THE EFFECT OF MANAGEMENT ON LAND TENURE IN HOEDSPRUIT, LIMPOPO PROVINCE

by

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Declaration

I declare that this mini-dissertation submitted to the University of Limpopo for the fulfillment of the degree, Master of Development is my work. All materials used have been duly acknowledged.

Shai Given Felix

Signed ……………………………………

Date ………………………………………

Dedication

This study is dedicated to my wife, Dimakatso Omelia Shai for the support and encouragement she has given me to complete this work. It would not have been achieved without her determination to see me doing the work.

Acknowledgement

Abstract

Recent changes in South Africa have exerted a lot of pressure on the government to redress the past injustices on the land redistribution among its citizens. The community of Hoedspruit is not excluded from the above challenges, hence the study on the effect of management of land tenure in Hoedspruit. The management of land tenure in Hoedspruit was fraught with challenges such as lack of clarity on policies, managerial skills, resources, institutional support, inadequate training programmes, lack of financial support, alternative strategy, monitoring and evaluation.

This study also seeks to investigate the factors that hinder the effective management of land tenure. Data was obtained by means of questionnaires and semi-structured interviews. These were used to have a deeper understanding of the challenges that were encountered by the new land owners in the area of the study. The main findings of the study confirmed that there were challenges associated with the management of land tenure. Lack of financial support and relevant training were regarded as the main problems that hinder the management of land tenure in Hoedspruit.

In conclusion, the study also suggested some strategies and recommendations that can enhance the effective management of land tenure in Hoedspruit.

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CHAPTER 1

INTRODUCTION AND BACKGROUND

1.1.   Introduction

Mazrui (1999:301) gives a full account of how Europe underdeveloped Africa. Indeed, Africa cannot develop without land which it lost as a result of the Berlin conference in 1884. The control of land in the African continent has been a bone of contention since time immemorial. The Industrial Revolution in the United Kingdom coerced Bismarck in Germany to convene the Berlin conference in 1884 to partition Africa. That was as a result of high demand for raw materials needed by the industries in Europe.

Consequently, colonialism gained ground and the whole of Africa was partitioned and colonized except Ethiopia. Even after independence hitherto, we still witness the wrath of colonialism. When the division was made, there was no regard of whether tribes will be divided. That is conspicuous in the division of Congo. We see people of the same ethnic group belong to different countries. The hardship of being divided while being the same group resurfaced after the Second World War where a wall was built to stop to Berlin. Africa's mineral resources were taken to benefit the European countries.

After the Union of South Africa in 1910 blacks were subjected to perpetual servitude as they were not part of the government. The Boers and the English were united in robbing blacks of their land. That was conspicuous through the passing of the Native Land Act of 1913 which gave thirteen percent of land to the blacks who were in majority. After the apartheid, National Party came to power in 1948, it passed the Group Areas Act which declared some areas to be a white man's land. The other racial groups were supposed to leave the area if they resisted as they usually did were forcefully removed. Just like it happened in Hoedspruit where there were forced removals.

However, when the African National Congress took over from apartheid government in 1994 had to come up with programmes to redress these anomalies created by apartheid. The foundation for dealing with this land tenure is enshrined in the constitution of the Republic (Act 108 of 1996:6).

This democratic government initiated many programmes to resettle the people who were removed from their land as a result of the forced removals. As the topic states the study will check on how effective is the management of the government programme on land tenure in Hoedspruit, Limpopo.

By and large after the brief background about the land tenure and dispossession one is tempted to look at "Management" as a concept since the study focuses on how effective was management on the land tenure.

1.2. Background and the rational of the study

The control and occupation of land has been a bone of contention since the advent of white settlers in Africa. The Khoi and the San also used the land differently from the colonialists. While the whites knew that a land can be bought and privately owned, Africans knew nothing about private ownership of land. The chiefs in Africa were the custodians of the land and made it available for anyone to use either for agricultural or grazing purposes.

With colonialism gaining ground in the 19th century black south Africans lost their land and as cattle herders it became difficult for Africans to get a grazing land for their livestock. From colonialism to apartheid and in the Democratic dispensation the land tenure in South Africa took different forms. The Group Areas Act of 1950 which classified people according to race removed people from areas they occupied for centuries (Mazrui, 2003:148).

However, when the African National Congress took over the government in 1994 tried to come up with programmes to address this land tenure which for centuries has been a source of conflict.

According to the Paralegal Manual (2005:355), Land tenure in South Africa comprises of three different kinds. These are Private ownership, Communal ownership and Renting. The ANC government introduced lot of acts to address this problem of land tenure. The question we will always ask is what are the effects of the management on land tenure at Hoedspruit in the Limpopo province? Also, whether the government is making progress in redressing land occupation system created by the apartheid government or not. The key question is how effective are the leaders in managing this Land tenure?

1.3. Problem statement

Since 1994 when the new government took over, had to deal with the problems relating to land tenure. That is as a result of the different laws passed by the colonial and apartheid governments because when the homeland system was created in the 70s there were no employment opportunities in these areas. These laws were to limit the influx of blacks in the cities. Since land tenure was not done positively it led to migration which the government of the day was not ready to deal with. Homelessness became the order of the day. Some resorted to renting in the back yard of houses especially in the townships as more people flooded the cities to look for employment in the mines and industries. Consequently, squatter camps mushroomed in various places in the country. This challenge has called the government to make new legislations to deal with land tenure.

This is corroborated by Johanneson, Fernandez, Roberts, Jacobs and Seleti (2011:182), who further show that Africans were dispossessed of their land and as a result they became tenants and farm workers in the land which initially belonged to them. As cattle herders Africans were subjected to all forms of taxes. These challenges made it difficult for Africans to rear more domestic animals in the area which was declared as a white territory. However, the democratic government under the African National Congress had the duty to address this problem of how the land must be controlled. The foundation was laid through the constitution of the Republic. That is (Act 108 of 1996:11) which proclaimed individual rights to land occupied. Subsequent laws were enacted to address this problem of land tenure.

The Draft Land Tenure Security Bill is one such which aimed at protecting the rights of persons residing and working on farms. Beside tenants on farms people had also been forcefully removed from their original places in the cities and other rural areas. People at Scotia near Hoedspruit in Limpopo were also forcefully removed by draconian laws enacted by apartheid regime, hence the study on the effects of management on land tenure at Hoedspruit in the Limpopo province. The acts which are meant to implement the land tenure are not managed properly at Hoedspruit. Therefore, this instilled the need on the researcher to embark on the study of the effects of management of land tenure at Hoedspruit in the Limpopo province.

1.4. The aim of the study

The aim of the study is to investigate the effects of management on land tenure at Hoedspruit in the Limpopo province.

1.5. Objectives of the study

In order to achieve the above aim, the following objectives are pursued:

- ❖ To determine the effects of poor management on land tenure in Hoedspruit;
- ❖ To identify factors that hamper the management of land tenure in the area of the study;
- ❖ To determine current programmes that are used by the policy makers to assist the new owners in the area;
- ❖ And lastly, to suggest strategies that can be used by the policy makers to assist the new land owners to manage their property properly.

1.6. Research questions

1.6.1. Main question

What is the effect of management towards the implementation of land tenure in Hoedspruit?

1.6.2. Sub-questions

- ❖ What are the causes of the poor management of land tenure in Hoedspruit?
- ❖ Why some factors hamper the management of land tenure in the area of the study?
- ❖ How can the status of the current programmes be improved by the policy makers?
- ❖ What kind of current programmes that are used by the policy makers to assist the new land owners to manage their property?
- ❖ Which strategies can be used by the policy makers to assist the new land owners in managing their property in Hoedspruit?

1.7.   Significance of the study

The study on effects of management on land tenure at Hoedspruit in the Limpopo Province will assist the stake holders in the following ways:

- ❖ The study will empower the land owners to manage their property in an effective way;
- ❖ It will assist the stake holders to identify factors that hamper the management of land tenure in the area of the study;
- ❖ It will assist policy makers to develop relevant programmes that will empower the new land owners to manage their property well;
- ❖ The study will also assist the policy makers to develop strategies that will assist the land owners to manage their property effectively;
- ❖ Lastly, the study will also narrow the knowledge gap related to land management in particular, and the field of management in general.

1.8.   Ethical considerations

Nyathi (2014:7) attests that ethics is a "set of moral principles that are suggested by an individual or group that are widely accepted and which offer rules and behavioural expectations about the most correct experimental subject and respondents, employers, sponsors, other researchers, assistants and students".

In this study, the researcher took cognizant of the following ethical issues:

1. **Consent**

The researcher will write a letter to seek permission from the Department of Agriculture, Rural Development and Land Administration; a consent form will also be given to the new land owners to sign their voluntary participation in the study.

2. **Safety and Security**

The researcher has also subjected the participants into safety and secure environment. The researcher has also assured the participants about their safety and security during the process of the study.

3. **Confidentiality and anonymity**

The researcher has not revealed the names of the participants and that of the Association they belong.

4. **Professionalism and ethical code**

The researcher has maintained and adhered to professionalism and ethical code throughout the study.

1.9. Layout of the study

Chapter One

Introduction and background

In this chapter the researcher gave the background and orientation to the problem, the research question, purpose and rationale of the study and the chapter organization were presented.

Chapter Two

Literature review on the management of land tenure

The chapter has reviewed relevant literature on management of land tenure and factors affecting the process.

Chapter Three

Research design and methodology

This chapter has discussed different types of research philosophies, rationale for the methodology, research design, strategies and techniques that were used to collect data in the study.

Chapter Four

Data collection, analysis and discussion of results

The researcher has collected, analyzed and discussed the results in the study.

Chapter Five

Conclusion

In this chapter, the background to the problem of the management of land tenure in Hoedspruit has been given. The purpose of the study, significance and the structure of the study have also been presented.

On the next chapter, a review of relevant literature on the management of land tenure will be presented.

CHAPTER 2

LITERATURE REVIEW ON MANAGEMENT OF LAND TENURE

2.1.   Introduction

In this chapter, a review of literature related to the management of land tenure will be described and analysed. The sole purpose of exploring what has already been researched is to locate the current study within the existing body of knowledge. This has assisted the researcher to link the theoretical knowledge with the practice in the area of the study.

The theoretical foundation has supported the researcher to resolve the research problem stated in chapter one. This chapter will be organized as follows:

- A brief background and rational of land tenure in South Africa will be given;
- A theoretical conceptual framework regarding land tenure will be reviewed
- The management and implementation of land tenure programme will be outlined;
- Lastly, the conclusion will be given at the end of this chapter.

2.2.   Background and rational behind land tenure in South Africa

The control and ownership of land can be traced back from the occupation of the Cape in 1652 by the Dutch until the new order in 1994 spearheaded by the African National Congress. For three centuries, the control of land in South Africa took different form which I will briefly outline. The Dutch were the first to establish a refreshment station on their way to India. The English were determined to control the sea. As a government, they sent people to occupy the cape which was inhabited by few Dutch and the indigenous Khoisan. When the English occupied the Cape, the Dutch moved into Natal which also was having a habour. The English occupied Natal also. The Dutch then moved into the Transvaal and Orange Free State occupying the land which belonged to the black commonality in the 18th century. Since there is no sea in the two new provinces, the English did not have

interest to occupy the new territories. The discovery of gold in the Transvaal enticed Britain to want to occupy these territories again.

Consequently, the move by the English led to the Anglo-Boer war in 1899 to 1902 (Johanneson, Fernandez, Roberts, Jacobs and Seleti 2011:174). The Boers were defeated but the English united the four provinces they now rule which were; Transvaal, Orange Free State, Natal and Cape Colony to form a Union of South Africa. In 1911 there were elections which only whites participated. In 1913 the Native Land Act was passed which put aside 87% of South African land to be belonging to the whites. Parties which won the elections in the subsequent years continued with policies aimed at robbing the blacks of the land.

In 1948 the National Party won elections. Laws were passed which compelled blacks to be moved to certain areas which were designated for them. Land which Africans were using communally, were now privately owned by the white people. The usage and the control of land became a source of conflict in South Africa. When the African National Congress took over the government in 1994 it gave back the land to the people who were forcefully removed during apartheid (Nyathi, 2014:9).

