

Effectiveness of Decision in Urban Residential and Investment Land Allocation

The Case of Sebeta Town

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It is the grace, mercy, charity, forgiveness, help and kindness of the almighty god-lord that made me still alive, achieve this success, strength and courage to go through all the difficult time. Hence, I praise Jesus Christ for all.

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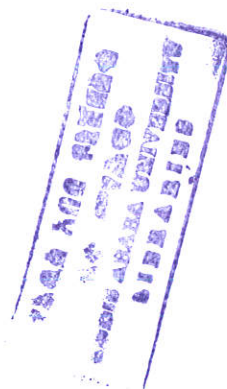
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Abstract

In some ways we can describe decision making as the most common human activity. Almost every thing that we do involves decision. Viewed in other way, this indeed implies that we have developed many innate mechanisms for effective intuitive decision making in our best interest. However, some decision making are difficult and give rise to the need to think through the process of decision making. With this understanding, the study has investigated the effectiveness of Sebeta municipality's residential and investment land allocation decision and the extent to which power of the officials are being used equally and transparently in the allocation of town's land. To this end, the result of the study shows that the municipality has official criteria in residential and investment land allocation decision. However, the finding indicated that there are other factors affecting land allocation other than the criteria set by the municipality such as political participation, informal relationships, ethnicity and economic recognition.



CHAPTER ONE

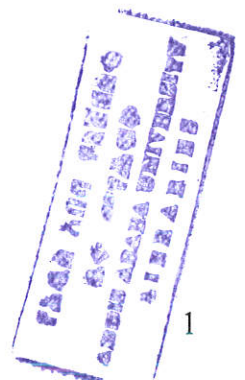
1.1 Background of the Study

Sebeta is a town located in South-West Showa Zone of Oromia Regional State located at about 24 kilometers to the South-west of Addis Ababa. The town has been under the administration of municipality since 1938 E.C. With the objective of speeding the development of the town, the first master plan was designed in 1986 E.C. However, since the structure of the town was found weak and could not contribute to the development of the town as expected, the town was newly structured in 1996E.C according to city proclamation number 65/95. This has made the town to be in the group of second[^] ranked cities in Oromia regional state. The town has a longitude and latitude of 8°55'N, 38°37'E and an elevation of 2356 meters above sea level. It is the administrative center of Hawas Sebeta woreda.

Figures obtained from the CSA^{*} show that the town has an estimated total population of 25,143 in 2005G.C, of whom 12,079 were males and 13,064 were females. Further more, data also indicated that the national census taken in 1994 G.C showed that the town had a total population of 14,100 which is almost half less than what is observed in 2005G.C national census. (Wikipedia, the free encyclopedia.htm)

[^] Became a town with a population size ranging from 45,000 to 89,999

^{*} Central Statistical Agency



Currently the town is estimated to have an estimated population of about 105,000. (Municipality's broacher, 2008).

Presently different small and cottage industries, hotel and restaurant services, cafeteria services, and recreational places, schools, health and other socio-economic and administrative institutions are operating in the town.

This town is purposely selected by the researcher to investigate the effectiveness of municipality's land allocation decisions with a belief that the prevailing land allocation in the area is helpful to better address the objective of the study. Moreover, the researcher's exposure to the area and current land allocation of municipality has inspired the researcher's interest to conduct the study in the area. Besides, considering many social and economic activities under going in the town and researcher past observation, it is believed that study on decision making in urban land allocation may take the first emphasis for investigation. By and large, due to the reasons mentioned, the researcher has preferred to conduct a research to check municipality's effectiveness of decision in urban residential and investment land allocation. To this end, let's have a look to views of some scholars about decision making:

"Somewhere along the line of development we discover what we really are, and then we make our real decision for which we are responsible."

Eleanor Roosevelt

We are free to decide within certain limits: A free person is the one who knows and recognizes his/her feasible region set by his/her society. A free person is wise to recognize what is under his/her control and what is not, and has the ability to accept the first and extend the second one. You may have heard that "If there is a will, then there must be a way". In fact the advice should be in the opposite order, i.e. "If there is a way, then there might be a will". It is right because the feasible region might be empty, and one might ignore one or some constraints, and then being in a big trouble, e.g. willing beyond ones' ability.



Professor Hossein Arsham

In general, boundary, responsibility, constraints and ethics conscious decision is the boldest and safest decision. However, if these are ignored, the outcome of the decisions made might be very perplexing, and nerve-racking. Taking this into account, the study has tried to evaluate the effectiveness of municipality's decision related to residential and investment land allocation from different dimensions.

1.2 Statement of the Problem

It is well known that decision making is a daily activity in one's life. On contrary to this, it is also the most critical and challenging work for most position holders requiring more especial attention and analysis. To this end, the process of urban land allocation decision

is relatively tougher due to the specific nature of the land and other benefits associated to its allotment decision. So as to broaden our understanding of the nature of the resources under consideration, the following views cited in Dagne Amdetsion (2005) can be considered.

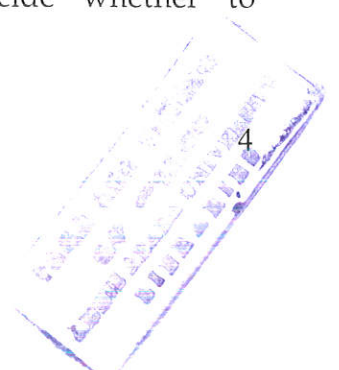
Land supply is fixed, apart from minor exceptions it can not be created nor destroyed (Doebele 1978; Darin- Drabkin 1977).

Unlike other economic goods, the value of land is in principle completely derived from the use of land (Brown &Robert)

Apart from being used for production and housing purpose, land also uses as a vehicle for investment (Darin-Drabkin 1977).

It can be inferred from the above concepts that decisions related to land allocation needs critical examination due to the nature of the land, its contribution to development and an alarmingly growing rate of its demand. Since the value of the land is determined by its usage, one can understand that the value of plot of land surrounding Addis Ababa city is relatively too high due to high requirement for investment and residential house which also holds true for this study area implying the possible impact this might have on its allotment decision.

As it is cited by Harvey (1996) urban land use is determined by the various decisions makers like firms, households and the government primarily local authorities. Firms occupying shops, offices and factories have occasions to decide whether to



expand, move, or redevelop the existing site. In a dynamic economy, new firms come into being and have to choose where to locate. Similarly, households decide where to live, and if many people move in particular direction-for example, to the suburbs-it profoundly affects the character of urban land use. Government authorities influence land use through the control of development, overall policy, and local authority house-building and comprehensive redevelopment. The control made by the authority can also act as main source of damage if every decision made regarding the resource is not consciously treated.

By and large, it can be said that there is a need to give especial emphasis on urban land allotment decision due to the basic nature of the land, its contribution to investment, high possible value of benefits linked to its decision and the frequent demand and complaints of different sectors and individuals regarding the process of its decision. As a result, the research has tried to evaluate the effectiveness of municipality's decision related to residential and investment land allotment. In this regard, the study addressed the following major questions.

- ✚ What do really the municipality's administrator use as decision criteria to allocate residential and investment land?
- ✚ What factors other than municipality's criteria affect the town's residential and investment land allocation decision?
- ✚ Do the town's land allotment decision criteria are uniformly applied among all individuals and investors?

1.3 Objective of the Study

General Objective:

The study primarily aimed at examining the municipality's effectiveness of decision in residential and investment land allocation.

Specific Objectives:

In addition to the general objective, the study specifically tried to address the following detailed objectives:

- ✦ Identifying municipality's goal for allocating residential and investment land.
- ✦ Identifying municipality's decision criteria of residential and investment land allocation.
- ✦ Investigating factors other than municipality's criteria affecting land allotment decision.
- ✦ Examining uniformity of criteria's application in the process of town's land allocation decision.
- ✦ Forwarding some possible recommendations based on the findings obtained.

1.4 Scope and Limitation of the Study

As it is indicated, the study mainly meant to investigate the effectiveness of decision making in urban residential and investment land allotment. However, despite the fact that such a decision is being under taken in different urban areas of the country, the

finding limits its scope only to single randomly selected town where the problem is perceived to be significant namely in Sebeta town's municipality. Furthermore, though the municipality makes different decisions on various issues, the study only evaluates the effectiveness of municipality's decision in the area of residential and investment land allocation. Hence, it can be acknowledged that the result of the finding can not be a representative of other municipalities and decisions of different issues other than land allotment decision. In light of this, full picture of such issues can be observed through comprehensive investigation of such trends in a number of municipalities in the country especially those located near to Addis Ababa. However, due to the limitation of financial and other resources, the study has not examined the issues in the other areas though the problem is believed to be significant in town adjacent to Addis Ababa city.

It is undeniable to admit that the more the sample size is taken, the more the accuracy of the findings. However, even though there is large size population residing in the town, the researcher was forced to draw only a sample of 145 individuals due to financial and time constraint which might have its own limitation on the generalization of the findings.

1.5 Significance of the Study

Decision making is usually believed to be more complex and difficult role of managerial functions. Decision making is also more vulnerable to much impartiality in the area where benefits are milked out of every decision made. As a result of this, it is believed that the study figures out problems related to urban residential and investment land



allocation decision. It is also assumed that the study uncovered problems related to land allotment decision and this may aware concerned bodies including the municipality about the situation and take necessary action. On top of this, the study can also be used for further extrapolation of similar areas or situations. By and large, what is more significant is its contribution to our understanding of how such decision is being taken.

1.6 Research Methodology

The following methodology is used for this research.

1.6.1 Data Collection Methods

This study has benefited from primary and secondary data sources. Primary data were collected from the residents of the town using questionnaires, structured interview and personal observation. Secondary data were also collected from books, journals, websites, brochures of the municipality and other materials that are found to have an important relation with the urban residential and investment land allocation decision.

1.6.2 Sampling Methods and Design

The researcher has firstly stratified the total target population of the last five years (1996-2000 E.C.) in to two different stratum. The stratification was made to group members of the population into relatively homogeneous subgroups before sampling, and cross check responses obtained. Hence, the overall effects of the stratification were used to minimize sampling error and make the selection of representative sample easier.

Accordingly, those who have received residential or investment land and those who have not were the main target strata of the study.

After the stratification of the target population was made, one respondent from each stratum per year were selected by the researcher using judgmental sampling. Judgmental sampling was used due to the fact that some respondents are biased on the bases of their political participation and personal relationships with the municipality's higher officials.

Finally, judgmentally selected respondents from each stratum were used to refer other respondents who have received the benefits and who did not using referral or snow bowl sampling method. Snow bowling was applied due to the fact that it is difficult to find respondents who have applied for or who have received the land in each respective years.

Accordingly, sample of respondents were drawn from each stratum starting from the year 1996-2000 E.C. A sample size of 20 from both who have received residential land and those who have not were selected i.e. 10 samples from each stratum were taken per year for the last five years.

Besides, sample size of 30 respondents from those who have applied for investment land and 15 from those who have received investment land were also selected. Hence, out of the main target strata, total sample size of 145 respondents was drawn to collect data related to residential and investment land allotment decisions. Total summary of the sampling techniques used are presented using tables shown below.

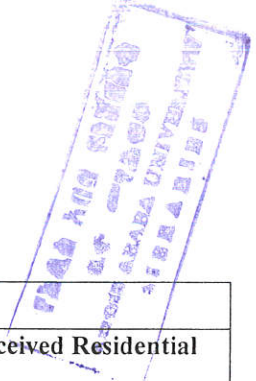


Table 1.1: Summary of Sampling Techniques

Sampling Techniques For Residential Land Allocation						
Those Who Have Received Residential Land				Those Who Have Not Received Residential Land		
Years	Judgmentally selected respondent	Number of respondents referred	Total	Judgmentally selected respondent	Number of respondents referred	Total
1996	1	9	10	1	9	10
1997	1	9	10	1	9	10
1998	1	9	10	1	9	10
1999	1	9	10	1	9	10
2000	1	9	10	1	9	10
Total sample size	5	45	50	5	45	50
Sampling Techniques For Investment Land Allocation						
Those Who Have Received Investment Land				Those Who Have Not Received Investment Land		
1996	1	2	3	1	5	6
1997	1	2	3	1	5	6
1998	1	2	3	1	5	6
1999	1	2	3	1	5	6
2000	1	2	3	1	5	6
Total sample size	5	10	15	5	25	30

Source: Survey, 2008

1.6.3 Data Processing and Analysis Methods

In this study, manual and computerized data entry was some of the methods used to process the data. On the other hand, data was analyzed using simple statistical analysis like average, percentage, tables, and charts. Based on this, the meaning of results was described and explained using appropriate descriptive methods.

