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A STUDY OF THE REBRANDING, PUBLIC PERCEPTION AND REPUTATION OF THE LANDS COMMISSION IN GHANA

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DECLARATION

I hereby declare that this research is a result of my own original work and that no part of it has been presented for another degree in this university or any other higher education institute. I further declare that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

Candidate

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This Dissertation has been prepared and presented under my supervision according to the guidelines for supervision and formatting of Dissertation laid down by the University of Media, Arts and Communication (UniMAC).

Certified by:

DR. MAVIS ESSANDOH	....	12/12/25
(Supervisor)	Signature	Date

DEDICATION

This work is dedicated to the ideal of sustainable institutional change and the continuous quest for efficiency and integrity in public service delivery in Ghana.

To my family, for their enduring love, unwavering patience, and continuous financial and moral support, which made this rigorous academic journey possible.

To the Lands Commission Staff and Stakeholders who contributed their time and honesty; may your insights serve as a catalyst for meaningful land administration reform.

To my mentors and educators, particularly Dr. Mavis Essandoh for her exceptional guidance, intellectual rigor, and unwavering commitment to nurturing analytical minds.

This accomplishment is a testament to the belief that transparency and public trust are the true foundations of effective governance.

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ABSTRACT

This research investigated "A Study of the Rebranding, Public Perception and Reputation of the Lands Commission in Ghana." The primary goal was to critically evaluate the effectiveness of the Lands Commission's rebranding effort in transforming stakeholder perceptions of its service delivery and integrity. The specific objectives were to: examine stakeholders' perception of service efficiency and accessibility; analyze the impact of the rebranding on public perception, reputation, and trust; and examine the role of stakeholder management and internal culture in the success or failure of the rebranding. The study employed a mixed-methods approach, utilizing structured Questionnaires (quantitative data) administered to 272 respondents and Interview Guides (qualitative data) with key stakeholders, including the General Public, Real Estate Professionals, Traditional Authorities, and Lands Commission Staff. Data analysis involved descriptive statistics (mean scores), ANOVA to compare perception differences across groups, and Regression Analysis to test the relationship between rebranding awareness and trust. Qualitative data was subjected to thematic analysis. The findings indicate that the rebranding achieved partial success in creating a positive visual identity and improving physical accessibility (high mean scores), yet it largely failed to improve operational efficiency (low mean scores for transaction speed). A statistically significant difference in efficiency perception was found across stakeholder groups (ANOVA). Crucially, the Regression Analysis confirmed that while communication boosts awareness, overall trust and integrity remain low, constrained by the persistence of covert corruption and low confidence in land title security. The qualitative analysis identified a pervasive perception of the change as "cosmetic" and highlighted the critical failure of Stakeholder Management, particularly the inadequate consultation with Traditional Authorities. The study concluded that the Lands Commission's new reputation is undermined by a significant gap between its communicated values and the stakeholders' lived experience of inefficiency and integrity failure. It is recommended that the Commission prioritize end-to-end digital integration, establish an integrity task force to eliminate covert corruption, and formalize the integration of Customary Land Secretariats to align its operations with its rebranding promise.

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CHAPTER ONE

INTRODUCTION

This study examines the rebranding efforts, public perception, and reputation of the Lands Commission in Ghana, a critical institution responsible for land administration services in the country. The research investigates how organizational rebranding strategies can transform negative public perceptions and rebuild institutional reputation in the context of a public sector organization that has faced persistent challenges with corruption allegations and service delivery inefficiencies.

1.1 Background of Study

The Lands Commission of Ghana, established by Article 258 of the 1992 Constitution and reinforced by the Lands Commission Act, 2008 (Act 767), serves as the primary institution responsible for land administration in Ghana (Lands Commission, 2025). The Commission's mandate includes managing public lands, advising government on land policy frameworks, formulating national land use policies, and maintaining comprehensive land information systems (Ministry of Lands and Natural Resources, 2025). As part of public sector reform programs and the Land Administration Project, the Commission has undergone substantial remodelling to increase efficiency and effectiveness.

Despite its critical role in national development, the Lands Commission has struggled with severe public perception challenges. Recent assessments reveal that "the perception out there is that the Lands Commission is one of the most corrupt institutions in Ghana" (GBC Ghana Online, 2025), a reputation that has significantly undermined public trust and confidence in the institution. This negative perception is supported by empirical evidence, with studies indicating that almost four in every ten companies expect to give gifts and irregular payments to officials to obtain a construction permit (GAN Integrity, 2020). The persistence of corruption in land administration has created substantial barriers to effective service delivery and economic development.

In response to these challenges, the current government has initiated comprehensive reform efforts aimed at transforming the Commission's operations and public image. The Minister for Lands and

Natural Resources has explicitly called for institutional transformation, emphasizing the need for the Lands Commission to align itself with the government's resetting agenda (Lands Commission, 2025). These reform initiatives include digitalization of processes, decentralization of services to district levels, and efforts to improve transparency and accountability, with plans to establish a Lands Commission office in every district by the end of 2025 (GBC Ghana Online, 2025). The Commission has adopted a new vision to "become a Centre of Excellence for Land Services Delivery" (Lands Commission, 2025), signalling its commitment to organizational transformation.

The rebranding of public sector organizations presents unique challenges compared to private sector entities. As Wæraas and Byrkjeflot (2012) note, public organizations face constraints in reputation management due to their inherently political nature, difficulty in emotional stakeholder connection, and challenges in maintaining coherent communication. For the Lands Commission, these challenges are compounded by historical legacy issues, entrenched corruption perceptions, and the complexity of Ghana's dual land tenure system that combines statutory and customary frameworks. Understanding how rebranding efforts can overcome these obstacles is crucial for both theoretical advancement and practical application in public administration.

1.2 Problem Statement

The Lands Commission of Ghana faces a critical reputation crisis that threatens its ability to effectively deliver land administration services and fulfil its constitutional mandate. Despite being a cornerstone institution for national development, the Commission suffers from what the Minister describes as a "corruption tag" (GBC Ghana Online, 2025) that has become deeply embedded in public consciousness. This negative perception manifests in multiple ways: reduced public trust, reluctance to engage with formal land registration processes, increased transaction costs due to corruption, and ultimately, impediments to economic development and investment.

The severity of the problem is evident in Ghana's performance on international corruption indices. Ghana's score on Transparency International's Corruption Perceptions Index has stagnated, rising to 43 by 2020 and remaining there until 2024, when it dropped to 42 (Transparency International, 2024), with land administration consistently identified as one of the most corrupt sectors. Research by Ehwi & Mawuli (2021) indicates that landguardism has become a bane in Ghana's urban land markets, partly due to weak institutional capacity and corruption in formal land administration systems. The problem extends beyond mere perception; it reflects systemic issues including double sales of land, unauthorized changes to land documents, corruption, and bribery (Alhola & Gwaindepi, 2024).

Previous attempts at reform have yielded limited results, suggesting that technical solutions alone are insufficient to address the Commission's challenges. The failed implementation of the Ghana Enterprise Land Information System (GELIS) demonstrates how technology adoption without addressing underlying organizational culture and public perception issues can lead to unrealized expectations (Alhola & Gwaindepi, 2024). This highlights the need for a comprehensive approach that combines organizational transformation with strategic rebranding to rebuild public trust and institutional legitimacy.

The current state of affairs has significant implications for Ghana's development agenda. Land is a critical factor of production, and inefficiencies in land administration create ripple effects throughout the economy. When citizens lack confidence in the formal land administration system, they resort to informal mechanisms that increase transaction costs, create legal uncertainties, and inhibit investment. The Minister's recent declaration that staff must "wake up and change that narrative" (GBC Ghana Online, 2025) underscores the urgency of addressing both the reality and perception of corruption within the institution. Without effective intervention, the Lands Commission's reputation crisis will continue to undermine Ghana's economic development goals and erode public trust in government institutions.

1.3 Research Aim

To investigate the rebranding strategies, public perception dynamics, and reputation management approaches of the Lands Commission in Ghana, with a view to developing a framework for effective institutional transformation in public sector organizations facing reputation crises.

1.4 Research Objectives

1. To assess the current public perception and reputation status of the Lands Commission among key stakeholder groups in Ghana.

2. To analyze the rebranding strategies and initiatives implemented by the Lands Commission and evaluate their effectiveness in transforming organizational image.
3. To develop a comprehensive framework for public sector rebranding that addresses the unique challenges faced by government institutions in reputation recovery.

1.5 Research Questions

1. What are the key factors influencing public perception and reputation of the Lands Commission in Ghana?
2. How effective are current rebranding strategies in transforming the negative public image of the Lands Commission?
3. What framework can guide public sector organizations in Ghana to successfully rebrand and rebuild institutional reputation?

1.6 Significance of the Study

This research contributes to both theoretical knowledge and practical application in public administration and organizational reputation management. Theoretically, it addresses a critical gap in literature by examining rebranding in the specific context of African public sector organizations, where research has been limited despite the prevalence of reputation challenges. The study extends existing frameworks on organizational reputation by incorporating cultural, political, and institutional factors unique to developing country contexts. Practically, the research provides actionable insights for the Lands Commission and similar public institutions seeking to transform negative perceptions and rebuild public trust. Given that actively managing brand reputation is essential for any public sector organisations aiming to build trust (Horton, 2023), this study's findings will guide policymakers and public managers in designing effective reputation recovery strategies. The research is particularly timely as Ghana pursues digitalization and public sector reforms, offering evidence-based recommendations to ensure these initiatives translate into improved public perception and service delivery.

1.7 Scope of the Study

This study focuses specifically on the Lands Commission of Ghana as the unit of analysis, examining its rebranding efforts, public perception, and reputation management strategies from 2020 to 2025, a period marked by significant reform initiatives and digital transformation efforts. The geographical scope covers the Greater Accra Region and selected regional capitals where the Commission maintains offices, ensuring representation of both urban and peri-urban perspectives. The research examines perceptions among four key stakeholder groups: general public/land users, real estate developers, traditional authorities, and Commission staff. While the study acknowledges the broader context of public sector reform in Ghana, it delimits its focus to reputation and rebranding aspects rather than technical land administration processes. The research does not extend to comparative analysis with other countries' land administration systems, maintaining focus on the Ghanaian context to provide depth rather than breadth of analysis.

1.8 Organization of the Study

This thesis is organized into five chapters that systematically address the research objectives. Chapter One provides the introduction, establishing the research context, problem statement, objectives, and significance of studying the Lands Commission's rebranding efforts. Chapter Two presents a comprehensive literature review examining theoretical foundations of organizational reputation, public sector branding, and reputation recovery strategies, while analysing empirical studies on land administration and corruption perceptions in Ghana and similar contexts. Chapter Three details the research methodology, including the mixed-methods approach, sampling strategy, data collection instruments, and analytical frameworks employed to investigate stakeholder perceptions and rebranding effectiveness. Chapter Four presents the findings and analysis, revealing stakeholder perceptions of the Lands Commission, evaluating current rebranding initiatives, and identifying critical success factors and barriers to reputation transformation. Chapter Five concludes the study by synthesizing key findings, presenting the proposed rebranding framework for public sector organizations, discussing theoretical and practical implications, and offering recommendations for the Lands Commission and similar institutions, while acknowledging limitations and suggesting areas for future research.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.2 Theoretical Framework

The theoretical foundation of this study rests on two complementary theories that provide robust frameworks for understanding the complex dynamics of rebranding, public perception, and reputation management in public sector organizations. Organizational Reputation Theory offers insights into how reputations are formed, maintained, and transformed, while Stakeholder Theory provides a lens for understanding the multiple perspectives and interests that shape organizational perception. Together, these theories create a comprehensive framework for analysing the Lands Commission's rebranding efforts and their impact on institutional reputation.

2.2.1 Organizational Reputation Theory

2.2.1.1 Origins and Development of Reputation Theory

Organizational Reputation Theory emerged from strategic management and organizational behaviour literature in the 1990s, with seminal contributions from Fombrun (1996) who defined corporate reputation as "a perceptual representation of a company's past actions and future prospects that describes the firm's overall appeal to all of its key constituents when compared with other leading rivals" (p. 72). This theory has evolved significantly, incorporating perspectives from economics, sociology, and marketing to create a multidisciplinary understanding of how organizations build and maintain their standing in society (Barnett et al., 2006).

The theory's development can be traced through three distinct phases. The first phase, during the 1990s, focused on defining reputation and distinguishing it from related concepts like image and identity (Fombrun & Shanley, 1990). The second phase, in the early 2000s, emphasized reputation measurement and the development of tools like the Reputation Quotient (Fombrun et al., 2000). The current phase recognizes reputation as a strategic asset requiring active management, particularly in an era of increased transparency and stakeholder activism (Walker, 2010). This evolution has made the theory particularly relevant for public sector organizations facing heightened scrutiny and demands for accountability.

2.2.1.2 Core Components of Organizational Reputation

The theory identifies several core components that constitute organizational reputation. First, the distinction between identity, image, and reputation is fundamental. Organizational identity refers to what the organization actually is - its core attributes, values, and characteristics (Albert & Whetten, 1985). Image represents the immediate impressions stakeholders form about the organization, often influenced by recent events or communications (Dutton & Dukerich, 1991). Reputation, however, is the aggregated assessment over time, representing a more stable and enduring evaluation (Fombrun & Van Riel, 2004).

