



## **College of Technology and Built Environment**

### **Urban Land Management Challenges in Expansion Area of Addis Ababa: A Case of Kolfe Keranyo Sub-City**

**By:**

**Tsegaye Daba**

**A Thesis Submitted to the School of Graduate Studies of Addis Ababa University, College  
Technology and Built Environment in Partial Fulfillment of the Requirements for the  
Award of the Degree of Master of Science in Urban Planning**

**Advisor: Birhanu Girma (PhD)**

**May, 2025**

**Addis Ababa, Ethiopia**

## **Declaration**

I, Tsegaye Daba, declare that this thesis work entitled “**Urban Land Management Challenges in Expansion Area of Addis Ababa in the Case of Kolfe Keranyo Sub City**” is my own original work and it has not submitted for any diploma/degree in any other University/Institutions. The materials used from other sources have been duly cited and acknowledged.

Name: - Tsegaye Daba

Signature----- Date-----

## Approval

As a member of the Examiners board of the Master's Thesis open defense of Tsegaye Daba, we have read and evaluated the Thesis prepared by Tsegaye Daba entitled “**Urban land Management Challenges in Expansion area of Addis Ababa: The Case of Kolfe Keranyo Sub City**” and recommended to College of Technology and Built Environment, Addis Ababa University to accept the Thesis as it meets the accepted standards with respect to originality and quality for the in Partial Fulfillment of Requirements for the award of Master of Science Degree in Urban Planning.

### Board of Examiners:

Dr. Birhanu Girma

\_\_\_\_\_

\_\_\_\_\_

**Advisor:**

Signature

Date

Dr. Bedane Shata

\_\_\_\_\_

\_\_\_\_\_

**External Examiner:**

Signature

Date

Dr. Berhanu Woldetensea

\_\_\_\_\_

\_\_\_\_\_

**Internal Examiner:**

Signature

Date

Dr. Abunu Arega

\_\_\_\_\_

\_\_\_\_\_

**Chair Person:**

Signature

Date

Dr. Degachew Adugna

\_\_\_\_\_

\_\_\_\_\_

**Graduate Program Director:**

Signature

Date

## Acknowledgments

First my innumerable praise to the Almighty God for giving me the opportunity, capacity, and guidance throughout my life.

I wish also to extend my profound gratitude to my Adviser Dr. Birhanu Girma for wonderful insightful guidance and constructive advice in my thesis work, Special the Ethiopian Institute of Architecture Building Construction and City Development Addis Ababa University for the enrolment and facilitation into the program, and all respondents for my research; the support they offered is highly appreciated.

I am grateful to my parents, who were always with me in all aspects throughout my life (special gratitude to my sister Robe Daba, and my brother Amenu Daba).

I, also particularly thank the following institutions: kolfe-keranyo sub city land development and administration office, kolfe-keranyo sub city landholdings registration and information agency, kolfe-keranyo sub-city plan and development office, peace and security office, and “demb tseat bet”.

Since I'm not mentioning all those who support me in one way or another, I wish to say thank you. “God bless you all”.

## ABSTRACT

*In recent times, the urban land management system has been challenging in contemporary urbanization in Ethiopian cities and towns. This study assesses the urban land management challenges of the expansion areas of Addis Ababa City Administration using the Kolfe Keranyo sub-city as a case study. The study uses both quantitative and qualitative research approaches in relevant ways to meet the objectives of the study. The study used both primary and secondary data types to collect data from land management-related offices and customers of the office. Questionnaires and semi-structured interviews were used to collect primary and secondary data from the study areas. Also, the data collected through questionnaires were analyzed through descriptive statistics such as percentage, tabulation, frequency, pie chart, and bar graphs, and SPSS was employed to enter the data into the computer for analysis, and data collected through interviews were analyzed using the narrative description method. Result of the study shows that higher workload challenges, technology usage skill gaps especially in system digitalization, the structure of office and work follows is unstable, shifting issues in land coordinate, Conflicts issues around border areas shared with Oromia regional State, budget constraints issues to fill human resource gap and corruption are the main challenges of kolfe- keranyo sub city faces. the researcher would like to recommend, that knowledgeable, trained manpower, professional skills, and disciplined manpower and leaders are needed to achieve the objectives and goals of office urban land management, information land management should need improvement, which means any customer must access land-related issues using advanced technology rather than manual systems, a solution to reduce corruption and rent-seeking is ethics promotion office should be established at least in the sub-city level and also use advanced technology on land management issues.*

**Key words:** Urban Land, Land Management, Urban Land Policies, Urban Expansion

## Table of Contents

Declaration .....	i
Approval .....	ii
Acknowledgments.....	iii
ABSTRACT.....	iv
<b>Table of Contents</b> .....	v
List of Tables.....	viii
List of Figures.....	ix
Acronyms.....	x
CHAPTER ONE .....	1
1. INTRODUCTION .....	1
1.1 Background of the Study .....	1
1.2 Statement of the Problem.....	4
1.3 Objective of the Study .....	6
1.3.1 General objective of the study.....	6
1.4 Research Questions.....	6
1.5 Scope of the Study .....	7
1.6 Limitation of the Study .....	7
1.7 Significance of the Study .....	7
1.8 Organization of the Study .....	8
CHAPTER TWO .....	9
2. LITERATURE REVIEW .....	9
2.1 Definitions of Concepts .....	9
2.2 Organization Management Systems .....	10
2.2.1 Challenges of Organization Management .....	11
2.2.2 Resource Management System .....	11
2.2.4 Capacity Development at the Organizational Level.....	12
2.3 Theoretical Literature.....	13
2.3.1 Urban Landholding Arrangement.....	13
2.3.2 Land Tenure Administration in a Peri-urban Context .....	13
2.3.3 Evolution of the Land Policy in Ethiopia.....	15

2.3.4 Land Governance Concepts and Principles.....	17
2.3.5 Land management instruments.....	18
2.3.5.1 Techniques of Development on land Information .....	18
2.3.6 Drivers of Rapid Urbanization .....	20
2.3.7 Economic values of land .....	20
2.4 Empirical Literature .....	21
2.4.1 Urban Land Management factors.....	21
2.4.2 Governance.....	23
2.4.3 Experiences on Urban Land Management .....	24
2.5 Conceptual framework.....	28
CHAPTER THREE .....	31
3. RESEARCH DESIGN AND METHODOLOGY .....	31
3.1 Study Area background.....	31
3.2 Research Design.....	32
3.3 Population and Sampling Design.....	34
3.3.1 Population.....	34
3.3.2 Sampling Design .....	34
3.4 Data Type and Sources.....	36
3.5 Method of Data Collection.....	37
3.6 Data Analysis Method.....	38
3.7 Method of Data Presentation .....	39
3.8 Validity and Reliability .....	39
3.8.1 Validity .....	40
3.8.2 Reliability.....	40
3.9 Ethical Consideration.....	41
CHAPTER FOUR.....	42
4. DATA ANALYSIS AND INTERPRETATION.....	43
4.1 Respondents' Background Information .....	43
4.2 Urban land management and Institutional interlinkages in kolfe-keranyo sub-city .....	45
4.2.1 Legal Framework and structure of Office .....	46

4.3 The Main Challenges of Organization in Land Management Systems in Kolfe-keranyo Sub-city.....	48
4.3.1 Organizational service Delivery systems and information accessibility in study area ....	48
4.3.2 Land management and transparency in study area.....	53
4.3.3 Accountability in urban land management system.....	56
4.3.4 Administrative Capacity and Skills .....	59
4.3.4. 1 Manpower and technical skill.....	61
4.3.4. 2 Land Management Information System .....	64
4.4 The management of informal land ownership controlling system in expansion area of kolfe-keranyo Sub-city .....	66
4.5 The Land Use of Kolfe-keranyo Sub city .....	66
4.6 The main Challenges that kolfe-keranyo Sub-city faces in managing urban land in expansion area.....	69
CHAPTER FIVE .....	72
5. CONCLUSION AND RECOMMENDATIONS .....	72
5.1 Conclusion .....	72
5.2 Recommendations.....	73
Reference .....	75
Annex.....	80

## **List of Tables**

Table 4.1: Respondents' Total work experience.....	44
Table 4.2: Respondents' Total work experience.....	44
Table 4.3: Respondents' Educational qualification .....	45
Table 4.4: Respondents' perceptions on Legal framework and structure of office .....	47
Table 4.5: Organizational service delivery systems and information accessibility .....	49
Table 4.6: Land management and transparency.....	53
Table 4.7: accountability in urban land management .....	56
Table 4.8: Administrative Capacity and Skills .....	59
Table 4.9: Manpower and technical skill .....	62
Table 4.10: land management information system .....	64
Table 4.11: Land grabbing data.....	66
Table 4.12: land use of kolfe keranyo sub city .....	67

## **List of Figures**

Figure 2.1:A Conceptual frame work: Framed by the researcher .....	29
Figure 3.1:Administrative map of kolfe keranyo sub city .....	32
Figure 4.1:Gender compositions of respondents' .....	43
Figure 4.2:Administrative map of kolfe-keranyo sub city.....	68

## Acronyms

AACCSA	Addis Ababa Chamber of commerce and Sectoral association
AFDC	African Development Bank
AUC	African Union Commission
CPO	Compulsory Payment Order
CSA	Central Statistics Authority
EPRDF	Ethiopian People’s Revolutionary Democratic Front
FAO	Food and Agriculture Organization
FDRE	Federal Democratic Republic of Ethiopia
LDP	Local Development Plan
MoUDHC	Ministry of Urban Development, Housing and
NGO	Non-Governmental Organization
SSA	Sub-Saharan Africa
UNDP	United Nations Development Program
UNECE	United Nations Economic Commission for Europe
UN-HABITAT	United Nations Agency for Human Settlement
USAID	United States Agency for Internation Development

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1 Background of the Study

Land is definitely the main asset of any country, which needs effective management for its sustainability. It's an irrefutable fact that land is a veritable pivotal asset of any society of the world, without it nothing can be done. The demand for land, especially in urban areas, becomes high from time to time it is increasing, and it needs serious control and management. Consequently, legal and institutional fabrics are veritably important. In fact, the land laws were established and amended at different time according to its importance throughout the world, but their content and implementation strategy differ from country to country. Urban land institutions are working with different stakeholders, and they are interdependent to provide services. But the issue of their performance in furnishing service to the public, particularly from the perspective of good governance, is veritably questionable (Mulisa et al.2017)

Land management approaches vary from country to country, and it has different management functions. These approaches developed as one abstract framework able both to advance public capability on urban land management institutions and incorporate within advanced technology usage. Besides this, capacity will be composed of genuinely fragmented and analog approaches. Different cultural backgrounds and positions for profitable development determine considerable differences in emphasis on these functions among various nations. rights, responsibilities, and liabilities related to persons, programs, and places can only be visualized through land Administration Systems(World Forum,2009)

In Africa, the population is too high and there are requests for development that have led to increasing competition for land resources in municipalities and metropolises, which has put under pressure customary land operations in productive high-value areas and there is a content of formal land institutions that is generally very limited. This means that many ordinary Africans living in towns remain insecure on land tenure and sanctum. (Adigeh et al. 2020) shows that land management includes all conditions concerned with the operation of land as a resource, both from a terrain and a profitable perspective. Nevertheless, from an institutional perspective, it involves things like; legal frameworks, resource operation, land administration arrangements

*etc.*, thus being seen also as one involving the expression of land programs and information systems (Adigeh et al. 2020). Consequently, hamstrung urban land management can result in uneconomic use of land, uncontrolled informal arrangements, spread of cities without proper planning or urban sprawl, illegal effects on lands such as grabbing by influential individuals or groups, inadequate provision of basic services & infrastructure (Adigeh et al. 2020).

Another point that is important for land management is land information system, the World Bank in 1999 defines, Land Information Management System is a mechanized instrument for authorized, administrative and commercial determination for land use preparation operational. It is prepared from a data set of structured statistics with spatial confirmed land associated attributes and spatial data for a definite domain and also formalities and conduct for methodical collecting, handling and dissemination of the data to prop in defraying land management glitches(I.V. et al., 2022).

(Williamson, 2000) indicates that land is a crucial resource for the profitable development of any country in the world. As (Deininger et al., 2012) banded, the land is a tremendously precious asset, generally counting for 30- 50 of public wealth in developing countries. Encyclopedically, land governance is about the programs, processes, and Institutions by which land, property, and natural coffers are managed. This includes opinions on access to land, land rights, land use, and land development(Deininger et al., 2012). The study by (World Bank Group, 2014) on urbanization in Ethiopia revealed that access to jobs, structure, and services are the three crucial gaps for urbanization, but didn't give emphasis to these areas to meet the demand of growing figures of urban residents. According (Plummer, 2012) study land allocation is the alternate most common area of corruption in Ethiopia, following customs services. The loosest exertion in the land sector occurs at the perpetration stage, suggesting that the position of corruption is determined by the way policy and legislation are formulated and executed. The service providers are anticipated to deliver effective, cost-effective, and sustainable land-affiliated services. But, as indicated in the 2013 Evaluative Training Module of the megacity, the provision of land administration services isn't effective and satisfactory(Berihe, 2019).

Furthermore, Ethiopia is one of the least urbanized countries in the world. It has only 16 % of its population living in urban centers(PCC, 2008). still, given the 2.73 its growth is rural to urban or urban to urban migration, which increases the number of people living in urban area. likewise,

the country's urban population is anticipated increasing from time to time, this increment expanded the area coverage of urban center. Which makes it different urban center within its coverage. Today, Ethiopia has at least more than 900 urban centers, and Addis Ababa is the largest megacity from (PCC, 2008). Addis is expanding into its peri-urban areas to accommodate the increasing population, ongoing attention, and market expansion (Kasa et al.,2011).

The urban expansion area is located in the direction where urban land is expanding and it is a process that applies to agricultural land in to build up areas. A zone's formal and informal land offers will be inversely significant, and a country's citification and land argument can yield exchanges in land usage, influence, possessions privileges administration, and terms of the land. Thus, areas are becoming the epicenter of unique phenomena on a scale that varies from metropolitan vigorous to the dismantling of agrarian land and up-and-coming job prospects in pasturage (Allen, 2003). In these urban areas, there is new ownership privileges materialize while traditional or familiar possessional rights can dematerialize or vanish. Alternatively, the meteoric emergence of a market around collaborative-owned land and the populace is a response to the structural revolution. Two perspectives on the rapid collaborative growth of the peri-cooperative west have been articulated: urbanization and communal increase are appraisable motives for new requests and conversion of ownership rights from pastoral/ familiar terms into intimately possessed rights (Gashu, 2014a).

The researcher may have learned from experience or through a literature review that there was a gap that's in the area of focus to managing urban land or mitigating its challenges on expansion area currently issue and also additionally to overall managing practice for this reason, and the city governance takes especial focusing areas that land expropriation decisions with the proper existing situation.

The proposed research aim is to determine the challenges that arise mostly in expansion areas of the city using the kolfe keranyo sub-city as a case, most land management practices in the expansion area differ as compared to overall the urban land, the area is characterized by uneconomical usage and unplanned land arrangement the reason why the interests in land such as residential, commercial, industrial, and other interests need to be high in that area so to handle this and make secures, manageable and benefits for all parts of the society.

## 1.2 Statement of the Problem

Garda (1995) indicated that the largely centralized regulatory land management in urban areas results in first, squinching and the use of bulldozing as a tool of land operation and secondly, setting numerous laws in land governance issues. Hierarchical operation decision makes way in different situations for adding new thing on the entire procedures leading to a successful affair (Toomanian & Mansourian,2009). According to(Chimhamhiwa, 2010) , the connections or services of land process by the formal land operation (LO), in civic areas, bolster the development of casing, structure, and the smooth operation of land and credit requests. In many third world country the independent association frequently doesn't unite and cooperate most effectively. Therefore, to estimate land operation system (LOS) they consider six parameters; which are time, cost, society, client satisfaction, technological invention, and quality (Nesredin Ahmed et al. 2021).

The competition for land in urban area is the lively competition with ultimately result in changes in its use, power, property rights governance, and so on. (Wehrmann, 2008). The competition for secure, serviced land as a result of rapid-fire-fire-fire urbanization increases the significance of peri-communal land still further (Payne, 1997). -communal areas are the center of nearly all new developments that range from collaborative expansion both formally and informally to the decline of agrarian land and pastoral employment openings (Allen, 2003).

The capital of Ethiopia Addis is a marketable and political center and an exemplary instance of the rapidly growing city. Due to higher growth rate and higher population growth the demand for social service and infrastructural development casing deficit, which makes load on urban land service and its management. The National Report on Housing & Sustainable Urban Development 2014, from the Ministry of Urban Development, Housing, and Construction indicated a lack of land operation as a major handicap for a further effectiveness increase. The report noted that the metropolises in Ethiopia don't have road addresses, and generally don't have current land use charts of supplies of vacant land. There's also some general confusion in metropolises about what can and can't be anticipated from the urban cadaster design, and when. The same report found that the overall system of governance of land operation has substantial structural failings as it exorbitantly over-regulates what landholders can and can't do, and makes it top-to-down.

This over-regulation is rooted at the civil and indigenous situations, while original governments don't have straight control over multitudinous scenarios that are original by their nature.

(Nesredin ,2021)on his study of management of land and service delivery process challenges in Yeka sub-city, among the challenges faced were stakeholder interdependence and coordination were weak, accessibility of service delivery on land management was not good, most of the work follows was not clear for customer, work evaluation and monitoring system is not regular, and over all the process of land ownership process takes many times. Likewise, (Abreham, 2018a) tried to assess land development and operation practices and challenges in Yeka Sub-City by applying good governance principles under the five good governance confines and observed land development and operation processes aren't transparent, citizen participation is weak, unstable treatment of guests, and the service druggies are displeased with the practice.

So, this study is designed to fill the aforementioned gaps where the urban land expropriation and more interest by individuals for different purposes, and comparatively interests need to be higher than other areas, there study area faces urban land management issues which has the uneconomic use of land, uncontrolled informal arrangements, unplan land issues, service delivery issues and so on, for this reasons area of focus on land management practices by researcher and also political, economic issues, so having the main objective assess the challenges of the urban land management in expansion areas.

Therefore, the purpose of this study is to assess the challenges of urban land management in expansion areas of kolfe-keranyo sub-city from the above point of view by designing here under research questions.

## **1.3 Objective of the Study**

### **1.3.1 General objective of the study**

The general objective of this research project is to assess the challenges of urban land management in expansion areas of Addis Ababa City Administration using Kolfe-keranyo Sub-City as a case study.

### **1.3.2. The specific objectives**

1. To show the challenges associated with land management in the expansion area of the study area
2. To assess the extent of challenges in the Expansion area of kolfe-keranyo Sub-City
3. To identify the main challenges of the organization in the land management system in kolfe-keranyo Sub-City
4. Finally, to arrive at some recommendations that would help to alleviate the challenges of land management systems and their negative consequences.

## **1.4 Research Questions**

The study mainly focuses on assessing the urban land management challenges in the expansion areas of Addis Ababa City in kolfe-keranyo Sub-City as a case study. Hence, it addresses the following research questions.

1. What are the challenges associated with urban land management in the study area?
2. What are the main challenges and their extents that kolfe-keranyo Sub-City faces in managing land, especially in expansion areas of the sub-city?
3. What are the main challenges of organization in land management systems in kolfe-keranyo Sub-city?
4. What is the possible solution to minimize the challenges of land management systems in the expansion area of the sub-city and their negative consequence?

## **1.5 Scope of the Study**

Urban land management of expansion areas of Addis Ababa City Administration case study based on Kolfe-Keranyo sub-city is mainly land management practice including legal issues; land-use planning, management issues and institutional arrangements; undoubtedly defining the land related question; overall inspection and control of conformability with the decisions; land tenure issues solving; affordable protection to the community. Land management is vast issues, so this study on the urban land managements in expansion areas are concerned with land use planning and the institutional arrangements and capacities required to carry out these tasks. It would be assessed both at an institutional level of urban land management and on the aspect of customer point views on service. It would also be drawing based on a cross-sectional data gathered from both the institutions in charge of urban land management of the sub-city and from customer service point. The study is also geographically limited to Kolfe-keranyo Sub-city.

## **1.6 Limitation of the Study**

The limitation of this study is that it does not evaluate all of the basic conditions or foundations for land governance according to (Burns et al., 2007 cited in UN-Habitat,2012) which include a policy framework, a legal framework, institutional capacity, primary geodetic network, education and training, funding and finance and stakeholders' engagement. Beyond that, the other limitation of this paper is that the respondents have the fear to respond with genuine information for the questions posed.

## **1.7 Significance of the Study**

This study was making several contributions to both knowledge building and practice improvement in urban land management specially for expansion area. It is expected that it was aid to policy makers and urban planners, also to study further. It shall also be of great relevance to the organizations under study as well as other related offices. Lastly, this study would be contributing the academic knowledge on how to implement effective strategy that mitigate Urban land management challenges effectively and it served as a stepping stone to future researchers by providing literature and also by aggravating them to conduct research related to the subject matter as a further reference material.

## **1.8 Organization of the Study**

This study would be structured into five chapters. Chapter one consists of the introduction with the following parts: background of the study, statement of the problem with the questions, objective of the study, significance of the study, scope of the study, limitation and finally organization of the study. Second chapter would consist theory and review of related, empirical and conceptual literature. Third chapter would consist research design and methodology, Population and Sampling Design, Data Type and Sources, Method of Data Collection and last Data Analysis. The fourth chapter would consist Data Analysis and summary of the chapter and finally the fifth and last chapter would be conclusions findings and recommendation.

## CHAPTER TWO

### 2. LITERATURE REVIEW

#### 2.1 Definitions of Concepts

**Land management:** is a function that involves managing resources from an environmental and an economic perspective; similarly, most of the planning and regulation take place on the land. For instance, Land management is the management of farming, community and property management, mineral extraction, and overall strategic physical planning of towns and the countryside.

**Information on land service:** that involves processing, acquiring, storage, and retrieving of the land information.

**Cadastral service** is a technological advancement in a system by mapping or planning to indicating the size and the location of the land alongside texting stating its attributes; it is within the survey and mapping departments

**Tender** is an organ modal of transferring the land through lease to the application winner to fulfill the competition requirement; it depends on rules that govern market situation.

**Land tenure** is the way people make land ownership within the rules of tenure determine how uses it within government policy.

**Landholder** is any individual, government, organization, or organ of a person with legal personality with lawful possession over the land to the expropriated property

**Compensation** is the type of payment to be made in cash or kind to the person for his property situated on his expropriated landholding.

