

**EXAMINING THE IMPACT OF LAND APPLICATION PROCEDURES ON
MUNICIPALITY LAND ALLOCATION GOALS IN NAMIBIA**

**A MINI THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE**

OF

**MASTER OF BUSINESS ADMINISTRATION (PUBLIC SECTOR
MANAGEMENT)**

OF

THE UNIVERSITY OF NAMIBIA

BY

PRISCILA MUNDONGA

219040486

MAY 2022

**SUPERVISOR: DR. BRUCE MTIGWE (NATIONAL UNIVERSITY OF SCIENCE
& TECHNOLOGY, ZIMBABWE)**

ABSTRACT

The purpose of the study was to examine the impact of land application procedures on municipality land allocation goals in Namibia. The main problem is the lengthy bureaucratic process required for land application approval by the Council. The specific questions of the study were: how can municipal councils improve on land allocation procedures in order to attain land allocation goals? where are the bottlenecks within the land allocation process? what is the impact of land allocation procedures on the Council's ability to attain land allocation goals? to what extent is municipal council revenue collection affected by slow land allocation? what are the perspectives of customer satisfaction levels with land allocation procedures on service quality delivered by municipal councils? The significance of study contributed to the creation of awareness among municipal councils on the need to develop a land application system to expedite the allocation process. The study will also be useful to municipal councils in order to improve land application procedures and enhance quality service delivery on land allocation to customers. The study applied a quantitative approach with an explanatory sequential research design. A stratified random sample of 186 was derived from the target population of 360 employees and customers of the designated municipal councils. The study used a questionnaire with structured and non-structured questions and a focus group discussion guide to collect primary data, while secondary data was collected from the articles, books and reports. Focus group discussions were used to allow respondents to express their views on the study. The Statistical Package for the Social Sciences (SPSS) software version 25 was used to statistically analyse the data. The data from the focus group discussions was analysed using content analysis. For the frequencies, descriptive statistics were utilized, while inferential statistics were used to test the hypotheses. Pearson's Chi-square, was also used to assess the association between the variables. The findings of the study revealed that the application processing system, the strict

legal requirements of the Local Authorities Act, 23 of 1992 and the hierarchical organisational structure are the main bottlenecks influencing the slow land application process. It is asserted that these issues can be addressed by implementing an integrated land management system, delegated authority to councillors on the final approval as well as coming up with a responsive structure capable of handling applications on time. The implication of the study demonstrated a knowledge gap in developing a framework on the business land allocation by a way of private treaty, whereon it can support the decision-making at various land management levels. The study recommends that the municipal councils should develop strategies that would shorten the land allocation process by a way of private treaty and be adopted by stakeholders in order to achieve land allocation goals.

Keywords: Land, Allocation Process, Private treaty, Municipal Council

TABLE OF CONTENTS

ABSTRACT	i
ACRONYMS	ix
ACKNOWLEDGMENT	x
DEDICATION	xi
DECLARATIONS	xii
SUPERVISOR’S CERTIFICATE	xiii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the study	1
1.2 Statement of the problem	4
1.3 Research questions	5
1.3.1 Hypotheses.....	6
1.4 Significance of the study	6
1.5 Limitation of the study	7
1.6 Delimitation of the study	7
1.7 Summary	8
CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK	9
2.1 Introduction	9
2.2 New Public Management theory	9
2.2.1 Criticisms of New Public Management theory	10
2.3 Public Choice Theory	11
2.4 Agent Theory	12
2.5 Institutionary Theory	12
2.6 Components of the new public management theory	13
2.7 Operational efficiency	16
2.8 Effects of urbanisation on service delivery	16
2.9 Impact of slow land allocation process on revenue collection	17
2.10 Measures of customer satisfaction towards service delivery	18
2.11 Conceptual framework	20
2.11.1 Staff complement and its effects on land application investigation processes....	20
2.11.2 Urbanisation.....	20
2.11.3 Lengthy bureaucratic process of land application.....	21

2.11.4 Unreformed land allocation procedures and their bearing on customer satisfaction.	22
2.12 Effective Land Administration framework	23
2.12.1 Legal and policy	24
2.12.2 Financial.....	25
2.12.3 Standards /Processes	26
2.12.4 Innovation	26
2.12.5 Stakeholders.....	27
2.12.6 Capacity and Education	27
2.13 Empirical study	28
2.14 Monitoring and evaluation	29
2.15 Summary	30
3. CHAPTER THREE: METHODOLOGY	31
3.1 Introduction	31
3.2 Research Design	31
3.2.1 Research philosophy	31
3.2.2 Research approach	32
3.3 Population	32
3.4 Sample	33
3.5 Research Instruments	34
3.6 Procedure	35
3.7 Data Analysis	35
3.7.1 Descriptive Analysis	35
3.7.2 Inferential Analysis	36
3.8 Reliability and Validity	37
3.8.1 Reliability of the data collection instrument	37
3.8.2 Validity of the data collection instrument	38
3.8.3 Threat to validity	38
3.9 Pilot study	39
3.10 Research Ethics	39
3.11 Summary	40
4. CHAPTER FOUR: RESULTS AND DISCUSSIONS	41
4.1 Demographic Results	41
4.2 Descriptive Results	43

4.3. Inferential Results	56
4.3.1 Bivariate Results	56
4.4 Summary of the findings	62
4.5 Discussions	64
5. CHAPTER FIVE: CONCLUSIONS IMPLICATIONS AND RECOMMENDATIONS	73
5.1 Conclusions	73
5.2 Implications of the findings	75
5.3 Recommendations	77
5.4 Future Research	78
References	79

APPENDICES

Appendix 1: Questionnaire	90
Appendix 2: Research Permission Letter.....	98
Appendix 3: Windhoek Municipality Permission Letter	99
Appendix 4: Swakopmund Municipality Permission Letter	100
Appendix 5: Walvis Bay Municipality Permission Letter	101
Appendix 6: Consent Form for the Participants.....	102
Appendix 7: Similarity Report.....	103
Appendix 8: Language Editor Certificate	104

LIST OF TABLES

<i>Table 3.1: Sample Determination table</i>	33
<i>Table 3.2: Sample distribution among municipalities</i>	34
<i>Table 4.1: Socio-economic and demographic characteristics</i>	42
<i>Table 4.2: Awareness of land allocation procedures for business on a private treaty</i>	43
<i>Table 4.3: Unaffordable business land impedes economic market growth in municipal councils</i>	44
<i>Table 4.4: Bottlenecks affecting slow land application process</i>	45
<i>Table 4.5: Factors that affect the councils' ability to attain land allocation goals</i>	47
<i>Table 4.6: Overall impacts of land allocation procedures on council's ability to attain land allocation goals</i>	48
<i>Table 4.7: Factors of urban population growth on land allocation process</i>	49
<i>Table 4.8: Impact of urban population growth on the land allocation procedures</i>	50
<i>Table 4.9: Urbanisation and lengthy bureaucratic process</i>	51
<i>Table 4.10: Factors that affect municipality revenue collection</i>	52
<i>Table 4.11: Impacts of low land allocation on municipality council revenue collection</i>	52
<i>Table 4.12: Length of land application by municipality employees</i>	53
<i>Table 4.13: Length of land application by customers of municipal areas</i>	53
<i>Table 4.14: Satisfaction with the land allocation process and negative impact on customers satisfaction and quality of service delivery</i>	55
<i>Table 4.15: Customers service dimensions</i>	56
<i>Table 4.16: Association between factor and impact of bottleneck on slow land allocation process</i>	56
<i>Table 4.17: Association between lengthy bureaucratic process and revenue collection factors</i>	58
<i>Table 4.18: Association between unreformed land allocation procedures and customers stratification level and quality of service delivery</i>	58

LIST OF FIGURES

<i>Figure 1.1: Locality maps of the designated areas of the study</i>	8
<i>Figure 2.1: Six Pathways of the framework for effective land administration</i>	24
<i>Figure 4.1: Response rate</i>	42
<i>Figure 4.2: Overall effect of bottlenecks on slow land application</i>	46
<i>Figure 4.3: Overall length of application process.....</i>	54

ACRONYMS

SPSS	Statistical Package for the Social Sciences
GDP	Gross Domestic Product
NSA	Namibia Statistics Agency
IOL	International Organisation for Migration
COVID-19	Coronavirus Disease of 2019
NPM	New Public Management
LAS	Land Administration System
UN-GGIM	United Nations Committee of Experts on Global Geospatial Information Management
LBF	Land-Based Finance
LUA	Land Use Administration
NBS	Namibia Business School
UNAM	University of Namibia
FGD	Focus Group Discussion

ACKNOWLEDGMENT

My heartfelt gratitude goes to the Almighty God for providing me with the strength and courage to complete this study.

My sincere gratitude to Dr. Bruce Mtigwe, for his professional guidance in ensuring that the study met the required standards. My gratitude also goes to the Municipal Councils of Windhoek, Walvis Bay, Swakopmund, and Karibib for allowing me to conduct this study. Many thanks to the Namibia Business School at the University of Namibia for providing me with the academic knowledge and skills I needed during my study.

My appreciation also extends to my sisters, brother, cousins, and friends for their love and support.

Finally, thank you to the employees and customers of the Municipal Councils of Windhoek, Walvis Bay, Swakopmund, and Karibib Town Council for providing valuable information during data collection.

DEDICATION

This study is dedicated to my children Aron, Abby, and Alesia, as well as to my husband Amon Mundonga for his motivation, support, and love throughout this study. Furthermore, the study is dedicated to my father Hendrick and mother Monika, both of whom have made a significant impact on my life.

DECLARATIONS

I Priscila Mundonga declares that the work presented in this thesis, titled, examining the impact of land application procedures on municipality land allocation goals in Namibia, has been carried out by me at the Municipal Councils of Windhoek, Walvis Bay, Swakopmund, and Karibib Town Council, under the supervision of Dr. Bruce Mtigwe. The information obtained from the literature has been acknowledged and referenced.

No part of this thesis may be reproduced, stored in any retrieval system, or transmitted in any form, or by means (e.g., electronic, mechanical, photocopying, recording or otherwise) without the prior permission of the author, or The University of Namibia on my behalf.

I, Priscila Mundonga, grants The University of Namibia the right to reproduce this thesis in whole or in part, in any manner or format, which The University of Namibia may deem fit.



Signature

29 March 2022

Date

SUPERVISOR'S CERTIFICATE

I the undersigned, hereby certify that this research paper was explored and written under my supervision.

Dr. Bruce Mtigwe

Name of the Supervisor



Signature

30 March 2022

Date

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Land is an important component in the socio-economic development of any country; thus, the right to land is fundamental to participation in economic welfare (Bibri & Krogstie, 2019). As a result of the importance of successful land reform in land administration, equitable and transparent land allocation is a prerequisite for social and political stability at the community and national levels worldwide. The economies of land are understood by their contribution to Gross Domestic Product (GDP) and employment, which constitutes the main livelihood of the people (Gonzalez *et al.*, 2020).

Land constitutes the factors of production, and having access to it facilitates access to a valuable resource in value-added economic activities. Moreover, inadequate access to land and the stringent requirements for acquiring such, are impediments to economic activity and growth, thereby adversely affecting the business environment and economic development (Stebek, 2015, p.2).

According to Azadi and Vanhaute (2019) land is a valuable asset for many people and plays a significant role in the economy of developing nations. Azadi and Vanhaute (2019) also emphasised that land accessibility improves living standards, especially among vulnerable people, while also affecting investment incentives and financial market access capacity, resulting in economic growth.

According to Chand (2019) the world is facing a high rate of urban migration from citizens and foreigners coupled with increased population growth. It was also stressed that people move to cities and towns for better and improved livelihood. This itself

poses pressure on the municipal and town councils as more land is needed to generate economic means other than residential. Land scarcity, cumbersome land administration in the cities and towns, hampers economic activity due to the prolonged process of land application, resulting in loss of investors, which in turn reduces job opportunities (Gonzalez, 2020).

Mabakeng *et al.* (2021) outlined challenges experienced in the implementation of land administration systems, such as the slow implementation of project operations due to outdated policies and internal systems, as well as progress hindered by bureaucracy and political intervention in administrative procedures. Land delivery is also delayed due to a lack of resources, an influx of land applications, a lengthy approval process by the line ministry, inadequate serviced land, a lack of a proper management system, and strong demand for urban land due to rural-urban migration (Mabakeng *et al.*, 2021). Furthermore, statistics estimated that the urban population is projected to increase from 43% in 2011 to 67% by 2041 (Namibia Statistics Agency - NSA, 2011).

Unemployment, better service in urban areas and education are primary drivers of urbanisation, and these factors force people to relocate to cities in search of better opportunities. According to the Migration Report, a large percentage of migration is from rural to urban areas, with significant implications for access to land, health, and development challenges (International Organisation for Migration - IOM, 2016). More so, the municipal council of Swakopmund reported in a press release that the acceleration of urbanisation, combined with increasing migration, has resulted in high demand for serviced land for business and residential purposes (Municipality of Swakopmund, 2021).

Land tenure in Namibia's cities and towns is governed by Municipal Councils/town councils in accordance with the Local Authorities Act, 1992 (Act 23 of 1992) as amended. The municipal councils are mandated by the Local Authorities Act 23, of 1992 to sell or hire immovable property. As a consequence, the municipal councils are in charge of the land application process for business, residential, institutional, and industrial purposes. Mendelsohn *et al.* (2012) contends that the land application process involves prolonged procedures before approval by Councils. Hence, much attention to urban development is necessary. This attention, includes areas of policy and legal framework administration (Mendelsohn *et al.*, 2012).

The process of land administration, particularly for business purposes is a prolonged and discouraging process, especially to the investors. Rights for commercial use: People wishing to invest in formal business enterprises are discouraged by the stringent, lengthy and complex procedures to gain secure tenure for commercial use. It is not that the investors find it difficult to abide by these conditions, but banking institutions are not passionate to wait on the approval process.

This study is based on a new public management theory, which is, to maximise productive and allocative efficiency, a thought hampered by public agencies that are unresponsive to public demands, and coupled with the self-interest empire of bureaucrats in the administrative domain (Hope, 2001). It is on that background that this study aims to examine the impact of land application procedures on municipality land allocation goals in Namibia.

1.2 Statement of the problem

The Council land applications take long to approve due to the bureaucratic system in place to investigate the applications and the eventual approval. It has been observed that an application for business land is taking up to more than a year, as evidently reflected on the statement of land allocation (City of Windhoek, 2014). However, according to the Windhoek Municipal Council's standard operational procedures of 2015 stipulate that the ideal situation of the business land application process should take between three to six months.

According to Windhoek Municipal Council records (2019) a total of 884 land applications for business were received from 2015 to 2019, of which 152 were finalised, 474 were rejected, 183 were still pending, and 75 were concluded into agreements. The records further indicated that the applications of 2015, 2016 and 2017 were only approved in 2018 and 2019.

Municipal Councils face challenges in managing urban growth and lack of service delivery as a result of poor land policy implementation (Mabakeng, 2020). The scarcity of serviced land, and the cost of servicing involved, is excessively expensive, plus lengthy and time-consuming process of land allocation. It is clear that the problem is not only a lack of houses, but also a severe lack of serviced land for housing and commercial development. This is primarily due to a lack of sufficient resources and bureaucracy in the land delivery process (City of Windhoek, 2015).

Furthermore, rapid urbanisation and the proliferation of informal settlements on the outskirts Windhoek's rapid population growth has a negative impact on city planning and development efforts. This necessitates an assessment and reconsideration of the operational approach, which includes the local government legislation, Act 23 of 1992.

The current legal framework and operational policies for local governments are not responsive enough to meet public' demands for municipal services (City of Windhoek, 2015). Moreover, Council land allocation procedures have an impact on the timeframe and the ultimate land application approval. Therefore, the study identified the factors impeding land application procedures in order to improve the efficiency and effectiveness of land allocation procedures such as an objection from members of the public, political interference on land administration, unavailability of serviced land, and inadequate leadership support in the steering of the cumbersome application process. The purpose of this study is to examine the impact of land application procedures on municipal councils' ability to attain land allocation goals and improve on timeous land accessibility to the customers.

1.3 Research questions

Main question

- How can Municipal Councils improve on land allocation procedures in order to attain land allocation goals?

Sub-questions

- Where are the bottlenecks within the land allocation process?
- What is the impact of land allocation procedures on the Council's ability to attain land allocation goals?
- To what extent is municipal council revenue collection affected by slow land allocation?
- What are the perspectives of customer satisfaction levels with land allocation procedures on service quality delivered by Municipal Councils?