1.7 Organization of the Study

Generally the paper comprises of four major parts. Chapter I deals with the introductory part. Chapter II treats the literature review as background and described the current status of municipality's land allocation decisions relating to the existing literatures regarding the issue under consideration. In Chapter III presentation and analysis of the data obtained from different sample respondents are exhaustively described. Finally Chapter IV deals with conclusion and recommendations.



CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Concepts of Decision-Making

According to Dawson (1993), decisions have the power to change ones life and ensure the survival of any entity. Some decisions are good, some brilliant, some bad, some just plain disastrous. Of course, we're conscious of the major decisions we make in our lives because they cause us the most stress. But the major decisions aren't the only ones that affect our future. We make decisions a hundred times a day, and nothing affects our lives more than our ability to make the right decisions. All that you have achieved and all that you have failed to accomplish can be traced to the decision you've made. More important, all that lies ahead of you-all your hopes, dreams, and goals-depend on your ability to make wise decisions. Hence, good decision making is an essential skill for career success generally, and effective leadership particularly. If you can learn to make timely and well-considered decisions, then you can often lead your team to spectacular and well-deserved success. However, if you make poor decisions, your team risks failure. According to Ivancevich (1990), officials at all levels in an organization make decision and the ultimate influence of these decisions may extend to the survival of the organization. Thus, it is important for decision makers to develop decision making skills. The quality of the decisions they reach is the yardstick of their effectiveness and of their value to the organization. Officials are evaluated and rewarded on the basis of the importance, number, and results of their decisions. By and large, as cited by Certo and Appelbaum (1983), decision is a choice made between two or more available

alternatives. Although managers must make both relatively significant and insignificant decisions, they should scrutinize the significant decision very carefully. Significant decision can have a more impact not only on the management system itself but also on the career of the manager. To this end, the allocation of urban residential and investment land can be mentioned as its decision determines the current and future investment and residential problem mitigation.

2.2 Stages of Decision Making

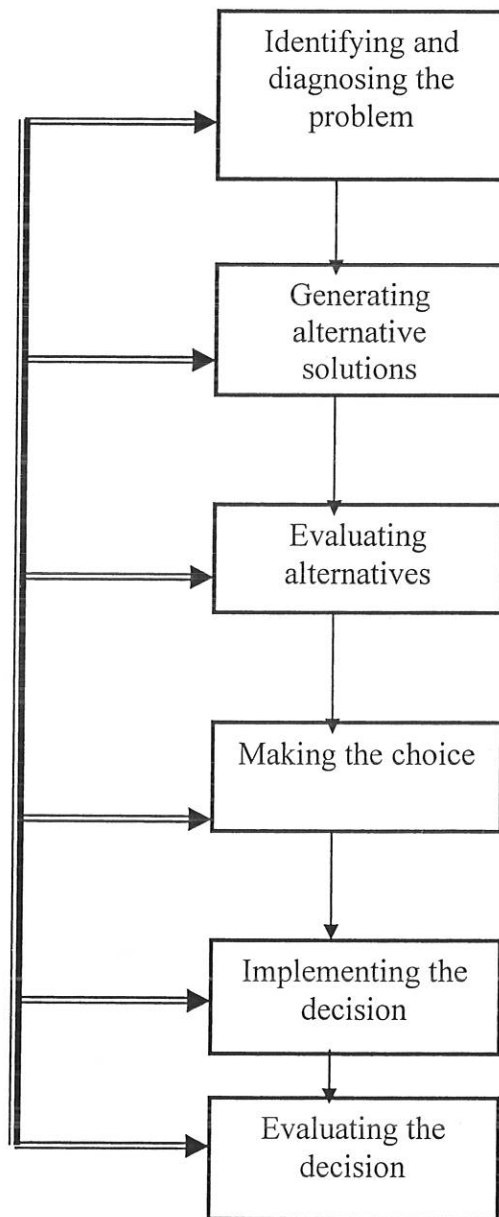
As stated by Bateman and Snell (1999), the ideal decision-making process moves through six stages and the stages enable to answer: what do we want to change? What is preventing us from reaching the “desired state”? How could we make the change? What is the best way to do it? Are we following the plan? And how well did it work out?

As it can be understood from the views of Bateman and Snell, it is ideal to follow these stages. However, trying to do the same has numerous importances like having clear insight about what is planned to be done? How it is to be done? And how far it is applicable? According to the view of these authors, any responsible offices or individuals allocating the social resource shall have clear idea regarding the purpose of its allocation, how it is done and how far the objective is achieved as intended etc. Consequently, it can be said that taking the stage of decision making in to account has priceless contribution with this regard.



As it is illustrated in Figure 2.1, decision makers should identify and diagnose the problem, generate alternative solution, evaluate alternatives, make the choice, implement the decision, and evaluate the decision.

Figure- 2.1 Stages of Decision-Making



Source: Bateman and Snell (1999)

It can be deduced from the above figure that, one should not rush to make decision without understanding the problems and identifying its best solution. On the other hand, considering that decision made may have a weakness or problems at implementation stage, decision makers shall make their office and mind open to receive feedback and take any corrective action. For instance deciding to allot a plot of land as a means of minimizing residential housing problem may not be an absolute solution unless the decision is continuously evaluated as to whether the person is using the land for the intended purpose or not and the possible other factors affecting the implementation of the decision made.

2.3 Types of Decision Making

According to Arsham (1994), decision making types may allow for only three unique systems of making decisions:

1. Individualism - appreciate competition and identifies the rights and power of the individual.
2. Collaboration -This involves collaborative efforts and identifies with unlimited democracy.
3. Power and authority - which respects power and identifies with controlling authority.

An organizational system based upon the "nature of man" blends the three possible systems into a harmonious unity, accepting that any one of the systems standing alone is both unstable and ineffective.

The universality of the three decision-making processes seems obvious. Everyone wants to be free to make his or her own decisions. At the same time, everyone needs the companionship and the sense of belonging that comes with being part of a group, and everyone fears the absolute solitude of unrestricted freedom. Finally, everyone wants to believe in something or someone, to conform his or her behavior to some kind of authority, whether that authority comes internally from religious, political, or cultural values or externally from a leader in a hierarchy.

While it may seem obvious that everyone relies upon these three types of decision making, our political conversations often polarize into conflicts of two decision-making types, a battle of group consensus versus individual freedom. We have dogmas of the "left" and "right" or of "liberals" and "conservatives." Conforming to these dogmas is a serious blunder. Dogmas of the left or right fail to recognize the role that authority plays in balancing the interests of the group and the individual. Without a balance of these, organizations can quickly become unstable and ineffective.

Organizations use decision-making processes that vary from elaborate designs with numerous decision points to relatively simple procedures. In each case, the process relies on a mix of the three types of decision making inherent in human thinking:



- Individual decision making based upon self interest,
- Group decision making based upon consensus, and
- Authoritative decision making based upon values, rules and hierarchies.

The organizations that succeed during both good times and bad times are those that maintain an effective balance between these three ways of choosing a course of action. Nevertheless, it is not strange to observe a decision being dominated by one of the above. The very rigorous thing to this end is that sometimes you find a decision being biased only to satisfy personal and institutional interests. In fact, what we regard as a "civil" society is one that balances the three decision-making methods in a constant tug of war. As a result, modern "civil" societies facilitate the creation of balanced organizations.

Hence, regardless of their economic recognition, ethnicity and other factors, the society about whom the decision is made has an immense role in balancing the personal interest, group interest, and unwanted usage of power and authority of any officials.

2.4 Barriers to Effective Decision Making

As cited by Mintzberg, Raisinghani and Théorét (1976.P.240), there is considerable evidence that political activities are a key element in decision making. As cited in Minzberg Pettigrew (1972), Carter (1971a, 1971b) and Bower (1970:68) emphasize the internal political activities for decision making in organization while Gore (1964:290-291) point out the source of internal and external political pressures in public organizations.

Political activities reflect the influence of individuals who seek to satisfy their personal and institutional needs by the decision made in an organization. These individuals may be inside or outside the organization; what ties them to the decision process is their beliefs that they will be affected by the outcome. Their political activities serve to maintain political stability, to clarify the power relationship in organization; to bring about consensus and mobilize the forces for the implementation of decision. In general, over interference of politics on ones decision has its own impact on the effectiveness of decision made.

In addition, it is also cited by Ivancevich (1990) that several factors influence the decision making process. Some of these factors affect only certain aspects of the process, while others affect the entire process. However, each may have an impact and must therefore be understood in order for us to fully appreciate decision making as a process in organizations. To this end, values, personality, economic recognition, personal relationship and propensity for risk and potential for dissonance has a great impact on the effectiveness of decision making process.

According to Bateman and Snell (1999), caution and full execution of decision-making process are the exception rather than the rule in managerial decision making. But researchers show that when managers use such rational processes, better decisions result. Even if the process is followed, effectiveness of decision might also be affected by different factors like psychological bias, time pressures, and social realities etc.

Decision makers are usually psychologically biased by being far from objective in the way they gather, evaluate, and apply information toward making their choices. People have biases that interfere with objective rationality and unrealistically have a positive view of themselves or their companies, believe they can do no wrong, or hold a general optimism about the future that can lead them to believe they are immune from risk and failure. Thus, it is important to analyze any relevant information to make effective decisions if not the opposite will happen.

In today's rapidly changing business environment, the premium is on acting quickly and keeping pace. The most conscientiously-made decisions can become irrelevant and even disastrous if managers take too long time to make them. However, how can a manager under time pressure make both timely and high quality decisions? With this regard, it can not be denied that the number of people looking for residence and investment land in urban areas has its own impact on the quality of decisions made as it may lead the officials to make speedy and under pressured decisions.

Many decisions are made by a group and individual managers. However, a manager acting alone is accountable to the boss and to others and must consider the preferences and reactions of many people. Important managerial decisions are marked by conflict among interested parties. Therefore, many decisions are the result of intensive social interactions, and bargaining. This indicates that ignoring others' views and being dependent only on self view is one of the major barriers to effective decision making.

As decision making is an outcome of mental processes (cognitive process) leading to the selection of a course of action among several alternatives. There can be a tendency where the personal orientation of the decision makers influences the effectiveness of the decision made. Accordingly, it is cited by Certo and Appelbaum (1983) that decision makers are the individuals or groups who actually make the choice between alternatives. To this end, decision makers can have four different personal orientations: the receptive orientation, the exploitation orientation, the hoarding orientation, and the marketing orientation

Decision makers who have a receptive orientation feel that the source of all good is outside themselves, and therefore they rely heavily on suggestions from other organization member. Basically, they like other to make their decision for them. Decision makers with an exploitation orientation also believe that good is outside themselves, and they are willing to take ethical or unethical steps to steal ideas necessary to make good decisions. They build their organization on the ideas of other and typically extend little or no credit of the ideas to anyone but themselves. The hoarding orientation is characterized by decision maker who preserve the status quo as much as possible. They accept little outside help, isolate themselves from others, and are extremely self-reliant. These decision makers emphasize maintaining their present existence. More over, marketing-oriented decision makers consider themselves as commodities that are only as valuable as the decisions they make. They try to make

decision that will enhance their value and are therefore conscious of what other think of their decisions.

The ideal decision-making orientation, however, is one that emphasizes trying to realize the potential of the organization as well as of the decision maker. These decision makers try to use all of their talents and are influenced mainly by reason and sound judgment. Ideal decision makers do not possess the qualities of the four undesirable decision-making orientations just described.

2.5 Factors Determining Total Decision Success

According to Trull (1966), decision success is defined as primarily economic attainment. Also important are the saving of absolute resources and survival of the organization. Moreover, successful decisions require more than good decisions. Once the decision is made, it must be carried out efficiently, so that its effect may be obtained in such a fashion as to satisfy the original problem. A decision of good quality may be offset by poor implementation. With this regard, it can be stated that after deciding to grant the land or not, the decision maker need to have continuous follow up about the implementation of the decision as total decision success is a function of decision quality and its implementation. According to Trul, factors like proximity to optimum amount of information, the problem solvers influence on the decision, avoidance of conflict of interests, reward-risk factor and degree of understanding determines the success of decisions.

