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GRADUATE STUDIES DEPARTMENT OF BUSINESS AND ACCOUNTING (MBA)

PUBLIC PERCEPTIONS OF BOTSWANA'S IMPROVEMENT OF LAND ADMINISTRATION PROCEDURES, CAPACITY AND SYSTEMS PROJECT (LAPCAS): THE ROLE OF MARKETING AND PUBLICITY INITIATIVES IN RAISING PUBLIC AWARENESS AND THEIR SERVICE QUALITY EFFECT.

By

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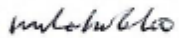
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STATEMENT OF ORIGINALITY

This research essay was undertaken by the author whilst a student at Botho University as partial fulfillment of a Master's in Business Administration (MBA) degree. I affirm that ideas adopted from other people have been fully acknowledged and referenced using the Harvard referencing style.



Student's signature

18 October 2019

Date

DEDICATION

I dedicate this work to my best friend and wife Keikutlwetse, daughter Yaone and son Jayden. Your unwavering support and encouragement has made this possible. I am eternally grateful. Above all, I thank God for the wisdom and courage he gave to make this a reality.

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A special thank you is extended to my supervisor Professor Olumide Jaiyeoba his timely advice and support throughout this research and indeed my entire studies. The persistent telephone calls to offer feedback made it possible for me to complete this dissertation. Appreciation is also extended to my colleagues whose ideas and feedback were very useful.

Gratitude is also extended to participants of the study who offered their time to attend to interviews and also complete questionnaires as required. Your inputs made this dissertation possible.

ABBREVIATIONS AND ACRONYMS

BHC: Botswana Housing Corporation

DSM: Department of Surveys and Mapping

DTRP: Department of Town and Regional Plan

ICT: Information Communication and Technology

IT: Information Technology

LAPCAS: Land Administration Procedures, Capacity and Systems Project

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ABSTRACT

Quality service provision remains elusive for most organizations. Like other government services before, LAPCAS was initiated as an information technology tool to improve service delivery to members of the public. This study evaluates the initiatives used to market and publicize this project and the success rates of those initiatives. To gauge the perception of the public to this initiative, the study measures the service experiences of a sampling of members of the public at three different locations to conclude on the perceptions they hold on the project.

The study followed two methods of collecting data. Face to face interviews were conducted with public relations practitioners at the selected locations to establish the official marketing and publicity strategies adopted for the LAPCAS project, their success rates and their internal reviews. Self-administered administered questionnaire were the second data collection used by the study to measure public perceptions of the service quality of services related to the LAPCAS project. The questionnaires were issued to members of the public who had just accessed LAPCAS services to gauge their service experience against their expectations, which in this case were the publicized service standards.

Results of the interviews show that Kgotla meetings, outreach and satellite offices, advertising fliers, radio and television programs, exhibition shows and social media were some of the initiatives used to publicize the project. The combined effect of the measures had a success rate of between 80% and 85% in reaching the targeted audience. Having reached the majority of the target audience, what was the service experience of the public?

Using SERVQUAL service quality measure, the study results indicate that the sample perceived the service offered by staff as being reliable and responsive, with a strong majority of the sample decriing lack of assurance as a concern. The study methodology and results can be useful to service organizations seeking to identify service deficiencies within their processes and operations. The results could be used to develop human resource training manuals for organizations. The research also contributes the existing body of knowledge, more especially to non-existent research on the LAPCAS project in Botswana.

CHAPTER 1 - BACKGROUND OF THE STUDY

1.1 INTRODUCTION

The government of Botswana has long recognized the need for the computerization of its major functions to allow for easier and quicker access to services by its citizens. The government's hope is that computer technology will provide that elusive ingredient which will bring solutions to problems of administrative and financial inefficiency, help define socio-economic visions, and enhance economic productivity (Ojedokun et al, 2006).

Such recognition has historically been expressed in national visions from the past Vision 2016 to the current Vision 2036 which states that, "We will leverage leading information communication technology (ICT) as a key contributor to economic growth and employment whilst enabling an efficient private and public sector". An enabling environment, including digital access and the relevant regulatory framework will be improved to enable the development of a private sector lead ICT industry.

As outline by Ojedokun (2006), numerous strategies have been developed over extended periods of time to achieve the different vision strategies. Some of these include the following; improvement of data communication infrastructure; introduction of IT systems to facilitate government services; introducing modernized IT systems; developing localised information databases at individual ministries; and reducing government department's dependence on paperwork but more on electronically stored and communicated information.

1.2 STUDY BACKGROUND

To this end, the government has mandated the Ministry of Lands, Water and Sanitation Services to develop and implement computer information systems to more efficiently manage the country's land and water resources. Table 1 below summarizes some of the previous attempts made with limited success as observed by Sebina et al (2008):

Program	Objectives	Causes of failure
Land Inventory for Tribal Land Boards of Botswana (LYNSIS)	To introduce electronic management of records within and across land board offices.	Speculated as including lack of training of implementing teams and lack of project understanding within project implementing teams.
Botswana Land Integrated System (BLIS)	Developed to improve land allocation management, including waiting list information for state land plots allocation by the Department of Lands.	Being Oracle based, the system failed to interface with other stakeholder systems leading to data sharing challenges. The quality of the input data also compromised the integrity of the system
State Land Information Management System (SLIMS)	Aimed to interface with systems in the Deeds Registry, DSM, BHC, and DTRP for the allocation and management of state land.	Poor project management, implementation and system documentation.
Tribal Land Information Management Information System (TLIMS)	Intended to automate allocation and management of tribal land.	Lack of internet connectivity and poor bandwidth connectivity as well as poorly trained project teams.

Table 1: Previous attempts at introducing ICT systems in land management

The more recent attempt and focus of this study was the Ministry's Land Administration Procedures, Capacity and Systems (LAPCAS) project. Started in 2009 through a partnership between the governments of Botswana and Sweden, the project aimed to deliver an efficient, effective and transparent land administration system characterised by simple procedures, its

accuracy and sustainable maintenance. For coordinated implementation, the project was divided into seven implementation components as summarised in Table 1 below:

COMPONENT	AIM	OBJECTIVES
1	National systems for unique referencing of land parcels and location addresses.	To develop and implement a standardized system for numbering of all land parcels across all land tenures in the country
2	Improvement of land administration procedures and processes	To map all existing processes, manuals as well as digital processes to ultimately propose legal and organisational changes that may be necessary for the improvement of land administration in the country.
3	Deeds registry computerisation	Aimed at computerising all deeds registry processes and information.
4	Systematic adjudication on tribal land	To develop and implement processes for systematic adjudication of land rights on tribal land.
5	Development of IT procedures and organization	the aim is to specify the demands on IT competence and together with affected departments propose a suitable organisation for IT-activities within the Ministry, for managing current and future computer systems
6	Exchange and dissemination of land administration data	Aimed at establishing a spatial data infrastructure to aid in information exchange and dissemination to internal and external users

7	Training and study trips	To capacitate the respective workforce with the necessary skills through benchmarking and study tours of already existing systems across the world
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Table 2: Summary of aims of the components of the LAPCAS project

The various components of the project have required significant monetary investments, with the hope that success of the project will eliminate challenges prevailing in the management of land resources in the country.

1.3 PROBLEM STATEMENT

IT projects are notorious for their high rates of failure. As Love (2005) observed, some of these are caused by the following; "implementation costs being higher than expected; technical systems performance significantly below the estimate; and incompatibility of the system with selected hardware and software". Project failures may also arise from data input challenges with data supplied into the system and hence affecting the integrity of the output from the system.

An important feature within the LAPCAS project was the requirement that land right holders must present 'claims' for their land rights. This was an important requirement verification of rights for subsequent input into the system. The 'claims' were made by land rights holders by presenting proof of ownership to their respective land parcels to their respective land authorities, a stage referred to as 'land registration' within the project. To reach the various land rights holders across the country, marketing and publicity initiatives were developed to bring the nation's attention to their required participation in the project.

However, numerous postponements were effected to the agreed completion dates of the project, raising fears among commentators of another project failure by another government department.

The main contention of this study was therefore that the low general public awareness and participation which led to these postponements was caused by failure to stimulate public awareness of the project by the marketing and publicity initiatives used.

1.4 RESEARCH OBJECTIVES

The research aimed at investigating the marketing, publicity and public relations initiatives used to sensitize members of the public about the LAPCAS project and its implementation. The study adopted the following as its objectives:

1. To identify marketing and publicity methods adopted by the project teams to raise awareness within members of the public.
2. To evaluate the strategy for relevance to the target market.
3. To assess the effectiveness of the project initiatives in meeting the service delivery needs of the community.

1.5 RESEARCH QUESTIONS

The study sort to answer the following questions:

1. What marketing and publicity activities did the LAPCAS project use to publicize the project to members of the public?
2. What were the success rates to the project objectives following from the roll out of the strategy?
3. What perceptions do members of the public have about the project from a service quality perspective?

1.5 PROJECT PLAN

This research was undertaken in accordance with Saunders et al (2009) guidelines, which follow from formulating and clarifying the topic, undertaking a literature review of the topic, formulating a research design, collecting and analyzing the data, and then finally presenting conclusions and recommendations.

This was a basic research into the effectiveness of marketing and publicity initiatives used by project owners to publicize the LAPCAS project in the country to other key stakeholders. The study measured the effectiveness of the publicity initiatives used by measuring customer's perceptions of the service experience they acquired as they responded to the publicity campaigns. Literature review was undertaken to justify the research and validate previous studies into methods of marketing and publicizing services as well as methods of measuring service quality. The foundation of the research was on sources that identified effective methods of marketing services, more particularly public services and ways of measuring that service experience.

The research commenced with interviews of public relations personnel at selected land boards with a view to establishing the official strategies adopted to publicize and market the project. The interviews also aimed at establishing the rates of success of the project following from the role out of the publicity initiatives and the nature of feedback collected from other project stakeholders.

The interviews were designed to be one – on- one and open ended with the respective professionals with durations of not more than fifteen minutes. Permission to conduct the interviews was obtained by physically visiting each of the offices and presenting the ministry approved study permit to the chief executives who in turn identified and authorized the appropriate individuals to participate in the study. The participants were assured of the confidentiality of their contributions and were well informed that their responses were needed for study purposes only. The core questions which drove the interview sessions are as shown in **Appendix A**

A sampling of members of the public was selected to represent both urban and rural populations in the periphery of Gaborone. Questionnaires were issued to a total of one hundred and seventy nine (179) participants as they accessed services at respective land board offices. The questionnaire aimed at establishing the service experience of each of the customers of the land board with a view to establishing their overall service quality perception. The study was based on research questions posed as a series of statements and is as shown in **Appendix B**.

To mitigate the effects and intensity of common method variance (also referred to as common method biases), the questionnaire was designed to be unambiguous and possible to complete within a single sitting of about ten minutes (Malhotra et al, 2007). The questionnaire also avoided socially and politically oriented constructs to avoid the occurrence of social desirability or leniency biases. Participation in the research was voluntary and respondents were assured of the confidentiality of their participation.

1.6 SCOPE OF THE STUDY

The study investigated the effectiveness of marketing and publicity initiatives used to publicize the LAPCAS project to members of the public. The research was undertaken in the context of Botswana focusing on members of the public who possessed land rights and had participated in any form in the LAPCAS project. The research was qualitative, focusing on the perceptions of members of the public about their service experience after accessing land board services related to the LAPCAS project. Study conclusions were deduced from answers supplied by participants to the interview sessions as well as the self-administered questionnaires.

1.7 STRUCTURE OF DISSERTATION

This dissertation is arranged into five chapters. Chapter 1 presents an introduction and description of the research. The chapter outlines the background to the problem, reasons for undertaking the study, the scope of the study as well as the execution plan. Chapter 2 reviews available literature on similar and related research issues. Chapter 3 outlines the research methodology adopted for the study, describing the orientation and design of the research, its

limitations, data collection and analysis techniques as well as ethical considerations made. Chapter 4 presents and analyses the data. Chapter 5 concludes the research by discussing the findings and making recommendations from the study.

CHAPTER 2 – LITERATURE REVIEW

2.1 INTRODUCTION

The following literature review is a summary of literature that is of general and specialized relevance to the topic and area of research. The review of literature in this study focused on what scholars have written on marketing and publicizing of public services. The review also highlighted the unique characteristics of services and the specialized nature of their marketing. The literature also reviews the more common methods of measuring service quality and its influence on customer perceptions of the entity providing the service.

2.2 GENERAL ISSUES

2.2.1 Government's role in service provision

The primary concern of any government is for the health, peace, morality and safety of its citizens. Aristotle (in Strong, 1963:17) argues that the government's role goes beyond just making life possible but also comfortable of the citizenry. The state does this by freely providing services and by enabling a stable political environment. Regardless of population size, government does this by providing both; an infrastructure for the operation of a market economy; and a limited set of public goods that provide a framework conducive for economic growth (Gwartney, 1998).

