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Addis Ababa University
Collage of Business and Economics
Department of Public Administration and Development Management

Improving Public Service Delivery: The Case of Land Development and Management Office in Nifas Silk Lafto Sub-City

A thesis submitted in partial fulfillment of the requirements for the Degree of Masters in Public Administration and Policy Management

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This is to certify that the thesis prepared by Dereje Tadesse, entitled: Improving Public Service Delivery: The Case of Land Development and Management Office in Nifas Silk Lafto Sub-City. The thesis is submitted in partial fulfillment of the requirements for the degree of master in public Administration and Development Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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DECLARATION

I hereby declare that this thesis entitled “IMPROVING PUBLIC SERVICE DELIVERY: THE CASE OF LAND DEVELOPMENT AND MANAGEMENT OFFICE IN NIFAS SILK LAFTO SUB-CITY” is my original work and has not been presented (Submitted) by anybody for any degree or diploma in any University and all material used for the project work have been dually acknowledge.

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ABBREVIATIONS

UN: United Nations

NSL: Nifas Silk Lafto

FIG: Federation of International Surveyors

GIS: Geographic Information System

UN-ECE: United Nations Economic Commission for Africa

UNHS: United Nations Habitat and Shelter

ABSTRACT

This study was intended to assess the performance of land management service delivery of Nifas Silk Lafto Sub-City. For African countries, there is strong force in proper urban management which better achieve the increasing need for efficient and effective delivery of land administration services to protect the interest and security of urban citizens. As urban land administration is a comprehensive and important part of public service delivery, the concept of quality service gets worthwhile attentions. Therefore, this study assessed the land management service delivery performances in Nifas Silk Lafto sub city. The study is both descriptive and explanatory in its type. This research employed both qualitative and quantitative research methods to draw samples, collect data, analyse and interpret data. To portray sample from target population (citizens residue in NSL sub-city, land management office employees, officers and managers), the researcher adopted both simple random sampling and purposive sampling techniques. In the current land administration of Nifas Silk Lafto sub-city, customers have to consult various organizations/departments to get the service done. The title service delivery system is not only time taking but also expensive. As a result the urban poor is being pushed away not to use the service. Thus, these situations have created gaps between expectation of citizens and land administration service provided by the sub city land administration organization as more than half of the respondents did not receive efficient, equitable and accountable land services as per their expectations. Case study method, supporting literature review and hypothetical factors for quality service delivery adopted by World Bank (2005) and SERVQUAL Service Quality Model have been used as guidelines for the study. The case study has used 106 customer respondents and 30 employees and 6 managers as primary data source through questionnaires and interviews. The analysis of the data and information collected from the field work found out the performance and challenges of land service delivery as: inconsistency in land related legislations, inadequate resources and technical capabilities, not all lands are titled, lack of skilled and qualified man power, lack of public awareness, unclear land ownership. Based on the identified findings, conclusions are drawn and possible recommendations are made.

Key Words: Land Management, Land Administration and Cadastral Map

CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND OF THE STUDY

Urban areas, mainly of developing countries, are growing largely at unprecedented and challenging pace and rapidity by posing serious challenges. Since they are places where challenges and opportunities of development meet, they need to be adequately planned and effectively guided by these plans in order for enabling their expansion, functional specialization and cultural expression and above all sustainability (Devas & Rakodi, 1993).

Urban leaders understand that effective management is crucial to the successful implementation of an urban development plan. As mayor, one of your first steps might be to assess if the management systems currently in place are adequate for implementing, monitoring and evaluating the implementation of the plan and the provision of related public services (ibid).

Land is the ultimate resource, for without it life on earth cannot be sustained and good stewardship of the land is essential for present and future generations Good land resource management will help to promote economic and social development in both urban and rural areas (UN, 1996).

According to the World Bank the land administration system encompasses the “process of recording and disseminating information about the ownership, value and use of land and its associated resources. Land administration is also a system for recording land ownership, land values, land use and other land-related data is an indispensable tool for a market economy to work properly, as well as for sustainable management of land resources (Payn, 2004).

Land administration is “the regulatory framework, institutional arrangements, systems and processes that encompass the determination, allocation, administration and information concerning land. It includes the determination and conditions of approved uses of land, the adjudication of rights and their registration via titling, the recording of land transaction, and the estimation of value and taxes based on land and property. There are three components of land administration: land rights registration and management; land use allocation and management; and land valuation and taxation (Lyons et al, 2001).”

The developing world is being transformed from a world of rural villages into world of cities and towns. By 2020, it is projected that more than half of the population of developing

countries will be urban. Urban population growth has been fuelled by prospects of higher income that has been largely realized. Yet cities do not deliver a better quality of service to the extent they could. Despite the relatively higher income of urban population, the quality of general services in most cities is poor. Some of the reasons for this are influx of people from rural to urban, corruption in the system of service delivery, lack of capacity for automation and lack of skilled staffs in system (World Bank, 2008).

Developing countries have been facing different problems relating to solving gaps between citizens and land administration services. In this relationship, citizens are limited to the roles of customer of public services who are looking for services provided by land administration organizations and using services delivered mandatory. Moreover, there are a number of striking differences from a customer as market perspective (Homburg, 2008).

Additionally, most systems of the developing countries' land administration services manifest serious inadequacies in their ability to meet the needs of the poor urban population for land tenure security, transferability, and compensation for the expropriation made at different times (Payne, 2005). And the obstacles to improvement are primarily governance and public administration issues of measurement, documentation, and information management. Indeed, land administration system in much of the regions are often singled out as focal point for misgovernment and the abuse of authority (FIG, 1991).

Ethiopia is a federal country. The constitution of the Federal Democratic Republic of Ethiopia (FDRE) under article 40 states the type of landholding as "the right to ownership of rural land and urban land, as well as of all natural resources is exclusively vested in the state and the peoples of Ethiopia. Land is a common property of the nations, nationalities and peoples of Ethiopia" (FDRE 1995). For urban lands, however, a leasehold system is introduced and for rural lands a usufruct type of land use right for unlimited time is applied. This shows that the rural and urban lands are independently administered and governed by different institutions.

In Ethiopia, land is the common property of the „state and people“ and, hence, is not subject to sale, exchange or mortgage. Urban residents are guaranteed to secure plots of land through ground of lease arrangement which lasts (15-99) years depending on the purpose for which the land is needed and such right may be freely transferable. The constitution prohibits eviction of holders of the land without just cause & payment of compensation (Daniel & et.al, 2006).

Land management in urban Ethiopia is in transition and faces many interrelated challenges simultaneously. Firstly while the state retains public ownership of land, the government is attempting to replace the old system of urban land tenure (the “permit” system) by a more market-oriented system of long-term leases. The process is phased and introduces the new system gradually, starting with selected cities first and planning to expand (incorporate) the rest over time depending upon the positive scores registered in the acceptance and subsequent popularity of the reform package among the general public (ibid).

Besides, this study tried to assess and analyse the land management services delivery issues of land policies and laws, land registration, recording and disseminating land information, title deed /ownership certificate grant service, land delivery, compensation payment service delivery, dispute resolution service delivery and land related services provided under Nifas-Silk Lafto sub-city of Addis Ababa City Administration.

Thus, the land management services delivery in line with World Bank’s and other standard models and frameworks to improved and quality service delivery for pleasing the customer/citizen expectations were evaluated and analyzed. Finally, the study tried to show the gaps and loop-holes towards land management services delivery in the sub-city, Addis Ababa City Administration, and cities throughout the country, Ethiopia.

1.2. STATEMENT OF THE PROBLEM

The public sector is generally regarded as the pivot of one country socio-economic and socio-political development (Dale and McLaughlin, 1988). The basic function of public service institution is to provide services to citizens based on public interests. However, many civil service organizations swerve from its objective and encountered big challenges to deliver these basic services to its citizen (Debela 2009; Dzimbiri 2009).

After the downfall of Derg government, EPRDF recognized the importance of improving public services performances of service delivery and the creation of accountable and responsible institutions that would support the socio-economic and socio-political development of the country (Debela 2009). In line with these objective, the government framed five pillar of civil service reform program such as top management, civil service ethics, expenditure management, service delivery and human resource management through the process of decentralization (Debela 2009).