**Lease** is the system of tenure on land whereby it is obtained land within a limited time contract of usage.

**Urban Land lease policy** is the serial directive established to guide the issue on urban land lease holdings.

**Urban administration** is the government authority that has control over urban matters; they are charged with duties that have been prescribed by law enforcement or the relevant higher bodies to execute powers or functions of taxes.

*Source: Global land tool network, urban land policy proclamation 721/2011 and Proclamation No272/2002,2023*

## **2.2 Organization Management Systems**

The management theory and its principles direct the organizations in different scopes according to their values, culture and its identification. This makes organization management systems differ for organization to organization. Main organization management system focuses on resource allocation and usage. The governmental and business organizations should need a suitable environment to achieve the goals or profitability of the organization. To enhance this organization should be applied systematically and judiciously through making smooth work follow, environmental adaptable work plan and good interpersonal relationship (Scottish Government, 2008). Based on its work follow, resources allocation and system it follows management system can be: -

- A management system when single owner of organization managing overall his institution. The responsibilities of controlling overall activity by himself. In such case there is high workload on the owner of the institution.
- Mixed type management system is suitable for partnerships and businesses type of work. It focuses on limited département management system, which come together for serving specific technical allowance between them.
- The other is structured management systems, which is good for multipurposed institutions, and it works for mixed or structured methods. For the structured management systems method, each of the departments are established to operate interdependently on their distinctive roles created for them. and also, they perform distinctive roles which are linked together towards the achievement of a common organizational goal.

### **2.2.1 Challenges of Organization Management**

Public institution perceives different challenges in serving their customers. One of the challenges raise in public institution is management systems challenges. And, each of the management systems have their own problems that they contend with in institution. Problem that comes from personnel is defined as remuneration, which is an individual-based challenge. Which concern to entrepreneurs for the reason that it is either shown by the employer or is negotiated between the employer and the employee. When the value concerned with remuneration is positive, it leads to high morale and productivity, while, the reverse can lead to an unstable work environment and low productivity. Alternatively, the major challenge associated with the production system is efficiency and effectiveness. In addition to this, the communication system is another challenge of organization management, which is when wrong decisions and policies are made and implemented. These challenges are confronting the research and also the development system, which is when inaccurate statistical data for the organization. In such case, there are serious conflicts, instability, misdirection, and misapplication of organizational resources(Wurische, 2021).

### **2.2.2 Resource Management System**

Any organization needs to have an effective resource management system, but how managing resources may challenge and also differ from organization to organization. Different organization uses resources according to its plan setting to perform their functions perfectly and within the ambit of the organizational goals(Wurische, 2021). Resources can be manpower, money or capital, and also information.

- The role of people in management starts from planning to solving organizational issues at higher stages to make effective achievements. People lead the overall activity of the organization which is performed through different quality of professional skills. They perform activities that cannot be performed by machines. As a result, it's one of the potential resources for organizations.
- A money or capital is potential resources for the institution to perform the duty, in many cases it's not self-sufficient. Due to these, it can cripple the institution's ability to fulfill its goal. The overall activity depends on its assets to expand the capacity, add

additional workers and payment for the existing workers, acquire inputs for work, and also to meet its day-to-day operational expenses.

- Information systems are resources in resource management systems. It may be speculative, concrete, and market-shared types of information. When we say Speculative information, it is obtained from various media sources, whereas Concrete information is based on research data or well-founded conceptual theory that is useful to the organization. As an example, market is obtained from areas of market work, it may form stock markets, sales, and financial based.

#### **2.2.4 Capacity Development at the Organizational Level**

(Scottish Government, 2008 indicates that one of the goals achieving mechanism for organization is capacity development. This makes the organization good performer goals when individual capacitated. In most case capacity development indicators are;

- Institutional infrastructures, which means building the institutions images from material base to non-material. By ensuring responsibilities, and enabling good governance and creating coordination between départements. In addition, it makes an agreement and distribution of responsibilities between the involved institutions. in the same way, it makes the establishment of suitable balance and cooperation between public and private sector activities and between national policy-making and local decision-making. These challenges relate to good governance, decentralization about a delegation of decision-making power between governmental levels.
- The means for exchanging geo-reference data are provided by spatial data infrastructures, such as land administration models. Conceptual, political, and economic infrastructure are inherently interlinked. The building of cooperative partnerships between the public and private sectors and governmental levels, as well as the adoption and application of technical standards, cost recovery, and access policies, are crucial elements.
- Professional institutions are institutions that build professional standards, ethics and other issues that relate to professionalism. These helps to build professional competence within country standards, though the engagement of governmental organizations to create the best possible conditions and services, alongside promoting the larger land administration line of work in this case.

## **2.3 Theoretical Literature**

### **2.3.1 Urban Landholding Arrangement**

The land administrative system spatially urban land in Ethiopia changed in FDRE, since 1990s. It was administered by lease system; the lease system is working within boundary of the urban. By land transferring state or government uses the income from lease for different urban development purpose. The municipality within state ruling all the process (FDRE, 2013, 2011). The urban land lease system is transferring by two options one by tendering and the other is by allotment, both are contract as stated on the constitution. According to the rule 10% of payment is done immediately when the one who receive land by tender or by allotment receive, the land the administration working on it. (Gashu, 2014).

The land leaseholder uses the land according to the proposed land use set by the municipality designated purpose. And the duration of the lease is depending on its purpose of uses according to set on constitution of country (FDRE, 2011). The leasehold rights handed to the leaseholder include the rights to use and develop the land within a given period. If there is an improvement or development on the property, the right to transfer leasehold rights by transactions, gift, or heritage is also allowed. Similarly, the land receives by leaseholder used as collateral for bank loans, and this helps for individuals' investment on it. The Land Lease Proclamation No. 721/2011 indicates that the duration of a leasehold varies depending on the way to use it and for which the land is prescribed in the land use plan of the city. As stated on the proclamation the year of usage varies according to its purpose, which means for construction of individual or real state houses, governmental and non-governmental organization, and for religious purpose its maximum lease period is 99 years. But for urban agriculture it's the minimum up to 15 years. The lease system state that, when the lease period is expired was renewed or reimplemented according to lease policies or rules at the expired time period. Which means lease price is set again at the time of expired by the government. However, at the time of expiration the government or municipality cannot compensate for material on land, but the leaseholder has the right to renewed it.

### **2.3.2 Land Tenure Administration in a Peri-urban Context**

The sub-Saharan Africa and other developing countries urban land tenure system is a critical issue in the expansion areas of city and towns. It is because of rapidly-fire urbanization and the

number of populations also increased from time to time, this makes high demand on land. Furthermore, in expansion areas of urban, land transfer, ways of land use practice and transformations are more active and observable. Some of the introductory land governance challenges in the expansion areas of urban include erratic domestic development with inadequate social services and structure, land accession for residential, illegal and extra-legal land services, deals, unauthorized land use change and deals without the knowledge of the land administration authorities. either, with adding land values, multifaceted actors are interested in urban expansion area land, which may consolidate land use controversies between different institutions and actors(Gashu, 2014) .

Land tenure deals with four main factors of land administration alongside with land value, use and development (Enemark, 2007). Consequently, land tenure administration can be seen as management of land rights which includes broad range of conditioning and its processes (Williamson et al., 2010), similar as: -

- ✓ A system by which land rights are allocated or recognized;
- ✓ The definition and areas of boundaries covers between parcels;
- ✓ Information storage capacity on land rights, right holders, and parcels;
- ✓ Procedural rules by which transactions of agreements (such as sale, mortgage, lease) and social events (such as death, birth, marriage, divorce);
- ✓ The resolution of uncertainty or adjudication of disputes concerning land rights and area coverage;
- ✓ methods about new property formation measures (subdivision, consolidation, partition); and
- ✓ Institutions and its ways for land valuation and taxation, planning, controlling, and monitoring of land use.

Scholars from the northern corridor of the world show that introducing an acclimated land development tool like land adjustment can help address land tenure challenges in urban expansion areas. The tool can help ensure good governance in urban expansion areas of land tenure administration by incorporating pro-poor, inclusive and gender-responsive, decision-

making rudiments in the process of land accession and delivery for urbanization (UN-Habitat, 2012). Therefore, the multi-faceted peri-urban land tenure problems expiring from rapid-fire urbanization and the performing huge demand for land can be addressed by introducing land adjustment as a land development tool. The three main provocations for conforming land adjustment in the southern corridor of the world as an indispensable land development tool for the surrounds of peri-urban and urban areas are (Ibid).

- ✓ The land tenure system in the urban expansion areas must change to meet current and unborn demands for introductory services generated by urban expansion;
- ✓ Urban expansion areas need land administration and development options that engage property possessors and druggies in the area, rather than marginalize them.
- ✓ Urban expansion areas need land tenure administration and development approaches that produce lower public opposition than the traditional styles.

### **2.3.3 Evolution of the Land Policy in Ethiopia**

Land policy are one of national policy of many counties, which promotes the objectives that includes development of economy, equity and communal fairness and stability in governments and its linked with: safety of tenure; markets related to land (especially transactions related to land and access to money), taxation matters of real property, proper and adequate use over the land, natural means and the environment, the allotment of land to needy and poor, minorities and weak women; and methods to preclude land speculation and to manage clashes related to land(Jebae, 2017).

Basically, in Ethiopia land policy exercised by three different political regimes since the beginning of the 20th century namely; the imperial, the Derg and the current regime. These political regimes have their own respective characteristic features and focus towards tenure right and land management aspects.

**Land policy During the feudal (Emperor):** - in this governance land tenure system was largely complex and different, this complexity and diversity is grounded on geographical, ethnical and artistic diversity and history of subjection and governance systems produced largely variety of land application and power. The land tenure types of feudal time were related to the bracket of the Homeric administration character which was (communal land type, grant land type, free hold or it referred to as private, some ruled by church and the remain all were under state) tenure

systems. In this way land tenure systems were, rist/kinship, communal, village, private, state, and church lands. The drawback of this land policy was high term instability, illegal distribution of land and in applicable landholding size by individualities which left the maturity of the peasants landless and tenants who solely reckoned on crop sharing husbandry conditioning(w. crewett, A. Bogale & Korf, 2008).

**Land Policy of Derg:** - the Imperial Regime government changed due to land issue and the Derg has brought about a radical change in 1975 on land ownership from the emperor regime land policy to new one, which was the reform on land ownership. The reform was initially designed to correct issue of land policy during feudal regime and make right to use land for their own for agrarian or for peasant and also expect that increment on production by suppl agricultural input and create employment for all. The Derg policy restricted the right to use the land by prohibiting the lease/rent, donation, sale, exchange, mortgage, and inheritance of the land(w. crewett, A. Bogale & B. Korf, 2008).

**The FDRE policy Since 1993:** -the current policy is led by the previous regimes of derg, which has retained the Dreg's policy of state ownership of land. As the FDRE constitution (1995) states land is an asset that ownership is linked with the states and people of the country. When it says state, it refers nation and nationality of the country. Even if the land is the property of the state and the people of the country it is not used as a means of exchange or sale. In general idea of a land policy is included in the FDRE constitution. Article 40 (3) of the FDRE constitution envisaged that the ownership of both urban and none urban, and other natural resources is vested in the state and people. In the same way, land is not subjected to sale and other means of exchange. In article 89 (5) of the same constitution, the power of administering land is given to the government on behalf of the people.

Presently, urban land is acquired through 'transaction and allotment'. As indicated on the Urban Lands Lease Holding of Ethiopia, ProclamationNo.721/2011, transaction/ tender means a modality of transferring the urban land parcel to a shot winner fulfilling the competition conditions issued grounded on the rule of request, and allotment is applied though rules for furnishing urban lands by parcel to institutions that couldn't be accommodated by way of tender/ transaction (FDRE, 2011). The legislation in this regard states that plats are the primary system of land allocation, including transferring the old land effects to the parcel system though out time

it makes change. Piecemeal from the transaction, the legislation allows allotment to transfer land to associations, government institutions, non-governmental associations (NGOs), condominium casing, tone-help casing, and religious institutions to ensure fairness and achieve other socio-profitable purposes. Concerning allotment, Indigenous governments decide which individualities and institutions qualify for allotment(Gebrihet, 2022).

### **2.3.4 Land Governance Concepts and Principles**

According to (UNDP, 2012) Governance is the one of decision-making technique and the course of action which includes whether a decision is implemented or not implemented and the process of applying or governance is a form of ruling different organs of government using guidance's the country's affairs at the different level of service delivery. Good governance is a demonstration of practice on many areas that enables community living in the countries' affairs while will rely on a participatory, transparent, and accountable efficient, and equitable process that will respond to the people's needs and is characterized by promoting satisfaction on service though the rule and ensures that social, political, and economic priorities receive attention that is based on the broad consensus within society. It also ensures support the poor for equality and advantages on political process and also influences policy and development the allocation of resources and the priorities made.

(Alemie,2015), emphasized three benefits on how to manage urban land in perspective of good governance: it is effort-specific and focuses on the contextual causes of the urban people around urban land issues which catchment and on its use by settlement rates. Secondly, a governance lens is critical for all the people concerned engaging to reflect on a range of competing governmentality, alternatively solution to those problems. Third, it is the only platform through which properly identified solutions could be legitimate, assuming the appropriacy of decision implementation. At a broader scale, these three effort combinations are likely to increase important political rather than decided strategies, thus furthering. Achievement of the desired output policy and therefore sustainable development goals.

Land management is an inseparable function within a country's cities, because land is an asset for city. Land governance in urban is an emergent issue for a country that has highly on developing, because it is becoming more and more business growth-oriented though; it is increasingly being captured by corruption and rent-seeking. Corruption and rent-seeking are first

and foremost associated with poor governance in developing countries where the command over land rights is the main way of acquiring and conveying political and economic power and privilege dispersive patricians, nepotism, and corruption. Poor management system on land involves increased insecurity of property rights, a high level of bribery and corruption in the management of properties, and settlement of property disputes, especially the developed countries (Akrofi, 2013).

Land governance covers state, statutory, customary, and religious establishments in urban, and informal establishments. It involves state structures analogous to land agencies, courts, ministries, and megalopolises, suited responsible land and their central and informal Land formalists, traditional resolvers. Land governance combines a coherent, legal, and policy frame for land and fault with traditional events accomplishing land transactions inheritance, and disagreement resolution. Good governance principles on urban land management can be operationalized through the attainment of equity, effectiveness, clarity, and responsibility, subsistence of equity, and security *Etc.* Thus, “most countries retain a weak land governance impact this is due to the incompetent and ineffective land firms allowing open access to the flora and politically disposed of who abnormally benefits from the phenomenal lack of wasted and corrupt land administration. It is a serious issue for country that has poor land governance (Abreham, 2018b).

When land governances are ineffective and corrupt. In the above, weak governance at the level of urban development processes may be; corruption, inefficiently operating institutions, lack of horizontal and vertical co-ordination, no integration among governmental agencies, credit market limitation, low land administration systems efficiency. The above “result from” in LIS learning block the effects that are otherwise of benefit. Ineffective land governance mainly causes the lack of the main conditions or a weak “foundation” and consists of a policy framework, a legal framework, institutional capacity, a primary geodetic network, Education and training, funding and finance (Burns et al., 2006).

### **2.3.5 Land management instruments**

#### **2.3.5.1 Techniques of Development on land Information**

(Owusu, 2022) writes that land information system comprises land data, force and technical capital, and process and way for data collection, streamlining, process and dissipation. In many

cases, such an information system was described to as the normal land administration system; hence, whether the information system could be practicable on the work environment and access to evaluate the land values through different programs which is good and promotes effective land administration.

Moreover, these delineations deduction land information system includes data to generate information, technology to secure vigorous operation, people to conduct its duties, and process to secure honorable land administration. Operating modern technology to land on information performance is optimal to icing good land service delivery and be fraudulent land administration system. High performance realty computer abetting to land rede, claiming a systemic framework for policy, legal, and institutional fabrics, data quality, and organizational procedures. If these issues were properly addressed, these factors are probable to neutralize this declaration. In sum, the usage of advanced digitalized system, there is a computerized that confines automatic input, replacing, land spatial-attribute data storage, data motives behaves and other land cadaster information.

Advanced digitalized system consists of complex centers that covers points on the coordinate system, allowing the add-to be added to other data affected with the land best in farming and relaying information of the system. Even the software and hardware distribution of complex existing ranking is firm. Due to this information is stored and asset form of compound consent on druggies' computers and access through a small network, whereby the information is penetrated in a central sever and can be accessed by all drugs on the network form a production in land running process. The land information software abetting selling to a adjusting set of software a certain perfunctorily where people that are designed and programmed to triggered automatically the processing, analysis, storage, and repackaged of land cadaster information in all steps (Rakhmonov et al., 2022).

The data retained in the cadaster involves a clear and unambiguous description or definition of the physical location, size, and general information of specified land, and also other related interests to the land tenure and pertinent facts. It is regularly maintained record system. Meanwhile, Information is the result of a controlled evaluation of the several organizational and administrative techniques utilized in the excessively planned execution of a certain task, along with human and technical research and investigative operations. Land information assists those

who are apathetic toward land management by allowing them to organize and peruse information on a place, its resources, and the improvements made to it. It is possible to create cadastral systems(Augustus S & Moses, 2016).

### **2.3.6 Drivers of Rapid Urbanization**

The rapid urbanization is derived by many factors, to clarify this, migration from villages to towns, urban expansion, increment of population and the natural growth of urban inhabitants are the main factors. In country like Ethiopia, migration is main factors to urban growth dynamics and also has significant contribution to urban population. The case of migration is many, but its form of migration has been rural-urban and urban–urban and in little urban rural. Many studies on their report indicates, the State of Ethiopian Cities revealed that proportion of migrants in urban centers drastically changed into higher population density. It should be noted that the proportion of migrants in the urban population which was above 40% and more than 73% of the urban migrants were from rural areas (CSA, 2008), which is indicating that increasingly general level of rural-urban migration. Conversely, it doesn't include day labor migrants coming from surrounding rural areas of the surrounding (Tesfaunegn, 2017).

Furthermore, interest on urban land increased over time, urban centers have been physically expanding into their surrounding boundaries of rural areas, along with the urban expansion areas by including additional land where people base their lives in agriculture. Differing from the urban expansion area are held in such cases which are practiced in a planned and unplanned manner. Besides urbanization, there were commercial and manufacturing expansions that were guided by urban expansion planning, but many of the settlements were due to urban sprawl from inner cities due to different economic influences. The expansion areas attract people from different areas, and transform the land and living styles to urban settings and this causes spatial expansion as well as urban population increments in the area (Tesfaunegn, 2017).

### **2.3.7 Economic values of land**

The development of expansion area of many cities rapidly changing into urban areas thus due to population growth and economic development which creates numerous problems. As a consequence of economic development, people living in that area changes the character of land into build up the area. Expansion areas of urban land demand and its limited availability make it a scarce resource. Which falls under land laws, zoning regulations, titling, and convoluted

registration programs. The low-income residents don't advantage due to this scarce resource and its regulation.

One of the urban economies determining factors and resource is land, it is the main resource for urban development. Undoubtedly the price of unimproved land measures the value of property rights over space itself. There are factors that determine land price in urban area from economics point of view. These factors are, development level of the city, employment opportunity, and accessibility of infrastructure, modernization and political stability. The values of land have impact on overall economy of the area, which is impact on living standard of individual, impact on goods and service, impact on land-use, and also impact on government policy implementation (Albouy & Ehrlich, 2014).

land values can be determined by its:

- By its social welfare contributes which is as natural resource but is usually not reflected in the market price
- And also measured by its intrinsic value of land which is unrelated to its use by humans such as being a home to wildlife and
- Economic importance which means by its land rent and market value.

## **2.4 Empirical Literature**

### **2.4.1 Urban Land Management factors**

(Dube, 2013), with his study to examine that the challenges of urban land in expansion municipalities of Ethiopia in case of Arba Minch with this city there was high interest of urban land (demand) and in land ownership process there are different actors on sale, land brokers, land buyers, owners and different experts has verified the frequency of huge volume of informal land sale and the preference of it by numerous of those who look for land and suitable to go. Therefore, from the situation over, it's possible to identify actors and heirs in the informal channel of land sale. Consequently, the informal actors are, land brokers, land holders (bookmakers), and also land buyers. In the area the land holders and land brokers profit higher because of the demand for the land is growing in the city. As a consequence of this the informal land ownership and participant were challenge in the area. From respondent's point of views, the data on urban land through informal land transactions were asked to specify the reason

why they bought it. As he indicated that from respondent perception majority of them or reported that they bought the land due to its delay of the municipality service for residents, 17.91% bought for the unpleasant feeling may the chance to lose it, 14.93% were doubt on it that government give them land and the rest 11.94% bought land through informal way for other reasons.

He recommends that the professional was needed to solve the issues with effective planning and perpetration process participatory, each- inclusive and cooperative that makes development though process, and also needs to work on arrangement institution that for responsive and visionary operation land and land affiliated issues of the city. In order to reduce the challenges that arise on urban land management it must needs strategies on resolving the issues especially on monitoring and evaluation. These made that a good response and increase customer satisfaction on the municipality.

In government sector where land policy implements there are land administration functions which performing service delivery frequently-complex systems within live to coordinate registry and cadastral services. In case of openings and complications within government institutional arrangements explosively affect the effectiveness of land administration systems and the services handed. This was described by both effective and ineffective arrangements of state authority and liabilities, institutional structures necessary to support and coordinate core land functions, and considerations of responsibility and translucency to reduce loose conditioning. organizational challenges are best approached when there are good openings for long- term support and cooperation and an agreement can be reached on the development direction. the office arrangements for land administration touches on multitudinous other issues, including community participation, governance, sustainability, and making opinions in the field. There are number of issues arise due to reviewing institutional arrangements for land administration, these are (i) the organizational structure, places, and arrears of the institutions furnishing the core land administration functions (like registration and other works), (ii) works on power decentralization, (iii) liaison of identification of the main function to other land sector agencies and functions, and(iv) the part of the private sector(Burns et al., 2006).

(Abreham, 2018b) with his study to examine the land management practices and challenges in Addis Ababa City Administration using Akaki-Kality Sub-City as a case study several challenges

these were, lack of land information on inventory of land, the study area character was expansionary or new development which changes the environmental situation, stakeholders integrity was less on land management, lack of office worker integrity, land use plan is changed timely, and high office worker turnover. And also, he recommends that the offices which were working on land management issues made planned integrity with identified duty for the workers working each office.

#### **2.4.2 Governance**

Scholars have begun to agree on the central ideas related to administrative reform to incorporate within the issues of governance (Grindle, 2017). The motivations that some scholars concerned is how service delivery and customer satisfaction in public administration can be achieved. In this regard, governance can be instilled into two essential normative guiding: one is policy authorization and the second is policy implementation (Salamon, 2011). The first one or normative prescription of good governance interrogates the policy through evaluating implementation which improve quality service provision (Lynn et al., 2002). The second one or policy authorization which emanates from legislative decisions that establish policies and laws to allocate resources. The normative implementation on good governance issues aims to provide guidelines on how societies should address the most demanding global challenges (Dingwerth and Pattberg, 2006; Weiss, 2010).