2.2.2 The Marketing Concept

The need to inform the population about government services brings into focus the need for marketing. The American Marketing Society as quoted by Kotler (2016) defines marketing as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large". Strategies typically used to market tangible products revolve around the four P's of marketing being the product itself, price, place as well as promotion.

However, services have unique characteristics that require them to be marketed in different ways to tangible products. Service offerings are characterized by their intangibility, their inseparability of production and consumption, heterogeneity, as well their perishability raising the need for more specialized marketing strategies. Table 3 below, adopted from Zeithaml et al (1985) identifies marketing problems arising from the unique characteristics displayed by services and also proposes possible mitigating measures to these problems.

Unique feature	Resulting marketing problem	Strategies to use to solve the problem
Intangibility	<ol style="list-style-type: none"> 1. Services cannot be stored 2. Cannot be patented 3. Cannot be readily communicated 	<ol style="list-style-type: none"> 1. Highlight tangible cues 2. Stimulate word of mouth communication 3. Create strong organisational images 4. Engage in post service communication
Inseparability	<ol style="list-style-type: none"> 1. Consumer involved in production 2. Centralised mass production difficult 3. Other consumers involved in production 	<ol style="list-style-type: none"> 1. Training of public contact personnel 2. Manage consumers and their behaviours 3. Use multisite locations
Heterogeneity	<ol style="list-style-type: none"> 1. Standardization and quality control difficult to achieve 	<ol style="list-style-type: none"> 1. Automate service 2. Customize service
Perishability	<ol style="list-style-type: none"> 1. Services cannot be stored 	<ol style="list-style-type: none"> 1. Develop strategies which can absorb the fluctuating demand

Table 3: Problems arising from the unique features of services and their solutions

2.2.3 Marketing of Services

To enhance the effectiveness of marketing activities, Lovelock (2011) proposes inclusion of the following attributes to the traditional elements synonymous with tangible products:

Process

The efficient delivery of products/services is premised on the use of effective repeatable processes. The best practice to achieve this is by standardising processes to make them easy to replicate, implementing rigorous management and monitoring of service quality, standardize training procedures for employees and where practical automating tasks previously performed by humans. As highlighted by Lovelock (2011), the effects of poorly designed processes may lead to "slow, bureaucratic, and ineffective service delivery; wasted time; and a disappointing experience for a consumer".

Physical Environment

An important feature of service delivery, particularly where face to face contact with customer contact staff is required, is the environment where that service is provided. As Lovelock (2011) argued, "the appearance of buildings, landscaping, vehicles, interior furnishings, equipment, staff members' uniforms, signs, printed materials, and other visible cues provide tangible evidence of a firm's service quality, facilitate service delivery, and guide customers through the service process". These cues often referred to as 'servicescapes' have an impact on a customer's view of the service provider and will influence their service satisfaction levels. These cues further serve to; position and differentiate a service provider; enhance the value proposition of a service; and may even enhance productivity levels.

People

Even with continued technological advances, most service offerings will continue requiring face to face contact with service agents (Lovelock, 2011). It is for this reason that the right attitudes and skills are developed in service agents to transmit services. In additions to technical skills on the work/service being offered, service agents need to be motivated, have a positive attitude and possess good interpersonal skills to efficiently deliver services.

2.2.4 Realizing Marketing Effectiveness

According to Kotler (1977), marketing effectiveness of any business entity is determined by the extent to which the business exhibits the following five attributes of marketing orientation; customer philosophy; integrated marketing across the organisation; adequate marketing information; strategic orientation; and operational efficiency. This model seeks to capture the dynamic, process-oriented and integral nature of the customer-based marketing capabilities (Ramokwena, 2015). Therefore, the marketing effectiveness model takes both the outside-in and the inside-out perspectives to marketing capabilities.

Customer philosophy

An important prerequisite for effectively marketing a service/product is that marketers; study and understand the market; identify their target market; identify opportunities that exist; and developing services/products that address the specific needs of the target market. Some management are product-oriented, some are technology-oriented and others are sales-oriented.

Integrated marketing organisation

The operating structure of the business or organisation must reflect a marketing philosophy. The decision makers within the marketing operations must have access to and confidence of the organisation leadership. Marketers should be able to merge together the different requirements of the organisational units to develop relevant marketing strategies.

Adequate marketing information

To effectively develop marketing strategies, it is important that a detailed market research is undertaken. This will allow for the correct and better informed decisions when appropriating resources to the different marketing strategies and marketing tools.

Strategic orientation

Marketing effectiveness depends also on whether management can design a profitable strategy out of its philosophy, operating model and information resources. This

requires that there be in place clear and measurable short and long term plans that are innovative enough to respond to the ever changing business environment.

Operational efficiency

Marketing plans will not bear any fruits if they are not efficiently carried out throughout the organisation. The required resources must be availed to develop appropriate systems to react to changing market conditions.

2.2.4 Challenges of Marketing Services

The benefits of services are often very difficult to communicate to customers, particularly when such service does not involve tangible actions to customers or their possessions (Lovelock, 2011). As argued by Mittal (1999), this intangibility of services leads to some of the following challenges for marketers;

- Generality – arises when trying to communicate differences from competing service offerings.
- Abstractness – arises because intangibles do not have a one – to –one correspondence with physical objects.
- Non search ability – arises from the fact that services cannot be verified or inspected before purchasing.
- Mental impalpability – arises from the difficulty customers have in understanding a service experience and benefits that may accrue.

To overcome some of the above challenges, Mittal (1999) proposes the use of; tangible cues (to catch the target market's attention), and metaphors (highlighting how service benefits are provided) to more efficiently reach a targeted audience.

Key to achieving these, as suggested by Mittal (1999), is the use of a simple '5W's model which seeks the following direct inputs; the target audience; the messaging to transmit; modes to use, the avenue to transmit the messaging; and the timing of the communication.

2.2.5 Modes of Communicating Services

Different communication elements have distinctive advantages relative to the types of messaging they can convey and the market segments they target (Lovelock, 2011). As depicted in figure 1 below, various communication channels are available to marketers to transmit their messaging. These forms include but are not limited to; public relations, advertising, direct marketing, personal selling, trade and sales promotions.

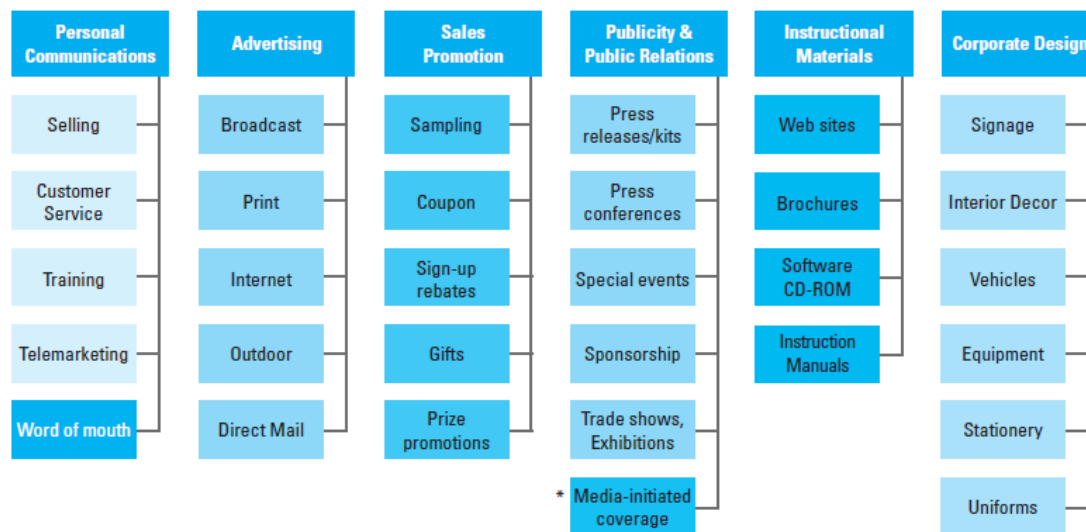


Figure 1: Marketing communication mix for services (Source: Lovelock, 2011)

The most recent trend to transmit messaging through any of the channels above is through the use of the internet. The internet represents an extremely efficient medium for accessing, organising and communicating information. Extant literature documents the following as some of the benefits that may accrue to an organisation from communicating their message through the internet; improved visibility allowing for much wide reach to customers; streamlined transaction processing thereby reducing task complexity and costs; flexibility to customise messaging to individual customers; improved perceptual experience allowing for interaction with customers; relationship building and personalisation allowing for personal information exchange with customers (Kiang et al, 2000).

Advancements in technology have now made it possible for virtually anyone to issue out content over the internet. More common currently is the use of social media. Barefoot (2010) defines social media as "the use of social media channels to promote an organisation and its products/services". This communication channel comes in many forms with the most common being blogs, micro blogs, social networks, media - sharing sites, social bookmarking

and selection sites, analysis sites, forum and effective Worlds (Kiang et al, 2000). Social media channels promote the exponential dissemination of messaging to a user's circle of contacts thereby validating and adding an element of trust to the message.

2.3 MEASURING SERVICE QUALITY

Numerous studies have been undertaken on service quality within the field of marketing (Pitt, 1995). Parasuraman et al (1985) concluded in their study that the premise of service quality lies in the comparison of what a customer feels a service should be and what is ultimately offered. Zeithaml et al (1993) suggests that this quality can be assessed by measuring customers' expectations and perceptions of performance levels for a range of service attributes. Shaheen (2013) defines expectations as individual desires a consumer has about a service compared to that provided by the service provider. When consumer expectations are higher than the delivered performance, then perceived quality is less than satisfactory leading to customer dissatisfaction (Parasuraman et al, 1985).

Service quality is subjective (Maniam et al, 2008) and depends on a number of factors including organizational management, staff perceptions, human interface, service promotions and the type service consumers (Shah et al, 2001). Service quality has been defined from the perspectives of excellence, quality and conformance to specifications, and performance against expectations. The subjectivity nature of quality raises the need to measure the service quality in order to understand its effectiveness as perceived by the consumer. To this end, a number of techniques have been developed to measure service quality and key amongst those are the following;

2.3.1 SERVQUAL

A service measurement matrix called SERVQUAL has been developed and refined over time based on perceived service quality. The matrix measures the following five unique features by evaluating a total of twenty two (22) varying variables:

Tangibles: refers to the service provider's visual appearance physical facilities such as offices, equipment and the appearance of personnel. The condition of the physical

facilities at point of encounter with the customer signifies the level of care and attention to detail exhibited by the service provider which in turn contributes positively to the measure of quality.

Reliability: measures the ability to consistently supply the promised service dependably and accurately. The ability to provide service in a timely manner and without any errors contributes positively to a service provider being perceived to be offering quality service.

Responsiveness: refers to a service provider's willingness to assist customers, provide service in a timely manner and continually updating customers about their service requests. The level of responsiveness of a service provider is inferred from the durations of time taken by the customer whilst awaiting service. The length of time taken to address a customer's needs reflects on the service quality provided by the company.

Assurance: measures the staff's levels of knowledge about the service they provide, courtesy and their ability to inspire trust and confidence in their customers. Showing politeness, respect and friendliness to customers positively contributes to overall service quality.

Empathy: refers to the level of care and individualised service a service provider shows to their customers

The conceptual basis of SERVQUAL is the measurement of the differences between a customer's perceptions of what a service should deliver and how well that service meets those idealised expectations. The instrument measures service quality by first measuring a customer's expectations of each of the twenty two factors of the matrix before a service experience. The questionnaire is then issued again in the form of statements to evaluate the service experience once service has been accessed. The service quality level is then calculated by computing the differences in ranked perception against the ranked expectation. Figure 3 below shows the attributes and sub themes that makeup the matrix.