The determination of the correct amount of data is, or should be, contingent up on the probable total decision reward and punishment. However, as the decision of the resources under investigation is limited and its wrong decision of allotment have an immense impact on the country generally and on the town specifically, looking for the detail information of the land seekers are nonnegotiable. Moreover, in a totally enclosed decision making system (one man), there would exist the highest probability for decision success, given a citrus Para bus assumption. As more men are introduced in to the decision process, the number of communication synapses also increases and results in a more complex process. Similarly, as the decision process becomes more complex, the decision-making center must exercise proportionately more control or care on the synapsic junctions if the decision is to be successful. However, Bateman and Snell (1999) indicated that potential importance of group decision shouldn't be forgotten i.e. using group decision helps to have more information about the problem, enables to see the issues in different perspectives, provides an opportunity for intellectual stimulation, people who participated in a decision understands more likely why the decision is made, and it typically leads to a higher level of commitment to the decision. The implication of this view is that, using group as a means of good access to information is unquestionable but the divergent ideas raised from the group shall be managed by legitimate power of responsible officials.

On top of this, avoidance of conflict of interest is also another important factor which determines the success of any decisions. This is because with any decision, there are



different individual and organization goals and interests that either had to be displaced or altered to allow the decision process to take place. For instance the need of one political party to maintain its members by granting land and municipality objective of avoiding residential house problem in the town are totally incompatible and this mandate the avoidance of one party interest to make the decision successful.

Besides, it is also important that the decision maker is rational if the potential gain from his/her decision increases as the risk of potential loss also increases i.e. if the decision maker has a full responsibility for his/her right or wrong decision, there would be a possibility that the decision made is effective and successful.

By and large, the more important variables in the relative success of any decision is, the degree to which the individuals involved in implementing the decision understand the basis up on which the decision was made, the means or agencies that are to carry out the decision, and the implication that stem from the decision.

2.6 Transparency and Decision Making

According to urban governance toolkit series (2004), transparency is widely recognized as a core principle of good governance. Transparency is all about "sharing information and acting in an open manner." Moreover, transparency: "allows a stakeholder to gather information that may be critical to uncovering abuses and defending their interests. Transparent systems have clear procedures for public decision-making and open

channels of communication between public and officials, and make a wide range of information available.

The free access to information plays an important role in promoting transparency. Information, however, must be timely, relevant, accurate and complete for it to be used effectively. Who produces what information, and for what purpose, become key issues when competing interests converge on a particular issue. To this end, it can be concluded that, openly disclosing the criteria and procedures required in making decision like granting or not granting land to the residence or investors create a sense of transparency and equitability in the mind of the residents.

2.6.1 Transparency and Inclusiveness

As defined by UN-habitat (2004), an "Inclusive City" is "a place where everyone, regardless of wealth, gender, age, race or religion, is enabled to participate productively and positively in opportunities that cities have to offer."

Lack of transparency at the local level affects the poor and marginalized stakeholders in many ways, often enhancing exclusion and limiting their access to urban resources and opportunities.

At the macro level, lack of transparency can reduce the number of jobs and livelihood opportunities available for the urban poor. Overly bureaucratic and unclear administrative practices lowers government benefits from the society, which in turn results in less spending on social programs to benefit the poor. At the local level, non-

responsive allocation of resources can lead to a disproportionate spending on the priorities of the middle-classes and the wealthy (for instance, large infrastructure projects), rather than on those of the poor (e.g., extension of water supply to underserved neighborhoods). Furthermore, non-transparent land allocation practices push the poor to the urban periphery and hazardous areas prone to earthquakes, landslides and floods, depriving them of secure access to a major productive asset.

By and large, access to information is central to enhancing inclusiveness and reducing urban poverty. Information is a prerequisite for people to participate in, negotiate with, influence, control and hold accountable the institutions that affect their lives and rights. Informed citizens are better equipped to take advantage of opportunity, access services and resources, exercise their rights, and hold state and non-state actors accountable.

CHAPTER THREE

DATA PRESENTATION AND ANALYSIS

3.1 Results of Interviews

3.1.1 Results of Interview Made with the Town's Manager



According to the statement issued by Sebeta town administration on the 18th year ceremony of OPDO*, the municipality has offered residential land for over 25,000 peoples with the aim of mitigating the town's residential housing problem. In this regard, the information obtained from the town manager shows that the municipality has been using different criteria to ensure transparency in residential land allocation and the summary of these criteria are shown below:

- ✚ *Being a dweller of the town:* according to the information obtained from the manager, one needs to be a resident of the town to have an opportunity of getting residential land and this has been verified through the legal identity card given by the kebeles of the town. Besides, the manager also indicated that no matter for how long they stayed in the town, applicants have a chance to get the benefits provided that he/she has an identity card.
- ✚ *Lack of residential house:* as the main aim of residential land distribution is to minimize housing problem, the beneficiaries have to be those with the same problem. Therefore, an individual seeking the same benefits has to demonstrate the absence of own residential house by presenting witnesses of three peoples to

* Oromo People's Democratic Organization

the town's Kebele. Besides, verification of not owing residential house is also mandatory to the spouse of the applicant if he/she is married.

✚ *Being equal or greater than eighteen years old:* information obtained from the town's manager office also indicates that any individual less than eighteen years old is not entitled to the benefits even if he/she satisfies other criteria demanded by the municipality.

According to the views of the manager, though the above criteria are uniformly required of the entire town's residents, individuals may get the benefits with out following the normal chain of decision process and with no obligation of satisfying the entire criteria provided that the following conditions are fulfilled:

✚ *Presentation of supportive letter written by different offices and individuals:*

the office of the manager also admitted that, one may get residential land provided that he/she presents supportive letters and the letters are found to be legal and convincing.

✚ *Health problem:* on the other hand, it is also indicated that an applicant has a window of opportunity to receive the land, if he/she has health problems like HIV infection, blindness, disability and able to satisfy some of the criteria.

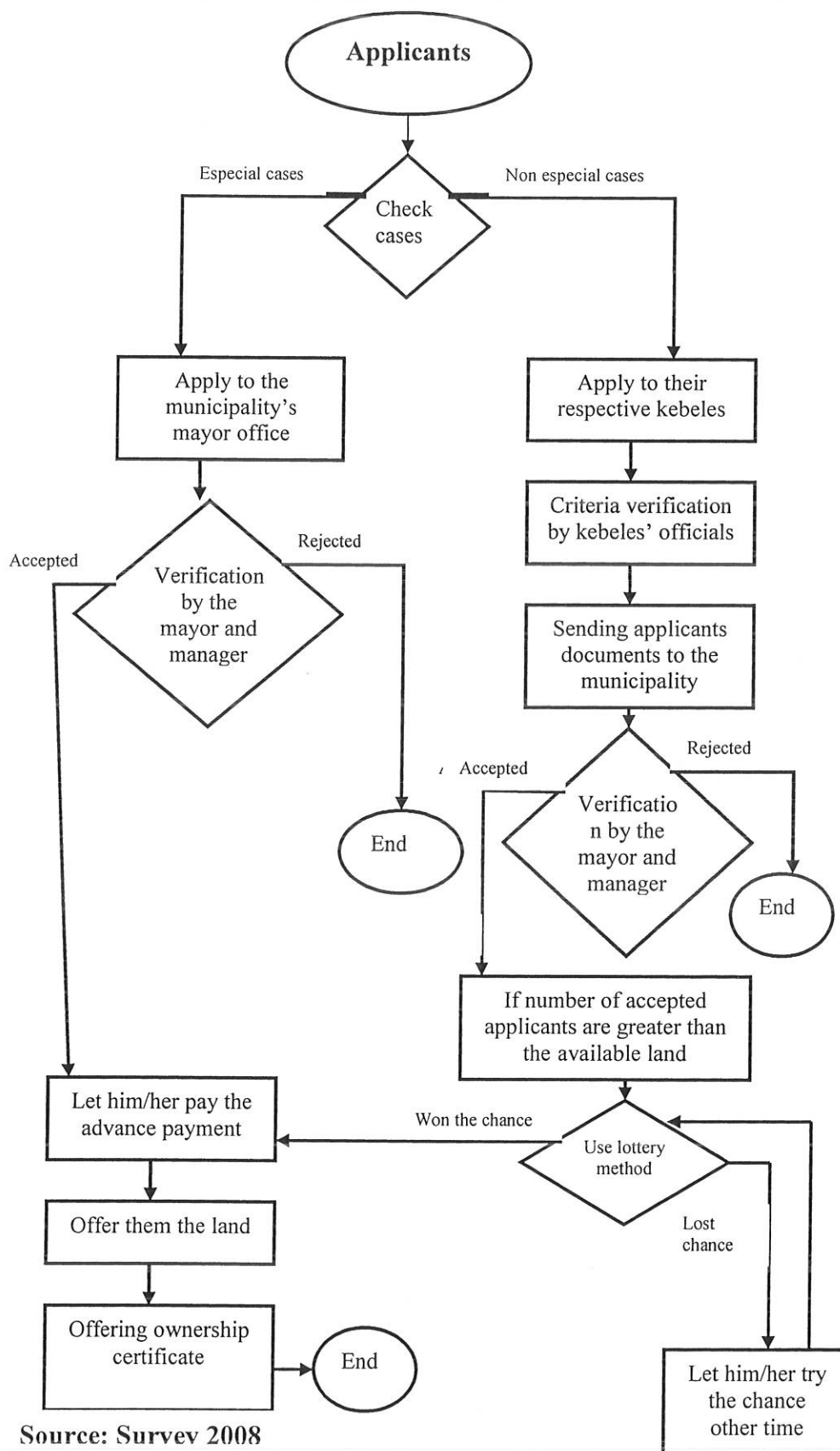
It is also understood from the interview made with the town's manager that once the criteria required is verified, probability or lottery method is a usual land offering mechanism due to the excess number of applicants than the land size prepared by the

municipality. However, such method of land allocation does not work for those with exceptional cases stated above.

It also indicated that the municipality has a residential land portioned in 160m² and 200m² sizes. However, the manager admitted that there is no decision criterion as to who gets which sized plot except the personal judgment of the decision makers.

The interview result also shows that the municipality is doing its best to realize the objectives it stands for with out any political interference. The manager also stated that there is no discrimination as to the allotment of residential land on the bases of ethnicity, relationship, economic recognition and politics. In this regard, the manager has strongly exemplified this with the saying that even those individuals from different political parties than the current ruling party have been receiving the benefits like any other residents. On the other hand, the manager acknowledged that there is a continuous rumor by society as to the discrimination made by the site engineers regarding site handed over to the individuals. According to the view of town's manager, the municipality's office is always open to receive any evidence supported complaints about the acts and also ready to take any necessary action on such wrong actions of the site engineers. To this end, few warnings were given to some individuals based on the complaints received from the residents.

By and large, short summary of the decision process presented above is easily indicated in figure 3.1. Accordingly, the figure shown below indicates the total summary of procedures that the municipality passes through in allocating residential land.



Source: Survey 2008

Figure-3.1: Summary of Decision Flow Diagram for Residential Land Allocation

3.1.2 Results of Interview Made with the Investment Office

Understating that unreserved support and expansion of private investments have an immense contribution to the realization of municipality's investment land allocation objectives i.e. poverty and unemployment reduction, the municipality has offered large size plot of land for different investment sectors so far. According to the office of investment, around 200 investors have applied for investment land and only 40 of them have received the land. Views of the officer also shows that the municipality could not respond to the majority's demand due to the presence of large size investment land on the hands of the farmers surrounding the town and difficulty of convincing them as to the compensation made. By and large, the office has a legitimate committee given with an ultimate power of investment land allotment decision and the committee's major criteria for the same decisions are presented below.

- ✦ **Project proposal:** information obtained from the investment office shows that presentation of project proposal describing all necessary aspects of the project is one of the criterion required of any investor to get investment land.
- ✦ **Capital:** as capital required by the project is one part of the project proposal, all investors are supposed to confirm their ability of covering the stated amount in their proposal. However, investors may not be obliged to cover the entire amount shown in the proposal; rather they have also an opportunity of covering part of it using bank credits. To verify this, investors are supposed to present evidence of their personal capital and loan capital by presenting bank statement and credit

letter written by CBE*. Nevertheless, the committee needs bank statement showing capital circulated in the bank for at least one year to minimize some speculators operating in the sector.