Also, institutions have different powers in public administration, where each power of the institution is important for generating good governance values and norms (Addink, 2017). Good governance framework is strongly associated with the function and structure of these organizations' activity. Urban land management is one of several public administrations in which good governance on urban land management has received significant attention in the contemporary urbanization processes where specific principles could be utilized to evaluate issues of resilient land governance because urban expansion requires a well-organized decision-making process that enhances its sustainability and resilience (Alemie et al., 2015a). The principles of good land governance implementation within land policymaking make clear on duty and responsibility of stakeholders which makes every stakeholders works depend on the policy and reduce the challenges (McNeill et al., 2014). However, adjusting the good governance

principles on urban land management office on social and cultural context is inevitable to ensure quality service delivery.

### **2.4.3 Experiences on Urban Land Management**

Techniques on land managing in countries are sharing a different pool of legal systems and institutional arrangement in order to identify ideal and realistic model for many reasons. Along with service delivery the conditions of government bodies, business enterprises and application of utmost recent technology, and service the rights, duties, liabilities, limitations and hazards attached to land for it continues changes in development. The integration institutional structures vary monstrously across regions and countries in the world reflecting public culture and judiciary settings. The arrangements those institution are changes over the period of time in order to support the perpetration of programs of land and their governance in a better way. In Lebanon and Belarus, land management are defined by modules programs of land, information architectures of land and land management function to support the continuous changes through development. Different conditions by each country regarding management of land architectures makes difference in social culture, legal system, artistic values, profitable conditions, and the circumstances of institutions and administrations has been honored(Jebae, 2017).

According to(Jebae,2017) identified that Belarus after the independence, tried a financial change, profitable reform in which a free request of exclusive land and lofts was a vital member. As he stated Belarus has been changing the “old” Soviet occupancy frame with its restrictive state procurement ashore and a sharp state control into an arrangement of the confluence on land possession. Since 2002 – 2003, a critical institutional reassociation and re arrangement on land association area started in country. This was particularly gone for joining separate executive capacities on recording land and different feathers of property (i.e., structures) performed by two different legislative bodies. In particular, one was in charge of the investiture of land plots with separate rights, while the other kept records on structures and different structures with added legal rights. Now a day, the property issues are related to exercises by including property investiture and also solely under the obligation of a solitary legislative body the State premonitory group on the property.

(Gebrihet, 2022) indicates that land ownership systems in Sub-Saharan Africa countries practiced under four ownership systems. these are: - an individual ownership, state ownership, customary

ownership, and the mix of state and customary (Bruce, 1998; Obeng-Odoom, 2012; Cobbinah and Aboagye, 2017; Kalabamu, 2019). Under these ownership systems there are two branches of schools of thoughts. The first school of thought, where many SSA traditional land tenures belong, argues that land laws should be entrenched in the social capital philosophy. The customary ownership, state ownership, and state and customary ownership mix have been categorized under this school of thought. Under this category, while customary ownership acknowledges exclusive rights of land to communities, state ownership assigns the state to own and administer the land on community base in centralized economies (Williamson et al., 2010). The fusion of state and customary ownership, it is likely the idea that some land plots are governed under customary law with other plots controlled by the state. The second school of thought is individual ownership rooted in the capitalist system of production. Individual ownership recognizes land owned and sold based on individual decision-making (Alchian and Demsetz, 1973). Among the 40 SSA countries, eighteen countries are under individual ownership, four countries are under customary ownership, six countries are under state ownership, and the remaining twelve countries have mixed practices.

Most countries in SSA changed the land governing policy After dependence, one of which was the land policy reform, there were many reasons for land reforms, studies show that the independence of those countries from their colonial masters was the foundation(Kalabamu, 2019).

The changes and policy reform on land through development strategies are important for the groundwork on land administration. Countries such as Botswana, Zambia, Ethiopia, Ghana, Kenya, Rwanda, South Africa, Tanzania, Zimbabwe, and the Democratic Republic of Congo (DRC), are among the SSA countries that undertook significant reforms to provide guarantees to investors against expropriation, nationalization, and confiscation of non-government property in the last 30 years (Kusiluka & Chiwambo, 2019). Nevertheless, the literature on land reform has shown that land ownership and its uses across the SSA countries portray conflicting roles in land administration (Crewett and Korf, 2008; Deininger et al., 2012; Obeng-Odoom, 2012; Cobbinah and Aboagye, 2017; Siiba et al., 2018; Tura, 2018; Kalabamu, 2019; Cobbinah et al., 2020). Botswana is among the six countries where the land ownership system in the country was under state ownership. After gaining independence on September 30, 1966, Botswana underwent a land reform to increase land allocation to existing communities, improve tribal land administration

systems, and enhance tribal land productivity and sustainability (Kalabamu, 2019). This was shared by countries such as Rwanda, Tanzania, and Zimbabwe, where land reforms were also intended to redistribute land to local communities and enhance land productivity. In the same way, land in Tanzania, Rwanda, and Ethiopia belongs to the state, and land rights is/were usufruct (use right) (Ambaye, 2013a Tan et al., 2021;) From twelve countries stated before Ghana is a complex mix of land ownership which also preserved the customary land tenure system (Asiama et al., 2021). The government of Ghana in the year 2003 has undertaken several changes to land administration, including land policy reform. Due to land reform, Ghana's land tenure problem is fraught with contestation. In this case the problem is the unequal distribution of land rights between men and women, which is rooted in the customary land ownership system, accounting for 80 percent of land in the country. Apart from the discriminatory nature of land ownership, the ambiguity between land ownership and governance contributes to the country's uncontrolled urban land market and development (Cobbinah et al., 2020). So, the land policy in Ghana does not provide a holistic and balanced approach to understanding the difference between customary land ownership and administration (Biitir et al., 2017).

Zimbabwe is like Ghana and Uganda shares commonly on the purpose of land reform and the forms of land ownership; however, the country is unique in terms of treating the colonial master in post-independence. In such a case government expropriated land from the colonial masters, evacuated them, and adopted a land reform in 2000 to address historical inequities and injustices, inefficiency of land use, and environmental issues in the country (Chigbu et al., 2019). As a consequence, the country gained more in terms of fairness and social justice but less in terms of land use efficiency and environmental management (Chavunduka, 2020). The patriarchal tenure system, tenure insecurity, and escalation of land-based conflicts have been most common in Zimbabwe (Chigbu et al., 2019). South Africa is among the eighteen countries with complex individual land ownership. Within SSA, land tenure in South Africa is the most unsettled regarding land distribution, tenure security, expropriation, and compensation. The (Land Audit Report, 2017) shows that individuals, companies, and trusts own more than 90% of the land which means for total of countries land 114 223 276 hectares of land. Individuals own 39% of were the total land, other was trusts at 31%; companies at 25%; community-based organizations (CBOs) at 4%; and partner ownership at 1% (Land Audit Report, 2017). In the same ways, those individuals own most of these companies, and trusts. The new land reform in South Africa was

enacted in 1994, after two years in 1996 Constitution consolidated to redistribute of land and retribute it to address these inequalities and imbalances in country land distribution. Even if the reform was done, the constitution and the land reform are ineffective in practice which is over 72% of the land remains in the hand's colonials in South Africans (Land Audit Report, 2017) .

Therefore, its summarized as some of the reasons, approaches, practices, and outcomes of land reforms are common for many SSA countries, in others are exclusive to the specific country. The land reform of many SSA countries is same, which is in the form of reallocation of land to local communities. Clearly speaking land resources sought by colonizers since the fall of many SSA countries under colonialism. As a result, colonizers dispossessed massive plots of land from local communities. Figure 3. below shows Sub-Saharan Africa countries land reform. For many SSA countries after fought for independence, they rearrange land through redistribution of land held by colonizers to local communities. For instance, country like Ghana, Botswana, Rwanda, and Zimbabwe. From this point of view, the Ethiopian land policy reform, although different in cause, but it is similar in the end goal. Ethiopia did not fall into the hands of colonizers, because of this land remained in the hands of few nobilities until 1974. Due to its exclusive system of land use policy under this regime, the imperial regime was overthrown in 1974 and replaced by the derge or military regime. When the regime was changed the military regime received massive acceptance from rural farmers and urban residents due to the land redistribution policy to farmers and urban dwellers without paying compensation, and again the military regime was overthrown in 1991 due to implementation problems. But the new land reform took place two years after the EPRDF came to power in 1993. Generally the land reform in many SSA countries comes in different way, which means urban and rural land ownership and management are differently implemented (Gebrihet, 2022)

During the last 20 years, urban land management in Ethiopia has been in transition and has faced multitudinous challenges (MoUDHC, 2014). In addition to this, the management of land was inefficient and trade has remained the major impediment to land operation in the urban centers due to the absence of an independent system of registering deals. Whereas, the city Administration is charged with recording deals, certifying property rights, and maintaining records and lines and is also routine involved deals where each trade requires “no exceptions” from several departments which causes a lack of an integrated urban position address system. As

a result of this it created enormous obstacles to the identification of parcels and vacancy and trust capability of information about prices and professions are at an original stage of development( *ibid*). The lack of pivotal information demanded for land operation is a major handicap for a further effectiveness increase. There are no road addresses, and cosmopolises generally do not have current land use maps or inventories of vacant land. also, there is some general confusion in urban about what can and can't be anticipated from the cadaster design, and when( *Abreham, 2018*).

## **2.5 Conceptual framework**

Land management is a means for efficient utilization and development in land rights systems, restrictions and responsibilities that support sustainable development, and a whole systems approach to land as the central asset from which all else derives its meaning for government. Further, this will be seen as posing significant political challenges towards these items as well as surveying globally. Therefore, it is important to realize the paradigm of land management if ever matured or integrated should be linked with policy formulation, governance issues, land service systems, ruling and land information infrastructures respectively to form a consistent framework. Moreover, there are huge political challenges associated with it and also global surveying community challenges who are believed to build and run those systems. The understanding of the land management within its paradigm is vital for constructing cohesive systems that link policy formulation, good governance practices, efficient administration processes on lands and structures of data capturing this information which eventually leads to better living conditions for people.

According to ( *Enemark, 2005*)“institution on land management with its structural arrangement differ between country to country depending on level of development and its challenges on cultural settings” And they can be transformed so that they will work more effectively in implementing different policies on land as well as fostering good governance. Additionally, the study points out that country context influences various dimensions of establishment nations such as: national/ state policies on lands; regimes of administrative structures responsible for records on them;

Based on facts and principles the conceptual framework for the study described as follows:

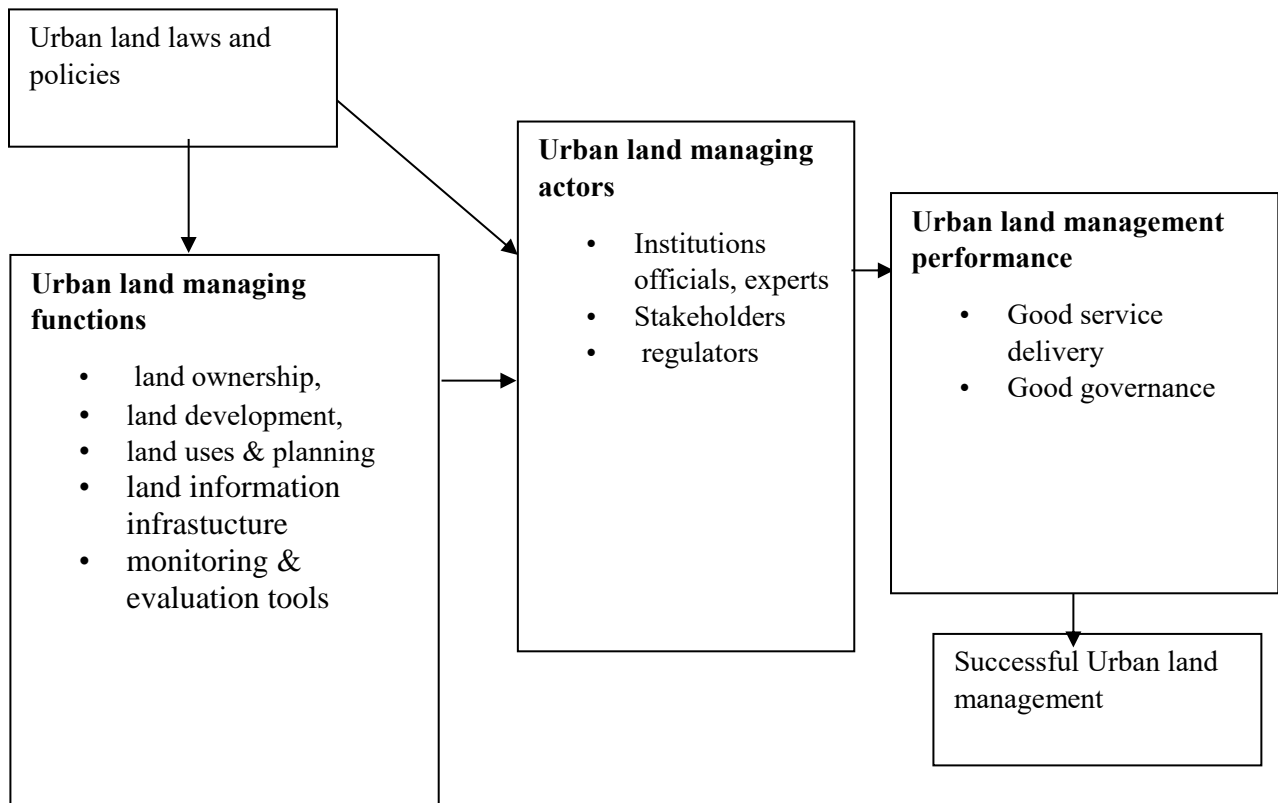


Figure 2.1: A Conceptual frame work: Framed by the researcher

Urban land management systems have many actors, which play various roles in urban land policy design and implementation of different managing of land functions, and these functions can be the forms of “land ownership, land use, land value, and land development issues” (Williamson et al., 2010).

In Ethiopia, urban land management actors are responsible in distributing the land through auctions and allotments, enhancing tenure security, collecting land taxes, and other land-based tasks to their clients. This creates a linkage between “power functions to land ownership and land lease security, regulatory functions to land use and development, and fiscal functions to land valuation and taxation” (Ghebru & Okumo, 2017). The effectiveness of the three functions mentioned above on urban land management issues are depends on financial and technical capacities, leadership competency, and the integration among these functions in their day-to-day activities and decisions making processes in concerned body or office. Accordingly, the beneficiaries who own land have the right to secure their land, and those who do not own land have the right to compete for a parcel of a land lease by following all the regulations stated in the country’s land policies(Gebrihet, 2022).

Figure 3. also indicates the land management role in achieving good governance and designing appropriate policies for delivering better services. And Good governance positively affects urban land management because it can make officials and staff accountable, transparent, impartial, and responsive. It can also open the door for the involvement of the public in urban development. Without a doubt that, any weakness in governance issues opens the way for corruption and compromises service delivery.

## **CHAPTER THREE**

### **3. RESEARCH DESIGN AND METHODOLOGY**

This chapter describes the research method that applies in carrying out the study. It covers the following areas; study area background, research design, population and sampling design, data type and source, data collection technics, data analysis method, Method of data presentation, validation and Reliability of data and ethical consideration.

#### **3.1 Study Area background**

The study was carried out in the kolfe keranyo sub-city. Kolfe keranyo sub-city is part of the eleven sub-cities of Addis Ababa. Its location is found in Western part of the city between 80 37' 00" North and 90 05' 24" North latitude and between 380 39' 36" East and 380 43' 12" East longitude. The total area covered by the sub-city is estimated as 34.77 square kilometers and 9.6 kilometers far away from middle of the city. According to estimated census data 2018, the total population of the study area is 480,246 From this 51.8% are male and 48.2% are female. The sub-city city is considered as one of an expansion area of Addis Ababa and high urbanization is associated with population flow to Kolfe Keranyo (Sub city plan and development office,2023). The sub-city is divided into 11 administrative Woredas. Figure 3.1: Administrative map of kolfe keranyo

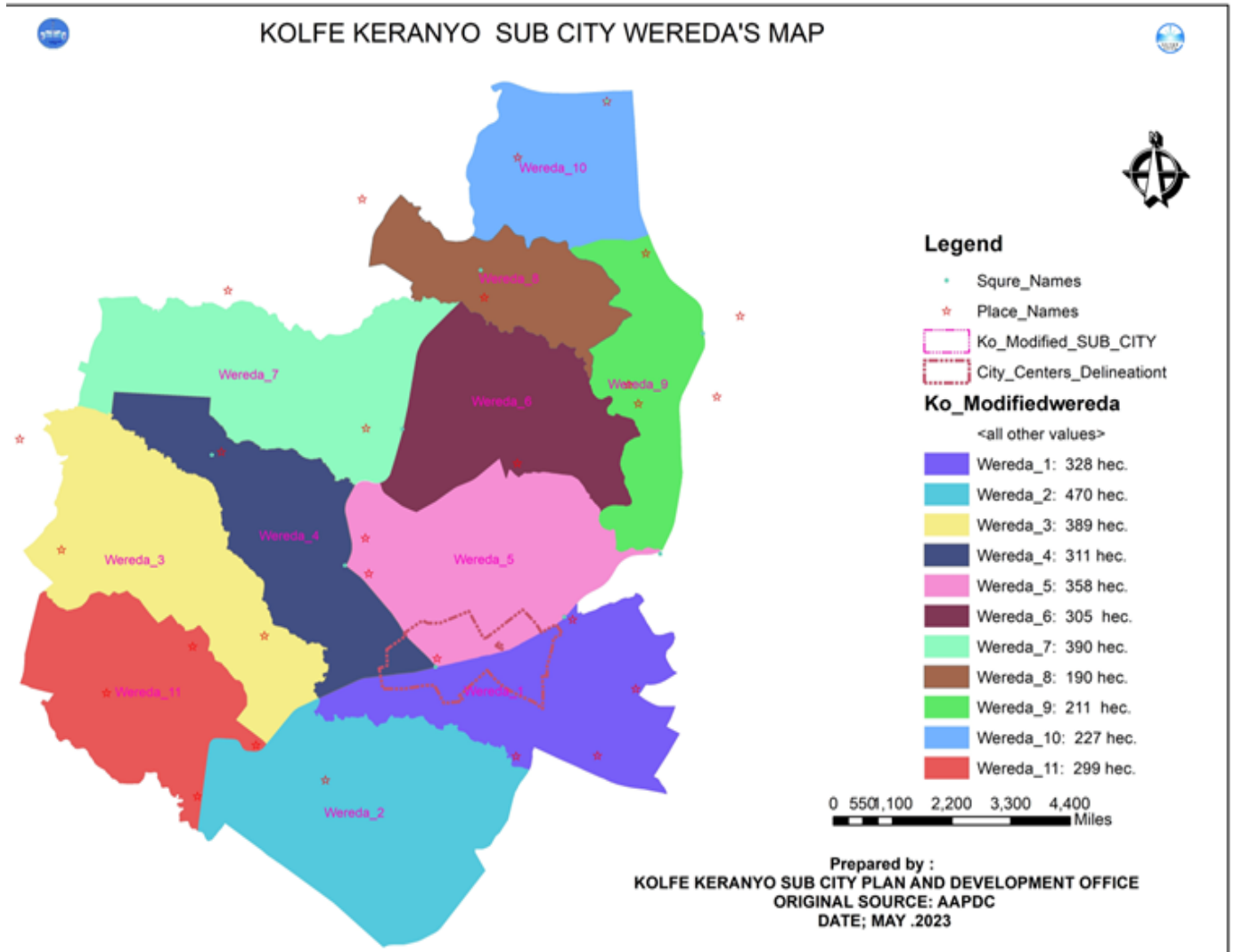


Figure 3.1: Administrative map of kolfe keranyo sub city

Source: Sub city plan and development office,2023

### 3.2 Research Design

A research design is the most useful step in which how research problems are answered, by giving a direction. It is how the researcher follows or approaches his or her work. What makes the research design important? A researcher can intelligently decide and select the way, how to build his/her plan and work. But it is not easy for work and it needs critical thinking. It is a design guide for any researchers in perspective of the type of data that can be used, the data collection methods which can be looked at, to determine the way that is suitable for the problem at hand and finally able to reach concrete deliverables. The research design is an instrument for

design the research work and helps the researcher to understand the dependencies, and also consider the overall road map for carrying out the research along with identifying the minute details. So, it is important for researcher to prepare meticulously for research work effectiveness and also to improve the overall quality of activity (Bairagi & Munot, 2019).

Finally, research design is the framework of your work. That is, it is the overall plan and analysis model that you have selected to assemble, logically and systematically, the diverse its element of research, thereby guaranteeing that the research question will be completely examined. It is a consistent plan for obtaining, measuring, consistent with the truth, and elucidating information and details(De Vaus, 2001).

A research design has been defined by(Bhattacharjee, 2012) as the arrangement for the following information in an experimental project. Again, from the same authors' work, there are categories of the types of scientific project data, which are referred to as quantitative and qualitative design. (Orodho,2008) describes the descriptive design of research as the means of gathering information through interviewing an individual or the administration of a questionnaire to a provisional or a sample of people. The other definition of descriptive research shows that defining strategy of exploring directories and, no definitions are necessary since by giving the exact explanations one is limited in scope. The researcher uses the descriptive design of a research system in which this strategy of data collection used in the investigation in this study. This study uses the type of descriptive research system in order to study the challenges of urban land management in the Expansion area of kolfe-keranyo sub city in Addis Ababa. Research information was obtained by using primary and secondary units of data from various departments including some key information from Addis Ababa government plan and development commission kolfe keranyo sub-city branch office, land development and administration office, the landholding registration and information agency at the sub-city office, related urban land management assisting authority “demb tseft bet”. These officers/department were used as sources of organization for qualitative directly, and the documented and other quantitative data relevant to the study.