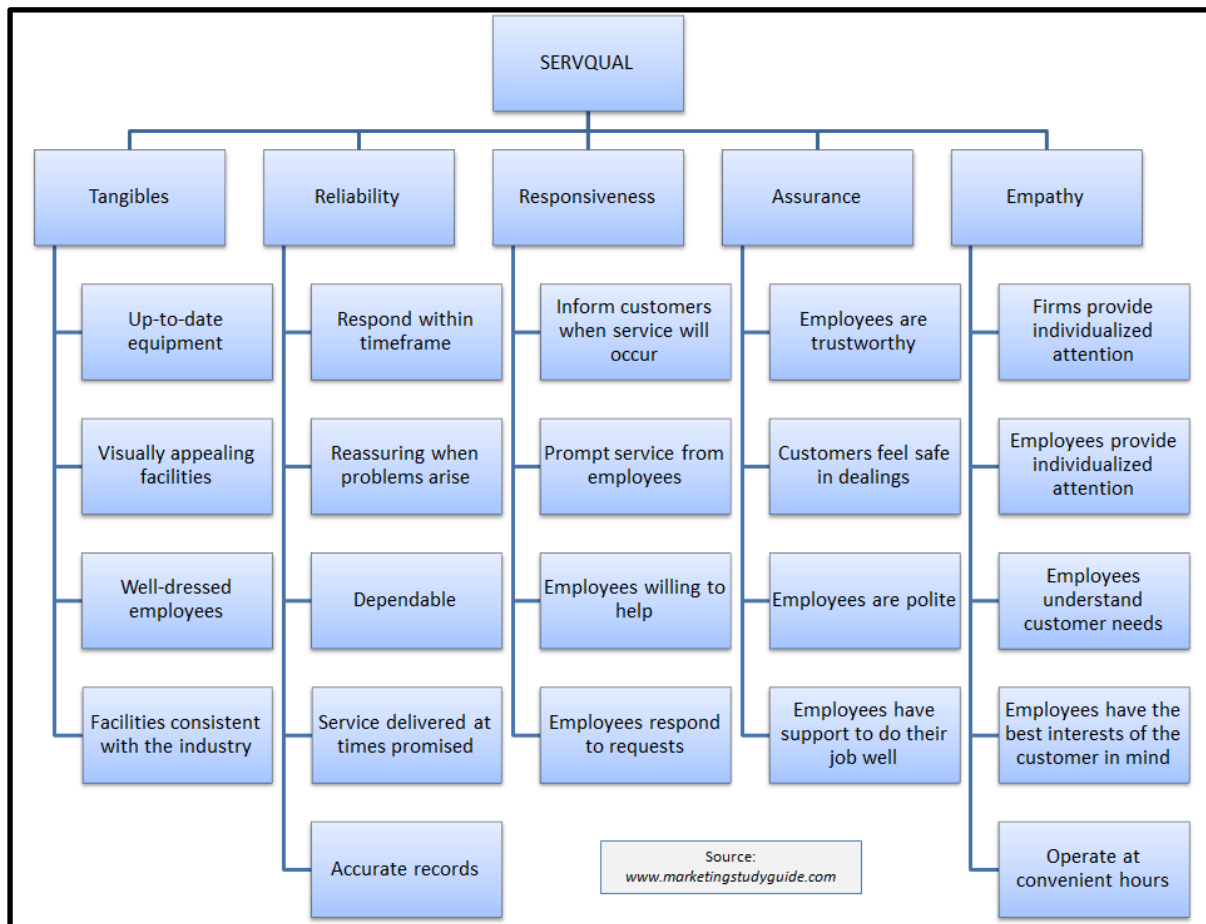


Figure 2: SERVQUAL matrix and its sub themes

A Likert scale is used to assign rankings to each of the attributes in the matrix. The scale requires one to respond to a series of statements by indicating whether they strongly agree, agree undecided, disagree, or strongly disagree (Croasmun, 2011). With each response assigned a value, an individual's score is determined by adding the point values of all the statements.

2.3.2 The GAPS model

Service quality is often defined from the four perspectives of excellence, value, conformance to specifications and satisfaction of consumer expectations. The basis for the Gap model is the measurement of the level of satisfaction of a customer's expectations. According to Herson et al (2001), the Gap model offers service organisations a frame work to identify service quality deficiencies in the form of the gaps that exceed (or fail to meet) customer expectations. The model reflects the discrepancies in the following form;

GAP 1: Differences between a customer's expectations and management's perceptions of those expectations.

GAP 2: Differences in management's perceptions of customer's expectations and service quality specifications.

GAP 3: Differences in service quality specifications and the actual service delivered.

GAP 4: Difference between the actual service delivered and what is communicated to customers about it.

GAP 5: Difference between a customer's expected service and perceived service delivered.

As represented in figure 4 below, lapses in service quality will always arise if perceptions of quality are not addressed by the service provider. From the point of view of the service provider, it is important that employees are well trained and motivated to provide service to consumers as it is marketed. Staff must be responsive and receptive to customer opinions of their service experience.

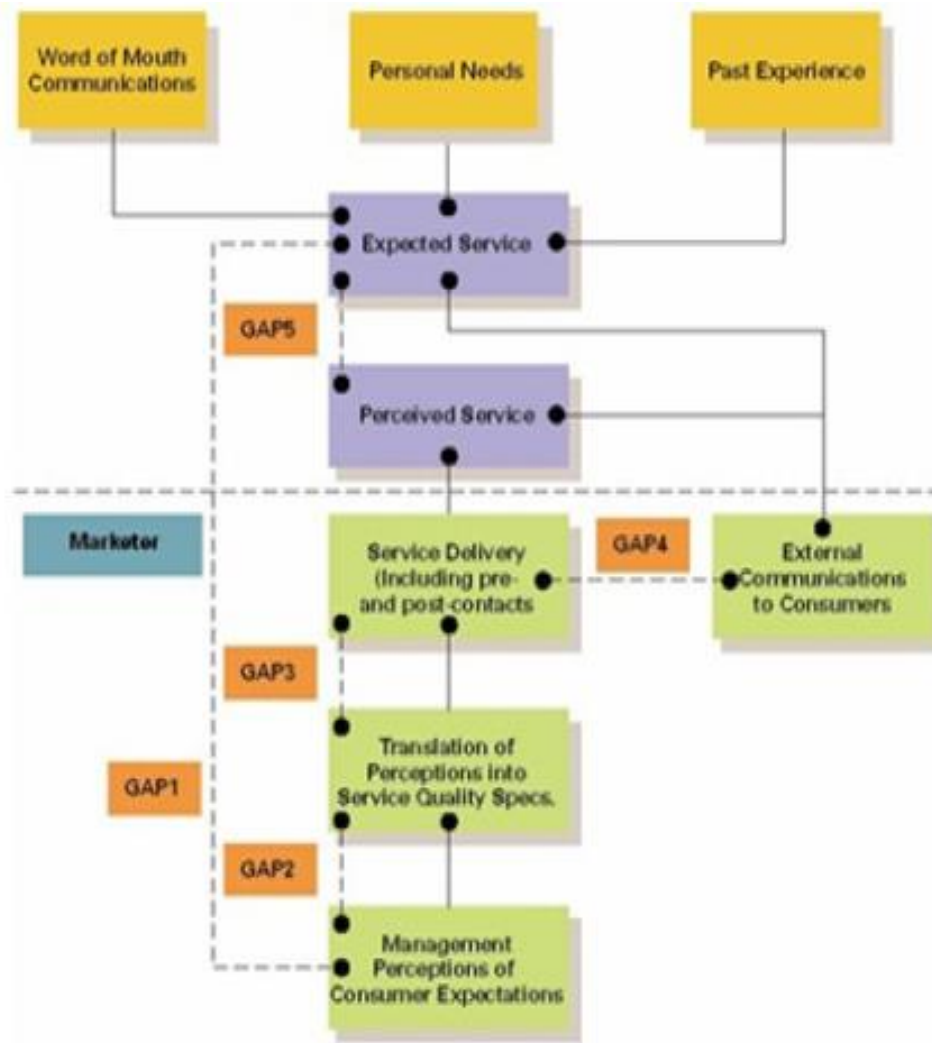


Figure 3: Dimensions of the GAP model (Stverkova, 2015)

2.4 CONCLUSION

The study intended to generate an understanding of the effectiveness of strategies used to market and publicize the LAPCAS project. A major challenge encountered during the study was the limited availability of literature on the impacts of the project on the society and its contribution to the country's endeavors to promote ICT use.

To define a basis for this research, the literature review highlighted the challenges encountered when marketing services. The review noted the unique characteristics that

service offerings possess and the specialized approaches required to address their marketing. The literature also identified the communication channels used to publicize services. The review further highlighted the internet's importance as a tool for effectively communicating services.

Amongst challenges identified in communicating services arising from the unique feature of intangibility of services were; abstractness arising from the lack of correspondence of service to physical objects; generality caused by failure to differentiate competing services; mental impalpability arising when service experience and benefits are not clear to consumers; and non - search ability arising from the fact that service cannot be verified before purchasing (Mittal, 1999).

The literature review also identified ways of measuring service quality from the perspective of customers. The review considered the GAP model of measuring service quality as well as its more popular variant, SERVQUAL. As a service measurement tool, SERVQUAL has the added benefit of not only measuring service experience, but service quality expectations as well.

CHAPTER 3 – METHODOLOGY

3.0 INTRODUCTION

As proposed by Saunders et al (2009), the research commenced with identifying and describing a research topic, reviewing of available literature, formulating an appropriate methodology to adopt, collecting and analyzing the data before concluding with recommendations. The methodology was formulated based on the literature review.

The research was approached from a service quality assessment perspective. The quality level a consumer assigns to a service lies in the comparison of the experience they encountered against their expectations of the service (Parasuraman, 1985). As a service offering by the land boards, LAPCAS was marketed and rolled out to members of the public. In this regard, the research sort to establish the initiatives that were used to publicise the project, their relevance to the target market and the official response rates of members of the public to the project. The research also engaged members of the public, by way of questionnaires to evaluate their perceptions of the project.

3.1 RESEARCH ORIENTATION

Chapter 1 of this research stated the main contention of this study being that the low citizen participation in the LAPCAS initiative which has had a consequent effect of causing postponements was caused by failure to stimulate awareness by the marketing and publicity initiatives used. From the above statement, the following objectives were developed; to assess the effectiveness of the marketing and publicity methods used to achieve the project objectives; to evaluate the strategy for relevance to the market; to identify other documented strategies used for similar products; to assess the effectiveness of the project initiatives in meeting the service delivery needs of the community.

3.2 RESEARCH DESIGN AND JUSTIFICATION

To achieve the objectives of the study, a combination of face – to face interviews and questionnaires were developed as data collection tools. As Saunders (2009) argued, interviews are invaluable as data collection tools as they allow one to find out what is happening, ask pertinent questions and assess phenomena in a new light. Interviews allowed for follow – up questioning of participants for further clarity of their responses. The interviews were conducted with marketing and public relations personnel at the selected land boards. The participation of these officials in the study was granted through a research permit granted by the Ministry of Land Management, Water and Sanitation services (**Appendix C**). Key questions raised at the interviews are as detailed in **Appendix A**.

Observations were noted of recent commentary on public forums, including social media, radio, and television as well as newspaper opinion columns about the projects. These observations, from political party representatives, legislators, social commentators and academics aided in informing the researcher about the general impressions of the public about the project and general service quality in the land boards.

A structured simple questionnaire based on SEVQUAL measurement tool was developed and administered to participants at the land board offices. The questions were formulated in a way that will be reasonable to attempt and not time consuming. As a measurement tool, SERVQUAL evaluates an organization’s responsiveness, reliability, tangibles, assurance and empathy to its customers. The tool measures each theme’s scoring from a customer’s evaluation of performance compared to initial expectations.

The research evaluated the spread and impact of these themes and elected to merge some of the themes and produce a set of ten (10) questions to compose the questionnaire. This was done to reduce the length of the questionnaire and in turn reduce the amount of time required for completion by customers.

Another modification adopted by the study to the standard SERVQUAL tool, was the elimination of the requirement of measuring customer’s levels of expectations of each of the selected themes. The researcher observed and noted that there are service standards that are

required of the public service. As per the public service charter, service providers are required to; show regard for the public interest, show accountability, transparent and adhere to the highest standards of diligence and efficiency. With expectations being that service is provided to meet the minimum levels of these standards, the study adopted the position of evaluating a customer's service experience against these standards.

Further to these considerations, Blecharz et al (2011) urges that openness, proactivity, fairness and customer knowledge are the four basic principles of customer care. Openness generates mutual trust with customers whilst proactivity is not only about timely responses to customer needs but also about foresight in identifying the evolving needs and desires of customers. This view also served to augment the dimensions of SERVQUAL for the researcher when formulating the research questionnaire.

3.3 RESEARCH POPULATION AND PROCEDURE

The population of this study consisted of two public relations professionals at the land boards whose common responses were taken by the researcher to be representative of the expected four responses that were initially planned for. According to Boeije (2010), interviews allow for conversations and are ideal for sourcing knowledge from practitioners in a particular field. The researcher made individual interview requests to the respective land boards and the ministry project implementation office but received only two positive responses for participation.

Interview requests were made by presenting to the respective chief executive officer's on the main objectives of the study. The research permit authorizing the study was also presented together with the general approach of the interview that the researcher wanted to pursue. In two of the visits to the offices, interview requests were immediately granted with the targeted public relations professionals.

The interviews sessions commenced with an introduction of the research objective to the participants. The participants were then assured of the confidentiality of their responses and made aware that the study was for academic purposes only. Questions were then posed in a

free flowing manner to the participants, with follow up questions posed in instances where clarity was needed. Hand written notes were made by the researcher of the responses presented by the participants.