One of the challenges facing land owners is lack of managerial skills and leadership. In order to distribute the land correctly, the leadership in a land tenure programme needs to understand the concept 'management' and its related terms so as to implement the land tenure in a professional manner.

2.3. Management as a concept

The term management has attracted many definitions from various authors from different perspectives. According to Parkhouse (2011:23) "management is concerned with coordination of materials, human resources, technologies, support units dealing with facilities and the contextual factors such as organizational networks, government regulations and community expectations".

To support this definition, Gouws (2001:2) attests that management may therefore be defined as the process by which human, financial, physical and information sources are utilized in order to achieve enterprise objectives. Land tenure management may be

regarded as the most important human activity because it is the basic task of all managers at all levels in all organizations and institutions to create conditions in which individuals work together to achieve specific objectives (Ngobeni, 2013:8).

The value of land tenure management can be seen through its attribution to human development. Mashele (2014:5) argues that "the value of land can contribute towards human development through community initiatives, economic activities and other related activities". In short, from the above definitions, it is clear that land tenure managers are expected to perform different types of management tasks. These multi tasks have been outlined by the researcher in the next section.

2.4. The role of managers in land tenure

- Managers work through and with other people to achieve the objectives of the land tenure
- Managers serve as communication channels in an enterprise
- Managers balance objectives and determine priorities
- Managers think in an analyzing and conceptual manner
- Managers fulfill different roles
- Managers delegate tasks to subordinates
- Managers are accountable for the executions of their duties
- Managers act as mediators
- Managers fulfill the role of politicians
- Managers are diplomats (Mashele, 2014:7).

For the components of managements to be implemented, the organization must take different levels of management structures into cognisance.

2.5. Different levels of management

According to Milondzo (2003:11), there are four important levels of management; namely, Top management, senior management, middle management and supervisory management. Table 2.1 below illustrates some of the most important types of planning and activities that can be performed at various levels.

Table 2.1 Levels of management

Managerial level	Type of planning	Main activities
Top management	Strategic planning	• Determining the organisation's mission and objectives • Determine strategic guidelines and policy
Senior management	Strategic planning/ Business management planning	• Inputs to strategic planning • Decisions on acquisition and optimal utilization of resources
Middle management	Business/ Management planning	• Decisions on acquisition and optimal utilization of resources • Inputs to strategic planning
Supervisory management	Functional operational tactical business and technical planning	• Development of specific action programs • Inputs for business/ management and strategic planning

Source: Milondzo (2003:11)

From the above Table 2.1, it is clear that all levels of management perform important tasks in the planning process. Some of their roles and functions have been discussed by the researcher below.

Top management

Top management consists of the board of directors, the executive manager and a few assistants or deputy executive managers who together form the management committee.

Senior management

Senior management is a direct link to top management. They make inputs to strategic planning. This level of management makes decisions on acquisition and optimal utilization of resources.

Middle management

Middle management is responsible for the functions of the departments and all heads must ensure that the objectives of their functions or departments are achieved and that the enterprise and functional policy as outlined, is applied.

Supervisory management

Supervisory management level is responsible for smaller segments or subdivision in an enterprise. They implement the objectives of middle management with the aid of practicable detailed schemes programmers, and ensure that the workers, who are accountable to them, perform their work in a satisfactory manner.

2.6. Management cycle process

Milondzo (2003:4) developed the management cycle process to improve the management of land tenure. This cycle includes processes such as planning, organizing, guidance/leading and control. To understand it better see Figure 2.2. in the next section.

Figure 2.2 The management cycling process

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                    ┌──────────────────┐
                    │                  │
                    │     PLANNING     │
                    │                  │
                    └──────────────────┘


┌──────────┐        ┌──────────────────┐        ┌──────────────────┐
│          │        │                  │        │                  │
│ CONTROL  │────────│   MANAGEMENT     │────────│   ORGANISING     │
│          │        │                  │        │                  │
└──────────┘        └──────────────────┘        └──────────────────┘


                    ┌──────────────────┐
                    │                  │
                    │     GUIDANCE     │
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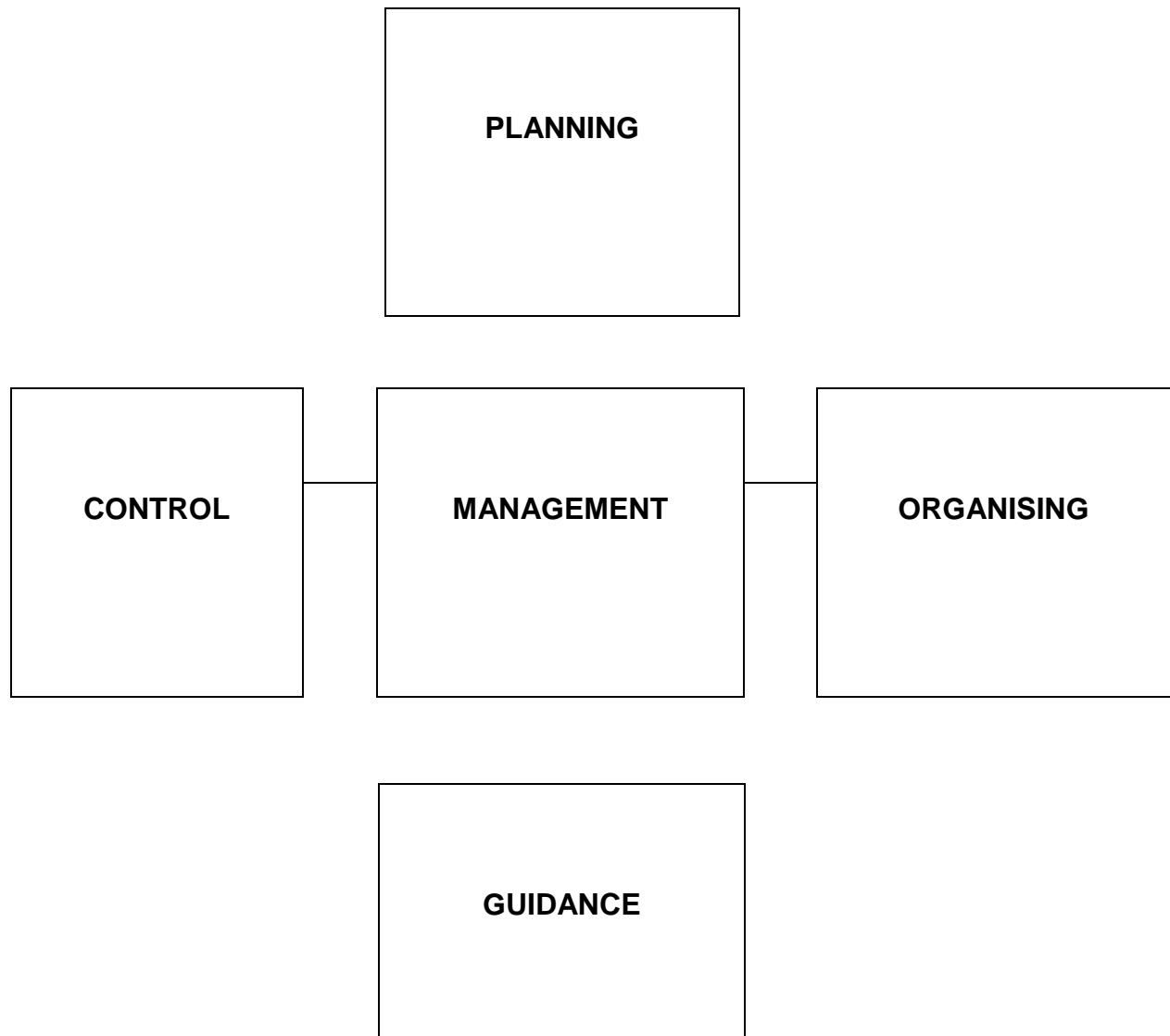
Source: Milondzo (2003:13)

The relevancy of the above management tasks to the implementation of land tenure programmers have been discussed in full below. Apart from the roles and duties that the land tenure managers are expected to perform at different levels, there are also components of management that also need to be taken into consideration namely: planning, organizing, leading and control.

2.6.1. Planning

All the components of management that have been mentioned in the management structure are important, but planning is one of the most important components in the land tenure management.

To support this statement, Gouws (2001:20) describes planning as a "process by which it must be decided before hand what must be done, how it must be done, when it must be done and by whom it must be done".

Planning may be seen as the reflection in a basic or theoretical manner, the policy rules, procedure, strategies, methods, skills and expertise by the land tenure manager to achieve and realize educational aims and objectives through people and resources. Planning also involves investigations to obtain information for this purpose. It includes setting out this information in an orderly fashion and the decision-making process of selecting the best methods to advance the objectives (Mashele, 2014:9). From the above information, it is clear that planning plays an important role in land tenure management. This can also be realized from the advantages discussed below:

The importance of planning

- It leads to coordinated action – the various functional divisions are combined as an integrated whole and all activities are aimed at achieving common objectives.
- It encourages proactive steps the managers themselves can now suggest new ideas and proposals to solve their problems.
- It gives direction
- It anticipates the future – the manager starts to look at what they have to do now to prepare in the future for any contingencies.
- It reduces risks
- It promotes cooperation – everyone can work together as a team to achieve objectives
- It is the foundation of other management functions – without planning, the managers cannot organize properly, they cannot give direction to their

subordinates, control will be subjective, because there are no measurable objectives against which performance can be measured (Gouws, 2001:21).

Reasons why land tenure managers do want to do effective planning

➢ Preference for action – managers usually prefer to do things rather than think over them. The preference to scramble over something creates an illusion that something is being achieved. The illusion hides the fact that activities are being performed do not necessarily suggest that progress is being made. When work is pressurizing, managers usually prefer to get it done instead of planning first. Ironically, the more time spent trying to resolve crisis, the less time is available to draw up plans to prevent them.

➢ Uncertainties about the future – managers are usually confronted with feelings of insufficiency when they try to predict the future as information is not readily available during planning.

At their level, managers depend on policy pronouncement by top management which is usually delayed. It is important for managers to plan based on what they know, rather than to use the fact that they do not know everything, as an excuse not to plan (Nkuna, 2010:15).

➢ Fear of failure – Managers regard failure as a threat to their self-esteem, to the respect that others have for them and even to their job security. Setting definite objectives may lead to a risk of not realizing the set objectives. This is another reason why managers hesitate to plan.

➢ Lack of organizational knowledge – Lack of organizational knowledge prevents effective planning by a manager. Unless he/she has a sound knowledge of the enterprise's overall strategy and objectives, it will be difficult to set meaningful objectives for his or her own unit. Instead of determining objectives of the

organization, most may to continue with what the organization has always done- and to concentrate on doing it right (Nkuna, 2010:15).

> Lack of knowledge of the environment – One of the biggest dangers to managers is to assume that things will continue as they are. Managers are required to have a very good insight into the competition, customers, suppliers and the general public they are dealing with. The opportunities that the organization needs to explore to achieve its objectives as well as the dangers that it has to avoid lie in the external environment. Without the knowledge of this environment and the changes taking place in it, managers can become confused as to the direction that they should take.

> Lack of trust – lack of trust to one's abilities and those and those of their subordinates to achieve objectives, may create resistance with managers where planning is concerned. Such managers will cling to the familiar, rather than to risk the unknown; even when the necessity is obvious (Mavuso, 2011:11).

> Conflict with management style – This may be the reason why managers are unwilling to plan. Conflict use of management style by senior managers can demoralize land tenure managers to implement the programme.

> Resistance to change – Planning implies change. This implies that things must be done differently, that additional things must be done or that things that have been done for a long time will no longer be done.

This unavoidably leads to resistance to change amongst the people affected thereby. The vaguer the plans and the bigger the change that will follow, the greater the resistance to change. Resistance to change is often the biggest problem, because virtually all people have a built-in resistance to change.

So, that implies that even the Boers who were owning the land as a result of the apartheid laws were not willing to vacate the land (Nyathi, 2014:8).