### **3.3 Population and Sampling Design**

#### **3.3.1 Population**

The population of the study refers to the set of groups, organizations, or other entities one seeks to understand and to whom or to which the study results are concerned. In addition, Populations makes to limit the area or boundaries of the study within its target point of the study area. Such boundaries place natural delimitations upon the research to afford the researcher the proper focus so as not to present a one-size-fits-all set of results. The target population of the study is unique for study and bounded into a group of potential participants to whom the researcher may have access that represents the nature of the population of interest. Moreover, successfully defining the target population, from specific boundary, necessary data that helps to describe the targeted population is collected from this specified area in which the study is focusing on it. The population of interest is taken from the targeted population of the study which is described by specified areas of the study. This area is the area which the researcher is focusing on it as the boundaries of the population of interest(Casteel & Bridier, 2021)

Kolfe keranyo Sub-City land development and administration office, landholdings registration and information office, and plan and development office are working on land management and controlling issues by delivering service for the community living in the sub city territory. Each of them has duties and responsibility. The population of this study is therefore, employees of offices (land development and administration Office 162, and landholdings Registration and Information office 124 and Plan and development Office 43) and in addition to questionnaire 30 for clients(customers) and team leaders are selects for interview. The total number of populations used in this study was employees working in the three offices; therefore, the total populations of the study were 329. The study here used random sampling for questionnaire from 329. Sample is taken from the population of the study that information pertaining to the urban land management challenges in kolfe keranyo the sub-city by questionnaire and interviews method.

#### **3.3.2 Sampling Design**

Sampling is related with the selection of a subset of individuals from within a population to estimate the characteristics of the whole population. When we select the sample, we need to be considered in the selection of individuals. Thus,

- ✓ It is representative which is selected from population and limited to specified area of study.
- ✓ it should be by using a random.
- ✓ When selecting the samples the heterogeneity within the population is understandable in mind and best sampling method should be applied.

The researcher identifies the size of the sample faithfully and establish that it would be adequate to draw valuable to generalize the over all. The number of sample size taken from the population gives information that necessary for the study on the research problems and used to investigate, which helps to show possible recommendation. There is sub-classification of the sample that require for analysis, understand the difference, accuracy, availability, and cost of investigations. Calculating sample size is the method by which the sample is selected from the population of the study. These sample is important to investigate the research problem that the researcher wants to address from the population of the research.

The researcher needs a good design and a relevant research strategy, in such a case researcher would be picking the respondents and through probability sampling techniques. So, kolfe keranyo sub-city land development and administration office is working on land issues according to rule and regulation of the city within sub city territory. Landholdings registration and information sub-city office and Plan and development office are also working on land issues in sub-city. The duty of those office is, enhance transparency, accountability and efficiency on land transfer and registration, working on efficiency in the supply of serviced land and development of urban renewal, controlling the land use plan, and make easy for customers of services at the local level. The land development and administration office coordinating the overall duties. As stated above the total population is 329. Therefore, the Sample that represent or selected from population of the study have information on the research study area that on urban land management challenges in expansion area of kolfe keranyo sub-city which was collected through questionnaire and interview.

Hussey (1997) warned that no survey can claim to be completely free of error and 100% confidence, lower bounds of 5% and upper bounds of 95% confidence as a rule of thumb lower and upper error risk, respectively. The 95% confidence level in a sample of 100 persons means an error of 0.1 or 10%, bearing this in mind. However, the study sample size was solely based on

the population. To get the minimum population sample for this study, the researcher adapted judgmental sampling as a technique and used Yamane's Formula as follows: data gathered by questionnaire was random sampling technique used to identify respondents. Another sampling technique used is the purposive sampling technique for interviews. The sample size was proportionally used to determined based on the overall sample size for offices, which was obtained using Slovin's. The Slovin's formula was used in this study to calculate sample size as the follows: -:

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

Description: n= is the sample size, N = is the population size, e = is the margin of error.

$$n = \frac{329}{1+329*(0.10)^2}$$

$$n = \underline{77}$$

Whereas,

N = Total population, which is 329 e = Error tolerance, Standard confidence level is 90% - 95%. The researcher used a confidence of 90 % for a better accuracy, which will give a margin error of 0.10.

Based on sound judgment, from office the total respondents were selected 38 numbers of Land Administration Office officers, and 29 landholdings registration and information sub-city office officers, 10 Plan and Development Office officers.

### **3.4 Data Type and Sources**

The data that necessary for the study can be assessing based on the issue that the researcher focusing. This section seeks to offer one or more ways to acquire every possible data type before proceeding to several data and data collection techniques and sources of data relative to the state of the research focuses. Embodied data is information used as figures or facts to Analyze for different forms of calculation before finally achieving a final product which can answer the study question (Hurrel, 2005).

The way data is grouped is quantitative and qualitative without leaving any of the two. For example, quantitative data type is numerical data or mathematically created and computed.

Mathematically it is suitable to use Quantitative data type. Qualitative is nominal and non-numerical descriptive and cannot be expressed as numbers, but it can be in words or sentence. Qualitative data type is used to respond general research inquiries in the form of how and why principally on topics such as attitudes, feelings, sights, and passion, using unstructured technique Data is obtained through observation and interview (Taherdoost, 2021).

Primary and secondary ways of data gathering was applied to this study. The data collected through primary method was gathered from the above listed office and from community that customer for the office through structured questionnaires, interviews and observations.

Whereas, secondary data was used for supporting the study, also to understand the findings of other researchers in the area of study. Its sources were library books, internets, journals, magazines, and annual reports of office listed above.

### **3.5 Method of Data Collection**

Data can be collected through Primary and Secondary methods of Collection. Who collects data Which are not published yet and are the first-hand information which is unchanged by any individual is pronounced as primary data. Simply, for a special reason, researchers get their primary data in many ways, and they collect it. This can be evaluated in its reliability, validity, authenticity and objectivity of the data that will be more primary when evaluated with secondary data types. It will produce consistent results as high-quality data gathered by using primary sources, and it arranges for the addition of further data when needed through the research processes. Secondary data type is written document type of data which is previously gathered by other peoples for a different purpose used it for the other research and the reasons is mentioned above. It is also an essential that helps the researcher to studies which are to conducting as a basis to implement research(Taherdoost, 2021a).

In addition, there are fewer common ways to gather qualitative data, this study encompasses three main categories including questioner and observations, document reviews, and in-depth interviews despite the fact. Primary data was gathered through questionnaire, observation and interview. A questionnaire is one of the common devices for collecting information, through a form or instrument comprising a set of questions and secure answers that respondents (from a particular population) use to give information to the researcher which is needed for the study. The questionnaire contains close-ended and open-ended questions and was taken the sample

from offices that were working on land issues. Those offices were, land development and administration Office, landholdings registration and information office, plan and development office, and “demb-tseftbet”, of kolfe-keranyo Sub-City and community those customer for the office. This is done where all the issues on the questionnaire are properly addressed this method was appropriate. close ended questions were used to test the rating of the different attribute and this help in reducing the number that related response for easier and efficient obtain for wider hope of ideas. open ended questions helped in providing additional information that was not captured by the closed ended question. Semi structured interview refers to the question which was prepared before the study and then interview schedule was held on the space schedule. before making direct to any interview any interviewee has been made to get further information on the issue, clearly know the important session and as well a confidentiality. After that analysis of the interview was made based on the information obtained. Despite that the secondary data staff was gathered from published sources and also were also gathered by using secondary data methods. The secondary data could have qualitative sources such as the interview reports and also have quantitative sources data such as the census(Taherdoost, 2021b).

It's the review of records, and in the quantitative context may additionally involve the manipulation of statistical records. This study gathers secondary data from Published Printed Sources, Journals, Public Sector Records, Books, Census Data and the internets.

### **3.6 Data Analysis Method**

The data is the body upon which information, reasoning, or calculation is based, and it is analyzed to get information. Data analysis is a procedure for analyzing, cleaning, transforming, and data modeling with the chief objective of discovering useful information and informing conclusions or supporting a theory for empirical decision-making. Analysis is started from the collection of data after which processed; processing can be done using different data processing methods influences data processing. The outcome is processed data, which helps in gathering information from the outcome since the raw form is incomprehensive (BABAJIDE, 2022).

Researcher use qualitative and quantitative methods for data analysis. As such, qualitative data from key interview, document reviews and analysis shall be obtained using the narrative description technique. Further using a computer, data gathered from questionnaire was designed for analysis using Excell and SPSS software and each of the data coded according to its

characteristic and entered in to a computer. The quantitative data type collected through the questionnaire was interpreted by using descriptive method, which was used table (frequency and percentage) and diagrams. The responses from the open-ended item had interpreted using narrative method. The method of analysis used was descriptive statistical method; it is a method where table and simple percentage is used to analyze information in the questionnaire that was supplied by the respondents hence ensuring accuracy as it would result to easy decoded of information. Collected data was analyzed and presented through descriptive and inferential statistical techniques by the help of Statistical Package for Social Sciences software package and interpretative explanations. Qualitative explanations were used to support the data that gathered though quantitative data to give meanings as all and giving an explanation on their implications, hence to support the discussion for the findings. In addition to that, the data gathered from primary source was analyzed through combining and summarizing of the results.

### **3.7 Method of Data Presentation**

Data presentation needs the understanding the type of data used and also knowing methods of presentation skills from data gathering to analysis. In such a way, it provided necessary information for its purpose. There are different methods of data presentation in research method. These methods are by using table of frequency which is interpreted by frequency or percentage or other. In addition, using diagrams data can be presented this includes graphs, charts, maps, and other methods. These helps to make clear and understandable from visualizing what is done on the research and also make comfortable for readers how the data gathered and analyzed (BABAJIDE, 2022).

The analyzed data was grouped according to the research question proposed earlier and would be presented under specific themes. This is tabulated and illustrated using figures. Mean, frequency scores, and percentages are addressed using descriptive statistics.

### **3.8 Validity and Reliability**

Clearly important that in reducing the possibility of getting the answer wrong is possible by evaluating the data is reliable or its valid do to gathering instruments employed or information in the study.

### **3.8.1 Validity**

When we say validity, it refers that whether the degree really measures what it is supposed to degree. If a degree is unreliable, it is also invalid. This is, if you do no longer know what it is measuring, it truly cannot be said to be measuring. Validity in facts collection way that your findings without a doubt constitute the phenomenon you're claiming to degree. Legitimate claims are solid claims Validity is interpreted do to reason why the diploma to which research examine measures what to evaluate. Validity can be identified as external and internal. Inner validity refers on its dimension and take a look at itself, while outside validity refers back to the capacity to the overall the findings to the target population(Dr. James Hussain, n.d.).

validity is the potential of the studies technique to discover correct truth. If the research is stated to be valid then it truly manner that what changed into meant to be measured has been measured as its previous context. Validity is pretty vital if the researcher is doing in- intensity research on individuals, small organizations or situations. If the researcher is aware of that his research is valid then he/she may be assured at the findings that genuinely show a few strong points in the problem being studied. If the researcher lacks validity, then its method that there was lack of truth in the findings (Brown 2010; Babbie 1989). The validity information collecting device is confirmed by the ability and willingness of the respondents to provide the records requested. With the intention to make the questionnaire 20 valid, relevant and goal to the trouble, it became tested on available respondents and based totally at the troubles which were not nicely clear by participant which is corrected and refined. And also, to guarantee validity of the device the researcher has given a chance for experts at the location to check the questionnaire and subsequently it was tested as the consultant with a few adjustments.

### **3.8.2 Reliability**

The term 'Reliability' is a concept used for testing or evaluating quantitative research, the idea is most often used in all kinds of research. It is important for examining findings, calls for researchers to make judgments with a great acceptance using different method and design strategies taken from specific work and finally reach at conclusions (Noble & Smith, 2015).

Salkind (1997) interpreted reliability as dependable and will perform in destiny because it has inside the past. A dependable look at or degree of behavior can degree the same component in many ways and could bring about equal final results. Reliability is based totally on the scores,

and performance of anyone on any variable to generate a rating composed of 3 additives proven below.

- Observed/described Score = real Score + Error (Method Error& Trait Error)

The researcher discovered the studies to be dependable due to many reasons, firstly, if you want to make the studies greater dependable the empirical look at is combined with theoretical study and the interview and questionnaires were closely related what the researcher trying to answer. Secondly, in this research questionnaire become dispatched to the managing body to check the reliability before the final work is ready to be sent to the respondents. The motive for the pre-take a look is evaluate the information that is good for the studies or not. Eventually, the guide reviewed the interview and the questionnaires. This supposed that the researcher got the blessings of having expert's critiques. Due to such phenomenon the studies are stated to be reliable.

### **3.9 Ethical Consideration**

Ethics is one of standards of behavior that manual practicing and also picks approximately our behavior and our relationship with others. All parties in conducting the research need good personality and moral conduct. Studies ethics will place into consideration whilst developing and administering statistics collection equipment and strategies, to avoid any form of destruction or violation. This would be executed through acquiring consent earlier than the research; ensuring confidentiality of facts received and studying more approximately the enterprise's way of life and project before the research and wherein necessary absolute sensitivity and warning would exercising.(Eriksson & Kovalainen, 2017.)

Moral considerations in research are a hard and fast of ideas that manual in research designs and practices. Those concepts consist of voluntary participation, knowledgeable consent, anonymity, confidentiality, potential for damage, and effects verbal exchange. The Belmont report gives an analytical framework for evaluating research using 3 ethical principles:

- ✓ admire for folks – the requirement to acknowledge autonomy and guard those with dwindled autonomy
- ✓ Beneficence – first do no damage, maximize possible advantages and minimize possible harms

- ✓ Justice – on individual and societal level

Bryman and Bell (2007) subsequent factors that constitute the most vital ideas associated with moral considerations in research studies:

- ✓ Recognize for the glory of research members need to be prioritized.
- ✓ Complete consent has to be acquired from the individuals prior to the study.
- ✓ level of confidentiality of the studies data should be ensured.
- ✓ misleading information made records on findings is biased way ought to be averted.
- ✓ Any form of communication needs honesty and transparency.

After that researcher started paintings, he targeted on his research. And, as soon as he started out to make his way thru studies, he found out that ethics is a middle aspect of the studies and importance as foundation of studies layout. Ethics shown by making accountable conduct of research. Ethics values helping us, when conducting the research paper for:

- ✓ for participant safety
- ✓ by upholding dignity and human proper
- ✓ making agree with in reasons and institutions and so on

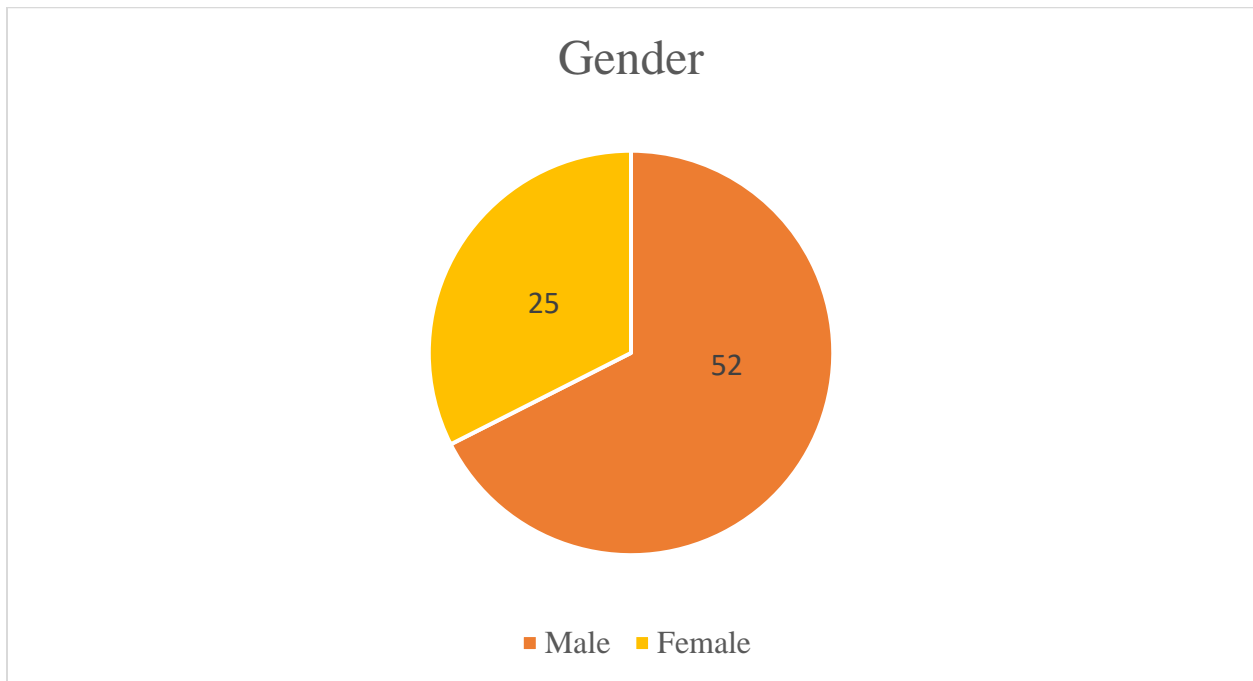
## CHAPTER FOUR

### 4. DATA ANALYSIS AND INTERPRETATION

This chapter presents the results of a statistical analysis of the data collected from the study area. The results focused on answering the research questions stated in Chapter One. 80 questionnaires were distributed across the three offices in the sub-cities, out of which 77 were completed and retrieved successfully, representing a 96.25% response rate.

#### 4.1 Respondents' Background Information

As shown in Figure 4.1 below, 25(32.5%) were females from total sample working in the three office and were as 52(67.5%) males. The percentage of male respondents constitutes the largest part total sample. Indeed, the number of females was almost proportional, given the total number of female employees in office.



*Figure 4.1: Gender compositions of respondents'*

*Source: Field survey, 2023*

The respondents service year experience was point out in the Table below (Table 4.1) 41(53.2%) of the total answerer have work experience between six and ten years, 20(26%) of them were between one- and five-years work experience, 12(15.6%) of them were between 11 and 15years

work experience and 4(5.2%) of them were above 15years work experience. Therefore, all participants would have a better understanding regarding urban land in its management in sub-city.

*Table 4.1: Respondents' Total work experience*

		Freq.	%	Valid %	Cumulative %
Valid	1-5years	20	26.0	26.0	26.0
	6-10years	41	53.2	53.2	79.2
	11-15years	12	15.6	15.6	94.8
	More than 15years	4	5.2	5.2	100.0
	Total	77	100.0	100.0	

*Source: Field survey, 2023*

Regarding their current position service year of experience in the organization, as shown in the Table 4.2 below 43(55.8%) of the total responder have served on current position between one and five years, 19(24.7%) of them were served on current position less than one years, 13(16.9%) of them were served on current position between 6 and 10 years, and 2(2.6%) of them were served on current position between 11 and 15 years in the organization. Because of office set reforms thought the time continuously employees' shift work position. Fortunately, there was no employee's examinee in the study who was above 15years. Therefore, participants have somehow, they have understanding regarding urban land in its management in the study area form experience.

*Table 4.2: Respondents' Total work experience*

Current position work experience					
		Freq.	%	Valid %	Cumulative %
Valid	< 1 year	19	24.7	24.7	24.7
	1-5years	43	55.8	55.8	80.5
	6-10years	13	16.9	16.9	97.4
	11-15years	2	2.6	2.6	100.0
	Total	77	100.0	100.0	

*Source: Field survey, 2023*

Table 4.3 below shows, the respondents educational background indicated, 49(63.6%) were first degree holders followed by Master’s degree holders 22(28.6%) and college Diploma holders 6(7.8%).

*Table 4.3: Respondents' Educational qualification*

		Freq.	%	Valid %	Cumulative %
Valid	college diploma	6	7.8	7.8	7.8
	BA/BSC degree	49	63.6	63.6	71.4
	MA/MSC degree	22	28.6	28.6	100.0
	Total	77	100.0	100.0	

*Source: Field survey, 2023*

## **4.2 Urban land management and Institutional interlinkages in kolfe-keranyo sub-city**

Different institution is involved in urban land managements in sub-city, among those institution kolfe-keranyo land development and administration office, landholdings registration and information of kolfe-keranyo office, plan and development office, peace and security office, “dembe tsefet bet” and also sub city administrative. According to the interview and the researcher observation each of the office were established with goals that helps to, land registration and transfer, improve the issues of transparency and efficiency, make an accelerate on the efficiency in the supply of service, controlling illegal settlement, make a change on land planning and control for better service, control land grabbing, facilitate urban renewal, make simple for service delivery though decentralization and establish public participation. The role and duties of land development and administration office was, working on integrate land development and interlinkages between office that working on urban land, working on city renewal and urban land preparation activates, such as compensation on urban land and land acquisition issues, building permit and control authority, land bank and transferring issues and so on. And also, landholdings registration and information have role of, cadastral legal service, give format information service, format information digitalization service, formant folder

administration service and so on. The role of plan and development office was, design the development plans, establish standards, design land use and road network plan, and control overall urban plan. Generally, the office service were systems and processes were cadastral systems working, land registration systems, valuation and taxation systems, planning control systems, and the embedded processes which are used to implement the task such as the process for land transfer, legal ruling and subdivision. These was used for system to protect the overall land rights that helps to build efficient land markets and to ensure effective and sustainable management of the use of land.

#### **4.2.1 Legal Framework and structure of Office**

The land administration was currently controlled centrally. The Addis Ababa city land management and administration office was established to control overall activity centrally. The structural arrangement at sub-city has many duties among the duties announcement on land policy, implement and advice the land use of the city according to its master plan, identify the demand and so on. Any issues or complaints regarding the land use were the duties of the plan and development office, at sub-city level the office facilitate to solve the complaints and create awareness on the land use plan and send the complaints to the city office. The land management offices do not solve the complaints on plan issues at sub-city level rather create awareness, but planning issues was solved at center or city level. The standards and rules of urban land use administration was established and over-controlling at the central. but the monitoring and implementation process was given to the sub-city plan and development office.

As indicated on interviews that the structure and arrangement of the office was based on the city reform. The office work was limited on their duties, which means there are limited work is given to sub city when compared to within city level. As result highly educated manpower and level of capacity to deliver service more concentrated centrally. Form the interview the researcher identifies that there was a capacity limitation and level of duty given for sub city was minimum. From interview with key informants, the land management policy and other issues on land was formulated only through government structure and no private sectors intervention or participation. As an idea the participant suggest that if private sectors participate on partial especially on service delivery system with advanced technology it was increases customer satisfaction and reduce work load. The following Table shows respondent perception on legal framework and office structure.