1.3.1 Hypotheses

H₀¹: Staff complement bottleneck has no effect on the timeous land application investigation process

H₁¹: Staff complement bottleneck has an effect on the timeous land application investigation process

H₀²: Urbanisation has the no impact on land allocation procedures to attain land allocation goals

H₁²: Urbanisation has an impact on land allocation procedures to attain land allocation goals

H₀³: Lengthy bureaucratic process on land application has no effect on revenue enhancement

H₁³: Lengthy bureaucratic process on land application has a negative effect on revenue enhancement

H₀⁴: Unreformed land allocation procedures have no bearing on customer satisfaction level and quality service delivery

H₁⁴: Unreformed land allocation procedures have a negative bearing on customer satisfaction level and quality service delivery

1.4 Significance of the study

The study is significant because it assists management in identifying bottlenecks in the land allocation process. Furthermore, the study creates awareness among municipal councils on the need to develop a land application system to expedite the allocation

process. As a result, the study's findings will be useful to municipal councils in order to improve land application procedures and enhance quality service delivery on land allocation to customers.

1.5 Limitation of the study

The study was limited to impact of land application procedures on municipality. Although access to information from the target population was limited, participants were made aware of the significance of the research. Questionnaires were sent via e-mail to the participants and focus group discussions were conducted in face-to-face meetings and measures were taken to comply with COVID-19 regulations. The researcher noticed that some of the targeted participants were absent from work due to isolation on medical instruction, and others had COVID-19. As a result, data collection was hampered because questionnaires were not received until they have recovered.

1.6 Delimitation of the study

Municipal Councils are responsible of land applications for business, residential, institutional and industrial purposes. However, the scope of the study only focused on business land application procedures by a way of private treaty. Moreover, the study was delimited to employees and customers of the selected Municipal Councils. The research was carried out within the jurisdiction of the Municipal Councils of Windhoek, Walvis Bay, Swakopmund and Karibib Town Council, as shown in the locality maps below:



Figure 1.1: Locality maps of the designated areas of the study

1.7 Summary

Chapter one of the study discusses the background, problem statement, research questions, hypotheses, the significance of the study, limitation and delimitation of the study. Chapter two discusses the literature on land administration globally and in Namibia. Chapter three discusses the data collection method, research design, population, sample, research instruments, procedures and analysis of data as well as the ethics. The results and discussions are presented in chapter four. The last chapter presents the conclusions, implications, recommendations as well as areas for future research.

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter discusses the literature review and theoretical framework. It further identifies the theory with its components and principles as well develops the conceptual frameworks relevant to the study, which covers the gap in the research. Moreover, the review determined the relationship between the questions and variables of the study. The administration frameworks were also deliberated in this chapter.

2.2 New Public Management theory

The origins of new public management theory can be traced back to public-choice theory and managerialism (Gruening, 2001). The old administrative model has been castigated for its inability to provide people with goods and services. In response to the inadequacies of the traditional model, the NPM theory emerged to replace it between 1980 and 1990 (Islam, 2015). Furthermore, the new public administration paradigm has a fundamentally different theoretical foundation in economics and private management (Islam, 2015), which promises leaner and better government decentralization, empowerment, customer satisfaction, and improved public accountability mechanisms.

The role of multi-centre subjects and the application of business management theory, methods, and technology in public management are highlighted in the new public management theory (Gao *et al.*, 2019). The diverse nature of regulations, according to Monkkonen and Ronconi (2016) has an impact on land use since it spans numerous components where the rules affect the binding of compliance and take enforcement

into account. Procedures and technology are the foundations of organisational sustainability, and they should be adopted to improve efficiency and effectiveness.

In this context, it is argued that the land allocation procedures used by municipal councils to allocate business land by private treaty are overly bureaucratic, resulting in sponsors withdrawing their funding and the entrepreneur ultimately losing land due to a lack of funds. As a result, municipal councils should develop strategies that will shorten the land allocation process and be adopted by all stakeholders in order to achieve land allocation goals. One of the proposed strategies is to establish a land committee that will meet weekly to provide technical comments for the application, which can allow an application to be finalised in six (6) months; another proposed strategy is to develop a system for the investigation of land applications, which will replace the cumbersome and unreliable e-mail circulation of the application.

Mongkol (2011) described a new public management theory aimed at improving the quality of public services, protecting public expenditure, and implementing an effective policy that increases the efficiency of public sector operations. In the context of municipal councils, once the land is allocated expeditiously, it will improve the quality of public service while also providing an opportunity for municipal councils to become financially stable. Furthermore, the change in responsive land application procedures eliminates the land allocation backlog.

2.2.1 Criticisms of New Public Management theory

When managers are given more power over programs, they are more likely to make centralized decisions rather than fostering decentralization in the public sector (Mongkol, 2011; Islam, 2015). The theory is also criticized for implying that

developing countries have had trouble arranging contracts for service delivery as a result of weak legal and contract enforcement. Another point of contention is the difficulties in eliminating the bureaucratic system. Moreover, new public management may intensify corruption among legislators and managers interested in privatization and outsourcing services (Mahboubeh & Reza, 2012).

In contrast to the criticism, NPM theory was created to encourage public administration to adhere to the principle of accountability and to hold people accountable for their actions. Furthermore, an institutional structure for auditing and evaluating performance can be put in place to provide information, hold people accountable, and support decision-making that leads to rational managerial and policy decisions (Lapuente & Van de Walle, 2019). According to Monkkonen and Ronconi (2016) stringent land regulations, limit people's ability to access the real value of their assets. On this basis, municipal councils' stringent regulations exacerbate timely land delivery.

New public management theory is relevant to this study because the reforms aim to improve the quality of public services (Islam, 2015). Islam (2015) further stressed that the theory promotes a different relationship between governments, public services, and effective public service delivery by introducing results-oriented management techniques to build and strengthen institutional capacity.

2.3 Public Choice Theory

Rubakula (2014, p.86) states that “public choice theory is an application of economics to public analysis which treats the political mechanism, particularly voting behaviour as the means by which individuals’ preferences for public goods are rationally

transformed to policymakers, as such an extension of economic analysis into political decision making”. In the context of municipal councils, policymakers such as councillors should embrace economically prudent policies that are effective and efficient in dealing with land so that they can maintain public trust and be re-elected.

According to Islam (2015), public choice theory is an economic sub-branch concerned with the application of microeconomics to political and social issues. Furthermore, comprehensive view of rationality is the key assumption of public theory. The theory's proponents criticize the traditional bureaucratic model for advocating management based on input process rather than result-based management (Rubakula, 2014). The theory's proponents further claimed that, public bureaucracies are slow to respond to changing circumstances and remain passive to public beneficiaries. Public choice theory

2.4 Agent Theory

Agent theory is described as a business-oriented theory related to behavioural studies on the interaction between the employer and employee (Rabakula, 2014). The lack of a scheduled evaluation of the interaction between municipal councillors, as principal agents, and bureaucrats, as agents, may result in deviation from the set goals of land-related policy.

2.5 Institutional Theory

According to Chowdhury (2021) the institutional theory emphasises the importance of an organisation adhering to external or social norms, rules, and requirements in order to provide legitimacy and support. In the instances of municipal councils, organisation has to comply with land management rules and regulations, which link

the gap between the public expectation and organisation action. In addition, Chowdhury emphasised that the theory guides organisational stakeholders in developing operations and monitoring whether the organisation is making efforts to deliver projected services.

2.6 Components of the new public management theory

According to Rubakula (2014) the following components of new public management should be considered in order to achieve efficiency and effectiveness in the delivery of public services.

- **Providing a public service.**

Contracting out or outsourcing the provision of public services is believed to improve efficiency and quality because providers compete for the contract.

- **Management control should be decentralized in order to improve reporting and monitoring mechanisms.**

Decentralization is a broad term that refers to the transfer of authority or responsibility for decision-making, planning, management, and allocation of resources from the central government to its field units, divisional administrative units, local governments, regional authority, semi-autonomous public authorities, parastatal organisations, private entities, and non-governmental private or voluntary organisations. The assumption behind advocating for decentralization process is that organisation will become more accountable and responsive to its citizens, as well as provide more relevant and high-quality public goods and services. The placement of highly centralised, hierarchical structures by decentralized management environments in which

decisions on resource allocation and service delivery are made close to the point of delivery and provide the scope for feedback from clients and other key stakeholders.

- **Creation of internal competition among various public units based on performance contracts.**

Target performance can be set for individual employees, departments, or groups within the organisation. Setting challenging but achievable targets against meaningful performance indicators is a critical component of managing organisational performance. The achievement of set targets is a critical component of the organisation's responsibility to continuously improve its services by achieving its objectives.

- **Focus on efficiency in public services**

Measuring the efficiency of public sector production is aimed, with the output of goods and services curtailed to the input of factors of production. Increased use of new technology, changes in working practices, and improved workforce training are all strategies for improving efficiency.

- **Emphasis on outcome-based management**

In the public sector, the output control system entails objective measuring of outcomes with little direction, resulting in a moderately relationship with management. Moreover, because of the need to emphasise outcome rather than processes, the highlights on output controls means that resources are focused to areas based on measured performance.

The preceding components are important to this study because they guide organisations in optimising their service delivery efficiency and effectiveness. The

element of decentralization gives the authority to delegate power to different levels for decision-making in the public sectors.

The study also suggested that structural and process reforms in the public sector be implemented in order to redesign the system and develop quality standards for capacity building (ICPS 2013, as cited in Rubakula, 2014). Rubakula agreed that reform helps to address the public sector's lack of professionalism, responsiveness, accountability, and low economic efficiency. Another element of new public management reform is the outsourcing of public service delivery in order to promote responsiveness and cost allocations, with the belief that outsourcing will increase efficiency and quality of services.

Mahboubeh and Reza (2012) highlighted the underlying principles of new public management as follows:

- Emphasis on management skills for active, objective, and voluntary organisation control.
- Establish standards and criteria for measuring performance in order to determine the objective and success indicators.
- Highlights the use of output control instead of input control. This principle focuses on the results rather than the processes.
- Unit separation and decentralisation in the public sector focus on unit creation and delegated authority to make timely informed decisions and improve public service quality.
- Emphasis on efficiency, effectiveness, and economics.

2.7 Operational efficiency

The paradigm shift to new public management is expected to result in greater economy, efficiency and effectiveness (Rubakula, 2014). Rubakula also stated that public choice, agent, and institutional theories laid the groundwork for a new public management theory that emphasised business principles, managerial autonomy, customer choice, and performance standards.

The new approach of employing new public management theory has resulted in a radical shift in organisational culture, but not without a cost. It is the development or application of methodological and systematic techniques, mostly involving measurement and comparison that are intended to analyse and improve the operation of public organisations (Islam, 2015).

2.8 Effects of urbanisation on service delivery

Mapitsa and Landau (2019) articulated that municipal council bureaucracies acknowledged that the migration of people to urban areas has an impact on local development. It was further emphasised that municipal councils are the driving force behind changes in the backlog of service delivery, with migrants becoming a technical and political challenge in terms of planning and management processes.

Furthermore, Ndevu (2015) asserts in a study on a performance management model for supporting improved local government service delivery a case study of the Joe Quabi district municipality that organisational effectiveness is linked to processes, clients, and services, which are typically regarded as major elements in the provision of quality services. According to Auzins *et al.* (2013, p.208) "systematic evaluation

processes support land-use planning and land development processes, which motivate the development of a land value capture instrument promoting public revenue."

Locke and Henley (2016) further highlighted the importance of integrating land use planning with gender-sensitive transportation planning in order to provide proper densities, land-use mixtures, and secure safety to vulnerable populations through public access to employment, marketing, essential services, and political representatives. As a result, a methodological framework should support decision-making at various land management levels.

2.9 Impact of slow land allocation process on revenue collection

The slow land allocation has a significant impact on revenue collection for municipal councils; therefore, the land allocation process should be reviewed so that land allocation can be expedited in order to increase capital for future development. According to Wu (2019) municipal councils operate effectively to raise land revenue for industrial development, which leads to high demand for commercial and residential land as the population grows. It was also indicated that the main factors implying land revenue are economic growth, rapid urbanisation, and population density.

Similarly, Wu (2019) states that land is acquired as a financial asset to raise capital for land development, which helps investors in acquiring land and establishing a business, which eventually creates job opportunities for the general public. Wu (2019) also affirmed that municipal councils provide business land to attract investors as an impending land development process. Moreover, land delivery is hampered by a lack of serviced land as a result of prolonged bureaucratic processes, which lead to a loss

of opportunity for the council to generate revenue due to the withdrawal of funding by potential investors, as stipulated in the long-term strategy vision and strategic plan (Karibib Town Council, 2020). Karibib Town Council also stated that the council's ability to recover the cost of services rendered to residents is negatively impacted by high outstanding debts from residents and a lack of policy to enforce the payment of service provided.

2.10 Measures of customer satisfaction towards service delivery

Mokhlis *et al.* (2011) identified the following service quality dimensions that play a significant role in determining customer satisfaction:

- Tangibles: the physical appearance of the facility, equipment, employees, and communication resources.
- Reliability: the ability to provide dependable services on time and in a correct manner.
- Responsiveness: the eagerness to serve clients and react promptly.
- Assurance: the ability to instil trust and confidence in employees, as well as their knowledge and politeness.
- Empathy: the approach and effort put forth to properly understand the needs of customers for services.

According to Mengste *et al.* (2020) customer service is one of the significant factors contributing to the development of credibility and reputation among the general public. Despite public complaints about poor service delivery and unsatisfactory service quality in the public sector. Some customer service challenges include a lack of timely response, a lack of timely revision of customer-oriented rules and regulations, an

absence of decentralisation of land services, and a lack of conducting customer satisfaction surveys to determine customer satisfaction levels for improvement and best practices. It is on that basis that measuring customer satisfaction level provides results of how the organisation optimises its success in rendering services for further effective measures.

A study conducted by Amadhila (2014) on “the determinants of effective and efficient land development in Windhoek” contends that the process for land development and delivery is too long which sometimes taking up to five years from the planning phase to the eventual sale. Equally, the lack of an integrated property data and system has a negative impact on development service delivery; thus, a repository of property information is required to provide efficient client services (Tjia & Coetzee, 2013). Nevertheless, it would be in the organisation's best interests to create a repository of property information for better planning and, eventually, enhanced client services.

The lack of a proper land administration system is a major issue in municipal councils, resulting in slow land allocation. Land Administration System (LAS) can also significantly improve the system's ability to provide effective support and economic processes for long-term development (Dawidowicz & Zrobek, 2017). Furthermore, Dawidowicz and Zrobek (2017) highlighted that LAS is referred to as an infrastructure that provides a legal framework, processes, standards, land information, management, and dissemination system, as well as technologies that should support allocation, land markets, valuation, and land development. The system can assist in detecting duplicates of those who have applied for the same property.

Boris (2015) identified the factors underlying municipal councils' inefficiency and ineffectiveness, including insufficient revenue, politico-administrative problems such

as a shortage of skilled and technical manpower, corruption, and a lack of integration of relevant communities in the delivery of local services. Boris went on to say that excessive political interference, a lack of leadership, and a poor work attitude are all part of the challenges that municipal councils face.

2.11 Conceptual framework

2.11.1 Staff complement and its effects on land application investigation processes

In the context of how the Municipal Councils can improve on land allocation procedures to attain land allocation goals. The Municipal Councils ought to finalise land applications within a period of three months, though the actual outcome of land application has proven to take more than 12 months to approve applications. Hypothetically, the municipality requires a responsive structure to address land applications promptly; thus, a lack of responsive staff complement creates a bottleneck that compromises the municipal council's ability to handle applications within a certain time frame. Moreover, the impact of the high rate of urbanisation coupled with a lack of financial resources exacerbates the slow land application procedure as a result of a lack of responsive staff complement.

2.11.2 Urbanisation

As postulated by Stebek (2015) municipal councils have to anticipate the challenge of resource scarcity due to population growth and thereon proactively support existing businesses while also attracting new entrepreneurs. Equally, migrating of people to urban areas has a great impact because people tend to illegally occupy land which is earmarked for future development, such as business, residential, and institutional uses.

Furthermore, Locke and Henley (2016) argue that small benefits of urbanisation are a result of low levels of investment in densely populated areas as a result of a lack of policy coordination on infrastructure to guide commercial capital. In many instances, municipal councils find themselves with insufficient revenue to fund land projects while focusing on non-critical operational areas such as marketing and failing information systems.

Should municipal councils prioritise land servicing and implement efficient information systems they would be able to avail land at a speedy rate, without having to solicit funds at high rates through Public-Private Partnership. In this regard, it is suggested that good revenue collection policies, as well as their strict implementation, would benefit municipal councils in self-sustaining projects. In addition, it has been observed that the lengthy town planning procedures in establishing townships have resulted in municipal councils delaying land delivery. The rate at which urbanisation is occurring necessitates a quick-tracked township development, but the procedures involved impede the achievement of the set goals.