- ✦ *Identity card of the investor:* as mentioned by the office, this criterion is required only to know the background of the investors. To this end, it is understood that investors will not be entertained if his/her background tells that he/she has committed something guilty on the society or society's property.
- ✦ *Demand of the project by the municipality:* according to the views of the office, the main objective of the municipality is to minimize the social problems existing in the town. As a solution to this, the municipality entertains more of projects targeting public services like education, health and hotels. On the other hand, projects which are not friendly with the environment like plastic factory and others are not as such encouraged by the municipality.

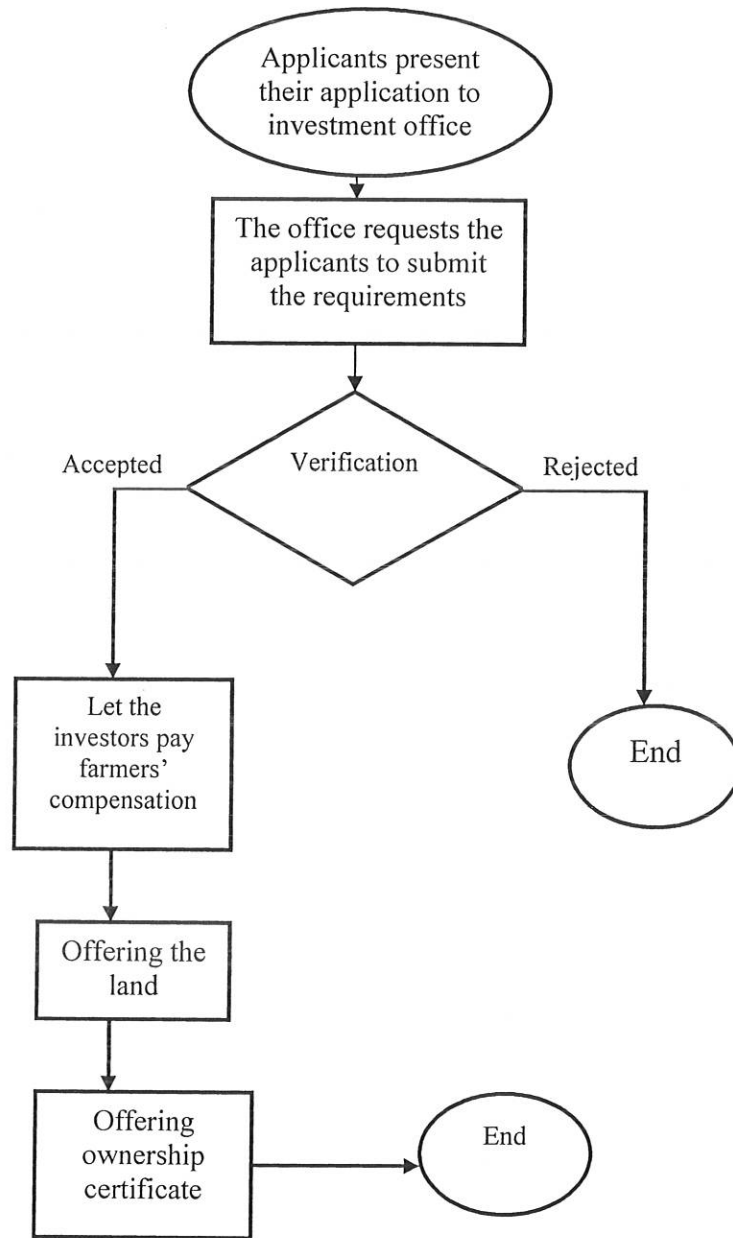
In general, the information obtained from the office shows that no discrimination is made among the investors on the bases of their ethnic background, relationship, politics and economic recognition. Rather individuals are equally treated in the eyes of the committee so long as they have fulfilled the criteria stated above. The office also asserted that they do have a cross checking mechanism as to the reliability of the criterion offered by the investors.

* Commercial Bank of Ethiopia

The office stated that investors are not allowed to resale the land they have received. To this end, though the municipality has formulated such a policy to realize the objective stated above, the transfer made to the second person could not be controlled due to the legality of the acts in the eyes of the country's law.

The main basic procedures followed in investment land allocation decisions are indicated briefly in figure-3.2 below.

Figure-3.2: Summary of Decision Flow Diagram for Investment Land Allocation



Source: Survey 2008

3.2 Results of Questionnaire

3.2.1 Views of Respondents who have not Received Residential Land

To realize the general and specific objectives of the study, questionnaires were distributed to some sample respondents who have not yet received residential land. Accordingly, information collected from fifty sample respondents is analyzed using different statistical tools such as graphs, tables, pie charts, percentages and the like.

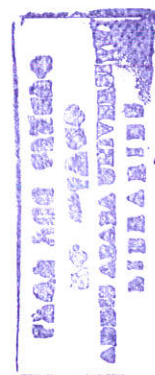
3.2.1.1 Demographic Variables of the Respondents

Assuming that majority of the criteria obtained from the town's manager are more of individuals' bio-data; questions were designed to investigate the applicants' background and its implications. Accordingly, the summary of this information is presented in the table shown below.

Table-3.1: Demographic Variables of Respondents Who have not Received Residential Land

S.No.	Variables	No. of respondents	Percentage
1	Age		
	Below 18 years	--	--
	Above 18 years	50	100
	Total	50	100
2	Birth place		
	Sebeta town	14	28
	Other town/village	36	72
	Total	50	100

3	Current Residential place		
	Sebeta town	43	86
	Other town/village	7	14
	Total	50	100
4	Stayed at present residential Place for		
	<1 year	5	10
	1-10 years	20	40
	11-20 years	15	30
	21-35 years	9	18
	>35 years	1	2
	Total	50	100
5	Identity card of Sebeta town		
	Those who have	38	76
	Those who don't have	12	24
	Total	50	100
6	Residential house condition		
	Private house	9	18
	Rented	33	66
	Dependent	8	16
	Total	50	100
7	Health condition		
	Healthy	49	98
	Disabled	--	--
	HIV infected	1	2
	Total	50	100
8	Ethnic group		
	Oromo	47	94
	Amahara	2	4
	Gurage	1	2
	Other	--	--
	Total	50	100



9	Marital status		
	Married	19	38
	Single	31	62
	Total	50	100
10	Family size		
	< 2	18	36
	2-4	18	36
	5-7	12	24
	8-10	2	4
	Total	50	100
11	Average monthly income		
	<400 Birr	17	39.5
	400-900	16	37.2
	901-1300	2	4.7
	1301-1800	3	7
	1801-2500	1	2.3
	>2501	4	9.3
	Total	43	100
12	Nature of employment		
	Gov't employee	15	30
	NGO worker	9	18
	Self employed	12	24
	Unemployed	14	28
	Total	50	100
13	Employment type		
	Political appointee	--	--
	Civil recruits	15	100
	Total	15	100

Source: Survey 2008



It can be recalled from the summary of interview results made with the town's manager that there are preconditions or criteria one needs to satisfy to share the resource of the town. In this regard, it can be viewed from the table depicted above that majority of the respondents satisfied nearly most of the criteria demanded like age, residency, identity card, and the present residential conditions to enjoy the benefits. On the other hand, the demographic backgrounds of the respondents also show that majority of them earn low average monthly income but living in rental house which might have its own impact on the quality of their life. Further more, the summary of the variables also illustrates that about 94% of sample respondents are Oromo with the implication that majority of applicants are Oromo in their ethnic background. In general, the following can be inferred from this:

- ✚ The fact that satisfying the required criteria is not the only requirement to receive the benefits.
- ✚ That some respondents could not buy residential house as their average monthly income is relatively low, and
- ✚ Large proportions of the approached respondents are suffering from rental expenses.

3.2.1.2 General Information

3.2.1.2.1 Factors Affecting Residential Land Allocation Decision

The interview made with the town's manger illustrates that there are common criteria required of every dweller applying for residential land. However, the demographic summary of applicants shows that some could not get the chance though they have satisfied the required criteria. Hence, to identify factors that facilitate the opportunity to get residential land other than those set by the

municipality, some questionnaires were distributed and accordingly the results of these questionnaires pointed out the following major areas among others.

3.2.1.2.1.1 Political Factor

Information obtained from the respondents illustrates that majority of them i.e. 39 of 50 or 78% have no political participation in the present local government and they also boldly mentioned that this has contributed a lot in reducing the opportunity to get residential land. Besides, 64% of the respondents emphasized that absence of their political participation made them to frequently visit the municipality for nothing while others having such participation have enjoyed the benefits within few days even if they did not satisfy the virtual criteria set by the municipality. In this respect, around 72% of the respondents believe that being a member and supporter of the current local government has an absolute contribution to minimize frequency of visiting the municipality for the same purpose. Despite the fact that the soundness and convincing power of the letter determines, it is also mentioned that supportive letter given by different offices has a greater role of increasing the possibility to get residential land. In this respect, the results of the questionnaires show that around 44% of the sample individuals have presented the referral letters even if they could not get satisfactory response so far. The data also shows that, 72% of the respondents have admitted that letters written by political leaders have more top emphasis, urgent and positive responses than those brought from civil officers.

Nevertheless, the interview made with officers of Oromo Peoples Democratic Organization indicates that there is no intervention with regard to land allocation decisions. Individuals are not discriminated on the bases of their political membership and the institutions or individuals from which they brought their supportive letters.

3.2.1.2.1.2 Personal Relationship

Results of questionnaire also indicates that being friendly or any other personal relationship one has with the higher officials of the municipality has an enormous role to get residential land. In this regard, 90% (45 of 50) respondents explained that they have no officials with whom they have blood or friendly relationships and 64% of them alleged that the absence of such relationships has played its own negative role to enjoy the benefit. On the other hand, even though the contribution of any worker of the municipality is not minimum, around 92 % (46 of 50) elucidated that strong relation one has with the mayor and other higher officials has an invaluable role than others to get residential land. It is also indicated that this has a contribution to the extent of enjoying the benefits for more than one time. In addition, 76% of the respondents said having strong relationships with the individuals mentioned can also enable to refer second party to take pleasure in the benefit. In general, 54% of the respondents were confidently agreed that an informal and personal relationship has undeniable role to get residential land.



Table -3.2: Summary of Personal Relationship issues

S.No.	Relationships Related Issues	No. of Respondents (out of 50)	Responses in percentage
1	Respondents who do not have blood or friendly relationship with officials	45	90
2	Those who admitted that they lost the chance to get land due to absence of personal and friendly relationship with officials	32	64
3	Respondents who emphasized the role of the mayor and municipality's higher officials than any other officials	46	92
4	Those who believe the greater role of relationship in referring other to get land.	38	76
5	Respondents who strongly agree with the higher role of relationship to get residential land	27	54

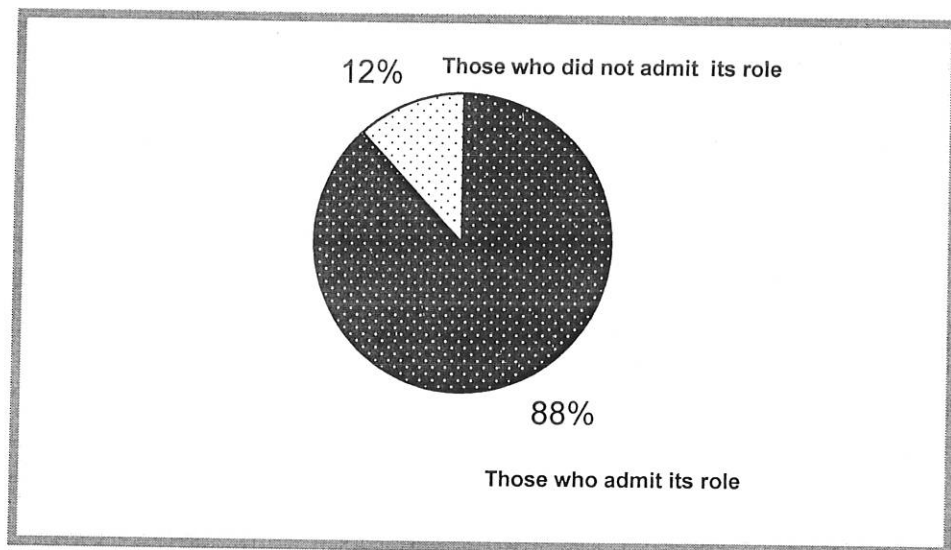
Source: Survey 2008

Hence, it can be understood from the above summary that majority of the respondents who have applied for residential land have no formal or informal relationships with any body in the municipality and they perceive that this has its own impact on residential land allotment decision.