Note: SA=Strongly agree, A= Agree, N= Neutral, DA=Disagree, SD=Strongly disagree  
 Table 4.4: Respondents' perceptions on Legal framework and structure of office

Variable	SA	A	N	DA	SD	Mean	Stan. (δ)	Decision
Work follows in the office arranged with different departments, each departments have duties and responsibilities and also each employee under their department knows a clearly defined role and also knows organizational goals.	7 (9.1%)	26 (33.8%)	24 (31.2%)	19 (24.7%)	1 (1.3%)	3.25	.975	High perception
Customer clearly knows their rights on land issues that the office provides and also, they are transparent for each work follows for the departments	5 (6.5%)	14 (18.2%)	20 (26%)	31 (40.3%)	7 (9.1%)	2.73	1.072	Lower perception
The office set well defined rules that each department follows, controlling and away in which any complaints to address and make agreement with the office	9 (11.7%)	22 (28.6%)	26 (33.8%)	19 (24.7%)	1 (1.3%)	3.25	1.002	High perception

Source: Field survey, 2023

As shown in Table above (Table 4.4) the respondents' perception indicates 26(33.8%) of the respondents were agree on the statement that work follows in the office arranged with different departments, each departments have duties and responsibility and also each employee under their department knows clearly defined role and also knows organizational goals. And remaining 24(31.2%) of them were neutral, 19(24.7%) of them were disagree,7(9.1%) of them were strongly agree and 1(1.3%) of them were strongly disagree on the same statement. Regarding customers understanding on the role of organization and their rights the respondents' perception indicates 31(40.3%) of the respondents were disagree on the statement that customer clearly knows their rights on land issues that the office provides and also, they are transparent for each work follows for the departments. And remaining 20(26%) of them were neutral, 14(18.2%) of

them were agree,7(9.1%) of them were strongly disagree and 5(6.5%) of them were strongly agree on the same statement. Regarding organization controlling methods and rule, respondents' perception indicates 26(33.8%) of the respondents were neutral on the statement that the office set well defined rules that each department follows, controlling and away in which any complaints to address and make agreement with the office, Whereas 22(28.6%) of them were agree,19(24.7%) of them were disagree, 9(11.7%) of them were strongly agree and 1(1.3%) of them were strongly disagree on the statement.

The respondents' responses were summarized from institutional Arrangements perception using mean average value. Therefore, weighted average value = the sum of mean value /total number of variables =  $9.23/3=3.076$ ). Therefore, the decision from here was concluded as both statement, Work follows in the office arranged with different departments, each departments have duties and responsibility and also each employee under their department knows clearly defined role and also knows organizational goals and the office set well defined rules that each department follows, controlling and away in which any complaints to address and make agreement with the office were high perception. And the statement, Customer clearly knows their rights on land issues that the office provides and also, they are transparent for each work follows for the departments was low perception.

### **4.3 The Main Challenges of Organization in Land Management Systems in Kolfe-keranyo Sub-city**

The public organization is non profitable and service the citizens, so land development and administration office are one of public organization which service citizen without profit. So, citizen want to have necessary information to allow services within short time and quality service. Also, accessible information for customers, procedural to follow within office and set individual to support customers. Therefore, different sections stated below presents analysis of questioners and interview on organizational service delivery systems and information accessibility, regarding the issues on transparency and accountability.

#### **4.3.1 Organizational service Delivery systems and information accessibility in study area**

The interviews also revealed on public organization from the study area regarding land management as being customer satisfaction and clarity on work, in which the systems should provide services that suit customers. Thus, the study measured those service delivery systems

from the customers' point of view using clarity, availability or easy to get information, and ease of use. In occasion, when the interview and observation from the researchers, there was a citizen charter posted on the land development and administration office. However, residents of the sub-city were not aware of the existence of the citizen charter. The citizen charter defines the role, mandate, and coordinat of the office's work. The job descriptions documents used by the employees were only available in a soft copy, which an individual held copies and kept others, and some individuals had an individual written secret document accessed with no difficulties while other individuals not have the knowledge of existence. The following Table provides data collected from the questionnaire on organizational service delivery systems and the respondent's access to the information.

Note: SA=Strongly agree, A= Agree, N= Neutral, DA=Disagree, SD=Strongly disagree

*Table 4.5: Organizational service delivery systems and information accessibility*

<b>Variable</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SD</b>	<b>Mean</b>	<b>Stan. (δ)</b>	<b>Decision</b>
Any customer can access land related services provided by the office like, procedure to follow, and necessary information and so on timely	2 (2.6%)	19 (24.7%)	25 (32.5%)	29 (37.7%)	2 (2.6%)	2.87	.908	Higher perception
For clarity of work written templet, broacher, and other necessary guides or its simple to follow by residents to get service from the office.	7 (9.1%)	14 (18.2%)	24 (31.2%)	28 (36.4%)	4 (5.2%)	2.90	1.059	Higher perception
land registration activity procedure is clear and it takes short time to serve customers	1 (1.3%)	22 (28.6%)	20 (26.0%)	29 (37.7%)	5 (6.5%)	2.81	.974	Lower perception

land registration guidelines are important for effective land management system	2 (2.6%)	23 (29.9%)	29 (37.7%)	20 (26.0%)	3 (3.9%)	3.01	.910	Higher perception
overlapping and redundant processes do not happen on land management issues in sub city	2 (2.6%)	17 (22.1%)	24 (31.2%)	27 (35.1%)	7 (9.1%)	2.74	.992	Lower perception
Land registration form and other relevant forms that customer filled is clear and understandable, and holds necessary information	6 (7.8%)	21 (27.3%)	19 (24.7%)	27 (35.1%)	4 (5.2%)	2.97	1.076	Higher perception
information on Land issue obtains by anyone like by owners, previous transactions, and so on at any time	3 (3.9%)	13 (16.9%)	21 (27.3%)	26 (33.8%)	14 (18.2%)	2.55	1.095	Lower perception
work Standard Operating by employees are clearly announced and know by identified job title	4 (5.2%)	22 (28.6%)	28 (36.4%)	18 (23.4%)	5 (6.5%)	3.03	1.00	Higher perception
Any appealing on service standard mechanisms is clear, simple and give response on time	2 (2.65)	19 (24.7%)	22 (28.6%)	30 (39.0%)	4 (5.2%)	2.81	.960	Lower perception
The cost that land management and administration office set for service and land registration is expensive and give serve within short period.	4 (5.2%)	17 (22.1%)	19 (22.7%)	30 (39.0%)	7 (9.1%)	2.75	1.066	Lower perception

service provided by the office is improves using advanced technology timely and reduce hardship work for employees and also satisfy customers	6 (7.8%)	13 (16.9%)	25 (32.5%)	29 (37.7%)	4 (5.2%)	2.84	1.027	Moderate /Neutral
---	-------------	---------------	---------------	---------------	-------------	------	-------	-------------------

*Source: Field survey, 2023*

Table 4.5., above indicates that the data which respondents' perceptions regard to over all the office information accessibility and clarity work follows, 29(37.7%) of respondents were disagree on any customer can access land related services provided by the office like, procedure to follow, and necessary information and so on timely. On other hand 24(31.2%) of respondents were neutral which means partiality on the accessibility of information set by the office to announce resident. And remaining 19(24.7%) were agree, 2(2.6%) strongly agree and 2(2.6%) strongly disagree on accessibility and clarity of work follows. Also regard to written document 28(36.4%) of respondents were disagree on clarity of work written templet, broacher, and other necessary guides or its simple to follow by residents to get service from the office. And remaining 24(31.2%) were neutral, 14(18.2%) were agree, 7(9.1%) strongly agree and 4(5.2%) strongly disagree on the same statement.

Regarding information on ownership and transactions issue, 26(33.8%) of the respondents were disagree that information on land issue obtains by owners, previous transactions, and so on at any time. On the other hand, 21 (27.3%) of the respondents were neutral on it. And remaining 14(18.2%) were strongly disagree, 13(16.2%) were agree and 3(3.9%) strongly agree on the same statement.

Concerning land management, the interviews carried out by responsible department revealed that if an individual buys a house, buyers cannot directly request the office to provide them with another individuals, in this situation the dealers landholding right and pertinent information. Only the property owner has the authority to ask the office for written verification of his/her property status and associated specifics, enabling his/her to relay this information to the buyer to ease transactions. furthermore, upon request, the property owner can obtain cadaster copies, including document copies from his/her file in the office. Alternatively, the property owner may

acquire other land-related information such as area land use plans from the concerned office in sub city, by paying the necessary fee.

The public office main objective is by keeping government rule and regulation to satisfy customers by service delivering and to attain goals of the office. To do so there are service standards which every employee must implement and follows. Accordingly, 28(36.4%) of respondents were neutral on work Standard operating by employees are clearly announced and know by identified job title, whereas 22(28.6%) respondents were agree on the statement. And remaining 18(23.4%) of respondents were disagree, 5(6.5%) strongly disagrees and 4(5.2%) strongly agree on the same statement. In usage of technology to improve service, 29(37.7%) of respondents were disagree on service delivered, service provided by the office is improves using advanced technology timely and reduce hardship work for employees and also satisfy customers. On the other hand, 25 (32.5%) of the respondent were neutral on it. And remaining 13(16.9%) of respondents were agree, 6(7.8%) strongly agrees and 4(5.2%) strongly disagree on the same statement. Regarding service appeal when not satisfied,30(39.0%) of respondents were disagree on any appealing on service standard mechanisms is clear, simple and give response on time. On the other hand, 22 (28.6%) of the respondent were neutral on it. And remaining 19(24.7%) of respondents were agree, 7(9.1%) strongly disagrees and 4(5.2%) strongly agree on the same statement.

Land related procedures to registration and obtaining information respondent perception, 29(37.7%) of the respondent were disagree on land registration activity procedure is clear and it takes short time to serve customers, whereas 22(28.6%) of the respondent were agree on it. And remaining 20(26.0%) of respondents were neutral, 5(6.5%) strongly disagrees and 1(1.3%) strongly agree on the same statement. In regard to filling the form prepared by the office, 27(35.1%) of the respondent were disagree on land registration form and other relevant forms that customer filled is clear and understandable, and holds necessary information, whereas 21(27.3%) of the respondent were agree on it. And remaining 19(24.7%) of respondents were neutral,6(7.8%) strongly agrees and 4(5.2%) strongly disagree on the same statement.

As indicated in the Table above 29(37.7%) of the respondent are neutral on land registration guide lines are important for effective land management system, whereas 23(29.9%) of the respondent were agree on it. And remaining 20(26.0%) of respondents were disagree, 3(3.9%)

strongly disagrees and 2(2.6%) strongly agree on the same statement. Regarding land overlapping issues, 27(35.1%) of the respondent are disagree that overlapping and redundant processes do not happen on land management issues in sub city, whereas 24(31.2%) of the respondent were neutral on it. And remaining 17(22.1%) of respondents were agree, 7(9.1%) strongly disagrees and 2(2.6%) strongly agree on the same statement. According to respondents' perception,30(39.0%) of respondents were disagree on the cost that land management and administration office set for service and land registration is expensive and give service within short period, whereas 19(22.7%) of the respondent were neutral on it. And remaining 17(22.1%) of respondents were agree, 7(9.1%) strongly disagrees and 4(5.2%) strongly agree on the same statement.

The respondents' responses were summarized from organizational service delivery systems and information accessibility perception using mean average value. Therefore, weighted average value = the sum of mean value /total number of variables = 31.28/11=2.84). Therefore, the decision from here was concluded from Table 4.5 statements were high perception, five statements were low perception and the remain one statement was neutral.

#### 4.3.2 Land management and transparency in study area

The response on interview from employees' states that, at sub-city level website is under way for development by the office, but at city level it was developed. This web city includes the service that provided by the office that necessary for the office and customers. Those includes duty and responsibility of the office, payment methods and its schedules, necessary documents that customer must come with, work standard and general information on service. From customer's interview perception as indicated transparency was a critical issues of a functioning land issues in expansion areas and also in the sub city particularly as viewed there was scarcity of clear and credible information on land right, demand, transactions, availability and the poor dissemination information on policies. The Table below show questioner data on land management and transparency from respondents: -

Note: SA=Strongly agree, A= Agree, N= Neutral, DA=Disagree, SD=Strongly disagree

Table 4.6: Land management and transparency

Variable	SA	A	N	DA	SD	Mean	Stan. ( $\delta$ )	Decision
----------	----	---	---	----	----	------	-----------------------	----------

There is a clear announcement on services payment method and its schedules, work standard, necessary documents that customer come with for service, and general information on service	6 (7.8%)	15 (19.5%)	22 (28.6%)	24 (31.2%)	10 (13.0%)	2.78	1.143	High Perception statement
Using written materials like templates, brochures there is ways of announce information on service	4 (5.2%)	14 (18.2%)	17 (22.1%)	25 (32.5%)	17 (22.1%)	2.52	1.117	Low Perception statement
Using advanced technology, the office announces payment method and its schedules, work standard, necessary documents that customer come with for service, and general information on service	2 (2.6%)	14 (18.2%)	23 (29.9%)	24 (31.2%)	14 (18.2%)	2.56	1.070	Low Perception statement
land acquisitions system procedures have an understandable for anyone who want to serve and there is a clear guideline.	8 (10.4%)	20 (26.0%)	21 (27.3%)	23 (29.9%)	5 (6.5%)	3.04	1.117	High Perception statement
In this office the level of transparency in service delivery system is good.	2 (2.6%)	18 (23.4%)	19 (24.7%)	34 (44.2%)	4 (5.2%)	2.74	.965	High Perception statement
The office set plat form for anyone to announce when issue of corruption,	7 (9.1%)	10 (13%)	17 (22.1%)	32 (41.6%)	11 (14.3%)	2.61	1.160	Low Perception statement

rent seeking behavior is happening.								
-------------------------------------	--	--	--	--	--	--	--	--

*Source: Field survey, 2023*

As Table 4.6 above shows 24(31.2%) of the respondents were disagree with the statement that, there is a clear announcement on services payment method and its schedules, work standard, necessary documents that customer come with for service, and general information on service, whereas 22(28.6%) of the respondent were neutral on it. And remaining 15(19.5%) of respondents were agree, 10(13%) strongly disagrees and 6(7.8%) strongly agree on the same statement.

According to respondents' perception 25(32.5%) of the respondents disagree with the statement Using written materials like templates, brochures there is ways of announce information on service. And remaining 17(22.1%) of respondents were strongly disagree, 17(22.1%) of respondents were neutral, 14(18.2%) agree and 4(5.2%) strongly agree on the same statement. The application of advanced technology usages in transparency respondents' perception indicates that 24(31.2%) of respondents disagree with using advanced technology, the office announces payment method and its schedules, work standard, necessary documents that customer come with for service, and general information on service. And remaining 23(29.9%) of respondents were neutral, 14(18.2%) agrees, 14(18.2%) strongly disagrees and 2(2.6%) strongly agree on the same statement. Regarding land acquisition system transparency issues respondents' perception 23(29.9%) of respondents were disagree on the statement that land acquisitions system procedures have an understandable for anyone who want to serve and there is a clear guideline. And remaining 21(27.3%) of respondents were neutral, 20(26%) of respondents were agree, 8(10.4%) strongly agree and 5(6.5%) strongly disagree on the same statement. The service delivery system transparency indicated as from 34(44.2%) of respondents were disagree with the statement that in this office the level of transparency in the service delivery system is good. And remaining 19(24.7%) of respondents were neutral, 18(14.3%) of respondents were agree, 4(5.2%) strongly disagree and 2(2.6%) strongly agree on the same statement. The corruption and rent-seeking issues concerning transparency, respondent perception 32(41.6%) of respondents disagreed with the statement the office set a platform for anyone to announce when an issue of corruption, or rent-seeking behavior is happening. And remaining 17(22.1%) of respondents

were neutral, 11(14.3%) of respondents were strongly disagree, 10(13%) agree and 7(9.1%) strongly agree on the same statement.

From the overall land management and transparency respondent’s perception using mean average value (To calculate the weighted average value, simply sum up the mean value for the variable, then divide by its total variables. Therefore, weighted average value = the sum of mean value /total number of variables = 16.25/6=2.71). Therefore, the decision from here was concluded that three of the questioner statements were high perception statements, and also three of them were low perception statements.

### 4.3.3 Accountability in urban land management system

The main functions of government through its governmental office are to provide good and satisfactory services to its citizens. According to respondents’ perception the office service delivery was the act of providing land related activities, leaders and employees are implement government policies for the interests of its citizens. From customers point of views the issues were caused with high corruption, mismanagement and leadership issues these leads to makes that unsatisfactory and poor services performance. Despite numerous policy reform efforts, only little improvements were recorded in recently and the problem of poor service delivery performance persists in the sub-city. The Table below shows questionnaire data on accountability in urban land management from respondents: -

Note: SA=Strongly agree, A= Agree, N= Neutral, DA=Disagree, SD=Strongly disagree

Table 4.7: accountability in urban land management

Variable	SA	A	N	DA	SD	Mean	Stan. (δ)	Decision
Every employee knows what they are regularly working and what procedure they are following with the requirements to serve the client	4 (5.2%)	25 (32.5%)	24 (31.2%)	21 (27.3%)	3 (3.9%)	3.08	.0984	Low perception Statement

The employee's role on accountability in the office is good and in any work regarding issues of the office.	8 (10.4%)	26 (33.8%)	25 (32.5%)	14 (18.2%)	4 (5.2%)	3.26	1.044	high perception Statement
In service delivery system the office satisfies the customers though daily work activity	8 (10.4%)	20 (26%)	31 (40.3%)	15 (19.5%)	3 (3.9%)	3.19	1.001	Low perception Statement
Any customers complaints/doubts can be solved timely	3 (3.9%)	16 (20.8%)	19 (24.7%)	30 (39%)	9 (11.7%)	2.66	1.059	Low perception Statement
Employees of the office good on keeping the rule and responsible for their duty	3 (3.9%)	26 (33.8%)	22 (28.6%)	21 (27.3%)	5 (6.5%)	3.01	1.019	Low perception Statement
Every employee knows the goal, mission, vision of the office and working for the success	13 (16.9%)	32 (41.6%)	17 (22.1%)	12 (15.6%)	3 (3.9%)	3.52	1.071	high perception Statement
The reporting system have clear time schedules, monitored, evaluated, supervised regularly and expected	16 (20.8%)	30 (39%)	20 (26%)	11 (14.3%)	0	3.66	.968	high perception Statement

*Source: Field survey, 2023*

Table 4.7 above shows 25(32.5%) of the respondent were agree on the statement that every employee knows what they are regularly working and what procedure they are following with the requirements to serve the client, whereas 24(31.2%) of the respondent were neutral on it. And remaining 21(27.3%) of respondents are disagree, 4(5.2%) of respondents were strongly agree and 3(3.9%) strongly disagree on the same statement. In case of employee's accountability respondents' perception 26(33.8%) of the respondent were agree on the statement that the

employee's role on accountability in the office is good and in any work regarding issues of the office, whereas 25(32.5%) of the respondent were neutral on it. And remaining 14(18.2%) of respondents were disagree, 8(10.4%) of respondents were strongly agree and 4(5.2%) strongly disagree on the same statement.

Regarding service delivery system 31(40.3%) of the respondent were neutral on the statement in service delivery system the office satisfies the customers though daily work activity, whereas 20(26%) of the respondent were agree on it. And remaining 15(19.5%) of respondents were disagree, 8(10.4%) of respondents were strongly agree and 3(3.9%) strongly disagree on the same statement. As respondent's perception on complains 30(39%) of respondents were disagree on statement that any customers complains/doubt can be solved timely, whereas 19(24.7%) of the respondent were neutral on it. And remaining 16(20.8%) of respondents were agree, 9(11.9%) of respondents were strongly disagree and 3(3.9%) strongly agree on the same statement.

According to respondents' perception 26(33.8%) of the respondent were agree on the statement employees of the office good on keeping the rule and responsible for their duty, whereas 22(28.6%) of the respondent were neutral on it. And remaining 21(27.3%) of respondents were disagree, 5(6.5%) of respondents were strongly disagree and 3(3.9%) strongly agree on the same statement. Regarding to objective of the office 32(41.6%) of the respondent were agree on the statement that every employee knows the goal, mission, vision of the office and working for the success, whereas 17(22.1%) of the respondent were neutral on it. And remaining 13(16.9%) of respondents were strongly agree, 12(15.6%) of respondents were disagree and 3(3.9%) strongly disagree on the same statement. As indicated in the above Table 4.7, 30(39%) of the respondent were agree on the statement that reporting system have clear time schedules, monitored, evaluated, supervised regularly and expected. And remaining 20(26%) of respondents were neutral, 16(20.8%) of respondents strongly agree and 11(14.3%) disagree on the same statement.

The respondents' responses were summarized from accountability in urban land management perception using mean average value. Therefore, weighted average value = the sum of mean value /total number of variables =  $22.38/7=3.20$ ). Therefore, the decision from here was concluded as three statements, employees at all levels are held very accountable for their actions at work, every employee knows the objective of the office and working for the success and the

reporting system have clear time schedules, monitored, evaluated, supervised regularly and expected were high perception statement from respondents' point of view and the remaining were low perception.

#### 4.3.4 Administrative Capacity and Skills

The land administration process is a cross-sectoral and multi-disciplinary activity in the sub-city, which includes, intervention of different office on many ways though policy implementation, expert participation, administrative and working on institutional development. From the respondent's point of view, the office has an inadequate response in terms of capacity building through training this was due to the instability of the organizational structure.

According to respondents' perception the skills and behaviors that leaders in the office need to effectively guide and influence their teams towards achieving organizational goals, but in some cases, there was a gap. These competencies encompass a different range of abilities, from effective communication to decision-making, and also their emotional intelligence and adaptability. The Table below shows questionnaire data on administrative capacity and skills from respondents: -

Note: SA=Strongly agree, A= Agree, N= Neutral, DA=Disagree, SD=Strongly disagree

Table 4.8: Administrative Capacity and Skills

Variable	SA	A	N	DA	SD		Mean	Stan. (δ)	Decision
Management systems of the office encourage employees to serve clients in better ways and also make the office competent	5 (6.5%)	19 (24.7%)	19 (24.7%)	26 (33.8%)	8 (10.4%)		2.83	1.117	Low perception Statement
Managers share the skills and knowledge what they gain from experience and academic	2 (2.6%)	19 (24.7%)	24 (31.2%)	29 (37.7%)	3 (3.9%)		2.84	.933	Low perception Statement
Managers/leaders control,	6	28	16	21	6		3.09	1.126	Low

monitors and evaluate the overall work activities to ensure ongoing employee development and work activity improvement	(7.8%)	(36.4%)	(20.8%)	(27.3%)	(7.8%)				perception Statement
Managers resolve problems when problems happen and make decisions on cross-functionally issues rather than operate in functional activity	9 (11.7%)	41 (53.2%)	11 (14.3%)	13 (16.9%)	3 (3.9%)		3.51	1.071	High perception statement
Individual or employee leading capacity is developed in this office thought out work experience and training	14 (18.2%)	29 (37.7%)	18 (23.4%)	14 (18.2%)	2 (2.6%)		3.52	1.034	High perception statement

Source: Field survey, 2023

According to respondents' perception on land management managing body encouragement capacity, 26(33.8%) of the respondent are disagree on the statement Management systems of the office is encouraging employees to serve client in better ways and also make the office competent. And remaining 19(24.7%) of respondents were neutral, 19(24.7%) of respondents are agree, 8(10.4%) of respondents are strongly disagree and 5(6.5%) strongly agree on the same statement. Regarding to the statement Managers are share their skills and knowledge's what they are gain from experience and academic,29(37.7%) of respondent was disagree on it, whereas, 24(31.2%) of them were neutral, 19(24.7%) of respondents were agree,3(3.9%) strongly disagree and 2(2.6%) strongly agree.