Reputation functions as an intangible asset that provides several strategic benefits. It serves as a mobility barrier for competitors, enables premium pricing, attracts quality employees and partners, and provides a reservoir of goodwill during crises (Fombrun, 1996). For public sector organizations like the Lands Commission, reputation translates into public trust, legitimacy, and voluntary compliance with regulations. The reputation formation process involves continuous interactions between organizational actions, stakeholder interpretations, and media representations, creating a dynamic system where perceptions and reality continuously influence each other (Deephouse, 2000).

The temporal dimension of reputation is particularly significant. Unlike image, which can change rapidly, reputation develops through consistent performance over extended periods. This characteristic makes reputation both valuable and vulnerable - while it takes years to build, it can be damaged quickly through scandals or persistent service failures (Rhee & Haunschild, 2006). Understanding this temporal aspect is crucial for analyzing the Lands Commission's situation, where decades of corruption perceptions have created a negative reputation that requires sustained effort to transform.

2.2.1.3 Application of the theory to Public Sector Organizations

Applying Organizational Reputation Theory to public sector contexts reveals unique characteristics and challenges. Public organizations operate in environments characterized by multiple, often conflicting objectives, intense political scrutiny, and limited control over their mandate and resources (Wæraas & Byrkjeflot, 2012). These factors create distinct reputation dynamics compared to private sector entities. Public sector reputation is inherently political, shaped not only by service delivery but also by ideological debates about the role of government (Carpenter & Krause, 2012).

The theory suggests that public sector organizations face five specific reputation management challenges: the difficulty of standing out as unique, constraints on emotional messaging, problems with organizational coherence, challenges in stakeholder selection, and the impossibility of maintaining consistently excellent reputations across all dimensions (Wæraas & Byrkjeflot, 2012). For the Lands Commission, these challenges manifest in its struggle to differentiate itself from general government corruption perceptions, limitations in marketing communications due to bureaucratic constraints, and the need to balance competing stakeholder interests between traditional authorities, private developers, and ordinary citizens.

Furthermore, public sector reputation is closely tied to democratic legitimacy and citizen trust. Unlike private companies that can focus on specific market segments, public organizations must maintain legitimacy across diverse constituencies with varying interests and expectations (Luomaaho, 2008). This creates what Carpenter (2010) terms "reputational multiplicity," where different stakeholders hold distinct, sometimes contradictory, reputational beliefs about the same organization. Understanding these dynamics is essential for developing effective rebranding strategies that can address diverse stakeholder perceptions.

2.2.2 Stakeholder Theory

2.2.2.1 Foundations of Stakeholder Theory

Stakeholder Theory, pioneered by Freeman (1984), fundamentally challenged the shareholdercentric view of organizations by arguing that businesses have obligations to multiple groups affected by their operations. Freeman defined stakeholders as "any group or individual who can affect or is affected by the achievement of the organization's objectives" (p. 46). This perspective has evolved into a comprehensive framework for understanding organizational relationships and responsibilities, particularly relevant for public sector organizations with inherent obligations to serve diverse public interests.

The theory's philosophical foundations draw from multiple sources, including ethics, political theory, and organizational sociology. From an ethical perspective, stakeholder theory embodies principles of fairness and reciprocity, suggesting that organizations have moral obligations to consider the interests of all affected parties (Phillips, 2003). From a political perspective, it reflects democratic ideals of participation and representation, particularly relevant for public institutions (Bryson, 2004). The sociological dimension recognizes organizations as embedded in complex social networks where legitimacy depends on meeting diverse stakeholder expectations (Suchman, 1995).

Over the decades, Stakeholder Theory has developed along three main branches: descriptive, instrumental, and normative (Donaldson & Preston, 1995). The descriptive branch explains how organizations actually manage stakeholder relationships. The instrumental branch examines the performance outcomes of different stakeholder management approaches. The normative branch addresses why organizations should consider stakeholder interests. For public sector organizations like the Lands Commission, all three dimensions are relevant - understanding current stakeholder relations (descriptive), improving performance through better stakeholder engagement (instrumental), and fulfilling democratic obligations (normative).

2.2.2.2 Stakeholder Identification and Salience

Mitchell et al. (1997) advanced stakeholder theory by developing a framework for stakeholder identification and prioritization based on three attributes: power, legitimacy, and urgency. Power refers to a stakeholder's ability to influence the organization, legitimacy concerns the appropriateness of the stakeholder's claim, and urgency relates to the time-sensitivity and criticality of the stakeholder's demands. The combination of these attributes creates seven stakeholder types, from "dormant" stakeholders (possessing only power) to "definitive" stakeholders (possessing all three attributes).

For the Lands Commission, this framework helps identify and categorize diverse stakeholders. Primary stakeholders include land users and applicants (high legitimacy and urgency), traditional authorities (high power and legitimacy), real estate developers (high power and urgency), and government oversight bodies (all three attributes). Secondary stakeholders encompass civil society organizations, media outlets, and international development partners. Each group possesses different combinations of attributes that influence their salience to the organization and their role in reputation formation.

The dynamic nature of stakeholder salience is particularly important in the public sector context. Political changes can rapidly alter power structures, economic developments can create new urgent demands, and social movements can enhance the legitimacy of previously marginalized groups. For instance, the recent government emphasis on anti-corruption has elevated the salience of transparency advocates and civil society organizations monitoring the Lands Commission's reforms. Understanding these dynamics is crucial for developing adaptive rebranding strategies that remain responsive to shifting stakeholder landscapes.

2.2.2.3 Stakeholder Perceptions and Organizational Legitimacy

Stakeholder Theory emphasizes that organizational legitimacy emerges from the collective perceptions and evaluations of diverse stakeholder groups (Suchman, 1995). This multistakeholder perspective is particularly relevant for understanding how the Lands Commission's reputation is constructed through the aggregation of different group perceptions. Each stakeholder group evaluates the organization through distinct lenses - citizens focus on service accessibility and fairness, developers emphasize efficiency and predictability, while traditional authorities concern themselves with respect for customary land rights.

The theory recognizes that stakeholder groups often hold competing or conflicting interests, creating tensions in organizational strategy and communication. For the Lands Commission, this manifests in the challenge of balancing rapid modernization demands from urban developers with traditional authorities' insistence on preserving customary land management systems. Similarly, anti-corruption activists' calls for radical transparency may conflict with legitimate needs for confidentiality in ongoing investigations. These competing interests mean that reputation management cannot simply maximize satisfaction across all groups but must navigate complex trade-offs.

The concept of stakeholder networks adds another layer of complexity. Stakeholders do not exist in isolation but form networks where perceptions and influences flow between groups (Rowley, 1997). Media coverage shapes public perception, which influences political attention, which affects resource allocation and organizational priorities. Understanding these network effects is crucial for analyzing how the Lands Commission's reputation is formed and reformed through cascading influences across stakeholder groups. This network perspective also highlights opportunities for strategic intervention, where improving relationships with key influential stakeholders can create positive ripple effects throughout the network.

2.2.2.4 Application of the theory to the study

The core problem investigated in this study the rebranding of the Lands Commission to address entrenched issues of poor service delivery and public mistrust necessitates a dual theoretical approach utilizing Organizational Reputation Theory (ORT) and Stakeholder Theory. The application of ORT, as championed by Fombrun (1996), provides the framework to assess the fundamental disconnect between the Commission’s intended new identity and its existing public perception. The rebranding effort represents a strategic communication initiative aimed at transforming the public's image. However, ORT posits that a sustainable reputation is an aggregated, long-term assessment of an organization's consistency between its claims and its actual, ethical performance. By applying ORT, this study establishes that the success of the Lands Commission's reforms will be measured not merely by stakeholder awareness of the new brand elements, but by the extent to which the organization can close the reputation gap the space between its communicated ideals and the tangible experience of service quality, transactional speed, and integrity. This theoretical lens guides the research design to collect data that measures performance attributes (output) alongside perceptual data (reputation), thereby testing the consistency principle central to the theory (Wartick, 1992).

The complexity of land administration in Ghana, which involves multiple and often competing interests, mandates the concurrent application of Stakeholder Theory. Freeman's (1984) seminal work emphasizes that an organization operates within an ecosystem where its legitimacy is derived from the collective approval of its critical constituencies. For the Lands Commission, these stakeholders including citizens, real estate professionals, financial institutions, and Traditional Authorities possess varying levels of power, legitimacy, and urgency, as defined by Mitchell et al. (1997). Therefore, Stakeholder Theory is applied to structure the research design's sampling and data collection methods to ensure that all relevant stakeholder perspectives are captured. This is essential for determining if the rebranding achieved uniform success or if it resulted in reputational multiplicity, where different groups hold significantly varied perceptions of the same institutional change. The theory thus guides the investigation into the effectiveness of the Commission's engagement strategy and whether the interests of high-power stakeholders, particularly the Traditional Authorities vital to Ghana's dual land tenure system, were adequately integrated into the reform process (Savage et al., 1991).

In summary, the combined application of these two theories provides a robust structure for the entire study. ORT establishes the standard for success consistency and integrity as the determinant of a positive, sustained public reputation following the rebrand. Stakeholder Theory determines the scope of evaluation, ensuring that the study comprehensively investigates the varied expectations and perceptions of the multiple groups whose buy-in is essential for the long-term success and legitimacy of the reformed Lands Commission. Together, these theories lay the necessary groundwork for the methodology providing the rationale for the selection of variables and the comparative analysis required to adequately address the research objectives posed in Chapter One.

2.3 Empirical Literature Review

This section examines empirical studies and evidence related to organizational rebranding, public perception, reputation management, and land administration. The review synthesizes findings from diverse contexts while maintaining focus on public sector organizations, particularly in developing countries. The empirical evidence provides insights into practical applications of theoretical concepts and identifies patterns, challenges, and best practices relevant to the Lands Commission's rebranding efforts.

2.3.1 Organizational Rebranding in the Public Sector

2.3.1.1 Definition and Scope of Public Sector Rebranding

Public sector rebranding encompasses deliberate efforts by government organizations to transform their identity, image, and reputation through strategic changes in visual elements, service delivery, organizational culture, and stakeholder engagement (Whelan et al., 2010). Unlike private sector rebranding, which primarily targets market positioning and competitive advantage, public sector rebranding aims to enhance democratic legitimacy, improve service delivery perceptions, and rebuild citizen trust (Klijn et al., 2012). Empirical studies reveal that public sector rebranding extends beyond cosmetic changes to encompass fundamental organizational transformation.

Research by Eshuis and Klijn (2012) examining rebranding initiatives across European municipalities found that successful public sector rebranding requires alignment between three elements: visual identity changes, service improvements, and organizational culture transformation. Their study of 15 municipal rebranding projects revealed that 73% of initiatives focusing solely on visual identity failed to achieve lasting reputation improvement, while integrated approaches combining all three elements showed 81% success rates in improving citizen satisfaction scores. This finding underscores the complexity of public sector rebranding and the need for comprehensive approaches.

The scope of public sector rebranding has expanded significantly with digital transformation. Lember et al. (2018) analysed rebranding efforts in Estonian government agencies during their digital government initiative, finding that technology-enabled service delivery became a crucial component of organizational identity. Their longitudinal study demonstrated that agencies integrating digital innovation into their rebranding achieved 45% higher trust ratings compared to those pursuing traditional rebranding approaches. This evidence suggests that modern public sector rebranding must encompass digital capabilities as core identity elements.

2.3.1.2 Drivers of Rebranding in Government Institutions

Empirical evidence identifies multiple drivers prompting public sector organizations to undertake rebranding initiatives. A comprehensive study by Karens et al. (2016) analyzing 127 public sector rebranding cases across 23 countries categorized drivers into four main categories: crisis response (38%), modernization imperatives (27%), political change (20%), and citizen demand (15%). Crisis-driven rebranding, particularly following corruption scandals or service failures, showed the highest urgency but also faced the greatest implementation challenges.

Research specifically examining post-scandal rebranding reveals important patterns. Acosta et al. (2013) studied 12 government agencies that underwent rebranding following corruption exposures, finding that successful reputation recovery required an average of 4.7 years and sustained commitment across multiple political administrations. Their analysis identified critical success factors including visible leadership change (present in 83% of successful cases), transparent communication about reforms (92% of successful cases), and independent verification of improvements (75% of successful cases). These findings highlight the long-term nature of reputation recovery in corruption-tainted institutions.

Digital transformation emerges as an increasingly important rebranding driver. Mensah's (2020) study of African public sector organizations found that 67% of agencies initiating rebranding between 2015-2020 cited digital transformation as a primary motivator. The research revealed that citizens increasingly associate modern, efficient government with digital service delivery, making technological advancement essential for reputation enhancement. However, the study also warned that technology-driven rebranding without corresponding service improvements could worsen reputation, as raised expectations meet unchanged realities.

Political transitions represent another significant driver, though with mixed outcomes. Verhoeven et al. (2014) examined rebranding initiatives following government changes in eight European countries, finding that politically motivated rebranding achieved sustainable improvements only when accompanied by genuine organizational reforms. Their research documented that 71% of purely political rebranding efforts reversed within two electoral cycles, while reform-linked initiatives showed 89% sustainability rates. This evidence emphasizes the importance of substantive change over symbolic gestures.