To administer the questionnaires, the researcher approached two hundred and two (202) potential participants were they had accessed land board services. The first part of the questionnaire addressed the demographic characteristics of the sample. After introductions were done to the participants, the research established if they had accessed LAPCAS services from the office they had just visited. A qualifying attribute for participation was confirmation that the respondent had accessed LAPCAS services from the land board. From those approached by the researcher, one hundred and seventy nine (179) met this research threshold.

To gauge satisfaction levels of the customers, a five (5) point Likert scale was used to evaluate each of the dimensions represented on the questionnaire. The participants were required to respond to each of the statements by indicating whether they strongly agree, agree, are undecided, disagree, or strongly disagree. Using the five level measurement scale of the Likert scale improves the internal reliability of the data (Croasmun, 2011) and increases the discriminating power or choice the respondent has.

The uneven range of the scale used offered the respondents the option to remain neutral or be undecided about any of the statements. By availing this neutral response option, the research reduced the likely occurrence of response bias (Fernandes, 1991).

3.4 DATA COLLECTION PROCEDURES

The study has opted to collect data from multiple sources and as argued by Patton (2002), this approach termed data triangulation, will assist the research collect more comprehensive relevant information but also to cross check their consistency in order to enhance the robustness of findings.

3.4.1 Interviews - the main feature of interviews to be undertaken is to facilitate the interviewees to share their perspectives, stories and experience regarding LAPCAS being observed by the researcher. The participants, who are the practitioners in their field, will pass on their knowledge to the researcher through the conversations held during the interview process (Boeije, 2010).

The semi – structured interviews would last no more than one and half hours. At completion of each interview, a debriefing will be performed during which expert practitioners will be given an opportunity to ask questions, make comments and additions to information shared during the interview. These interview sessions will also be used by the researcher to source for relevant documents, such as magazines and reports from the respective departments

3.4.2 Questionnaires – these are one of the most widely used means of collecting data with their main advantage being the ability to collect data from a relatively large number of people in scattered and possibly remote locations (Rowley, 2014). Saunders (2009) elucidates other benefits of this method of data collection as being; a high confidence level that the right sample to collect data from will be reached; and a high (50 - 70 percent) likely response rate. Questionnaires were issued out to a sampling of members of the public to gauge their perceptions of the project.

3.5 DATA ANALYSIS PROCEDURES

According to Yates (2004), "data analysis is the stage of a study where a researcher reduces the collected data into themes and categories by manipulating, ordering, categorizing, interpreting and summarizing data to facilitate interpretation as well as obtain answers to the research question". An interpretive approach was adopted to analyze the qualitative data collected. This approach helped the researcher reach conclusions about the whole population based on the information provided by the samples at the three locations.

3.6 CREDIBILITY, TRANSFERABILITY AND DEPENDABILITY

According to Bryman (2012), four criteria of research trustworthiness have been developed to evaluate the quality of qualitative research. These criteria are; credibility which parallels internal validity; transferability which resembles external validity; dependability which parallels reliability; and confirmability which resembles objectivity.

To ensure compliance to the above criteria, Wahyuni (2012) recommends the use of research working books which store all documentation on data in the form of research memos and interim summaries. Maintaining such records provides an audit trail, enabling an independent examination of both the research process and research outputs. This research complied to the above approach.

3.7 ETHICAL CONSIDERATIONS

As per government regulations on research and publications, a research permit was requested and granted by the Ministry of Land Management, Water and Sanitation Services as attached in **Appendix C**. The permit was granted for an initial period of six (6) months from the months of February to July. However, delays in responses to requests for participation lead to an extension request which was acceded to as per the attached **Annexure C1**.

Participation in the study was on a voluntary basis with no incentives offered for participation. To aid in speeding up the questionnaire completion process, assistance with completing the questionnaire was offered to those challenged in completing the forms. Assistance was offered in the form of translation to Setswana and in other cases with completion of the questionnaire as participants directed.

3.8 CONFIDENTIALITY, ANONYMITY AND CONSENT

The identities of the research participants were not sort and did not constitute either the interviews or questionnaires. The participants were notified that the responses they supplied

will be kept confidential and was to be used for academic research purposes only. Those wishing to be informed of the outcomes of the study were advised to liaise with the researcher for copies.

3.9 LIMITATIONS

With LAPCAS being a relatively new project within the land boards, literature on its implementation, societal impacts and publicity was very limited. What the researcher identified were project memos not carrying any academic research. The data collection and analysis was initially planned for a period of two (2) months but was later extended to allow for more responses, particularly the interviews component of the study. As observed by Blaxter (2010), data collection in any research undertaking is often difficult, time consuming and never enough, an observation verified and experienced by this research.

Numerous follow – up visits were made to land board offices to seek for participation in the interview component of the study. Owing to the limited time available for the study, a decision was made to proceed without the input of those talking too long to decide on participating. Following from the low numbers of members of the public accessing land board services each day, a combined total of forty five (45) working days was expended on administering the questionnaire at the stations. Some members of the public declined to participate in the study, citing their personal misgivings and conflicts they have with the land boards.

3.9 CONCLUSIONS

The methodology used for this study was drawn from the review of the literature which considered the various ways of measuring consumer perceptions about services. A selection of members of the public was made to evaluate their service experience and hence their perceptions about land board services related to the LAPCAS project. To verify the availability of these services, interviews were conducted with public relations professionals to establish the marketing and publicity initiatives used to publicize these services. Using

SERVQUAL service measurement technique, questionnaires were issued to a sampling of members of the public to gauge their service experience. Recommendations of the study were drawn from the analysis of the data derived from the interviews and questionnaires.

CHAPTER 4 – ANALYSIS OF DATA AND INTERPRETATION OF RESULTS

4.1 INTRODUCTION

The following chapter presents the results of the data collection activities from the selected samples. The analysis focuses on the two data collection activities adopted by the research. The chapter presents observations collected from interviews with public relations practitioners at the land boards as well as results of responses to questionnaires that were issued to a sampling of members of the public at the respective locations.

Data collection was undertaken over a total of forty five (45) working days. The researcher commenced the data collection exercise by conducting interviews with each office’s public relations practitioner before proceeding to issue out questionnaires to members of the public. The low turnout and participation of members of the public necessitated setting aside a number of days at each location in order to increase sample sizes.

4.2 DESCRIPTION OF THE SAMPLES

The research study was conducted at three different locations representative of the rural and urban distribution of the country’s population. The questionnaire was administered to a total of one hundred and seventy nine participants. This number represented participants that met the minimum threshold of being land owners within the area of jurisdiction of the land board. Table 1 below offers a summary of the total respondents to the study

LOCATION	MALE	FEMALE	TOTAL
Tlokweg	27	36	63
Mogoditshane	22	45	67
Kanye	21	28	49

Table 4: Sample distribution by location

From the table a total of sixty three (63) respondents participated at Tlokweng land board, sixty seven (67) participated at Mogoditshane sub land board whilst forty nine participated at Kanye sub land board generating a total of one hundred and seventy nine. Individual gender distribution of respondents at each location can be summarized as below;

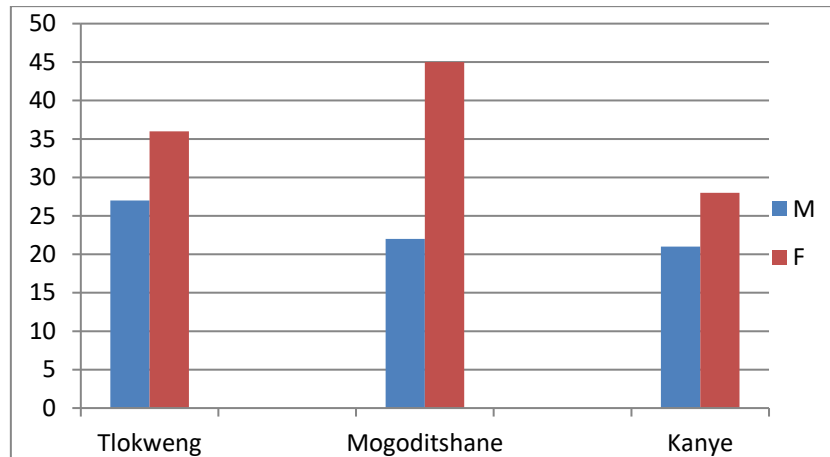


Figure 3: Gender Distribution per location

The representation in figure 1 above shows that a larger number of females than males participated in the study. This is largely in line with the general population trends of the country, wherein the population of females is larger than that of males. From the figure; 28 males and 39 females responded at Tlokweng; 29 males and 34 female participated in Mogoditshane; whilst 22 males and 27 females responded in Kanye respectively.

Figure 4 below presents the total gender spread of the combined samples of the study.

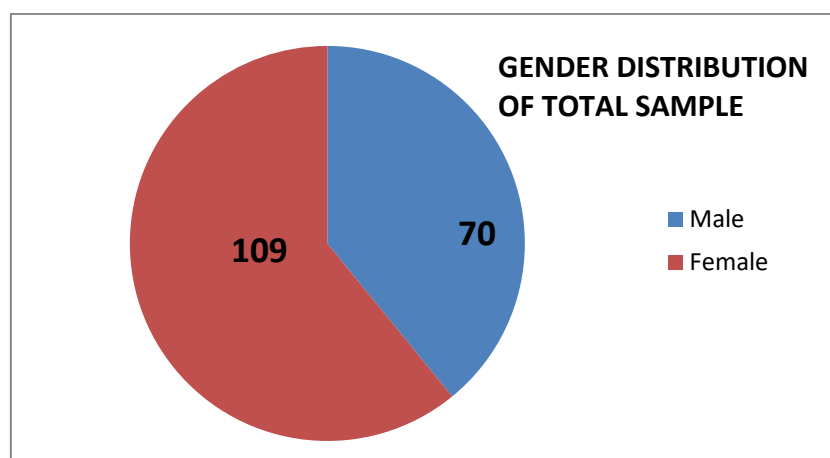


Figure 4: Gender distribution of total sample

The figure shows that 70 males and 109 females responded to the study. Instances were encountered where both a male and female clients appeared together after seeking the same service from the land board. In this case only one of the pair would be approached to participate in the survey.

Further to the above illustration, the following table illustrates the total age distribution of the samples. The table has combined the total distributions of the locations to show that a total of 46% of the sample was in the age range of 28 years to 39 years; 38% were in the range of 40 years to 50 years; whilst 16% of the sample was over the age of 50 years.

AGE RANGE (years)	FREQUENCY	PERCENTAGE
28 - 39	82	46
40 - 50	68	38
Over 50	29	16

Table 5: Age distribution

4.3 DATA ANALYSIS

4.3.1 Interviews

The first part of the study was conducted by holding face – to – face interviews with public relations personnel at the respective locations. Authority was sort from and granted by the parent ministry overseeing the land boards. Appointments were made by visiting each individual site, introducing the study to the chief executives who in turn authorised their staff to participate in the study. Delays were unfortunately encountered in instances where the relevant personnel were away from their offices for extended periods of time. Following from non-responses from two of the targeted offices, interviews were conducted at only two of the study locations.

With the main objective of identifying the main communication channels and activities used to publicize the project, the following were established as being common amongst the various sites. Justifications, benefits and results acquired from each method used was sort from each participant with the following representing their overall views;

4.3.1.1 Roles and responsibilities within the organisation.

The role of a public relations professional within the land board is to promote the authority's corporate image and develop good relations with the public by developing public relations, customer services and communications strategies. Specific duties are to; develop newsletters, bill boards, posters, pamphlets and other publicity materials to project the image of the land boards. The personnel are also required to prepare for public presentations and promotional activities by securing venues, equipment and collating information to enable improved public relations.

4.3.1.2 The size and skills levels of the publicity teams

Public relations teams are composed of between two (2) and three (3) practitioners at the locations that participated in the study. Professional work experience varies from between four (4) and seven (7) years of continuous service in the public sector. Qualifications of the teams range from diploma to degrees in public relations, with designations dependent on years of service.

4.3.1.3 Strategies used to publicize the project.

a. Kgotla meetings

The Kgotla is a traditional system of gathering people together to communicate and formulate policy positions on amongst others political and economic development activities. The institution was selected on the basis of its ability to attract large numbers of members of the community as well as being relatively inexpensive to perform. The Kgotla is also interactive as attendees are permitted to raise questions and concerns they may have.

b. Outreach programs and satellite offices

These served to target and place messages at public meeting places which attract large numbers of people. These included local health care facilities, shopping centres as well as sport facilities. These locations attract large volumes of people, creating the ability for word of mouth to spread the message.



