilwa (2015) participation is seen as the antidote in that it can ensure the local people maintain the project dynamics. Burns et al., (2004) added that it promotes sustainability because community members have ownership of their communities and can develop the confidence and skills to sustain developments once the 'extra' resources have gone. They again said that it gives residents the



opportunity to develop the skills and networks that are needed to address social exclusion.

2.7 Obstacles to Community Participation

As participation in any form involves and concerns people, it is established in a social and cultural context given that participation is more than a physical in put in development projects (Bevir, 2013). It thrives within a social cultural context and it is exposed to negative influences by the forces that mould that context. Oakely (2009) suggests three major obstacles to be aware of for community participation be effectively achieved. These obstacles are as follows:-

- i. **Structural:** A centralized political ideology encouraging central control rather than people centered development and existence of social stratification with inbuilt dominant relations of power and production that obstruct people's participation. Also existence of ant participatory structures like modern technology, bureaucracies, industrial enterprises, ant participatory character of ideologies (stereotypes and myths of class; caste race, gender), also hinder participation. In addition, the inherent bias in legal system to maintain status quo and ignorance by rural poor of their rights are some other obstacles to people's participation.
- ii. **Administrative:** A centralized administrative structure retains/hinders control over decision-making, resource allocation and information that rural people require to participate in development activities thus hinders



participation. This kind of obstacle is seen and justified in the words of Robert (2010) when he said:

- iii. **Social and Cultural;** further the ignorance of people about their rights, the prevalent social, economic and gender stratification alienate the people from the development process, strengthening their dependence on the elite. The existing cultural norms and
- iv. Values like the culture of silence, the women's role are some of such processes. The mentality of dependence and feeling of inferiority of many poor people has deep historical roots. For generations, poor people have been dominated by the elite, and depended on them to make decisions. These feelings leave people without initiative and self-esteem needed for participation.

2.8 Conclusion

The review covered basically concepts on stakeholders; participation and implementation of land use other Authors. It was further observed in the review that in the engagement of community in decision process, representatives can stand for the interest of the people because of the cost implications of meeting with every person in that community. This situation as argued by most of the authors in stakeholders' analysis held the view that representatives will be able to adequately express the needs of their groups very well. However, the representation might not be entirely right if a proper analysis of the selection of the stakeholders is not done. In conclusion, the review provides a roadmap to the formulating the methodology which help in the achievement of the research objectives.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides the procedures, approaches and methods upon which the research goals and objectives are grounded. The chapter covers the research design, sampling techniques, instruments for data collection, methods of data collection and data analysis. It will use both quantitative and qualitative techniques.

3.1 Study population

The study Population is the total number of all possible elements which could be included in a study. Defining clearly the study population is crucial in the design of the research study because it a set of similar items or events which is of interest for some question or experiment. The target population in the study is households which are about Thirty-Five Thousand Nine hundred and Eight-Five (35,983) in the Tamale Metropolis. Also, critical institutions such as heads of land sector agencies, Assembly persons, traditional rulers and land owners are all targets.

3.2 Sample Size and Sampling Technique

Sample size is defined as the number of elements to be included in a study or part of the population of interest in a research. In this study, the sample size was one hundred and twenty-seven 110 respondents as they were considered to provide sufficient input to ascertain findings.



The sample size of the households was determined using the mathematical approach:

$$n = \frac{N}{1+N(e)^2} \dots\dots\dots (3.1)$$

where: n = the sample size , N = the Population, e = the margin of error (0.095) and 95% confidence level. The statistical sampling method adopted was used to determine the sample size from a population of 35,983 households at 0.095 error margin and 95% confidence level. Thus, a household sample size of $n= 35408 \div [1+35983 \{0.095\}^2] = 110$

The study adopted both probability and non-probability techniques to reach out to the various respondents in the Tamale Metropolis. The techniques used in the process included stratified, simple random, and purposive sampling techniques. The reason was to obtain a representative sample from a large targeted population which helped to come out with accurate generalization in community participation in land use plans preparation in the Metropolis. The Metropolis was put into two (2) Sub Metropolitan areas namely Tamale Central and Tamale South as established by the Tamale Metropolitan Assembly. The simple random sampling technique was used to select 4 communities out of the total of 115 communities within the two sub metros. This meant that 2 communities from each Sub Metro which helped in reducing biasness and then provided fair representation of respondents. The selection of the communities was done based on communities with land use plans which were prepared not more three years in the Metropolis.