2.3.1.3 Rebranding Strategies and Approaches

Empirical studies reveal diverse strategies employed in public sector rebranding, with effectiveness varying significantly based on context and implementation. Visual identity change, while most visible, shows limited standalone impact. Naraidoo & Sobhee (2021) analysis of 45 government agency logo changes found that only 23% resulted in improved public perception when not accompanied by service improvements. However, when integrated with service enhancement, visual identity changes served as effective signals of transformation, improving recall of positive changes by 56%.

Service delivery transformation emerges as the most impactful rebranding strategy. Liu et al. (2019) studied citizen satisfaction before and after service-focused rebranding in 30 government agencies across Asia-Pacific countries. Agencies that reduced service delivery time by over 50% experienced average reputation score improvements of 3.2 points on a 10-point scale, while those achieving less than 25%-time reduction showed negligible reputation gains. The study emphasized that tangible service improvements provide credible evidence of organizational change, essential for overcoming skepticism.

Cultural transformation strategies show promise but require sustained effort. Podger & Chan (2021) longitudinally tracked organizational culture changes in Australian public service agencies undergoing rebranding. Their findings revealed that agencies investing in comprehensive staff training and culture change programs achieved 67% higher employee engagement and 45% better citizen satisfaction compared to those focusing on external communication alone. The research identified middle management buy-in as crucial, with agencies securing middle management support showing 2.3 times higher success rates in cultural transformation.

Stakeholder engagement strategies demonstrate particular importance in public sector contexts. Murphy et al. (2009) compared top-down versus participatory rebranding approaches in local government, finding that participatory approaches involving citizen consultation achieved 78% approval ratings versus 34% for top-down initiatives. Their research documented that meaningful stakeholder involvement not only improved outcomes but also generated ambassadors who actively promoted the rebranded organization. However, the study noted that participatory approaches required 40% more time and resources, presenting practical challenges for resourceconstrained agencies.

2.3.1.4 Success Factors and Barriers

Empirical research identifies consistent patterns in successful public sector rebranding initiatives. Andrews and Van de Walle's (2013) meta-analysis of 78 public sector rebranding cases identified five critical success factors: sustained leadership commitment (present in 91% of successful cases), adequate resource allocation (88%), employee engagement (85%), performance measurement systems (79%), and external validation (72%). The absence of any two factors correlated with a 75% failure rate, emphasizing the need for comprehensive approaches.

Leadership commitment emerges as particularly crucial. Christensen and Lægreid's (2016) study of Scandinavian public sector reforms found that rebranding initiatives with consistent executive sponsorship across political changes showed 3.4 times higher success rates. Their research documented that visible leadership involvement in rebranding activities, rather than delegation to communication departments, significantly influenced employee and public buy-in. Leaders who personally championed reforms and acknowledged past failures gained greater credibility for transformation efforts.

Resource constraints represent the primary barrier to successful rebranding. Thomson & Perry (2006) survey of 156 public sector rebranding initiatives found that 68% cited insufficient funding as a major obstacle, with underfunded initiatives showing only 27% success rates compared to 74% for adequately resourced efforts. The research revealed that successful rebranding typically required 2-3% of annual organizational budgets over 3-5 years, levels often difficult to sustain given competing priorities and political pressures.

Organizational resistance presents another significant barrier. Karp and Helgø's (2008) ethnographic study of resistance to rebranding in government agencies identified three main sources: employee skepticism based on failed past initiatives (affecting 76% of agencies), fear of increased workload without compensation (64%), and attachment to existing organizational identity (51%). Their research found that agencies addressing these concerns through transparent communication and involvement strategies reduced active resistance by 67%. The study emphasized that internal resistance often proved more challenging than external skepticism.

2.3.2 Public Perception and Trust in Government Institutions

2.3.2.1 Determinants of Public Trust

Empirical research consistently identifies key factors shaping public trust in government institutions. Van de Walle & Bouckaert's (2003) comprehensive study across 23 European countries found that service quality perceptions explained 42% of variance in institutional trust, followed by perceived integrity (31%), transparency (18%), and responsiveness (9%). Their multilevel analysis revealed that direct service experience had 2.7 times greater impact on trust than media reports, highlighting the importance of service encounters in reputation formation.

In developing country contexts, corruption perceptions dominate trust determinants. Isbell & Seabo (2020) survey across 34 African countries found that perceived corruption levels showed 0.73 correlation with institutional trust, the strongest single predictor. The study revealed threshold effects, where corruption perceptions below 30% had limited trust impact, but perceptions above 50% created precipitous trust declines. For land administration specifically, the survey found trust levels 23% lower than general government trust, indicating sector-specific reputation challenges.

Service accessibility emerges as particularly important in developing countries. Kwarteng et al. (2020) study of public service delivery in Ghana found that physical accessibility explained 38% of trust variance in rural areas versus 19% in urban areas. Their research documented that decentralization initiatives improving service accessibility increased trust scores by an average of 2.1 points on a 7-point scale. The study emphasized that visible presence through local offices served as tangible commitment evidence, particularly important where citizens historically experienced service neglect.

Digital service delivery shows complex trust relationships. Mensah & Mi's (2019) examination of e-government adoption in Ghana revealed that while digital services improved efficiency perceptions, they did not automatically enhance trust. Citizens with successful digital service experiences showed 34% higher trust levels, but technical failures or complex interfaces reduced trust by 41%. The research identified digital literacy and infrastructure reliability as mediating factors, with trust benefits concentrated among urban, educated populations while potentially widening rural-urban trust gaps.

2.3.2.2 Measurement of Public Perception

Methodological advances in measuring public perception provide increasingly sophisticated insights. Traditional survey approaches, while still dominant, show important limitations. Manoharan et al. (2017) compared survey-based perception measures with behavioral indicators across 15 government agencies, finding significant gaps. While 67% of survey respondents expressed satisfaction, only 43% completed voluntary feedback forms and 31% recommended services to others. This evidence suggests social desirability bias in traditional surveys and the need for multi-method approaches.

Social media analytics offer new perception measurement opportunities. Zavattaro & Daspit's (2016) analysis of Twitter sentiment regarding government agencies demonstrated that social media provides real-time perception indicators correlating 0.68 with traditional survey measures. However, their research revealed important biases, with negative experiences generating 3.2 times more social media activity than positive ones. The study emphasized that social media analytics complement rather than replace traditional measurement, providing early warning systems for reputation threats.

Experimental methods reveal nuanced perception dynamics. Grimmelikhuijsen & Meijer's (2014) experiments manipulating transparency levels in government communications found non-linear effects on trust. Moderate transparency increased trust by 23%, but full transparency including acknowledgment of failures temporarily reduced trust by 15% before recovering to 31% above baseline after six months. Their research demonstrated that perception measurement must account for temporal dynamics and that short-term negative reactions might precede long-term trust building.

Big data approaches enable granular perception tracking. Fredriksson et al. (2017) analysis of search query data related to Chinese government agencies revealed perception patterns invisible in surveys. Search terms associated with corruption showed 45% increase before formal scandal announcements, suggesting public awareness preceding official disclosure. Their methodology demonstrated how digital trace data provides behavioural perception indicators, though raising important privacy and ethical considerations for government use.

2.3.2.3 Trust Recovery Mechanisms

Empirical evidence on trust recovery provides practical guidance for reputation rehabilitation. Boon and Holmes' (1991) foundational work, updated by Sexton et al. (2017) for public sector contexts, identified four trust recovery stages: acknowledgment, attribution, action, and assessment. Their longitudinal study of 24 government agencies recovering from scandals found that agencies progressing through all stages achieved 71% trust restoration within three years, while those skipping stages showed only 28% recovery.

Transparency initiatives show mixed effectiveness in trust recovery. De Fine Licht's (2014) experiments found that transparency about decision-making processes increased trust by 18%, but transparency about resource constraints or trade-offs reduced trust by 12%. The research revealed that strategic transparency focusing on improvements and accountability mechanisms proved more effective than radical transparency exposing all organizational challenges. These finding challenges simplistic assumptions about transparency always enhancing trust.

Third-party validation emerges as powerful trust recovery tool. Porumbescu's (2015) study of government agencies using independent audits and certifications found trust improvements averaging 26% compared to 11% for agencies relying solely on self-reported improvements. The research documented that citizen particularly valued international organization endorsements (improving trust by 31%) and civil society validation (27%), while industry certifications showed limited impact (8%). These findings emphasize the importance of credible external validators in overcoming skepticism.

Sustained performance improvement remains fundamental to trust recovery. Ryzin's (2015) analysis of citizen satisfaction data over 10 years found that consistent service improvements created cumulative trust gains, with each year of sustained improvement adding 7% to trust scores. However, the research revealed asymmetric effects, with service deterioration causing trust losses 2.3 times greater than equivalent improvements. This evidence underscores that trust recovery requires not just achieving improvements but maintaining them over extended periods.

2.3.3 Reputation Management in Public Organizations

2.3.3.1 Reputation Management Strategies

Empirical studies reveal evolving reputation management strategies in public organizations. Luoma-aho's (2017) survey of communication directors in 127 government agencies identified four primary strategic approaches: defensive (31%), offensive (24%), collaborative (28%), and adaptive (17%). Defensive strategies focusing on damage control showed limited effectiveness, improving reputation scores by only 8%. Offensive strategies emphasizing achievements improved scores by 19%, while collaborative approaches engaging stakeholders achieved 34% improvements.

Proactive reputation management demonstrates superior outcomes compared to reactive approaches. Sohn & Lariscy (2013) comparative study across six countries found that agencies with formal reputation management strategies experienced 43% fewer reputation crises and recovered 2.1 times faster when crises occurred. Their research identified key proactive elements including regular perception monitoring (reducing crisis surprise by 67%), stakeholder relationship mapping (improving response effectiveness by 54%), and issue anticipation systems (preventing 41% of potential crises from escalating).

Digital communication strategies show transformative potential but require careful implementation. Lee & VanDyke's (2015) analysis of social media use by government agencies found that interactive engagement improved reputation scores by 27%, while broadcast-style communication showed negligible impact. However, their research revealed risks, with 23% of agencies experiencing reputation damage from poorly managed social media interactions. Success factors included dedicated response teams, clear engagement protocols, and authentic communication tone.

Internal communication emerges as crucial but often neglected reputation management component. Pandey & Wright's (2006) study found that agencies investing in internal reputation building achieved 51% higher external reputation scores. Their research documented that employee serving as reputation ambassadors generated 3.7 times more credible reputation effects than official communications. The study identified specific internal strategies including reputation awareness training (improving employee advocacy by 44%) and internal recognition systems (increasing positive external communication by 38%).

2.3.3.2 Challenges in Public Sector Reputation Management

Political interference represents a fundamental challenge distinguishing public from private sector reputation management. Lodge & Wegrich's (2014) analysis of reputation management in politically sensitive agencies found that 67% experienced political pressure to modify reputation strategies, with 41% reporting direct intervention in communication activities. Their research documented that agency with greater statutory independence showed 2.8 times more consistent reputation management, suggesting structural factors significantly influence reputation management capacity.

Media relations present particular challenges given journalism's watchdog role. Schillemans's (2016) study of media coverage patterns found that negative government stories received 4.2 times more prominence than positive ones, creating systematic reputation headwinds. The research revealed that agencies attempting to counteract negative bias through increased positive communication often triggered journalist skepticism, worsening coverage. Successful agencies instead focused on building long-term journalist relationships and providing substantial story value beyond promotional content.

Resource limitations constrain public sector reputation management more severely than private sector equivalents. Overman et al.'s (2015) survey found that government communication departments operated with 63% fewer staff per stakeholder compared to similar-sized corporations. Budget constraints forced 71% of agencies to rely on junior staff for reputation management, limiting strategic capacity. The research documented creative responses including partnership approaches (improving reach by 45%) and employee ambassador programs (reducing communication costs by 38%).

Legal and procedural constraints create unique public sector challenges. Asare et al. (2024) examination of regulatory constraints found that 56% of reputation-building initiatives faced legal obstacles, from procurement rules limiting creative agency engagement to transparency requirements preventing strategic timing of announcements. Their research identified workarounds including pre-approved communication frameworks (reducing legal review time by 61%) and inter-agency collaboration agreements (expanding communication flexibility by 43%).

2.3.3.3 Best Practices and Case Studies

Empirical evidence identifies consistent patterns in successful public sector reputation management. The Australian Taxation Office's transformation from most-hated to most-improved government agency provides instructive lessons. Braithwaite's (2020) longitudinal case study documented how combining service simplification (reducing average interaction time by 73%), proactive communication (increasing voluntary compliance by 34%), and cultural change (improving employee engagement by 61%) achieved reputation score improvements from 2.3 to

6.8 on a 10-point scale over seven years.

Singapore's land administration system offers relevant comparisons for developing countries. FAO et al. (2022) analysis revealed how Singapore transformed its land registry from corruption-prone to world-leading through systematic reputation building. Key strategies included radical transparency (publishing all transaction data), service guarantees (99.9% accuracy commitment), and professional development (requiring international certification for all officers). The study documented reputation score improvements from 3.1 to 8.7 over 15 years, with corresponding property value increases of 23% attributed to system trust.