2.11.3 Lengthy bureaucratic process of land application

The bureaucratic process in itself negatively impacts revenue enhancement, as land takes time to be alienated to unlock revenue collection. Moreover, due to the lengthy process of approving a land application, investors lose interest in acquiring land from municipal councils. The Local Authorities Act, 1992 (Act No 23 of 1992) is politicised given the fact that the final approval of land has to be done by the line minister of Urban and Rural Development, despite municipal councils having administrative autonomy. Such politicization contributes directly to the lengthy land application

process. On the contrary, in as much as there is a lack of manpower, the hierarchical structure is of the nature that a submission has to go through five supervisory levels before being considered at the head of the department forum also, before reaching the management committee, and finally being resolved at the Council level. In expediting the process of land application, a flat structure should be implemented which will shorten the land allocation process timeframe.

Mori (2017) pointed out that a bureaucratic organisation has a complicated structure with many hierarchical strata, which leads to rigid regulations and it requires consultation amongst several superiors to come up with a solution to the problem. Consequently, the problems are being delayed and unresolved timeously. In the case of municipal councils' business land applications, the acquisition procedure takes longer due to the bureaucratic process involved, which necessitates the establishment of a delegated authority to approve minor land applications that do not require approval from the line Ministry of Urban and Rural Development.

Excessive bureaucracy has a negative effect on social and economic development and there is a need for the procedures, methods, rules and regulations to be periodically reviewed (Mori, 2017). Reviewing land application procedures can assist municipal councils in identifying gaps and developing strategies and guidelines to support efficient and effective land administration.

2.11.4 Unreformed land allocation procedures and their bearing on customer satisfaction.

Land application procedures should be reformed on a regular basis so that municipal councils can keep up with new land development trends and meet the needs of their customers. The modification of the allocation procedure assists the organisation in

identifying the gaps that municipal councils require in order to address land allocation procedures efficiently. According to Mengeste *et al.* (2020) organisations should provide effective services to meet the demands of their customers. As a result, unreformed land allocation procedures discourage applicants/investors due to the lengthy process, which needs to be revised to speed up the process.

2.12 Effective Land Administration framework

It is suggested that before conducting monitoring and evaluation, municipal councils should develop an effective land administration framework for business land in order to ensure compliance with land administration processes. Land administration is defined by the United Nations Committee of Experts on Global Geospatial Information Management (UN-GGIM) as the process of determining, recording, and disseminating information regarding people's relationships with land (UN-GGIM, 2019). In addition, land administration is considered to be constantly aligning procedures and resources with the dynamic forces of social demands. With the support of the following, effective land administration enhances the land application process:

- Building confidence and trust, as well as promoting security, safety, peace, and peacekeeping.
- Promote a healthy and efficient land market that takes into account land values and development.
- Facilitate economic development through equitable and fair revenue structures.
- Address the situation when people migrate from rural to urban regions.

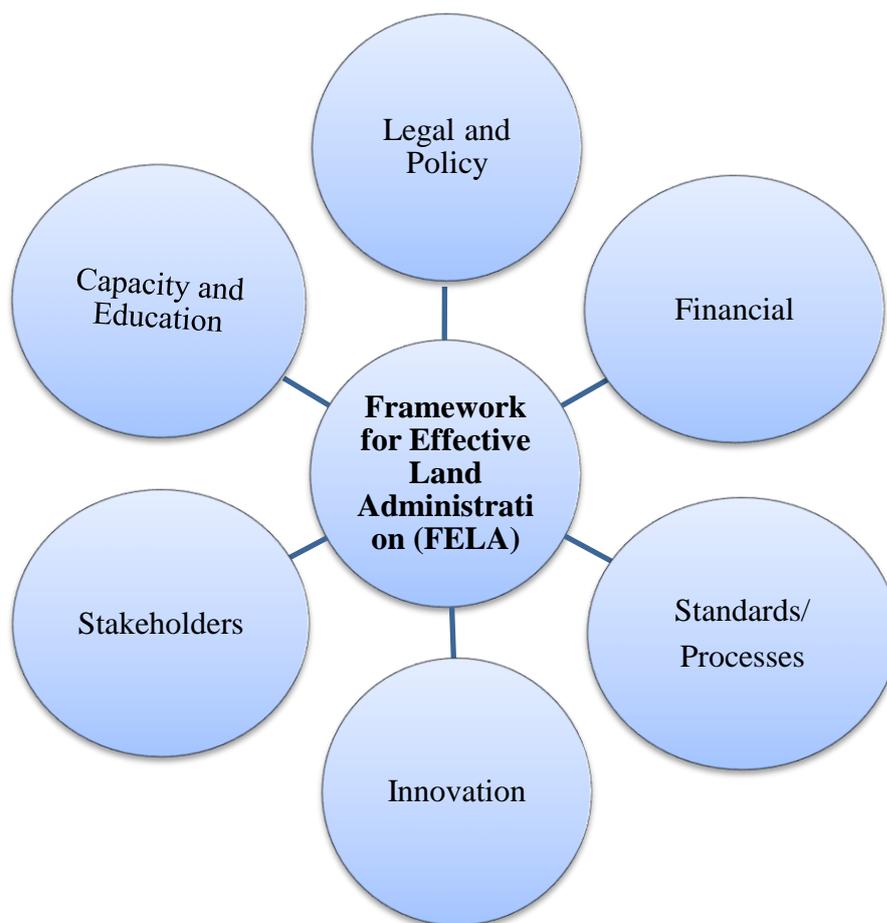


Figure 2.1: Six Pathways of the framework for effective land administration

Source: from UN-GGIM (2019)

2.12.1 Legal and policy

In terms of institutions and leadership policies, as well as all other legal frameworks that govern land administration, play a significant role in achieving democracy and strengthening institutional mandates (Hofisi & Lukamba, 2020). These policies promote social stability, economic progress, poverty reduction, and the protection of all citizens' and investors' interests. According to Indrajit *et al.* (2020) involving the public in policy formation and implementation is essential in order to make all procedures and processes efficient and effective for the entire region. Similarly, the national land use policy has basic principles that must be considered, such as

promoting effective land information management and ensuring that members of the public have access to information and encouraging public participation in land usage and land resource management decision-making (Taw, 2016).

Furthermore, policy provisions to evaluate national land-use policy are developed to meet the organisation and society's socio-economic needs. It is on this basis that municipal councils are encouraged to include the public participation and consultation process when drafting national land policy in order to provide input for inclusion in the policy. A well-defined policy can address any merging issues while also anticipating future trends in land administration; moreover, it establishes principles for engaging development partners in transformative land policy reform processes (Norfolk *et al.*, 2020).

2.12.2 Financial

According to UN-Habitat (2015) municipal councils are frequently struggle to finance service delivery because they are limited to less productive revenue instruments, resulting in a higher possibility of inconsistency between service delivery demands and resources at the local level. Even though there is a demand for the services, delivery will be hampered unless systems are in place to allow for adequate mobilization of local resources (UN-Habitat, 2015). UN-Habitat also stressed that user fees are an exception that can be a good source of local revenue and are often the best way to fund services. Conversely, municipal councils should prioritise capital in order to service land for business purposes. This enables investors and entrepreneurs to acquire land, which in turn creates job opportunities and enhances revenue collection.

UN-GGIM (2019) supports the framework for effective land administration which stipulates that Land-Based Finance (LBF) is an instrument used by the local municipal councils to generate funds and increase revenue that helps comprehend service delivery. In the same vein, municipal councils should impose stringent regulations on revenue collection in return for providing services to residents. Residents should be encouraged to pay their properties and rates services consumptions on monthly basis to allow municipal councils to generate revenue for servicing land.

2.12.3 Standards /Processes

The standard for land administration or allocation is important at the national, regional, and global levels, where compliance with rules and regulations, as well as land administration policies, are implemented for best practice (UN-GGIM, 2019). Municipal councils should allocate land according to the procedures consistently. As a result, a framework for land administration should be devised to make provisions for fairness and transparency in land administration. It is recommended that clear guidelines for land application processes be developed and that officials allocate land in line with those guidelines.

2.12.4 Innovation

Innovation and technology play a significant role in land administration because they embrace land application processes (Liu *et al.*, 2021) the use of Information and Communication Technology and web technologies have gained interest as a way to improve land administration in many states where people advocate for democracy and right to resources. Rodríguez-Pose and Zhang (2019) emphasized that technology is continuously evolving; creating enhanced opportunities for innovation that

governments and administration can leverage to quickly bridge the digital work to improve data capture and storage for future and reference use. Process improvement, technological advancement, and the promotion of creativity and innovation are all encouraged by innovation in land administration.

2.12.5 Stakeholders

Local government authorities, non-governmental and civil society organisations, local institutions, local communities, and interested or affected parties with varying goals and roles are all considered stakeholders in Land Use Administration (LUA) (Tambunan, 2015). The effectiveness and efficiency of land administration are determined by their roles and goals; if goals and roles are clear, well defined, and established, the risk in land use management can be minimized. In addition, in order to ensure sustainable land management, all stakeholders should be involved in land administration. It is, however, advisable that stakeholders should not have a conflict of interest but rather do everything in the best interest of the nation (Pereira *et al.*, 2018).

2.12.6 Capacity and Education

Capacity building is crucial in staff complement and exposure to relevant means that can uplift their experience (Rodríguez-Pose and Zhang, 2019). Capacity building can be done through education and awareness programs, such as the Microsoft program, analytical tool program and project management courses. According to de Vries *et al.* (2021) the objective is often to increase the awareness and level of understanding of land administration through both conventional and emerging means - including

conventional skills development programs, context-based skills training, professional training, peer-to-peer learning, and inter-governmental training programs.

Capacity through education includes skills establishment and strengthening, sharing of cross-country experiences, and also incorporating nation and interdisciplinary knowledge sharing, (de Vries *et al.*, 2021). Land administration professionals should always possess high-level geospatial capacity and understanding for effective process and procedure without failure and delay. Udoekanem and Muhirwa (2019) articulate that human capacity development nurtures effective collaboration between stakeholders, which is critical for long-term capacity building to yield appropriate skilled human resources and proficiencies required for efficient and effective land administration and management. In addition, the present rate of land reform implementation in Namibia demonstrates that land administration skills are greatly needed to help achieve national goals and decisions (Mabakeng *et al.*, 2021).

2.13 Empirical study

The effective land administration framework is linked to the study's context because the six pathways, which are legal and policy, financial, standards/processes, innovation, stakeholders, as well as capacity and education, can guide to manage land administration effectively. As alluded by Mabakeng (2020) poor land administration has an impact on revenue collection for municipal councils and contributes to slow land delivery, which affects poor urban areas. Mabakeng further emphasises that land administration facilitates land management by providing facilities to implement land-related policies. With the efficient and effective use of land information in land administration, achieving sustainable development becomes extremely easy. In terms

of the framework's financial aspect, it assists municipal councils in ensuring revenue collection on the services provided in order to generate funds for future land servicing. Effective land allocation is critical for land administration because it ensures fairness and transparency.

Similarly, Rodrieguez-Pose and Zhang (2021) stressed the significance of creating opportunities for innovation that municipal councils can use to quickly bridge the work and enhance data capture and storage for future and reference use. Stakeholders should be involved in land use administration to ensure transparency, as supported by (Tambunan, 2015). Capacity and education can improve land administration by promoting awareness and educating the public about the land allocation process. The municipal council should ensure that staff members are equipped with relevant skills through capacity building in order to improve the effectiveness and efficiency of land administration to meet public demand.

2.14 Monitoring and evaluation

Monitoring and evaluation are important aspects of service delivery. The procedure for submitting land applications should be monitored and evaluated in order to identify weaknesses and conduct benchmarking for best practices. As a result, it contributes to the achievement of municipal councils' strategic goals for land allocation by establishing baselines that streamline the process of land allocation. Employees should be monitored and evaluated on a regular basis in order for municipal councils to ensure that land is allocated according to the procedure that has been put in place.

Quarterly evaluations should be carried out to provide feedback on corrective measures that need to be implemented. In support of this, Morkhil (2011) asserted that service monitoring helps in improving service quality and identifying emerging trends. Furthermore, monitoring and evaluation are carried out by assessing and evaluating compliance with the procedures for land acquisition, compensation, relocation, rehabilitation, and restitution (Taw, 2016). Taw (2016) further stresses the importance of reviewing and streamlining land allocation locality maps and records on time and also leased land at the disposal of the government should conform to legal procedures and regulations.

2.15 Summary

The chapter emphasised on the new public management theory, as well as its components and critics. Furthermore, the literature review focused on efficiency operation as a paradigm shift to the new public management. In municipal councils, the effects of urbanisation on service delivery were further discussed. The literature review looked at the impact of the slow land allocation process on revenue collection. Customer satisfaction with regards to service delivery was addressed. The conceptual framework includes staff complement, urbanisation, the length of the bureaucratic process for applying for land, and unreformed land allocation procedures, as well as their impact on customer satisfaction. The chapter discusses an effective land administration framework. Finally, in this chapter, monitoring and evaluation were also covered. The next chapter presents the research methodology applied for the study.

3. CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter looks at the study's research design, as well as the various techniques and processes employed to collect and analyse data. All methodology components are clearly defined. Finally, this chapter discusses ethical considerations relevant to data collection and analysis methodology.

3.2 Research Design

A research design is a plan that serves as a comprehensive strategy for the entire research project (Myers, 2013). The researcher used a quantitative with an explanatory design. According to Boru (2018, p.3) "explanatory research seeks causes and reasons and provides evidence to support or refute an explanation or prediction". Boru (2018) also stated that explanatory study identifies and reports some associations between various aspects of the phenomenon under study.

3.2.1 Research philosophy

According to Saunders *et al.* (2009), research philosophy is the development of knowledge. Based on the underlying research epistemology, the study employed positivism research philosophy. Epistemology is concerned with what constitutes acceptable knowledge in the particular field of study (Saunders *et al.*, 2007). Positivism is focused on the development of a comprehensive social system that employs the scientific method of studying society and human beings for their advantage (Al-Ababneh, 2020).

3.2.2 Research approach

The research used a deductive approach to test the theory. The deductive approach is more associated with positivist philosophy, and it is used to describe the casual relationship between variables, test hypotheses, and generalise regularities in human conduct. (Saunders *et al.*, 2009).

Quantitative research is the methodology that defines the holistic steps that a scholar takes when starting a research project (Apuke, 2017). Apuke (2017, p.41) elaborated on the quantitative research method, which entails gathering data in numerical form and analysing it using statistical methods. The study investigates the relationship between how the independent variable affects the dependent variable. The study also looked at the relationship between the independent and dependent variables. Moreover, according to Apuke (2017) an independent variable is a predictor variable that is manipulated in an experiment to observe the effects it has on the dependent variable or outcome, whereas dependent variables are dependent on the independent variables. The study relied on primary data that was collected with questionnaires that contained structured and non-structured questions.

3.3 Population

Population consists of all units, or the universe or things possessing the attributes or characteristics in which the researcher is interested, to embark on the study (du Plooy-Cilliers *et al.*, 2014, p.97). The research target population was 360, comprising of employees and customers of the Municipal Council of Windhoek, Walvis Bay, Swakopmund, and Karibib Town Council. The study's target group included

management, town planners, administrators, and customers of the designated municipal councils.

3.4 Sample

Sampling is the process of selecting a statistically representative group of individuals from the target population (Majid, 2018, p.4). The study employed probability sampling technique used stratified random sampling to select representative samples of the population. Taherdoost (2016) defines stratified random sampling as dividing a population into subgroups and randomly selecting a sample from each subgroup to make sure that each level is represented. A total sample of 186 was selected from the target population of 360 using the Krejcie and Morgan (1970)'s sample size calculator. Krejcie and Morgan (1970)'s sampling table is constructed for determining sample size:

Table 3.1: Sample Determination table

N	S	N	S
10	10	300	169
100	80	340	181
260	152	360	186

Note: 'N' is population size

'S' is sample size

The following table presents the sample, divided into strata based on sampling units from the various geographically designated municipal councils.

Table 3.2: Sample distribution among municipalities

Target groups	Windhoek Municipal Council	Walvis Municipal Council	Swakopmund Municipal Council	Karibib Town Council
Management Level	32	11	10	5
Town Planners	5	2	2	1
Administrators	8	4	3	2
Customers	35	25	24	14
Total	80	45	39	22

3.5 Research Instruments

Questionnaire was used as an instrument for data collection. The study utilised non-structured and structured questions in questionnaires as a means to gather primary data. Structured questions required respondents to select the answer provided in the questionnaire, whereas non-structured questions allowed respondents to provide more detail in their responses. Focus group discussions were employed to get an in-depth understanding of the study.

The researcher convened a focus group to broadly discuss the bottlenecks hampering efficiency of land application procedures. It was further pointed out by du Plooy-Cilliers *et al.* (2014) that a focus group is used to determine the attitudes, behaviour, preferences, and dislikes of participants who are interacting with the researcher at the same time. Similarly, participants were clustered with the aim of expressing their thoughts and opinion on predetermined, open and structured questions about a particular phenomenon (du Plooy-Cilliers *et al.*, 2014) and the discussions shape the participants' perceptions of the products and services.