Land administration system of the departments, which keeps the information on land and its owners, including tenants, is largely traditional. Information is acquired, stored, updated,

collected, and retrieved manually in rudimentary fashion in paper form, with a low level of precision and high risk of distortion and duplication. Consequently, land records are not reliable, land disputes are common, land registries are overwhelmed with associated problems, and integrated reliable land information is almost impossible to obtain. Land Administration services are costly for both the government and the people (MWUD, 2006).

Most system of land administration manifests serious inadequacies in their abilities to meet the needs of poor urban population for land tenure security, title registration and efficient and effective compensation for land taking. And the obstacles to improvement are primarily governance and public administration issues rather than technical issues of measurement, documentation, and information management. Indeed, land administration system in much of the region is often singled out as focal point for miss governance and abuse of authority (FIG, 2007).

To large extent, success in improving land administration service depends on more wide spread change of government institutions. Issues that are administratively relatively simple, such as staff recruitment, have been one of major obstacles. Decentralization to make services more accessible and appropriate to consumer needs is also an important goal, but may not help if the binding constraint is a lack of technical skills .it is important to recognize that land tenure amendments require wide range of expertise such as surveying and registration (ibid).

Regarding Ethiopia some rapid assessment is done in the urban center service delivery, one of problematic areas was found to be the land administration authority. Even though there were some reforms in the service delivery process, the service delivery still has limitation. Like lack of service automation, participation of the public and attitudinal problems of workers had been stated (Solomon, 2007).

In Ethiopia land is the major socio- economic asset. Institutions and individuals that controlled land have played a significant in history of Ethiopia. Three regimes in Ethiopia were distinguished in relation to the land tenure policy and changes. Therefore, to put the application of good governance principles in land development and management in context, the land tenure system in pre-1975, 1975 - 1991 and post-1991 period is important (Berhanu and Feyera, 2005).

The most formidable and decisive land management service delivery challenges are enactment of land titling and registration systems with no clear objectives and

implementation mechanisms as well as institutional capacity constraints. There are other related constraints, too. The following are key issues and the underlying causes identified in the National Land Development & Administration improvement Sub-Program of the draft Urban Governance Package of Ethiopia (2006/7-2010/1) and as reflected in an inception report by DHV consultants (2006).

According to the draft, the land management services have problems and challenges such as lack adequate mechanisms to resolve land administration issues, land administration laws are not in place or antiquated, not all lands are titled, existing land records management systems are inefficient, no office responsible for land administration has a complete, updated set of cadastral maps, there is a limited spatial reference or index to title records, there is limited access to the register and there is a high transaction cost in accessing the register, and informality in land & property transactions is increasing (ibid).

The above draft also witnessed that artificial scarcity of urban lands for development and market demand is not considered in land allocation; Inconsistency in land related legislation, the allocation of land between sectors has not been adequately defined, the process of land conversion is overly bureaucratic, and institutional responsibilities are fragmented; and also there are multiples and no formal systems to value properties education, and land taxation is only used for revenue generation and not to correct market distortions, traditional understanding of land taxation, and failure to impose idle land tax.

According to Lulit Hailemeskel (2011), land administration organization services are one of public services which lack attention in relation to the problems faced in different cities of the country particularly in sub-cities of Addis Abeba City. Thus, the researcher forwards that the land management service delivery is inefficient as the customers are not given as per the standard set by the organization, lack of well –qualified and trained employees, lack of well coordination among the concerned stakeholders, opaque service delivery system, unclear and unknown service delivery rules and regulations are making the service delivery to lag behind and be inefficient. In addition, the high fees paid for the title deed/ownership certificate grant service challenge the poor paid for service and making them uninvolved to the services, and low compensation given to the affected customers.

Most of the city administrations (municipalities) in Ethiopia are finding it increasingly difficult to cope with the demand for registering the process of land transactions as well as the rapidly changing patterns of land use associated with the accelerated urban growth. As a

result of this, a number of other problems, such as inability to increase their revenue base, distortion of urban land market and delays in the implementation of urban development projects emerge. Moreover, the absence of reliable information especially land related is the most crucial impediment for the preparation and implementation of urban plans in many urban centers. Thus, the creation of an up-to-date and efficient Cadastre and registration systems can do much to alleviate these and other related problems (MWUD, 2006).

Consequently, the study try to inquire and answer the following research questions relying on the existing facts as well as the findings on the issues of land management services, the challenges and problems of rendering quality land administration services in line with improved service delivery system that favor customer's satisfaction. Hence, the researcher tried to forward answers to the following research questions:

Moreover, the study established possible answers to the following research questions:

- ô What are the main land management services and how the existing situation of the service delivery looks like?
- ô How far the land management service delivery meets the expectations of citizens?
- ô What are the constraining factors and challenges that hinder to improve the public service delivery in Nifas Silk Lafto Sub-City of Addis Ababa?

1.3. OBJECTIVES THE STUDY

1.3.1. GENERAL OBJECTIVE

The general objective the study is to review the land management services and the challenges and prospects of service delivery in line with improved land management services in the Nifas-Silk Lafto sub-city of Addis Ababa City Administration.

1.3.2. SPECIFIC OBJECTIVES

This research has the following specific objectives:-

1. To identify the land management services and investigating how the existing situation of the service delivery looks like,
2. To analyse the extent of land management services delivery and examine the institutional capacity (man power, system/automation, finance for compensation etc) with respect to attain the expectations of citizens;

3. To identify the constraining factors and challenges that hinder improving public service delivery in Nifas Silk Lafto Sub-City, and
4. To identify working strategies and actions that ensures improved land management services and services delivery for conquering the expectations of citizens.

1.4. SIGNIFICANCE OF THE STUDY

This study will have the potential to make significant contributions that will provide information about the current practices of land management service delivery challenges and factors that hinder improving service delivery in service delivering activities particularly in Nifas Silk Lafto Sub-City of Addis Ababa City.

In addition, the study will help the policy makers, institutions and the management of land administration departments to identify the possible problems and design effective and appropriate intervention strategies on how to improve land management service delivery.

Moreover, this study will have the potential to make significant contributions to the literature on improving public service delivery throughout the country in similar settings. Therefore, it is intended to add the existing body of knowledge to the existing literature and help to provide a base line for further research as a reference

1.5. DELIMITATION OF THE STUDY

Land management service is one of the main functions of Addis Ababa City Administration which offers its land administration services under the ten cascaded sub-cities. However, due to budget and time constraints this study is limited its scope to the assessment of land management service delivery in Nifas-Silk Lafto Sub-City particularly. This study will be conducted at Nifas Silk Lafto Sub-City of Addis Ababa which is one of the 10 Sub-Cities in City Administration.

Any Land administration organization of Addis Ababa which is found in sub-city level renders over ten services. These are:- preparation of title deed for land possession/ownership certificate, compensation of evicted people, transfer of ownership, register of mortgage, rendering and executing decision when border dispute rises, rendering renewal permit, charging building permit, tenure isolation service, provision of information on land possession, preparation of format of payment for building tax.

Furthermore, since the sample is only Addis Ababa city administration particularly Nifas-Silk Lafto Sub-City land management office is not large enough to represent the entire

organization nationwide. Therefore, the finding of this study should be considered as showing the circumstance of land management service delivery practice in Nifas-Silk Lafto Sub-City.

1.6. LIMITATION OF THE STUDY

There were many constraints faced by the researcher in conducting this study. The major challenge of this research was unavailability of relevant reports and documents of on land management services and public service delivery activities. In addition to scarcity, inconsistency of data between the different concerned institutions was also the challenges faced by the researcher. Most information from the officers and employees of land management office was not consolidated and undeveloped which makes the study task of describing the overall picture of land management services and its challenges and improvement of service delivery.

The time schedule preparation for questionnaire distribution and collection was very problematic as the required size of respondent citizens were not going to the land management office at scheduled and predicted time frame to get the services. Thus, there was no common time convenience for the whole respondents which posed problems and challenges resulted in wastage of time and money for arrangement.