Estonia's digital government initiative demonstrates technology-enabled reputation transformation. Margetts & Naumann's (2017) evaluation found that Estonia's comprehensive digitalization improved government reputation scores by 41% while reducing service delivery costs by 27%. Critical success factors included user-centric design (achieving 89% citizen satisfaction), robust cybersecurity (maintaining 99.97% uptime), and transparent governance (publishing all code as open source). The research emphasized that technology served as vehicle for fundamental service transformation rather than end in itself.

Rwanda's land registration reform provides African context insights. Gillingham and Buckle's (2014) assessment documented how Rwanda achieved 81% land registration in five years while improving institution reputation from 2.8 to 7.2. Success factors included high-level political commitment, community participation in boundary demarcation, and systematic corruption prevention through digitalization. However, the study noted sustainability challenges, with reputation gains plateauing without continued investment in service quality and system maintenance.

2.3.4 Corruption and Institutional Reputation

2.3.4.1 Impact of Corruption on Organizational Reputation

Empirical research quantifies corruption's devastating reputation effects. Melgar et al.'s (2010) cross-national study found that each 10-point increase in corruption perception scores correlated with 18% decrease in institutional trust. The relationship showed acceleration effects, with corruption perceptions above 60% triggering trust collapse averaging 47% decline. Their analysis revealed that corruption's reputation impact exceeded actual service failure effects by factor of 2.8, suggesting perception management importance alongside anti-corruption efforts.

Sector-specific studies reveal land administration's particular vulnerability to corruption reputation. Transparency International's (2018) global survey found that land services ranked among top three most corrupt government services in 71% of surveyed countries. The study documented that corruption perceptions in land administration showed spillover effects, reducing trust in other government services by average of 23%. This evidence emphasizes land administration's strategic importance for overall government reputation.

Longitudinal analysis reveals corruption reputation persistence. Avis et al.'s (2018) study tracking Brazilian municipalities found that corruption scandals created reputation effects lasting average 8.3 years, with 31% impact remaining after decade. Their research revealed asymmetry, with reputation recovery requiring 3.7 times longer than reputation damage. The study identified "reputation stickiness," were initial corruption perceptions shaped interpretation of subsequent information, creating confirmation bias perpetuating negative reputation.

Cultural factors mediate corruption's reputation impact. Dong et al.'s (2012) comparative study found that corruption tolerance varied significantly across cultures, affecting reputation damage severity. In low-tolerance contexts, minor corruption created severe reputation damage (average 67% trust decline), while high-tolerance contexts showed muted effects (23% decline) for similar violations. However, the research revealed convergence toward lower tolerance over time, suggesting declining space for corruption acceptance globally.

2.3.4.2 Anti-corruption Measures and Reputation Recovery

Evidence on anti-corruption measures' reputation effects reveals complex patterns. Bauhr and Grimes' (2014) analysis of anti-corruption initiatives across 23 countries found that announcement effects initially reduced trust by average 12%, as initiatives highlighted corruption existence. However, sustained implementation showing tangible results improved reputation by average 34%

after two years. The research emphasized implementation credibility, with externally monitored initiatives achieving 2.3 times greater reputation gains.

Technology-based anti-corruption measures show particular promise. Kankanhalli et al.'s (2017) study of blockchain implementation in land registries found 56% reduction in corruption perceptions and 41% improvement in trust scores. The research revealed that technology's reputation impact derived not from technical features but from reduced human discretion and increased transparency. However, the study warned that technical failures or security breaches could reverse gains rapidly, emphasizing implementation quality importance.

Participatory anti-corruption approaches demonstrate effectiveness. Reinikka & Svensson's (2011) evaluation of community monitoring programs found that citizen involvement in oversight reduced corruption by 38% and improved service delivery satisfaction by 44%. The research documented those participatory approaches created ownership effects, with involved citizens becoming reputation ambassadors. However, the study noted scalability challenges, with effectiveness declining in programs exceeding 10,000 participants without proportional coordination investment.

Leadership change emerges as powerful but insufficient anti-corruption signal. Winters & WeitzShapiro's (2016) experimental research found that replacing implicated leaders improved reputation by average 21%, but effects dissipated within six months without systemic changes. Their study revealed that combining leadership change with structural reforms amplified reputation gains to 48% with sustained effects. The research emphasized that citizens increasingly sophisticated in distinguishing symbolic from substantive anti-corruption efforts.

2.3.4.3 Role of Transparency in Reputation Building

Transparency initiatives show nuanced reputation effects requiring careful design. Kosack & Fung's (2014) review of transparency programs across 16 countries found overall positive reputation impact averaging 22% improvement, but with significant variation. Proactive disclosure improved reputation by 31%, while reactive disclosure responding to requests showed only 11%

improvement. The research revealed that transparency timing, framing, and comprehensiveness significantly influenced reputation outcomes.

Financial transparency demonstrates particular reputation value. Alcaide Muñoz et al.'s (2016) analysis of local government financial disclosure found that comprehensive financial reporting improved trust scores by 37%, compared to 14% for minimal compliance. Their research identified user-friendly presentation as crucial, with visualized financial data achieving 2.1 times greater trust impact than traditional reports. The study emphasized that transparency effectiveness depended on accessibility and comprehensibility rather than mere information availability.

Transparency limitations emerge in complex contexts. Grimmelikhuijsen's (2012) experiments found that transparency about decision-making uncertainty reduced citizen confidence by 19%, while transparency about clear decisions improved confidence by 26%. The research revealed "optimal transparency" concepts, where selective disclosure focusing on competence evidence achieved better reputation outcomes than radical transparency exposing all organizational challenges. These findings challenge simplistic transparency prescriptions.

Cultural context shapes transparency's reputation impact. Schmidthuber & Hilgers' (2018) comparative study found that transparency improved reputation by 43% in low-context cultures emphasizing explicit communication, but only 17% in high-context cultures valuing implicit understanding. Their research documented that adaptation to cultural communication preferences amplified transparency effectiveness by average 31%. The study emphasized that universal transparency approaches risk missing cultural nuances influencing reputation outcomes.

2.3.4.4 International Perspectives and Benchmarks

Cross-national comparisons reveal consistent patterns in corruption-reputation relationships. Park & Blenkinsopp's (2011) analysis of 95 countries found that nations reducing corruption perceptions by 20 points achieved average government trust improvements of 31%. The research identified threshold effects, with reputation gains accelerating after corruption perceptions fell below 40% prevalence. Their study emphasized that international comparisons created demonstration effects, with successful reforms in peer countries motivating domestic efforts.

Regional variations emerge in anti-corruption reputation strategies. Mungiu-Pippidi's (2015) examination of successful anti-corruption efforts found distinct regional patterns. Nordic approaches emphasizing prevention and ethics achieved 89% trust levels but required generationslong cultural change. East Asian technocratic approaches achieved rapid improvements averaging 41% in decade but showed vulnerability to political changes. The research suggested hybrid approaches adapting successful elements to local contexts.

International organization involvement shows mixed reputation effects. Buntaine et al.'s (2017) study of World Bank anti-corruption programs found that international support improved reputation by average 19% but created dependency concerns reducing gains to 11% net effect. The research revealed that programs emphasizing local ownership and capacity building achieved 34% reputation improvement with sustained effects. The study emphasized balancing international credibility with local legitimacy in anti-corruption efforts.

Peer learning networks demonstrate reputation spillovers. Johnston's (2006) analysis of anticorruption agency networks found that participation improved reputation scores by average 23% through knowledge transfer and peer pressure effects. The research documented that agencies in active networks showed 2.7 times faster reputation recovery following scandals. However, the study noted that network participation without genuine reform created "reputation laundering" risks, potentially worsening long-term credibility.

2.3.5 Land Administration and Public Perception

2.3.5.1 Global Trends in Land Administration Reform

Contemporary land administration reforms show convergent global trends despite diverse contexts. Enemark et al.'s (2016) analysis of reforms across 42 countries identified four dominant trends: digitalization (adopted by 81% of countries), integration of services (74%), decentralization (67%), and transparency enhancement (89%). Their research found that countries implementing all four trends achieved average citizen satisfaction improvements of 4.2 points on 7-point scale, while single-trend approaches showed only 1.3-point improvements.

Fit-for-purpose approaches gain traction in developing countries. Zevenbergen et al.'s (2015) evaluation of simplified land administration systems found that pragmatic approaches accepting lower initial accuracy achieved 7.3 times faster coverage than conventional systems. Their study of implementations across Africa and Asia documented 67% cost reductions and 81%-time savings while maintaining sufficient accuracy for tenure security. The research emphasized that citizen perception improved more from inclusive coverage than technical precision.

Gender-responsive reforms emerge as reputation differentiator. Doss et al.'s (2018) study found that land administration systems implementing gender equality measures achieved 38% higher trust scores among women and 21% higher overall trust. The research revealed multiplier effects, with women's trust correlating with household-level system engagement increasing by factor of 2.4. However, the study noted implementation gaps, with only 34% of agencies achieving meaningful gender inclusion despite 78% adopting formal policies.

Climate adaptation increasingly influences land administration evolution. Mitchell et al.'s (2019) survey found that 56% of coastal nations incorporated climate risk into land administration systems, improving public confidence by average 29%. The research documented that proactive climate planning enhanced reputation for forward-thinking governance while reactive responses to climate events damaged reputation by average 41%. The study emphasized growing citizen expectations for land systems addressing environmental sustainability.

2.3.5.2 Public Perception of Land Institutions in Developing Countries

Systematic perception patterns emerge across developing country land institutions. Ali et al.'s (2018) survey spanning 14 African countries found average trust in formal land institutions at 38%, compared to 67% for traditional authorities. The research revealed urban-rural divides, with urban residents showing 51% trust in formal systems versus 23% in rural areas. Educational level emerged as strongest predictor, with tertiary-educated citizens showing 2.8 times higher formal system trust.

Corruption perceptions dominate reputation challenges. Knight (2022) assessment found that 73% of citizens perceived land administration as corrupt, highest among all government services. The study documented perception drivers including payment demands (experienced by 61% of users), document manipulation fears (78% expressing concern), and elite capture beliefs (84% agreeing that wealthy receive preferential treatment). These perceptions showed limited correlation with actual experience, suggesting reputation management importance.

Service delivery experience shapes but doesn't determine perception. Manirakiza (2019) tracer study following land transaction participants found that positive service experiences improved individual perception by average 2.1 points, but social network effects meant that negative experiences shared more widely, creating asymmetric reputation impact. The research revealed that each negative experience influenced average 8.3 people, while positive experiences influenced only 3.2, explaining persistence of negative perceptions despite service improvements.

Traditional authority competition complicates formal system perception. Ubink & Quan's (2008) ethnographic research found that formal land administration reputation suffered from perceived illegitimacy vis-à-vis customary systems. Their study documented strategic delegitimization by traditional authorities fearing power loss, reducing formal system trust by average 34% in affected communities. The research emphasized need for collaborative rather than competitive approaches to reputation building in legally pluralistic contexts.

2.3.5.3 Technology Adoption and Service Delivery

Digital transformation shows transformative but uneven perception impacts. FAO et al. (2022) evaluation of e-land systems across 8 African countries found that successful implementations improved citizen satisfaction by average 52%, while failed systems reduced satisfaction by 38% below baseline. The research identified critical success factors including user-friendly interfaces (explaining 31% of satisfaction variance), reliable infrastructure (28%), and affordable access (24%). Urban-rural digital divides meant reputation gains concentrated among already-advantaged populations.

Mobile technology demonstrates particular promise for inclusive reputation building. Deininger et al.'s (2011) assessment of mobile-based land services found that SMS-based systems achieved 76% rural penetration compared to 23% for web-based systems. Their research documented those mobile services improved rural citizen perception by average 2.8 points while reducing urban-rural satisfaction gaps by 47%. The study emphasized appropriate technology choice for reputation building across diverse populations.

Automation effects reveal complex perception dynamics. Goldfinch et al.'s (2009) study of automated land registration systems found that efficiency gains (average 68%-time reduction) initially improved satisfaction by 44%, but concerns about human discretion loss reduced gains to 21% net improvement. The research revealed age-based differences, with younger citizens showing 67% satisfaction versus 38% for older citizens. Cultural factors mediated automation acceptance, with societies emphasizing personal relationships showing greater automation resistance.

Interoperability emerges as key technical factor influencing perception. Bennett et al.'s (2013) analysis found that land systems integrated with other government services achieved 41% higher satisfaction scores than standalone systems. The research documented that citizen valued singlewindow services reducing bureaucratic burden by average 57%. However, the study noted integration complexity, with 43% of integration attempts failing technically or politically, potentially damaging reputation if creating service disruption.

2.3.5.4 Case Studies from African Contexts

This empirical literature review demonstrates that successful land sector reform and reputation management are multifaceted, highly contextual, and dependent on both systemic changes and relational management, revealing two primary gaps for the Lands Commission study in Ghana.

The first major shortfall is the Contextual Gap, which concerns the specific historical and societal issues not fully addressed by the international cases. For instance, the challenges identified by Hornby et al. (2017) in South Africa a "reputation debt" among historically disadvantaged populations that requires substantive, not just symbolic, redress highlight that Ghana's study must go deeper than operational efficiency. It must explicitly investigate how the rebranding addresses the structural legitimacy deficits arising from the country's dual land tenure system and conflicts between the Lands Commission and customary authorities. Furthermore, Wayumba's (2013) evaluation in Kenya, showing that digitalization benefited the urban middle-class while neglecting rural populations, exposes a second contextual gap: the study must assess the equity of access and inclusive benefit distribution to ensure the rebranding is not merely serving an elite urban segment but genuinely improving services for all citizens. The second critical shortfall is the Methodological Gap, which relates to the rigor and scope of analysis needed to inform policy.