The only way to overcome resistance to change is by participation and communication. The more opportunities people have to suggest and to see that their ideas become part of the planning, the more they will experience a sense of 'co-ownership' in what is being done, and they will therefore support it. A manager must therefore avoid the urge to enforce his plans to others.

By pointing out the advantages of change to subordinates, resistance will be overcome. Timing is also important. It is important for managers to discuss planned change with subordinates beforehand so that they will have sufficient time to think it over.

Few immediate results – Most managers want to see results of their actions quickly, consequently, they are not prepared for the implantation of a total strategic plan in small steps (Rau, 2003:23). The effectiveness of planning depends on the process in which the land tenure manager follows to achieve the intended objectives.

Figure 2.3 The planning process

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┌─────────────────┐          ┌─────────────────┐
│                 │          │ Formulation of  │
│   Forecasting   │──────────│   objectives    │
│                 │          │                 │
└────────┬────────┘          └────────┬────────┘
         │                            │
         │                            │
┌────────┴────────┐          ┌────────┴────────┐
│   Policy and    │          │                 │
│   Procedure     │          │   Progressing   │
│                 │          │                 │
└────────┬────────┘          └────────┬────────┘
         │                            │
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┌────────┴────────┐          ┌────────┴────────┐
│                 │          │                 │
│   Budgeting     │──────────│   Scheduling    │
│                 │          │                 │
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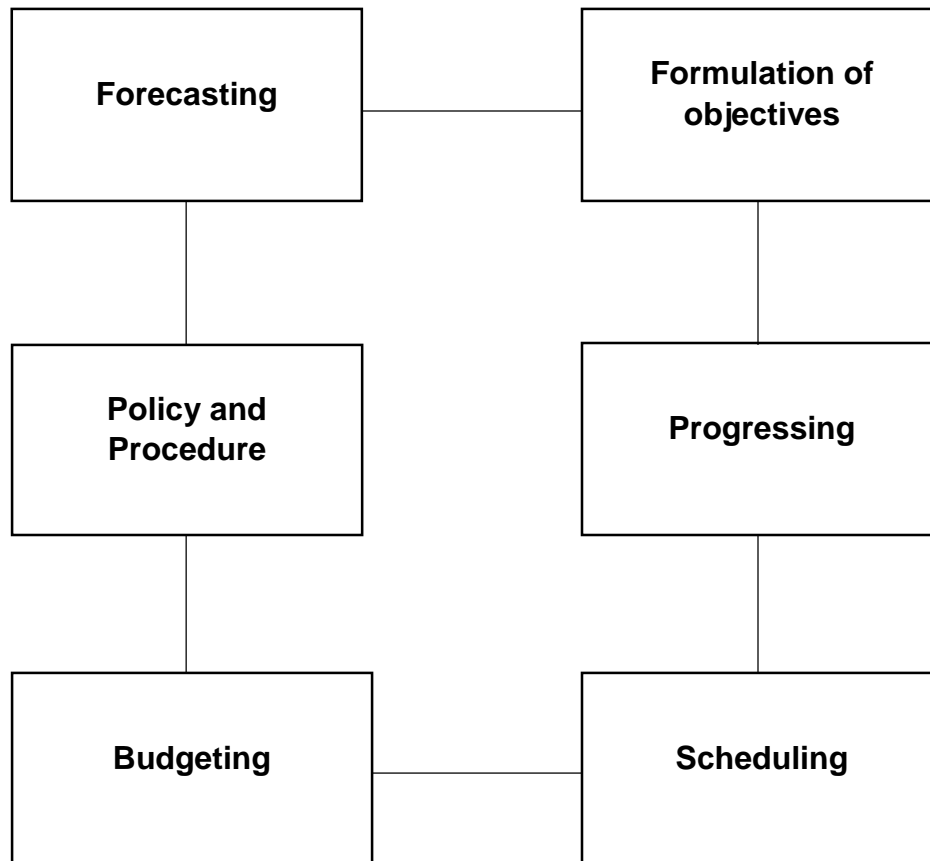
Source: Nkuna (2010:4)

2.6.2. Organizing

Organizing is the management task which is performed to initiate planning and to initiate connections with the various parts of the organization so that goals may be realized and attained effectively. The following characteristics of organizing can be determined:

➢ It is concerned with grouping tasks, or, stated differently the vision of work in such a way that plans are affected.

➢ It is concerned with the allocation of duties, authority, and responsibility without abdicating final responsibility.

- It concerned with determining relationships between various people to promote collaboration by means of co-ordination, job and duty descriptions.
- It is concerned with common effort to achieve set goals.
- Organizing is, in essence, intellectual work or work that involves thought processes which carry out the planning process and therefore involves desk work (Nkuna, 2010:9).

However, Mavuso (2011:5) emphases that Organizing is also a process which includes the following:

- A creative element which is present at all times;
- Establishing the relationships between persons and groups in order to promote co-operation;
- Systematic executions of the work in order to ensure the achievement of objectives and goals in the most efficient manner; and
- The arrangements of the enterprise activities and resources (Mavuso, 2011:8)

2.6.2.1. Importance of organizing
- Organizing is the essential and integrated element of the management process.
- Organizing leads to a comprehensive analysis of the work that must be done, and the resources required to achieve the enterprise objectives.
- It devised the total work load into activities that can comfortably be performed by an individual or group of individuals.
- Lastly, it promotes the productive application and use of resources (Mavuso, 2011:10).

2.6.3. Guiding /leading

The third management task is guiding. In the management tasks of planning and organizing, the activities of people are the focus, while in guiding, the interaction is the people.

In guiding, the emphasis shifts to the interactions between land tenure managers and the people involved through which tasks are initiated and kept in motion. The importance of guiding is that it is the management action that not only ensures the completion of a specific task, but also that work is well done. However, guiding also ensures voluntary cooperation. Motivation is necessary for this and entails direct contact with land tenure managers (Mavuso, 2011:6).

2.6.4. Controlling

Mashele (2011:8) attests that control is the work the land tenure manager does to assess and regulate tasks in progress and those that are completed. Control is also the land tenure manager's means of monitoring. From this, it can be deduced that control is subsequent to the land tenure's other tasks. Through controlling, the plan and the execution of the plan are linked and brought together. The land tenure manager should plan and organize the activities as well as possible and provide guidance. It should also be ensured that each person does the right thing at the right time and place. Land tenure managers should ensure that their plans work.

Furthermore, Mavuso (2011:10) corroborates by indicating that control may be defined as the "process during which personal behavior and job performance can be observed and monitored to determine whether the behavior and job performance corresponds with the standards and objectives that have been set, so that corrective action can be taken, if necessary" (Mavuso, 2011:10).

Control is the task of every land tenure manager, from the senior manager down to the lowest management level. The main purpose of control is therefore to ensure that actual results correspond with set objectives as far as possible. This can only be achieved if land tenure manager understands the importance of control in the management of land tenure in the area of the study.

2.6.4.1. Types of control

Figure 2.4 Types of control

Human, material, capital and financial resources and acquired and combined in the enterprise	Where internal planned, activities occur	Leads to results obtained
Control before execution	Control during execution	Control during execution
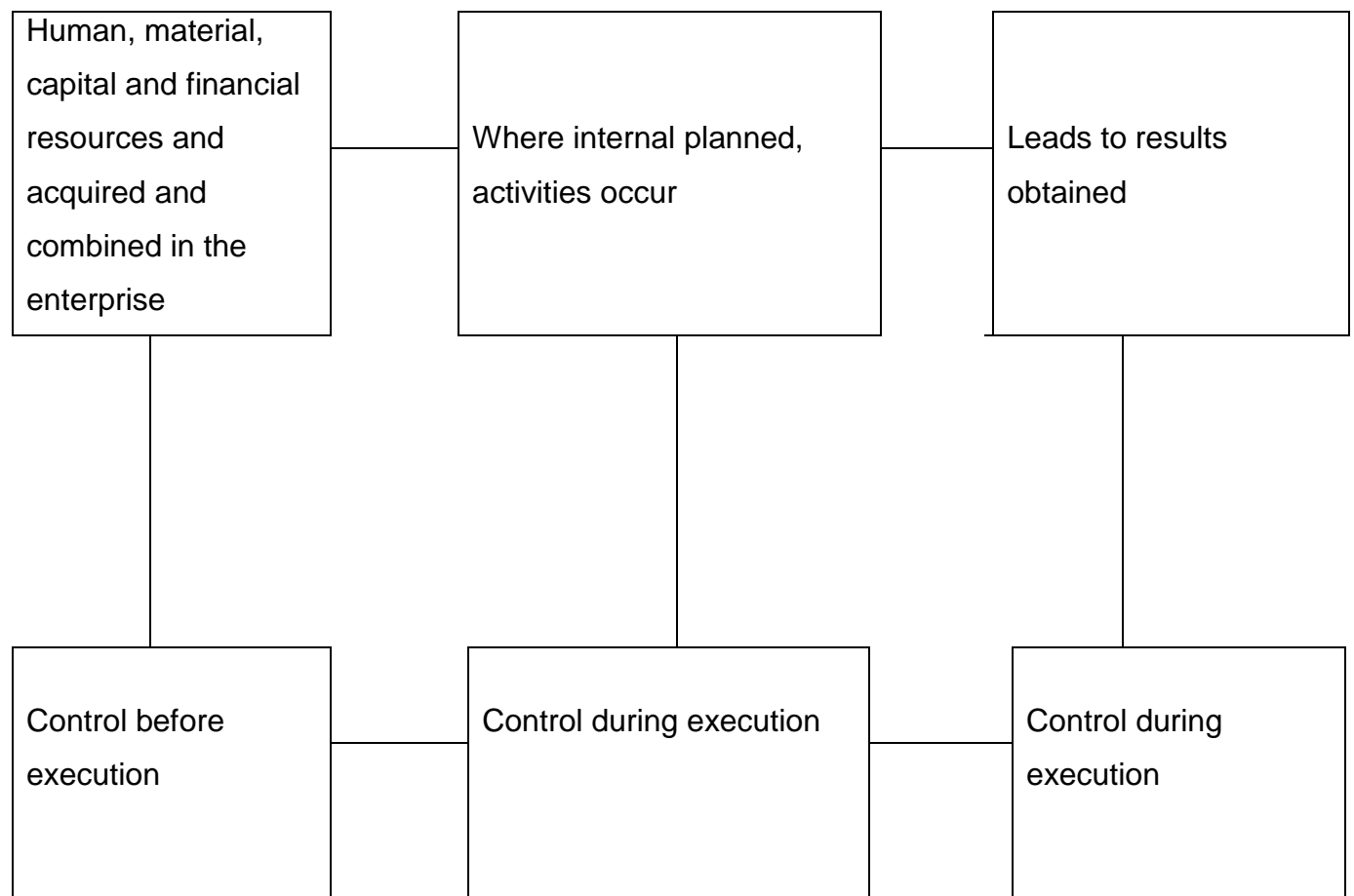
Source: Nyathi (2010:4)

The importance of control in land tenure management

The primary purpose of control in land tenure is to ensure that activities are taken in such a manner that objectives will be achieved successfully. Mawila (2011:6) outlines the importance of control as follows:

- ➤ Standardized action to increase efficiency;
- ➤ The evaluation of management efficiency in respect of planning;
- ➤ Prevention of malpractices, theft and wastage, as well as the reduction of refuse;
- ➤ Stimulation of delegation because the subordinates to whom are delegated can be controlled effectively;
- ➤ Performance measurement of all workers; and

➤ Environmental change entails that activities cannot be performed according to original plans and it is therefore essential to monitor and review plans continuously.

From the above information, it is evident that the implementation of land tenure programmers can only be successful if the managers follow the guidelines of management by objectives (MBO).

2.7. Land tenure and sub managerial tasks

There are different types of sub managerial tasks that can support the management of land tenure, namely: MBO, Motivation, participation, decision making and delegation.

2.7.1. Land tenure and MBO

Management by objectives can be described according to Robbins and DeCenzo (2008:77) as "a system in which specific performance objectives are jointly determined by subordinates and their supervisors, progress toward objectives is periodically reviewed, and rewards are allocated on the basis of that progress". These programmes are used in public and private milieu.