3.6 Procedure

The researcher sought permission from the Namibia Business School (NBS) University of Namibia (UNAM) in order to obtain permission to conduct the research at the four designated Municipal Councils. Due to the Covid–19 pandemic, face-to-face interaction was not possible, and as such questionnaires were sent via e-mail to the selected participants. For ethical purposes, a consent letter was obtained from the participants before taking part in the study upon approval by the designated municipal councils. The focus group discussions were conducted through a meeting with the key employees of the Municipal Council of Windhoek.

3.7 Data Analysis

In this study, data was entered, cleaned and coded in the Statistical Package for the Social Sciences (SPSS) version 25. The focus group discussions were analysed using content analysis, which allowed for systematic data coding by categorising the information.

3.7.1 Descriptive Analysis

Descriptive statistics is important because it allows the data to be easily visualised in a meaningful and understandable way. Visualisation of data comprises of frequency distribution, a measure of central tendency and measure of variability. In this study, frequency distribution in the form of tables was used to describe the socio-demographic characteristics of the population, statements on the slow land allocation, councils' ability to attain its goals, urban population growth, and revenue collection. It was also used to describe the aspects of private treaty, duration of the application process, unreformed procedures, and customers' services.

3.7.2 Inferential Analysis

Inferential statistics allows the researcher to conclude an association between variables of interest. Unlike descriptive statistics, inferential statistics are explicitly designed to test hypotheses. In this study, the Pearson Chi-square for association was used to assess the association between variables as follows: Firstly, the study used cross-tabulation with chi-square for the association to examine the relationship between staff complement bottleneck, whether it has the greatest effect on the timeous land application investigation process. Secondly, it was used to examine the impact of urbanisation on land allocation procedures to attain land allocation goals. Thirdly, it was used to examine the association between the lengthy bureaucratic process on land application and revenue enhancement.

The Pearson's chi-square test statistics (Gingrich, 1992) were obtained as:

$$\chi^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i} \quad (1)$$

Where χ^2 is the Pearson's cumulative test statistic (which asymptotically approaches a chi-square distribution); O_i is the number of observations of type i ; E_i is the expected (theoretical) frequency of type i and n is the number of possible outcomes of each event. There are numerous key assumptions of the Pearson's chi-square test that includes: Data are a random sample from the population about which inferences are to be made, while observations must be independent hence each subject must give one and only one data point (i.e., they must contribute to one and only one category).

Problems arise when the expected frequencies are very small. As a rule of thumb, Chi-Square should not be used if more than 20% of the expected frequencies have a value

of less than 5 (it does not matter what the observed frequencies are). The data in the cells should be frequencies, or counts of cases rather than percentages or some other transformation of the data (McHugh, 2013).

3.8 Reliability and Validity

The accuracy and relevance of the instruments used for data collection are measured/assessed by reliability and validity, which appear to be critical components in a research study (Drost, 2011). In addition, these components have different meanings depending on the type of research. For this study, the researcher measured the validity and reliability of the instruments used for data collection. Moreover, different categories of validity that are relevant to the study are explained in detail below.

3.8.1 Reliability of the data collection instrument

Drost (2011) defined reliability as the consistency of a measure. Meaning the instrument used to measure a specific variable should produce approximately the same result each time it is used. In this study, the internal consistency reliability of all variables coded with the Likert scale in the questionnaire was assessed using Cronbach's alpha coefficient. Cronbach's alpha is a measure of internal reliability for multi-item summated rating scales, and its values range between 0 and 1, where the higher the score, the more reliable the scale (Drost, 2011). Drost (2011) further stressed that at the most basic level, scores ranging from 0.5 to 0.6 are considered acceptable, while scores above 0.6 indicate that the instrument is highly reliable. The questionnaire avoided difficult or vocabulary words to make it easier for the

participants to understand, since this increased the reliability, in such a way that the responses are nearly accurate to the questions asked.

3.8.2 Validity of the data collection instrument

According to Drost (2011) validity is the extent to which a set of measured items reflects the theoretical latent construct that those items are designed to measure. Content validity was employed in this study to ensure that the questionnaire covers all the crucial components of land application procedures on municipality land allocation. By doing so, the study adopted the standard use of questions on land application procedures and land allocation as well the questions that filled the gap in the literature.

Moreover, the study used structured and semi-structured questionnaires, which ensured that participants chose their point of view from a list of items based on the question. Thus, the answer that participants provided is controlled by the structure of the questionnaire. To increase validity, the researcher was always in touch with respondents who got the data collection tool via e-mail in ensuring that clarity was provided when needed. Furthermore, the researcher read out the questions to the participants during the focus group discussion which allowed them to express their views.

3.8.3 Threat to validity

The study used the content validity and Cresswell *et al.* (2014) indicated that some respondents might tend to agree or say “yes” to all questions. This resulted the questionnaire being formulated with positive and negative statement. Another threat is a social desirability of which respondents answer in a way they believe is expected and

in order to reduce this phenomenon, the researcher has to carefully formulate the questions.

3.9 Pilot study

A pilot study can be defined as a “small study to test research protocols, data collection instruments, sample recruitment strategies, and other research techniques in preparation for a larger study” (Hassan *et al.*, 2006). A total of 5 participants were interviewed by the researcher to review the responses at Katutura Municipality office. The precaution was done to ensure that the participants interviewed during the pilot study would not participate in the main study. The pilot study ensures the ironing out of shortfalls within the questionnaire and allows one to do amendments before the main study is conducted.

3.10 Research Ethics

"Ethics implies preferences that influence behaviour in human relations while adhering to a code of principles, rules of conduct, the researcher's responsibility, and the standards of conduct of a particular profession (de Vos *et al.*, 2011, p.114)". The researcher secured an Ethical Clearance from the University of Namibia. Privacy and confidentiality were respected and communicated to the target population. Participants signed a consent form and were informed of what was required from them during their participation in the study. The researcher kept the information provided by the participants confidential and their identities were anonymous. Respondents were also informed that their participation in this study is voluntary and that they have the right to withdraw from the research at any time.

Moreover, the researcher should have integrity such as being honest, fair and respectful towards others and not mislead the participants. The collected data is being kept in a locked cabinet for five years before being destroyed by shredding and burning.

3.11 Summary

Chapter three provides the research methodology. The study took up a quantitative research approach with an explanatory design. The descriptive analysis and inferential analysis were used to analyse data. The findings from the two approaches combined with the literature have led to the results and discussion of the study.

4. CHAPTER FOUR: RESULTS AND DISCUSSIONS

Introduction

This chapter discusses the results of the study. This includes the presentation, data analysis, and interpretation of the study's findings. Furthermore, the chapter provides a detailed discussion of the study guided by the research questions, namely:

How can municipal councils improve on land allocation procedures in order to attain land allocation goals? Where are the bottlenecks within the land allocation process? What is the impact of land allocation procedures on the councils' ability to attain land allocation goals? To what extent is municipal council revenue collection affected by slow land allocation? What are the perspectives of customer satisfaction levels with land allocation procedures and service quality delivered by municipal councils? The researcher uses pie charts and tables to depict the study's findings, in pictorial form. Descriptive statistics, including the percentage of the participants from the designated municipal councils where the study is undertaken are also utilised.

4.1 Demographic Results

Results in figure 4.1 below show that a total of one hundred and eighty-six (186) questionnaires were distributed to the target population of which one hundred and thirty-three (133) signified 71% were completed and fifty-three (53) calculated at 29% questionnaires were not completed.

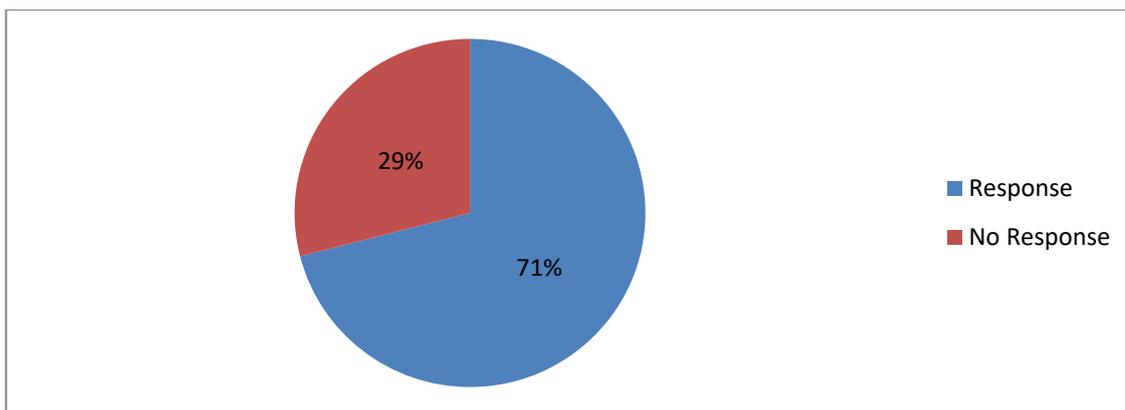


Figure 4.1: Response rate

Table 4.1: Socio-economic and demographic characteristics

		Frequency	Percentage (%)
Age	Less than 30 years	17	14%
	30-59 years	106	85%
	60 years and above	2	2%
	Total	125	100%
Sex	Male	71	54%
	Female	61	46%
	Total	132	100%
Education Level	Grade 12/lower	7	5%
	Certificate	15	11%
	Diploma	16	12%
	Degree	31	23%
	Honours Degree	40	30%
	Master's Degree	24	18%
	Total	133	100%
Period of employment in the municipality	Less than 10 Years	22	39%
	10-19 Years	25	45%
	More than 20 years	9	16%
	Total	56	100%
Period of staying in the municipality	Less than 10 Years	23	30%
	10-19 Years	29	38%
	More than 20 years	25	32%
	Total	77	100%
Employment Municipality	Windhoek	35	64%
	Swakopmund	8	15%
	Walvis Bay	7	13%
	Karibib	5	9%
	Total	55	100.0
Customers Residential Municipality	Windhoek	33	42%
	Walvis Bay	19	24%
	Karibib	9	12%
	Swakopmund	17	22%
	Total	78	100%

Results in Table 4.1 above indicate that 85% of the participants were in the age category of 30-59 years, 14% were less than 30 years, while 2% were aged 60 years and above. Additionally, more than half (54%) of the participants were male, while 46% were female. The study highlighted that 30% of the participants hold an honours degree, 23% hold degrees, and 18

were master's degree holders, whereas 5% hold a grade 12/lower. The study shows that among the participants who were employed by the municipality, 45% of them were employed for a period of 10-19 years, 39% were employed for a period of less than 10 years, and 16% were employed for more than 20 years.

It was reported that about 38% of the participants have stayed in the municipality for a period ranging between 10-19 years, 32% stayed for more than 20 years, while 30% were reported to have stayed in their respective municipalities for less than 10 years.

About 64% of the employed participants were employed in Windhoek municipality, 15% in Swakopmund, 13% in Walvis Bay, and 9% in Karibib town council. Moreover, among the customers who responded, 42% of the participants were from Windhoek, 24% from Walvis Bay, 22% from Swakopmund, and 12% from Karibib town council.

4.2 Descriptive Results

Table 4.2: Awareness of land allocation procedures for business on a private treaty

		Frequency	Percentage (%)
Awareness of land allocation procedures for business land on private treaty	Yes	108	81.2
	No	25	18.8
	Total	133	100.0

Table 4.2 shows that 80% of the participants indicated that they were aware of the land application procedures for business land on a private treaty, while 19% reported that they were not aware. Similarly, all the respondents who took part in the focus group discussion indicated that they were aware of the land allocation procedures for business land by way of private treaty.

Table 4.3: Unaffordable business land impedes economic market growth in municipal councils

		Frequency	Percentage (%)
Believe that unaffordable business land impedes the economic market growth	Yes	121	91.0
	No	9	6.8
	Total	133	100.0

Table 4.3 indicates that 90% of the respondents believed that unaffordable land impeded economic market growth, whereas only 7% were in disagreement. Similarly, all participants believed that “*unaffordable business land impedes economic growth and if there is no land for business the economy is affected*” (FGD).

Objective 1: Bottlenecks and land application process

Several factors were reported on how they affect the slow land application process, which includes an application processing system, hierarchical organisation structure, strict legal requirement of the local authority act, delay on processing application from the staff member and staff complements bottleneck. This study assesses how each of

the bottlenecks is impacting the land application process and results are presented in table 4.4 below.

Table 4.4: Bottlenecks affecting slow land application process

	More Effect	No Effect	Less Effect
Application processing system	85.7	10.5	3.8
Hierarchical Organisation structure	75.2	21.8	3.0
Strict legal requirement of the local authority act, 23 of 1992	78.2	16.5	5.3
Delay on processing application from staff member	69.7	28.0	2.3
Staff complement bottleneck	57.9	35.3	6.8

It was reported that among the factors with more effects on the slow land application were application processing system (86%) strict legal requirement of the local authority act 23 of 1992 (78%) hierarchical organisation structure (75%) delay in processing application from a staff member (70%) whereas staff complement bottleneck was reported to have the least effect among the category of more effect (58%). The study also reported that 35% of the respondents were of the opinion that staffs complement has no effect on the slow land application process, followed by 28% of the respondents indicated that delay on processing application from the staff member, while 11% of the respondents indicated that application processing system has no effect.

Additionally, most of the participants of the focus group discussion highlighted that *“current arrangement of circulating the application is very slow and uncoordinated”*

Others were quoted that “The system is not efficiently supporting the process to fast-track the application” as the email system to collect comments sent from the respective technical departments on a specific application, sometimes an official could omit to read the email containing the comments, which has to be integrated into the main circulation document that leads to a delay to finalize the application. Equally, some respondents were quoted that “the *hierarchical organisational structure slows down the process*”. In the end, the focus group discussion results revealed that “*staff member’s complements also have a delay on the application process*”.

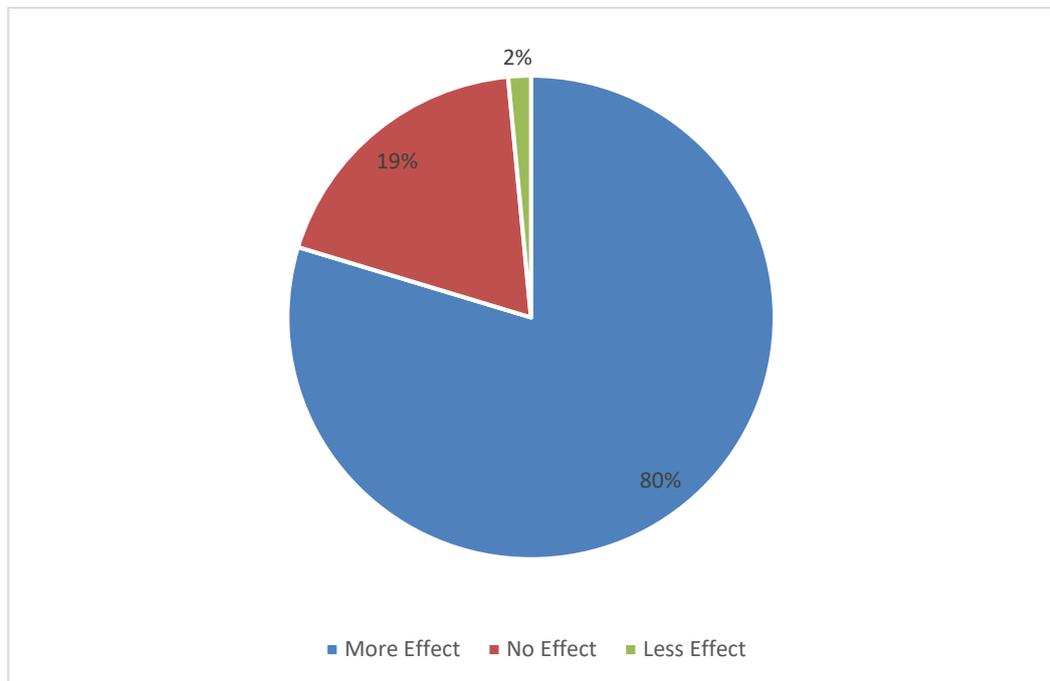


Figure 4.2: Overall effect of bottlenecks on slow land application

Figure 4.2 above shows that 80% of the participants believed that bottlenecks have a major effect on the slow land application process, while 19% indicated that it does not have any effect, and 2% reported that it has a less effect.

Objective 2: Impact of land allocation process on councils’ ability to attain land allocation goals

Another objective of the study was to investigate the effect of the land allocation process on the councils’ ability to attain their objectives. This study considered the following factors that will determine the impact of the land allocation procedure on the council’s ability to attain land allocation goals. This included objection from members of the public, political interference, unavailability of service land, inadequate leadership support in steering the cumbersome application process.