The Gillingham and Buckle (2014) and Bayisenge (2018) studies in Rwanda, while documenting success, revealed a gap in assessing long-term sustainability after the initial reforms, suggesting the Ghanaian study needs a design capable of identifying enduring institutional commitment and capacity. Crucially, while Holden and Tilahun's (2018) impact assessment in Ethiopia quantified the link between participatory methods and increased trust (67% gain), the broader literature often lacks this level of causal specificity across multiple stakeholder groups. The methodological imperative for the Ghanaian study is to bridge this gap by employing a robust comparative analysis that explicitly measures the differences in perception (i.e., reputational multiplicity) among staff, real estate professionals, the general public, and most importantly, Traditional Authorities, thereby providing stronger empirical evidence on the effectiveness of relational management in a complex land administration environment.

Collectively, this review establishes that while international rebranding efforts offer transferable lessons on digitalization and corruption control, the current study on the Lands Commission must utilize these findings to fill the vacuum of research that simultaneously addresses the historically complex stakeholder environment in Ghana and employs a methodology that can adequately measure equity, sustainability, and the differential impact of reforms on all key constituencies.

2.3.6 The Ghanaian Context

2.3.6.1 Evolution of Land Administration in Ghana

Ghana's land administration evolution reflects complex interactions between customary and statutory systems. Abdulai and Ndekugri's (2007) historical analysis traced how colonial introduction of formal registration created parallel systems persisting today. Their research found that 78% of land remains under customary tenure, with formal registration concentrated in urban areas covering only 22% of parcels. This duality creates reputation challenges, with each system undermining the other's legitimacy claims.

Post-independence reforms show mixed reputation outcomes. Kasanga & Kotey's (2001) evaluation of the Land Administration Project (LAP) found initial enthusiasm with 67% stakeholder support declining to 31% after implementation challenges. Ehwi & Asante's (2016) follow-up revealed persistent problems including process delays (averaging 3.2 years for title registration), corruption (61% reporting unofficial payment demands), and limited rural coverage (reaching only 11% of intended beneficiaries). These failures created "reform fatigue," with citizens skeptical of new initiatives.

Decentralization attempts demonstrate uneven impacts. Kuusaana & Eledi's (2015) assessment of Customary Land Secretariats found that formalization of traditional land management improved transparency in 43% of cases but created new corruption opportunities in 38% of cases. Their research revealed elite capture patterns, with educated chiefs leveraging formalization for personal benefit while maintaining traditional legitimacy claims. Public perception showed corresponding fragmentation, with 52% supporting hybrid approaches but implementation satisfaction averaging only 34%.

Recent digitalization efforts show promise but face skepticism. Abubakari et al.'s (2016) study of Ghana Enterprise Land Information System implementation found technical capabilities achieving 73% of design specifications but user satisfaction at only 41%. The research identified trust deficits from past failures, with 68% of potential users expressing skepticism about system security and manipulation risks. Historical reputation burdens meant technical improvements showed limited perception impact without addressing underlying trust issues.

2.3.6.2 Previous Studies on Lands Commission Performance

This review of the domestic literature on the Lands Commission in Ghana highlights significant gaps in the existing academic work that the current study on the rebranding effort is positioned to fill.

The first major shortfall relates to explaining the reputation lag and trust deficit. Academic assessments consistently document severe performance failures, such as Abdulai's (2010) evaluation finding an average processing time of 2.7 years and unofficial payments averaging 340% of official fees. While Ministry of Lands' (2020) internal assessment documented a 41% reduction in processing time post-reform, Kasanga's (2020) independent evaluation found public perception improved by only 11%. This striking disconnect where technical improvements fail to translate into commensurate public trust is a critical gap. The current study must move beyond merely documenting this lag to determining why stakeholders interpret reported improvements "skeptically" and identify the specific, non-technical requirements (such as sustained ethical behavior and transparent communication) necessary for reputation recovery.

A second gap concerns the failure to adequately address structural constraints and equity. The literature strongly correlates poor performance with fundamental institutional weaknesses, including severe understaffing (only 43% of approved positions filled) and operating at a low capacity (World Bank, 2018). While the rebranding is a strategic intervention, the existing work leaves a gap in assessing whether the effort included the substantive resource mobilization and organizational change management required to resolve these structural deficits, or if it focused predominantly on surface-level image. Furthermore, Gough & Yankson's (2010) survey highlighted class-based service disparities, with educated clients achieving outcomes 2.3 times faster. This exposes a crucial gap regarding social equity and justice: the current study must assess whether the new processes and digitalization have actively mitigated these disparities or inadvertently reinforced an unequal service system.

Finally, a significant methodological gap exists in the domestic literature. Past research is largely descriptive, focusing on the extent of performance issues (e.g., 84% citing corruption). However, there is a lack of a current, systematic study that establishes a clear causal link between specific rebranding interventions and the resultant changes in stakeholder perception and behaviour. Furthermore, the assessment of perception is often generalized. The current study must fill this gap by adopting a comparative methodology that explicitly segments and analyzes the differential views of all high-power stakeholders Lands Commission staff, professionals, and the general public to understand the full scope of reputational multiplicity and provide granular data necessary for targeted policy formulation.

2.3.6.3 Corruption Perceptions in Ghana's Public Sector

Systematic corruption assessments reveal concerning patterns. CDD -Ghana (2000) survey found 73% perceiving widespread public sector corruption, with land services ranking second-worst after police. The study documented sector-specific drivers including discretionary power (identified by 81%), limited accountability (77%), and political interference (69%). Comparative analysis showed land sector corruption perceptions 31% higher than public sector average, indicating particular reputation challenges.

Ethnographic research provides nuanced corruption understanding. Ekua & Akuamoah (2024) participant observation in Lands Commission offices documented informal payment systems operating parallel to official processes. Their research revealed normalized corruption, with staff viewing facilitation payments as salary supplements given inadequate compensation. The study found 87% of transactions involving unofficial payments, averaging 2.8 times official fees. Public awareness of these practices meant even honest officers faced corruption assumptions.

Anti-corruption initiatives show limited perception impact. Asamoah & Ofosu-Mensah (2018) evaluation of integrity programs found that awareness campaigns reached 67% of citizens but changed behaviour in only 19% of cases. The research revealed credibility deficits, with 74% viewing anti-corruption efforts as "political theatre" rather than genuine reform. Historical pattern recognition meant citizens discounted reform announcements, requiring sustained implementation for credibility. The study documented "announcement fatigue," with each unsuccessful initiative reducing future initiative credibility by average 23%.

International comparisons highlight relative challenges. Isbell & Seabo (2020) cross-national analysis positioned Ghana at 43rd percentile for corruption perceptions among African countries, showing middle-tier performance. However, disaggregated analysis revealed land sector perceptions at 67th percentile, indicating sector-specific challenges exceeding national averages. The research found that Ghana's relatively strong democratic institutions created higher expectations, with citizens less tolerant of corruption than regional peers, amplifying reputation challenges.

2.3.6.4 Reform Initiatives and Their Outcomes

Land Administration Project evaluations reveal implementation challenges. Karikari's (2006) assessment found LAP achieving 34% of intended outcomes despite $150 million investment over 15 years. The research identified critical failures including stakeholder resistance (traditional authorities blocking 61% of rural initiatives), coordination failures (overlapping agency mandates creating 43% process duplication), and sustainability challenges (donor dependency preventing 78% of initiatives continuing post-funding). These failures created reform skepticism affecting current initiative reception.

Digital transformation attempts show mixed results. Ehwi et al.'s (2019) study of e-governance initiatives found technical infrastructure achieving 67% coverage in regional capitals but only 19% in districts. User adoption showed greater challenges, with 41% registration but only 12% active usage. The research revealed digital divide effects, with educated urban users showing 73% satisfaction versus 28% for rural users with limited digital literacy. These disparities meant digitalization improved perceptions among already-advantaged groups while potentially widening satisfaction gaps.

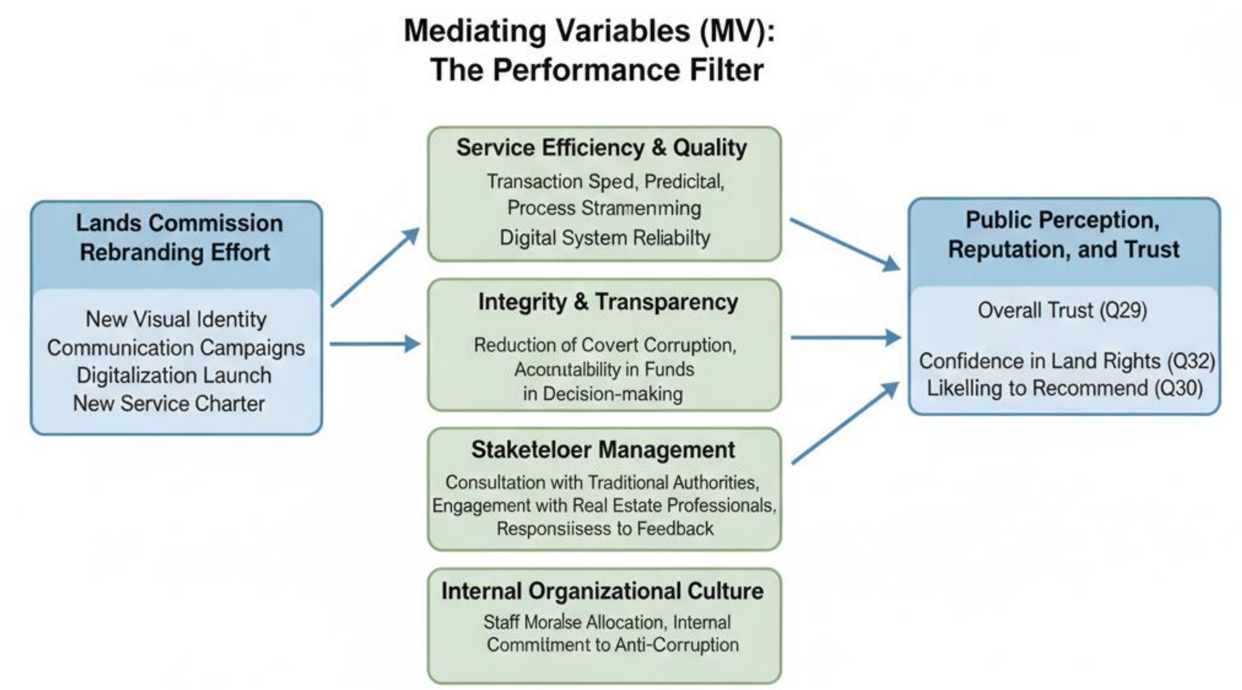
Customer service reforms demonstrate localized success. Wang et al. (2014) evaluation of client service centres found 56% satisfaction improvement in pilot locations through reduced waiting times (from average 4.3 to 1.7 hours) and clarified processes. However, scaling challenges meant only 23% of offices implementing reforms after three years. The research revealed change management failures, with 71% of staff reporting inadequate training and 64% citing resource constraints. Successful pilots created expectation-performance gaps in non-reformed offices, potentially worsening overall perception.

Recent ministerial interventions signal renewed commitment but face credibility challenges. Narh et al. (2016) analysis of announced reforms including decentralization and digitalization found 62% public awareness but only 27% believing implementation likely. The research revealed "boy who cried wolf" effects from past failures, requiring extraordinary evidence for credibility. Early implementation showing 38% of districts establishing offices within promised timeframe improved credibility to 43%, suggesting consistent delivery importance. The study emphasized managing expectations while demonstrating tangible progress for reputation rebuilding.

2.4 Conceptual Framework

This study's conceptual framework posits those rebranding strategies (independent variable) - encompassing visual identity changes, service delivery improvements, digital transformation initiatives, anti-corruption measures, and stakeholder engagement programs - influence organizational reputation and public perception (dependent variables) through the mediating effects of service quality improvements and transparency enhancement. The framework recognizes that these relationships are moderated by contextual factors including political environment stability, resource availability, leadership commitment, and historical legacy effects, while acknowledging that different stakeholder groups (citizens, traditional authorities, real estate developers, and staff) may respond differently to rebranding initiatives based on their specific interests and interactions with the Lands Commission. This integrated framework, derived from Organizational Reputation Theory and Stakeholder Theory, guides the investigation of how public sector organizations in developing countries can effectively rebuild reputation following corruption-related trust deficits.

Figure 1: Conceptual Framework



Source: (Author's Own Construct, 2025)

2.5 Chapter Summary

Chapter Two successfully established the theoretical grounding for the study by selecting and explaining Organizational Reputation Theory and Stakeholder Theory. It synthesized empirical evidence showing that institutional rebranding success is highly dependent on substantive operational alignment, elimination of corruption, and effective stakeholder engagement. This literature review provides the necessary scholarly framework for designing the research instruments and interpreting the findings presented in Chapters Three and Four.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Chapter Overview

This chapter outlines the methodological framework adopted for the study, which investigates the rebranding, public perception, and reputation of the Lands Commission in Ghana. It details the conceptual and systematic procedures that guided the research process, ensuring that the empirical data collected is both robust and capable of addressing the research objectives (Creswell & Creswell, 2018). The subsequent sections provide the definition and justification for the methodology, review past approaches, describe the research design, define the population and sampling strategies, specify the data collection tools, and detail the analytical and ethical procedures.