However, Cassidy and Kreitner (2008:242) agree that these programmes are popular and it is because they lay emphasis on the objectives that are specific, measurable and that they are jointly set. Objectives are jointly set by both lower-unit managers and highest – unit managers, therefore they work from bottom up and top down. Robbin and DeCenzo (2008:77) point out that if each individual within the organization has identified his or her specific contribution to make, the unit's objectives will be met. Therefore, if all units' objectives are met, the organization's overall objectives will be met.

However, according to Mullins (2011:468) there are six stages that form an MBO cycle identified here under:

- **Setting objectives:** The objectives of the land tenure progamme should be written down. Besides, the objectives should be specific, clear, attainable and measurable. Teamwork must take a center stage as it proved to be an effective tool to achieve good results in an organization or institution.

- **Developing action plans:** The change agent, coordinator or manager must come up with a mission to reach the intended vision through strategies that are doable. All role players must partake in the programme to achieve the set objectives. The role of the effective manager is now to help the new land owners in prioritizing these objectives so that all persons are working towards achieving these intended objectives.

- **Periodic review:** When plans are put into action, performance is checked against action statement, established during the development of the action plan. Cassidy and Kreitner (2008:243) recommend periodic review meetings of the manager and the all the persons involved in this land tenure programme. The meetings should be conducted for these purposes:
    - Checking the validity of the set objectives in case there might be unexpected events jeopardizing the programme.
    - Amending objectives that are no longer relevant.
    - Checking progress towards valid objectives.
    - Affording managers, a chance to give constructive and developmental feedback.

These review meetings are important in that they ensure that targets are not missed and the dust is settled where there are misunderstandings. Objectives already attained are identified and new strategies are put in place to attain these missed. Challenges hampering progress are also identified and possible solutions devised.

- **Performance appraisal:** Towards the end of a complete MBO cycle evaluate performance against the previously agreed-upon objectives in the setting objectives stage, as supported by Cassidy and Kreitner (2008:244). These individuals performing above expectation must be rewarded.

- **Rewarding performance:** Employees have to be rewarded according to the rating of objectives. Management should ensure that every employee is rewarded before a new cycle starts. It is the role of the effective manager to make follow-ups to these payments, and the staff members should inform the manager where the payments are made directly through their banking institutions.

- **Overall review:** A review of the whole MBO cycle is done to assess its fairness in rating, whether there are modifications to make, especially in rating performance. Robbins and DeCenzo (2008:79) regard this stage as the control phase of the MBO cycle. The main purpose during this phase is to find a common cause of bettering a way of representing actual performance in terms of numbers for objectives on planning.

In a nutshell, looking at the information above, it is clear that the land tenure programme cannot be effective and well managed unless the manager set clear and achievable objectives in his or her sphere of operation. To fulfill this process, the manager has to involve other relevant stakeholders in decision making so as enhance the effectiveness of the land tenure programme in the area of the study. Besides MBO cycle, there are also MBO facilitation guidelines, as shown in the next page.

Table 2.3 Guidelines for facilitation of MBO

Guidelines	Responsibilities
1. Identify an employee's key job tasks	▪ Define what you want your employees to accomplish. ▪ Request each employee to describe his/her job responsibilities.
2. Establish specific and challenging goal for each task.	▪ Identify the level of performance expected of each employee. ▪ Specify target for each employee. ▪ Specify realistic deadlines for each goal.
3. Allow the employee to participate actively.	▪ Give employees tasks that would make them participate.
4. Prioritize goals	▪ Rank goal in order of importance. ▪ Rate goals in numbers according to level of difficulty and importance. ▪ Mix goals, that is do not set easy ones only.
5. Build in feedback mechanisms to assess goal progress.	▪ Provide for self-inspection report. ▪ Provide for supervisory-inspection report.
6. Link rewards to goal achievement.	▪ Rate and score objectives in terms of performance. ▪ Emphasise evidence of performance. ▪ Rate and score objectives objectively.

Source: Mavuso (2011:9)

2.7.2. Land tenure and motivation

There are two types of motivation theories, namely, *content* and *process* theories.

Content theories

Content theories are described by Mullins (2011:426) as theories that are concerned with identifying peoples' needs and their relative strengths, and the goals they pursue in order to satisfy these needs.

According to Mullins as quoted in (Luthans, 2011:260), content theories emphasise the nature of needs and what motivates. Examples of major content theories include the following:

- Maslow's hierarchy of needs;
- McGregor's theory;
- Alderfer's needs hierarchy;
- Herzberg's two-factor theory; and
- McCelland's achievement motivation

Maslow's Hierarchy of needs model

Maslow in (Steyn and Van Niekerk, 2005:144) identified five-steps of hierarchial needs as follows;

1. **Physiological needs:** these included food, air and sleep. These are necessary for the normal functioning of the body.
2. **Safety needs:** this included safety from attacks, emotional harm and other needs.
3. **Love or social or belonging needs:** these include affection, sense of belonging, among other things.
4. **Esteem needs:** examples of these are self-respect esteem for others.
5. **Self-actualization needs:** examples are growth, achieving one's potential, and many others.

According to Maslow in Robbins and Coulter (2013:426) only an unsatisfied need motivates the worker, and a satisfied need does not motivate the worker.

Once a need on the lower level is satisfied, the need on the next level of hierarchy becomes dominant. Maslow (In Robbins & Coulter, 2013:427) himself did indicate that the satisfaction of needs on these levels should not follow each other in the order as they are.

Application of Maslow's hierarchy of needs in the land tenure programmes:

Physiological Needs

The government must make resources available to the new land owners so that they may not worry about bodily needs but concentrate on the implementation and management of land tenure.

Safety Needs

There shall be security and comfort so that the new land owners must concentrate on the objectives and achievement of the programme rather than concentrate on the safety needs.

Love needs

Managers should ensure that there is a sense of social belonging within the land within the land. If the new land owners are shown love and compassion when implementing the program, they will be motivated to achieve the objectives of the land tenure programme as a team.

Esteem needs

Managers should ensure that they acknowledge excellent performance by the workers or people on the new land and rewards. Positive rewards like trophies and any other form of incentives, are well known for motivating persons to perform at highest level (Amos, Ristov & Pearse, 2008:179).

Self- Actualization

Every person should be given an opportunity to fulfill his or her full potential and his or her ability to show the talent to do things differently. From the points given above about motivation it goes without saying that motivating participants in this land tenure programme can yield positive outcomes.

2.7.3. Land tenure and participation

Land tenure and participation in sustainable economic development

One of the key elements in managing projects to sustain economic development is participation. It motivates programme managers to take part in decision making. Participation allows land tenure managers to decide what kind of action to take in order to achieve the intended goal.

Mavuso (2009:5) supports the aforesaid statements by defining community participation as 'an active process in which the clients or those who will benefit influence the direction and improve the welfare of people in terms of income, personal growth, independence and other values regarded as valuables'.

The following are the four different stages involved in participation

- Decision making
- Implementation
- Benefits, and
- Evaluation

Participation management in integrated community projects implies the involvement of land tenure managers and other stake holders in planning, leading, organizing, guiding and controlling (Mavuso, 2009:6).

He further argues that participation management does not mean that all stake-holders have equal powers. Once the organization has elected the representation in the decision making and is appointed by the way of a democratic process, the rest of the members in

the land tenure programmes should support them and give the right to make decisions on to make decisions on their behalf.

To support the above definition, Mashele (2008:9) attests that a desirability of participation in decision making in integrated land tenure programmers means the following:

> ➢ The opportunity to share in formulating policies is an important factor in the moral of land tenure managers and their enthusiasm in the implementation of land tenure program in Hoedspruit.
> ➢ Participation and decision making are positively related to the individual land tenure manager's satisfaction as a developer.
> ➢ Land tenure managers prefer initiators who involve them in decision making.
> ➢ Land tenure managers neither expect nor want to be involved in every decision, in fact to much involvement can be as detrimental as too little.
> ➢ Participation indecision making has consequences that vary from situation to situation.
> ➢ The role and functions of both initiator and land tenure managers in decision making need to be varied according to the nature of the problem, and
> ➢ Typical land tenure managers are likely to prove ineffective due to deficiencies of subordinates as well as poor initiatives on the quality of decisions.
> ➢ From the above information, it is clear effective participation in land tenure management depends on the proper and clear communication.
> To corroborate this statement, Van der Walt and Knipe (2001:96) argue that the success of the programme depends on people who can communicate effectively.

2.7.4. Land tenure and decision making
2.7.4.1.   What is decision making?

Luthans (2001:259) defined decision making as "choosing between alternatives". Cassidy and Kreitner (2008:286) described this further as a "process of identifying and choosing among alternative courses of action in a manner appropriate to the demands of the situation". Luthans (2011:259) does not indicate whether decision making is an act or a process and does not indicate the relevance of the situation in his explanation.

On the other hand, Cassidy and Kreitner (2008:286) are able to indicate that choosing is a process, and that making the right choice should be in line with the demands of the situation. The following is a discussion to clarify a process and demands of the situation, according to Robbins and DeCenzo (2008:101).

Decision making is a process, not an act. It consists of steps (Owens, 2001:270; Cassidy & Kreitner, 2008:298 and Robbins & Coulter, 2008:135) or phases beginning with the identification of a problem; which is a discrepancy between an existing and a desired state of affairs, followed by development of an alternative solution, and ending with the evaluation of the effectiveness of the decision.

The demands of the situation require that the decision maker should try to isolate a solution out of a number of alternatives, to fit the demands of the situation within which the state of affairs prevails. Every problem is unique, and the solution to it should be appropriate to the context within which it is made.

2.7.4.2. Decision making process

Figure 2.4
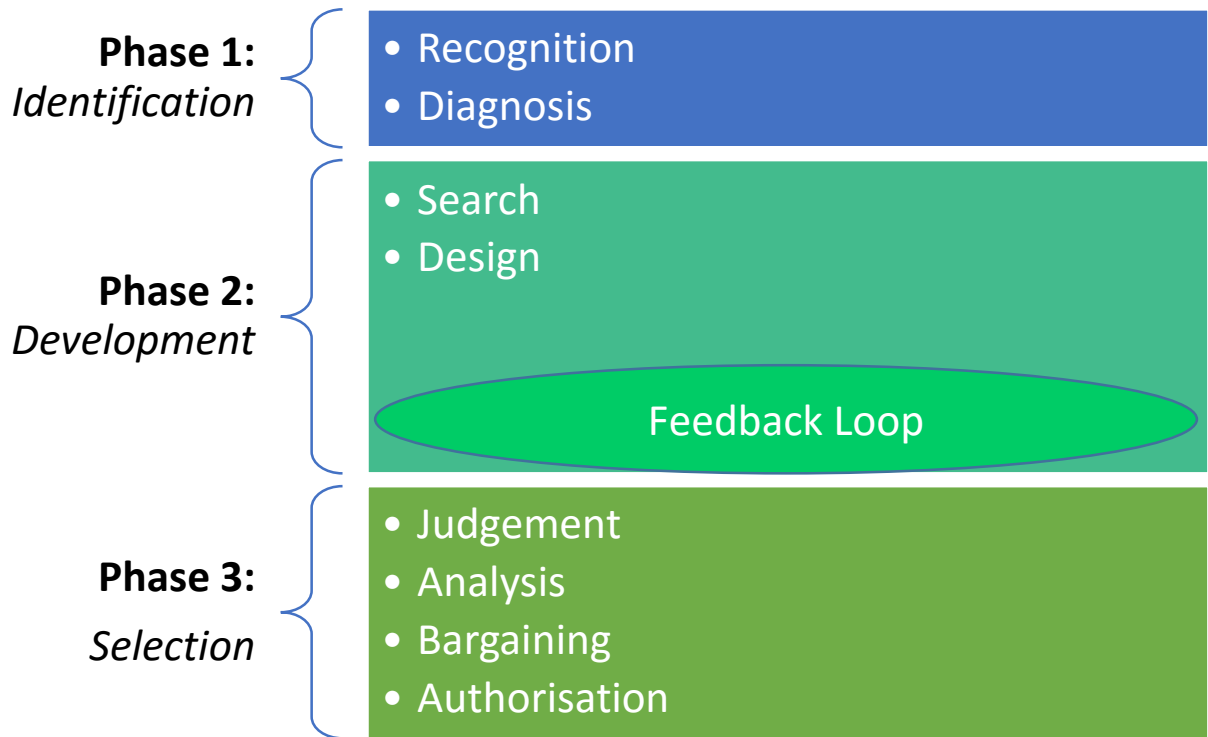
Source: Luthans (2011:260)

Figure 2.4 illustrates a linear representation of decision making with three phases. A feedback loop indicates that decision making process is interactive and on-going, whereby the results of one decision provides new information upon which other decisions can be based (Owens, 2001:270-271). A feedback loop is caused by timing, disagreements among land tenure managers, and abrupt appearance of new alternatives, among others. The following discussion is based on the phases of the decision-making process, as developed by Mintzberg and Luthans (2011:260).