Regarding to managing body controlling capacity the respondent's perception 28(36.4%) of respondents were agree on the statement Managers controls, monitors and evaluate the overall work activities to ensure ongoing employee development and work, whereas, 21(27.3%) of respondents were disagree, 16(20.8%) of them were neutral, 6(7.8%) strongly agree and 6(7.8%) strongly disagree the same statement.

According to respondents' perception indicated in table above 29(37.7%) of the respondent were agree on the statement individual or employees leading capacity is developed in the office thought out work experience and training, whereas 18(23.4%) of them were neutral,14(18.2%) of them were disagree, 14(18.2%) of them were strongly agree and the remaining 2(2.6%) were strongly disagree on it. In case of problem-solving capacity 41(53.4%) of the respondent were agree on the statement Managers resolve problems when problems happen and make decisions on cross-functionally issues rather than operate in functional activity, whereas 13(16.9%) of them were disagree,11(14.3%) of them were neutral, 9(11.7%) of them were strongly agree and the remaining 3(3.9%) were strongly disagree on it.

The respondents' responses were summarized from administrative Capacity and Skills perception using mean average value. Therefore, weighted average value = the sum of mean value /total number of variables =  $15.79/5=3.158$ ). Therefore, the decision from here was concluded as both statements managers resolve problems when problems happen and make decisions on cross-functionally issues rather than operate in functional activity and individual or employees leading capacity is developed in this office thought out work experience and training were high perception and the remaining statements were low perception statement from respondents' point of view.

#### **4.3.4. 1 Manpower and technical skill**

Regarding to manpower management respondent were shown that the offices have constraints on the human resource capacity and many posts vacant. In the same case there is challenges on financial resource which is serious challenge in the sub-cities for land management issues.

As indicated in interview the technical advancements and changes, if handled in a correct perspective by the office, the office led to the growth and effectiveness of the organizations throughout the time. And also, Respondents indicate that successful implementation of technical skill in workplace was effective, if the human resource professionals learn to be proficient with the traditional human skills and knowledge, and develop the ability to apply their knowledge with technology. The Table below show questioner data on manpower and technical skill from respondents: -

Note: SA=Strongly agree, A= Agree, N= Neutral, DA=Disagree, SD=Strongly disagree

Table 4.9.1: Manpower and technical skill

Variable	SA	A	N	DA	SD	Mean	Stan. (δ)	Decision
The land administration office has sufficient human resources to meet their objective plan	2 (2.6%)	25 (32.5%)	16 (20.6%)	28 (36.4%)	6 (7.8%)	2.86	1.048	Low perception statement
Employees technical capacity and administrative capacity are developed through training, education, and by creating opportunities for promotion	22 (28.6%)	32 (41.6%)	12 (15.6%)	11 (14.3%)	0	3.84	1.001	High Perception statement
When new employees are joining the office job training and other necessary guiding training are given.	2 (2.6%)	22 (28.6%)	22 (28.6%)	28 (36.4%)	3 (3.9%)	2.90	.954	Low perception statement
The office has qualified and experienced human resource capable of serving residents' needs	3 (3.9%)	24 (31.2%)	19 (24.7%)	26 (33.8%)	5 (6.5%)	2.92	1.036	Low perception statement
Every employee knows his/her role and responsibilities to deliver service and defined	10 (13%)	26 (33.8%)	21 (27.3%)	18 (23.4%)	2 (2.6%)	3.31	1.055	High Perception statement

Source: Field survey, 2023

According to respondents' perception stated in Table above 28(36.4%) of the respondent were disagree on the statement that land administration office has sufficient human resources to meet their objective plan, whereas 25(32.5%) of the respondent were agree, 16(20.6%) of them were neutral, 6(7.8%) strongly disagree and 2(2.6%) strongly agree the same statement. Regarding to employee capacity building 32(41.6%) of the respondent were agree on statement that Employees technical capacity and administrative capacity are developed through training, education, and by creating opportunities for promotion, whereas 22(28.6%) of the respondent were strongly agree the same statement. The remaining 12(15.6%) of the respondent were neutral and 11(14.3%) were disagree on the statement. Respondents' perception on statement when new employees are joining the office job training and other necessary guiding training are given, accordingly 28(36.4%) of the respondent were disagree on the statement, 22(28.6%) of them were agree, 22(28.6%) of them were neutral, 3(3.9%) of them were strongly disagree and 2(2.6%) of the respondent were strongly agree. Respondents' perception on employee's qualification and experience 26(33.8%) of the respondent were disagree on statement that the office has qualified and experienced human resource capable of serving residents' needs, whereas 24(31.2%) of them were agree, 19(24.7%) of them were neutral, 5(6.5%) of them were strongly disagree and 3(3.9%) of them were strongly agree. Regarding to service delivery system respondents' perception indicates 26(33.8%) of the respondent were agree on the statement Every employee knows his/her role and responsibilities to deliver service and defined, whereas 21(27.3%) of them were neutral, 18(23.4%) of them were disagree, 10(13%) of them were strongly agree and 2(2.6%) of them were strongly disagree on the statement.

From the overall manpower and technical skill respondent's perception using mean average value (To calculate the weighted average value, simply sum up the mean value for the variable, then divided by the total variables. Therefore, weighted average value = the sum of mean value /total number of variables =  $15.83/5=3.166$ ). Therefore, from this the decision shows that both statement that employee's technical capacity and administrative capacity are developed through training, education, and by creating opportunities for promotion, and every employee knows his/her role and responsibilities to deliver service and defined were high perception. Whereas three remaining statements were low perception.

#### 4.3.4. 2 Land Management Information System

The interview questions that the respondents suggest to manage and ensure effective title information was related to ease ways through the land management information system and also into a better way to decisions that are evidenced based. Further they also indicate implementing necessary technology usage on land digitalization into the land administration process is best suited method to ensuring access to land service delivery which is adequate and transparent. Equally, respondent suggested information management system on land issue that it collects, process, stores and disseminates data in form of information which is necessary to carry out management functions. The information is converted from manual form to digital form of data and stored in databases and can finally be in use to aid in decision making.

As indicated on interview digitalization of the system begins started in the year 2010 E.C, but until now it's not completed, in this Calander year government working to complete at all. Because of this expansion areas of the sub city have been highly issued with land management concerned with informal settlement, land grabbing and so on issues happened though out the time. The Table below show questioner data on land management information system from respondents: -

Note: SA=Strongly agree, A= Agree, N= Neutral, DA=Disagree, SD=Strongly disagree

*Table 4.10: land management information system*

Variable	SA	A	N	DA	SD	Mean	Stan. ( $\delta$ )	Decision
The sub city uses supportive technologies product in order to digitalize the office work and secure documents.	2 (2.6%)	17 (22.1%)	25 (32.5%)	31 (40.3%)	2 (2.6%)	2.82	.899	High perception on statement
If the security issue happen the sub city set backup systems for registered data and the data exist and allow	5 (6.5%)	19 (24.7%)	19 (24.7%)	27 (35.1%)	7 (9.1%)	2.84	1.101	High perception statement

records to be recreated if destroyed								
In this office Work environment facilitation regarding information technology, support employee to take land information, perform efficient work and also support employee performance	6 (7.8%)	11 (14.3%)	22 (28.6%)	35 (45.5%)	3 (3.9%)	2.77	1.012	Low perception statement

*Source: Field survey, 2023*

Part three of the questionnaire statements was identifies the issues on institutional land information security and technology usages, Accordingly, 31 (40.3%) of the respondents disagree and 25 (32.5%) neutral that the sub city uses supportive technologies product in order to digitalize the office work and secure documents, whereas 17(22.1%) of them were agree,2(2.6%) of them were strongly agree and the remaining 2(2.6%) were strongly disagree on it. If the insecure issue were happening the respondent perceive that 27 (35.1%) of the respondent disagree on the statement If the security issue happen the sub city set backup systems for land registration and information exist and allow records to be recreated if destroyed, whereas 19(24.7%) of respondent were agree and 19(24.7%) of respondent were neutral. And the remaining 7(9.1%) of respondent were strongly disagree and 5(6.5%) of respondent were strongly agree. Regarding work environment respondents perceive that 35(45.5%) of respondent were disagree on the statement that in the office Work environment facilitation regarding information technology, support employee to take land information, perform efficient work and also support employee performance, whereas 22(28.6%) of respondent were neutral. And the remaining 11(14.3%) of respondent were agree and 6(7.8%) of respondent were strongly agree and 3(3.9%) of respondent were strongly disagree.

From the general land information system respondent's perception using mean average value (To calculated the weighted average value, simply sum up the mean value for the variable, then divided by the total variables. Therefore, weighted average value = the sum of mean value /total

number of variables =  $8.43/3=2.81$ ). Therefore, the decision from here was concluded as both statement stated as The sub city uses supportive technologies product in order to digitalize the office work and secure documents and If the security issue happen the sub city set backup systems for registered data and the data exist and allow records to be recreated if destroyed have High perception, whereas the statement stated as in this office Work environment facilitation regarding information technology, support employee to take land information, perform efficient work and also support employee performance have low perception.

#### **4.4 The management of informal land ownership controlling system in expansion area of kolfe-keranyo Sub-city**

Regarding informal settlement controlling both peace and security office and ‘demb tseftat bet’ of the sub city are working together when issues of informal land ownership and illegal settlement exist. From the last three years illegal land ownership (land grabbing) data take measures on the sub city by two offices were shown in Table below.

*Table 4.11: Land grabbing data*

<b>year</b>	<b>Land grabbing in m<sup>2</sup></b>	<b>participant in number</b>
2021	1845652	4173
2022	1458253	2858
2023	20414	129

*Source: kolfe keranyo “dembe tseft bet”,2023*

As indicated on Table above (Table11) the extent of land grabbed in sub city from year 2021 to 2023 were decreased due to government seriously working on it from city level to wereda level. According to data indicates in year 2021 the land grabbed was 1845652 m<sup>2</sup> by 4173 participants, and also, in year 2022 land grabbed was 1458253 m<sup>2</sup> by 2858 participants, the office takes measures on it. In year 2023 the grabbed were highly decreased due to effective measures still it is a problem of the sub city. By year 2023 the land grabbed was 20414 m<sup>2</sup> by 129 participants. Now currently the land grabbing issues are highly decreasing in expansion areas of the sub city.

#### **4.5 The Land Use of Kolfe-keranyo Sub city**

Land is evident clear that the resource is limited. In the same condition built upon area is according to specific land use zoning in the sub city, and a case in which the chances of easily

converted to another use is slim, or it will take longer time or is more costly uses. The sub city is organized its land function categorizes as it may complimentary or contradictory of its function. When we see the land use policy of the country land use Planning as the allocation of the urban land to meet for the economic and social needs of people, it safeguards resources for utilization in the coming generation. It is a spatial power that the city formulates to exercise the designates and regulates the use of land within the sub city in order to satisfy a community physical, economic, and social need. Accordingly, the land prepared in re the Addis Ababa city development plan as major land use principle as needed to be careful to be adhere -Promotion of intensive uses of land and space, Urban- rural harmony, Decentralization of urban activities and other land shares, Promotion of mixed and compatible land uses, and, Integration of different component along activity spine. Accordingly, to the data obtained from kolfe-keranyo plan and development sub city office, the land use of land in the sub city with its area coverage in the Table below (Table 12.), indicates that land proposed for environment Purpose were higher followed by mixed Residence and generally historical Buildings and Sites covered by lower areas. The proportionality of the land covered as indicated on interview and from the Table 12., below the land was not set according to the standards of the city land use plan.

*Table 4.12: land use of kolfe-keranyo sub city*

No.	Land use	hectares
1	Mixed Residence	2124.76
2	Environment	6687.27
3	For Social service	85.92
4	Administrative	93.37
5	Commerce and Business	61.39
6	Historical Buildings and Sites	0.21
7	Municipal Services	29.23
9	For Special project	21.50
10	Street Network	280.42
11	For transport facility	7.05

12	Urban agriculture	19.89
13	Utility and Infrastructure	66.32

Source: Plan and development office of kolfe-keranyo Sub city,2023

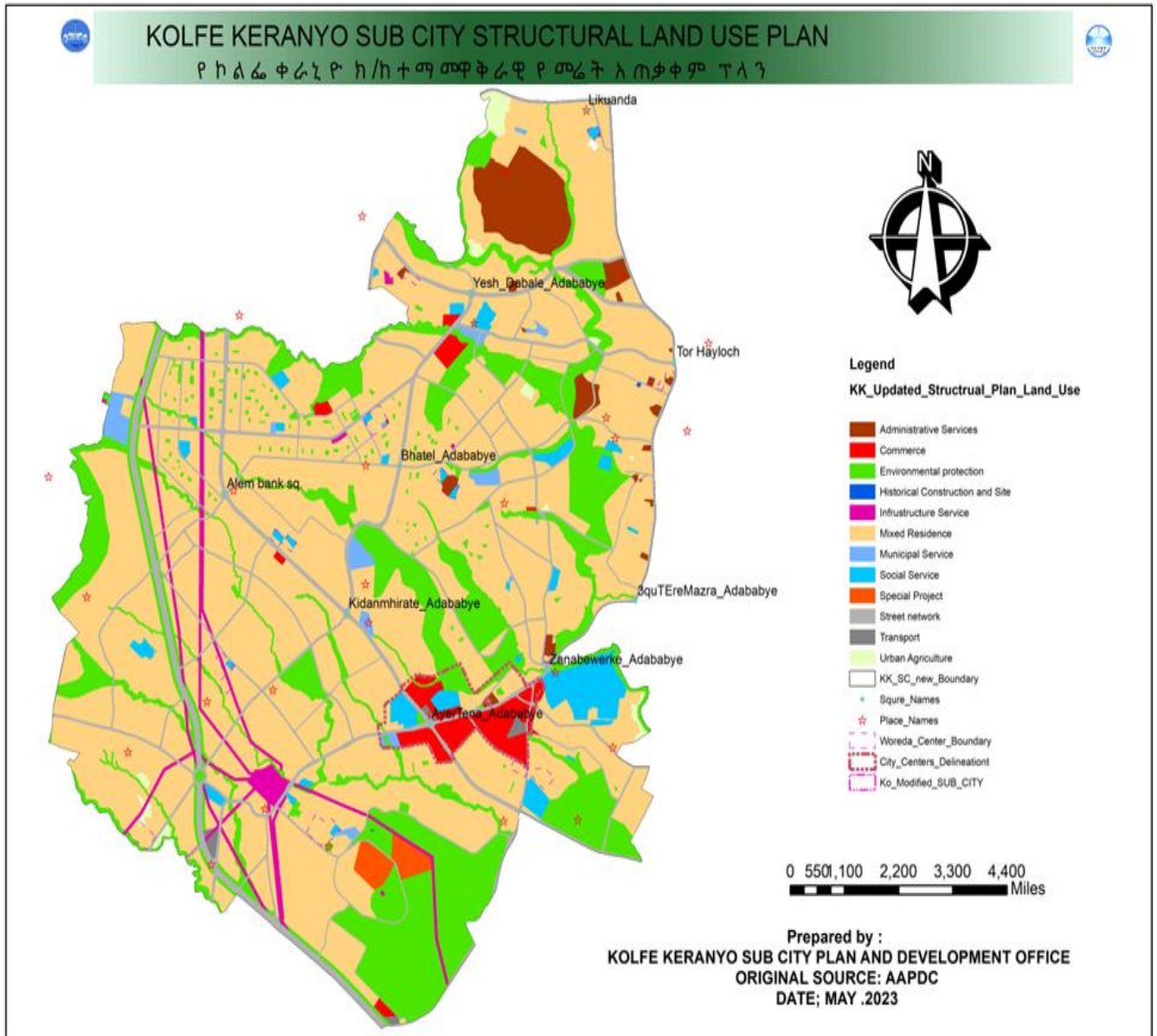


Figure 1.2: Administrative map of kolfe-keranyo sub city

Source: Plan and development office of kolfe-keranyo Sub city,2023

## **4.6 The main Challenges that kolfe-keranyo Sub-city faces in managing urban land in expansion area**

The main challenges that affect the land management systems in the expansion area of the sub-city were identified through interviews with key persons in the office, by taking some sample customers, and also from employees through questionnaires. The main challenges faced was: -

- The Kolfe-keranyo sub-city being an expansion area contributes for the expansion of informal settlers and also there was Conflicts around border areas shared with the Oromia regional State, which is the main challenges. These conflicts over land are impeding the life of the community living in the study area. Now, the current government regularization process is not encouraging the informal settlers, and also no way to tolerate informal settlement issues.
- As show on interviews, there exist an outdated land information management system, informal land acquisition, corruption, land speculation and land related disputes have emerged as obstacles to land management in sub-city.
- The inability of the poor to acquire urban land in the sub-city using the formal way is believed to be another factor that leads citizens to occupy land illegally, especially in border areas to build informal settlements. Urban land is accessed through lease arrangements. Individual or groups with high income level wishes to acquire land in the sub-city determines the chance of winning lease bids. The major constraint to access land for the citizens in the sub-city is low supply. which means there is a gap between demand and supply which is set for lease. This makes only those who have the capacity and can offer high lease prices to acquire land in the sub-city.
- The sub-city has logistic issues and human resource gaps to control illegal settlements, especially around expansion areas shared with the Oromia Regional State border.
- There is a lack of trust between the office employees and customers is the other challenge in managing urban land in the sub-city. Customers do not appreciate the challenges in the land management process and the level of service provisions despite those challenges.
- Brokers are the main actors in making informal for the erosion of customers' trust in the service provisions. These actors made customers believe that their service requests

are done only if the informal way is followed which negatively affects the image of the offices, this is another challenge in the sub-city.

- The sub-city is among the sub-cities of Addis Ababa it is characterized by rapid urbanization, which makes the expansion of urban this creates challenges on land management in the area.
- There is integrity gap between the land administration office, the landholdings registration and information, and the plan and development office this causes unstable land use plans, overlapping issues, delays in providing services requested from residents, and so on. Between the offices, work is interdependent, which implies that there is a collaborative work process in the sub-city.
- The technology usage skill gaps especially in system digitalization, and also the skill gap on how to operate the system, especially when employees join on new work title or département, this causes delays in providing services requested from residents.
- Another challenge is corruption, in expansion areas there is a high illegal interest on informal land ownership due to this many times legal punishment taken over corruption issues.
- The office work on land issues is complex especially in the expansion area has many lands issue is raised and needs high number of human resources, but do to budget constraints it is a challenge to fill human resource gaps. And also, there is seasonal nature of the office work creates human resource gaps and burdens on the existing staff, and challenge to conducting site works.
- There is work load challenge, because of this employee turnover high in the office, this makes delay on work and stress also another Cause of work load this believed because of complexity of land management system in expansion areas.
- The structure of office and work follows is unstable and there is restriction on work for months even, there is collops and expand of departments throughout the time even in one calendar year. This structure has been revised many times within in a limited time interval also the office expects to address customers serviceability increasing and changing service accessibility, but it is not.

- Another challenge of land development and administration office of the city is the design and build modern land administration and cadastral systems capable of supporting the creation, and providing reliable land information to society.
- Shifting issues in land coordination is the challenge most sub city was faced.
- The challenges of the informal transformation of agricultural land into built-up land, these due to income level differences, which causes residents alternatively to participate informally.
- The existence of old infrastructure that does not fit with the future urban plan has to be removed. Which in turn requires additional budget, human resources, time, *etc.*

## CHAPTER FIVE

### 5. CONCLUSION AND RECOMMENDATIONS

#### 5.1 Conclusion

Land is an asset which is needed to be managed effectively by any country for its better application. It is an undeniable fact; land is one of egregious asset of any society in the world where practically nothing can be done without the land. So, it is essentially demanded to come up with radical and innovative methods and ways that are to improve our performance of administering, managing, and using such vital resources. Urbanization and development of new market areas are described as the growth in population, the driving force create property ownership for individuals which generate a conversion of rights on land tenure. It is the development of a new set of thinking on the controlled rights and obligations vested in land, regarding the property development system within best institutional arrangement, which makes satisfaction for the society. This paper has managed to assess challenges in urban land management in expansion areas using kolfe keranyo sub city as case study. Kolfe keranyo is one of sub city of Addis Ababa. Different types of challenges in the expansion area were raised and described. These are related to institutional arrangements and challenges, organizational service delivery systems, and information accessibility on service, accountability and transparency on service delivering system, land management information system, control of informal land ownership management, manpower and technical skill issues.

The main challenges sub-city faces were: higher workload challenge, technology usage skill gaps especially in system digitalization, the reforms by the office and work unstable, lack of integrity between land administration stakeholder offices, the issues of designing and building modern land administration and cadastral systems capable of supporting the creation and providing reliable land information to society, shifting issues in land coordinate, Conflicts issues around border areas shared with Oromia regional State, budget constraints issues to fill human resource gap and corruption are the challenges of kolfe-keranyo sub city faces.

Generally, the expansion area of the Kolfe-Keranyo sub-city is characterized by informal settlement around border sharing with Oromia regional states, illegal land development,

unbalanced urban growth, missed land use standards, and broad issues of effective land management.

## **5.2 Recommendations**

The challenges that mainly happened in urban land management in the expansion area of kolferanyo sub-city identified by this research are mainly considered urban land management challenges of expansion areas. As a result, the researcher would like to recommend the following possible solutions:

- The issues of border demarcation between the city and the Oromia regional state make urban land management challenges because of this clear demarcation of boundaries is very useful. In a case when no clear boundaries and clear demarcation between city and Oromia regional state, bureaucratic issues perceived land tenure security of the city and could be a source of land-related disputes in the area, which in turn affects the process of land management activities. Hence, it is recommended that it must be need clear boundary and demarcation by using advanced technology like cadastral mapping system.
- The offices which involved urban land management in the sub city needed knowledgeable, trained manpower, professional skills, and disciplined manpower and leaders to achieve the objectives and goals office, those office are land development and management office, landholdings registration and information sub-city office, and plan and development office. One of the focus areas of the challenges should be human resources development.
- In the same way, some workers of land management offices should be improving their skills, and commitment, and also must know his/her job descriptions based on what they perform.
- One of the highest challenges in expansion areas which have been indicated in the interviews are rent-seeking and corruption. The best solution to reduce corruption and rent-seeking is ethics promotion office should be established at least at the sub-city level and also use advanced technology on land management. The ethics promotion office should take responsibility for instituting an all-embracing code of ethics and conduct in

the sub-city. Also strengthening internal audits is very important to consolidate anti-corruption and anti-fraud movements in the sub-city.