Furthermore, the respondents were too careless, and some of them were not helper to participate; and most of them were not well acquainted with English that makes translation tasks complex and challenging. Despite the fact that the combined effects of the shortcomings had impacts, the researcher had exerted best of his efforts to keep the objectivity of the study and make the findings complete.

1.7. ORGANIZATION OF THE STUDY

The layout of this study includes five chapters. The first chapter deals with introductory part which consists of back ground of the study, research problems, objective, significance, study limitations and delimitations/scope, and organizations of the study. The second chapter deals with the conceptual frame work and different literatures in which different source materials are applied.

Chapter three focused on research methodology, research design, sources and methods of data collection, instruments, sampling techniques and methods of data organization and analysis. Data presentation, discussion and data analysis are presented in chapter four while chapter five deals with conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter presents three critical subjects of related literature review: such as theoretical framework, critical review of related empirical studies and conceptual framework. Theoretical framework includes the concepts/definitions of major issues under the study, theories related to public service delivery, land administration & management operations, improving land management services and indication of theory/approach which is going to be used for the study and the reason for choosing it. Then after, the various studies are discussed thematically by taking in to account the various independent variables as a central focus of discussion. Finally, the researcher argued on the inclusion and avoidance of variables under the study and also shows the relationship between independent variables each other and relation with dependent variable.

2.1. SERVICE AND PUBLIC SERVICE DELIVERY

Service delivery basically refers to the systematic arrangement of activities in service giving institutions with the aim of fulfilling the needs and expectations of service Users and other stakeholders with optimum use of resource (Saddler, 2001).

Public services are generally any activities undertaken to meet social needs. Public service particularly refers to those activities of government institutions aimed at satisfying the needs and ensure the well being of society as well as enforcing laws, regulations and directives of government (Ethiopian Service Delivery Policy, 2002).

Yeman, (undated: 5) defines public service as „Any act or performance that public institutions provide to fulfill social needs“. This entails a dynamic interaction between service providers and recipients that operate in a changing environment that may shape the outcome of the implementation of Service Delivery Reforms.

Service Delivery: Service delivery basically refers to the systematic arrangement of activities in service giving institutions with the aim of fulfilling the needs and expectations of service users and other stakeholders with the optimum use of resources (Ethiopian Service Delivery Policy, 2001:1).

2.1.1. QUALITY SERVICE DELIVERY

Service is intangible and therefore quality standards can only be measured by customer's perception. While standards of manufactured producers also have to meet customers' requirements, once the requirements have been defined there are objective measures whether they have been met (Crezer, 2008). Palmer and Cole (1999) also asserts that when discussing service delivery one needs to focus on satisfaction of customers' needs, this is because service delivery can only be judged by the users.

They are being promoted by governments of various political persuasions. Service quality initiatives are not necessarily part of 'smaller government' initiatives, although they may be when competition in service delivery is introduced. They are also consistent with an ongoing role for the public sector and with defending and instilling confidence in the public sector (OECD, 1996, p.20).

There are many sets of principles regarding service delivery developed by individual authors and various governmental agencies and departments of various countries. One of them is the eight principles of Batho Pele (people first), which the South African Public Service Administration initiated. (Available at: <http://www.dpsa.gov.za/batho-pele/principles.asp>. Accessed on 23 April 2017).

The Eight Batho Pele principles were developed to serve as acceptable policy and legislative framework regarding service delivery in the public service. The principles are the following:

Consultation: Consulting service users or citizens through different ways to ensure "comprehensiveness" and "representativeness."

Setting service standards: Precise and measurable standards of services should be set so that users can judge for themselves whether or not they are receiving what was promised. Users should also be involved in the process of setting standards.

Increasing access: Public information as well as services should be accessible to citizens. Access to information and services empowers citizens and creates value for money, quality services. It reduces unnecessary expenditure for the citizens.

Ensuring courtesy: Citizens should be treated with at most consideration and respect in the service delivery process i.e. in communication of services, products, information and dealing with problems.

Providing information: Available information about services should be at the point of delivery, and for users who are far from the point of delivery, other arrangements will be needed. Staff members should also be available with the necessary information.

Openness and transparency: Citizens should have the opportunity to know how public institutions

operate, how they utilize resources and who is in charge. This will help to improve service delivery by considering the suggestions of the public and to even make government employees accountable and responsible. Redress: Public organizations need to identify quickly and accurately when services are falling below the promised standard and to have procedures in place to remedy the situation. Citizens should also be encouraged to file their complaints. Value for money: Public organizations should be careful to provide service economically, efficiently, and effectively so that citizens can get the best possible value for money.

2.2. LAND MANAGEMENT CONCEPTS AND ISSUES

2.2.1. LAND ADMINISTRATION

Land is the ultimate resource, for without it life on earth cannot be sustained. Land is both a physical commodity and an abstract concept in that the rights to own or use it are as much a part of the land as the objects rooted in its soil. Good stewardship of the land is essential for present and future generations (United Nation Publication, UN-GGIM Version 3.1, 1996).

According to United Nations, land and its use may be examined from many different points of view. From an ecological perspective, land plays a vital role in the breeding and survival strategies of many living species. The history of human settlement has been dominated by national and international conflicts-men and women may kill or may be killed in fights over the boundaries of their nations or of their individual properties.

Land administration is “the regulatory framework, institutional arrangements, systems and processes that encompass the determination, allocation, administration and information concerning land. It includes the determination and conditions of approved uses of land, the adjudication of rights and their registration via titling, the recording of land transaction, and the estimation of value and taxes based on land and property. There are three components of land administration: land rights registration and management; land use allocation and management; and land valuation and taxation (Lyons et al, 2001).”

According to UNECE, 1996, as cited in UN, 2015 p.4, administration is the processes of determining, recording and disseminating information about the tenure, value and use of land when implementing land management policies. The land administration system is a basic foundation for the spatial enablement of a society and is considered to include land registration, cadastral surveying and mapping, fiscal, legal and multi-purpose cad asters and land information systems.

2.2.2. LAND MANAGEMENT

Land management is broader than land administration. It covers all activities associated with the management of land and natural resources that are required to fulfill political objectives and achieve sustainable development. Land management is then simply the processes by which a country's resources are put into good effect (UNECE 1996). Land management requires inter-disciplinary skills that include technical, natural, and social sciences. It is about land policies, land rights, property, economics, land use control, regulation, monitoring, implementation, and development. The concept of land includes properties, utilities, and natural resources, and encompasses the total natural and built environment within a national jurisdiction, including marine areas.

Based on UN (2015 p-6) report, as cited in Jeyanandan, et al., 1990, Land Management is the art or science of making informed decisions about the allocation, use and development of the earth's natural and built resources. It includes resource management, land administration arrangements, land policy and land information management. It is "the process of managing the use and development of land resources and the process by which a country's resources are put to good effect.

Land management is therefore the activities associated with land as a resource to achieve, social, environmental and economic sustainable development. It includes the development and management of utilities and services; the management of land resources such as forestry and soils; the implementation of land use policies; environmental impact assessment and monitoring activities that affect good land use (UN, 2015, p.6).

2.3. LAND ISSUES IN ETHIOPIA

Ethiopia is a federal country. The constitution of the Federal Democratic Republic of Ethiopia (FDRE) under article 40 states the type of landholding as "the right to ownership of rural land and urban land, as well as of all natural resources is exclusively vested in the state and the peoples of Ethiopia. Land is a common property of the nations, nationalities and peoples of Ethiopia" (FDRE 1995). For urban lands, however, a leasehold system is introduced and for rural lands a usufruct type of land use right for unlimited time is applied. This shows that the rural and urban lands are independently administered and governed by different institutions.

The urban land leasehold proclamation in Ethiopia was modified two times since its first introduction in 1993 i.e. in 2002 and 2011. In 2011, a first urban land management policy was issued. Following this, proclamation 272/2002 was replaced by proclamation 721/2011.