The study used the purposive sampling approach to speak to some heads of institutions in the study area who are directly involved in the day to day handling of land use matters.



Purposively, departments such as the Town and country planning Department and Lands Commission Secretariat were interviewed to collect their views on the involvement of community members in preparation of land use plans. Assembly persons in the Tamale Metro assembly were spoken to since they are the planning authorities in their respective areas. Traditional leaders such the Gulkpegu Palace, Bamvim Palace and Nanton were engaged for their views on the subject matter. These categories of respondents are key informants who provided specific important information for the study. The simple random sampling technique was used to interview households of communities in the study area.

Table 3.1: The composition of the sample size

Sample Size	Sampling Technique	Estimated Sampled Size
Households	Simple random sampling	110
Assembly persons	Purposive sampling	16
Total		126

In total, 110 households and 16 intuitional heads and key informants making 126 respondents were used as respondents as indicated in table 3.1

3.3 Data collection Instruments

The technique employed in data collection was through questionnaire for the households and the interviews for the heads of institutions. The questionnaires had both closed and open ended questions and were structured into sections such as personal information about respondents and along the objectives of the study.

There was the need to engage research Assistants to collect data from the sampled households in the study area. Three (3) research assistants were then trained in the



questionnaire administration as well as ethical issues on conducting research. Each research assistant was the assigned two (2) communities.

3.4 Data processing and Analysis

The data was edited and then coded to enable the respondents to be grouped into categories taking into consideration the research objectives. The Statistical Package for Social Scientists (SPSS) software was then used for the analysis. Descriptive statistical tools such as bar graph and pie charts were used to represent processed data.



CHAPTER FOUR

RESULTS AND ANALYSIS

4.1 Introduction

This chapter looks at the study results and analysis of field data collected during the survey. The major areas of this chapter include demographic characteristics of the respondents, stakeholder's participation in the implementation of land use plans, factors that affect stakeholder's participation and major challenges against effective stakeholders' participation the plans implementation process.

4.2 Demographic Characteristics of Respondents

A study population of 110 adults within the ages (18-60 above years) was studied. 16 key informants' interviews as well as five focus group discussion fell within the sample of the study. From Table 4.1, 27.3 percent of the adults interviewed were within the ages 18-30, 64.5 percent fell within 31-60 years and 5.5 % were 60 years and above.

Table 4.1: The Age distribution of the study population

Age	Frequency	Percentage
18-30	30	27.3
61 and above	9	82
Total	110	100

Source: Field Survey, 2019

For gender, 57.3 percent of the study population were males and 42.7 percent constituted females as indicated in Table 4.2



Table 4.2: Sex distribution of the study population

Sex	Frequency	Percentage
Male	63	57.3
Female	47	42.7
Total	110	100

Source: Field survey, 2019

4.2 Educational Background of Respondents

The study considers the level of educational background of the respondents and from Figure 4.1, 88.2 percent of the respondents had formal education while the rest 11.28 percent had no any formal education. The level of education considered in the study includes primary, Middle/JHS, Secondary, Tertiary and then those without formal education in the area.