Phase 1: Identification of a problem

The decision-making process starts with the identification of a problem. A problem is a discrepancy between an existing and the desired state of affairs. The following hints are important to land tenure managers, as observed by Robbins and Coulter (2013:135):

- **Identification of a problem is subjective:** What one land tenure manager may view as a problem, may not be viewed as a problem by another.
- **A problem should not be confused with symptoms:** A drop-in harvest is an example of a symptom. The root problem to such a symptom might be lack rain, lack of skill to prepare the field, lack of modern resources to plant or irrigate, among others.
- **Mistaken identification of a problem:** A land tenure manager, who mistakenly resolves a wrong problem perfectly, is likely to perform as poorly as the land tenure manager who fails to identify the right problem and does nothing.

Robbins and Coulter (2008:136) have shown that the following characteristics of problems are interrelated, and land tenure managers should consider them in identifying a problem:

- **Be aware of a problem:** If things are not where they should be, a discrepancy exists.
- **Be under pressure to act:** This relate to the possibility of a land tenure manager being pressurized into acting on a certain issue at hand.
- **Have resources needed to take action:** If managers do not have authority, information, and resources to act, they may not recognize a discrepancy as a problem, instead they may regard the situation as the one on which unrealistic expectations are placed on them.

Phase 2: Development

During this phase, there is a search for existing procedures or solutions already in place or the design of a new solution. The following decisions are important for land tenure managers:

- Nyathi (2014:7) has indicated that where there is a standardized procedure of handling a problem, the decision is programmed. Such decisions are already stipulated in the policies of the land tenure programmers.
- There are also non-programed decisions that land tenure managers have to arrive to, Luthans (2011:259) has indicated that designing a new solution is

challenging because the decision maker has a 'vague idea of the ideal solution'. Such decisions are unique to particular situations and they do not occur often.

Phase 3: Selection

There are three ways of selecting a decision during this phase, as mentioned by Luthans (2011:260), namely; judgement, analysis and bargaining.

- **Judgement –** this is used where the decision maker relies on experience and intuition rather than logical analysis.
- **Analysis –** is used where the decision maker makes an analysis of the alternatives on a logical analysis.
- **Bargaining –** this is used when the selection of alternatives involves a group of decision makers. Labour and political groupings use it to garner support. When decision is accepted formally, authorization is made.

Apart from the above phases of decision making process, there are also styles that need to be taken into consideration.

2.7.4.3. Decision making styles

Robbins and DeCenzo (2008:112-113), together with Luthans (2011:262-263) agreed that decision-making styles differ along two lines, namely;

1. **The way of thinking:** Some land tenure managers are more rational a logical in the way they make decisions, that is, they verify that information in a logical, orderly and consistent way before they make a decision. Others are creative and intuitive, meaning, they do not process information in a logical, orderly and consistent manner, but they look at information as a whole before they make a decision.

2. **Tolerance for ambiguity:** Land tenure managers who are creative and comfortable with uncertainty cannot develop and evaluate alternative decisions the same way as the managers who are conservative and less likely to accept risk.

Luthans (2011:263) further agreed that there are four decision making styles namely, *analytical, conceptual, directive* and *behavioural*.

Analytical style - decision makers have high tolerance for ambiguity, need more information and would consider more alternatives before they make decisions. They are more careful in taking decisions and can adapt and cope with unique situations.

Conceptual style - decision makers are broad in their outlook, consider many alternatives, focus on the long-term decisions and are good in finding creative solutions to problems.

Directive style - land tenure managers using this style of decision making have a low tolerance for ambiguity and are rational in their way of thinking. They are also efficient, logical, fast decision makers and focus on the short run. Due to their speed in processing information, they usually take decisions with insufficient information, and few alternatives.

Behavioural style - decision makers are working well with others, more concerned with the achievements of others, consider suggestions of others, use meetings to communicate with others and try to avoid conflict. They like to be accepted by others, and they do not like to make tough decisions, especially when this will upset others.

Land tenure managers can use a combination of these styles in decision making, depending on the situation at hand. There are situations where the decision maker has to act with speed and little information.

However, in disciplinary proceedings, a Conceptual Style decision making will be most appropriate since Grievance Procedures had to be followed to the latter, especially where people are faced with serious misconduct which may lead to dismissal.

Land tenure managers should sometimes take tough decisions, without necessarily upsetting subordinates affected by the decisions.

Apart from the styles explained above, the land tenure manager should also take the following types of decisions into cognisance:

- **Adaptive decisions.** The land tenure manager should use this type of decision when he or she uses directive as a style of decision making.

- **Innovative decision.** The land tenure manager takes this type of decision when he or she allows for technology to supplement the conventional way of doing things.
- **Routine decision.** The land tenure managers use this decision when they are basing their decisions on stated rules, resolutions, regulations, and policies. (Mashele, 2014:11)

All these different types of decisions are good, as long as they are used appropriately. The effectiveness of decisions that the managers implement depends on the way they delegate their responsibilities to their subordinates.

2.7.5. Delegation

2.7.5.1. What is delegation?

Delegation is defined by Cassidy and Kreitner (2008:186) as a "process of assigning various degrees of decision making authority to lower-level employees". Mullins (2011:691) makes as addition to this definition by indicating that it is part of the managerial function that involves some element of risk. From the departmental point of view, it implies that, the Director will distribute a portion of his or her workload to those at the lower level, for example Deputy Directors, managers, coordinators, clerks or administrators.

By distributing these tasks to other members of the programme, accountability is created for the staff member to complete delegated tasks effectively, and then report progress made to the person who delegated these tasks. Cassidy & Kreitner (2008:187) warned managers that what should be delegated is authority, and not responsibility.

Therefore, delegation is the sharing of authority, and it should not be confused with the abdication of responsibility.

The main question pertaining to delegation is: If authority is delegated, can power, responsibility and accountability also be delegated? In order to respond to this question, differences between authority, power, responsibility and accountability have been drawn. In the next section the researcher has differentiated and outlined the meanings of the above concepts.

2.7.5.2. Differences between authority, power, responsibility and accountability

➢ **Authority**

It is described by Mullins (2011:691) as the legitimate right to instructs, commands, gives orders, and takes action against those delegated with tasks if they do not perform. Authority resides in the position and not the person.

It is the position of the land tenure manager that gives the manager the authority. If the manager can resign or retires the authority is given to the successor.

➢ **Power**

According to Daft (2012:327), power is referred to as the ability to influence the behavior of others to do what they may not do without it. It may or not be based on a formal position of the area. Unlike authority, power resides in the person. If a person with his ability to influence behavior of others resigns, he or she goes with the power. Some people however, have both positional authority and personal power. Such people are more likely to succeed in their leadership than those without personal power. Thus, people who possess this ability can use it either to destroy or benefit the new land owners. It is therefore essential to channel this ability to the accomplishment of the objectives of this land tenure programme.

➢ **Responsibility**

It refers to the obligation and duty to perform a delegated task or function in an organization. According to Mullins (2011:691), delegation increases the manager's responsibility because there is additional responsibility for the manager to ensure that the delegated task is completed by the person delegated.

➢ **Accountability**

According to Mullins (2011:692), accountability refers to the employees' obligation to give an account of progress to the person who delegated him or her with tasks to perform. Therefore, every member of the institution has his or her scope of responsibility. The Director is accountable to the HOD, the HOD is accountable to Member of the Executive Council (MEC), who in turn is accountable to the premier. Thus, accountability cannot be delegated to someone else; instead it is created when someone delegates authority to another person. By and large, accountability

and responsibility cannot be delegated either. Instead, they are created and increased respectively.

From the above information, it is clear that managers can only put the four concepts into practice only if they understand the main stages of delegation and its implications.

2.7.5.3. Main stages in the delegation process

The main stages in delegation have been listed by Mullins (2011:689-690), as outlined below:

➢ **Clarification of objectives, policies and procedures.** This is done to provide for a framework for the exercise of authority and the acceptance of responsibility.

➢ **Agreement on terms of reference.** This is realized when a manager makes a decision on the outcomes to be realized, and agrees with the subordinates on what should be done to achieve the intended outcomes.

➢ **Give guidance, support and training, and patterns of communication.** Once subordinates have agreed and accepted delegation, the manager gives guidance, support and recommends training if necessary.

➢ **Effective monitoring and review procedures.** Target dates are set, expected levels of performance clarified, monitoring of performance is done, and subordinates should be clarified on how performance in each area is to be measured and evaluated.

➢ **Freedom of action within agreed terms of reference.** The subordinates are given freedom to perform within the agreed boundaries of the previous stages.

➢ **Reward outstanding performance.** The land tenure manager should link the delegation process with reward. This reward could be in the form of performance payment, enhanced opportunities of promotions, personal development, and further delegations, among others.

Cassidy and Kreitner (2008:187-188) stated the following as the benefits of delegation:

➢ **Best use of time.** Delegation leaves the manager with more time to consult and improve the process of communication, if it is positively done.

➤ **Training and development.** Delegation provides a means of training and developing a subordinate for promotion.

Some land tenure managers use this process when they are about the leave the organization, to train someone who will take over from them (succession management).

➤ **Strength of the workforce.** Delegation strengthens the workforce by creating a healthy climate for subordinates to become involved and participate in planning and decision making processes. This increases motivation and morale boost for the personnel.

2.7.5.4. Delegation and implication to land tenure participation programme.

There are normally two ways of delegating tasks with the accompanying responsibility and authority which can be employed by senior managers in the land tenure programme namely:

- Linearly, in which delegating takes place according to seniority and hierarchical structure
- Linear concentric, which means that the senior manager delegates tasks directly to various staff members. Figure 2.7.5.5.1. below exemplify the various ways of delegating tasks.