- Information-related land management should need improvement, which means any customer must access land-related issues using advanced technology rather than manual systems which makes it simple for customers to access online services to reduce overlapping issues, delay issues, reduce the workload, and also easily accessible to deliver service.
- The extent of land ownership through informal ways is minimized due to government measures currently, but to sustain it, effective policies and measures on land management issues are needed, especially in expansion areas.

## Reference

- Abreham, M. (2018a). Department of Public Administration and Development Management Land Management Practices and Challenges in Addis Ababa City Administration: Experiences from Akaki-Kality Sub-city.
- Abreham, M. (2018b). Department of Public Administration and Development Management Land Management Practices and Challenges in Addis Ababa City Administration: Experiences from Akaki-Kality Sub-city.
- Akrofi, E. O. (2013). Assessing customary land administration systems for peri-urban land in Ghana.
- Albouy, D., & Ehrlich, G. (2014). The Distribution of Urban Land Values: Evidence from Market Transactions.
- Allen, A. (2003). Environmental planning and management of the peri-urban interface: perspectives on an emerging field. [www.ucl.ac.uk/dpu/pui](http://www.ucl.ac.uk/dpu/pui)
- Ambaye, D. W. (2013). Land rights and expropriation in Ethiopia. Architecture and the Built Environment, KTH Royal Institute of Technology.
- Amdework Tesfaunegn, E. (2017). Urban and Peri-Urban Development Dynamics in Ethiopia Swiss Agency for Development and Cooperation Urban and Peri-Urban Development Dynamics in Ethiopia Study for Swiss Agency for Development and Cooperation Addis Ababa Ethiopia.
- Asiama, K. O., Voss, W., Bennett, R., & Rubanje, I. (2021). Land consolidation activities in Sub-Saharan Africa towards the agenda 2030: A tale of three countries. *Land Use Policy*, 101. <https://doi.org/10.1016/j.landusepol.2020.105140>
- BABAJIDE, A. D. (2022). data presentation and analysing.
- Bairagi, V., & Munot, M. V. (2019). Research Methodology.
- Berihe, D. (2019). A Critical assessment of urban land policy implementation and its benefit: The case of Bole Sub city Addis Ababa, Ethiopia.
- bhattacharjee (2012) - Google Search. (n.d.). Retrieved February 14, 2024, from <https://www.google.com/search?q=bhattacharjee>.
- Biitir, S. B., Nara, B. B., & Ameyaw, S. (2017). Integrating decentralised land administration systems with traditional land governance institutions in Ghana: Policy and praxis. *Land Use Policy*, 68, 402–414. <https://doi.org/10.1016/J.LANDUSEPOL.2017.08.007>
- Burns, T., Deininger, K., Selod, H., & Dalrymple, K. (2007). TS 3A-Land Governance for Sustainable Development, Commission 7 Implementing the Land Governance Assessment Framework\*.

- Burns, T., Grant, C., Nettle, K., Brits, A.-M., & Dalrymple, K. (2006). Land Administration Reform: Indicators of Success, Future Challenges.
- Casteel, A., & Bridier, N. L. (2021). Describing populations and samples in doctoral student research. *International Journal of Doctoral Studies*, 16, 339–362. <https://doi.org/10.28945/4766>
- Chavunduka, C. (2020). LAND POLICY, INVESTMENT AND PRODUCTION AS INGREDIENTS TO AGRARIAN TRANSFORMATION THE ZIMBABWE EXPERIENCE. *African Journal of Land Policy and Geospatial Sciences*, 3(5), 80–95. <https://doi.org/10.22004/AG.ECON.334415>
- Chigbu, U. E., Paradza, G., & Dachaga, W. (2019). Differentiations in women’s land tenure experiences: Implications for women’s land access and tenure security in sub-saharan Africa. *Land*, 8(2), 1–21. <https://doi.org/10.3390/land8020022>
- Chimhamhiwa, D. (2010). Improving end to end delivery of land administration business processes through performance measurement and comparison.
- Cobbinah, P. B., Asibey, M. O., & Gyedu-Pensang, Y. A. (2020). Urban land use planning in Ghana: Navigating complex coalescence of land ownership and administration. *Land Use Policy*, 99. <https://doi.org/10.1016/J.LANDUSEPOL.2020.105054>
- De Vaus, D. A. (2001). *Research Design in Social Research*.
- Deininger, K., Selod, H., & Burns, A. (n.d.). *The Land Governance Assessment Framework IDENTIFYING AND MONITORING GOOD PRACTICE IN THE LAND SECTOR*.
- Didigwu Augustus S, S. U., & Olufisayo Moses, O. (2016). THE IMPORTANCE OF CADASTRAL SURVEY INFORMATION FOR EFFECTIVE LAND ADMINISTRATION IN NIGERIA. In *International Journal of Environment and Pollution Research* (Vol. 4, Issue 1). [www.eajournals.org](http://www.eajournals.org)
- Dr. James Hussain. (n.d.). *TOPIC-RELIABILITY & VALIDITY*.
- Dube, E. E. (2013). Urban planning & land management challenges in emerging towns of Ethiopia: The case of Arba Minch. *Journal of Urban and Environmental Engineering*, 7(2), 340–348. <https://doi.org/10.4090/juee.2013.v7n2.340348>
- Enemark, S. (2005). CLGE INTERNATIONAL CONFERENCE 2005 EUROPEAN PROFESSIONAL QUALIFICATIONS IN GEODETIC SURVEYING BRUSSELS, 1-2 DECEMBER 2005 Land Management and Development.
- Eriksson, P., & Kovalainen, A. (n.d.). *Qualitative methods in business research*.
- Gashu Adam, A. (2014a). Peri-urban land tenure in Ethiopia. *Architecture and the Built Environment*, KTH Royal Institute of Technology.
- Gashu Adam, A. (2014b). Peri-urban land tenure in Ethiopia. *Architecture and the Built Environment*, KTH Royal Institute of Technology.

- Gebrihet, H. G. (2022). An Assessment of Urban Land Administration in Ethiopia: Evidence from Mekelle City. <https://scholar.sun.ac.za>
- Ghebru, H., & Okumo, A. (2017). Feed the Future Innovation Lab for Food Security Policy Nigeria Agricultural Policy Project LAND ADMINISTRATION SERVICE DELIVERY AND ITS CHALLENGES IN NIGERIA: A CASE STUDY OF EIGHT STATES. <http://foodsecuritypolicy.msu.edu/>
- I.V., N., R.O., S., & I.P., J. (2022). A Review of Land Information Management Systems. *African Journal of Economics and Sustainable Development*, 5(1), 109–125. <https://doi.org/10.52589/ajesd-ri2x0zq2>
- Jebae, M. (2017). LAND MANAGEMENT SYSTEMS IN DEVELOPING COUNTRIES: COMPARATIVE STUDY OF LEBANON AND BELARUS. In *Òóäü ÁÃÒÓ Ñãðèý* (Vol. 5, Issue 5).
- Kalabamu, F. T. (2019). Land tenure reforms and persistence of land conflicts in Sub-Saharan Africa – The case of Botswana. *Land Use Policy*, 81, 337–345. <https://doi.org/10.1016/J.LANDUSEPOL.2018.11.002>
- Kasa, L., Zeleke, G., Alemu, D., Hagos, F., & Heinemann, A. (n.d.). IMPACT OF URBANIZATION OF ADDIS ABABA CITY ON PERI-URBAN ENVIRONMENT AND LIVELIHOODS.
- Kusiluka, M. M., & Chiwambo, D. M. (2019). Acceptability of residential licences as quasi-land ownership documents: Evidence from Tanzania. *Land Use Policy*, 85, 176–182. <https://doi.org/10.1016/J.LANDUSEPOL.2019.02.044>
- Land Audit Report. (2017). PHASE II: PRIVATE LAND OWNERSHIP BY RACE, GENDER AND NATIONALITY NOVEMBER 2017.
- MoUDHC. (2014). Ministry of Urban Development, Housing and Construction National Report on Housing & Sustainable Urban Development.
- Mulisa, :, & Bulto, M. (2017). ADDIS ABABA UNIVERSITY COLLEGE OF LAW AND GOVERNANCE STUDIES SCHOOL OF GRADUATE STUDIES ASSESSING THE INSTITUTIONAL PERFORMANCE OF URBAN LAND ADMINISTRATION: THE CASE OF BURAYU CITY ADMINISTRATION.
- Nesredin Ahmed, K., & Abagissa, J. (2021). COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT MANAGEMENT THE CHALLENGES OF LAND MANAGEMENT SERVICE DELIVERY IN ADDIS ABABA: THE CASE OF YEKA SUB-CITY Addis Ababa, Ethiopia.
- Noble, H., & Smith, J. (2015). Issues of validity and reliability in qualitative research. In *Evidence-Based Nursing* (Vol. 18, Issue 2, pp. 34–35). BMJ Publishing Group. <https://doi.org/10.1136/eb-2015-102054>

- PCC. (2008). Summary and Statistical Report of the 2007 Population and Housing Census Results.
- Plummer, J. (n.d.). Diagnosing Corruption in Ethiopia Perceptions, Realities, and the Way Forward for Key Sectors Public Sector Governance.
- Rakhmonov, K., Abdurakhimova, M., Uspankulov, B., & Tojiev, Z. (2022). Experience and analysis of formation of land information system. *Transportation Research Procedia*, 63, 203–213. <https://doi.org/10.1016/j.trpro.2022.06.006>
- Scottish Government, T. (2008). Public Services and Government Organisational Performance Management in a Government Context: A Literature Review. [www.scotland.gov.uk/socialresearch](http://www.scotland.gov.uk/socialresearch).
- Taherdoost, H. (2021a) Data Collection Methods and Tools for Research; A Step-by-Step Guide to Choose Data Collection Technique for Academic and Business Research Projects. In *International Journal of Academic Research in Management (IJARM)* (Vol. 2021, Issue 1). <https://hal.science/hal-03741847>
- Taherdoost, H. (2021b). Data Collection Methods and Tools for Research; A Step-by-Step Guide to Choose Data Collection Technique for Academic and Business Research Projects. In *International Journal of Academic Research in Management (IJARM)* (Vol. 2021, Issue 1). <https://hal.science/hal-03741847>
- Tessema Adigeh, D., & Dagnew, B. (2020). Urban land management practices and challenges: the case of Injibara town, Northwest Ethiopia. *International Journal of Scientific & Engineering Research*, 11(8). <http://www.ijser.org>
- Toomanian, A., & Mansourian, A. (n.d.). An Integrated Framework for the Implementation and Continuous Improvement of Spatial Data Infrastructures.
- wibke crewett, & Ayalneh Bogale & Benedikt korf. (2008). Land Tenure in Ethiopia: Continuity and Change, Shifting Rulers, and the Quest For State Control. In *Land Tenure in Ethiopia: Continuity and Change, Shifting Rulers, and the Quest For State Control*. International Food Policy Research Institute. <https://doi.org/10.2499/capriwp91>
- Williamson, I. P. (2000). APPENDIX-Land Administration “Best Practice”-providing the infrastructure for land policy implementation.
- Williamson, I. P., Enemark, Stig., Wallace, Jude., & Rajabifard, Abbas. (2010). *Land administration for sustainable development*. ESRI Press Academic.
- World Bank Group. (2014). *The World Bank FOR OFFICIAL USE ONLY FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA FOR A COMPETITIVENESS AND JOB CREATION PROJECT*.
- World Forum, M., & Hyderabad, I. (2009). *Land Administration Systems-managing rights, restrictions and responsibilities in land*.

Wurishe, I. Y. (2021). MANAGEMENT SYSTEMS THEORY, A PRACTICAL APPROACH.  
[www.globalscientificjournal.com](http://www.globalscientificjournal.com)

## Annex

### 1. questioners

#### Dear Respondent,

Thank you in advance for taking your precious time to complete the questionnaire!!! This questionnaire has been developed to help collect data to study the Urban Land Management challenges in Expansion area of Addis Ababa City Administration using kolfe- keranyo Sub-City as a case study. Information obtained through this questionnaire will only be used for academic purpose and shall be kept strictly confidential. The study is to be submitted to the partial fulfillment for the award of Master of urban Planning in Institute of Architecture, Building Construction and City Development, Addis Ababa University. You don't need to write your name and you can provide your answers by putting tick mark (√) on the boxes of your choice.

#### Part one: Profile of Respondents

1. Gender

Male  Female

2. How long have you been working in this office?

Less than 1 year  1-5 Years  6-10 Year

11-15 Years  More than 15 Years

3. How long have you been in the current position?

Less than 1 year  1-5 Years  6-10 Year

11-15 Years  More than 15 Year

4. what is your educational qualification?

college diploma  BA/BSC degre  MA/MSc deg

Above masters  Other(specify)-----

#### Part two: Organizational service Delivery systems and information accessibility, and Transparency and Accountability issues specific to the urban land management process

The following statements are meant to evaluate how you perceive the simplicity and clarity of processes/procedures, and accountability and transparency of land management specific to land registration, obtaining land related information, and complaints on service standards. To what extent do you agree or disagree with the following statements? (Key for Analysis: Strongly agree =5; Agree =4; Neutral= 3; Disagree=2; and Strongly disagree =1

No.	Description	Please put tick mark (√)				
		Strongly	Agree	Neutral	Disagree	Strongly

		agree				disagree
1	<b>Organizational service Delivery systems and information accessibility in sub-city</b>					
a	Any customer can access land related services provided by the office like, procedure to follow, and necessary information and so on timely					
b	For clarity of work written templet, broacher, and other necessary guides or its simple to follow by residents to get service from the office.					
c	land registration activity procedure is clear and it takes short time to serve customers					
d	land registration guidelines are important for effective land management system					
e	overlapping and redundant processes do not happen on land management issues in sub city					
f	Land registration form and other relevant forms that customer filled is clear and understandable, and holds necessary information					
g	information on Land issue obtains by anyone like by owners, previous transactions, and so on at any time					
h	work Standard Operating by employees are clearly announced and know by identified job title					
i	Any appealing on service standard mechanisms is clear, simple and give response on time					
j	The cost that land management and administration office set for service and land registration is expensive and give serve within short period.					
k	service provided by the office is improves using advanced technology timely and reduce hardship work for employees and also satisfy customers					
2.	<b>Transparency issues on urban land management systems in sub-city</b>					
a	There is a clear announcement on services payment method and its schedules, work standard, necessary documents that customer come with for service, and general information on service					

b	Using written materials like templates, brochures there is ways of announce information on service					
c	Using advanced technology, the office announces payment method and its schedules, work standard, necessary documents that customer come with for service, and general information on service					
d	land acquisitions system procedures have an understandable for anyone who want to serve and there is a clear guideline.					
e	In this office the level of transparency in service delivery system is good.					
f	The office set plat form for anyone to announce when issue of corruption, rent seeking behavior is happening.					
<b>3</b>	<b>Accountability issues related to Urban Land Management</b>					
a	Every employee knows what they are regularly working and what procedure they are following with the requirements to serve the client					
b	The employee's role on accountability in the office is good/accountable and in any work regarding issues of the office.					
c	In service delivery system the office satisfies the customers though daily work activity					
d	Any customers complaints/doubts can be solved timely					
e	Employees of the office good on keeping the rule and responsible for their duty					
f	Every employee knows the goal, mission, vision of the office and working for the success					
g	The reporting system have clear time schedules, monitored, evaluated, supervised regularly and expected					

**Part Three: Institutional capacity to execute land management functions**

The following statements are meant to evaluate how you perceive the institutional capacities in terms of Administrative Capacity and Skills, Manpower and technical skill, and land information infrastructure to execute land management functions. To what extent do you agree or disagree with the following statements?

No.	Description	Please put tick mark (√)				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<b>1</b>	<b>Administrative Capacity and Skills</b>					
A	Management systems of the office encourage employees to serve clients in better ways and also make the office competent					
B	Managers share the skills and knowledge what they gain from experience and academic					
C	Managers/leaders control, monitors and evaluate the overall work activities to ensure ongoing employee development and work activity improvement					
D	Managers resolve problems when problems happen and make decisions on cross-functionally issues rather than operate in functional activity					
E	Individual or employee leading capacity is developed in this office thought out work experience and training					
<b>2</b>	<b>Manpower and technical skill</b>					
A	The land administration office has sufficient human resources to meet their objective plan					
B	Employees technical capacity and administrative capacity are developed through training, education, and by creating opportunities for promotion					
C	When new employees are joining the office job training and other necessary guiding training are given.					
D	The office has qualified and experienced human resource capable of serving residents' needs					
E	Roles and responsibilities of every employee is well defined					
<b>3</b>	<b>Land Information Infrastructure</b>					
a	The sub city uses supportive technologies product in order to digitalize the office work and secure documents.					
B	If the security issue happen the sub city set backup systems for registered data and the data exist and allow records to be recreated if destroyed					

C	In this office Work environment facilitation regarding information technology, support employee to take land information, perform efficient work and also support employee performance					
---	--	--	--	--	--	--

**Part Four: Institutional and Legal framework/Arrangements**

No.	Description	Please put tick mark (√)				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<b>1</b>	<b>Institutional and Legal framework/Arrangements for urban land management in the sub-city</b>					
A	Work follows in the office arranged with different departments, each departments have duties and responsibilities and also each employee under their department knows a clearly defined role and also knows organizational goals.					
B	Customer clearly knows their rights on land issues that the office provides and also, they are transparent for each work follows for the departments					
C	The office set well defined rules that each department follows, controlling and away in which any complaints to address and make agreement with the office					

**Part Five: Types of Challenges regularly happens in Managing Urban Land**

1. Please explain challenges, if any, on the following areas related to the sub-city's urban land management practices:

- ✓ Clarity of institutional responsibilities, and legal framework:

\_\_\_\_\_

- ✓ process, requirements, procedures for serving client requests:

\_\_\_\_\_

- ✓ Institutional capacities:

\_\_\_\_\_

2. What, do you believe, are the bottlenecks associated with existing land management practices in the sub-city especially in expansion areas? What can be done to improve the situation?

---

What can be done to improve the situation?

---

3. What are the problems most of the time do residents create in the expansion area in land management process? \_\_\_\_\_
4. Does the office have sufficient human and financial resources to undertake its day-to-day activities? A. yes B. No

## **2. Interview Questions**

### **Part One: Institutional Capacity to execute regular functions**

1. Is it compulsory to get land holding rights registered? A. Yes B. No, If yes, what is the effect of a failure to register new, existing or transferred rights?
2. Do you have a complete inventory of the sub-city's vacant land, and publicly owned urban land with information on which public authorities own what land, what the land is being used for and where it is?
  - Please provide data

### **Part Two: Challenges in Managing Urban Land**

1. What are the main problems associated with existing urban land management practices in general in the sub-city?
  - What can be done to improve the situation?
2. What is the power of the sub-city to decide on land related issues?
  - What are the challenges associated?
3. What problems do residents create in the land management process?
4. As the sub-city is located at the border with Oromia region, what problems do you face in terms of border sharing, squatter settlement and other issues?
5. What do you suggest to improve the land management practices?

## **Interview guiding questions for key informants from Urban Land Development and Administrative Offices**

### **Part One: Institutional and Legal framework/Arrangements:**

1. What are the different organizations/departments/offices involved in managing the sub cities urban land?
  - How do each organizations/departments/offices involve and coordinate?
2. Are the roles/mandates and responsibilities of the different organizations/departments involved clearly defined with written document?
  - Are the interlinkages between the mandated organizations/departments well defined and documented to ensure good institutional co-operation?

3. Does the sub-city mobilize the private sector to improve titling and registration systems?  
A. yes B. No If yes, how?

**Part Two: Land use guiding questions for key informants from plan and Development office**

1. Is there Land use/development plan & Monitoring tool established? A. yes B. No If yes can you explain the land use/development controlling tools and enforcement mechanisms being used?
2. Is there, typically, zoning in the sub-city? A. yes B. No
3. What type of informalities most exists in the sub-city? What are the reasons / motives for illegality?
4. What is the sub-city's role in planning and controlling land use categories: Residential, commercial, industrial, and other uses? What are the factors affecting land use decisions in the sub-city?

**Part Three: Challenges in Managing Urban Land:**

1. What are the main problems associated with existing urban land management practices in the sub-city? What can be done to improve the situation?
2. Is the structure of land development and management office stable? Why?
3. Is there employee turnover? Why?
4. What are the major constraints to access land?
5. Is there trust between the office employees and residents? Why?
6. Is the current land lease price realistic?

*Publishable Article*

**The challenges of organizational structure arrangement in the land management system of Addis Ababa City: The case of kolfe-Keranyo Sub-city**

**Tsegaye Daba <sup>1\*</sup> and Birhanu Girma <sup>2\*</sup>**

1. Urban Planner, MSc. Candidate, College of Technology and Built Environment, Addis Ababa University.  
Email: [tsegayegedefa7@gmail.com](mailto:tsegayegedefa7@gmail.com)
2. PhD, Associate Professor, College of Technology and Built Environment, Addis Ababa University.  
Email: [birhanu.girma@eiabc.edu.et](mailto:birhanu.girma@eiabc.edu.et)

---

**ABSTRACT**

*This study assesses the challenges of organizational structural arrangement in the land management system of Addis Ababa City in the case of kolfe-Keranyo Sub-city. Researchers utilized qualitative and quantitative methods for data analysis, employing narrative descriptions for qualitative data and SPSS software for quantitative data, ensuring accuracy through descriptive statistics and interpretive explanations for comprehensive findings. The researcher applied probability sampling methods for questionnaires and also used the purposive sampling technique for interviews focusing on the organizational structural arrangement in the land management system challenge. Land management is vital for resource utilization, requiring a new perspective on land rights and obligations for effective development. Challenges include institutional issues, service delivery, excessive workloads, skill gaps, and coordination problems. The researcher recommends training and professional development for personnel to enhance service delivery and land management objectives and fill the vacancy with professionals.*

**Keywords:** Organization, Challenges, Institutional arrangement

## **1. Introduction**

In many countries, the execution of land administration heavily depends on the decentralization of organizational structure systems. Typically, all land including cadastral maps, land registration documents, and tax records are kept at the level of local land offices. The elected local authority is tasked with land use, development, and environmental management, working in close partnership with the local land office. An essential aspect of decentralization is the obligation of a central authority to establish policies, ensure service quality, provide or coordinate training, curb corruption, and implement a personnel policy (especially regarding senior staff rotation). For the central authority to ensure that local policies align with state or national objectives, it must possess a source of funding (Williamson, 2000). Land management approaches vary from country to country, and it has different management functions. These approaches developed as one abstract framework able both to advance public capability on urban land management institutions and incorporate within advanced technology usage. Besides this, capacity will be composed of genuinely fragmented and analog approaches. Different cultural backgrounds and positions for profitable development determine considerable differences in emphasis on these functions among various nations, rights, responsibilities, and liabilities related to persons, programs, and places can only be visualized through land Administration Systems (World Forum, 2009)

The 2011 World Bank report on ways to improve land administration, for instance, only analyzed the current national land administration system and offered some alternatives; it did not address the level of customer satisfaction with the service delivery. Melese (2016) also assessed the challenges and approaches of land development and management in Addis Ababa's Yeka Sub-City to identify the knowledge gaps in the organization. The institutional arrangement may take within the change in existing policy and legal measures, land-related problems such as tenure insecurity, restrictions on transfer, and lack of adequate land administration system. Besides, the absence of good institutional arrangement, outdated and/or rigid development plans, urban decay, and capacity problems prevail especially in urban areas. The proposed research aim is to determine the challenges that arise mostly on organizational structural arrangement in the land management system. However, there are no studies carried out on the challenges of organizational structural arrangement in the land management system in the case of the Kolfe-Keranyo sub-city.