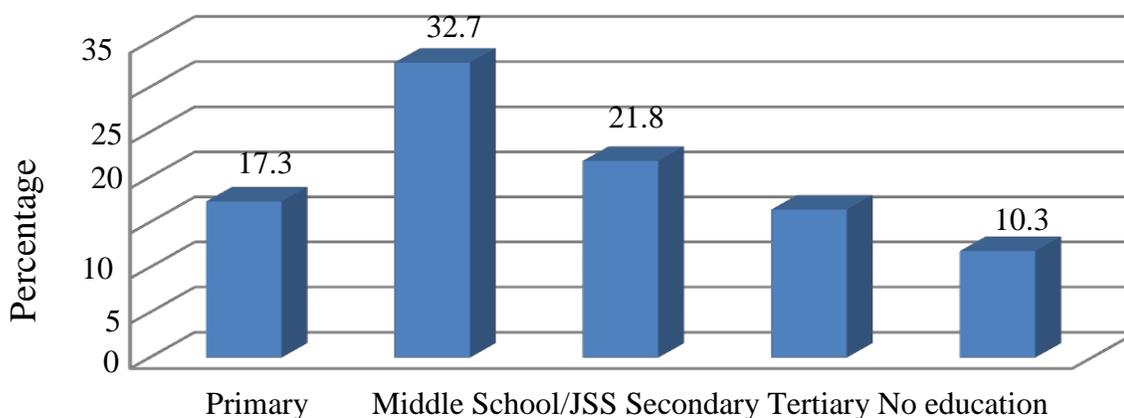


Figure 4.1: The Educational Background of Respondents



4.3 Stakeholder Participation in the implementation of land use plans

Participatory planning is a process by which a community works actively to fulfill a given socio-economic goal by consciously defining its problems and planning a course of action to resolve the problems (Aribigbola, 2008). From Table 4.3, 81.8 percent of the respondents indicated that the stakeholders are not involved in the implementation of land use plans as against only 18.2 percent agreed to the involvement of the people.

Table 4.3: Stakeholder participation in the implementation of land use plans

Community Participation	Frequency	Percentage
Yes	20	18.2
No	90	81.8
Total	110	100

Source: Field Survey, 2019

The Metropolitan Physical Planning Department attested that stakeholders' engagement in the implementation of land use plans is very low which is as a result of land ownership system and weak enforcement of planning laws and regulations. The low participation also denies the community the sense of ownership and engagement in future development which leads encroachment of proposed public right of ways in the plans.



Table 4.4 : Relationship between Sex, Age, level of education of respondents and Participation in the implementation of land use plans in the District

	Participation in the implementation of land use plans		
	Yes	No	
Education			
None	3 (7.5)	37 (92.5)	p<0.07, X= 11.43
Middle/JHS	5 (20.0)	20 (80.0)	
Secondary	5 (29.4)	12 (70.6)	
Tertiary	3 (10.7)	25 (89.3)	
Female	1 (4.3)	22 (95.7)	

Source: Field Survey, 2019

A bivariate analysis was performed to find the relationship between stakeholders participation in the implementation of land use plans and sex, occupation and education level. This was to determine whether there is a positive correlation between socio demographic variables and stakeholders involvement in the implementation of land use plans in the Metropolis. The test of statistics that were used are p-values and Chi square values. As shown in Table 4.4 sex of respondents does not have any correlation with their participation in the implementation of land plans ($p < 0.08$, $\chi^2 = 5.02$). This means that, engaging stakeholders in the implementation of land use plan is not influenced by the sex of the person.

Also, educational level of respondents was found not have any significant relationship with their participation in the implementation of land use plans ($p < 0.07$, $\chi^2 = 11.43$). Whether



one attained higher or no formal education was not a determinant of participation in the implementation of plans.

4.4 Factors that affect stakeholder’s participation in implementation of land use plans

Stakeholders’ participation in plan implementation depends on several factors the study sought to identify and verify from the respondents in the study area. Table 4.5 shows the various factors that affect stakeholder participation in land use plans implementation.