Figure 2.7.5.5.1. Organogram for Bushbuckridge Municipality Community Services Directorate
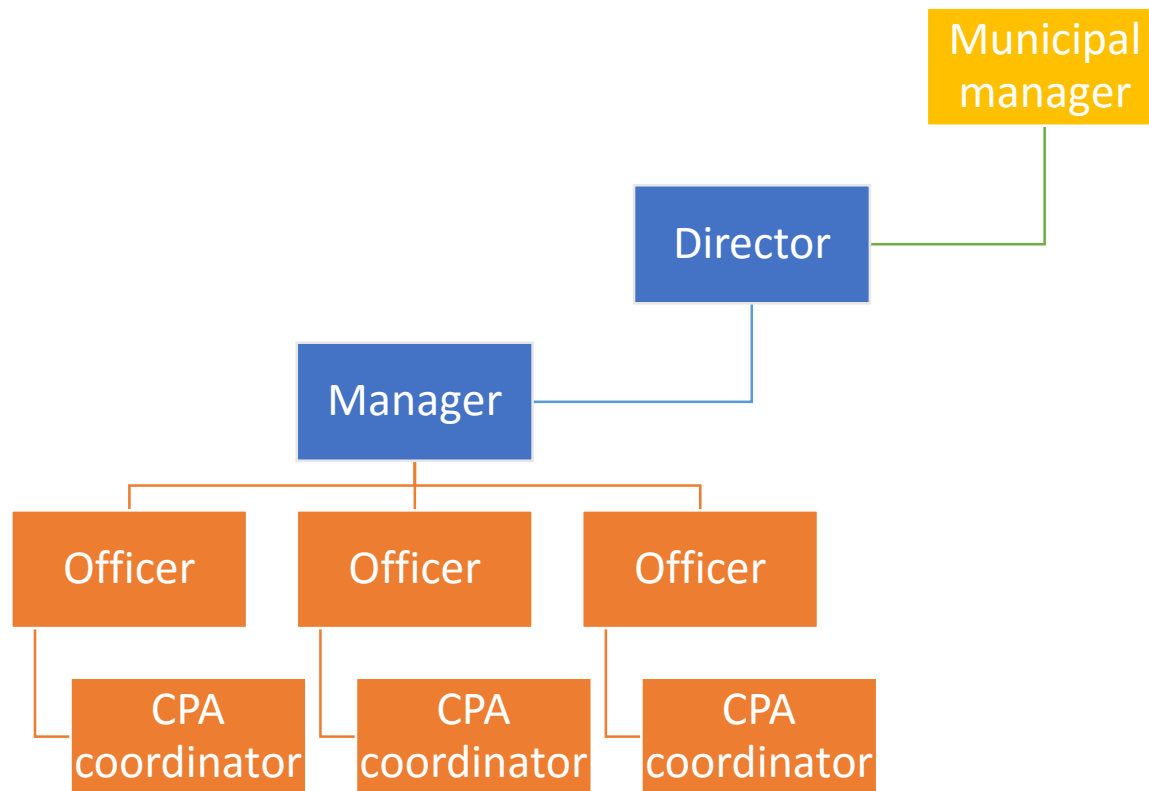
From figure 2.7.5.5.1 above, it is clear that the municipal manager can delegate tasks to the Directors, managers, officers or coordinators. Milondzo (2003:117) reinforces the view that every person who delegates tasks must bear the following in mind in order to be able to delegate effectively:

- Authority and responsibility should be delegated with specific tasks;
- The correct land tenure manager should be selected and the delegates must have confidence in the other person' ability to execute the tasks;
- The task must be clearly outlined; sufficient information be given and guidance and assistance provided if necessary.

The most important value of delegating lies in the fact that Managers are freed from most routine tasks. They are able to spend their time on Management tasks, which are their most important part of their functions as managers of their programmes.

Furthermore, objectives should be clearly stated so that they will be of some practical values to the land tenure programme.

One of the key responsibilities of the land tenure officers is to help land tenure managers to clarify their duties pertaining to the implementation of the programme. For the land tenure to run smoothly, there should be a clear working relationship in all spheres of operation. To achieve the intended goal of the land tenure programme, there should be a clear delegation of powers, duties of officers and coordinators in the land tenure programme in Hoedspruit in particular and South Africa in general.

2.8.   Conclusion

In this chapter a review of literature on management of land tenure is systematically done. The different styles of management, motivation, management by objectives (MBO) and decision making processes are some of the aspects which are vividly discussed. In the next chapter the Research Design and Methodology of the study will be presented.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

The previous chapter presented a review of relevant literature. This chapter focuses on research design, methodology and techniques. Milondzo (2003:27) argues that there is no single and perfect method of obtaining data. For this reason, he maintains that, collecting data by using more than one method is often a prudent procedure.

3.2. Research methodology

Lacanster (2005:78) defines research as "the general category of the research study and which related particularly to the approach of data collection". He maintains that there is no single method that is perfect for collecting and analysing data.

To support the above definition, Moodly (2001:30) defines research methodology as "systematic process of collecting and logically analyzing information for some purpose". He further attests that there is no single method that is perfect for collecting and analyzing data. To achieve the intended objective of this, study the researcher has used different types of methods and designs.

3.3. Research design

A research design is described as a plan or a blue print of how one intends conducting research (Babbie and Mutton, 2004:74).

This view was shared by Cooper and Schindler (2006:71) who referred to research design as the blue print for fulfilling research objectives and answering questions pertaining to the problem and phenomenon being investigated. It specifies the methods and procedures for collection, measurement and analysis of data.

The researcher used elements of both the qualitative phenomenological research design and the qualitative survey research design. In a nutshell, the researcher mixed the two

research designs to conduct the study. Consequently, the researcher mixed the two designs resulting in the mixed research design approach.

Due to the nature of the study, the researcher employed both qualitative and quantitative designs to collect and analyse data in the area of the study.

3.3.1. Qualitative research design

This is a method in which procedures are not strictly formalised, while the scope is more likely to be undefined, and a more philosophical mode of operation is adopted. This can be applied to the study of the past and that of current events. When the qualitative method is applied to the past it is referred to as historical research, when it is referred to current events it is referred to as qualitative research method, (Chauke, 2006:5).

According to Partington (2003:109) qualitative method refers to the design where data is collected in the form of words and observations as opposed to statistical analysis. Qualitative method is a method of data collection in which the procedures are not strictly formalised, the scope is likely to be undefined, and a more philosophical mode of operation is adopted. This method enabled the researcher an in-depth understanding of the first-hand information phenomenon, and data collected that would make the process of investigation definite shape during the research.

3.3.2. Quantitative research design

The quantitative research design places heavy emphasis on using formalised standard questions and predetermined response options in questionnaires or surveys administered to a large number of respondents (Hair, Bush and Ortinau, 2000:216). The quantitative designs are applied in order to describe current conditions or to investigate relationships including cause-effect relationships.

Studies designed to describe current conditions are referred to as descriptive research studies. Those that   investigate the relationship between two or more quantified variables are referred to as *Cole National studies*. Cause-effect relationships result in causal, comparative, or experimental research, depending on weather the relationship is studied after the fact or in a controlled environment (Letsoalo, 2007:54).

The quantitative design also gave the researcher the opportunity to make a value free investigation. The values and the beliefs of the researcher did not influence or contaminate the data gathered. The research methodology and paradigms were also identified.

3.3.3. Research paradigms

There are many research paradigms that could be used in the area of the study. In this section, the researcher will describe three (3) important research paradigms that are relevant and applicable to research study namely; phenomenology, positivism and hermeneutics.

3.3.4. Phenomenology

The purpose of the phenomenological approach is to establish the essential attributes of a given phenomenon, ideas or objects without which, in the eyes of the beholder, such phenomenon, ideas or object cease to be known as such (Mawila, 2006:7). The view in phenomenology is from what the researcher observed which not reality is as such, but an interpreted reality (Milondzo, 2003:42).

What is vital is that, what appears in the consciousness to the researcher could be different to that which appears to the people constituting the given research sample. It implies that the researcher must engage in an investigation which seeks to determine how a given phenomenon appears and is construed to be by the research sample. Phenomenological philosophy is sometimes undermined by the subjectivity of the research and poor reliability of the findings in that two researchers may arrive at different conclusions on their observations of the same phenomenon.

It is evident that the nature of this paradigm is qualitative, so it is appropriate in the collection and analysis of data in the area of the study. Since the researcher has researcher will therefore discuss positivism.

3.3.5. Positivism

According to Qhosola (2011:44) a positivistic researcher prefers precise quantitative data and uses experiments, surveys, and statistics. From this perspective, science is seen as being based on the two notions of logic and empirical evidence. It advocates being neutral and free from human emotions, beliefs, values and value judgement, attitude distortions and prejudice. A positivist researcher formulates same general or universal laws in the natural sciences. These laws are formulated based on quantitative empiricist findings, which in turn used for predicting outcomes from known causes (Mabunda, 2009:43).

Apart from the two paradigms discussed above, hermeneutics paradigms will also be explained.

3.3.6. Hermeneutics paradigms

This kind of paradigm concerns itself with studying some historical and literary content, understanding the dialogue, art and cultural tradition of people. In this paradigm, the researcher becomes a humble listener to the human spirit reaching out across the barriers of time and cultural differences (Mabunda, 2009:52). The researcher is engaged in a process of critical and reflective analysis about such experience. The historical researcher will try to come up with ways of understanding the past by taking into account vitality of the events being investigated in order to get some meaningful result from the investigation. The paradigm gives the researcher an opportunity to experience a living relationship with the human beings who were present when the events took place. In this process the researcher will be cautious and disciplined so as to avoid subjectivity, and the influence of the past experiences undermining the findings.

3.3.7. Study area

The study area is Hoedspruit which is in the Maruleng municipality situated in the south-east of the Limpopo province.

3.3.8. Target population

Hair, Bush and Ortinau (2000:328), refers to population as the identifiable total set of elements of interest being investigated by a researcher. Population refers to a group of

elements or cases that conform to specific criteria and are intended to be generalized once the results of the research have been obtained (Hadebe, 2008:46). The target population is the new land owners in Hoedspruit. The target population of the study is 150 people who have been previously removed from the declared area around Hoedspruit. The researcher has only used 100 of them as a sample. These are the people who were relocated first to their original place.

3.3.9. Sampling

Sample is referred by Steyn, Smit, du Toit and Strasheim (2003:16) as any subset of population- a reasonable proportion will justify generalization of the entire, population from the findings of the study. According to Hair et al., (2000:327), sampling involves selecting from a larger defined group of elements and expecting that the information gathered from the small group will allow judgement to be made about the large group. Due to the large number of participants the researcher has selected fifty (100) participants as sample.

There are two types of sampling methods namely; probability sampling and non-probability sampling. Probability sampling is based on the concept of random selection in which each unit in the defined target population has a known, non-zero probability of being selected for a sample. In contrast, non-probability is nonrandom and subjective- the probability selection of each sampling is not known (Cooper and Schindler 2006:166; Hair, et al., 2000:344-345).

3.3.9.1.   Probability sampling

Probability sampling is backed on the concept of random selection in which each sampling unit of the defined target population has a known, non-zero probability of being selected for the sample (Cooper and Schindler, 2006:166). The various techniques for drawing probability samples are outlined below.

3.3.9.2.   Simple random sampling

A sample drawn is drawn from the population in such a way that each element of that population has the same chance of being drawn during the first and each successive

draw. Since this method is not always a good reflection of the population as a whole, it is not always the best sampling method to use (Qhosola, 2011:48).

3.3.9.3. Stratified random sampling

Cooper and Schindler (2006:416) refer to this method as a process by which the sample is contained to include elements from each of the segments within the population.

3.3.9.4. Systematic sampling

Every k^{th} element in the population as (Cooper and Schindler, 2006:416) maintain, is sampled starting with random start of an element in the range of l to k, the kth element is determined by dividing the population by sample size to obtain a skip pattern to the sampling frame.

3.3.9.5. Non-probability sampling

Non-probability sampling is not selected according to the principle of statistical randomness. They are selected according to other principle such as convenience or accessibility (Terreblanche and Durrheim, 2002:279). The following are types of non-probability sampling methods.

3.3.9.6. Haphazard sampling

This method involves selecting haphazardly those cases that are easiest to obtain like interviewing people in the street (Welman, Kruger and Mirchel, 2005:69).

3.3.9.7. Accidental sampling

This is the most convenient type of sampling because members of the population that are readily available for research purposes can become participants.

3.3.9.8. Snowball sampling

This method is based at the analogy of a snowball that starts small but become larger as it rolls and picks up additional snow. Gay and Airasian (2000:597) indicate that snowball sampling refers to when few individuals from the relevant population are approached,

these individuals act as informants and identify people from the same population for inclusion in the sample.

3.3.9.9. Purposive sampling

Purposive sampling, according to Welman et al., (2005:69) is when researchers rely on their experiences or previous research findings to deliberately obtain units.

For this study, the researcher used purposive sampling to achieve the intended objectives stated in chapter one. To achieve this process, the researcher has collected relevant information from the experienced land owners in the area of the study. This sampling method has been realized through questionnaires and semi-structured interviews.

3.3.9.10. Survey methods

A survey research method according to Lancaster (2005:148) is essentially an approach to data collection that involves collecting data from a large number of respondents. The researcher aims at producing generalizations about the population by collecting information from samples. Survey research methods according to Thomas (2004:21) include various sampling designs and techniques, the use of interviews and self-completion questionnaires and many quantitative analyses.

3.4. Validity and reliability

3.4.1. Validity

Validity is the judgement of the appropriateness of a measure of specific inferences, decisions consequences or uses that result from scores that are generated (Mavuso, 2009:7). The validity of measuring instrument is the extent to which the research findings accurately represent what is really happening in situation.