Figure 5: Sample satellite office (Tlokweng Land Board)

A typical outreach office set up will include the provision of basic office operation needs to enable staff to offer standard service. This set up offered privacy when assisting their customers.

c. Advertising fliers

Fliers outlining the registration requirements were distributed at the sites and at outreach stations. These were produced in both English and Setswana languages to aid in communication. These were identified as being relatively inexpensive, communicated the correct message and were easy to spread over a wide area.

d. Radio interview programs

Spot announcements on national radio stations (RB1 and RB2) were regularly made to create awareness about the project. Interviews were conducted with radio personnel to address listener concerns and to further highlight the overall project objectives.

e. Television programs

Participation of the project's team leaders in television shows and interviews was done. To further buttress their messaging, the land boards composed songs which were then played as back ground music to the television programs.

f. Trade and exhibitions shows

To publicize the project, local and national trade shows were used to reach the varied mix of consumers who attend such events. Through these shows, the office avails a one stop centre for consumers to interact with and access the various services including those specific to this project.

g. Social media advertising

To further spread word about the project, social media and in particular face book was extensively used. The sites were used to post links to documents and pictures offering information about the project. Each site created their official face book pages and dedicated staff members to interact timely to their customer's posts and comments. The combined following of the face book pages exceeds fifty (50) thousand customers, proving its viability as an information sharing tool. Sample interfaces of the respective face book accounts are as shown below;

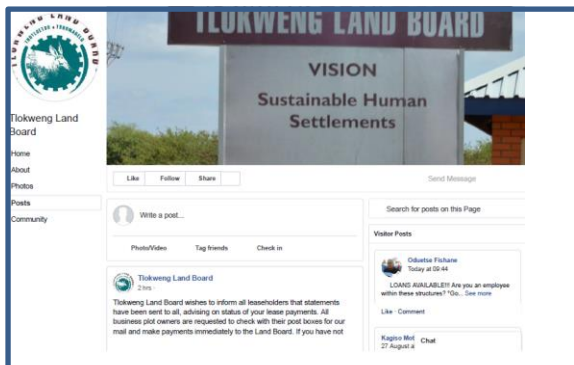


Figure 6: Facebook page interface (Tlokweng)

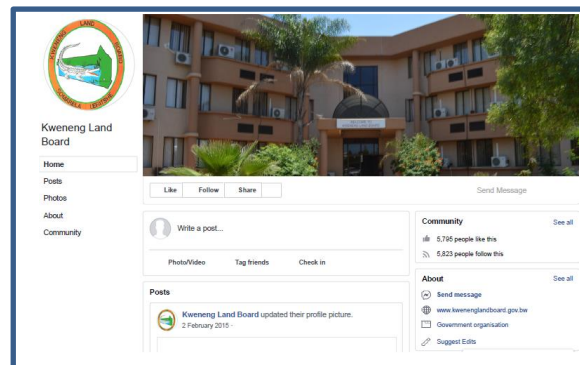


Figure 7: Facebook interface (Kweneng)

h. Additional measures

Additional measures to facilitate participation by their customers included the use of mobile offices geared at bringing the project services closer to people, extending office operating hours to create convenience for their consumers as well increasing the numbers and dedicating staff to deal only with matters pertaining to the project.

To further simplify the process for their consumers, project teams offered office secretarial services to consumers with the need. Such included supplying photocopying of documents and extending notarial services where needed.

A further enhancement to services was the offers of interpretation of maps and sketch plans for location identification of land parcels. This was extended to those especially challenged in interpreting spatial data products.

4.3.1.4 Internal evaluation of the strategies used

Having reported participation rates of between 80% and 90% of the targeted populations, the strategies used were internally assessed to have been successful. The stated success rates were despite the technical deficiencies identified as the project was being rolled out to the public.

4.3.1.5 Other questions

Input was sort from the participants on feedback and customer complaints they have addressed in connection with the project. The most common response across the sites was the concern that the project may have ulterior motives, chief amongst which was the fear that customers will lose or forfeit their land rights by participating in the project. Because the project also sort to establish the development levels of existing land parcels, owners who did not comply with the requirement feared that disclosing such to the project may compromise their land ownership rights.

4.3.2 Questionnaires

Questionnaires were administered to land board clients as they exited the respective offices. Approaches were made to each member of the public, with those showing interest in participating being taken through the aim of the study. The participants were not required to disclose their names or identities.

The study administered questionnaires to a total of one hundred and seventy nine (179) participants across the study locations. A key factor that determined selection of participant was the requirement for confirmation of land ownership within the site's authority. To be selected for participation, each client was required to confirm that they owned land rights within the area of jurisdiction of any of the three selected site. Periods of between three (3)

and five (5) consecutive working days were spent at each of the locations in order to build sample sizes large enough to analyze.

A modified Likert scale has been adopted with five (5) categories of responses ranging from strongly agree, through neutral and finally strongly disagree. The questions were structure as positive statements of a factor being measured to make it easy to interpret and understand.

4.3.2.1 Service was provided in a timely manner.

Question one of the questionnaire was seeking to establish whether services related to the project were provided in a timely manner to customers at each of the locations. Table 6 below shows the responses offered by the participants:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TALLY
Tlokweng	7	12	13	22	9	63
Mogoditshane	2	6	11	32	16	67
Kanye	5	7	4	27	6	49
Study Total	14	25	28	81	31	179

Table 6: Service was provided in a timely manner.

The following chart presents questionnaire findings as percentages of the overall total of responses to the above statement. From the representation of the data, only eight percent (8%) of the respondents strongly agree with the statement, fourteen percent (14%) agree, sixteen percent (16%) are neutral, a majority at forty five percent (45%) disagree whilst seventeen percent (17%) strongly disagree with the statement.

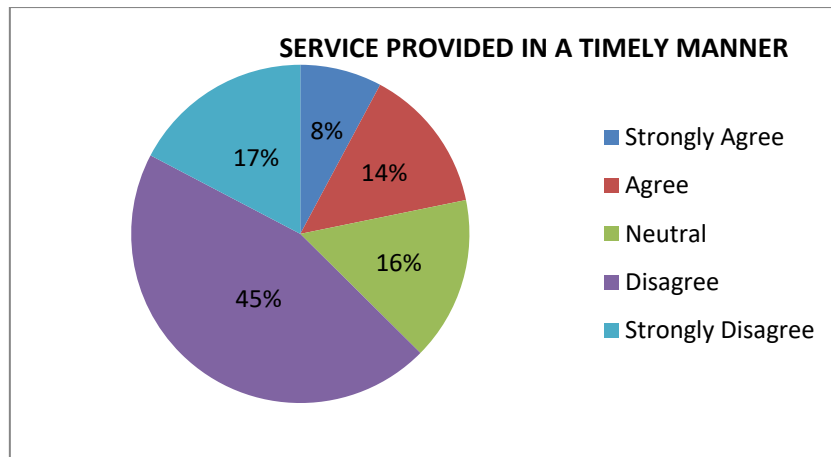


Figure 8: Percentage representation of findings from question 2

4.3.2.2 Staff members were sympathetic and reassuring

Question two of the questionnaire was seeking to establish whether land service providers at these land boards were sympathetic and reassuring to customers as they offered services. A response was provided in all of the questionnaires. Table 7 below summarises the responses.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TALLY
Tlokweg	27	15	9	7	5	63
Mogoditshane	17	28	1	11	10	67
Kanye	25	12	2	6	4	49
Study Total	69	55	12	24	19	179

Table 7: Staff members were sympathetic and reassuring

Figure 9 below pictorially presents the finding for quick interpretation. The data shows that thirty nine percent (39%) of the respondents strongly disagree with the statement, thirty one percent (31%) disagree, seven percent (7%) are neutral, thirteen percent (13%) agree whilst only eleven percent (11%) strongly agree.

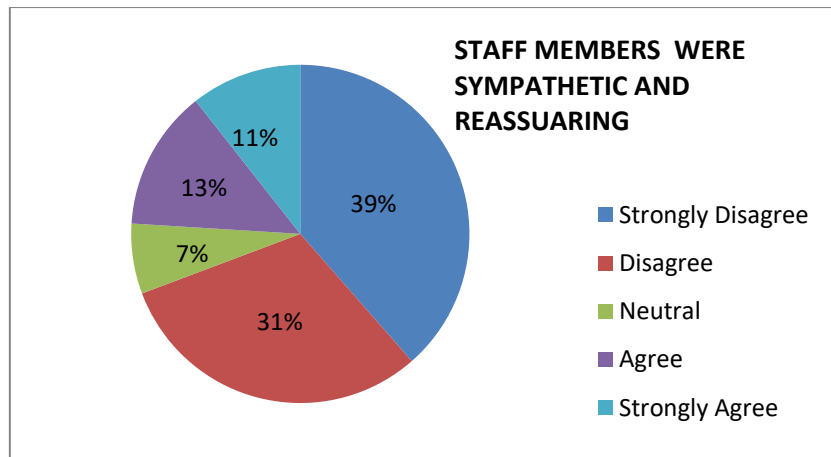


Figure 9: Percentage representation of finding from question 3

4.3.2.3 Service was provided at the promised time

Question three of the survey was seeking to establish the customers' impressions of the lengths of time they waited to access services at each of the offices.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TALLY
Tlokweng	5	12	14	11	21	63
Mogoditshane	2	2	2	46	15	67
Kanye	4	12	7	22	4	49
Study Total	11	26	23	79	40	179

Table 8: Service was provided at the promised time

Figure 55 below illustrates the distribution of responses to the question. From the survey, eleven percent (11%) of the respondents strongly disagree with the statement, fifteen percent (15%) disagree, thirteen percent (13%) are neutral, forty four percent (44%) agree whilst twenty two (22%) percent are strongly in agreement with the statement.

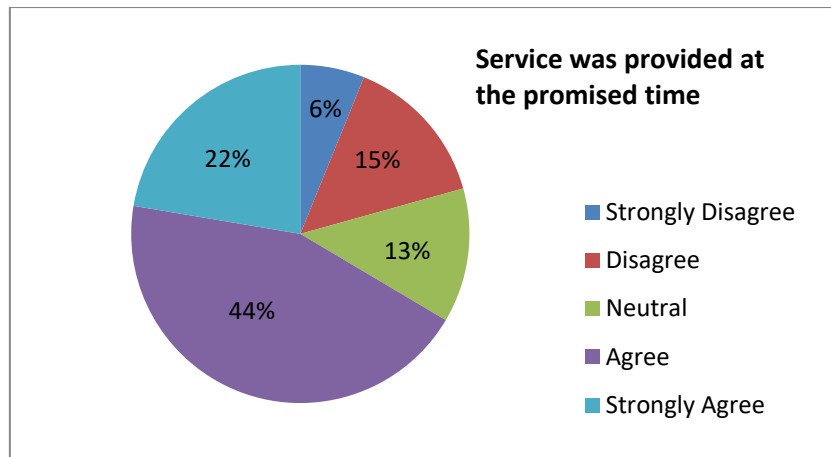


Figure 10: Percentage representation of findings from question 4

4.3.2.4 Staff members were dependable

Question four was interrogating the customers' impressions of the dependability levels of the staff that offered services.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TALLY
Tlokweng	10	19	21	7	6	63
Mogoditshane	5	6	4	46	6	67
Kanye	8	17	7	9	8	49
Study Total	23	42	32	62	20	179

Table 9: Staff members were dependable

From the collected sample, thirteen percent (13%) of the respondents strongly disagree with the statement, twenty three percent (23%) disagree, eighteen percent (18%) are neutral, thirty five percent (35%) agree and the remaining eleven percent (11%) strongly agree with the statement.

Figure 11 below pictorially presents the percentage proportions of the customers' responses to the questionnaire.

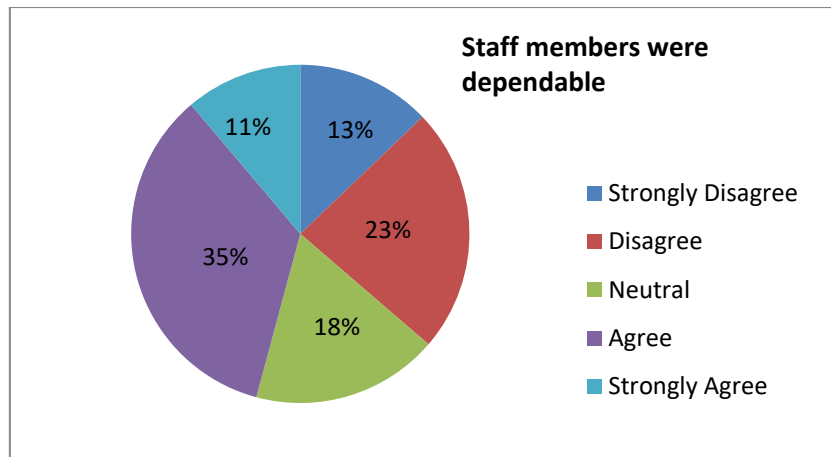


Figure 11: Percentage representation of findings from question 5

4.3.2.5 The office has accurate records of my land rights

This question was interrogating the record keeping capabilities of each of the offices from the perspective of the customers.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TALLY
Tlokweng	12	17	2	19	13	63
Mogoditshane	4	12	4	27	20	67
Kanye	8	9	3	21	8	49
Study Total	24	38	9	67	41	179

Table 10: The office has accurate records of my land rights

The data shows that thirteen percent (13%) of the respondents strongly disagree with the statement, twenty one percent (21%) disagree, five percent (5%) are neutral, thirty seven percent (37%) agree whilst twenty three percent (23%) strongly agree with the statement. Figure 12 below shows the percentage distribution of the responses form the sample.