Table 4.5: Factors that affect stakeholder participation in implementation of land use plans

Factors	Agree		Not Sure		Disagree					
	F	%	F	%	F	%				
Leadership qualities	34	30.9	68	61.8	3	2.8	5	4.5	0	0

Source: Field Survey, 2019

As shown in Table 4.5, 40.9 percent of the respondents strongly agree that transparency influence the involvement of stakeholders in plan implementation process and 59.1 percent agree with that view. Again, leadership qualities, 30.9 percent strongly agree while 61.8



percent agree that it impact on stakeholder participation in the plan implementation. Then 2.8 percent and 4.5 percent of the respondents are not sure and disagree with that view respectively. On the issue of resources availability, 45.5 percent agree strongly with it while 54.5 percent just agree that it has an influence. This means that without resources, organizing stakeholders will be difficult and for that matter a decision can be taken without inputs from the beneficiaries. The Metropolitan Physical Planning Director explained that inadequate resources affect most of the activities in the implementation of land use plans. He added that land use plans that are prepared with wider consultation and participation are well implemented than those that do not engage stakeholders.

Also as indicated in Table 4.5, 31.8 percent of the people agree strongly that people participating in initial planning process can influence stakeholders' participation in plan implementation and 63.6 percent agree to the same statement with only 4.5 percent not being sure. Furthermore 9.1 percent strongly agree that attitude of the people has of influence on stakeholders participation 27.3 percent agree to the same factor with 54.5 percent and 9.1 percent are not sure and disagree respectively. 4.5 Benefits of Involving Stakeholders in Implementation of land use plans.

The study considers how people look at being part of the implementation land use plans for their communities as indicated in Table 4.6.



Table 4.6: Benefits of Stakeholders in implementation of land use plans

Benefits	Agree		Agree		Do Not		Disagree		Disagree	
	F	%	F	%	F	%	F	%	F	%
Sustainability	46	41.8	50	45.5	14	12.7	0	0	0	0

Source: Field Survey, 2019

From Table 4.6: the study revealed that 41.8 percent of the respondents strongly agree that stakeholder participation in the plan implementation process leads the sustainability of plan while 45.5 percent only agree to the same benefit. The study also revealed that 12.7 percent said they do not know that engaging stakeholders in plan implementation can lead to sustainability of the plan. On the effectiveness of plan implementation, it was realized that 27.3 percent and 44.5 percent strongly agree and agree respectively to it. These people admitted that once stakeholders participate in the implementation its proposals become effective. On the other hand, it was revealed that 22.7 percent of the respondents do not know whether engaging stakeholders in the plan implementation will make it effective with 5.5 percent disagree completely with it.

The study again revealed that 59.1 percent strongly agree that stakeholders’ contribution in plan implementation will make it efficient because it minimizes misunderstanding or possible disagreements. Also 36.4 percent of the respondents agree participation will lead



to efficiency of resources in the plan implementation process with only 4.5 percent of the people say they disagree.

On issue of self-reliance in plan implementation process, 27.3 percent and 59.1 percent agree strongly and agree that it is very important factor as 9.1 percent do not know of the importance of it. However, 1.8 percent and 2.7 percent disagree and strongly disagree respectively to the fact that involving people in plan implementation will make people comfortable with the outcome of the plan. Generally from the analysis in table 4.5 the respondents in one way or other recognize the benefits of stakeholders' participation in the plan implementation process will achieve the objectives of the plan.

4.6 The stakeholders' engagement and effective land use plan implementation

It is important to establish whether there exists a relationship between stakeholder participation and effective land use plan implementation. As indicated in table 4.7, opinion were sought form the households, land sector agencies, assembly persons and traditional authorities in the study area. The test statistics used to test the null hypothesis is chi square which is computed as indicated in Table 4.7.



Table 4.7: Stakeholders’ engagement and effective land use plan implementation

Variable	Strongly F	Agree F	Disagree F	Test statistics $X^2_{Cal}=5.05$

Source : Field Survey ,2019

From Table 4.7 the test statistics, chi square calculated ($X^2_{cal}=5.05$) which is greater than the chi square tabulated ($X^2_{tab}=1.64$). This therefore means that the null hypothesis which states there is a relationship between stakeholder participation and effective implementation of land use plans is rejected and the alternative hypothesis which states that the two variables are not associated is accepted. 4.7 Main Challenges to Stakeholder involvement in preparation of land use plans.