In this study, the questionnaires were used since all participants were exposed to written questionnaires with the same content and structure.

There was no name required in the questionnaire in which case fear of being identified could not influence the respondents, hence the validity of the instrument.

3.4.2. Reliability

Reliability is established when the first test and the re-test get the same result when the same respondents are given the scores under similar conditions (Mashele, 2008:11).

The reliability of the test or and instrument is determined by its consistency of results when applied to the same specimen repeatedly, administered by either the same or different persons (Mawila, 2006:5). The questionnaires of the study were made easy to follow and understand.

The structure of the questionnaires distributed was the same and participants who were exposed to the interviews were asked the same structured questions. Therefore, one can conclude that reliable tools were used.

The code of ethics of research was applied. The researcher ensured that there is informed consent from all respondents during the study. At the beginning of each interview, the objectives of the study were explained. Respondents were informed that their participation was voluntary, their responses would remain confidential, and that they had the right to end their participation at any time without the need to provide reasons. Assigning fictitious names or numbers in the transcription of the interviews maintained anonymity of respondents and participants.

3.5.   Data collection

Information discussed in chapter one, two and three must be applied to a particular situation in order to get its relevancy. Studying the phenomenon from more than one view point enhances the validity of the research study (Macmillan and Schumacher, 2006:82). The researcher in the study used the questionnaire and one to one interview to corroborate the data. The whole process of data collection was planned for two hours which involved one hour for completion of questionnaire and one hour for the interview. The relevancy of the information was determined by the reliability of the participants and their accuracy of the data collected. The data in this chapter is derived from fifty (50) structured questionnaires completed by twenty-five (25) females and twenty-five (25) male land owners in Hoedspruit. Interviews were also conducted with other fifty land owners who are currently relocated in the area of the study. In a nutshell, the data

obtained in this study is derived from 100 participants, i.e. 50 interviewees and 50 from structured questionnaires.

Fifty (50) structured questionnaires were distributed amongst participants who were purposively selected and have different experiences in the land tenure in Hoedspruit. The questionnaire was handed out to each respondent personally by the researcher. A covering letter was attached to each questionnaire that served to introduce the researcher to the participants and explain the purpose of the study, as well as the intentions of the research.

3.6.   Data analysis

Mawila (2006:7) describes data analysis as "a process of unpacking an object, phenomenon, entity, process or event that the researcher is investigating".

In order to achieve the above process, the researcher has analysed both qualitative and quantitative data. For qualitative data, the researcher has classified the information according to themes and sub-themes. The data has been translated, transcribed, coded and interpreted.

To supplement the above data, the researcher has also used Statistical Package for Social Science(SPSS) to analyse quantitative data. The researcher has used statistics, graphs, and percentages to interpret data analysed by the above-mentioned computer programme.

3.7.   Conclusion

In this chapter, various research paradigm approaches and other relevant research techniques were described. The relevancy, reliability and validity of these research methods were also discussed. The choice of the research design and its applicability to the area of the study was also explained. From the above information, it is clear that there is no single approach and method that can be regarded as a cure for all, meaning that there is no method or technique which is best for every study.

In a nut shell all research approaches, methods and techniques are relevant and important as long as they are used appropriately.

In chapter four (4), the approaches and the methodology that have been discussed in chapter three (3) will be used to collect, analyze and interpret the result of the study. In this regard the applicability and relevancy of data towards the effect of management on land tenure in Hoedspruit will be discussed in detail.

CHAPTER 4

DATA COLLECTION, ANALYSIS AND THE INTERPRETATION OF THE RESULTS

4.1. Introduction

This chapter is concerned with the empirical research and methods employed in collecting, assessing and interpreting data to indicate factors that hamper the management of land tenure in Hoedspruit. Due to the number of new owners of land in Hoedspruit, the decision was made to use purposive sampling method to select the participants that would be investigated in the study.

The objectives of the analysis were to identify and examine the challenges faced by the new land owners in the area of the study.

The interpretation of data assisted the researcher to suggest development training programmes that could enhance the new land owners' capacity on issues related to management and implementation of land tenure. Data analysis and interpretation of the results enabled the researcher to arrive at a suitable conclusions and recommendations that answer the research question stated in chapter one.

4.2. Data analysis and presentation of results

4.2.1. Data collected through questionnaires

Data collected from the structured questionnaires was analyzed by the computer programme. The computer programme called statistical package, for social sciences (SPSS) was used to process data collected through empirical investigation. The responses were analyzed by means of questions (Q), frequency (F), percentage (%) and total frequency (FX) which reflect the number of participants at the end of table.

The following analysis could be made from table 4.3.1 below:

Table 4.3.1 Gender

ITEM	FREQUENCY (F)	PERCENTAGE (%)
Q1. What is your gender?		
Female	25	50
Male	25	50
TOTAL FREQUENCY	**FX=50**	**100%**

The researcher obtained data from all the participants requested to participate in the research. The participants comprised of fifty (50) participants; that is twenty-five (50%) females and twenty-five (50%) males of new land owners.

The equal distribution of gender was done to avoid bias in the research study. That was in line with gender equality and equity policies in the Republic of South Africa.

Table 4.3.2 Land tenure and challenges

ITEM	FREQUENCY (F)	PERCENTAGE (%)
Q2. Are there challenges faced by the new land owners in Hoedspruit?		
Agree	30	60
Strongly agree	10	20
Disagree	05	10
Strongly disagree	03	06
Uncertain	02	04
TOTAL	FX=50	100

Question (Q2) revealed that forty (80%) of the participants agreed with the statement. Eight (16%) of the participants disagreed with the statement, while two (4%) of the participants were recorded uncertain.

From the above analysis, it is evident that there were challenges faced by the new land owners in Hoedspruit. The challenges faced by the new land owners hampered the management of land tenure in Hoedspruit.

Table 4.3.3 Land tenure and managerial skills

ITEM	FREQUENCY (F)	PERCENTAGE (%)
Q3. Most of the new land owners do not have required managerial skills to implement land tenure		
Agree	20	40
Strongly agree	24	48
Disagree	02	04
Strongly disagree	01	02
Uncertain	03	06
TOTAL	FX=50	100

Question 3 (Q3) indicated that forty (88%) of the participants agreed with the statement. Three (6%) of the participants disagreed with the statement. Only three (6%) of the participants were recorded uncertain. Only three (6%) of the participants were recorded uncertain.

From the above findings, it is clear that most of the participants do not have managerial skills to enhance the implementation of land tenure. Therefore, lack of managerial skills can impact negatively on the management of land tenure in the area of the study.

Table 4.3.4 Land tenure and resources

ITEM	FREQUENCY (F)	PERCENTAGE (%)
Q4. Lack of resources contributes to poor management of land tenure in the area of the study		
Agree	29	58
Strongly agree	10	20
Disagree	04	08
Strongly disagree	03	06
Uncertain	04	08
TOTAL	FX=50	100

Q4 showed that thirty-nine (78%) of the participants agreed with the statement. Seven (14%) of the participants disagreed with the statement. Only four (8%) of the participants were recorded uncertain.

From the above information, it is evident that most of the participants confirmed that lack of resources contributes towards poor management. Lack of resources can also contribute negatively towards the management and the implementation of land tenure in the area of study.

Table 4.3.5 Land tenure and enough support

ITEM	FREQUENCY (F)	PERCENTAGE (%)
Q5. Did the new land owners receive enough support from the policy makers?		
Agree	05	10
Strongly agree	03	06
Disagree	10	20
Strongly disagree	30	60
Uncertain	02	04
TOTAL	FX=50	100

Q.5 claimed that forty (80%) of the participants disagreed with the statement. While eight (16%) of the participants agreed with the statement, only two (4%) of the participants were recorded uncertain.

From the above analysis, it is clear that most of the participants did not get enough support from the policy makers. Lack of support can always hamper the management and implementation of land tenure in the area of the study.

Table 4.3.6 Land tenure, training and development

ITEM	FREQUENCY (F)	PERCENTAGE (%)
Q6. Training can help the new land owners to manage and implement land tenure		
Agree	21	42
Strongly agree	20	40
Disagree	04	08
Strongly disagree	02	04
Uncertain	03	06
TOTAL	FX=50	100

Q.6 indicated that forty-one (82%) of the participants agreed with the statement. Six (12%) of them disagreed with the statement and only three (6%) of the participants were recorded uncertain.

From the above findings, it is clear that most of the participants believed that training can help the new owners to manage and implement land tenure. Training can always enhance the management and implementation of land tenure if done properly.

Figure 4.1 Land tenure, economic policies and review

Q7. Economic policies should be reviewed from time to time
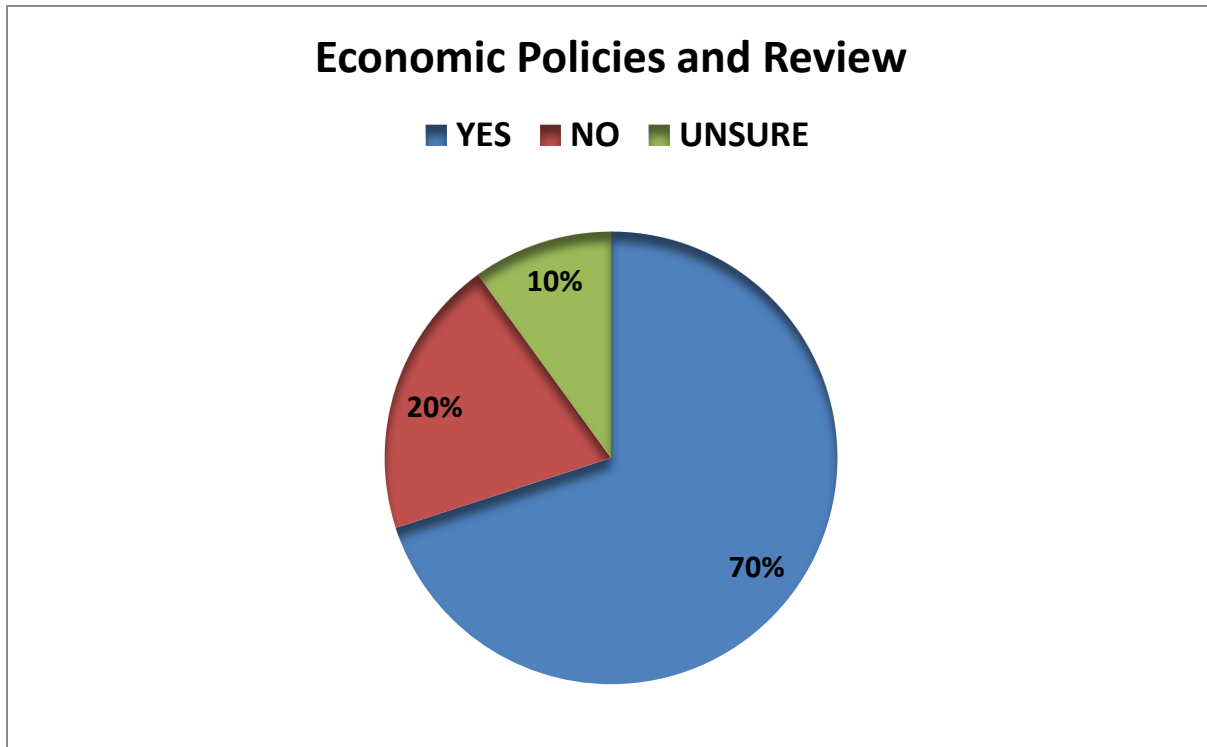
Q.7 revealed that thirty-five (70%) of the participants agreed with the statement. Ten (20%) of the participants disagreed with the statement, while five (10%) of the participants were recorded uncertain.

From the above data, it is evident that most of the participants confirmed that economic policies need to be reviewed. The review of economic policies can improve the management and implementation of the land tenure in Hoedspruit.