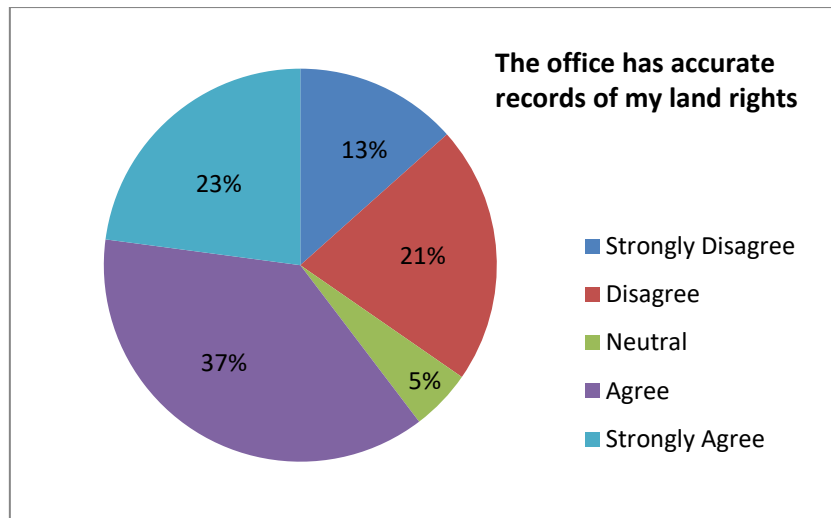


Figure 12: Percentage representation of findings from question 6

4.3.2.6 The office reception area looked neat

The following question interrogated the aesthetic appearance of the reception areas of the offices. It was seeking to establish the general cleanliness of the reception or waiting halls from the perspective of the customers.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TALLY
Tlokweng	11	17	2	19	14	63
Mogoditshane	6	9	3	31	18	67
Kanye	7	12	4	17	9	49
Study Total	24	38	9	67	41	179

Table 11: The office reception area looked neat

With the reception areas being the first points of contact with customers, the data showed the following trend: thirty seven percent (37%) are in agreement with the statement, twenty three percent (23%) strongly agree with the statement, twenty one percent (21%) disagree, and thirteen percent (13%) strongly disagree whilst five percent (5%) are neutral.

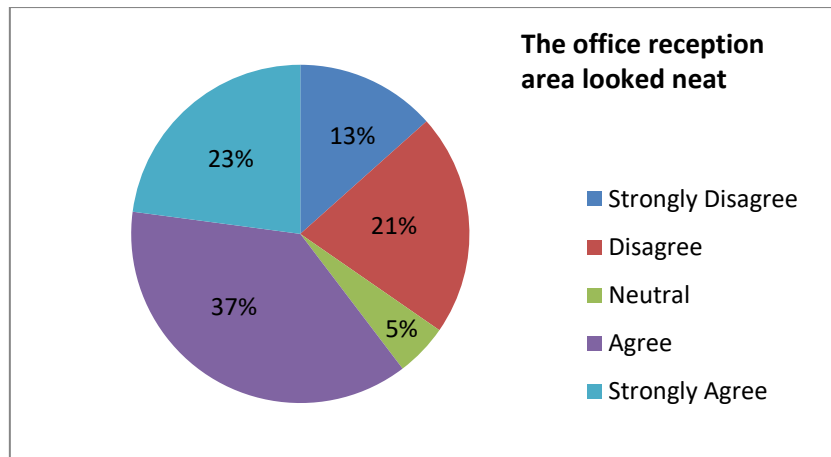


Figure 13: Percentage representation of finding from question 7

4.3.2.7 The office looked visually appealing

This statement was seeking to establish how well the office area was visually appealing to customers who had just accessed land board services.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TALLY
Tlokweng	8	19	16	18	2	63
Mogoditshane	2	9	21	24	11	67
Kanye	5	12	17	9	6	49
Study Total	15	40	54	51	19	179

Table 12: The office looked visually appealing

The results show that eight percent (8%) of respondents strongly disagreed with the statement, twenty two percent (22%) disagreed, thirty percent (30%) were neutral, and twenty eight percent (28%) were in agreement whilst eleven percent (11%) strongly agreed with the statement. Figure 14 below gives a quick visualization of the spread of the results.

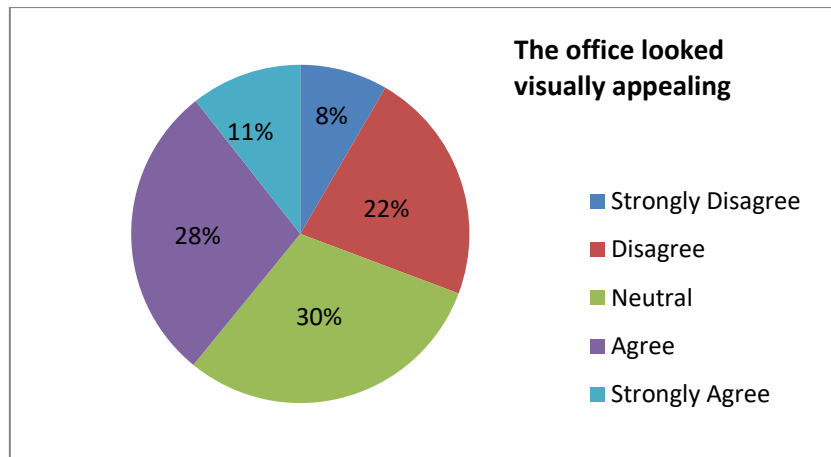


Figure 14: Percentage representation of findings from question 8

4.3.2.8 The office staff looked neat and presentable

The statement was seeking the customers' perceptions of the staff's level of cleanliness and presentation. Table 8 below summarises the responses from the one hundred and seventy nine participants of the study.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TALLY
Tlokweng	32	27	3	1	0	63
Mogoditshane	15	44	6	2	0	67
Kanye	20	23	4	2	0	49
Study Total	67	94	13	5	0	179

Table 13: The office staff looked neat and presentable

The data shows that thirty seven percent (37%) of the respondents strongly disagreed with the statement, fifty three percent (53%) disagreed, and seven percent (7%) were neutral whilst three percent (3%) agreed with the statement. The percentage spread of the data is shown in figure 15 below.

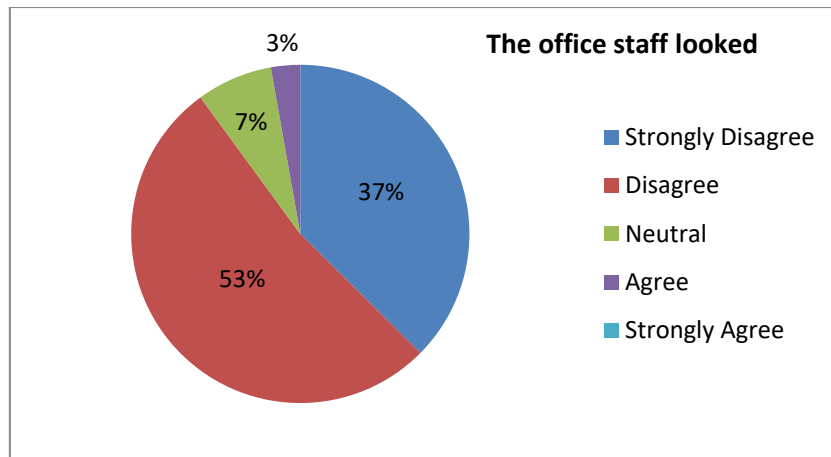


Figure 15: Percentage representation of findings from question 9

4.3.2.9 Registration requirements were easy to understand

This statement was seeking to establish how comfortable the respondents were with the LAPCAS registration requirements. Table 44 shows the customers' response spread to the statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TALLY
Tlokweg	12	29	18	4	0	63
Mogoditshane	21	34	7	3	2	67
Kanye	20	15	9	4	1	49
Study Total	53	78	34	11	3	179

Table 14: Registration requirements were easy to understand

From the data, thirty percent (30%) of the respondents strongly disagreed with the statement, forty four percent (44%) disagreed with the statement, nineteen percent (19%) were neutral, six percent (6%) were in agreement with the statement whilst two percent (2%) strongly disagreed with the statement. Figure 55 shows the percentage spread of the customers' responses.

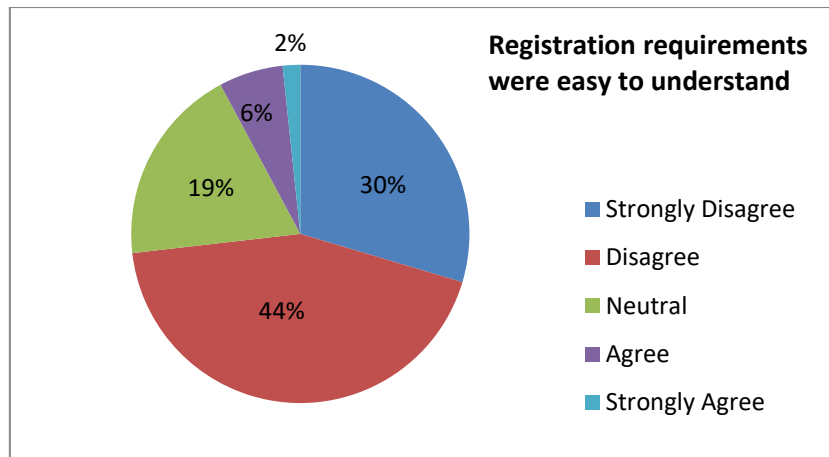


Figure 16: Percentage representation of findings from question 10

4.4 RESULT ANALYSIS

As conceptualized by Parasuraman et al (1988), service quality is the relative perceptual differences between the customer's expectations and evaluations the customer's service experiences. These experiences and expectations are drawn from the five dimensions of tangibles, reliability, responsiveness, assurance and empathy.

4.4.1 Dimension 1: Tangibles

The following are customer responses evaluating their perceptions of tangibles observed from their service experience.

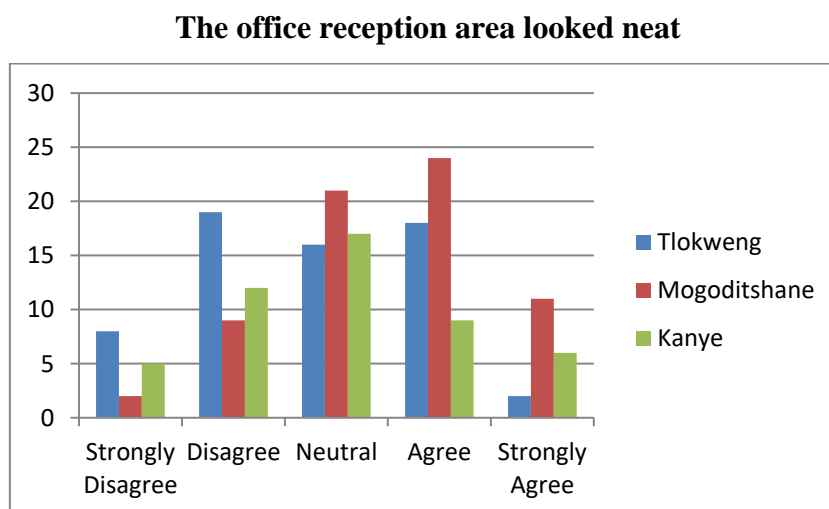


Figure 17: Tangibles dimension 1a

The office looked visually appealing

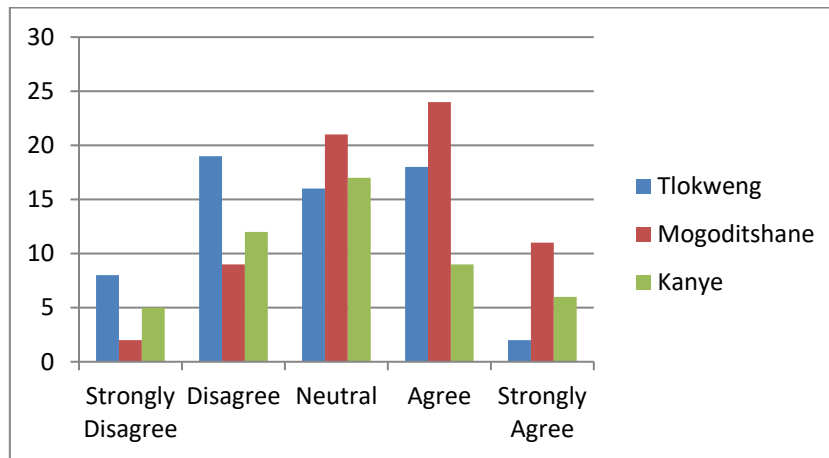


Figure 18: Tangible dimension 1b

The office staff looked neat and presentable

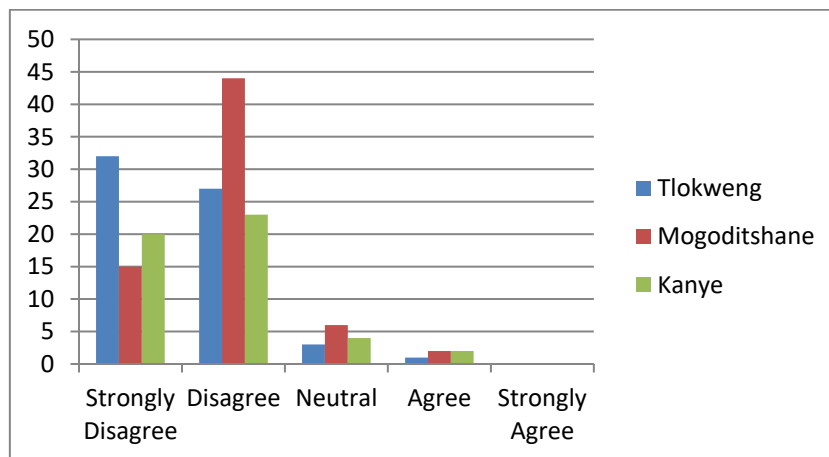


Figure 19: Tangibles dimension 1c

Conclusions

The representations above show that a positive impression was generated from the physical appearance of the offices used to provide services. A total majority of the respondents were in agreement with the statements presented by the questionnaire. However, a total majority also described a negative impression of the look and presentation of the staff offering services.