These are collated from various respondents as to the challenges hampering the involvement of community members in land use planning process in the metropolis.



Table 4.8 Main Challenges of stakeholders Involvement in plan implementation

Challenge	Number	Percent
Inadequate Resources	39	35.5
Poor commitment from Planning Authority	42	38.2
Land Ownership system	19	17.3
Delay in decision making	10	9.0
Total	110	100

Source: Field Survey, 2019

As indicated in Table 4.8, 35.5 percent of the respondents identified inadequate resources as a challenge to stakeholder participation in plan implementation while 38.2 percent considered poor commitment from the planning authority as a challenge. Also 17.3 percent and 9.0 percent of the respondents hold the view land ownership and delay in decision making respectively are serious challenge to the implementation of land use plans. Though these challenges seem to be comparatively small, the significant role play by facilitation in participatory planning cannot be over looked and for that matter needs to be given attention.



CHAPTER FIVE

SUMMARY FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter looks at the summary, conclusion and recommendations from the study and then concludes with recommendations on how stakeholder participation can be improved and strengthened in the light of implementation of land use plans.

5.2 Summary of Major Findings

5.2.1 Factors that affect the stakeholder participation in plan implementation

From the analysis, it was revealed that the main factors that affect stakeholders' participation in the implementation of land use plans are largely availability of resources, transparency in the process as well as leadership qualities of Planning Authorities.

5.1.2 Benefits of stakeholder participation in the implementation of land use

The study further revealed that involving stakeholders in the implementation process will contribute to sustainability, effectiveness, efficiency and self-reliance of the land use plans proposals which will ensure enhances social cohesion and then protection of ecological sensitive areas in the community.



5.1.3 The stakeholders' engagement and effective land use plan implementation

The study also revealed that there is no strong association between stakeholder participation and land use plan implementation.

5.1.4 Challenges of stakeholders Involvement in plan implementation

On the issue of challenges to stakeholder participation, the study established that there are a number of challenges that hampers the effective ways of organizing stakeholder participation activities. The critical challenges according to the study are poor commitment of the Metropolis planning authority and inadequate resources for implementation of land use plans.

5.3 Conclusion

The study is intended to assess stakeholder participation as a determinant to effective implementation of land use plans in the Tamale Metropolis.

For the factors that affect the stakeholder participation in the plan implementation process, the study identified availability of resources, leadership qualities, approaches to decision making to the critical ones among others. Therefore, for every successful stakeholder participation activity towards implementation of land use plans, the said factors must be taken into consideration.

The benefits of involving stakeholders in plan implementation process are vast and the study revealed land ownership and sustainability of plans among others and for that matter planning authorities must tell stakeholders about these benefits to be to get their inputs.



The study further revealed that challenges such as inadequate resources, poor commitment of planning authorities and delay in decision making process. The challenges therefore need to be taken into consideration in organizing stakeholder to participate in the implementation of land use plans. As a final point, the study has shown that stakeholder participation in the implementation of land use plans is vital because it allows an awareness to be created and give community people the opportunity to make inputs in the implementation process.

5.4 Recommendations

1. The study recommends that participation of stakeholders should start from the beginning of the plan preparation to enable the people appreciate the process and be able give out inputs into the plans before implementation. This will make it possible for communities to take acquaintance of proposed public uses and then protect them for the interest of future development of communities.
2. In the preparation land use plans, copies must be displayed at public areas of communities with technical officers around to explain the proposals within the plan to the people. This situation will enable diverse groups of people who might not have the opportunity to participate in formal meetings to ask questions for clarification.
3. Planning education is needed to be organized for stakeholders every quarter in the Metropolis on land use plan implementation. When people are educated very well to get understanding of the processes, the tendency of doing the wrong things would reduce.



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