## **2. Related Literature Review**

### **2.1 Challenges of Organization Management**

Public institution perceives different challenges in serving their customers. One of the challenges raised in public institutions is management systems challenges. And, each of the management systems has its problems that they contend with in the institution. The problem that comes from personnel is defined as remuneration, which is an individual-based challenge. This concern to entrepreneurs for the reason that it is either shown by the employer or is negotiated between the employer and the employee. When the value concerned with remuneration is positive, it leads to high morale and productivity, while, the reverse can lead to an unstable work environment and low productivity. Alternatively, the major challenge associated with the production system is efficiency and effectiveness. In addition to this, the communication system is another challenge of organization management, which is when wrong decisions and policies are made and implemented. These challenges are confronting the research and also the development system, which is when inaccurate statistical data for the organization. In such cases, there are serious conflicts, instability, misdirection, and misapplication of organizational resources(Wurishe, 2021).

### **2.2 Urban Land Administration Process in Addis Ababa**

The city administration is in charge of Addis Ababa's urban lands, as stated in Article 33 of the lease proclamation. According to the lease percolation, there are two primary ways that lease contracts can transfer urban land: auction and allotment. All parties who receive urban land through a tender or allocation must pay at least 10% of the initial lease price set by a particular city administration. An urban land leaseholder's rights and obligation to use the land for the specified purpose within the allocated time are outlined in the leasehold rights system. One of the rights granted to the leaseholder under a lease is the ability to use and develop the land (Dargie Chekole, 2020).

According to Proclamation 721/2011, the length of the leasehold varies depending on the land's intended use. Residential residences, government buildings, research facilities, science and technology centers, places of worship and charitable organizations, and embassies are all subject to a maximum leasehold period of 99 years. Urban agriculture is given 15 years. Based on benchmark lease prices and other current requirements, a lease's term may be extended when it

expires. For example, Addis Ababa allows sixty years for commerce, seventy years for industry, and ninety years for health, education, culture, and sports on urban land. The leaseholder has the option to extend their land after the lease period is up (FDRE, 2011).

### **2.3 Institutional and Legal Framework for Land Governance**

In its land governance assessment report, the World Bank (2012) also noted key elements of sound land governance and land governance indicators. According to this report, a robust legal and institutional framework suggests that existing land users' long-standing rights are recognized, not only by those with formal rights, as the possibility of compensation in the event of expropriation demonstrates the recognition of rights. Furthermore, the state has institutions and policies that enable those who are entitled to exercise their rights in ways that are advantageous to society as a whole and consistent with their objectives and values. Failure to recognize existing rights will lead to tenure insecurity.

Regular administrative tasks should be divided as much as possible, and public sector land-related functions are typically managed by several institutions. In addition to raising transaction costs, unclear or conflicting mandates and functions can result in discretionary opportunities that compromise good governance and drive users into informality. Additionally, they could create parallel structures that undermine the accuracy and dependability of the data and documents supplied by land sector organizations, which would make it challenging to implement policies (Abreham, 2018).

## **3. Research Materials and Methods**

### **3.1 Overview of Study Area**

The study was carried out in the kolfe-keranyo sub-city. Kolfe-keranyo sub-city is part of the eleven sub-cities of Addis Ababa. Its location is found in Western part of the city between 8° 37' 00" North and 9° 05' 24" North latitude and between 38° 39' 36" East and 38° 43' 12" East longitude. The total area covered by the sub-city is estimated as 34.77 square kilometers and 9.6 kilometers far away from middle of the city. According to estimated census data 2018, the total population of the study area is 480,246. From this 51.8% are male and 48.2% are female. The sub-city is considered as one of an expansion area of Addis Ababa and high urbanization is associated with population flow to Kolfe Keranyo. The sub-city is divided into 11 administrative Woredas. Figure 3.1: Administrative map of kolfe keranyo

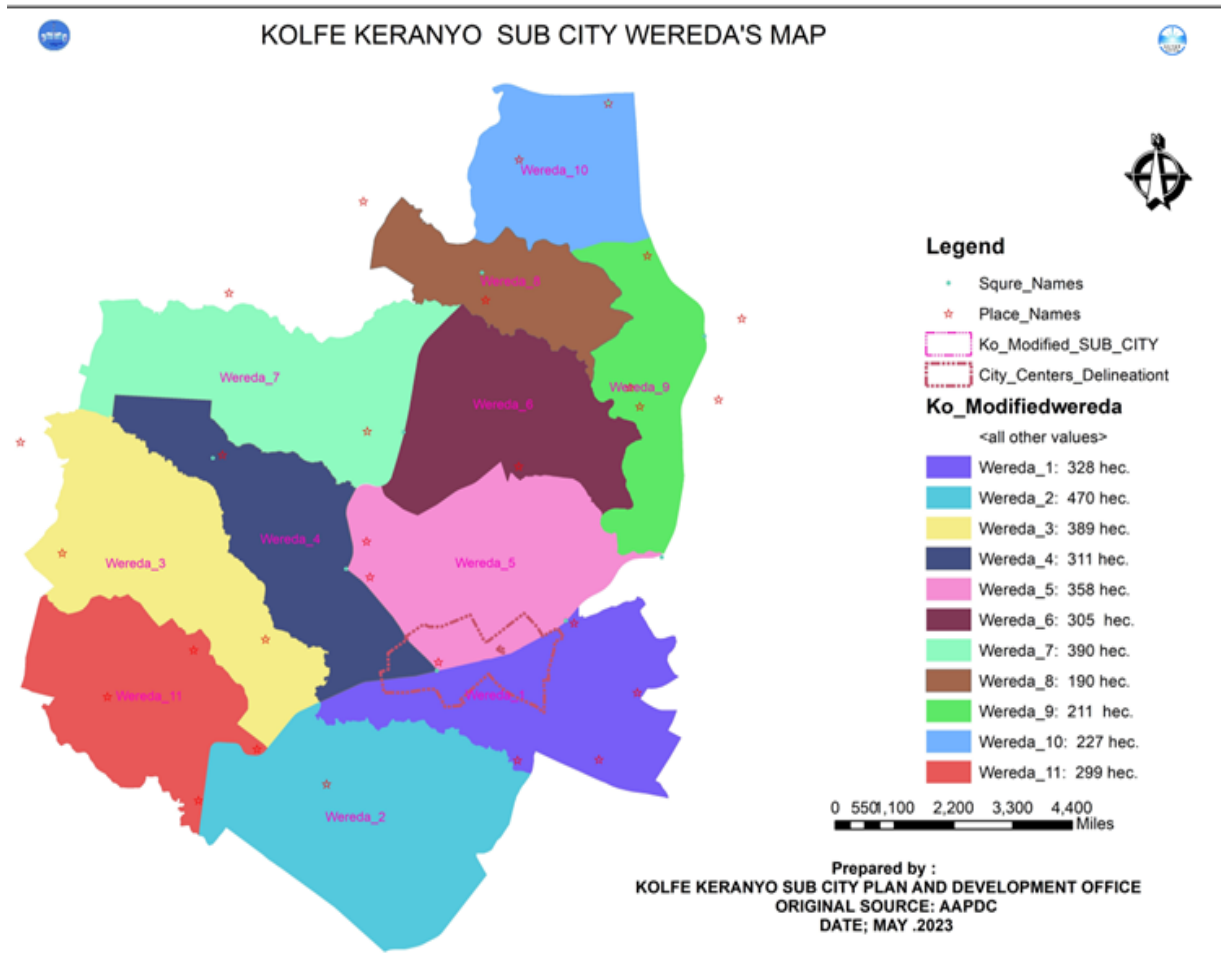


Figure 3.1: Administrative map of kolfe-keranyo sub city

Source: Sub city plan and development office,2023

### 3.2 Research Design

A research design is the most useful step in which how research problems are answered, by giving a direction. It is how the researcher follows or approaches his or her work. What makes the research design important? A researcher can intelligently decide and select the way, how to build his/her plan and work. This study uses the type of descriptive research system to study the challenges on the challenges of organizational structural arrangement in the land management system in the case of the kolfe-keranyo sub-city. The research information was obtained by using primary and secondary units of data from various departments including some key information from the Addis Ababa government plan and development kolfe-keranyo sub-city branch office, land development and administration office, the landholding registration and information office

of the sub-city, related urban land management assisting authority “demb tseft bet”. These officers/departments were used as primary data sources for both qualitative and quantitative data sources collected directly, and the secondary data source was collected from the documented and other quantitative data relevant to the study.

### **3.3 Methods of Data Collection.**

Primary data was gathered through a questionnaire, observation and interview. A questionnaire is one of the common devices for collecting information, through a form or instrument comprising a set of questions and secure answers that respondents (from a particular population) use to give information to the researcher which is needed for the study. The questionnaire contains close-ended and open-ended questions and was taken the sample from offices that were working on land issues. Those offices were, land development and administration Office, landholdings registration and information office, plan and development office, and “demb-tseftbet”, of kolfe-keranyo Sub-City and community those customer for the office. This is done where all the issues on the questionnaire are properly addressed this method was appropriate. close ended questions were used to test the rating of the different attribute and this help in reducing the number that related response for easier and efficient obtain for wider hope of ideas. open ended questions helped in providing additional information that was not captured by the closed ended question. Semi structured interview refers to the question which was prepared before the study and then interview schedule was held on the space schedule.

### **3.4 Sampling Design**

The researcher needs a good design and a relevant research strategy, in such a case researcher would be picking the respondents and through probability sampling techniques. So, kolfe-keranyo sub-city land development and administration office is working on land issues according to rule and regulation of the city within sub city territory. Landholdings registration and information sub-city office and Plan and development office are also working on land issues in sub-city. The duty of those office is, enhance transparency, accountability and efficiency on land transfer and registration, working on efficiency in the supply of serviced land and development of urban renewal, controlling the land use plan, and make easy for customers of services at the local level. The land development and administration office coordinating the overall duties. As stated above the total population is 329. Therefore, the Sample that represent or selected from population of the study have information on the research study area that on urban land

management challenges in expansion area of kolfe-keranyo sub-city which was collected through questionnaire and interview. Data gathered by questionnaire was random sampling technique used to identify respondents. Another sampling technique used is the purposive sampling technique for interviews. The sample size was proportionally used to determined based on the overall sample size for offices, which was obtained using Slovin's. The Slovin's formula was used in this study to calculate sample size as the follows: -:

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

Description: n= is the sample size, N = is the population size, e = is the margin of error.

$$n = \frac{329}{1+329*(0.10)^2}$$

$$n = \underline{77}$$

Whereas,

N = Total population, which is 329 e = Error tolerance, Standard confidence level is 90% - 95%. The researcher used a confidence of 90 % for a better accuracy, which will give a margin error of 0.10.

Based on sound judgment, from office the total respondents were selected 38 numbers of Land Administration Office officers, and 29 landholdings registration and information sub-city office officers, 10 Plan and Development Office officers.

### **3.5 Data Analysis Method**

Researcher use qualitative and quantitative methods for data analysis. As such, qualitative data from key interview, document reviews and analysis shall be obtained using the narrative description technique. Further using a computer, data gathered from questionnaire was designed for analysis using Excell and SPSS software and each of the data coded according to its characteristic and entered in to a computer. The quantitative data type collected through the questionnaire was interpreted by using descriptive method, which was used table (frequency and percentage) and diagrams. The responses from the open-ended item had interpreted using narrative method. The method of analysis used was descriptive statistical method; it is a method where table and simple percentage is used to analyze information in the questionnaire that was supplied by the respondents hence ensuring accuracy as it would result to easy decoded of

information. Collected data was analyzed and presented through descriptive and inferential statistical techniques by the help of Statistical Package for Social Sciences software package and interpretative explanations. Qualitative explanations were used to support the data that gathered though quantitative data to give meanings as all and giving an explanation on their implications, hence to support the discussion for the findings. In addition to that, the data gathered from primary source was analyzed through combining and summarizing of the results.

#### 4. Results and Discussion

##### 4.1 Respondents' Background Information

From distributed questionnaires 77 out of 80 were completed and retrieved successfully, representing a 96.25% response rate and 25(32.5%) were females from total sample working in the three office and 52(67.5%) males. The percentage of male respondents constitutes the largest part total sample. Indeed, the number of females was almost proportional, given the total number of female employees in office.

The respondents service year experience was point out in the Table below (Table 4.1) 41(53.2%) of the total answerer have work experience between six and ten years, 20(26%) of them were between one- and five-years work experience, 12(15.6%) of them were between 11 and 15years work experience and 4(5.2%) of them were above 15years work experience. Therefore, all participants would have a better understanding regarding urban land in its management in sub-city.

*Table 4.1: Respondents' Total work experience*

		Freq.	%	Valid %	Cumulative %
Valid	1-5years	20	26.0	26.0	26.0
	6-10years	41	53.2	53.2	79.2
	11-15years	12	15.6	15.6	94.8
	More than 15years	4	5.2	5.2	100.0
	Total	77	100.0	100.0	

*Source: Field survey, 2023*

Regarding their current position service year of experience in the organization, as shown in the Table 4.2 below 43(55.8%) of the total responder have served on current position between one and five years, 19(24.7%) of them were served on current position less than one years,

13(16.9%) of them were served on current position between 6 and 10 years, and 2(2.6%) of them were served on current position between 11 and 15 years in the organization. Because of office set reforms thought the time continuously employees' shift work position. Fortunately, there was no employee's examinee in the study who was above 15years. Therefore, participants have somehow, they have understanding regarding urban land in its management in the study area form experience.

*Table 4.2: Respondents' Total work experience*

Current position work experience					
		Freq.	%	Valid %	Cumulative %
Valid	< 1 year	19	24.7	24.7	24.7
	1-5years	43	55.8	55.8	80.5
	6-10years	13	16.9	16.9	97.4
	11-15years	2	2.6	2.6	100.0
	Total	77	100.0	100.0	

*Source: Field survey, 2023*

Table 4.3 below shows, the respondents educational background indicated, 49(63.6%) were first degree holders followed by Master's degree holders 22(28.6%) and college Diploma holders 6(7.8%).

*Table 4.3: Respondents' Educational qualification*

		Freq.	%	Valid %	Cumulative %
Valid	college diploma	6	7.8	7.8	7.8
	BA/BSC degree	49	63.6	63.6	71.4
	MA/MSC degree	22	28.6	28.6	100.0
	Total	77	100.0	100.0	

*Source: Field survey, 2023*

## **4.2 Urban land management and Institutional interlinkages**

Various institutions are engaged in urban land management within the Kolfe-Keranyo sub-city, including the Kolfe-Keranyo Land Development and Administration Office, Landholdings Registration and Information Office, Plan and Development Office, Peace and Security Office, "Dembe Tsefet Bet," and the sub-city administration. According to interviews and observations, these offices aim to facilitate land registration and transfer, enhance transparency and efficiency, control illegal settlements, and improve land planning for efficient service delivery. The Land Development and Administration Office focuses on integrating land management functions, urban renewal, compensation for land, building permits, and land banking. The Landholdings Registration Office specializes in cadastral legal services, information formatting, and digitalization of records. The Planning and Development Office is responsible for developing plans, setting standards, and managing land use and road networks. Overall, these offices utilize cadastral systems, land registration processes, valuation, and planning controls to safeguard land rights, promoting effective land markets and sustainable land use management.

## **4.3 Legal Framework and Structure of Office**

The land administration system currently operates under centralized control, with the Addis Ababa city land management and administration office overseeing all activities. This office mandates sub-city structures to handle various responsibilities, including implementing land policies aligned with the master plan and addressing land use complaints. However, the sub-city level offices primarily facilitate awareness and compile complaints rather than resolving planning issues, which are instead addressed at the central city level. While standards for urban land use administration are maintained centrally, monitoring and implementation tasks are delegated to the sub-city plan and development office. Interviews reveal that the office structure is shaped by city reform, leading to a limited scope of work for sub-city offices compared to centralized operations. Consequently, there is a concentration of skilled personnel and resources at the central level, resulting in capacity limitations at the sub-city offices. Respondents also noted that the land management policy formulation is solely within the government framework, with little private sector involvement. It was suggested that engaging the private sectors in service delivery, especially utilizing advanced technology, could enhance customer satisfaction and alleviate workloads.

Note: SA=Strongly agree, A= Agree, N= Neutral, DA=Disagree, SD=Strongly disagree

Table 4.4: Respondents' perceptions on Legal framework and structure of office

Variable	SA	A	N	DA	SD	Mean	Stan. (δ)	Decision
Work follows in the office arranged with different departments, each departments have duties and responsibilities and also each employee under their department knows a clearly defined role and also knows organizational goals.	7 (9.1%)	26 (33.8%)	24 (31.2%)	19 (24.7%)	1 (1.3%)	3.25	.975	High perception
Customer clearly knows their rights on land issues that the office provides and also, they are transparent for each work follows for the departments	5 (6.5%)	14 (18.2%)	20 (26%)	31 (40.3%)	7 (9.1%)	2.73	1.072	Lower perception
The office set well defined rules that each department follows, controlling and away in which any complaints to address and make agreement with the office	9 (11.7%)	22 (28.6%)	26 (33.8%)	19 (24.7%)	1 (1.3%)	3.25	1.002	High perception

Source: Field survey, 2023

Table 4.4 illustrates the respondents' perceptions regarding various organizational aspects. Approximately 33.8% (26 respondents) agreed that work in the office is organized among departments, with clearly defined roles for employees and a shared understanding of organizational goals. Conversely, 31.2% (24 respondents) remained neutral, while 24.7% (19 respondents) disagreed. Only a small portion expressed strong agreement (9.1%) or strong disagreement (1.3%).

In assessing customer understanding of their rights related to land issues, the data revealed that 40.3% (31 respondents) disagreed with the notion that customers clearly know their rights or the transparency of departmental processes. Another 26% (20 respondents) were neutral, with 18.2% (14 respondents) in agreement and a minimal fraction expressing strong agreement (6.5%). Concerning organizational controls and rules, 33.8% (26 respondents) remained neutral about the presence of well-defined rules for departments and complaint handling. In contrast, 28.6% (22 respondents) agreed, while 24.7% (19 respondents) disagreed, with a few expressing were strongly agree (11.7%) or strong disagreement (1.3%). The overall mean average derived from the responses indicates high perceptions of organized departmental duties and rules, while customer awareness of their rights was perceived as low. The weighted average calculated was 3.076, reflecting this conclusion.

#### **4.4 Administrative Capacity and Technical Skill**

The land administration process in the sub-city engages multiple sectors and disciplines, requiring collaboration from various offices through policies, expert involvement, and institutional development. Respondents noted inadequate capacity building and training due to an unstable organizational structure. There is a perceived gap in leadership competencies needed to effectively guide teams toward organizational goals, including communication, decision-making, emotional intelligence, and adaptability. Additionally, respondents highlighted constraints in human resource capacity, with many positions unfilled, alongside significant financial resource challenges impacting land management. Despite these challenges, correctly managing technical advancements could enhance organizational growth and effectiveness. Effective implementation of technical skills in the workplace depends on human resource professionals mastering traditional skills while integrating technology. This holistic approach is crucial for addressing the multifaceted issues within land administration.

### **5. CONCLUSION AND RECOMMENDATIONS**

Land management is crucial for any country's effective resource utilization. It involves developing a new perspective on land rights and obligations, which is essential for a sound property development system that caters to societal needs. Several challenges hinder expansion efforts, particularly related to institutional arrangements, service delivery systems, accessibility

to information, accountability, and transparency in land management. Specific issues faced by sub-cities include excessive workloads, gaps in technological skills especially in digital systems frequent reforms and instability within offices, lack of coordination between stakeholders, and the need for modern land administration and cadastral systems. Moreover, disputes in border areas with Oromia, budget constraints, and corruption further complicate management efforts in the Kolfe-Keranyo sub-city.

To address these issues, the researcher recommends enhancing the competency of personnel in urban land management through training and professional development. It emphasizes the need for knowledgeable and disciplined staff across relevant offices. Additionally, employees should improve their skills and understand their job roles to foster effective service delivery and achieve the objectives of land management.

## References

- Abreham, M. (2018). *Department of Public Administration and Development Management Land Management Practices and Challenges in Addis Ababa City Administration: Experiences from Akaki-Kality Sub-city.*
- Dargie Chekole, S. (2020). Evaluation of Urban Land Administration Processes and Institutional Arrangements. In *African Journal on Land Policy and Geospatial Sciences* (Vol. 3, Issue 1). <http://ageconsearch.umn.edu>
- Taherdoost, H. (2021b). Data Collection Methods and Tools for Research; A Step-by-Step Guide to Choose Data Collection Methods and Tools for Research; A Step-by-Step Guide to Choose Data Collection Technique for Academic and Business Research Projects. In *International Journal of Academic Research in Management (IJARM)* (Vol. 2021, Issue 1). <https://hal.science/hal-03741847>
- Williamson, I. P. (2000). *INTERNATIONAL CONFERENCE ON LAND POLICY REFORM LAP-C Project Support for Long Term Development of Land Management Policies BEST PRACTICES FOR LAND ADMINISTRATION SYSTEMS IN DEVELOPING COUNTRIES.*
- World Forum, M., & Hyderabad, I. (2009). *Land Administration Systems-managing rights, restrictions and responsibilities in land.*
- Wurishe, I. Y. (2021). *MANAGEMENT SYSTEMS THEORY, A PRACTICAL APPROACH.* [www.globalscientificjournal.com](http://www.globalscientificjournal.com)