3.2.1.2.1.3 Birth Place

It can be understood from the pie chart illustrated below that majority of the respondents i.e. 88 % (44 of 50) strongly agree that the similarity of birth place with the municipality's higher officials has undeniable role to get residential land. According to the views of some respondents, officials of the municipality have an informal identity named as T₄⁴ given on the bases of the first letter of their birth place. In general, views of the respondents indicate that the greater parts of the beneficiaries are people from the place mentioned as majorities of higher officials are from T₄.

Figure-3.3: Respondents' Attitude towards the Role of Birth Place to Get Residential Land



Source: Survey 2008

Further more, 50% of the respondents believe that being from the same ethnic group of the higher official plays a greater role to increase the possibility to get the benefits. The respondents also confirmed that the importance of ethnicity is more significant if one

belongs to T₄⁴ group. By and large, 56% of the respondents strongly agree that it is a usual act to observe individuals complaining about such an act. In this respects, it can be observed from table-1 that around 94% of the respondents are Oromo. This implies that being from the ethnic group of Oromo by itself is not the only informal criterion to get the benefits, rather one has a greater possibility to get land if he/she is Oromo and belongs to the birth place of the higher officials.

3.2.1.2.1.4 Economic Factor

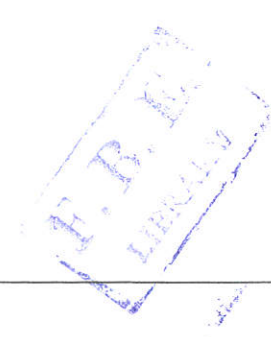
It is also found that one's income, wealth and his/her recognition in this regard has a role in facilitating the possibility to get the land and even smooth the current land trade in the town. In relation to this, about 68% of the respondents strongly agree with the importance of such factors in reducing the bureaucracies and widening the possibility of enjoying the benefits.

In general, notwithstanding that 62% of the respondents strongly agree with the lack of municipality's transparency as to the criteria required, about 90 % (45 of 50) affirmed they lost the chance to get the benefits though they satisfied the criteria set by the municipality.

To summarize, the following are forwarded as the main reasons for losing the chance to get residential land:

- ✚ Political discrimination
- ✚ Lack of blood or friendly relationship with higher officials

⁴ Tafki, Taji, Tulubolo, and Tole



- ✦ Difficulty of extending informal economic benefits
- ✦ Birth place difference with higher officials
- ✦ Screening inability of the municipality as per the criteria set , and
- ✦ Lack of transparency as to the criteria required

3.2.2 Views of Respondents who have Received Residential Land

To investigate the uniformity of criteria requirements, sample respondents of fifty were drawn from the past five years beneficiaries using referral sampling methods and accordingly, information obtained from the approached respondents are summarized using tables and other simple graphic representation indicated below.

3.2.2.1 Demographic Variables of the Respondents

To investigate the demographic background of the respondents and compare the municipality's criteria with some of the variables, questionnaires were designed and distributed. The results obtained from the respondents regarding the variables are presented as shown below along with its description and implications.

⁴ Tafki, Taji, Tulubolo, and Tole

Table-3.3: Demographic Variables of Respondents Who have Received Residential Land

S. No.	Variables	No. of respondents	Percentage
1	Age		
	Below 18 years	--	--
	Above 18 years	50	100
	Total	50	100
2	Birth place		
	Sebeta town	18	36
	Other town/village	32	64
	Total	50	100
3	Current Residential place		
	Sebeta town	37	74
	Other town/village	13	26
	Total	50	100
4	lived at present residential place for		
	<1 year	1	2
	1-10 years	12	24
	11-20 years	17	34
	21-35 years	17	34
	>35 years	3	6
	Total	50	100
5	Identity card of Sebeta town		
	Those who have	37	74
	Those who don't have	13	26
	Total	50	100
6	Residence house condition		
	Private house	20	40
	Rented	17	34
	Dependent	13	26
	Total	50	100

7	Health condition		
	Healthy	50	100
	Disabled	--	--
	HIV infected	--	--
	Total	50	100
8	Ethnic group		
	Oromo	43	86
	Amahara	6	12
	Gurage	1	2
	other	--	--
	Total	50	100
9	Marital status		
	Married	24	48
	Single	26	52
	Total	50	100
10	Family size		
	<2	22	44
	2-4	17	34
	5-7	8	16
	8-10	2	4
	>10	1	2
	Total	50	100
11	Average monthly income		
	<400 Birr	18	38.3
	400-900	12	25.5
	901-1300	1	2.1
	1301-1800	11	23.4
	1801-2500	3	6.4
	>2500	2	4.3
	Total	47	100



12	Nature of employment		
	Government company	19	38
	Non government company	7	14
	Self employed	17	34
	Unemployed	7	14
	Total	50	100
13	Employment type		
	Political appointee	4	20
	Civil recruits	16	80
	Total	20	100

Source: Survey 2008

As one of the major specific objectives of this project is identifying the criteria of land allocation decision and verification of its uniform application, comparing the above demographic variables with the set criteria is utilized as a means of checking the effectiveness of the decisions and thereby achieves the objective of the research. Accordingly, it can be observed from table-3.3 that there is some variations from the criteria set. It can be recalled from the results of the interview made with the town's manager that being a resident and holding identity card of the town is the major criteria to receive residential land. However, the above table illustrates that around 26% of the approached respondents are not residents and they do not have any identity card of the town which are claimed to be major means of crosschecking the residency of individuals. Further more, it is also true that especial cases like health problems of the applicants are other preconditions to get the benefits. Nevertheless, the demographic

variables of the respondents show that 100% of the respondents who have received the benefits are totally healthy enough. Besides, as the views of the sample respondents' show, around 40% of the respondents approached have their own private house which is totally incompatible with the criteria set and the objective of urban residential land allocation.

The data also indicates that 20% of the beneficiaries are government employees and appointed politically in different organizations of the town. Comparatively, it can be recalled from table -3.1 that 86% of the sample respondents are the resident of the town, 76% of individuals have the town's identity card, and 66% of the respondents living in rental house could not share the resource of the town though they applied for it. Therefore, it can be implied from these that some individuals have enjoyed the benefits with out satisfying the criteria required by the municipality.

3.2.2.2 General Information

3.2.2.2.1 Factors Affecting Residential Land Allocation Decisions

Description and implications of respondents' demographic variables presented in table-3.3 indicate that there are some respondents who have got the land with out satisfying the set criteria with the implication that there are other factors affecting residential land allocation decisions. To investigate these factors, sample respondents from the beneficiaries were approached to sort out the reasons for enjoying the benefits with out fulfilling the criteria and information obtained in relation to this is summarized as follows.

3.2.2.2.1.1 Political Factor

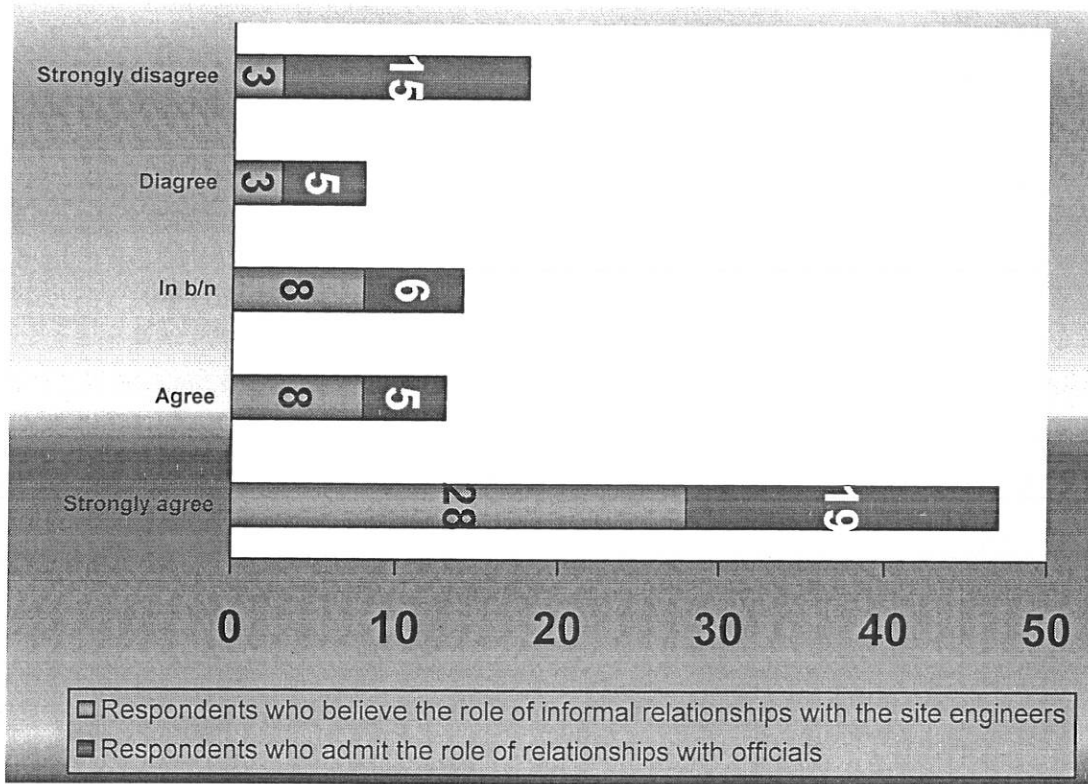
Information obtained from respondents who did not get residential land shows that 78% of them have no political participation in the current ruling local government and this has hindered them to get the benefit easily. In addition to this, 72% of the same respondents explained that letters written by high political leaders have more acceptance than any other criteria.

Similarly, views of the sample respondents who have received the benefits shows that 50% of them have political participation in one way or the other and 78% of the same respondents expressed their views that referral letters given by the political leaders have greater role to realize the windows of opportunity. In this respect, 34% of individuals have enjoyed the benefits presenting political and official letters to the municipality.

It can also be recalled from the views of non beneficiaries that they could not get any satisfactory results though 44% of them did the same. Hence, it can be concluded from this fact that being a participant in the politics of the local government has undeniable contribution though it is not admitted by the offices of local government.

3.2.2.2.1.2 Personal Relationship

Figure -3.4: The Role of Informal Relationships in Residential Land Allocation



Source: survey 2008

As it can be observed from the bar chart depicted above, 38%(19 of 50) of sample respondents have expressed their views with no hesitation that unofficial relationships they had with the municipality's officials played greater role to get the benefits they secured. In the same token the respondents also indicated that even though they came from other town or villages, they enjoyed the benefits which many other dwellers could not through the informal approach they made with the municipality's officials. Generally, 82% of the total beneficiaries approached strongly supported the invaluable significance of informal relationship with the ultimate decision makers. In this regard, it

can be recalled from the views of non beneficiaries that 90% of them have no officials with whom they have blood and informal relationships and 64% of the same respondents acknowledged the role of such relationships. Funny enough, views of the people who have got the land shows that 74%(37 of 50) of the respondents overwhelmingly supported the possibility that officials and people who have strong relationship with the decision makers can even refer others to enjoy the benefits with no prerequisites. Besides, despite the fact that only 20% of the beneficiaries have individuals with whom they have blood and friendly relationship, they did not deny the different degree of importance that such relationships have in various aspects of land allocation decisions. By and large, 26% of the respondents clearly reflected that the different degree of relationship they maintained with officials enabled them to receive relatively large sized plot of land.

It is quit possible to say that decisions can not be effective with out good implementation and follow up as to the right application of the decision made. Taking this in to account, the researcher has used personal observation along with short structured interview to evaluate the effectiveness of municipality's implementation of land allocation decision. Accordingly, the information obtained from the office of site engineers shows that, they do have the responsibility of portioning and assigning the plot of land to those who have got the right to receive the land. To this end, the office explicitly expressed that the town has presently three sites namely, Sebeta-Maria area

site, Alemgena-Condominium area site and Walate site and that there is no criterion guiding the portioning of the sites among the beneficiaries.