Table 4.5: Factors that affect the councils’ ability to attain land allocation goals

	More Effect	No Effect	Less Effect
Objection from members of the public	51.9	38.9	9.2
Political interference	88.0	0.0	12.0
Unavailability of serviced land	82.7	8.3	9.0
Inadequate leadership support in the steering the cumbersome application process	76.5	17.4	6.1

As it can be seen in Table 4.5, 88% of the respondents indicated that political interference had a major effect on the council’s ability to attain its land allocation goals. This was followed by unavailability of serviced land with 83%, inadequate leadership support in steering the cumbersome application process with 76%, and 52% of those who indicated that objection from the public also had an effect on the councils’ ability to attain its goals. Findings also show that 39% of the respondents indicated

that objection from the public has no effect on the council's ability to attain its objective.

Findings from the FGD revealed that “section 63 of the Local Authorities Act 23, of 1992 has an impact on the council’s ability to fast-track land application”. Furthermore, the application cannot be finalized in a shorter period “due to the sequential processes it has to go through, as required by the act”. Some participants indicated that political interference was also observed in the land allocation process while others indicated that “unavailability of serviced business land is caused lack of available land to plan on it as a large area of land has been illegally occupied”.

Table 4.6: Overall impacts of land allocation procedures on council’s ability to attain land allocation goals

	Frequency	Percentage
More Impacts	103	77%
No Impacts	23	17%
Less Impacts	7	5%
Total	133	100%

Table 4.6 above indicates that 77% of the participants believed that land allocation procedures have a major impact on the ability of the council to attain land allocation goals while 17% reported that they believe that it has less impact. Moreover, 5% of the participants were of the opinion that the land application procedure has no impact on the ability of the council to attain its objectives.

Urban population growth and land allocation procedures

Urban population growth is regarded as one of the key drivers that affect land allocation process. This study included unemployment, scarcity of business land, land affordability as a result of high demand, inadequate budget, lack of prioritization of land service and immigration into the urban area as factors of urban population that influence land allocation process. Findings on this objective are presented below in table 4.7 and table 4.8.

Table 4.7: Factors of urban population growth on land allocation process

	More Effect	No Effect	Less Effect
Unemployment	19.1	35.9	45.0
Scarcity of business land	32.8	0.0	67.2
Land affordability as a result of high demand	11.7	18.0	70.3
Inadequate budget	13.6	16.7	69.7
Lack of prioritization of land service	17.7	19.2	63.1
Migration into urban areas	17.6	43.5	38.9

Table 4.7 shows that 33% of the respondents indicated that the scarcity of business land, unemployment (19%) and lack of periodization of land service (18%) has a major effect on the land allocation process. On the other hand, it was reported that land affordability as a result of high demand (70%) and inadequate budget (70%) were some of the factors that were reported to have less impact on urban land allocation.

Table 4.8: Impact of urban population growth on the land allocation procedures

	Frequency	Percentage
More Impacts	8	6%
No Impacts	29	22%
Less Impacts	95	72%
Total	132	100%

Table 4.8 above indicates that 72% of the participants highlighted that urban population has less impact on the land application process, while only 6% indicated that it has a major impact and 22% indicated that it does not have any impact.

According to findings from the FGD, several issues were cited as follows: *“unemployment causes illegal occupation of land, which is intended for future development for businesses”*. Others stressed that *“scarcity of business land brings volumes of applications and at the same time encouraging illegal land occupation that they deem fit for the business activities”*. On the contrary, some participants were cited that *“municipal council's land prices are not necessarily influenced by the concept of demand and supply, hence the land price not being the greatest factor”*. In the end, some respondents were quoted that *“lack of prioritization of service land due to lack of healthy financial position council does not priorities servicing land.”*

Objective 3: Lengthy bureaucratic process and revenue enhancement

This study identifies the following factors are the key factors that affect the revenue enhancement of the municipality. These included: lack of funds for future development of business land, shortage of service land, force the municipality councils into a less beneficial public-private partnership agreement on land servicing, and reduced

revenue bases. Findings on these factors and the effect on the land allocation are presented in table 4.9 and table 4.10. Furthermore, the study also looks into the length it takes for the application to be completed and findings are presented in Figure 4.3 below.

Table 4.9: Urbanisation and lengthy bureaucratic process

		Frequency	Percentage
Urbanisation can lead to illegal occupation of business land due to strict procedures to attain land	Yes	129	98%
	No	3	2%
	Total	132	100%
Lengthy bureaucratic process on the land application is negatively affecting revenue enhancement	Yes	125	95%
	No	7	5%
	Total	132	100%

Table 4.9 shows that 98% of the participants believed that urbanisation can lead to illegal occupation of business land due to strict procedures to attain land, while 2% stated that it does not. Furthermore, 95% of the participants indicated that the lengthy bureaucratic process on the land application is negatively affecting revenue enhancement. Findings from the FGD indicated that “*urbanisation can lead to illegal occupation of business land due to stringent procedures to attain land*”. The majority of the respondents were cited that “the lengthy bureaucratic process on the land application is negatively affecting revenue enhancement.”

Table 4.10: Factors that affect municipality revenue collection

	More Effect	No Effect	Less Effect
Lack of fund for future development of business land	94.7	3.8	1.5
Shortage of serviced land	94.0	4.5	1.5
Force the municipal council into a less beneficial public-private partnership agreement on land servicing	73.7	19.5	6.8
Reduced revenue base	83.5	12.0	4.5

Table 4.10 above stipulates that 94% of the respondents indicated that lack of funds for future development of business land and shortages of serviced land were some of the factors with more effect. On the other hand, forcing the municipal council into a less beneficial public-private partnership agreement on land servicing (20%) and reduced revenue base (12%) were some of the factors with no effect on the municipality revenue collection.

Table 4.11: Impacts of low land allocation on municipality council revenue collection

	Frequency	Percentage
Major Impacts	109	82%
No Impacts	11	8%
Less Impacts	13	10%
Total	133	100%

Table 4.11 above revealed that 82% of the participants were of the opinion that the slow land allocation has a major effect on the municipality council revenue collection, 8% indicated that it does not have an effect while 10% indicated that it has less effect.

Length of land application process

Table 4.12: Length of land application by municipality employees

		Length of land application			
		1-6 Months	7-12 Months	1-2 Years	More than 3 years
Employment Municipality	Windhoek	1	6	18	10
	Swakopmund	1	1	6	0
	Walvis Bay	0	1	6	0
	Karibib	0	3	2	0
	Total	4	27	78	24

As it can be seen in Table 4.12, one (1) employee from either Windhoek or Swakopmund highlighted that the land application process takes between 1-6 months. About six employees of Windhoek municipality, three (3) of Karibib and one (1) from Swakopmund and Walvis indicated that the land application process takes between 7-12 months. Likewise, 18 employees from Windhoek municipality indicated that the application process takes between 1-2 years, whereas six (6) employees from Swakopmund reported that it takes between 1-2 years. In the end, ten employees from Windhoek municipality reported that the application takes more than three (3) years

Table 4.13: Length of land application by customers of municipal areas

	Length of land application			
	1-6 Months	7-12 Months	1-2 Years	More than 3 years

Customers Municipality Area	Windhoek	1	6	13	13
	Swakopmund	1	5	11	0
	Walvis Bay	0	3	15	1
	Karibib	0	3	6	0
	Total	4	27	78	24

Table 4.13 above shows one (1) customer from either Windhoek or Swakopmund highlighted that the land application process takes between 1-6 months. Additionally, six (6) customers from Windhoek municipality, five (5) from Swakopmund, and three (3) from Walvis Bay and Karibib indicated that the application process takes between 7-12 months. Results show that fifteen (15) customers from Walvis Bay, thirteen (13) from Windhoek and eleven (11) from Swakopmund reported that the application process takes between 1-2 years. It was reported that thirteen (13) customers from Windhoek believed that the application process takes more than three (3) years.

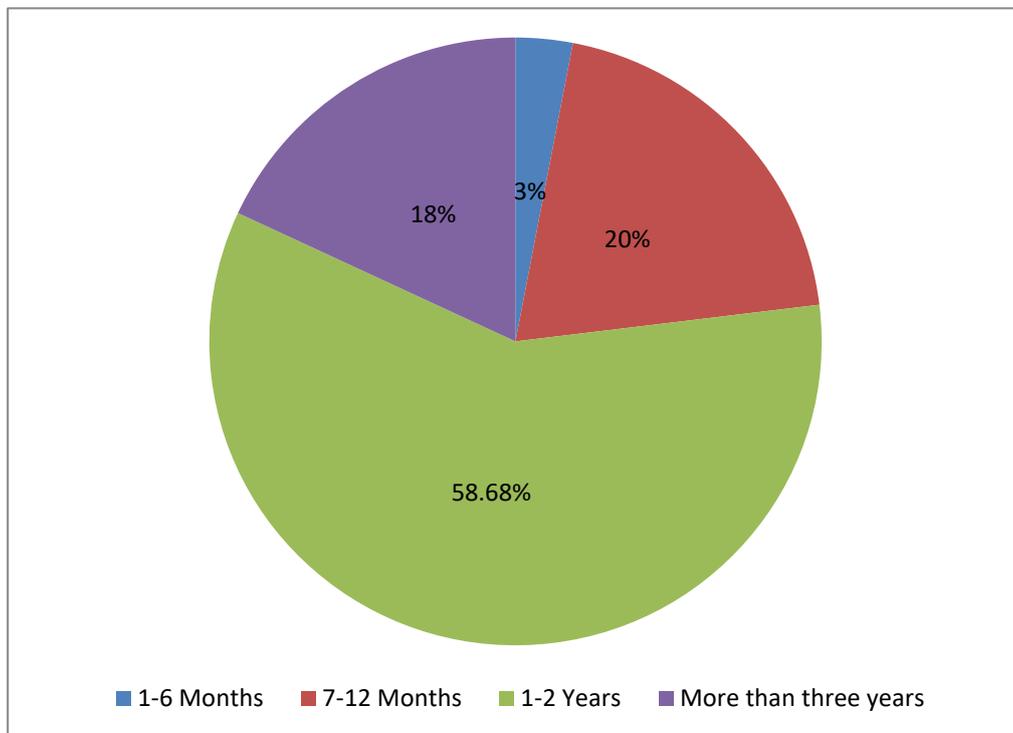


Figure 4.3: Overall length of application process

Figure 4.3 above indicates that (58%) of the participants reported that the application process takes about 1-2 years to complete, 20% stated that it takes between 7-12 months, while 18% reported that it takes more than three years and 3% indicated that the process takes 1-6 months.

Objective 4: Customer service and land allocation procedures

Dimensions of customer satisfaction level and service quality delivery

In this study, the following dimensions were recognized for the role they play in customers' service. This included tangibility, reliability, responsiveness, assurance and empathy. The effect on the land application process is presented in table 4.14 below.

Table 4.14: Satisfaction with the land allocation process and negative impact on customers satisfaction and quality of service delivery

		Frequency	Percentage
Satisfaction with land allocation process and service quality delivery	Yes	10	7.50%
	No	123	92.50%
	Total	133	100%
The negative effect of unreformed land allocation procedures on customer satisfaction and quality service	Yes	123	92.50%
	No	10	7.50%
	Total	133	100%

Table 4.14 shows that 93% of the participants were not satisfied with the land allocation process and service quality delivery, as only 8% indicated that they were satisfied with the process. Furthermore, 93% of the participants reported that the unreformed land allocation procedures have a negative impact on customers' satisfaction and quality of service. A number of respondents from the FGD stressed

that “they were not satisfied with the land allocation process and service quality delivery” as the “land application process is too long which leads to poor quality service delivery”.

Table 4.15: Customers service dimensions

	Poor Services	Moderate Service	Good Service
Tangible	34.6%	43.6%	21.8%
Reliability	43.9%	42.4%	13.6%
Responsiveness	52.6%	22.6%	24.8%
Assurance	35.3%	42.9%	21.8%
Empathy	28.6%	48.1%	23.3%

As it can be seen in Table 4.15, it illustrates that poor service was dominant in the dimension of responsiveness (53%) followed by 43% in reliability, 35% in assurance and the lowest in empathy with 29%. Moderate service was dominant in the dimension of empathy (48%) followed by 44% tangibility, and lowest in the dimension of responsiveness (23%). Moreover, good service was reported in the dimension of responsiveness (24%) empathy (23%) and the lowest in the dimension of reliability (14%). Some participants were quoted that “poor responsiveness, which leads to poor customer satisfaction on land allocation procedures and poor service quality delivery” (FGD)

4.3. Inferential Results

4.3.1 Bivariate Results

Table 4.16: Association between factor and impact of bottleneck on slow land allocation process

		Length of land application				Significant Level
		1-6 Months	7-12 Months	1-2 Years	More than 3 years	
Impacts of bottle necks	More Effect	4	21	62	19	0.624
	No Effect	0	5	16	4	
	Less Effect	0	1	0	1	
	Total	4	27	78	24	

Results in Table 4.16 above shows that four (4) participants who reported that bottlenecks have more effect, indicated that the land application takes between 1-6 months. Equally, 21 participants who reported that the process takes between 7-12 months highlighted that bottlenecks have more effect on land application process. It was further reported that 62 participants who reported that the process takes between 1-2 years, believed that the bottlenecks have more effect on the land application process, whereas 16 participants were of the opinion that it does not have any effect. About 19 participants who indicated that the application process takes more than 3 years stressed that the bottlenecks had more effect on the land application process. It was concluded that that the impact of bottlenecks was not significantly associated with the length it takes to complete the land application process.

Table 4.17: Association between lengthy bureaucratic process and revenue collection factors

		Impact of land allocation on revenue collection			Significant Level
		More Impacts	No Impact	Less Impact	
Length bureaucratic process	Yes	103	11	11	0.464
	No	5	0	2	
	Total	109	11	13	

Table 4.17 indicates that 103 participants agreed that the lengthy bureaucratic process has more impact on revenue collection. On the other hand, 5 participants were in disagreement that the length of bureaucratic process on land allocation has more impact on the revenue collection. About 11 participants agreed that the length bureaucratic process has no impact on revenue collection, whereas 11 participants highlighted that it has less impact. Despite the majority indicating that the lengthy bureaucratic process has more impact on the revenue collection, this association was not statistically significant.

Table 4.18: Association between unreformed land allocation procedures and customers stratification level and quality of service delivery

		Customers Service			Significant Level
		Poor Service	Moderate Service	Good Service	
Unreformed land allocation process	Yes	32	84	7	0.229
	No	5	5	0	
	Total	37	89	7	

Table 4.18 above revealed that 32 participants reported that the unreformed land allocation process has poor customers service, while 5 participants reported that unreformed land allocation has no effect on customers' services, and other 5 participants reported poor service. About 84 participants reported that unreformed land allocation has moderate customer service, whereas 7 participants indicated that it has good customer service. It was concluded that even though the majority of the participants indicated that the unreformed land allocation process has moderate service on overall customers' service, this association was not statistically significant.

Challenges experienced with land application for business by way of private treaty

Some challenges concerning the business land application procedure by way of private treaty were reported and they are presented below:

Almost everyone has indicated that the land application process is very lengthy. Some of the quoted responses were *"the process for land application takes too long for approval"*. *"The client has to wait more than 2 years in order to get feedback"*. The bureaucratic process of land allocation was also another challenge experienced by some of the quoted participants *"(There is too much bureaucratic assessment involved"*). It was also reported that the business land is only sold on tender procedure only to the highest bidder. Corruption and favouritism (*"unfair allocations of business land to those the politically connected"*, *"Politically interference sometimes overrides the technical selection criteria which further delay the decision making"*).

It was indicated that there is an ineffective land application system in place (*"Process is long and lack of transparency"*). The cost of land purchase is high (*"The land is sold*

at high prices and consumers are unable to afford high prices”). Failure on the municipality to consistently clearly indicate the future planned purpose for land so that investors do not waste time applying for land intended for other purposes (“update from the council is very poor as applicants we do understand the cumbersome process and clearly indicate the future planned purpose for land”). Inconsistency in the land application process (“No consistency in business land allocation in private treaty applications”).

The high cost of land was also flagged as one of the challenges as some of the participants were quoted saying “*Business land is sold on tender procedure only to the highest bidder*”. They further indicated that “*the problem is most businesses with fewer or no financial resources or lack of access to financing*”. Some participants indicated that “*lack of policy creates loopholes of inconsistency*”. Similarly, “*at times land allocation by way of private treaty deprives the implementation of tender*”. In the end, the lack of serviced and available land was also highlighted to be some of the challenges experienced by the applicants.

Participants' views on how to improve land application procedures

Participants were asked to give their views on how municipal councils should improve on land application procedures in order to attain land allocation goals for business land by way of private treaty

Some of the participants requested municipal councils to prioritise servicing land more frequently and allocate land every year, which would assist councils in allocating business land to entrepreneurs so that they can establish their businesses and create job opportunities. Land can also be made available for the development of industrial stalls for new businesses. Furthermore, most of the participants emphasised that political

interference in land application processes should be avoided because it can delay the application's approval.