4.4.2 Dimension 2: Reliability

This dimension measured the perception of reliability consumers had after accessing services from the land boards.

Service was provided at the promised time

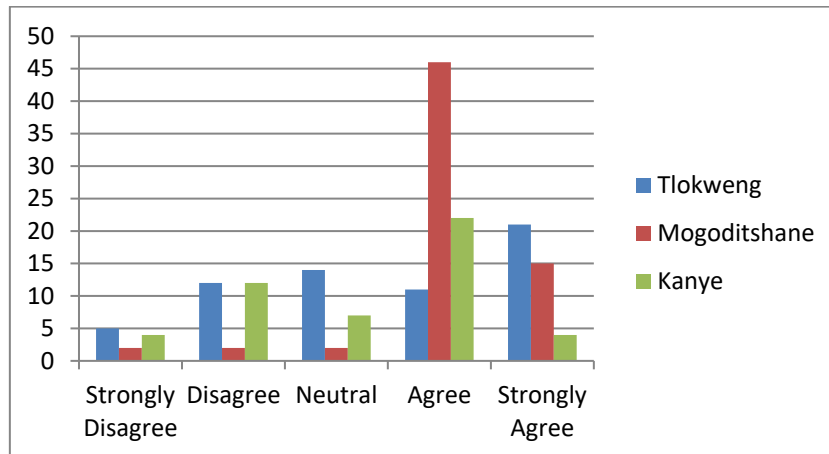


Figure 20: Reliability dimension 2a

Staff members were dependable

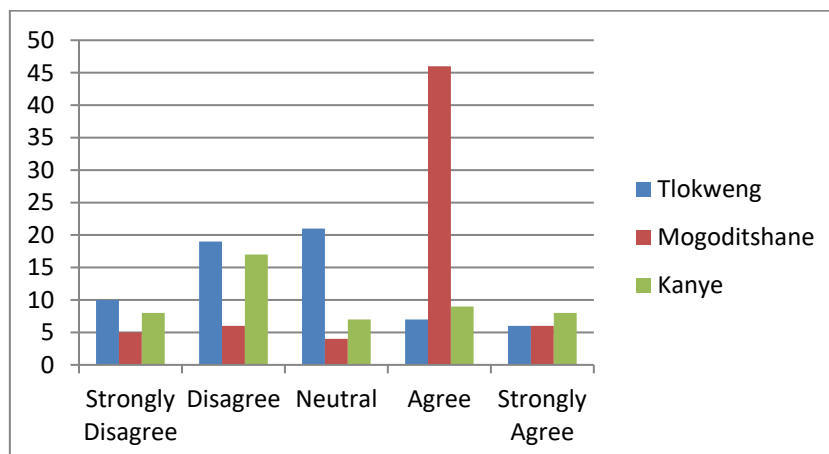


Figure 21: Reliability dimension 2b

The office has accurate records of my land rights

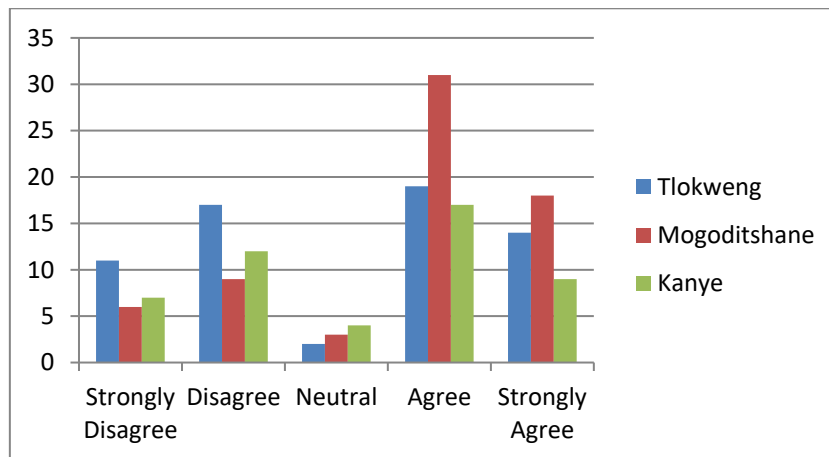


Figure 22: Reliability dimension 2c

Conclusions

The above statistics indicate that the majority of respondents view positively their service experience with regards to the time spent to access services, dependability of staff in offering service and to the availability of records to their land rights. These sentiments from customers contribute to the total positive perception of the reliability of the land boards.

4.4.3 Dimension 3: Responsiveness

This dimension measured the customer’s perceptions of the timeliness of the service provided by the staff to customers. The dimension also measured the willingness of the staff to help and respond to customers’ needs. The following statements were posed by the questionnaires with response rate as detailed in the charts.

Service was provided in a timely manner

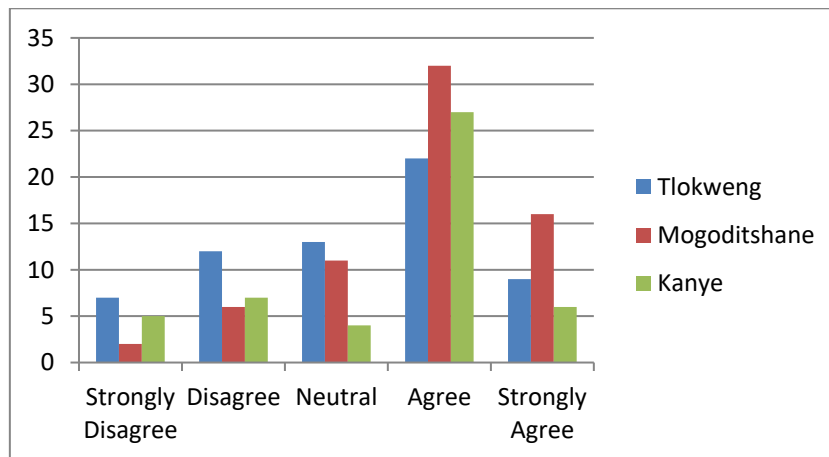


Figure 23: Responsiveness dimension 3a

Registration requirements were easy to understand

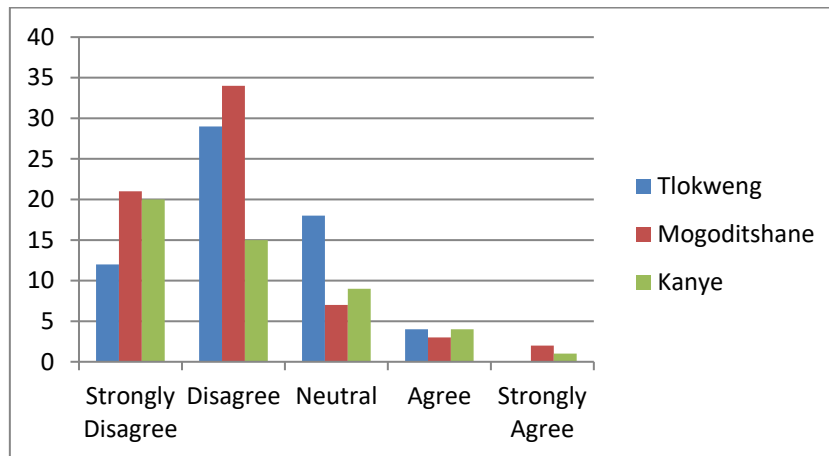


Figure 24: Responsiveness dimension 3b

Conclusions

The statistics from the responses shows a positive perception towards the timely manner in which service was provided. A clear majority of the respondents affirm positively of the service quality from the timely manner they were assisted. However, a negative perception is held about the registration requirements of the project, this drawn from the customer's perceptions of their service experience.

4.4.4 Dimension 4: Assurance

This dimension measured the customers' perceptions of the staff's ability to be courteous to customers, their politeness, friendliness and their ability to inspire confidence and trust. The customers responses are as detailed below;

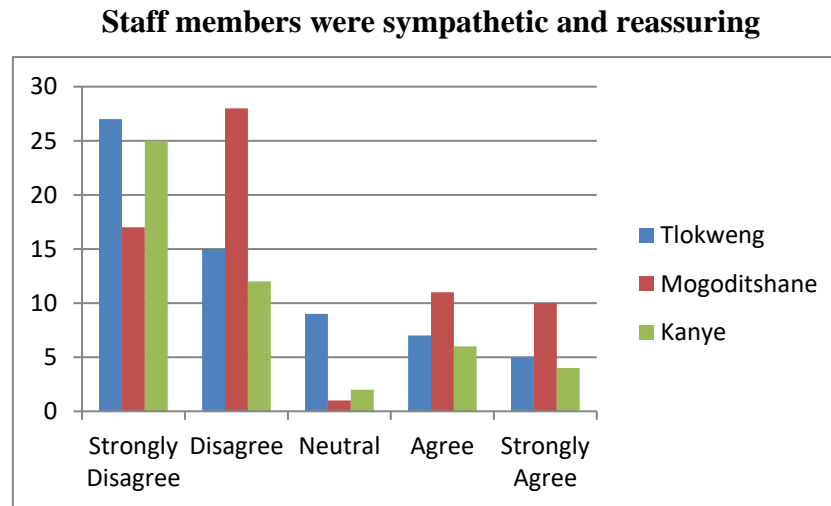


Figure 25: Assurance dimension 4a

Conclusions

The statistics indicate that customers had a negative perception of the staff as measured by this dimension. A strong majority of the respondents strongly disagreed with the statement, thus indicating a negative perception towards the assurance capabilities of the staff across all the sampled locations.

4.5 CONCLUSION

This chapter presented an analysis and interpretation of the results collected through interviews and self-administered questionnaires. The data analysis presented answers to the research questions generated from the objectives using both interviews and questionnaires. The interview component of the study targeted public relations and project implementation personnel at three land board offices and the ministry headquarters respectively. However, the study was able to reach only 50% of the targeted population. The interview respondents fully addressed the research questions as posed by the study.

Questionnaires were the second data collection tool used by the study. One hundred and seventy nine (179) questionnaires were issued to respondents at the three land board locations, with a 100% response rate received for all the questions. Drawing from SERVQUAL service quality measurement tool, the questions were posed as a series of statements on the questionnaire using the five point Likert scale.

An analysis of the collected statistics revealed the following; that customers had a positive perception of the tangibles dimension; they also perceived the land boards to be reliable; they perceived the land board service to be responsive; they perceived the land board services experience as not reassuring.

By measuring these service quality dimensions when accessing LAPCAS related service at the land board, the researcher was able to make a determination of how the project is perceived by members of the public. By effectively marketing and publicising the project, the researcher's assumptions were that the corresponding service provided will meet the customers' expectations.

The next chapter presents conclusions of the findings outlined by this chapter, relating each objective and the research problem to the theories presented in the literature review. The chapter will highlight the implications of the study, factors that limited the research, and make recommendations from the conclusions reached.

CHAPTER 5 – DISCUSSIONS AND IMPLICATIONS

5.1 INTRODUCTION

The following chapter discusses the purpose of the study, evaluating whether the aims and objectives of the study were achieved. The study draws conclusions from the data collected and analyzed and offers recommendations for further research. The aim of the study was to investigate the effectiveness of the marketing and publicity initiatives used to implement the LAPCAS project and measure the public's perception to these from a service quality perspective.