However, the practice in Ethiopia shows that proclamations are changed without any prior assessment of the strengths and weaknesses of the previous proclamation though it is important. For example, for the government - it informs the strengths and weaknesses of institutional frameworks at the national, regional and local levels to tackle the observed deficits (Albrechts, L, 2006)); for the public and donor bodies - it is instrumental to evaluate government's performance, which helps to decide the type and nature of support in the future.

Within the framework of the above discussion, land administration is defined as "a process of determining, recording, and disseminating information about the ownership, value and use of land during the implementation of land management policies" (UN-ECE 1996). In this research, the comprehensive and widely accepted definition of land governance from the FIG/World Bank joint conference is used. Thus, land governance refers to "the policies, processes, actors and institutions by which land, property and natural resources are managed through decisions on access to land, land rights, land use, and land development" (FIG/World Bank 2009). In the context of urban land, it is basically about determining and implementing urban land policies and establishing a strong relationship between urban people and urban land.

In Addis Ababa, before Proclamation 47/67 land was under the administration of few land lords called "balerist" As a consequence the people in the city were using the land as tenants "chisegna" of the land lords. Various studies indicate that the land lord-tenant relationship in land control was benefiting the land from being invaded by the dwellers even if the relation had an adverse effect on the legal titles on city's planning.

After proclamation 47/67 land was nationalized and opened a way for illegal invasion by dwellers. The invasion was different in extent from time to time .After this event the city's land was largely invaded by its occupants between May 1983-September 1984 E.C because of the instability followed by the down fall of *Dergue Regime* . Due to this much of the inherited tenures become customary by their nature.

When we see the authority to administer the land in the city, in accordance with Article 49(2) and 55(1) of the constitution of the Federal Democratic Republic of Ethiopia, Addis Ababa has full measure of self government .Consequently, Proclamation no.87/1997 declared to

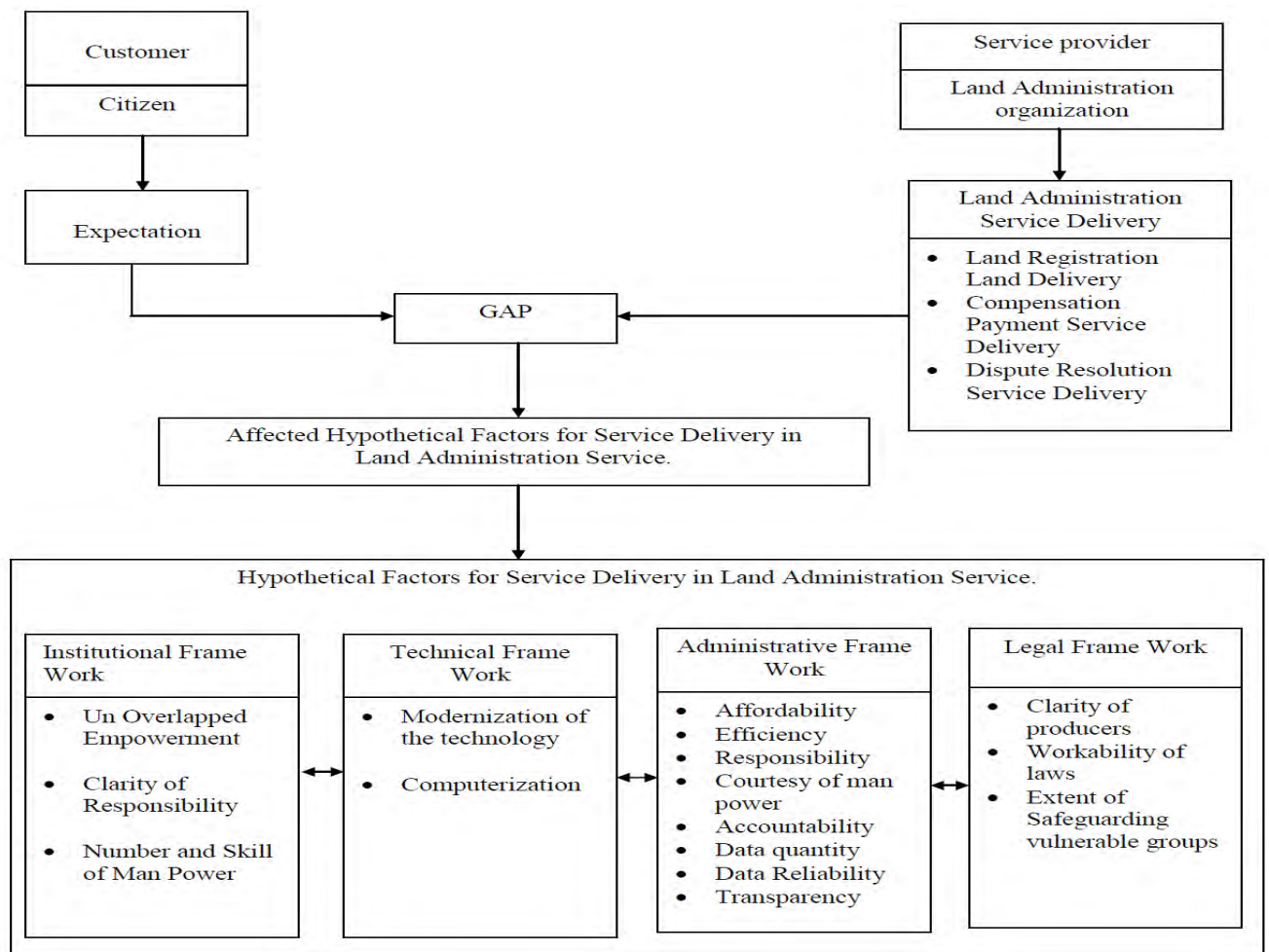
provide for the Charter of Addis Ababa city government. As per this proclamation, Addis Ababa is organized in to city administration, woreda administration and *kebele* administration. This structure of city was revised later in 2003 under Proclamation no.361/2003 of Addis Ababa city government revised Charter. According to proclamation no.361/2003, Addis Ababa city government is divided in to City government, sub-city government and *kebele* government.

2.4. SERVICE DELIVERY IN LAND ADMINISTRATION ORGANIZATIONS

When the different aspect of land administration is seen the concept of good service delivery is equally applicable to it, as it is an important sector of public service delivery to citizens (Payne, 2005). Land administration is concerned with the process of determining, recording and disseminating information about the ownership, value and use of land when implementing land management policies (UNECE, 2005). These processes Or functions are organized in to different agencies that are committed to serving a broad range of citizens with intensive interactions between government and citizens (Kalantari et al., 2010).

Most of land administration services have to be delivered technologically. The system must be transparent to the citizens. Citizens have to consult few organizations or if applicable “one-stop-shop” service to get the services done (World Bank, 2005). The service delivery system has to be delivered as per the standards set by the institutions and also be affordable, as a result some transactions like right registration will not take place informally. Further, there should be good communication and integration among government organizations. In terms of special data sharing, it will not result in to duplication of efforts and resource utilization (Payne, 2005).

Figure 2.1: Hypothetical Model for Successful Service Delivery of Land Administration Sector



Source: World Bank, 2005

The above mentioned situation brings us to the fact that there is a gap between the expectations of citizens from land administration services of the east African countries and what they are provided by the land administration organizations of the countries. This study tries to see the main services delivered by the study area and attempts to find out the reasons of such gap by applying a hypothetical model for successful service delivery in land administration sectors (See Figure 2.1).

Even though every country should have good land administration services to satisfy its citizens, most of east Africans' land administration services are time taking and are opening a way for corruption and other misuses. The World Bank (2008) also affirms that land administration sector of the sub-Saharan countries is one among the most corrupted public

sectors and also there is manifestation of poor service delivery which is manifested by service gap.