Several of the participants are of the opinion that *“regular communication regarding the progress of the land application is important and should thus be encouraged.”* It is on that basis that municipal councils should constantly keep their customers informed on the status of their applications. Furthermore, one of the participants proposed that *“municipal councils should improve the process of land applications in the communications industry to ensure faster service delivery from telecommunications operators in order to meet the growing population's demand. To expedite the process, it is suggested that a separate set of rules and procedures for communication applications such as Communication Towers be implemented.”*

Most of the participants argued that the price of business land is too high, and they urged municipal councils to provide subsidies or lower the price to accommodate emerging entrepreneurs glancing to start a business. Some participants also advised that *“municipal councils devise strategies to expedite the process and enter into Public-Private Partnership (PPP) agreements for land servicing.”*

One of the participants requested that municipal councils should provide customers with a list of available land by a way of private treaty rather than identifying the property themselves, which may not guarantee approval of the applicants' proposed business activity. Most of the participants suggested increasing the number of council meetings to finalise outstanding submissions in a short time, which is currently done once a month.

Some participants proposed that credit policy should be enforced to ensure prompt payment from the clients whereon the recouped capital will be used to service land in

a short period. This will assist municipal councils in setting attainable goals for areas to be serviced within a specific timeframe.

Other participants emphasised the importance of conducting public awareness of land application procedures on a regular basis in order to sensitize the public. It was also suggested that regular meetings be held to inform the public about the land application procedure for acquiring land, regardless of whether it is for business, residential, or institutional purposes. Consequently, the applicants would abide by the established application requirements whereon it will minimize back-and-forth correspondence. Similarly, the majority of participants indicated that management should consider revising land application procedures in order to speed up the approval process. Lastly, some participants proposed that ministerial approval should be sought to empower the council with delegated authority on the approval of land application which will expedite the application process for ultimate business land approval.

4.4 Summary of the findings

This study had four main research questions that the research intended to answer and they are as follows: What is the impact of land allocation procedures on the Council's ability to attain land allocation goals? To answer this question, the following were considered as factors that affect the council's ability to attain its objective: objection from members of the public, political interference, unavailability of serviced land, and inadequate leadership support in steering the cumbersome application process. Results show that among the factors, political interference (88%) unavailability of serviced land (83%) and inadequate leadership (77%) were the key factors that were reported to be affecting the council's ability to attain its objectives/goals. The results revealed that 77% of the respondents stressed that land allocation has the greatest impact on the

council's ability to attain their goals, whereas 17% believed that it does not have any impact.

The study also sought to understand the extent of how municipal council revenue collection can be affected by slow land allocation? Factors such as lack of funds for future development of business land and shortage of serviced land, force the municipality councils into a less beneficial public-private partnership agreement on land servicing thereby reducing revenue bases were indicated as contributing factors to revenue collection. Findings show that lack of funds (95%) shortage of serviced land (94%) and reduced revenue bases (82%) were the contributing factors to the municipality's revenue. It was highlighted that 82% of the respondents were of the opinion that the slow land allocation process has a major effect on revenue collection while 8% indicated that it does not have an impact.

Another research question that the study sought to answer was the perspectives of customer satisfaction levels with land allocation procedures on service quality delivered by Municipal Councils. For this study, the following were considered as dimensions that influence the quality of service and these included: tangibility, reliability, responsiveness, assurance and empathy. Among these dimensions, responsiveness (52%) reliability (44%) and assurance (35%) were reported to be the key dimension that influence customers' service within the municipality. In the end, 93% of the respondents indicated that they were not satisfied with the municipalities' service quality and 92% indicated that unreformed land allocation procedures were the culprit for poor service quality.

The study also assessed the bottleneck factors that influenced slow land application. These included: application processing system, hierarchical organisational structure,

the strict legal requirement of the local authority act, as well as a delay on processing applications from the staff members and staff complements bottleneck. Of these, application processing systems (86%) the strict legal requirement of the local authority act (78%) and hierarchical organisational structure (75%) as the main factors that influence slow land applications.

To conclude, the study performed some association to see how certain variables such as unreformed land application procedures were linked to customer services within the municipality. It also looked at how the length of the application process was linked to revenue collection and lastly the linkage between bottleneck factors and the slow land allocation process. It is worth mentioning that that these variables had a greater impact on the land allocation process.

4.5 Discussions

This chapter discusses the results on the questions that the study was trying to address in relation to other researchers in the same area. This study had a number of questions that were answered through the results.

One of the questions of the study was to identify where the bottlenecks within the land allocation process are and what are those bottlenecks. The study identified these factors as an application processing system, hierarchical organisation structure, strict legal requirement of the local authority Act 23 of 1992, delays in processing applications from the staff members and staff complement bottleneck. Among the factors, it was reported that the application processing system (86%) the strict legal requirements of the local authority Act, 23 of 1992 (78%) hierarchical organisational structure (75%) delays in processing applications from staff members (70%) had a

major effect on the land application process, while the staff complement bottleneck (58%) was reported to have the least effect.

Similar results on the strict legal requirement of the local authority Act 23 of 1992 were also reported by Amadhila (2014) on the determinants of land development and delivery system in Windhoek. Amadhila (2014) identified factors such as bureaucratic structure and stringent regulations as the causes of delays in land development. Consequently, it demonstrates that a new planning and policy revisions as well as reorganising and realigning the urban land management bureaucracy are key in reforming urban land management system.

In terms of hierarchical organisational structure, a study conducted by Muduenyi *et al.* (2015) on the “impact of organisational structure on organisational performance” confirms that when there is a clear structure, people perform better, activities are divided, and there is increased production. Nevertheless, having an appropriate organisational structure in place, one that realises and addresses the organisation's diverse human and business realities, and this is a requirement for long-term success (Muduenyi *et al.*, 2015). Furthermore, Muduenyi *et al.* (2015) indicated that management evaluate the organisation's effectiveness and efficiency by ensuring that correct structures are in place and implemented to attain established objectives.

The second question of the study was to determine the impact of land allocation procedures on the council's ability to achieve land allocation goals. Factors such as objections from members of the public, political interference, unavailability of serviced land, inadequate leadership support in steering the cumbersome application process were key in the councils' ability to attain land allocation goals.

Findings revealed that political interference (88%) unavailability of land, and inadequate leadership to steer the cumbersome application process were the major factors. The results of the unavailability of service land agreed with the findings of the Amadhila's study of 2014, which also asserted that a lack of serviceable land is one of the factors causing land shortages. Equally, the NHE report of 2011 pointed out clearly that one major challenge was servicing the land and that the available serviceable land is not meeting the demand.

Concerning inadequate leadership support in steering the cumbersome application process, Butler (2019) stressed that in addition to the complex land application procedures, there could be other reasons for inefficient land administration, such as: procedures may be poorly managed due to a lack of necessary human resources and management information systems, or because managers are not instilled with a sense of customer service. It has further been alluded that most of the processes and requirements of land administration procedures might be eliminated if more advanced computerised solutions and databases were available (Butler, 2019).

Smit and Govender (2015) indicated that leaders influence employee behaviour and performance, which has an impact on the organisation's goals and objectives. In addition, identifying and aligning leadership with empowerment is critical for generating innovative ideas and creating new opportunities. According to the USAID report of 2005, most local authorities encounter problems relating to weak or restrictive institutional frameworks, incomplete land data and procedures, and unknown elements such as people and technical resources (USAID 2005, as cited in Amadhila, 2014).

Moreover, according to Mngomezulu (2020) on political interference in the administration of service delivery in the UMLALAZI local municipality, political interference leads to poor service delivery to residents of the municipal council, as well as other challenges that prevent municipal administrative staff from performing their duties in a way that promotes an effective and efficient standard of living for the societies. To mitigate political interference in the municipal council's ability to achieve its goals, it is suggested that politicians learn to prioritise people over their political obligations and work as a team to improve service delivery.

In addition to the study's findings on political interference, Mfuru *et al.* (2018) indicated that poor service delivery, the desire for popularity, the nature of authority, the time leading up to a political election, and orders from their political parties were all factors that led to politicians interfering with the administration. It is suggested that a new paradigm be developed in which the duties and responsibilities of political and administrative leadership be articulated in the standards of governance and other applicable rules, with each role bearing accountability, and as a result, no politicians should be allowed to interfere with public administration because employees do not have any legislative responsibilities (Mfuru *et al.*, 2018).

The third question of the study was to assess the effect of urban population growth on land allocation procedures. Unemployment, scarcity of business land, land affordability as a result of high demand, inadequate budget, lack of prioritisation of land service and immigration into the urban area were regarded as factors of urban population that influence land allocation process. Results show that that the scarcity of business land (33%) unemployment (19%) and lack of prioritisation of land service (18%) were the minor factors that affects land allocation process.

A study conducted by Adedayo (2018) on the evaluation of factors influencing access to residential land in Lokoja Metropolis, Kogi State, Nigeria, also acknowledges that factors such as land availability, affordability, information availability, land policy, and demand for land were crucial in limiting access to urban land. Adedayo further argued that the issue of access to land is on the forefront because of the scarcity of land that is expected to increase over time, mainly due to population growth and urbanisation. According to Lühl and Guillermo (2018) urbanisation should not be viewed as a threat, but rather as an opportunity to discover innovative ways to leverage the skills and knowledge of communities, civil society, and the private sector, as well as to increase the state's capacity on offering services to alleviate poverty.

When developing policies and programs, it is critical to take into consideration, a population that relies heavily on the informal economy for survival. Many policies and programs are based on the assumption of widespread formal employment as a result of industrialisation (Lühl & Guillermo, 2018).

In relation to the inadequate budget, municipalities in developing countries require financing instruments for capital infrastructure development in order to effectively address the challenge of mobilising adequate financial resources (UN-Habitat, 2015). These involve a combination of capital grants and borrowing from various sources. UN-Habitat (2015) further stated that due to systemic shortages in all of these traditional revenue sources, local governments all over the world have turned to innovative sources of financing, ranging from instruments to capture increasing land value associated with capital infrastructure construction to participation in PPP joint ventures with the private sector.

In addition, insufficient budgetary and financial management, a massive backlog in infrastructure and basic services, as well as racial and regional disparities, are all factors that contribute to limited opportunities for social development and service expansion (Mngomezulu, 2020). As a result, despite population growth, expanding the service, such as servicing more land, would allow more people to acquire business land.

A similar study was conducted by UN-Habitat (2015) in relation to the lack of prioritisation of serviced land and immigration into urban areas, which highlighted the challenges of a lack of adequate infrastructure for newly incorporated areas, which is associated with rapid growth in recently migrated populations, often characterised by low levels of skills and education, as well as inadequate serviced land. Furthermore, there is evidence that policymakers in large municipal councils tend to tailor policies to meet the needs of specific groups while being less inclined to provide essential services to others (UN-Habitat, 2015).

The findings of the study also agreed with Stebek (2015) who stressed that lack of basic services in rural areas has drawn rural population to towns, and migration which has a negative impact on rural and agricultural societies while also negatively affecting the urban environment and lowering the quality of life due to insufficient systems to accommodate such a massive population. Due to unemployment, the possibility of erecting illegal structures on reserved business land may affect land allocation to potential investors.

Moreover, due to the shortage of urban land, there is a great rivalry in the context of unemployment and it is a critical route for rural migrants to acquire access to town livelihood opportunities, whether through illegal occupancy or minor payments to

those who own or control the property (Turok, 2016). Consequently, illegal structures are likely to be laid out in an unplanned, disorganized manner as a result of the absence of a common framework of rules and guidelines to govern such actions (Turok, 2016).

The final question of the study was to examine the relationship between land allocation and quality of service in the land allocation process. The following dimensions were recognised for the role they play in customer service. This included: tangibility, reliability, responsiveness, assurance and empathy. Findings revealed that 93% of the respondents were not satisfied with the services they get from the municipality in relation to the land allocation process. This study also indicated that responsiveness (52%) and reliability (44%) were the most reported indicators when it comes to customer services.

A study conducted by Mapitsa and Landau (2019) highlighted that responsiveness of the municipalities was observed in South Africa as there are numerous challenges not only in technical issues, such as the availability of useable data, but also in the skills of local government officials to use this data. They further indicated that there was a systematic challenge around planning and service delivery policies, clarifying mandates among various organs of government.

According to Nkomo (2017) about 37% of South African and 45% urban residents indicated that the municipality customers were either “fairly badly” or “very badly” satisfied with the customer service of municipalities. Masiya, *et al.* (2019) also reported that between 2003-2015 34% of South Africa’s were satisfied with the customer service of the municipalities. Evidence from a study by Webster *et al.* (2012) on the quality-of-service delivery in Zimbabwean urban councils using Bindura Municipality indicated that the quality-of-service delivery was generally poor, which

was attributed to insufficient and disintegrated service delivery and management strategies.

Even though unreliable service providers are incredibly inconvenient for clients, a surprising percentage of businesses continue to break their service delivery obligations (Gobena, 2019). Gobena (2019) further underlined that the most important indicator of views of service quality is consistently reliability as well as responsiveness, which reflects a service organisation's commitment to providing services on time. As a result, the responsiveness dimension is concerned with a person's willingness and readiness to provide a service. Customers may occasionally face a situation in which employees are involved in their conversations with each other while disregarding the customer's needs Gobena (2019).

In line with the study's findings, Umar Bello *et al.* (2019) posit that municipal councils should develop strategies to make service delivery processes more reliable in order to improve the lives of residents and foster positive relationships between management and residents. Customers' participation in terms of presenting complaints should be improved so that local communities can contribute to the development of their town, and councils should set up a public complaints desk where clients can lodge complaints regarding service delivery (Umar Bello *et al.*, 2019).

Additionally, Smit and Govender (2015) reported similar findings on effective municipal services delivery. They found out that municipalities are experiencing financial difficulties and, in some cases, crises as a result of a combination of service bottlenecks, deteriorating infrastructure, declining creditworthiness, and borrowing capacity. It was suggested that municipal councils can improve their services by

initiating a change project or process redesigning to shorten operational processes and serve more customers in less time.

According to Mokhlis *et al.* (2011) on municipal service quality and citizen satisfaction in Southern Thailand, recommended that service quality should be evaluated on an annual basis to provide a baseline for future assessments, monitor the effectiveness of service quality improvement efforts, and identify emerging service quality trends.

Results of the study show that factors such as political interference, unavailability of serviced land, and inadequate leadership support in steering the cumbersome application process were drivers that affected the councils' ability to attain its objectives/goals. Furthermore, lack of funds, shortage of serviced land, and reduced revenue base were some of the factors that influenced the municipality revenue collection. The study's findings also revealed that the application process in the Windhoek municipal council takes between one and two years, with some taking longer than three years, whereas in Swakopmund, Walvis Bay, and Karibib Town Council the application process is mostly between one and two years. Findings show that application processing systems, the strict legal requirement of the local authority Act, 23 of 1992 and hierarchical organisational structure were the main factors that influence slow land applications process. Results further show that responsiveness, reliability and assurance were some of the key dimensions that influence customer service within the municipal councils.

5. CHAPTER FIVE: CONCLUSIONS IMPLICATIONS AND RECOMMENDATIONS

Introduction

The preceding chapter covered the analysis, presentation, and discussions of the study's findings; this chapter focuses on the conclusions, implications, recommendations based on the study's findings, and future research suggestions. The study's main question was to determine how the municipal councils can improve business land allocation procedures in order to attain land allocation goals.

5.1 Conclusions

Firstly, the study's findings show that the application processing system, the strict legal requirement of the Local Authority Act, 23 of 1992 and hierarchical organisational structure were reported to be the main bottlenecks that influence slow land applications. Secondly, it was reported that political interference, unavailability of serviced land and inadequate leadership support in the steering the cumbersome application process were the key factors that were affecting the council's ability to attain its objectives/goals. The study emphasised that political interference in administration leads to poor service delivery to residents, and that politicians should learn to prioritize people over political obligations and work as a team to improve service delivery. Moreover, the majority of respondents highlighted that land allocation has the greatest impact on the councils' ability to attain their goals, whereas a few respondents indicated that it does not have any impact.

Thirdly, findings show that lack of funds for future development of business land, shortage of serviced land and reduced revenue base were the contributing factors to

the municipality revenue collection. Additionally, it was reported that the slow land allocation process has a major effect on revenue collection. Fourthly, among the dimensions: responsiveness, reliability and assurance were reported to be the key dimensions that influence customer service within the municipalities. The impact on customers seeking business land that is unavailable due to a lack of serviced land results in a loss of opportunity for customers to establish businesses and create jobs for the public. As a consequence, potential investors withdraw their funding from customers, affecting the councils' revenue generation and economic growth. Equally, almost all respondents indicated that they were not satisfied with the municipality service quality, while 92% indicated that unreformed land allocation procedures were the culprit of poor service quality.