The line chart showed above i.e. figure 3.4 exhibits the views of sample respondents and accordingly 56% (28 of 50) of the respondents strongly agree that the site engineers are making marked discrimination among individuals after one has got the opportunity to receive the land. On the other hand, the market value of the three sites mentioned above has undeniable differences and regarding this 84%(42 of 50) of the respondents totally indicated that strong relationship one has with site engineers, mayor, or any other officials of the municipality plays a greater role to enjoy the benefit from better site.

As it is mentioned, even if the responsible office has offered individuals with the right to receive the land, there is high possibility of discrimination at the final stage of decision implementation. Astonishingly, it can be recalled that the results of the interview made with the site engineer's office indicated that the office has no specific guidelines or criteria in deciding as to who is entitled to which site. As a result, there is greater possibility where one receives the benefits from better site and others with the same right are marginalized.

It can be recalled that analyzing the implementation process of the decision made by the municipality's officials is one of the areas the study focuses. For the realization of this objective, the researcher has attempted to make personal observation of the

implementation area. Accordingly, some evidences of the sites differences observed by the researcher are exhibited with the help of sample photos. (See annex-2)[⊕]

It can be easily observed from the sample photos taken that there are many differences among the sites. Besides, information obtained from the sample respondents also shows that the sites have an absolute difference in the following dimensions.

- ⬇ Distance from the central city of the country i.e. Addis Ababa.
- ⬇ Currently available infrastructure like electricity, water, road and the like
- ⬇ Expected future development potential of the area
- ⬇ Topography of the land, and
- ⬇ Market price of the land which may be determined by the above differences

The respondents also indicated that this is not a problem to those who have an economic capacity to extend bribery and have formal or informal relationships with any higher official of the town, the site engineers, and municipality's administrators.

Moreover, it is also observed that there is a difference within one site in terms of its land setting. In this regard, photos showing topography of one sample site are taken to demonstrate the variation. (See annex-2)[⊗]

Undeniably it is highly possible to say that there is a difference within the sites in its geographical settings as it can be observed from the sample photos and this highly disappoints the beneficiaries as there is no common criterion or any other mechanism openly communicated regarding its allotment.

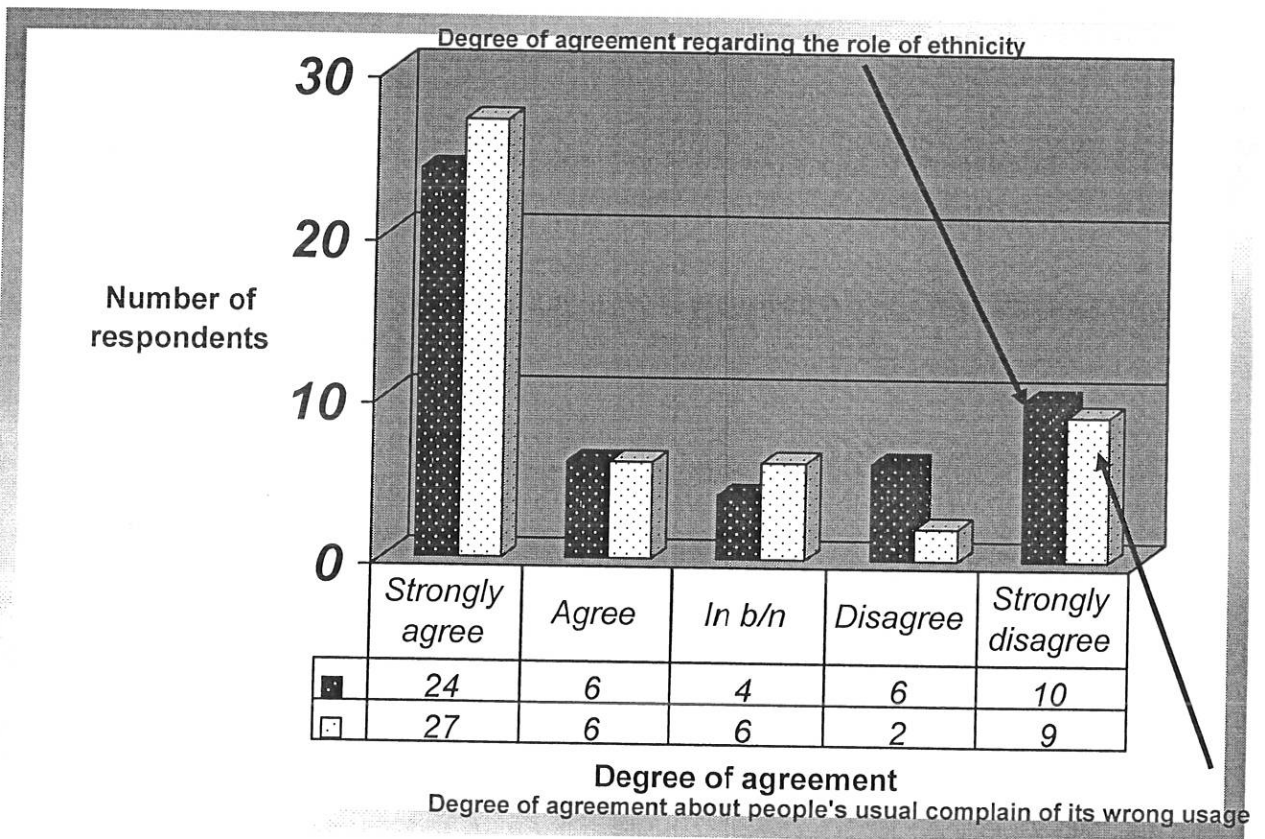
[⊕] Sample Photos Showing Sites Differences

[⊗] Sample Photos Showing Topography difference within a Site

According to the information obtained from the respondents, possibility of getting better site and topography is largely dependent on the relationships one has with the site engineers and possible convincing strength of individuals. Moreover, it is also mentioned that oral referral made by higher officials or any other person having informal relationship determine the possible site one receives.

3.2.2.2.1.3 Ethnicity of Officials

Figure-3.5: Role of Ethnicity and Respondents' Attitude towards Its Wrong Usage



Source: Survey 2008

Summary of the opinions obtained from those who did not get the land indicates that 88% of them believe that being a member of T₄^o ethnic group has a magnificent contribution to receive residential land. In the same manner, 48% of those who received the land also strongly agree that ethnicity has its own role to enjoy benefits of the municipality especially the current urban residential land allocation. However, 66% (33 of 50) respondents emphasized that ethnicity plays superficial role so long as one belongs to the birth place of higher officials. In addition to this, the results obtained from the respondents show that 38% (19 of 50) of respondents who have got the benefits are from T₄ ethnic group. Moreover, 54% of respondents also strongly agree that it is common to observe dwellers of the town complaining about such wrong official use of ethnicity as a criterion of urban land allocation decision.

Hence, it can be said from these facts that being from the birth place of the municipality's higher officials has its own role in addition to the official criteria set by the municipality.

3.2.2.2.1.4 Economic Factor

As 68% of non beneficiaries support the contribution of this factor, about 62% (31 of 50) of those who have received the land also acknowledged the strong importance of economic recognition. Nevertheless, the respondents emphasized the significant purpose of this factor in terms of extending some bribery to different officials, especially

^o Tafki, Taji, Tulubolo, and Tole

to the site engineers to receive land from better site, with good market price and infrastructure.

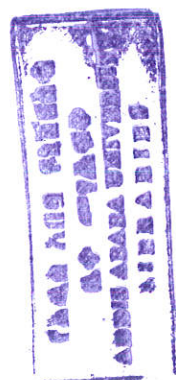
By and large, 62% of both respondents who have got the land and who have not agreed that the municipality has little transparency as to the criteria used in land allocation decisions. However, based on the practical observation they had, 50% of those who received the land explained with no hesitation that they have received the land not because they satisfied the criteria indicated by the municipality's officials but due to some other factors.

Therefore, it can be inferred from this that the criteria set by the office are not uniformly applied and that there are other additional factors incorporated in the process of decision making like political participation, formal or informal relationship, ethnicity economic recognition and the like.

Table-3.4: Major Comparative Summary of Responses Obtained From those Who Have Received Residential Land and those who have not

S.No.	Variables	Response s of those who did not get land		Response s of those who received land	
		Number	Percentage	Number	Percentage
Demographic Variables of Respondents					
1	Current Residential place				
	Sebeta town	43	86	37	74
	Other town/village	7	14	13	26
	Total	50	100	50	100

2	Identity card of Sebeta town				
	Those who have	38	76	37	74
	Those who don't have	12	24	13	26
	Total	50	100	50	100
3	Residential house condition				
	Private house	9	18	20	40
	Rented	33	66	17	34
	Dependent	8	16	13	26
	Total	50	100	50	100
4	Health condition				
	Healthy	49	98	50	100
	Disabled	--	--	--	--
	HIV infected	1	2		
	Total	50	100	50	100
5	Age				
	Below 18 years	--	--	--	--
	Above 18 years	50	100	50	100
	Total	50	100	50	100
Respondent's Attitude Regarding Other Factors Affecting Residential Land Allocation Decisions					
6	Respondents who have political participation in the current local government	11	22	25	50
7	Respondents who have blood or friendly relationship with officials of the municipality	5	10	10	20
8	Those who acknowledge the role of personal and friendly relationship to get land	32	64	41	82
9	Respondents who emphasize the role of relationship with mayor and higher officials	46	92	42	84



10	Those who believe the high role of relationship in referring others to get land.	38	76	37	74
11	Respondents who agree with the role of ethnic similarity with municipality's higher officials	44	88	33	66
12	Respondents who agree with the role of economic recognition	34	68	31	62
13	Respondents who criticized municipality's lack of transparency as to the criteria required	31	62	31	62
14	Those who did not satisfy the criteria required by the municipality	5	10	25	50

Source: Survey, 2008

By and large, majority of the data shown above implies that there are certain deviations of the decision process from the criteria set by the municipality. As a support to this conclusion, information obtained from the municipality illustrates that 1500 individuals from three kebeles of the town satisfying the criteria of the municipality have been enjoying the benefits every year implying that only 7500 individuals have received residential land in the past five years i.e. 1996-2000. However, the statement issued on the 18th year celebration of O.P.D.O* indicates that the municipality has distributed residential land for over 25,000 after the new urban land reform i.e. 1996. On the other hand, the data obtained from the planning office of the municipality shows some other different data implying that many other peoples are receiving the land more than the

* Oromo Peoples' Democratic Organization

stated number of peoples. Sample data showing the plan and actual distribution of residential land obtained from the planning office is depicted below.

Table-3.5: Planned and Actual Distribution of Residential Land (1998-2000E.C)

Achievements	Years			Total
	1998	1999	2000	
Planned	2000	3000	3500	8500
Actual	3000	4500	5500	13,000
Deviation	1000	1500	1500	4000

Source: Planning office of municipality, 2008

Hence, it can be observed from the data shown above that what the municipality claim to have accomplished and the actual data compared to 1500 individuals who have been receiving the benefits from each kebele are incompatible and this uncovers the presence of un-programmed and probably unconditional residential land allocation.

3.2.3 Comparative Views of Respondents Regarding Investment Land Allocation

It can be recalled from the results of interview made with the investment office that the municipality has a legitimate committee with the responsibility of analyzing the information presented and requests made by the investors. Accordingly, it is found that the committee has some common criteria by which their decisions are guided with. In light of this, the researcher has tried to gather some information as to the applicability of these criteria in the process of decision making and summary of the information obtained from the respondents is comparatively shown in the table below.

Table-3.6: Investors Who Suspect the Role of the Criteria set by the Municipality's Investment Committee.

S.No	Criteria	Number of respondents who denied the reliability of criteria in the process of decision making				
		Those who have not received investment land		Those who have received investment land		
		Number(Out of 30 Respondents)	% (1)	Number(Out of 15 Respondents)	% (2)	Average of % (1+2) / 2
1	Project proposal	8	26.7	5	33.3	30
2	Bank statement presented from commercial bank of Ethiopia	6	20	3	10	15
3	Presenting one year circulated capital	12	40	3	10	25
4	Project's environmental friendship	10	33.3	3	10	21.5

Source: Survey, 2008

As it can be remembered from the analysis of residential land allocation, majority of the criteria used in the process of residential land allocation decision were criticized by majority of the sample respondents. However, table-3.6 shown above reveals that only few respondents from both groups denied the reliability of the criteria established by the investment committee. Nevertheless, even if only few respondents indicated that the criteria is not as such a crucial factor in the process of decision making, the response implies that there is possibility where few deviations are made as to the allotment of the land on the bases of different factors.