2.5. QUALITY PERFORMANCE OF SERVICE DELIVERY

Various sets of quality performance dimensions considered by different scholars and organizations to measure the performances of service organizations including land development and management service organizations. Mostly adopted quality performance dimensions are efficiency and effectiveness, participation, equity, transparency and accountability. These variables are comprehensive, appropriate and most representative and found to be useful in understanding and measuring better good land governance issues based on the practices encountered in NSL Sub city land development and management office. These variables as used in the study are defined as:

Participation implies that the act of engagement of stakeholders at various levels in decision making processes regarding land issues that affect their interest. The indicators of participation include: the extent of involvement of community members in the land delivery processes, Plan preparation, policy decisions, and implementations of laws and regulations. Takele, Kwame and Melese (2014, p.4).

Transparency implies that the process of decision making and implementation has to be done in an open manner and the information of decision making and implementation should freely and reliably accessible and available to those people who will be directly influenced by those decisions. The indicators of transparency include: clarity of land delivery processes, clarity and accessibility of the laws and rules regulating land delivery, free flow of and accessible land market information to all. A land management and development complying with the principle of transparency can deter the corruption effectively and the standardization of the service procedure. If service users are able to receive information about land related issues they get the opportunity to negotiate with land officials and even involve in the process of decision making and implementation to defend their rights. Once the process of land related service is transparent the chance of asking informal payment will be reduced Takele, Kwame and Melese (2014, p.4).

Accountability is one of the pillars of good governance in land development and management. It is answerability, responsibility, liability to the service users who have influenced by their decision and activity. The responsibility of the land officials has to be clearly defined and has to be answerable to its decisions and activities. The indicators of

accountability include: mechanism of reporting, mechanisms of declaration of financial statements, mechanisms for questioning and appeal mechanisms for conflict resolution. If there is no clear mandate who should take the responsibility of managing the activities performed in the land development and management office, they will not have enough consciousness to take the initiative. Meanwhile, once land service users are treated unequally, the responsible body has to be accountable for its misbehaved decisions and the negative act. Scott & Wilde, 2006, as cited in Liyang, 2014, p.29.

Equity is a way of providing equal opportunity for all to access land and land information without legal impediments and procedural difficulties. The indicators of equity include: equitable access to land and land information and fair compensation. Takele, Kwame and Melese (2014,p.4).

Efficiency and effectiveness implies that the quality of processes of managing land while making the best use of it to meet user needs (service levels and costs) without wastage. It is reflected by Customer satisfaction; risk of bribery; competency; land conflict resolution mechanisms; land registration systems; and time, affordable service cost and clarity of procedures to access land. Once land management and development system remains effective and efficient, the Sub- city is able to improve the service delivery to service users, Takele, Kwame and Melese (2014, p.4).

2.6. EMPIRICAL REVIEW OF LAND ADMINISTRATION SERVICES

2.6.1. TITLE DEED /OWNERSHIP CERTIFICATE GRANT SERVICE

As aptly observed by USAID (2006), land is unique, valuable and immovable source of limited quantities. It is the most basic aspect of subsistence for many people around the world and therefore a very strategic socio-economic asset particularly in poor societies where wealth and survival are measured by control of land.

Land registration is a process that provides information that produces cadastral map that will portray the legal parcel and frame work of an area. The cadastre serves as a public register of the quantity, value and ownership of land (World Bank, 2006).

Land registration is the overall process of recording information about the parcel for the purpose of ownership. This information is recorded in official registers of land transactions and real property rights. They may be solely concerned with private land, with public lands, or with both. By recording land transactions in a registration system open for inspection the

state gives public notice to the community that a transaction has taken place and that the rights have been exchanged (FIG, 2003).

It is often argued that land registration guarantees the security of land rights, which is incentive for investing in land-based economic activities and improves access to credit facilities. Registered title is a secure form of collateral. De Soto (2003) extends the above argument by attributing the undercapitalized nature of the economics of the developing world and therefore the existence of poverty in pandemic proportion to the fact that a lot of land titles are not registered, He also asserts that most poor people in the third world possess dead capital (property that is unregistered).

Land registration and authentication system are a basic needs according to any country's law. After surveying and registration of these lands and peoples, government at or above country level has no alternative but to issue land certification to land holders/users (Payne, 2006).

In the service process to receive the cadastre, there is an initial land registration includes land registration application, cadastre survey, land ownership verification and at last the certificate grant will follow. The registration application represents that the obliged makes an application for registration to administrative authority concerned according to regulations by indicating the condition of his /her land rights, and submitting the related certificates (UN-Habitants, 2003).

The cadastre survey represents that administrative authority in charge of land registration carries out the field survey, verification, measure, delimitation etc. For the land to be registered, in order to identify the situation concerning location, ownership, limit line, area, purpose of the cadastral parcel and land oblige, whereas ownership verification refers to the procedures carried by the administrative department in charge of a land registration by verifying the use right, ownership and other rights and interests of the land to be registered according to application for and result of cadastral survey (ibid).

2.6.1.1. PROBLEMS AND WAYS TO IMPROVE LAND TITLING SERVICE

The problems which institutions of land administration are facing in developing countries specifically to titling service can be divided in-to four categories which are institutional, technical, legal and non conformity with fees or charges imposed by the organizations. The institutional problem includes the shortage of skilled staff, lack of inter organizational and interdepartmental coordination (Benjamin, 2005).

On other hand the financial problems are incurred through high cost for subsidizing the system. Technical problems include the inefficient and inflexibility of the existing system and high standards regulated for survey and the legal problems often stem from the fact that the laws may be inconsistent or contradictory; not equitable; do not provide sufficient safeguards for land holders as well for the poor. And the concept of affordability for land titling must not be too high and too low for the purpose of customer satisfaction and cost-effectiveness (World Bank, 2007).

By far rendering the land registration services is known for benefiting the larger public. So making the service firstly customer focused will harness the developmental works and economy at large (Payen, 2000). World Bank (2005) also affirms that the process in that the land title services directly and immediately benefits land holders. And the major improvement in the service delivery may be dependent on improvement in interagency cooperation particularly where a number of agencies are involved in service delivery.

Improving customer land registration services involves improvement in process, transparency, access, record integrity and charging only official fees that are affordable (FIG, 2008). Major improvement in land registration service is strongly dependant on human skill development and other resources commitment of existing institution. And other improvements may be required in agency mandates and buyers and regulatory bases and in fees and charges (World Bank, 2005).

Another way of improving land title service is licensing surveyors which make the measurement in the time of title delivery, from this point of view; a licensed surveyor is a person with an approved academic qualification, tested competence and of a certified ethical standing in the profession (FIG, 2005)

2.6.2. COMPULSORY PURCHASE AND RELATED COMPENSATION SERVICE

Compulsory purchase (land taking) is power of government to acquire private rights in land without the willing consent of the owner or occupant in order to benefit the society. This power is often necessary for social and economic development and the protection of natural environment. The term has a number of variants some of which are compulsory purchase, compulsory acquisition and land- take or eminent domain (FIG, 1997).

As FAO (2007) put that compulsory purchase (expropriation) is a vital tool in most countries for land acquisition for public purpose, although in many countries land acquisition can most often be arranged through other means especially by voluntary agreements. In some cases the

government can locate the public activities needed in those places where willingness to sell the land exists.

The process requires finding a balance between the public need for land on one hand, and the provision of land tenure security and protection of private property rights on the other hand. The process is inherently disruptive. Even when compensation is generous and procedure are generally fair and efficient, the displacement of people from established home, businesses and communities will still entail significant human costs (ibid).

Land taking is a forced sale and is distinguished from confiscation in that the owner will be compensated for property taken. Payment of compensation is the second but equally important, limitation on the government's power of expropriation. This is the fact generally found in all legal systems of the world whether or not private or not private property is respected. Although there are countries where the private ownership of land is not yet allowed like Ethiopia and China, payment of compensation for the holder of rights on the property is recognized by law (World bank, 1998).

2.6.2.1. THE COMPENSATION CONCEPT

Compensation is defined as “full indemnity or remuneration for the loss or damage sustained by the owner of the property taken or injured for the public use”. It requires under the law demands that the expropriator reimburses the expropriated for the property interest taken and places the latter in as good a pecuniary position as if the property had not been taken (FIG, 1997).