The study further revealed that unreformed land allocation procedures discourage investors due to the prolonged process that needs revision to expedite the process of land allocation. Furthermore, the literature revealed that updating the allocation procedure assists the organisation in identifying the gaps that municipal councils require in order to address the land allocation procedure efficiently. More so, the study outlined some of the challenges encountered with business land applications by a way of private treaty, such as an ineffective land application system, inconsistency in land allocation, a lack of policy, which creates inconsistency loopholes, as well as a lack of serviced land to meet public demand on acquiring business land.

In the end, the study reported association to see how certain variables such as unreformed land application procedures were linked to customer service within the municipality. It also looks at how the length of the application process was linked to revenue collection and lastly, the linkage between bottleneck factors and slow land

allocation process which has a great impact whereon people tend to illegally occupy land that is earmarked for future development for business, residential, and institutional purposes, resulting in people failing to comply with land allocation procedures. It is worth noting that these variables had a greater influence on the business land allocation process.

5.2 Implications of the findings

The study has contributed to existing knowledge and theory regarding the process of business land allocation in municipal councils. The following are the theoretical and practical implications:

5.2.1 Implication of the theory

The study contributed to the body of knowledge that land allocation procedures need to be reformed to address a lack of professionalism and responsiveness to customer demand. The study also demonstrated a knowledge gap in developing a framework on the business land allocation process by way of private treaty, whereon it can support decision-making at various land management levels. Moreover, a repository of property information for effective land administration has been identified as new knowledge that will have a positive impact on better planning and, ultimately, enhancing client services. The development and monitoring of operations that make efforts on projected land delivery are guided by organisational stakeholders. Given that the nature of the land allocation process is coordinated through different stakeholders, therefore the study alerts on the importance of having interfaced management systems to ensure inclusivity of stakeholders in land allocation processes.

5.2.2 Implications on policy and practice

According to the study's findings, there is a lack of an integrated land management system for the land allocation process, which is currently done manually through various uncoordinated systems such as e-mails and computer drivers, which are inefficient in assisting officials to competently execute their work. As a result, an integrated land management system is required to expedite the land application process, which could reduce the application backlog by 65 percent. The current hierarchical organisational structure is of the nature that requires that land application submission should go through five hierarchical supervisory levels before being tabled for council's consideration. The multiple levels of scrutinising the submission can be reduced by flattening the hierarchical structure in order to make it responsive by handling applications on time. In addition, the Local Authorities Act, 23 of 1992 requires municipal councils to obtain ministerial approval for the lease or sale of land. Such process of obtaining ministerial approval has been demonstrated to be prolonged and contributing to the slow land application process. In mitigating the slow land application process, the Local Authorities Act, 23 of 1992 should be reviewed and in particular to give delegated authority to Councillors on the final approval of land without having to obtain a ministerial approval. Furthermore, the study's findings revealed that there is a lack of policy on land allocation, and an effective land administration framework would guide and serve as a reference to the management to devise or strengthen their land administration and management processes for their organisation.

5.3 Recommendations

Based on the findings from the study, the study, therefore, recommends the following:

- Municipal Councils should develop strategies that would shorten the land allocation process by a way of private treaty and be adopted by stakeholders in order to achieve land allocation goals, such as establishing a land committee that will meet weekly to provide technical comments for the application, allowing an application to be finalised in six (6) months.
- Customer service quality dimensions such as tangibles, reliability, responsiveness, assurance, and empathy should be developed to determine customer satisfaction levels, allowing municipal councils to optimise service delivery for more effective measures.
- Service quality should be evaluated on an annual basis to provide baseline for future assessments, monitor the effectiveness of service quality improvement efforts, and identify emerging service quality trends.
- A credit policy should be enforced to ensure prompt payment from the client whereon the recouped capital will be used to service land in a short period.
- It is suggested that there is a need for a responsive structure to timeously address land applications; thus, the municipal councils should rather be implored to introducing a flat structure, to shorten the land application process timeframe rather than a hierarchical structure.
- Municipal Councils should invest in securing an integrated management system to manage the land application process by way of private treaty.
- Review land application procedures on a regular basis to identify gaps that will allow municipal councils to adopt new policies and guidelines that will assist

in the efficient and effective land administration as well as conducting benchmarking on land application procedures for best practices.

5.4 Future Research

This study focused on examining the impact of land application procedures on municipality land allocation goals in the Municipal Council of Windhoek, Walvis Bay, Swakopmund and Karibib Town Council. However, it is proposed that a similar study be explored further covering other municipal councils and town councils in Namibia. In conclusion, it is recommended that further research be conducted on the impact of efficient resource allocation on land delivery for economic development.

References

- Adedayo, A. M. (2018). Evaluation of factors influencing access to residential land in Lokoja Metropolis, Kogi State, Nigeria. *FUTY Journal of the Environment*, 12(1) 1-10. <https://www.ajol.info/index.php/fje/article/view/182374>.
- Al-Ababneh, M.M. (2020). Linking ontology, epistemology and research methodology. *Science & Philosophy*, 8(1), 75-91. https://papers.ssrn.com/so13/papers.cfm?abstract_id=3708935
- Amadhila, H. (2014). *The determinants of effective and efficient land development in Windhoek* (Master's thesis, Polytechnic of Namibia, Windhoek). <http://ir.nust.na/jspui/handle/10628/490>
- Apuke, O.D. (2017). Quantitative research methods a synopsis approach. *Arabian Journal of Business and Management Review*. 6(10) 40-47. <https://doi.org/10.12816/0040336>
- Auzin, A., Geipele, I., & Stamure, I. (2013). Measuring land-use efficiency in land management. *Advanced Material Research*. 804(205) 205-210. <https://doi.org/10.4028/www.scientific.net/AMR.804.205>
- Azadi, H., & Vanhaute, E. (2019). Mutual effects of land distribution and economic development: evidence from Asia, Africa, and Latin America. *Land*, 8(6) 96. <https://doi:10.3390/land8060096>
- Bibri, S. E., & Krogstie, J. (2019). Generating a vision for smart sustainable cities of the future: a scholarly back casting approach. *European Journal of Futures Research*, 7(1) 1-20. <https://link.springer.com/content/pdf/10.1186/s40309-019-0157-0.pdf>
- Boris, O. H. (2015). Challenges confronting local government administration in efficient and effective social service delivery: The Nigerian

- Experience. *International Journal of Public Administration and Management Research*, 2(5)12-22.
- https://www.academia.edu/download/49775244/CHALLENGES_CONFRONTING_LOCAL_GOVERNMENT_ADMINISTRATION_IN_EFFIC_DELIVERY.pdf
- Boru, T. (2018). *Chapter five of research design and methodology*. <https://doi.org/10.13140/RG.2.2.21467.62242>
- Butler, S. (2019). Nigerian land markets and the land use law of 1978. *Gates Open Res*, 3(1414) 1-9. <https://gatesopenresearch.org/documents/3-1414>
- Cresswell, J.M., Ebersson, L., Eloff, I., Ferreira, R., Ivankova, N.V., Jansen, J.D., Nieuwenhuis, J., Pietersen, J., Plano Clark, V.L., & van der Westhuisen, C. (2014). *First step in research*. (13th ed.). Pretoria, South Africa: Van Schaik Publishers.
- City of Windhoek (2015). *State of land delivery in the City of Windhoek*. Windhoek. <http://www.windhoekcc.org.na/documents/Mayoral%20Speech%20at%20Land%20Delivery%20Workshop.pdf>
- City of Windhoek (2014). *City of Windhoek's statement on land allocation*. Windhoek. <http://www.leramobile.com/content/10581>
- Chand, B. J. K. (2019). Land Management Problems in Nepal: Repercussions of land use policy and implementation gaps in Regional and Urban Planning. *ISPRS Annals of the Photogrammetry, Remote Sensing and Spatial Information Sciences*, 4, 17-24.
- Dawidowicz, A., & Żróbek, R. (2017). Land administration system for sustainable development—case study of Poland. *Real Estate Management and Valuation*, 25(1) 112-122. <https://doi.org/10.1515/remav-2017-0008>

- de Vries, W. T., Chigbu, U. E., & Duran-Diaz, P. (2021). Twenty Years of Building Capacity in Land Management, Land Tenure and Urban Land Governance. In *Land Issues for Urban Governance in Sub-Saharan Africa*, 121-136. Springer, Cham. https://link.springer.com/chapter/10.1007/978-3-030-52504-0_8
- de Vos, A.S. ; Strydom, H., Fouché, C.B., & Delpont, C.S.L. (2011). *Research at grass root: for the social science and human service profession* (4th ed.). Cape Town, South Africa: Van Schaik Publishers.
- Drost, E. A. (2011). Validity and reliability in social science research. *Education Research and Perspectives*, 38(1) 105-124. <https://search.informit.org/doi/abs/10.3316/INFORMIT.491551710186460>
- du Plooy-Cilliers, F., Davis, & Bezuidenhout, R.M. (2014). *Research matters*. Cape Town, South Africa: Juta.
- Gao, T., Zeng, Z., Li, Y., Yang, M., & Zhang, T. (2019). Research on government performance evaluation method under new public management theory. International Conference on Social Science and education. https://webofproceedings.org/proceedings_series/ESSP/ICSSAE%202019/SAE20044.pdf
- Giltrap, D.L. (2017). Quantitative research methods in chaos and complexity: From probability to post hoc regression analyses. *An international Journal of Complexity and education*, 10(1) 57-70. <https://files.eric.ed.gov>
- Gingrich, P. (1992). *Introductory Statistics for the Social Sciences*. Regina, Saskatchewan, Canada: University of Regina.
- Gobena, A. G. (2019). The impact of service quality on customer satisfaction: A case study on Nekemte municipality, Oromia Region, Ethiopia. *Annals of Social*

<http://dx.doi.org/10.19080/ASM.2019.04.555629>

Gonzalez, E. L., Chinelli, C. K., Azevedo Guedes, A. L., Vazquez, E. G., Hammad, A. W., Haddad, A. N., & Pereira Soares, C. A. (2020). Smart and sustainable cities: The main guidelines of city statute for increasing the intelligence of Brazilian cities. *Sustainability*, 12(3) 1025. <https://doi.org/10.3390/su12031025>

Gruening, G. (2001). Origin and theoretical basis of New Public Management. *International Public Management Journal*, 4(1), 1-25. <https://www.sciencedirect.com/science/article/pii/S1096749401000411>

Hassan, Z. A., Schattner, P., & Mazza, D. (2006). Doing a pilot study: why is it essential? *Malaysian family physician: the official journal of the Academy of Family Physicians of Malaysia*, 1(2-3) 70. <https://research.monash.edu/en/publications/doing-a-pilot-study-why-is-it-essential>

Hofisi, M., & Lukamba, T. M. (2020). Tenure rights and sustainable livelihoods: implications for land policy. International Conference on Public Administration and Development Alternatives (IPADA). http://ulspace.ul.ac.za/bitstream/handle/10386/3208/hofisi_tenure_2020.pdf?sequence=1

Hope Sr, K. R. (2001). The new public management: context and practice in Africa. *International public management journal*, 4(2) 119-134. <https://www.sciencedirect.com/science/article/pii/S1096749401000538>

Indrajit, A., van Loenen, B., Ploeger, H., & van Oosterom, P. (2020). Developing a spatial planning information package in ISO 19152 land administration domain model. *Land Use Policy*, 98, 104111.

- <https://doi.org/10.1016/j.landusepol.2019.104111>
- International Organisation for Migration. (2016). *Migration in Namibia: A country profile 2015*. <https://www.iom.int>
- Islam, F. (2015). New public management: A dominating paradigm in public sectors. *African Journal of Political Science and International Relations*. 9(4) 141-151. <https://doi.org/10.589/AJPSIR2015.0775>
- Karibib Town Council. (2020). *Imagine Karibib 2030: Long term strategic vision and strategic plan for 2020-2025*. <http://karibibtown.org>
- Lapuate, V., & Van de Walle, S. (2020). The effects of new public management on the quality of public services. *Governance*, 33(3) 461-475. <https://onlinelibrary.wiley.com/doi/10.1111/gove.12502>
- Liu, D., Zhao, M., Xu, H., & Mehrgan, M. (2021). A new model to investigate the impact of innovative IT services on smart urban growth: The mediating role of urban planners' knowledge. *Growth and Change*, 1-22. <https://doi.org/10.1111/grow.12483>
- Local Authorities Act 1992* (The Republic of Namibia).
- Locke, A., & Henley, G. (2016). *Urbanisation, land and property rights. ODI report Jan*. <https://odi.org/documents/5177/10309.pdf>
- Lühl, P., & Guillermo, D. (2018). *Urban land reform in Namibia*. <https://ir.nust.na/handle/10628/621>
- Mabakeng, M. R., Chigbu, U. E., De Villiers, S., Awala, C., & Christensen, A. (2021). *Supporting Capacity Development in Land Administration in Namibia: The NUST Experience*.

- https://fig.net/resources/proceedings/fig_proceedings/fig2021/papers/ts02.1/TS02.1_mabakeng_de_villiers_et_al_11034.pdf
- Mabakeng, M.R. (2020). Poor land administration the leading cause for informal land markets in informal settlements. *Land Administration* 1-15. <https://www.researchgate.net/publication/350192169>
- Maduenyi, S., Oke, A. O., Fadeyi, O., & Ajagbe, A. M. (2015). Impact of organisational structure on organisational performance. *Nigeria: Thesis Submitted to Covenant University*, 354-356. <https://core.ac.uk/download/pdf/32226307.pdf>
- Mahboubeh, F., & Reza, B.M. (2012). New Public Management approach and accountability. *International Journal of Management, Economic and Social Sciences*. 1(2) 42-49. <http://hdl.handle.net/10419/70131>
- Majid, U. (2018). Research fundamentals: Study design, population and sample size. *URNCSJournal*. 2(1) 1-9. <https://www.researchgate.net/publication/3223375665>
- Mansberger, R., Navratil, G., Muggenhuber, G., & Twaroch, C. (2012). Is good governance in land administration measurable and comparable? *63(1)* 27-34. <https://diebodenkultur.boku.at/volltexte/band-63/heft-1/mansberger.pdf>
- Mapitsa, C.B., & Landau, L. (2019). Measuring municipal capacity to respond to mobility. *Sage open*, 9(1) 1-11. <https://journals.sagepub.com/doi/pdf/10.1177/2158244019829565>
- Masiya, T., Davids, Y. D., & Mangai, M. S. (2019). Assessing service delivery: Public perception of municipal service delivery in South Africa. *Theoretical and Empirical Researches in Urban Management*. 14(2) 20-40. <https://www.jstor.org/stable/26633007>

- McHugh, M. L. (2013). The Chi-square test of independence. *Journal of department of Nursing, School of Health and Human Services, National University, California*, 23(2): 143–149. <https://doi.org/10.11613/BM.2013.018>.
- Mendelsohn, J., Shixwameni, L., & Nakamhela, U. (2012). An overview of communal land tenure in Namibia: Unlocking its economic potential. In *Bank of Namibia 14th Annual Symposium*.
- Mengste, M., Teshome, Z., Belete, B., Gizaw, G., & Mulugeta, A. (2020). Assessment of customers' perception towards service delivery among public service organisations in Dire Dawa Administration. *International Journal of Scientific and Research Publications*, 10(5) 946-954. <http://dx.doi.org/10.29322/IJSRP.10.05.2020.p101112>
- Mfuru, A. W., Sarwatt, A. C., & Kanire, G. (2018). The impact of political interference in public administration in Kibaha town council. *Global Journal of Political Science and Administration*, 6(4) 21-31.
- Mngomezulu, S. (2020). Political interference in the administration of service delivery in UMLALAZI local municipality of KwaZulu-Natal, South Africa. *Journal of Economics and Behavioural Studies*, 12(1 (J)) 38-45. <https://ojs.amhinternational.com/index.php/jeps/article/view/3003>
- Mokhlis, S., Aleesa, Y., & Mamat, I. (2011). Municipal service quality and citizen satisfaction in southern Thailand. *Journal of Public Administration and Governance*, 1(1) 122-137. <https://doi.org/10.5296/jpag.v1i1.717>
- Mongkol, K. (2011). The critical review of new public management model and its criticism. *Research Journal of Business Management*, 5(1) 35-43. <https://doi.org/10.3923/rjbm.201135.43>