On the other hand, the average percentage shown in the above comparative table implies that the degree of the criteria's importance varies. For instance, bank statement presented through the commercial bank of Ethiopia is less criticized implying that the criterion is more important and highly required by the committee and the same can also be concluded for others based on the average percentage denial showed by both investors.

Besides, 33.3% (5 of 15) of investors who received the land and 13.3 % (4 of 30) of those who have not disqualified the ultimate power of the municipality's investment committee in terms of making independent investment land allocation decision. In this regard, the interview made with the investment office indicates that the committee consists of officials from different bureau of the municipality including the mayor and political appointees of the local government.

3.2.4 Respondents' Attitude towards Factors Affecting Investment Land Allocation Decision Other Than the Official Criteria

As stated above, the criteria and the ultimate power of the committee is criticized implying that there are other factors affecting the decision of the committee. In order to investigate these factors, some questionnaires were designed and the attitudes of the respondents obtained regarding these factors are described in comparative manner as shown below.

Table-3.7: Respondents Who Acknowledged the Role of Different Factors in the Process of Investment Land Allocation Decision

S.No.	Factors	Those who have not received land		Those who have received the land		
		Number(of 30)	% (1)	Number(of 15)	% (2)	Average of % (1+2) 2
Political factors						
1	The role of Political participation	10	33.3	12	80	56.5
2	The role of referral letters written by political leaders	20	66.6	12	80	73.3
Birth place						
3	Similarity of birth place with municipality's higher officials	24	80	9	60	70
Ethnicity						
4	The role of ethnicity	20	66.6	12	80	73.3
Relationship						
5	The role of relationship with the mayor or other higher officials	28	93.3	11	73.3	83.3
6	The role of referrals made by others who have relationships with the higher officials	28	93.3	10	66.6	79.95

Source: Survey, 2008

To summarize, the issues illustrated in the comparative table shown above indicate that majority of the investors confirm the role of political participation to get investment land. On top of this, the table also shows that referral made by the political leaders play greater role in facilitating the opportunity to get investment land. However, despite the fact that both who received the land and who did not support the significant role of

political participation, the result of the questionnaire indicates that large number of investors who have received the land emphasized the key role of political referrals in the process of investment land allotment decision.

Sample investors selected from both who have received investment land and those who have not explained that similarity of birth place with the municipality's higher officials and ethnicity of individuals has undeniable role in increasing the possibility to get investment land. In relation to this, on average about 70% of investors admitted the importance of birth place similarity and about 73.3% of sample respondents of both who received and who did not get witness the tremendous role of ethnicity to enjoy the benefits.

According to the interview made with the investment office, the mayor of municipality is a member of investment committee. In this respect, results of the questionnaires show that about 83.3% of the average respondents admit the greater role of relationships with the municipality's mayor or other officials. In addition to this, 79.95% of average sample investors explained that referrals made by those who have close relationships with the committee or other higher officials has its own remarkable contribution to get the investment land applied for.

By and large, majority of the respondents expressed that factors other than the criteria set by the investment committee have their own role to get the land they applied for. In the same fashion, about 66.6%(20 of 30) of the investors who applied for investment land

illustrated that they could not enjoy the opportunity not due to the difficulty of satisfying the investment land requirements and about 33.3% of those who have received the land also explained that they enjoyed the benefits not because of fulfilling the requirement of the office but due to other factors like political participation, relationships, ethnicity, economic recognitions and the likes.

CHAPTER FOUR

CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

In light of the objectives of the study, this research has found out the following major issues.

- ✦ The ultimate decision makers of residential land allocation are the municipality's mayor and manager. Residential land allocation decision has been guided with predetermined criteria like being the dwellers of the town, owing identity card, absence of private residential house by both wife and husband, and maturity[♥] of the individuals. Besides, even if individuals do not satisfy some of these factors, they may enjoy the benefits provided that they have some especial cases like HIV infection, blindness, physical disability, and other health problems.
- ✦ Decisions of investment land allocation are made by investment committee formed by the municipality. The committee demands decision criteria like project proposal, bank statement from CBE[♦] showing one year circulated capital, environmental friendship of the project and identity card of the investors.
- ✦ Despite the fact that both residential and investment land decision makers explained about their decision criteria, majority of the sample respondents from both those who have received the land and those who have not indicated that the municipality's

[♥] Age wise

decision is highly influenced by different factors other than the criteria set. According to the findings of the research, the following are some of the factors among many.

- Results of the analysis shows that political participation in the local government has a profound impact on the possibility to get both residential and investment land. However, it is also found that, being against of the ruling local government has also a slight effect in maximizing the possibility of enjoying the benefits provided that he/she is strong and challenging enough in terms of his/her political power in the society.
- The finding also shows that good relationships with higher officials of the municipality have thoughtful effect to enjoy the benefits. In this regard, majority of the respondents indicated that having good relationship with T₄^④ officials of the municipality has its own significant role to share the resource of the town.
- It is also found that ethnicity has its own role in the process of land allocation decision other than the criteria set by the municipality. However, ethnicity as a factor of decision making is highly important if the applicants are from the ethnic group of the decision makers.
- The finding also demonstrated that economic recognition has its own role at different stage of decision making i.e. being a recognized individual in the

♦ Commercial Bank of Ethiopia

④ Tafki, Taji, Tulubolo, and Tole

society has a greater role to increase the possible chance to get both residential and investment land. Further more, economic factor has also its own role to receive land from better sites with better market price and infrastructure.

↓ Sample respondents approached are also exceedingly agreed that the municipality lacks transparency as to the criteria required to get residential and investment land. To this end, the respondents are pointed out that due to absence of transparency; the municipality has been very crowded with large queues from year to year with the assumption that the possibility to get the land is almost determined by ones fate and luck.

By and large, the finding shows that though the criteria set by the decision makers are applicable to some extent, there is high possibility of applying other factors in the decision process. In addition to this, majority of the respondents indicated that factors other than the official criteria have a significant role to enjoy the benefits for more than one time.



4.2 Recommendations

Based on the conclusions made, the following recommendations are forwarded as a solution to the problems identified by the research.

- ✚ Even if the decision criteria of both residential and investment land is learnt through the interviews made with different officials, transparency of these criteria is lacking to the public at large. This resulted in frequent visit to municipality and to high generalization that the decision makers are biased on the bases of other different factors. To this end, the municipality is suggested to build comprehensible awareness about the criteria using any accessible media like public notice, announcement on public gathering and the like.
- ✚ Group or committee decision making can encourage individuals to explore apparently unrealistic ideas leading to wrong decision. Individual biases and prejudice can be challenged by the group or committee, forcing the individual to recognize them. In this regard, investment land decision can be taken as thought despite the fact that it has still some few problems. Hence, understanding the better possibility of minimizing personal interests and biases of individual decision makers, the municipality shall emphasis committee decision making with mix of individual members from different ethnic group, birth place and few with higher official power of the present decision makers.
- ✚ It is illustrated in proclamation No.65/2003, page 7&11 "MEGELETA OROMIA" that city council is a final authority next to the presidents of Oromia National Regional State on urban issues. Considering this in to account, the city council

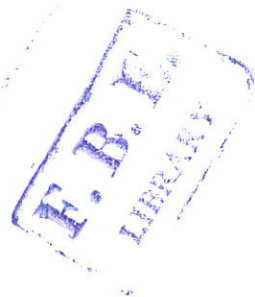
and the office of the president shall follow up the decisions of urban residential and investment land allocation on periodical bases. This is just to verify the transparency and impartial application of the criteria set by the municipality through analyzing the documents of the beneficiaries and applicants used in the decision process.

- ✚ It is known that decision making process does not end once a choice is made rather good implementation of the chosen alternative is the next highest duty expecting decision makers. However, the finding identified that the implementation stage of Sebeta town's land allocation has certain problems due to the absence of predetermined implementation criteria. In this respect, it is suggestible to the municipality to clearly design the criteria of implementation such as allocating the land from the site belonging to the kebele's the individual is residing in and using lottery method of land assignment within a site.
- ✚ Despite the fact that it is not an absolute solution to the problem, it is very suggestible to enforce higher officials working in the area of urban land allocation to register their personal wealth to minimize the momentous speculation made in the area. To this end, the by laws of OPDO* also addressed this issue in chapter17-17.10 that any member of the party acting as administer at different position shall make their personal wealth clear to their party. Hence, the party shall strongly enforce the members with official power of urban land allocation to

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respect the by laws so as to minimize the possible mistakes committed in the area.

- ✦ Since the documents of applicants with no especial cases are examined at kebele levels, it is recommendable to the municipality to form teams with responsibility of controlling the criteria verification made at different kebeles of the town to minimize the possible wrong acts committed at this level.
- ✦ In order to minimize the societal rumors resulting due to different reasons, the municipality shall have complaints handling office with the responsibility of receiving and presenting any complaints and suggestions coming from the residents.
- ✦ To minimize complaints and ensure the realization of investment land allocation objectives, the municipality shall also introduce investment land marketing by making the land available to investors at competitive price on a lease basis.



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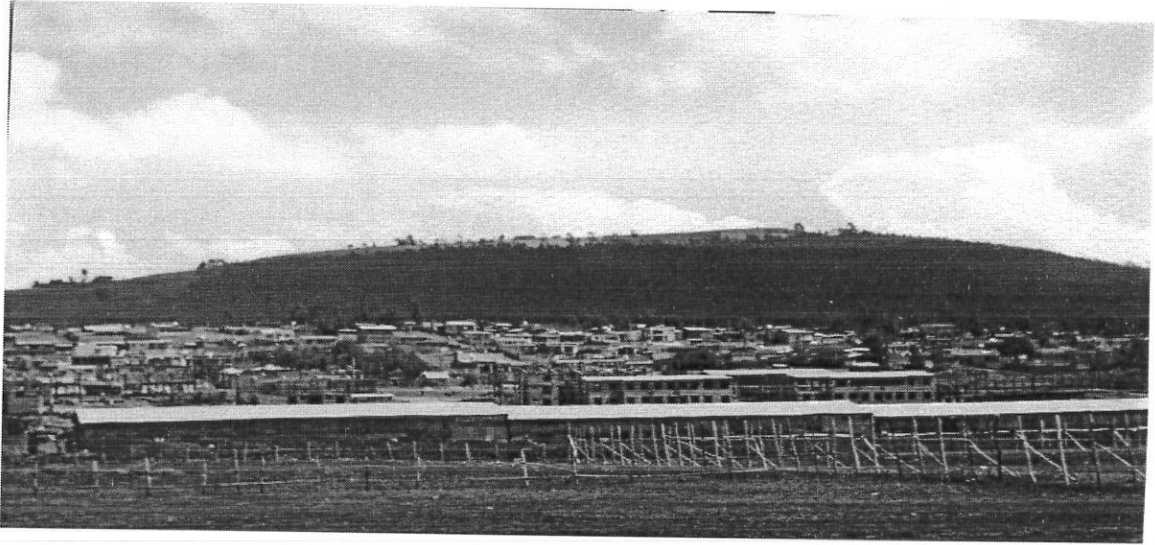
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ANEXES

Annex 1: Sample Photos

Sample Photos Showing Sites Differences



Sample Photos Showing Topography difference within a Site



Annex 2: Research Questionnaires

I. QUESTIONNAIRE DESIGNED TO EXAMINE RESIDENTIAL LAND ALLOTMENT.

1. Questions Prepared To Those Who Have Received Residential Land

This questionnaire is designed by graduate student in Addis Ababa University for the fulfillment of degree of master of Business Administration. The questionnaire is planned to examine the effectiveness of Sebeta Municipality's decision in residential and investment land allocation. With this regard, your trustworthy and reality based information has an invaluable contribution to make the project meaningful. Thus, you are cordially requested to tell the truth without any prejudice and hesitation.

Remark

Remember that all information you provide will be used only for the research purpose and will not be exposed to any second party.