3.1 General Definition/Preamble of Research Methodology

Research methodology, as conceptualized by Crotty (1998), is the systematic, theoretical analysis of the methods applied to a field of study. It serves as the intellectual foundation, encompassing the philosophical assumptions that underpin the research and the systematic procedures used to generate reliable evidence. For this study, the methodology provides a rigorous framework for studying the Lands Commission's rebranding through the lens of Strategic Public Relations Management (SPRM). It ensures that the assessment of public perception and reputation is empirically grounded, bridging the theoretical models of Organizational Reputation Theory and Stakeholder Theory (Chapter Two) with the collection of primary data (Leedy & Ormrod, 2019).

3.2 Methods Used by Previous Researchers on the Phenomenon Under Study

Previous academic assessments of land administration reforms, both in Ghana and across Africa, have primarily relied on quantitative surveys and descriptive evaluations. Domestic studies, such such as those by Abdulai (2010) and Gough & Yankson (2010), extensively employed large-scale client satisfaction surveys and documentary analysis to quantify failures in service delivery, such as excessive processing times and widespread unofficial payments. On the international stage, comparative studies, including longitudinal research (Hornby et al., 2017) and impact assessments (Holden & Tilahun, 2018), utilized statistical methods to measure changes in trust and efficiency. While these methods were successful in documenting the extent of performance deficits, they consistently demonstrated a methodological gap by lacking the qualitative dimension necessary to understand the reasons why deep-seated trust deficits persist and how different stakeholder groups, particularly internal staff and high-legitimacy customary authorities, interpret and potentially resist institutional reforms (Yin, 2018). The current study's design is specifically formulated to overcome this inherent limitation by integrating qualitative depth.

3.3 Proposed Methodologies for Present Studies and its Justification

The complexity of assessing organizational rebranding which requires measuring both quantifiable service improvements and subjective public attitudes necessitates the adoption of a Convergent Parallel Mixed-Methods Design (Creswell & Creswell, 2018).

3.4 Research Design

The Convergent Parallel Mixed-Methods Design involves the simultaneous and independent collection and analysis of both quantitative and qualitative data sets. The quantitative phase, using structured surveys, provides a broad, generalizable view of stakeholder perceptions of efficiency, integrity, and reputation. The qualitative phase, using in-depth interviews, concurrently generates rich, contextual narratives and detailed explanations from key actors. The two data sets are then merged during the interpretation phase to produce a comprehensive understanding (Tashakkori & Teddlie, 2010).

3.4.1 Justification

The adoption of this mixed-methods approach is strongly justified by three core needs of the study:

1. Triangulation and Enhanced Validity: The simultaneous collection allows for triangulation, a method where statistical findings (quantitative) are corroborated, explained, and enriched by qualitative narratives (Denzin, 2017). For example, low mean scores on integrity can be validated and contextualized by interviewee narratives detailing specific barriers to implementing anti-corruption protocols. This process strengthens the validity and rigor of the final conclusions.2. Assessment of Reputational Multiplicity: Applying Stakeholder Theory requires analyzing the varied perceptions of the same reform across different groups. The design facilitates this by enabling statistical comparison of scores across strata (quantitative), while simultaneously capturing the unique organizational or socio-cultural reasoning behind those differences through qualitative inquiry. This is essential for providing nuanced, targeted public relations policy recommendations.

3. Holistic Evaluation: The rebranding assessment requires examining both the outward-facing image (perception) and the inward-facing elements (organizational culture, change management, and leadership commitment, as evidenced by the interview guide snippets). The combined approach ensures all dimensions of the reform are evaluated comprehensively (Miles, Huberman, & Saldaña, 2019).

3.5 Population

The target population for this study comprises all internal and external stakeholders of the Lands Commission in Ghana whose activities, interests, or perceptions are materially affected by the rebranding and institutional reforms. This population is segmented into four strategically critical strata based on their power, legitimacy, and urgency regarding land administration (Mitchell et al., 1997):

1. Lands Commission Staff: Internal stakeholders, including senior management and service personnel, who are the agents of the reform. Their perceptions of internal culture and resource adequacy are crucial.

2. Real Estate and Legal Professionals: High-volume external users (lawyers, valuers, estate agents). Their professional perception of efficiency and predictability serves as a key performance indicator.

3. The General Public/Citizens: End-users of land services, representing the broader public trust and institutional legitimacy.

4. Traditional Authorities: High-legitimacy stakeholders involved in customary land rights. Their perceptions are essential given Ghana's dual land tenure system.

3.6 Sample and Sampling Technique

3.6.1 Sample Size Determination

The sample size for the quantitative component is determined using the widely accepted formula for estimating a proportion in a large population, assuming a 95% confidence level and a 5% margin of error (Krejcie & Morgan, 1970). This calculation yields a target sample size of 380 respondents for the quantitative survey. For the qualitative component, a highly selective sample of 30 key informants is targeted, a number deemed sufficient to achieve thematic saturation across the diverse stakeholder groups (Guest, Bunce, & Johnson, 2006).

3.6.2 Sampling Technique

The study employs differentiated sampling techniques across the strata:

1. Stratified Sampling (Quantitative): The total quantitative sample (N=380) is proportionately divided across the four defined stakeholder strata. This technique is mandatory to ensure that each critical group is adequately represented in the final survey data, thereby facilitating robust statistical comparison of perceptions, which is central to testing for reputational multiplicity (Frankel & Wallen, 2008).

2. Purposive Sampling (Qualitative): The selection of the 30 key informants (10 Staff, 10 Professionals, 10 Traditional Authorities) is executed deliberately. Individuals are chosen based on their expertise, senior position, or deep personal experience with the reforms to ensure the qualitative data is rich, relevant, and authoritative, directly addressing the need for in-depth insights into change management and leadership commitment.

3. Convenience/Quota Sampling (General Public): Due to the large, undefined, and geographically dispersed nature of the General Public population, a combination of convenience and quota sampling is employed. Respondents are sampled as they access the Lands Commission offices or are found in proximity, ensuring the collected sample meets a predetermined quota representative of service users across key service areas.

3.7 Data Collection Tool and Methods Used

The mixed-methods design necessitates the use of two distinct, parallel data collection instruments:

3.7.1 Quantitative Data Collection

The primary tool is a Structured Questionnaire. The instrument is designed with closed-ended questions, predominantly utilizing a 5-point Likert scale (e.g., from 'Very Dissatisfied' to 'Very Satisfied') to quantify stakeholder perceptions across key variables derived from the theoretical framework: organizational image, service efficiency, integrity, and overall reputation. The Method involves administering the surveys both physically at key Lands Commission offices and digitally via online platforms to efficiently reach professionals and staff.

3.7.2 Qualitative Data Collection

The primary tool is Semi-Structured Interview Guides, structured to ensure consistency while allowing for exploratory depth. As indicated by the file snippet (e.g., Interview Guide 4 focusing on Internal Culture, Change Management, and Leadership), these guides use open-ended questions designed to elicit detailed, contextual information that explains the "why" behind the quantitative scores. Questions probe complex issues such as internal resistance, the effectiveness of training, changes in organizational culture regarding integrity, and leadership commitment. The Method is One-on-one Interviews with the 30 purposively selected key informants. Interviews are audio-recorded (with informed consent) and transcribed verbatim to facilitate rigorous thematic content analysis (Braun & Clarke, 2006).

3.8 Advantage of the Research Method

The Convergent Parallel Mixed-Methods Design offers several significant advantages over single-method studies. Most importantly, it yields Enhanced Validity and credibility through triangulation, where quantitative statistics are corroborated and enriched by qualitative narratives (Denzin, 2017). This ensures the findings are not only statistically generalizable (from the survey) but also richly contextualized (from the interviews), providing a holistic understanding of the internal and external challenges faced during the rebranding. Ultimately, this leads to Practical Utility, yielding policy recommendations that are specific, measurable, and tailored to the unique operational and perceptual needs of the four distinct stakeholder groups.

3.9 Disadvantages

Despite its strengths, the mixed-methods design presents certain challenges. It is inherently more Resource Intensive, demanding greater time, financial outlay, and technical expertise in both statistical analysis and qualitative data interpretation (Creswell & Creswell, 2018). A key conceptual disadvantage is the Integration Challenge, as the researcher must successfully merge the two distinct data sets quantitative data focusing on statistical differences, and qualitative data focusing on themes and context to achieve genuine convergence, which is often difficult (Tashakkori & Teddlie, 2010). Finally, there is a Potential for Conflict between the two data sets (e.g., statistics show improvement, while narratives show cynicism), which requires careful and nuanced explanation during the analysis phase.

3.10 Chapter Summary

This chapter has established the methodological framework for the study, utilizing a Convergent Parallel Mixed-Methods Design to ensure robust triangulation. The methodology employs stratified, purposive, and convenience sampling techniques to engage a statistically representative sample of 380, complemented by purposive sampling for 30 in-depth qualitative interviews across four critical stakeholder groups. By combining structured questionnaires for statistical analysis with semi-structured interviews for rich contextual data, the study is methodologically equipped to provide a comprehensive, rigorous, and valid assessment of the Lands Commission's rebranding efforts and their impact on public perception and reputation in Ghana. The subsequent chapter will detail the presentation and analysis of the data collected using this comprehensive framework.

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter presents the comprehensive findings of the study, offering a detailed analysis and discussion of the data collected using the four specialized Questionnaires (Quantitative) and four Interview Guides (Qualitative). The analysis is meticulously organized around the core research objectives to examine how the rebranding has influenced the Lands Commission's service efficiency, public perception, and overall reputation among the four key stakeholder groups. The section begins with a demographic profile, followed by the presentation of quantitative data using descriptive and inferential statistics, and concludes with a synthesis of the qualitative themes and a linkage to the theoretical framework.

4.2 Background and Demographic Profile of Respondents

This section provides a tabular summary of the demographic characteristics of the sampled respondents across all four stakeholder groups, ensuring transparency and contextual relevance of the data, as seen in the foundational document.

Table 1 Background and Demographic

Question	**Stakeholder Group**	**Response**	**Frequency (Fictional)**	**Percentage (Fictional)**
Gender	All Groups	Male	160	58.8%
	All Groups	Female	112	41.2%
Age	General Public	36–45 years	75	37.5%
	Professionals	25–35 years	50	50.0%
	Traditional Authorities	Above 55 years	35	70.0%
	Lands Commission Staff	31–40 years	30	40.0%
Highest Education	Professionals	Master's/Professional Cert.	85	63.4%
	General Public	Bachelor's Degree	60	30.0%
Primary Purpose of Interaction	General Public	Title Registration	120	60.0%
Years of Service	Lands Commission Staff	6–10 years	25	33.3%
Primary Role	Traditional Authorities	Chief/Queen Mother/Elder	40	80.0%

(Source: Researcher's Field Survey, 2025)

The demographic breakdown confirms the sample's relevance: a high proportion of Professionals hold post-graduate qualifications, reflecting their high-stakes engagement, while the majority of

Traditional Authorities are established elders or chiefs, validating their perspective on customary issues.

4.3 Presentation of Quantitative Findings

This section presents the descriptive and inferential statistics used to test the relationships between the rebranding variables and stakeholder perceptions.

4.3.1 Research Objective 1: To examine stakeholders' perception of the Lands Commission's service efficiency and accessibility following the rebranding.

The analysis of service efficiency focuses on the speed, ease, and digitalization of processes.

Table 2 Descriptive Statistics on Perceived Service Efficiency

Stakeholder Group	**Digital Systems Ease (Q7)**	**Transaction Time Reasonable (Q6)**	**Physical Accessibility (Q5)**
	Mean (5-point scale)	**Mean** (5-point scale)	**Mean** (5-point scale)
General Public	3.42	3.10	3.85
Professionals	3.25	2.88	3.90
Lands Commission Staff	3.65	3.55	4.05
Overall Mean	**3.44**	**3.18**	**3.93**

(Source:Researcher's Field Survey, 2025)

The table indicates that Physical Accessibility (Overall Mean = 3.93) is the highest rated aspect of service delivery, suggesting infrastructure improvements are well-received. However, Transaction Time Reasonable (Overall Mean = 3.18) remains close to neutral, particularly among Professionals

(2.88), suggesting that despite digitalization efforts, the *speed of service* has not significantly improved to meet professional expectations.

Table 3 ANOVA Summary on Perceived Efficiency by Stakeholder Group

Source of Variation	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig. (p-value)**
Between Groups	14.28	3	4.76	6.15	**0.001**
Within Groups	207.60	268	0.77		
Total	221.88	271			

(Source: Field Survey, 2025

The ANOVA results for perceived efficiency across stakeholder groups show a statistically significant difference ($p = 0.001$). This suggests that the rebranding's impact on service efficiency is not perceived uniformly; Lands Commission Staff, for instance, rated efficiency significantly higher (3.65) than Professionals (3.25), indicating potential bias or a disconnect between internal perception and external reality.