- Monkkonen, P., & Ronconi, L. (2016). Comparative evidence on urban land-use regulation bureaucracy in developing countries. In E. Birch, S. Chattaraj & S. Wachter (Ed.) *Slums: How Informal Real Estate Markets Work*, 24-46. Philadelphia: University of Pennsylvania Press. <https://doi.org/10.9783/9780812292572-003>
- Mori, G.C. (2017). Examining hindrance of bureaucracy on management innovation for organisation. *International Journal of Academic Research in Business and Social Science*. 7(4) 601-607. <https://doi.org/10.6007/Ljarbss/v7-i4/2835>
- Myers, M.D. (2013). *Qualitative research in business & management*. SAGE Publications Ltd.
- Municipal Council of Windhoek (2019). Land applications records. Windhoek.
- Municipality of Swakopmund (2021, October 24) Municipality of Swakopmund position on application for land in Swakopmund. The Namibia, P24.
- Namibia Statistics Agency. (2011). Namibia 2011 Population and Housing Census Report. Windhoek, Namibia:
- Ndevu, Z.J. (2015). *A performance management model for supporting improved local government service delivery: A case study of the Joe Quabi district municipality* (Doctoral dissertation, Stellenbosch University). <http://hdl.handle.net/10019/98102>
- Nkomo, S. (2017). Public Service Delivery in South Africa: Councillors and citizens critical links in overcoming persistent inequities. https://media.africaportal.org/documents/ab_policypaperno42_local_service_delivery_in_southafrica.pdf
- Norfolk, S., Quan, J., & Mullins, D. (2020). Options for Securing Tenure and Documenting Land Rights in Mozambique: A Land Policy & Practice Paper. https://images.agri_profocus.nl/upload/post/Moz_Policy_Paper1587375947.pdf

- Pereira, G. V., Parycek, P., Falco, E., & Kleinhans, R. (2018). Smart governance in the context of smart cities: A literature review. *Information Polity*, 23(2) 143-162. <https://doi.org/10.3233/IP-170067>
- Rodríguez Pose, A., & Zhang, M. (2019). Government institutions and the dynamics of urban growth in China. *Journal of Regional Science*, 59(4) 633-668. https://www.lincolninst.edu/sites/default/files/pubfiles/rodriguezpose_wp18ar1.pdf
- Rubakula, G. (2014). The new public management and its challenges in Africa. *Public Policy and Administration Research*, 4(4) 85-96. <https://core.ac.uk/download/pdf/234669156.pdf>
- Saunders, M., Lewis, P., & Thornhill, A. (2009). Research methods for business students (5th ed.). Harlow: Pearson Education Limited. https://www.academia.edu/23374295/Research_Methods_for_Business_Students_5th_Edition
- Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research methods for business students* (4th ed.). Harlow: Pearson Education Limited.
- Stebek, E. N. (2015). Access to urban land and its role in enhancing business environment: Multi-track versus mono-route-land-use market. *Mizan Law Review*, 9(1) 1-36. <http://dx.doi.org/10.4314/mlr.v9i1.1>
- Shiimi I. (2011). Enhancing Access to Finance in Namibia through an improved Land Tenure System. Annual Address of the Governor of the Bank of Namibia, Windhoek, 27 October 2011.
- Smit, P., & Govender, K. (2015). Effective of municipal service delivery: A conceptual model. *International Journal of Economics, Commerce and Management*, 3(8) 537-550. <http://ijecm.co.uk/wp-content/uploads/2015/08/3833.pdf>

- Tambunan, T.T.H. (2015). Identifying stakeholders in land use management process and its critical factors in ASEAN. *Journal of Investment and Management*, 4(5) 237-249. <https://doi.org/10.11648/j.jim.20150405.24>.
- Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. *International Journal of Academic Research in Management*. 5(2) 18-27. <https://www.researchgate.net/publication/319998246>
- Taw, A.N. (2016). National land use police. The Republic of the Union of Myanmar. <https://extwprlegs1.fao.org/doc/pdf/mya152783.pdf>
- Tjia, D., & Coetzee, S. (2013). Application of the Land Administration Domain Model to the city of Johannesburg land information system. *South African Journal of Geomatics*, 2(3) 260-279. <https://www.ajol.info/index.php/sajg/article/view/106982/96890>
- Turok, I. (2016). Getting urbanisation to work in Africa: the role of the urban land-infrastructure-finance nexus. *Area Development and Policy*, 1(1) 30-47. <https://doi.org/10.1080/23792949.2016.1166444>
- Udoekanem, N. B., & Muhirwa, A. (2019). Human capacity development for the application of Geospatial Technologies in Land Administration and Management in Rwanda. Paper presented at Africa GIS 2019 Conference on the theme “Innovations in Geospatial Technologies for Achieving Sustainable Development Goals in Africa”, held at University of Rwanda, Kigali Conference and Exhibition Village, Kigali, Republic of Rwanda, 18th – 22nd November. <http://repository.futminna.edu.ng:8080/jspui/handle/123456789/9840>

- Umar Bello, M., Martin, D., & Kasim, R. (2019). The Position of Facility Management Services on Customer Loyalty on Malaysian Municipal Council Service Delivery. *Specialty Journal of Urban Planning and Development*, 4(2) 17-27.
https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3556422
- UN-GGIM. (2019). Framework for effective land administration: A reference for developing, reforming, renewing, strengthening or modernising land administration and management systems. UN-Report. Retrieved from <https://www.gim-international.com/content/article/from>
- UN-Habitat. (2015). The challenge of local government financing in developing countries. <https://www.unhabitat.org>
- Webster, D., Felex, T., Zivanai, O., & Lovemore, M. (2012). The quality-of-service delivery in Zimbabwean Urban Councils: A case study of Bindura Municipality 2009 to 2011. *European Journal of Business and Economics*, 5, 68-72.
<https://doi.org/10.12955/ejbe.v5i0.175>
- Wu, F. (2019). Land financialisation and the financing of urban development in China. *Land Use Policy*, 1-39. <https://doi.org/10.1016/j.landusepol.2019.104412>

APPENDICES

Appendix 1: Questionnaire

EXAMINING THE IMPACT OF LAND APPLICATION PROCEDURE ON MUNICIPALITY LAND ALLOCATION GOALS IN NAMIBIA; A STUDY OF NAMIBIA BUSINESS SCHOOL, UNIVERSITY OF NAMIBIA

Dear respondent,

This questionnaire is designed to solicit information on examining the impact of land application procedures on municipal councils' ability to attain land allocation goals and improve on timeous land accessibility to the customers. The study is purely for academic purposes and all the data collected for this study will be treated as confidential. Your co-operation in this study is very much appreciated.

Yours faithfully,



Priscila Mundonga

Please return the completed questionnaire to my **e-mail: pmundonga@gmail.com**

before the 25 June 2021

SECTION A

1. Are you aware of land allocation procedures for business land on a private treaty?
 - a. Yes []
 - b. No []

2. Do you agree or disagree with the following statement on the effect of slow land application process?

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1) Application processing systems					
2) Hierarchical organisational structure					
3) Strict legal requirements of the Local Authority Act, 23 of 1992					
4) Delay on processing application from staff member					

5) Staff complement bottleneck					
--------------------------------------	--	--	--	--	--

3. The following are possible impact of land allocation procedures on the Councils' ability to attain land allocation goals. Tick where appropriate:

Impact of land allocation procedure	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1) Objection from members of the public (Section 63 of Act 23 of 1992, Local Authorities)					
2) Political interference					
3) Unavailability of serviced land					
4) Inadequate leadership support in					

steering the cumbersome application process					
--	--	--	--	--	--

4. Does urban population growth have the greatest impact on land allocation procedures? Indicate the most appropriate ranking from 1 to 5 scale.

Impact of urban population growth	Tick from 1-5 scale based on level of impact (1 representing the lowest impact whilst 5 representing the highest impact)				
	1	2	3	4	5
1) Unemployment					
2) Scarcity of business land					
3) Land affordability as a result of high demand					
4) Inadequate budget					
5) Lack of prioritization of land servicing					
6) Immigration into urban areas					

5. Do you think urbanisation can lead to illegal occupation of business land due to strict procedure to attain land?

- a. Yes [] b. No []

6A. Do you believe that a lengthy bureaucratic process on the land application is negatively affecting revenue enhancement?

- a. Yes [] b. No []

6B. If yes, how is the municipal council revenue collection affected by slow land allocation? Tick on the appropriate column:

The effect of slow land allocation on municipal revenue base	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1) Lack of funds for future development of business land					
2) Shortage of serviced land					
3) Force the municipal councils into less beneficial Public Private Partnership agreement on land servicing					
4) Reduced revenue base					

7. How long does the application process take for final approval and concluding the agreement?

- a. 1- 6months []
- b. 7 - 12months []
- c. 1 – 2 years []
- d. More than 3years []

8. Are you satisfied with the land allocation process and service quality delivery?

- a. Yes []
- b. No []

9. Does the unreformed land allocation procedure have a negative impact on customer satisfaction and quality services?

- a. Yes []
- b. No []

10. Which dimension of customer satisfaction on land allocation procedures and service quality delivery is appropriate? Allocate numbers from 1 to 5 based on level of satisfaction.

- 1. Tangible []
- 2. Reliability []
- 3. Responsiveness []
- 4. Assurance []
- 5. Empathy []

11. What are the problems experienced with business land application procedure by private treaty?

12. *Do you believe that unaffordable business land impedes economic market growth in the municipal councils?*

- a. Yes [] b. No []

13. What is your view on how municipal councils should improve on land application procedures in order to attain land allocation goals for business land on the private treaty?

SECTION B

1. Age of the participant:
2. Sex: Male [] Female []
3. Qualification: a. Grade 12 or Lower [] b. Certificate [] c.
Diploma [] d. Degree [] e. Honours Degree [] f.
Master's Degree [] g. Doctoral Degree [] h. Professor []
4. If an employee: How long have you been employed in the Municipal Council of Windhoek / Swakopmund / Walvis Bay / Karibib Town Council?
 - a. Years []
 - b. Windhoek [] Swakopmund [] Walvis Bay [] Karibib []
 - c. Position:
 - d. Department:

OR

5. If customer: How long have you been a resident in Municipal Council of
Windhoek / Swakopmund / Walvis Bay / Karibib Town Council?

a. Years []

b. Windhoek [] Swakopmund [] Walvis Bay [] Karibib []

Thank you!!

Appendix 2: Research Permission Letter



22 April 2021

TO WHOM IT MAY CONCERN

Re: MBA Public Sector Management Student – Ms. Priscila Mundonga Student Number-219040486

As part of our Masters Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining management strategies. To do that effectively, they need to conduct interviews and obtain practical examples.

Ms. Mundonga has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Ms. Mundonga with the information she requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. Her research synopsis indicates that her topic touches on "Examining the impact of land application procedure on municipality land allocation goals in Namibia."

Your kind assistance is highly appreciated.

Yours sincerely



Greenfield Mwakipesele, Dr

Senior Research Co-Ordinator

Namibia Business School



University of Namibia

Tel: +246 61 413 500

Fax: +246 61 413 512

Email: mwakipe@nbs.edu.na

340 MandumeNdemufayo Ave. – Private Bag 16004 – Pionierspark – Windhoek – Website: www.nbs.edu.na
Tel: +264 (61) 413500 – Fax +264 (61) 413512 – E-mail: info@nbs.edu.na

Appendix 3: Windhoek Municipality Permission Letter

Department of Human Capital and Corporate Services

☒ 59

80 Independence Avenue
WINDHOEK, NAMIBIA

Tel: (+264) 61 290 2911 • Fax: (+264) 61 290 3212 • www.chycfwindhoek.org.na



ENQ:	Ms. ZM Ferriss	PHONE:	09 264 61 290 2592
DATE:	21 May 2021	FAX:	09 264 61 290 3212
		EMAIL:	fzm@windhoekcc.org.na

To whom it may concern:

RE: PERMISSION TO CONDUCT RESEARCH TITLED "EXAMINING THE IMPACT OF LAND APPLICATION PROCEDURES ON MUNICIPALITY LAND ALLOCATION GOALS IN NAMIBIA"

This letter serves as confirmation that **Ms. P Mundonga** (Student Number **219040486**), a student at the UNAM [NBS] pursuing a MBA specializing in Public Sector Management) has been granted permission to conduct her research on the above subject within the City of Windhoek.

The research paper intends to achieve the following objective(s):

- Ability to attain land allocation goals and improve on timeous land accessibility to the customers

As respondents of the study, City officials are therefore requested to render Mr. Negonga their cooperation and assistance. Should there be any queries, please feel free to contact the Human Resources Development Division on the above contact details.

Kind Regards


Mr A Nkanor

Manager: Organisational & Human Resources Development



All official correspondence must be addressed to the Chief Executive Officer

Appendix 4: Swakopmund Municipality Permission Letter



MUNICIPALITY OF SWAKOPMUND

Ref No: 4/4/3

Enquiries: A Haikwiya

☎ (064) 41 04222
☎ 0886619756
📍 53 Swakopmund
NAMIBIA
✉ ahaikwiya@swakmun.com.na

10 May 2021

Ms. P Mundonga
P.O.Box 61950
Katutura
Windhoek

Namibia

Dear Ms. Mundonga

RE: REQUEST FOR PERMISSION LETTER TO CONDUCT RESEARCH

With reference to your request dated 29th April 2021 the Municipality of Swakopmund hereby grant approval for you to carry out research on Municipality of Swakopmund as part of your partial fulfilment of the Masters Programme in Business Administration specialized in Public Sector Management at Namibia Business School (University of Namibia).

The research topic approved is: **Examining the Impact of Land Application Procedures on Municipality Land Allocation Goals in Namibia.** Kindly take note that you are expected to present the final outcome of your research assignment to Council at a time of mutual convenience.

In addition, Council may not be held liable for any accidental injuries that you may sustain while conducting your assignment.

May we take this opportunity to wish you the best with your research project.

MPC Swarts
GM: Corporate Services & HC

-/gh



All correspondence must be addressed to the **Chief Executive Officer**

Appendix 5: Walvis Bay Municipality Permission Letter



Municipality of Walvis Bay

Civic Centre • Nangolo Mumba Drive • Private Bag 5017 • Walvis Bay • Namibia
Phone +264 (0)64 201 3111 • Fax +264 (0)64 201 3218 • www.walvisbaycc.org.na

To whom it may concern

Enquiries	Jan Kruger
Phone	064 201 3206
Fax	064 201 3218
Email	kruger@walvisbaycc.org.na
Date	1 June 2021

Request for permission to conduct research study in Walvis Bay: Examining the impact of land application procedures on municipality land allocation goals in Namibia
Reference: 11/3/1/1

It is herewith confirmed that Ms Priscila Mundonga, an MBA student at the Namibia Business School (NBS), University of Namibia, has been granted permission to conduct research on the above subject at the Municipality of Walvis Bay.

Yours faithfully

Jan Kruger
Acting General Manager: HR and Corporate Services



Page 1 of 1



Please address all correspondence to the Chief Executive Officer

Appendix 6: Consent Form for the Participants

Research title: Examining the impact of land application procedure on municipality
land allocation goals in Namibia

Researcher name: Priscila Mundonga

E-mail address: pmundonga@gmail.com

Cell phone number: 0811466611

Your willingness to respond to the questionnaire is very much appreciated and it has been sent to you via e-mail.

Please tick in the box

- Your involvement in this study as a respondent is voluntary and you are free to withdraw at any time, without giving a reason.
- The researcher will treat the information provided as confidential and your identity will be anonymous.
- I agree with the focus group discussion being audio recorded.
-

I hereby confirm that I understand the content of this document and agree to participate in this research.

Signature

Date

Appendix 7: Similarity Report



Document Information

Analyzed document	Research Report 2021 - P. Mundonga.docx (D119640597)
Submitted	2021-11-23T18:26:00.0000000
Submitted by	
Submitter email	pmundonga@gmail.com
Similarity	2%
Analysis address	mwakipg.unam@analysis.arkund.com

Sources included in the report

SA	University of Namibia / Erica Namandje Updated Unam thesis 2017 (after examined).docx Document Erica Namandje Updated Unam thesis 2017 (after examined).docx (D36398227) Submitted by: cmabhiza@unam.na Receiver: ehaipinge.unam@analysis.arkund.com	 5
SA	University of Namibia / Research Project 201510145.pdf Document Research Project 201510145.pdf (D57790478) Submitted by: Marian.Shipena@windhoekcc.org.na Receiver: assistantsdpas.unam@analysis.arkund.com	 4
W	URL: https://ggim.un.org/documents/FELA_Consultation_Draft.pdf Fetched: 2021-11-23T18:27:00.0000000	 8

Appendix 8: Language Editor Certificate



The Rev. Dr. Greenfield Mwakipesile

ThD, MBA, HBS | mwakipg@outlook.com

CONTACT

PO Box 99539,
UNAM,
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

24th November 2021

RE: LANGUAGE, COPY-EDITING AND PROOFREADING OF PRISCILA MUNDONGA'S THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread PRISCILA MUNDONGA's Thesis for the MASTER OF BUSINESS ADMINISTRATION DEGREE entitled: **EXAMINING THE IMPACT OF LAND APPLICATION PROCEDURES ON MUNICIPALITY LAND ALLOCATION GOALS IN NAMIBIA**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, Eswatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "Dr. Greenfield Mwakipesile".

The Rev. Dr. Greenfield Mwakipesile



greenfield.mwakipesile



[@mwakipg](https://twitter.com/mwakipg)



+264813901701



[Dr. Greenfield Mwakipesile](#)