Part I. Personal Information

1. Ethnic group _____

2. Birth place:

Town/ Kebele _____ woreda _____

3. Current residential Place:

Town _____ woreda _____

4. If your current residential place is not your birth place, would you please state the reasons for leaving your birth place?

5. For how many years have you been living in your current residential place?

Below 1year 1-10 years 11-20 years 21-35 years

Above 35 _____ years

6. What was your residential house situation before you have received the land?

Own house Rented Dependence

7. Do you have Sebeta town residential identity card?

Yes

No

8. Marital status:

Single

Married

Divorced

9. If your answer to question No.8 is "Married" do you have any land received in the name of your spouse?

Yes I have

No, I haven't

10. Health condition:

Healthy

Disabled

If other please state _____

11. Number of family:

2-4

5-7

8-10

above 10

12. Occupation / employment

Government employed

Private employed

Self employed

Not employed

13. If your answer to question No.12 is government employed, what was your employment method?

Political appointee

civil recruits

14. Average monthly income:

Below 400Birr

400-900Birr

901-1300 Birr

1301-1800 Birr

1801-2500 Birr

Above 2501

Part II. General Information

15. Do you have any political participation in the current ruling local government?

Yes

No

16. If your answer to Q15 is "yes" would you please, state the benefits you received because of your participation? If your answer to the same question is "No" state any

benefits you lost due to the absence of participation. (Please relate your answer to the current town's land allocation)

17. Have you presented any supportive letter written by the organization you are working in or other legal offices to get land?

Yes, I submitted

No, I haven't

18. Have you ever observed when the municipality has granted land to those who brought a referral letter from higher political leaders?

Yes, of course

Not really

Read the following items and indicate whether you agree or not by putting tick mark (✓) in the space provided

No	Questions	Responses				
		Strongly agree	Agree	In-between	Disagree	Strongly disagree
19	There is discrimination among the land seekers based on their income level and economic recognition in the society.					
20	There is no official transparency as to the criteria required to get land					
21	The plot I received is relatively large in size.					
22	Ones race/ethnic background has a role to receive land					
23	It is a usual event to see people complaining for the usage of race/ethnic background as criteria of land allocation					
24	Despite the fact that I am from the other town, through personal interaction and informal request I made to the municipality's official I have got the land.					
25	There is discrimination by the surveyors/site engineers as to the land given if one couldn't give pocket money					
26	Providing three person witnesses to the town's kebele to confirm that one has no living house is nonsense to get the land.					

27. Do you really think that one's similarity of birth place with the municipality's higher officials has a role to get residential land?

Yes, of course Not really

28. Interaction and personal relationship one has with the municipality's mayor or surveyor/site engineer has an impact on the land size and value he/she may receive.

Agree In between Disagree

29. Do you think that because of one's friendly relationship with the municipality's mayor or other higher officials, one can receive more than one residential land or more sized plot?

Yes No

30. Have you ever experienced a case where individuals having well relation with the mayor or other higher officials has inferred others to get residential land?

Yes No

31. What do you think is the reason behind to receive the plot of land when many other people living in the town could not get such a chance?

32. Do you think that you received the land because you satisfied the criteria required by the municipality?

Yes No

33. For what purpose have you used the land you received? _____

34. Do you have any family member or friends working in the municipality?

Yes, of course No I don't have

35. If your answer to question No.34 is "yes", how far do you think that he/she has contributed to get the land?

None Some what high very high

36. How often you visited the municipality to receive the land?

Below one month 1-3 months 4-8 months

9-12 months above one year

37. If you have more ideas, comments and suggestion on the existing land allocation decision of Sebeta town municipality, please forward your invaluable observation and the existing reality without any reservation together with any possible remedies need to be taken to ensure equitability of resource allocation for the betterments of land allocation decisions.

2. Questions Designed To Those Who Have Not Received Residential Land

PART I. Personal Information

1. Ethnic background _____

2. Birth place:

Town/ Kebele _____ woreda _____

3. Current residential Place:

Town/ Kebele _____ woreda _____

4. If your current residential place is not your birth place, would you please state the main reason for leaving your birth place?

5. For how many years have you been living in your current residential place?

Below 1year 1-10 years 11-20 years 21-35 years

Above 35 years

6. Current residence situation:

Own house Rented Dependent

7. Do you have Sebeta town residential identity card?

Yes No

8. Marital status:

Single Married Divorced

9. If your answer to question No.8 is "Married" do you have any land received in the name of your spouse?

Yes I have

No, I have not

10. Health condition:

Healthy

Disabled

If other please state _____

11. Number of family:

2-4

5-7

8-10

above 10

12. Occupation / employment

Government employed

Private employed

Self employed

Not employed

13. If your answer to question No.12 is government employed, what was your employment method to join the company?

Political appointee

civil recruits

14. Average monthly income:

Below 400

400-900Birr

901-1300 Birr

1301-1800 Birr

1801-2500 Birr

Above 25001

Part II. General Information

15. Do you have any political participation in the current ruling local government?

Yes

No

16. If your answer to Q15 is "yes" would you please, state the benefits you received because of your participation? If your answer to the same question is "No" state any benefits you lost due to absence of participation. (Please relate your answer to the current town's land allocation)

17. How often you visited the municipality to get the plot of land?

Below one month 1-3 months 4-8 months
 9-12 months above one year

18. Do you think that being a member/supporter of the current ruling local government has a contribution to reduce the frequency of visiting the office?

Yes, definitely Not really

19 Have you presented any supportive letter written by the organization you are working in or other legal offices to get land?

Yes, I submitted No, I haven't

20. Have you ever observed when the municipality has granted land to those who brought referral letter from higher political leaders?

Yes, of course Not really

Read the following items and indicate whether you agree or not by putting tick mark (✓) in the space provided

No	Questions	Responses				
		Strongly agree	Agree	In-between	Disagree	Strongly disagree
21	There is discrimination among the land seekers based on their income level and economic recognition in the society.					
22	There is no official transparency as to the criteria required to get land					
23	Providing three person witnesses to the town's kebele to confirm that one has no living house is nonsense to get land.					
24	One's race/ethnic background has an enormous role to get land					
25	It is a usual event to see people complaining for the usage of race/ethnic background as criteria of land allocation					
26	There is a possibility of getting land through informal interaction one has with the municipality's higher officials					
27	There is discrimination by the surveyors/site engineers as to the land given if one could not give pocket money					

28. Do you really think that one's similarity of birth place with the municipality's higher officials has a role to get residential land?

Yes, of course

Not really

29. Do you think that because of one's friendly relationship with the municipality's mayor or other higher official, one can receive more than one residential land or more sized plot?

Yes

No

30. Have you ever experienced a case where individuals having good relation with the mayor or other higher official has inferred others to get residential land?

Yes

No

31. What do you think is the reason behind for not getting residential land when many other people of the town have got such a chance?

32. Do you think that you lost the chance because you could not satisfy the criteria required by the municipality?

Yes

No

33. Do you have any family member or friends working in the municipality?

Yes, of course

No, I don't have

34. If your answer to question No.33 is "No" do you think that their absence affected your chance to get the land?

Yes

No

35. If you have more ideas, comments and suggestion on the existing land allocation decision of Sebeta town municipality, please forward your invaluable observation and the existing reality without any reservation together with any possible remedies need to be taken to ensure equitability of resource allocation for the betterments of land allocation decision.

II. QUESTIONNAIRE DESIGNED TO INVESTIGATE INVESTMENT LAND ALLOTMENT

1. To Those Who Have Received Investment Land

1. Do you have any political participation in the current ruling local government?
Yes No
2. Have you ever observed when the municipality has granted land to those who brought a referral letter from higher political leaders?
Yes, of course Not really
3. Do you really think that one's similarity of birth place with the municipality's higher officials has a role to get investment land?
Yes, of course Not really
4. Interaction and personal relationship one has with the municipality's mayor or surveyor/site engineer has an impact on the land size and land value he/she may receive.
Agree In between Disagree
5. Have you ever experienced a case where individuals having well relationship with the mayor or other higher officials has inferred others to get investment land?
Yes No

Read and indicate your views towards the following idea by putting tick mark (✓) in the space provided

Q.NO.	QUESTIONS	RESPONSES			
		Never true	Occasionally true	Often true	Always true
6	Investment committee of the municipality has an ultimate power to decide on investment land allotment				
7	Project proposal is the main criteria to get investment land				
8	Submitting letter describing the amount of deposit through commercial bank of Ethiopia is mandatory to receive investment land.				
9	Even though there is no enough mechanism to cross check as to its reality, the municipality requires submission of bank statement.				
10	Showing one year circulated capital is also another requirement to get investment land				
11	Project's environmental friendship is part of the criteria to get investment land.				
12	Factors like relationship, ethnicity, economic recognition, and political membership play greater role to get investment land				

13. Do you think that you received the land because you satisfied the criteria required by the municipality?

Yes

No

14. If you have more ideas, comments and suggestion on the existing land allocation decision of Sebeta town municipality, please forward your invaluable observation and the existing reality without any reservation together with any possible remedies need to be taken to ensure equitability of resource allocation for the betterments of town's land allocation process. _____

2. To Those Who Have Not Received Investment Land

1. Do you have any political participation in the current ruling local government?

Yes

No

2. Have you ever observed when the municipality has granted land to those who brought referral letter from higher political leaders?

Yes, of course

Not really

3. Do you really think that ones similarity of birth place with the municipality's higher officials has a role to get investment land?

Yes, of course

Not really

4. Do you think that because of one's friendly relationship with the municipality's mayor or other higher official, one can receive more than one investment land or more sized plot?

Yes

No

5. Have you ever experienced a case where individuals having good relationship with the mayor or other higher official has inferred others to get investment land?

Yes

No

Read and indicate your views towards the following idea by putting tick mark (✓) in the space provided

Q.NO.	QUESTIONS	RESPONSES			
		Never true	Occasionally true	Often true	Always true
6	Investment committee of the municipality has an ultimate power to decide about investment land allotment				
7	Project proposal is the main criteria to get investment land				
8	Submitting letter describing the amount of deposit through commercial bank of Ethiopia is mandatory to receive investment land.				
9	Even though there is no enough mechanism to cross check as to its reality, the municipality requires submission of bank statement.				
10	Showing one year circulated capital is also another requirement to get investment land				
11	Project's environmental friendship is part of the criteria to get investment land.				
12	Factors like relationship, ethnicity, recognition, and political membership play greater role to get investment land				



13. Do you think that you lost the chance because you could not satisfy the criteria required by the municipality?

Yes

No

14. If you have more ideas, comments and suggestion on the existing land allocation decision of Sebeta town municipality, please forward your invaluable observation and the existing reality without any reservation together with any possible remedies need to be taken to ensure equitability of resource allocation for the betterments of current land allotment process.

Annex 3: Interview Questions

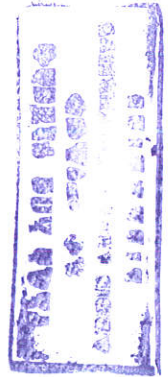
1. Interview Questions Designed for Investment Office

1. Who has an ultimate power to decide on investment land allotment?
2. What are the main criteria required of any investors to get investment land?
3. Do you have any checking mechanisms as to the reality of the requirements presented by the investors?
4. Do you believe that your land allocation criteria are uniformly applied among all investors?
5. What is your response to the believe that the town's investment land allocation decision is biased on the bases of one's ethnicity, relationship, political membership and economic recognition?

2. Interview Questions Prepared for the Town's Manager

1. Do you have any written or oral criteria used in residential land allotment decision?
2. Do you believe that your land allocation criteria are uniformly applied among all individuals?
3. What is your main objective of allocating residential land and how far you believe that you made the objective true?
4. What is your response to the assumption that the town's land allocation decision is biased on the bases of one's ethnicity, relationship, political participation and economic recognition?
5. How far do you know that the site engineers/surveyors are discriminating individuals as to the land allotment on the bases of pocket money extended?

6. Do you accept the believe that written or oral refer made by the political leader has a greater role to get land?



Declaration

I, the undersigned declare that this project is my own work and has never been presented in any other university. All sources of materials used for this project is duly acknowledged.

Declared by:

Abera Legesse

Name

Abiy

Signature

25/07/08

Date

Confirmed by Advisor:

Mehret Avenew (PhD) Mehret Avenew

Name

Signature

25/07/08

Date

Addis Ababa

June, 2008