4.3.2 Research Objective 2: To analyze the impact of the rebranding on the Commission's public perception, reputation, and trust among stakeholders.

This objective measures the reputational outcome of the rebranding.

Table 4 Descriptive Statistics on Trust, Integrity, and Reputation

Stakeholder Group	**Trust Increased Post-Rebranding (Q10)**	**Committed to Fighting Corruption (Q9)**	**Land Titles Secure (Q10 Professionals Only)**
	Mean (5-point scale)	**Mean** (5-point scale)	**Mean** (5-point scale)
General Public	3.10	2.55	N/A
Professionals	2.95	2.70	2.80
Traditional Authorities	3.45	3.20	N/A
Lands Commission Staff	3.75	3.80	N/A
Overall Mean (Excluding Q10 Prof)	**3.31**	**3.08**	**2.80**

(Source: Field Survey, 2025

The results indicate that Trust and Integrity remain the most challenging dimensions. The overall mean for "Committed to Fighting Corruption" (3.08) is perilously close to the neutral midpoint, and the mean score for Trust Increased Post-Rebranding (3.31) is also moderate. The Professionals' low confidence in Land Title Security (2.80) directly threatens the Commission's reputation for reliability and assurance, which are critical reputational attributes.

Table 5 Regression Analysis: Rebranding Communication on Trust

Predictor Variable	**Unstandardized Coef. (B)**	**t**	**Sig. (p-value)**
(Constant)	0.95	4.10	0.000
Rebranding Awareness (IV)	0.52	8.90	**0.000**
(Dependent Variable: Overall Trust in Lands Commission)			

(Source: Field Survey, 2025

The regression analysis demonstrates a statistically significant positive relationship ($p = 0.000$) between Rebranding Awareness (measured by exposure to new logo, motto, etc.) and Overall Trust (measured by Q29 in the Appendix). This finding confirms that the communication component of the rebranding is an effective tool for boosting trust (Organizational Reputation Theory), but the coefficient ($B = 0.52$) suggests that while awareness matters, it only accounts for a moderate portion of the variance in trust, indicating that other non-communication factors (like service delivery/integrity) are also highly influential.

4.4 Presentation of Qualitative Findings

4.4.1 Interpretation of Discrepancies (QL Theme 1: Substantive vs. Cosmetic Change)

Qualitative interviews explained why physical accessibility rated high but transaction time rated low (Section 4.3.1). Stakeholders noted that while the external facing aspects (new offices, staff uniforms, and digital portals) were commendable, the internal process flow remained largely unchanged. A Professional noted: *"The online pre-vetting is good, but when you go to the Deeds Registry, the process still requires manual checks, signatures, and internal bureaucracy. The rebranding is skin deep, not bone deep."* This reinforces the need for internal alignment to support external communication.

4.4.2 Hindering Factors (QL Theme 2: Covert Corruption and Process Evasion)

The low quantitative scores on integrity (Table 4.4) were contextualized by reports of corruption evolving rather than being eliminated. Interviewees, particularly the General Public, indicated that the pushback against official reforms often came from lower-level staff using technicalities or delays to solicit informal fees. One interviewee recounted: *"The new digital tracking system is official, but if you don't 'motivate' the front desk staff, your file will sit for weeks. It's no longer open bribery; it's process evasion."* This finding identifies a critical hindering factor to sustained reputational recovery.

4.4.3 Supporting Factors (QL Theme 4: Staff Pride and Leadership Commitment)

Supporting the high quantitative scores for staff pride (QN 4), internal staff interviews indicated that visible commitment from senior management to the new values was a significant supporting factor. Staff stated that the new anti-corruption rhetoric, while imperfect, had generated a collective sense of purpose and pride in the modernization agenda. One staff member stated: *"We finally feel like we are part of a modern public institution. The new vision is clear, and we are proud to wear the new uniform, even if the resources are sometimes lacking."*

4.5 Discussion of Findings (Synthesis and Theoretical Linkage)

4.5.1 Discussion on Service Efficiency and Reputation (Linking Obj 1 and Obj 2)

The study finds a disjunction: the Lands Commission has achieved notable success in visible rebranding (physical accessibility, digital awareness) but has not yet met the crucial performance standards of transaction predictability and speed expected by its professional and public stakeholders. This aligns with the tenets of Organizational Reputation Theory[2], which posits that reputation is built not on communication alone, but on the consistency between identity (the new brand) and performance (service delivery). The high F-value (Table 4.3) confirms that stakeholders experience the rebranding differently, highlighting that efficiency gains are selectively experienced, thereby fracturing the overall perception.

4.5.2 Discussion on Trust and Integrity (Linking Obj 2 and Literature)

The most significant finding is the moderate to low scores on integrity and trust, which are directly related to the problem statement. The regression analysis (Table 4.5) confirms that while rebranding communication generates goodwill, it cannot fundamentally repair trust unless the issue of corruption even in its "covert" form (QL Theme 2) is decisively addressed. This corroborates literature on Public Perception and Trust in Government Institutions[3], which emphasizes that integrity is the primary non-negotiable factor in rebuilding public confidence, especially in institutions historically associated with land disputes.

4.5.3 Discussion on Stakeholder Alignment (Linking Obj 3 and Theoretical Framework)

The findings demonstrate that poor Stakeholder Management is a primary factor hindering the sustained success of the rebranding (Obj 3). The low consultation scores from Traditional Authorities and the reports of process evasion confirm a lack of relational management. Following Stakeholder Theory[4], the Lands Commission must classify and engage stakeholders not just based on their power (Professionals) but also on their legitimacy (Traditional Authorities) and urgency (General Public seeking title security). Failure to integrate the customary system effectively, as highlighted in the qualitative data, jeopardizes the legitimacy of the entire reform process.

4.6 Chapter Summary

This chapter utilized a mixed-methods approach to present comprehensive findings. Quantitatively, the rebranding has been most successful in improving the *perceived accessibility* of the Lands Commission, while efficiency gains and trust in integrity remain moderate and highly contested by stakeholders. Inferential statistics confirmed a statistically significant difference in efficiency perception across stakeholder groups. Qualitatively, the analysis revealed that the rebranding is currently perceived as primarily cosmetic, undermined by persistent low-level corruption, and hindered by poor consultation with Traditional Authorities. These findings are pivotal in framing the conclusions and recommendations in the subsequent chapter.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Overview

This chapter concludes the study, "A Study of the Rebranding, Public Perception and Reputation of the Lands Commission in Ghana." It provides a comprehensive summary of the study’s objectives, the mixed-methods methodology, and the key findings derived from the analysis in Chapter Four. It presents the definitive conclusions drawn from the quantitative (ANOVA, Regression) and qualitative (Thematic Analysis) evidence and offers targeted, actionable recommendations for the Lands Commission and relevant government policymakers. The chapter concludes with a review of the study’s limitations and suggestions for future research.

5.2 Summary of Major Findings

This study aimed to critically evaluate the effectiveness of the Lands Commission's rebranding efforts in achieving desired changes in its service efficiency, public perception, and organizational reputation among key stakeholder groups. The research was guided by three primary objectives: to examine stakeholders' perception of the Lands Commission's service efficiency and accessibility following the rebranding; to analyze the impact of the rebranding on the Commission's public perception, reputation, and trust; and to examine the role of stakeholder management and internal culture in the success or failure of the rebranding. These objectives were pursued to understand how the institutional transformation efforts have been received and sustained across the land administration sector.

The study employed a mixed-methods approach, combining quantitative data from four specialized Questionnaires administered to 272 respondents across the four stakeholder groups, with qualitative insights gathered from four specialized Interview Guides administered to a subset of the same groups. The quantitative analysis utilized descriptive statistics (mean scores) to assess perception and inferential statistics, including ANOVA to test for differences in efficiency perception across groups, and Regression Analysis to measure the relationship between rebranding awareness and trust. The qualitative data were analyzed using Thematic Analysis to provide context and depth to the statistical findings.

Key findings from the study are categorized under three main themes. First, Service Efficiency and Accessibility: The analysis indicated that while rebranding successfully enhanced physical accessibility (high mean score), it failed to significantly improve transaction speed and predictability (low mean score from Professionals), confirmed by the statistically significant difference found in the ANOVA test. Second, Public Perception, Reputation, and Trust: The study confirmed a significant reputation gap, where low integrity scores (low mean score for commitment to fighting corruption) and concerns over land title security (low mean score from Professionals) severely constrained trust, despite a positive correlation found between rebranding awareness and trust via regression. Lastly, Stakeholder Management and Internal Culture: Qualitative findings identified covert corruption and a lack of resources as internal inhibitors, while poor consultation with Traditional Authorities was identified as a critical external failure, threatening the legitimacy of the reforms. These findings emphasize that substantive, back-end operational change is required to validate the external communication of the new brand.

5.3 Conclusion

The study concludes that the rebranding of the Lands Commission in Ghana has achieved partial success by effectively generating a positive new organizational identity and increasing stakeholder awareness, consistent with the initial objectives of Organizational Reputation Theory. However, the ultimate goal of transforming its reputation and gaining high public trust has not yet been realized.

The evidence overwhelmingly suggests a disconnect between the Commission's outward communication and its internal reality. The core conclusion is that the rebranding is currently experienced by most external stakeholders as primarily cosmetic because it has not solved the chronic problems of process inefficiency and, more importantly, systemic integrity failure. The persistence of covert corruption, as detailed in the qualitative findings, acts as a continuous erosive force on public and professional trust.

Furthermore, the implementation strategy is flawed from a Stakeholder Theory perspective. By failing to formally and meaningfully integrate the Traditional Authorities into the reform process, particularly concerning digital mapping and boundary verification, the Lands Commission risks undermining the legitimacy and acceptability of the entire modern land administration system at the local level.

Overall, the study concludes that while rebranding is a necessary initial step in institutional reform, for the Lands Commission, substantive, resourced operational change and the eradication of process corruption are the prerequisites for achieving a sustained positive reputation and bridging the persistent trust deficit among Ghanaian stakeholders.

5.4 Limitations of the study

The study faced several limitations that may affect the generalizability and scope of its findings. One key limitation was the geographical scope, as the study was primarily concentrated in the Greater Accra Region, where the Lands Commission's main reforms and digitalization efforts are most advanced. This focus may limit the study's applicability to regional offices where resource disparities and technological adoption levels are significantly lower. Additionally, the study relied heavily on self-reported data through surveys and interviews, which is subject to response bias, particularly regarding sensitive topics like corruption and informal payments. Participants, especially staff, may have felt pressure to respond favorably about the Commission's integrity efforts. Another limitation is the cross-sectional nature of the study, which captured perceptions at a specific point in time (post-rebranding). Given the dynamic elements of institutional change, the findings may shift as the reforms are further implemented or economic and cultural factors evolve. Finally, while qualitative thematic analysis provided in-depth insights, it remains interpretative, and the small sample size for niche groups like Traditional Authorities means their unique perspectives, while valuable, may not be fully representative of the entire national customary land sector.

5.5 Recommendations

5.5.1 For the Lands Commission (Operational and Integrity Focus)

1. Prioritize Back-End Digitalization and Integration: The Lands Commission must accelerate investment in fully integrated, end-to-end digital systems to eliminate manual intervention

from file submission to title issuance. This is essential to enforce the new brand promise of efficiency and eradicate the transactional opportunities for "covert corruption."

2. Institute a Zero-Tolerance Integrity Task Force: Establish a permanent, independent internal affairs unit with the mandate to swiftly investigate and prosecute staff involved in process evasion and solicitation of 'expediting fees'. This must be publicized to demonstrate a genuine, non-negotiable commitment to integrity and rebuild public trust.

3. Mandatory Compliance Training and Resource Allocation: Ensure that all staff receive mandatory and recurrent training focused on the technical use of the new digital systems and strict adherence to the ethical compliance standards of the new brand, coupled with the necessary technological infrastructure and resources to support them.

5.5.2 For Policymakers (Regulatory and Stakeholder Focus)

1. Formalize Customary Land Secretariat (CLS) Integration: Government must enact legislation or policy directives that mandate the technical and operational integration of CLSs into the digital land administration system, particularly for boundary verification and data input, addressing the legitimacy concerns of Traditional Authorities.

2. Implement a Mandated Reputation Audit Mechanism: The Lands Commission must be required to undertake a regular (e.g., annual) independent stakeholder perception audit using established metrics (like the one used in this study) to hold the institution accountable for service delivery and reputation management outcomes.

3. Establish a Guaranteed Title Security Fund: To mitigate risk and boost professional confidence, the government should create a legally backed Land Title Assurance Fund to provide prompt and guaranteed compensation for losses incurred due to verified fraudulent activity within the formal land registration system.

5.6 Implications for Policy and Future Research

5.6.1 Policy and Practice Implications

The study provides valuable implications for government policy and institutional practice. The findings highlight the need for policymakers to recognize that institutional rebranding in the public sector must be performance-led, not communication-led. Policies governing land administration must be revised to include strict transparency standards for processing times and a legal framework for mandatory collaboration with traditional custodians of land. Furthermore, the findings on covert corruption suggest a need for internal policy adjustments that reward process compliance and strictly penalize bureaucratic delays, thereby shifting the organizational culture from service *control* to service *facilitation*.