Compensation is a means to keep the balance of social justice. It protects the rights of politically underrepresented groups and others. Hence; it is argued that no single individual should bear the costs of government projects that are intended to be for the common good (FAO, 2005).

The most critical question concerning compulsory purchase may be the question of compensation. Will the compensation regulation, valuation methods and manners really lead to full and just compensation for those adversely affected? In which the rules for compensation depend on the legislation of each country (Mayers, 2003).

The main principles in most countries seem to be that land owner's financial situation shall remain the same despite the compulsory purchase. No one should become poorer because of

the compulsory purchase but neither should they gain at the expense of the tax payer (Payne, 2008).

Mach qualin (2007) argues that in practice compensation for compulsory acquisition may put evicted persons in the same position before it consideration should be given to putting owners or occupants in a better position in order to achieve fairness and equity in practice. And if the aim of expropriation is developmental then this argument is always raised since the aim of development is to improve people's life.

Nojovu (2003) also affirms the above argument when he says that, in developing countries specifically pro-poor approaches to compensation and expropriation are advisable in the recent times .Also the land administration processes are intending to be improved so as to include the urban poor and in deep condition the compulsory acquisition have relationship with human rights movement because the expropriation is proceeding rapidly where the political, economic and legal powers of those affected is weakest.

Most countries supplement the constitutional basis for compulsory acquisition, whether broadly or specifically defined, with extensive laws and regulations .National or sub national laws usually describe in detail the purpose for which compulsory acquisition can be used, the agencies and officials with the power to compulsory acquire land the procedures to be followed, the methods for determining compensation, the rights of affected peoples or occupants and how grievances are to be addressed (Zetalin,2004).

2.6.2.2. DETERMINATION AND VALUATION OF COMPENSATION

The valuation process whereby compensation is fixed according to law is generally the most difficult, time consuming, and litigated part of the expropriation process (Kitay, 1985) a proper valuation process is the most important step for the land owner. This is because it is the way to reach just compensation. Although the constitutions of most countries contain just compensation; phrases, they do not give any clue as to how to determine it. However, as mentioned above, market value is usually suggested to calculate the amount of just compensation (Ndjovu, 2003).

Generally, there are three primary valuation methodologies for arriving at the fair market value of real property taken by way of expropriation: the comparable sales method; the income capitalization method; and, the replacement cost method. Since all are methods designed to reach fair market value, different countries use them alternatively, as the case

may be, and courts do not tend to favor any of them, for they equally serve the purpose and are technical methods which need the opinion of expert valuers (World Bank, 2005).

2.6.2.3. FACTORS THAT LEAD TO UNJUST COMPENSATION SERVICE

Poorly drafted laws and regulations create confusion, error, conflicting outcomes, and opportunities for abuse of power and determining of fair, equivalent compensation is difficult when people do not have clear legal right to the land. In addition, there are affected owners and occupants who often have less negotiation power, experience and skills than the acquiring agency. They may be unaware of their right, and under pressure to accept a law offer in order to be able to resettle elsewhere quickly and the rich may be able to afford professional advice on the value of compensation but the poor are likely to be at disadvantage (Studle, 2002).

On the other hand accurate evaluation is difficult because it is time consuming and expensive. Each land parcel must be inspected to determine the value of land improvement and the lack of skilled values will increase the time required to complete the work and also lack of transparency and organizational co-ordination can result in injustice, angering citizens and undermining and legitimacy of government to appeals against unfair procedures may hold up the compensation service (Payne, 2004).

It may be difficult to prepare reliable indicators for valuation when land scales are informal and to financially quantify non-economic losses. E.g. historical or cultural claims to land and the appeal process that are expensive and difficult to use are accessible only to the rich. The poor may have little option but to accept the offer of compensation even if they believe it is inadequate (Ibid).

2.7. THEORETICAL PERSPECTIVES

Different writers have put challenging factors which hinder the service delivery in the land administration organizations. In this study a hypothetical model of quality service delivery in the land administration organization by the World Bank (2005) is adopted as the analytical frame work.

The hypothetical model (See p.18 of this thesis) for quality service delivery by the World Bank (2005) mentioned four main factors which will pull the service provided by such institution in-to good process. Under each point there are sub points which in turn affect the whole system of service.

2.7.1. HYPOTHETICAL MODEL FOR QUALITY SERVICE DELIVERY OF LAND ADMINISTRATION ORGANIZATIONS

2.7.1.1. INSTITUTIONAL FRAME WORK

➤ Land Policy in line with Principles of Fairness and Equity

Land policy is the foundation on which the systems in a country for land management, land administration and land development are built. Policy endorsed by a high authority should be based on principles of good governance focusing on efficiency, equity and accountability (Tony Burns and Kate Dalrymple, 2008).

The implications of weak governance from deficiencies in policy include tenure insecurity, encroachment and exclusion on access to land, informal modes of service delivery, limited land markets, increased administrative corruption and state capture, and increased land disputes. Functional ambiguity among institutions often equates to agencies acting unilaterally and out of touch with community expectations and desires (Ibid).

A key strategy to address the problems arising from administrative silos, particularly in an environment of limited rule of law, is the adoption of a holistic approach to land administration through policy formulation and/or legislative reform. National land policies and comprehensive legislative frameworks have been developed in many countries, particularly in Africa where about 15 countries have formulated new land policy and enacted in the past two decades new legislation which recognizes existing and future private property rights (Ibid).

➤ Availability of skilled man power

If the land administration services are to be improved then the place to start is by improving the training of those responsible for managing and operating the organization. Agencies must invest in initial and ongoing training if they are to deliver a quality service (Payne, 2000).

Mach Qulin and Darkson (2005) also mentioned that quality is a measure of fitness for purpose and its delivery has been described as away of life with continually changing objectives in order to meet the changing needs of customers and quality.

As to World Bank (2005) the success of any land administration service is dependent on the availability of skilled staff at all levels. Government must provide the facilities for both formal and in-house training .And the course should be practical in their orientation, and be available to all who require training, and it can be launched from university-level courses for

comprehensive professional training to short- term courses for the introduction of new techniques .

Government policies must ensure that there is an adequate pool of qualified teaching staff that is well skilled in the latest land information management techniques. Educating and training the staff must be on going activity .government departments need to bring continuing education in to offices, setting aside time for staff training and development. All too often, promotion to the higher position is asked on length of service rather than knowledge and ability.

➤ **High Coordination among responsible bodies**

Land administration organizations and department usually should combine data from different sources, share spatial information, develop spatial information together, and improve cooperation with potential users and NGOs which will affect the organizations; service delivery. In practice, this is not easy because of poor coordination between public bodies and between departments of organizations (World Bank, 2005).

The main reasons for the lack of strong cooperation and coordination are common to almost every country. They include the existence of different short term priorities in each organization and department; organizational culture issues and traditional attitude of mind, and concerns for financial matters (Payne, 2000).

Other sub factors which will contribute to poor coordination are technical issues (lack of information technology); uncertainty over legal responsibilities for coordination; or a lack of specialized knowledge and experience. There may also be rivalry and competition between different organizations and departments thus preventing the services from working and resulting in much overlap in land administration activities (World Bank, 2005).

➤ **Coordination of related work flows**

Land administration service work flows have to be organized and coordinated to reduce mischief and other negative effects in such a way that they will promote efficiency and reduce inconvenience to the service users. Efficient coordination of related services in different institutions or department within and institutions are coordinated to reduce inconvenience to service users and/to avoid unnecessary cost to the government (Payne, 2005).

2.7.1.2. TECHNICAL FRAME WORK

➤ Computerization of the service delivery

Now a day's customer demand is tending towards integrated data sets and one-stop-shop principle. If this is to be introduced and land administration data are to be integrated and used efficiently then suitable techniques and organizational arrangements for data exchange must be put in place and there must be good management and quality control (FIG, 2007).

In this respect using computers and other digital tools will speed up the process of land administration services, prevent unnecessary duplications, facilitate access to land related data and improve their distribution and facilitate the monitoring and analysis of land services more over computerization of the system offers excellent opportunities for automated land administration services (Ibid).