5.2 CONCLUSIONS ON THE OBJECTIVES

The data collection techniques used for the study were drawn from the literature review in consideration of the study's objectives. The findings of the study indicate a response rate of 50% to the interview component of the study and a total 100% compliance to the questionnaire for the 179 respondent to the self-administered questionnaire. Interviews were conducted with highly experienced public relations practitioners at the land boards. A qualifying requirement for participation in the questionnaire component of the study was that one had to be a land rights holder within the area of jurisdiction of the respective land board.

5.2.1 Objective 1

To assess the effectiveness of the marketing and publicity methods used to implement LAPCAS, the study first identified through the literature review, the common and widely documented strategies in use. Against this backdrop, the study conducted interviews with public relations practitioners at the land boards, charged with the mandate of publicizing land board services. The study identified the following as initiatives selected for use by the respective land boards;

Strategy/Initiative	Identified benefit
i. Kgotla meetings	Wider reach to the community, relatively inexpensive and highly interactive.
ii. Outreach and satellite offices	Attract large number of people creating opportunities for word of mouth to spread.
iii. Advertising fliers	Relatively inexpensive and also communicated the correct message.
iv. Radio interviews	Wide reach to members of the public.
v. Television programs	Wide reach to members of the public
vi. Trade and exhibition shows	Very interactive
vii. Social media advertising	Relatively inexpensive, wider reach to the community and highly interactive.

Table 15: Summary of the publicity initiatives at land boards

As a consequence of the marketing and publicity initiatives used, the offices have reported registration rates of between 80% and 90% of their targeted populations for the LAPCAS project. However, to evaluate the effectiveness of the initiatives, the study elected to interrogate the project from a service quality perspective. To say, the project invited public participation through their respective offices.

From this perspective, a modified SERVQUAL service quality measurement tool was used to design a five point Likert scale questionnaire comprising of nine statements evaluating dimensions of tangibles, responsiveness, reliability and assurance. The participants were required to rank their service quality experiences in confirmation of whether they strongly agreed, through neutral to strongly disagree. The majority of the respondents ranked the service quality experience as being; positively responsive, reliable, as having positive tangibles but with a negative assurance.

From the above, it can therefore be concluded that the marketing and publicity initiatives together with their associated service offerings used to implement the project were very effective. However, the study has identified areas of improvement that can further enhance service delivery and hence quality. These improvement areas would include; reducing waiting times of customers by introducing more service points at reception areas, by

embracing technology and introducing self-service kiosks for the more generic services like enquiries.

5.2.2 Objective 2

As expressed by Kotler (1997), the most effective organizations in developing effective marketing strategies display the following characteristics; they are an integrated marketing organization, they have adequate marketing research infrastructure, they display strategic orientation, and are operationally efficient.

Interviews conducted with the public relations professionals for the study have revealed that there exist policies and strategy documents which seek to promote the organizations image and service offering to members of the public. These strategies map out amongst others; the modes of communication for specific messages, target market identification for specific services as well as the involvement of the marketing teams in department specific service developments. Chief executive officers at these stations also serve as the chief public relations agents, ensuring that management avails resources for publicity efforts.

5.2.3 Objective 3

The literature review identified challenges usually encountered by marketers when marketing and publicizing services. These challenges arise from the unique characteristics that services possess when compared to products. The intangibility of service often burdens marketers with the following challenges (Mittal, 1999); generality, abstractness, non-search ability and mental impalpability.

To overcome these challenges, the review identified the use of visual cues and metaphors as being more effective in reaching the targeted audiences. The literature concludes that an effective strategy to market services will have a distinct target market/audience, an unambiguous message to transmit, modes to effectively transmit the massaging, the avenue to transmit the message as well as a unique timing to transmit the message. The above are

factors informed the questions raised to the respective public relations professional during the interview sessions.

5.3 LIMITATIONS

The results and conclusions of the study were informed by the literature review and the data collected from the selected samples. In the first instance, literature review was limited by the fact that research into service quality measurement was in the country was nonexistent despite the continued concerns about poor service delivery by both the public and private sectors. Most sources were from the more developed economies, making it difficult to make comparisons.

The sample sizes for the data collected were impacted by the non-participation of some key stakeholders to the LAPCAS project. Despite numerous approaches and time extensions, stakeholders declined to participate without detailing reasons for such. Because the study had limited time, the researcher proceeded to analyze the data without that input.

The study questionnaire sample was land owners who had accessed LAPCAS related services at the respective land board locations. This limited the possibility of expanding the sample sizes and depended entirely on the land boards and the rate to which they provided service. Because of the low rates that customers accessed services at some of the locations, the research had to commit more time to collecting data in order to build samples large enough to analyze.

Like many research studies, this study faced the challenge of lack of finance. Having elected to conduct the study in four different locations proved to be highly costly for the research, from both the logistics of data collection and time. And since the researcher operates a consultancy firm, limitations of time impacted the sample sizes of the study.

5.4 POSSIBLE AREAS FOR FUTURE RESEARCH

A major limitation that the study encountered was in enlarging the sample size. Future expansion initiatives of a similar study may include collaborating with service providers under review in order to help enlarge the sample sizes. Further research may also be in ways of stimulating public participation in public sector services. With LAPCAS being a fairly recent government initiative, investigating its impact on the society will contribute to the country's knowledge base.

5.5 CONCLUSION

Following from the review of the available literature on marketing and publicizing services as well as on ways of measuring public perceptions about service quality, the data collection and analysis, the researcher concludes that the aim of the study was achieved. The researcher's initial contention has been disproven by the research findings which show that an internal success rate of between 80% and 85% has been achieved by the land boards against set targets.

The findings also show that there is generally a positive perception about the service quality of the surveyed land boards, this shown by the high scoring of the assessment of the service quality dimensions by customers. The study also identified the existing marketing effectiveness of the organizations that were reviewed, highlighting their approaches to becoming integrated marketing organizations.

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APPENDICES

APPENDIX A – INTERVIEW GUIDE

Purpose

The purpose of this interview guide is to facilitate the semi structured interview discussions between the researcher and participant for purposes of establishing whether marketing and publicity initiatives adopted when implement LAPCAS had any effect on the general public's perceptions of the project.

Please note that;

1. All the information provided will be treated with utmost confidence.
2. All information given will be used for academic purposes only by Botho University.
3. The following questions will be supplied to the participant atleast two (2) days in advance of the interview.
4. The participant retains their right not to answer any question and the interview would be stopped at their wish.

Instructions

1. Please answer all questions on the basis of the facts of your organisation.
3. Where further clarity is sought, supplementary questions will be posed by the researcher.

QUESTION 1

- a. Kindly state your role within the organisation.
- b. What are your specific responsibilities within the LAPCAS project?

QUESTION 2

- a. What is the size of the publicity team in the organisation?
- b. What are the skills levels of the publicity team?

QUESTION 3

- a. What strategies were used to publicize the project?
- b. What was the basis for use of these strategies?

QUESTION 4

- a. How would you value the success of the strategies used?
- b. What has been the public's reception of the strategies?
- c. What are some of the views raised by the public?

APPENDIX B – RESEARCH QUESTIONNAIRE

Purpose

The purpose of this questionnaire is to establish whether marketing and publicity initiatives adopted when implement LAPCAS had any effect on the general public's perceptions of the project.

Please note that;

1. All the information provided will be treated with utmost confidence.
2. All information given will be used for academic purposes only by Botho University.

Instructions

1. Please fill in the following questionnaire on the basis of the facts of your Land Authority.
2. Please answer all questions.
3. Please tick one answer per question. Help with completing the form is available if required.

Question 1

Kindly place a tick mark where applicable:

- a. Do you possess any land rights within the jurisdiction of this land board?

YES NO

- b. Are you aware of the LAPCAS project?

YES NO

- c. Gender MALE FEMALE

- d. Age range

Below 28 28 – 39 40 – 50 Above 50

Question 2

Service was provided in a timely manner.

Strongly Agree Agree Neutral Disagree Strongly disagree

Question 3

Staff members were sympathetic and reassuring.

Strongly Agree Agree Neutral Disagree Strongly disagree

Question 4

Service was provided at the promised time.

Strongly Agree Agree Neutral Disagree Strongly disagree

Question 5

Staff members were dependable.

Strongly Agree Agree Neutral Disagree Strongly disagree

Question 6

The office has accurate records of my land rights.

Strongly Agree Agree Neutral Disagree Strongly disagree

Question 7

The office reception area looked neat.

Strongly Agree Agree Neutral Disagree Strongly disagree

Question 8

The office looked visually appealing.

Strongly Agree Agree Neutral Disagree Strongly disagree

Question 9

The office staff looked neat and presentable.

Strongly Agree Agree Neutral Disagree Strongly disagree

Question 10

Registration requirements were easy to understand

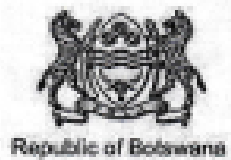
Strongly Agree Agree Neutral Disagree Strongly disagree

Thank you for your response

END OF QUESTIONNAIRE

APPENDIX C – RESEARCH PERMIT

PRIVATE BAG 00434
GABORONE
BOTSWANA



TELEPHONE: + (267) 3682000
FAX: + (267) 3911591/3913055

MINISTRY OF LAND MANAGEMENT, WATER & SANITATION SERVICES

CMLWS 1/ 17 /4 III (8)

25 February, 2019

Mr Kabo Raboloko
P.O. Box AEH, Molapo crossing
Gaborone

(ATTENTION: MR RABOLOKO)

RE: PUBLIC PERCEPTIONS OF BOTSWANA IMPROVEMENT OF LAND ADMINISTRATION PROCEDURES, CAPACITY AND SYSTEMS PROJECT (LAPCAS): THE ROLE OF MARKETING AND PUBLICITY INITIATIVES IN RAISING PUBLIC AWARENESS".

The above subject matter refers.

- Permission is being granted to conduct research titled "Public perceptions of Botswana's Improvement of Land Administration Procedures, Capacity and Systems Project (LAPCAS)" : The role of marketing and publicity initiatives in raising public awareness
- We trust the research programme will be conducted in accordance with local and international ethical norms and as per research guidelines of July

Vision: Sustainable Human Settlements
Mission: Management of land and water resources for socio-economic development



2004 issued by the Office of the President attached herewith.

- We request an oral presentation on the findings to the Senior Management and the final copy to be submitted to the ministry.
- The focal person for the ministry is head of research Mr. Khawulani Ace Bachobeli.
- The following personnel will be involved in the research:
 - i. Kabo Raboloko (Principal Investigator)
 - ii. Dr Olumide Jaiyeoba(Supervisor)
- Any changes on the research personnel should be communicated to this Ministry.
- The research will be undertaken in the following areas.
 - i. Gaborone, Tlokweng Land Board, Mogoditshane subland Board and Ngwaketse Main Landboard

The research permit will last for a period of Six Months (6), commencing from 25 February 2019 to 25 July 2019.

Yours Faithfully,



Khawulani Ace Bachobeli
Principal Research Officer
+267 71576661

Vision: Sustainable Human Settlements
Mission: Management of land and water resources for socio-economic development



APPENDIX C1 – RESEARCH PERMIT EXTENSION

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Republic of Botswana

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MINISTRY OF LAND MANAGEMENT, WATER & SANITATION SERVICES

CMLWS 1/ 17 /4 III (8)

14 August , 2019

Mr Kabo Raboloko
P.O. Box AEH, Molapo crossing
Gaborone

(Attention: Mr Raboloko)

RE: ADDENUM TO PERMIT CMLWS1/17/4 III(8), DATED 25 FEBRUARY 2019, PUBLIC PERCEPTIONS OF BOTSWANA IMPROVEMENT OF LAND ADMINISTRATION PROCEDURES, CAPACITY AND SYSTEMS PROJECT (LAPCAS): THE ROLE OF MARKETING AND PUBLICITY INITIATIVES IN RAISING PUBLIC AWARENESS".

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- We trust the research programme will be conducted in accordance with

Vision: Sustainable Human Settlements
Mission: Management of land and water resources for socio-economic development



local and international ethical norms and as per research guidelines of July 2004 issued by the Office of the President attached herewith.

- We request an oral presentation on the findings to the Senior Management and the final copy to be submitted to the ministry.
- The focal person for the ministry is head of research Mr. Khawulani Ace Bachobeli.
- The following personnel will be involved in the research:
 - i. Kabo Raboloko (Principal Investigator)
 - ii. Dr Olumide Jaiyeoba (Supervisor)
- Any changes on the research personnel should be communicated to this Ministry.
- The research will be undertaken in the following areas:
 - i. Gaborone, Tlokweng Land Board, Mogoditshane subland Board and Ngwaketse Main Landboard

The addendum research permit will last for a period of Six Months (6), commencing from 14 August 2019 to 25 February 2020.

Yours Faithfully,



Khawulani Ace Bachobeli
Principal Research Officer
+267 71576661