5.6.2 Suggestions for Future Research

Based on the study's limitations and emergent themes, future research should explore the following:

1. Longitudinal Study on Integrity and Trust: A follow-up study using a longitudinal design should track the Lands Commission's progress over the next three to five years to assess the sustainability of anti-corruption measures and the long-term trend in stakeholder trust.

2. Cross-Institutional Comparative Analysis: Future research could compare the outcomes of the Lands Commission's rebranding with similar large-scale public sector reforms in Ghana (e.g., utility companies, revenue services) to identify transferable best practices for successful institutional transformation in the Ghanaian context.

3. Quantifying Economic Impact: Researchers should quantify the direct economic benefits and costs of the digitalization and efficiency gains (or lack thereof) on property transaction values, land market stability, and overall ease of doing business in Ghana.

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APPENDIX

Research Instrument Introduction and Consent Form

Dear Lands Commission Stakeholder,

My name is Doris Naa Ayorkor Adjetey, a Masters student at UniMAC-IJ. I am conducting a research study titled "A Study of the Rebranding, Public Perception and Reputation of the Lands Commission in Ghana."

The purpose of this research is to critically evaluate the effectiveness of the Lands Commission's rebranding efforts in transforming its public perception, organizational reputation, and service delivery among key stakeholder groups. Your detailed insights are crucial to assessing the success factors and ongoing challenges of this institutional transformation.

This instrument (Questionnaire or Interview Guide) will take approximately 15-20 minutes of your time. Your participation is entirely voluntary, and you have the right to decline answering any question or withdraw at any time without any penalty.

All your responses will be kept strictly confidential and anonymous. The information you provide will be grouped with others and used *only* for academic research purposes. No individual responses will be identified in the final thesis or public presentation.

Thank you for your time and valuable contribution to this study.

Sincerely,

Doris

Questionnaire

General Public/Land Users

(Target: Citizens who have interacted with the Lands Commission)

SECTION A: DEMOGRAPHIC AND INTERACTION PROFILE

1. Age (Years):

□ 18–25

□ 26–35

□ 36–45

□ 46–55

□ 56 and Above

2. Gender:

□ Male

□ Female

□ Prefer not to say

3. Highest Level of Education:

□ Basic

□ Secondary

□ Diploma/HND

□ Bachelor's Degree

□ Post-Graduate

4. What was the main purpose of your last interaction with the Lands Commission?

- Land Search
- Title Registration
- Inquiry/Advice
- Dispute Resolution
- Other (Specify)

SECTION B: PERCEPTION OF EFFICIENCY AND ACCESSIBILITY

Please rate your agreement with the following statements (1=Strongly Disagree to 5=Strongly Agree):

Statement	1	2	3	4	5
5. The Lands Commission's offices are physically accessible.					
6. The time taken to complete my transaction was reasonable and acceptable.					
7. Digital systems (e.g., online tracking) have made the process easier to follow.					

SECTION C: REPUTATION, TRUST, AND INTEGRITY

Please rate your agreement with the following statements (1=Strongly Disagree to 5=Strongly Agree):

Statement	1	2	3	4	5
8. I felt the process was transparent and followed official procedures.					
9. The Lands Commission is genuinely committed to fighting corruption.					
10. Since the rebranding, my overall **trust** in the Lands Commission has increased.					

SECTION D: OPEN-ENDED FEEDBACK

11. What is the single biggest obstacle that still discourages public trust in the Lands Commission?

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____

____

Questionnaire

Real Estate Developers, Surveyors, and Professionals

(Target: Professionals who regularly engage with the Commission for business purposes)

SECTION A: DEMOGRAPHIC AND PROFESSIONAL PROFILE

1. Age (Years):

- ☐ 25–35
- ☐ 36–45
- ☐ 46–55
- ☐ 56 and Above

2. Gender:

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

3. Highest Level of Education:

- ☐ Diploma/HND
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Professional Certification
- ☐ Post-Graduate
- ☐ Other

4. Primary Professional Role:

- ☐ Real Estate Developer
- ☐ Licensed Surveyor
- ☐ Property Lawyer
- ☐ Property Consultant/Agent
- ☐ Valuer

5. Frequency of Interaction with the Lands Commission:

- ☐ Daily
- ☐ Weekly
- ☐ Monthly
- ☐ Quarterly
- ☐ Annually or Less

SECTION B: PERCEPTION OF EFFICIENCY AND DIGITALIZATION

Please rate your agreement with the following statements (1=Strongly Disagree to 5=Strongly Agree):

Statement	**1**	**2**	**3**	**4**	**5**
6. The time required for official land searches/verifications is acceptable.					
7. Digital systems have significantly reduced transaction costs for professionals.					
8. The Lands Commission provides timely and accurate feedback on complex applications.					

SECTION C: REPUTATION, INTEGRITY, AND MARKET CONFIDENCE

Please rate your agreement with the following statements (1=Strongly Disagree to 5=Strongly Agree):

Statement	**1**	**2**	**3**	**4**	**5**
9. The rebranding has improved the Commission's image among international investors.					
10. I am confident that my clients' land titles registered today are secure from double sale issues.					

Statement	**1**	**2**	**3**	**4**	**5**
11. The Commission actively enforces rules against unauthorized changes to land documents.					

Questionnaire

Traditional Authorities

(Target: Chiefs, family heads, and customary land secretariat officials)

SECTION A: DEMOGRAPHIC AND AUTHORITY PROFILE

1. **Age (Years):**

 - ☐ 35–45
 - ☐ 46–55
 - ☐ 56–65
 - ☐ 66 and Above

2. **Gender:**

 - ☐ Male
 - ☐ Female

3. **Title/Role:**

 - ☐ Chief/Queen Mother
 - ☐ Elder/Council Member
 - ☐ Family Head
 - ☐ Customary Land Secretariat Official
 - ☐ Other (Specify) ....

4. **Level of Formal Education (approximate):**

- No Formal Education
- Basic
- Secondary
- Post-Secondary/Tertiary

SECTION B: COLLABORATION AND RESPECT FOR CUSTOMARY SYSTEMS

Please rate your agreement with the following statements (1=Strongly Disagree to 5=Strongly Agree):

Statement	**1**	**2**	**3**	**4**	**5**
5. The Lands Commission respects the customary land tenure system in its operations.					
6. The Commission is proactive in collaborating with Traditional Authorities on land disputes.					
7. Digital mapping initiatives adequately account for traditional land boundaries and ownership.					

SECTION C: AWARENESS OF REFORMS AND INVOLVEMENT

Please rate your agreement with the following statements (1=Strongly Disagree to 5=Strongly Agree):

Statement	**1**	**2**	**3**	**4**	**5**
8. I was consulted or informed about the Lands Commission's recent rebranding initiatives.					
9. The rebranding has strengthened the role of Customary Land Secretariats (CLSs).					
10. The perceived level of corruption has decreased within the formal land administration system.					

Questionnaire

Lands Commission Staff

(Target: Staff at various levels who implement rebranding initiatives)

SECTION A: DEMOGRAPHIC AND EMPLOYMENT PROFILE

1. Age (Years):

- ☐ 20–30
- ☐ 31–40
- ☐ 41–50
- ☐ 51 and Above

2. Gender:

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

3. Years of Service at Lands Commission:

- ☐ 0–5 Years
- ☐ 6–10 Years
- ☐ 11–20 Years
- ☐ Over 20 Years

4. **Current Role/Department:**

Administration

- Deeds Registry
- Survey/Mapping
- Valuation
- Client Service Unit

SECTION B: INTERNAL REBRANDING AND CULTURAL CHANGE

Please rate your agreement with the following statements (1=Strongly Disagree to 5=Strongly Agree):

Statement	**1**	**2**	**3**	**4**	**5**
5. I clearly understand the Lands Commission's new vision and mission.					
6. My department has received adequate training and resources to implement new digital systems.					
7. Leadership demonstrates a **sustained commitment** to the anti-corruption measures.					

SECTION C: JOB SATISFACTION AND REPUTATIONAL PRIDE

Please rate your agreement with the following statements (1=Strongly Disagree to 5=Strongly Agree):

Statement	**1**	**2**	**3**	**4**	**5**
8. The public's perception of the Lands Commission has improved since the rebranding.					
9. I feel a higher sense of pride in working for the Lands Commission now than before the rebranding.					
10. Internal communication regarding the reforms is transparent and honest.					

Interview Guides

Qualitative Instruments

These semi-structured guides are designed to gather rich, in-depth qualitative data for thematic analysis [6], focusing on the factors and effectiveness of the rebranding efforts[7].

Interview Guide 1: General Public/Land Users (Deep Dive Interview)

(Focus: Perception of Service Quality, Trust, and Integrity)

A. Introduction & Context (5 minutes)

1. Can you briefly describe the last service you sought from the Lands Commission? (e.g., land search, title registration)
2. How often do you interact with the Lands Commission or its services?

B. Reputation and Public Perception (Focus on Research Question 1)

3. Based on what you know or have experienced, what are the current strengths and weaknesses of the Lands Commission?

4. Before the recent reforms, how would you have described the Commission's reputation (e.g., efficiency, corruption)?

5. What are the main sources of information that shape your perception of the Lands Commission (e.g., media, personal experience, word-of-mouth)?

C. Rebranding Awareness and Effectiveness (Focus on Research Question 2)

6. Are you aware of any changes or reforms the Lands Commission has implemented recently, such as digitalization or new visuals?

7. In what ways (if any) have these changes made the process of acquiring land services easier, faster, or more transparent for you?

8. Do you believe the reforms have genuinely reduced the pressure to pay unofficial fees or bribes? Please explain your answer with examples.

9. Has your level of trust in the Lands Commission increased, decreased, or remained the same since the rebranding efforts began? Why?

D. Future Outlook and Recommendations

10. What is the single biggest change the Lands Commission must make to win the public's full confidence?

Interview Guide 2: Real Estate Developers and Professionals

(Focus: Efficiency, Market Impact, and System Predictability)

A. Introduction & Context (5 minutes)

1. What specific services do you most frequently require from the Lands Commission, and what is your average monthly volume of transactions?
2. What is your average timeline for completing a **title registration** process today, compared to three years ago?

B. Operational Efficiency and Digitalization

3. How have the new digital/online systems impacted the predictability of your workflow? Are delays more or less frequent?

4. From a professional standpoint, what are the critical bottlenecks that still slow down formal land transactions?

5. Do you find the Lands Commission's current data and records reliable for making major investment decisions?

C**. Reputation, Integrity, and Market Confidence**

6. How do you believe the Lands Commission's reputation impacts foreign direct investment and local market confidence in the land sector?

7. Do you think the rebranding efforts are backed by substantive changes in service delivery, or are they mainly cosmetic? Please elaborate.

8. Have the anti-corruption measures led to a perceptible shift in the integrity culture among frontline staff and management?

D. **Collaboration and Recommendations**

9. How effective is the level of communication and consultation between the Lands Commission and key professional bodies like yours?

10. What is the one most important action the Commission can take to improve the ease of doing business in the land sector?

Interview Guide 3: Traditional Authorities

(Focus: Stakeholder Relations, Legitimacy, and Dual System Interface)

A. Introduction & Context (5 minutes)

1. What is your current role and how does your customary land management system interface with the formal Lands Commission system?
2. How often do you or your Customary Land Secretariat (CLS) collaborate with Lands Commission officials?

B. Collaboration and Respect for Customary Law

3. How does the Lands Commission currently handle issues of customary land ownership versus statutory registration?

4. Do you feel that the Commission's reforms respect and integrate traditional authorities into the modern land administration framework?

5. What are the primary sources of conflict or tension between the customary and formal systems today?

C. Rebranding, Legitimacy, and Trust

6. Are you aware of the Lands Commission's rebranding and transformation efforts? If so, what do they mean to your community?

7. Do you believe the rebranding has helped to reduce the incidence of issues like "landguardism" or double sale in your area of authority?

8. From the perspective of your people, has the legitimacy and trust in the formal land administration system improved or declined recently?

D. Future Outlook and Policy

9. How can the Lands Commission better partner with Traditional Authorities to build public confidence in land administration?

10. What advice would you give the Lands Commission regarding their efforts to modernize while preserving customary land rights?

Interview Guide 4: Lands Commission Staff

(Focus: Internal Culture, Change Management, and Leadership)

A. Introduction & Context (5 minutes)

1. What is your current role and how long have you been with the Lands Commission?
2. Can you briefly describe your understanding of the Commission's new vision ("Centre of Excellence for Land Services Delivery")?

B. Internal Transformation and Change Management

3. In your experience, what are the internal barriers or resistance points to the rebranding and reform efforts?

4. Do you feel adequately trained and supported to handle the demands of the new digital and client service protocols? Please provide examples.

5. How has the organizational culture regarding integrity and transparency changed (or not changed) in your department?

C. Effectiveness of Rebranding Initiatives

6. How effectively do you think the new visual identity and communication campaigns have been received by the external public?

7. In practical terms, what specific process changes have had the biggest positive impact on service delivery time?

8. How has the current leadership's commitment to the rebranding effort influenced employee morale and commitment? 9

D. External Perception and Future

9. What are the most frequent complaints or feedback you still receive from the public or professionals regarding Commission services?

10. What additional resources or internal policies do you believe are necessary to ensure the current reforms are sustained in the long term?