The introduction of computer or other automation tools is however more than technical matter, since it introduces change in skill and responsibilities needed with-in organization, investment and other requirement may arise to indulge in the system. In order to ensure that land-related data could be treated as a cooperative resource and shared between the organization, flexible and clearly defined data exchange standards need to be introduced (World Bank, 2005).

➤ Administration of cadastral data

In the society of today great demands are being placed on rapid access to relevant and correct information. The computerized multi-purpose cadastre is a useful tool for the efficient handling of land and property-related data. These data should be looked upon as a strategic resource for development and business. The computerized multi-purpose cadastre is a relatively new concept. It has the potential to provide many benefits across all sections of the community. Therefore it is important that the benefits are widely promoted both to leaders of Government who are responsible for the allocation of resources and to the users of land and property-related information (United Nations, 1996).

According to United Nations, in order to ensure the efficient production and use of cadastral data suitable techniques and organizational arrangements for data exchange must be put in place. There needs to be a "market-place" where data of interest can be checked for content, quality, price and conditions of delivery, and where it is possible to order data via an effective communications network.

The data must be collected, stored, maintained and updated economically and efficiently. Data should be registered only once, kept up to date in one place (the most suitable institution) and offered for public use (Ibid).

➤ **Access to Quality land information**

In the society of today, great demands are being placed on rapid access to relevant and correct information. In addition; the data must be collected, stored, maintained and updated economically and efficiently. Data should be registered once, kept up-to-date in one place (the most suitable situation) and offered for public use (World Bank, 2005).

The management of an up to date land administration system inevitably involves the use of modern technology. The technology adoption should be chosen to meet the needs of the present multi-user community but it should also be sufficiently flexible to meet anticipated future needs and to permit the systems growth and change. It must, however, always provide reliable legal evidence of ownership or other requirements (ibid).

World Bank (2005) mentioned that when defining quality data, the following aspects should be taken into account: completeness, coverage, frequency of updating; attribute reliability and accuracy; geometrical accuracy. The quality requirement differs considerably with different categories of data. These differences should be identified and taken into account. Data quality should always be documented inter alia, quality parameters are important to avoid misuse or misinterpretation of the land information and the quality parameters should be shown.

➤ **Management of Land Information System**

The management of land information system is a major and integral component of land management and administration for urban centers in particular (UN-ECE, 2005). Land related information is an important resource that must be managed efficiently in order to maximize potential benefits that can be obtained from land. According to Lamba (2005), land information management strategies are concerned with the effective management of land information resources to achieve specific objectives and improve decision making in urban centers.

2.7.1.3. ADMINISTRATIVE FRAME WORK

➤ Land Administration institutions have clear mandates, and operate transparently

Land administration will only operate at an optimum when the roles and responsibilities of all interested agencies are clear, unambiguous and followed accordingly. This applies both horizontally between agencies and vertically between levels of hierarchy, factoring in private sector and community involvement. Introducing good governance techniques into public sector organizations often requires widespread changes. A common approach in land administration reform activities is to streamline services. This often requires merging of agency responsibilities into a single “land” agency, introducing new technology and strengthening human resource capacity. Introducing civil service standards and codes of conduct are two methods to improve operational accountability in the area of human resource capacity (Tony Burns and Kate Dalrymple, 2008).

Effective mechanisms are required to ensure the behaviour of land administration institutions is managed and to eliminate or minimize any negative social impacts of the services provided. Monitoring institutional behaviour in the public sector is often a low priority in developing countries. Without appropriate mechanisms, weak governance can lead to administrative corruption and “financial leakages”, overloaded courts, indeterminate dispute resolution, limited protection for the vulnerable, an ineffective implementation of policy and laws and ultimately social unrest (Ibid).

Cost-effective, accessible and reliable service delivery by land institutions is an important attribute to an overall measure of governance in land administration. Service delivery, most often provided by a government institution, should also be widely used by the public and other institutions. Broad participation in services represents equity of access regardless of authority, wealth, location, ethnicity or gender. The impact of poor governance within a land administration institution is often reflected in poor service delivery. Issues include user uncertainty, a lack of public trust and participation, slow service delivery, high and uncertain costs and an unsustainable system. The overall process of service delivery should be seen as business rather than bureaucratic processes. Streamlining of process flows is an essential part of achieving efficiency. Computerization may be a means to doing this, but more readily, this should be undertaken as a complementary tool (Ibid).

Generally, for this specific study the following the administrative framework factors are used considered essential for improved land management administration service delivery.

➤ **Affordability /efficiency**

A land administration organization can receive fee or charge for service delivery or give service of payment, which is paying compensation for compulsory purchase (land taking). In both cases the organization management and other concerned bodies should be cautious of the fees or charges or the payments made for the evicted people. In relation to the fee there is a need of a land agency not to simply to cover its costs and provide a small surplus to the government, but rather to provide the land administration service that people want and are willing to pay for. And in relation to the payment of compensation the organization or the concerned body should provide efficient and timely compensation which will satisfy the service user (World Bank, 2005).

➤ **Timeliness/responsiveness**

Manual information system, often characterized by loss of documents and other uncertainties could slow down the approval for the service delivery. Timeliness of the service delivered is the most usually a way of conforming the efficiency of the services rendered. Land administration organization should also response timely to their customers and lessening the waiting time by realizing that it will affect the quality of the service delivered and the organization should convey standard time to receive the desired service and they should enforce the implementation of the standards (Ibid).

➤ **Level of Transparency /clarity of the process**

Land administration organizations usually manifest high transaction and number of stages to get the service and done .Complexity of the process which breeds uncertainty, increases costs and encourages fraud. So as to curb these institutions should make the process of getting the service delivered transparent as possible and get the customer participant in the service delivery will help to eradicate some problems like fraud (Studler, 2003)

➤ **Reliability**

Most of land administration organizations are said to have cumbersome service delivery process and they have to try to increase the reliability and the consistency of performance of service facilities, good and staff. This is possible through making punctual service delivery and the ability to keep to the agreements made with the customer (Payne, 2002).

➤ **Helpfulness**

Educating and training the staff only will not guarantee the quality of the service delivered but the employee should have the ethics of good service delivery. It is manifested to the extent to which the service, particularly contact staff, either by providing help to the customer to give the impression of being interested in the customer and show a willingness to serve (World Bank,2005).

➤ **Availability of the staff/other resources**

This is the availability of service facilities, staff and good to the customer, in the case of contact staff. This means both the staff customer ratio and the amount of time each staff member has available to spend with each customer.

➤ **Effective complaint handling mechanism**

Service users have the right to complain whenever they are dissatisfied with the service they receive .A complaint is any expression of dissatisfaction that may arise in the process of service delivery .This includes any indication of wrong doing and commitment made by the service users that need a response (Payne,2002).

Land administration institutions should recognize in and respect the right service users to complain .This helps to ensure fairness in the service delivery because it gives service users better opportunities to express dissatisfaction in case of unfair practices (Ibid).

2.7.1.4. LEGISLATIVE FRAME WORK

To improve the service of land administration there should be good work in the area of legislation in that the laws and the regulation should be integrated, consolidated and updated (World Bank, 2005).

Land administration services are very much affected with the complex legal environment. The legal frame work can be generalized or over regulated and under- enforced and the system may have trouble accommodating the needs of the customers and the citizens at large. And in most countries there is a complex inconsistent web of law and regulation which will lead to the poor service delivery by forcing land managers in land administration organization to perform poor-decision on customer matters (Ibid).

The legal regime should help the vulnerable groups by specifying some advantages in the service delivery and should help in efficient delivery of service through reduction of

corruption through transparency and punishment to all parties (including clients) who do wrongs (ibid).

➤ **Land parcel information**

Land registers have two main components: a textual description of each property; and a graphic representation or map often containing dimensional information. The latter is sometimes stored separately away from the text registers. The law should determine the extent to which information held on the registers is guaranteed (United Nations, 1996).

The law should also establish the types of data that are held definitively on the registers and for which there is no need to look elsewhere. Thus the name of the owner, the type of tenure and the existence of mortgages should be guaranteed to prevent a purchaser from unknowingly buying a property that is already pledged as collateral (Ibid).