Table 4.3.7 Land tenure, access and funding

ITEM	FREQUENCY (F)	PERCENTAGE (%)
Q.8. New land owners do not have access to funding		
Agree	32	64
Strongly agree	10	20
Disagree	01	02
Strongly disagree	05	10
Uncertain	02	04
TOTAL	FX=50	100

Q. 8 revealed that forty-two (84%) of the participants agreed with the statement. Six (12%) of the participants disagreed with the statement. Only two (4%) of the participants were recorded uncertain.

From the above information, it is clear that most of the participants believed that most of the new land owners do not have access to funding. Lack of funds can always hinder the management and implementation of land tenure in the area of the study.

Figure 4.2 Land tenure and alternative strategy

Q9. There is no need for alternative strategy to accelerate the management and implementation of land tenure.
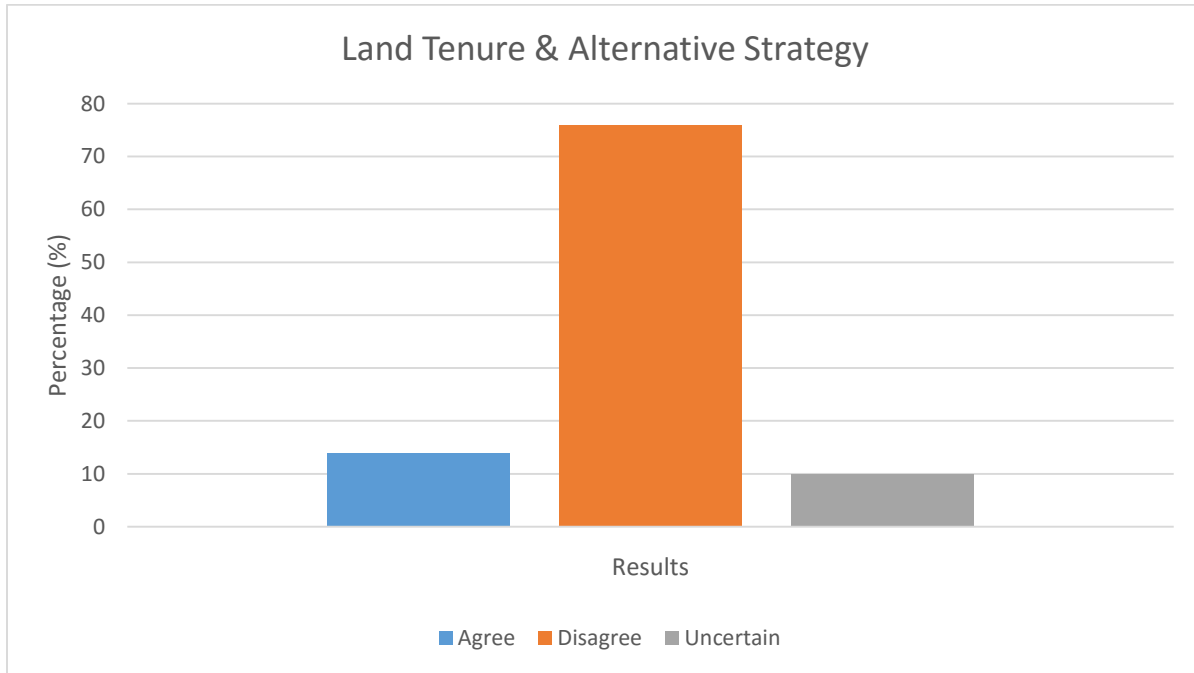
Q.9 showed that thirty-eight (76%) of the participants disagreed with the statement. Seven (14%) of the participants agreed with the statement. Only five (10%) of the participants recorded uncertain.

From the above analysis, it is clear that the majority of the participants claimed that an alternative strategy can enhance the management and implementation of land tenure. Lack of alternative strategy can always hinder the management and implementation of the land tenure in the area of the study.

Table 4.3.8 Land tenure, monitoring and evaluation

ITEM	FREQUENCY (F)	PERCENTAGE (%)
Q10. Do lack of monitoring and evaluation impede the management and implementation of land tenure		
Agree	24	48
Strongly agree	16	32
Disagree	05	10
Strongly disagree	03	06
Uncertain	02	04
TOTAL	FX=50	100

Q10. revealed that forty (80%) of the participants agreed with the statement. Eight (16%) of the participants disagreed with the statement, while two (4%) of the participants were recorded uncertain.

From the above information, it is evident that the majority of the participants confirmed that lack of monitoring and evaluation can always impede the management and implementation of land tenure.

Therefore, lack of monitoring and evaluation can always have negative impact on the management and implementation of land tenure in Hoedspruit.

4.3. Data collected through interviews

Data collected through interviews with the new land owners is presented. The responses from the above participants have given the researcher a clear picture about the situation and the challenges that hinder the management and implementation of land tenure in Hoedspruit. The following challenges were identified by the researcher as the main factors that impact negatively on the management and implementation of land tenure in the area of the study.

Land tenure and appropriate leadership style

Out of fifty participants that were interviewed by the researcher, forty-five of them confirmed that lack of appropriate leadership style negatively affects the management and implementation of land tenure. Some of their comments are as follows:

"How can you expect me to use appropriate leadership style, if I am not trained how to use it?"

Land tenure and partnership

Out of fifty participants interviewed, forty of them believed that forging of partnership with the commercial farmers could assist the new land owners to manage their properties very well. However, some participants commented that:

"We need partnership with commercial farmers in this process, so as to enhance our managerial skills".

"Land tenure management is not in our culture, hence partnership with commercial farmers can strengthen it".

Land tenure and clarity on policy issues

Out of fifty participants interviewed, forty-four of them confirmed that lack of clarity on policy issues hinders the management and implementation of land tenure in the area of the study. Some of the owners have this to say:

"How can you expect us to implement these programmes correctly, if there was no official who came to clarify policies related to land tenure".

"*The efficiency of land tenure depends on the way people interpret policy guidelines*".

Land tenure and Inadequate institutional support

Out of fifty participants interviewed, forty of them agreed that lack of institutional support impacts negatively on the management and the implementation of land tenure in the area of the study. Some of their comments were as follows:

"We are not achieving the intended objectives of the land tenure because of lack of institutional support".

"How can you expect us to work professionally, if we do not have proper institutional support?"

Land tenure and appropriate training programmes

Out of fifty participants, forty-eight of them believed that lack of appropriate training programmes hinders the management and implementation of land tenure in Hoedspruit. Some of the participants commented in different ways. Here are some of their comments:

"Every effective manager depends on the kind of training that one got from a particular organisation".

"Lack of training is one of the challenges that impact negatively on the management of land tenure".

4.4. Conclusion

The management and the implementation of land tenure depend on the availability of resources and the effectiveness of the institutions in the area of the study.

This chapter reveals the challenges that hamper the management and implementation of land tenure in the area of the study. These challenges call for policy makers and stake holders to develop relevant programmers that would enhance the management and implementation of the land tenure in Hoedspruit.

Data collected was presented, analysed and interpreted in full in this chapter. In the next chapter an overview of the study, findings, recommendations, limitations and conclusion will be presented.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1.   Introduction

This chapter gives an overview of the study, findings, recommendations and conclusion. Furthermore, the discussion in this chapter has been deliberated on the following:

- An overview of land tenure and effective management
- Findings from the primary study
- Recommendation from the research study
- Limitations of the study, and
- Recommendation for further study.

5.2.   An overview of the study

The literature reviewed in this study evidently shows that poor management hampers the implementation of land tenure in Hoedspruit as presented in chapter two.

Land tenure policies can assist the new land owners with job creation, poverty alleviation, economic growth, community development and other related issues. The research design and methodology described in chapter three have assisted the researcher to collect, analyse and interpret data in chapter four. The findings and recommendations in this chapter are discussed against the objectives stated in chapter one.

5.3.   Findings

In the next section, findings from the literature review, empirical research and semi-structured interviews on factors that hamper the management and implementation of land tenure are outlined.

5.3.1. Findings from the literature review

- The term "land tenure" is not static but dynamic. It can be defined and interpreted by different authors from different perspective.

- Land tenure is one the processes that can be used by the government to improve the livelihood of the dispossessed commonality.

- Land tenure needs analysis so as to be understood by both the policy makers and the new land owners in the area of the study.

5.3.2. Findings from the empirical research

- Eighty percent of the participants revealed that there were many challenges related to the management of land tenure in Hoedspruit.

- Eighty-eight percent of the participants confirmed that lack of managerial skills hampers the management of land tenure in the area of the study.

- Seventy-eight percent of the participants agreed that lack of resources contributes towards poor management.

- Eighty percent again of the participants revealed that they did not get enough support from the policy makers.

- Eighty-two percent of the participants agreed that training could help them to improve the management and implementation of the land tenure in the area of the study.

- Seventy-six percent of the participants wanted the economic policies on land tenure to be reviewed so as to accommodate their needs in the area of the study.

- Eighty-four percent of the participants revealed that they have no access to funding to improve their livelihood.

- Eighty percent of the participants confirmed that lack of monitoring and evaluation is one of the processes that hamper the effective management of land tenure.

- Seventy-six percent of the participants believed that lack of an alternative strategy contribute towards poor management of land tenure in Hoedspruit.

5.3.3.   Findings from semi-structured interviews

Interviews were conducted among fifty participants to get their general feelings on land tenure and factors that hamper the effective management of properties in Hoedspruit. From the interviews, the following factors were regarded by the interviewees as the main challenges that hamper effective management of land tenure in the area of the study.

- **Land tenure and partnership**

Lack of partnership with the commercial farmers makes it difficult for the new land owners to manage their properties well.

- **Land tenure and appropriate training programmes**

Lack of appropriate training programmes makes the new land owners not to manage their land effectively towards sustainable community development.

- **Land tenure and clarity of policies**

Lack of clear policy guidelines, make it difficult for the land owners to manage their properties well.

- **Land tenure and institutional support**

Lack of institutional support makes it difficult for most of the new land owners to manage and develop their property towards a sustainable economic development.

- **Land tenure and leadership**

Lack of appropriate leadership style impacts negatively towards effective management of properties by the new land owners in Hoedspruit.

5.4. Recommendations

On the basis of the findings from the primary research, the following recommendations are made:

- ❖ The policy makers should be encouraged to minimize the challenges that hamper the effective management of land tenure in Hoedspruit.
- ❖ The land owners to be encouraged to attend courses related to management so as to manage their properties effectively.
- ❖ Policy makers should be encouraged to provide resources that would assist the new land owners to manage their properties in a professional manner.
- ❖ The policy makers should be encouraged to empower and capacitate the new land owners, so as to manage their properties in an effective way.
- ❖ The policy makers should be encouraged to accommodate the needs of the new land owners when economic policies are developed.
- ❖ Both public and private agencies should be encouraged to relax their financial regulations, so as to give the new land owners access to financial support.
- ❖ The new land owners should be encouraged to seek relevant information that will assist them to develop and manage their properties effectively.
- ❖ The policy makers should be encouraged to monitor and evaluate the management of land tenure in Hoedspruit.
- ❖ Lastly, the policy makers should be encouraged to develop an alternative strategy that will improve the management of land tenure in the area of the study.

5.5. Limitation of the study

The study cannot claim to have revealed all the challenges experienced by the land owners in Hoedspruit, as these factors are not static but dynamic and situational. The researcher has also experienced financial constraints; hence he used the random sampling to reach the target population of the study. Lastly, the researcher has used the little resources in his disposal to achieve the intended objective of the study.

5.6. Recommendations for further research

Every research is intended to suggest further research because no research is complete in itself. The following topics are suggested for further research:

- The perception of new land owners towards the effective management
- The role of government in the implementation of land tenure
- The effects of financial constraints on the management of land tenure
- Challenges faced by new land owners in land restitution
- Exploring the factors that hamper the management of land tenure

5.7. Conclusion

The purpose of the study was to investigate the effects of management on land tenure in Hoedspruit. The factors that hinder the management of land tenure have been discussed in full in chapter four; suggestions for the solution of the problems stated in chapter one have been briefly outlined in this chapter. The study is merely an eye opener for policy makers, new land owners and other stake holders. It is now their responsibility to look into the research, ideas and recommendations for possible ways to improve the management and implementation of land tenure in Hoedspruit in particular and South Africa as a whole.

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