➤ **Property Valuation serves the market need and taxation is clear and efficient in support of policy**

Property valuation and taxation has important implications for governance in land administration. Land resources in all societies are finite and a fundamental basis for social and economic development. An equitable, fair and easily understood taxation system is more likely to have willing participants, than an unclear and non-transparent system (Tony Burns and Kate Dalrymple, 2008).

Poor systems for property valuation and taxation can be an indication of poor governance in land administration. These lead to uncertainty in market prices, difficulties in valuing property, constrained land markets, increased land disputes and appeals, loss of revenue and inequitable property tax burdens (Ibid).

Valuation procedures provide the framework for statutory valuation purposes and should be transparent and fair. Different methods for valuing property depend on the sophistication of the property market. A standardized method should nonetheless be chosen that covers all property. Valuation information or sale values should be made publicly available to improve transparency in the property market. These elements are necessary to remove the common practice of under-declared values associated with high property transfer fees and taxation rates (Ibid).

➤ **Judicial and non-judicial institutions are accessible to resolve disputes**

Land administration systems should aim to assist the resolution of disputes over land. Mechanisms to resolve disputes may be available through the judicial system or alternative administrative systems. These mechanisms must be accessible, unbiased and efficient in resolving disputes for all citizens. During initial adjudication of property rights, local level adjudication teams that work directly in the village with local authority is an effective strategy for resolving minor boundary or rights disputes to advance formal registration. Strategies for dispute resolution must be culturally sensitive and guidelines should be prepared to assist mediations that encounter conflicting issues between customary and statutory laws (Tony Burns and Kate Dalrymple, 2008).

**2.7.2. ANALYTICAL FRAMEWORK ON SERVICE DELIVERY
PERFORMANCE FROM CUSTOMERS PERSPECTIVES**

Land management practices, from the perspective of citizens or customers, can be evaluated by many quality performance principles and indicators. Various international organizations have developed a list of indicators to assess service quality in land administration. For the purpose of this study the practice of quality land management service in relation to Land Development and Management in Nifas Silk Lafto Sub City Administration can be measured from the perspectives SERVQUAL Service Quality Model.

For each dimension, the SERVQUAL scale provides a score for customer expectations (E) and a score for customer perceptions (P) of service quality. The differences between the two scores on each dimension are called gap scores. The key to optimizing service quality is to maximize these gap scores and the associated gap equation ($Q = P - E$). The perceived service quality is the result of the consumer's comparison of expected service with perceived service. The gap between producer's specifications and customers' expectations for the service level may lead to dissatisfaction even when the producer meets the exact design specifications.

Performing according to the desired level is critical to the entire organization. Monitoring, controlling and improving the quality, the service delivery issue is essential to the firms' market orientation.

When evaluating service quality, consumer examines five dimensions; tangibles, reliability, responsiveness, assurance and empathy.

Tangibles: Physical evidence of the service; physical facilities, tools and equipments; appearance of providers; appearance of other customers in the service facility are the tangibles

Reliability: Consistency of performance and dependability; performs service right at the first time; honors its promises; keeps accurate records, corrects billing, and performs services at the designated times are the parameters of reliability.

Responsiveness: It is the willingness of the firm's staff to help customers and to provide them with prompt service. Readinesses to provide the service; timeliness; setting up appointments promptly are the symptoms of responsiveness.

Assurance: Knowledge, competence and courtesy of employees; trust and confidence; required skills and knowledge; politeness, respectfulness, considerate, friendliness; trustworthiness, believability, honesty are signs of assurance.

Empathy: Caring; individualized attention, approachability, easiness of contact; effort in understanding the customers' needs are signs of empathy.

CHAPTER THREE

RESEARCH METHODOLOGY

This part of the research report comprises of justifications regarding the most significant elements of the thesis such as study area and design, research method used, sampling techniques, target population and sample size, sources and methods of data collection, presentation, method of data analysis and discussions. Thus, the main components of research methodology are briefed as below.

3.1. RESEARCH DESIGN

The major objective of this study was to review land management services and related challenges and prospects in line with improved service delivery in the Nifas-Silk Lafto sub-city. Collecting diverse (mixed) types of data provides best understanding of a research problem (Creswell 2003). Hence, the researcher has used mixed method approach (design) to get best understanding on a research problem. According to Creswell (2003) this mixed approach is appropriate when either quantitative or qualitative approach by itself is inadequate to understand the research topic. Particularly it is used for the triangulation of data for its reliability and validity of the research.

The study is both descriptive and explanatory in its type. This research employed both qualitative and quantitative research methods to draw samples, collect data, analyse and interpret data. To portray sample from target population (citizens residue in NSL sub-city, land management office employees, officers and managers), the researcher adopted both simple random sampling and purposive sampling techniques. Both primary and secondary data were gathered in order to get the relevant and reliable information. Instruments such as questionnaire, interview and document review were used to collect sufficient data. The collected data were edited, coded, grouped and transcribed in a manner suite to analysis and interpretation.

3.2. SAMPLING TECHNIQUES AND SAMPLE SIZE

The target populations, for this particular study, were the employees and officials in Nifas Silk Lafto Sub-city, and the general public or citizens in NSL sub-city. There are a total of 86 (50 male and 36 female) employees working in land management office of NSL sub-city. In addition, as per the average estimation of the office, it is approximately 1,550 citizens of the sub-city's populations visit the land management office on average every month.

The study used a mixed method approach to get reach information about the practices of land management service delivery in the study area. The researcher could find primary data from 116 sampled customers using simple random sampling technique; and 30 employees were selected for survey questions and six managers & officers were chosen using purposive sampling technique of the selected services.

According to the customer profile history of the land management office, it could be seen that there has been an estimate of 1,550 customers per month who visited the office to receive land management related services and there are 86 employees working under land management office of NSL sub city. Hence, the researcher took 116 customers which represented 7.5% of the population of 1,550 customers, and a sample of 30 respondents were selected out of the total 86 employees which represent 35% of the target population. The respondents were selected by using simple random sampling technique from the service centers of the office in which all of those customers coming in front of the office had equal chance of being selected as respondent. This is because, incorporating all the target population is turns out to be uneconomical as it takes more time and money.

Moreover, there are about twelve managers working under land management office of NSL sub city and a sample of six managers & officers as respondents were taken purposefully with in respect of the importance of the departments and the services they render in line with the research objectives. This is due to the fact that those purposively selected participants were believed to provide comprehensive and relevant information about issues raised during in-depth interview crucial for successful completion of the study.

3.3. METHOD OF DATA COLLECTION

3.3.1. PRIMARY DATA SOURCE AND COLLECTION

The primary data from sample customers and employees were collected through data collector. Two types of questionnaires composed of closed ended questions as well as open ended questions were prepared by the researcher for customers and employees. Since, it is easier for the respondents to express their idea exhaustively in Amharic than in English, questionnaires were prepared in Amharic. In addition, Interview was conducted with the general manager of the Agency and personal observation was made. Data from sample survey resonates were collected by 2 enumerators (data collectors) under close supervision of the researcher. The reason to implement self-administered questionnaire is because of its low

cost requirement and not consume much time to be answered by the respondents and quicker to administer by the researcher.

In addition, to gather primary data both structured and semi-structured type of interview was developed for the concerned department managers and officers. In-depth interview is a qualitative technique designed to draw out a glowing picture of the participant's perspective on the research topic. In depth interview is an effective qualitative method for getting people to talk about their personal feelings, opinions, and experiences. It is also useful for the triangulation of data collected by quantitative research. The interviews were held with made to relevant people who are working in Nifas Silk Lafto Sub-City.

3.3.2. SECONDARY DATA SOURCES AND COLLECTION

In order to collect secondary data, critical review of various official documents from Ministry of Urban Development and Housing (MUDH), Addis Ababa City Administration, Nifas-Silk Sub-city land management office and land administration related government offices and NGOs were performed. Moreover, the researcher critically reviewed and analyzed documents such as proclamations, by-laws (rules and regulations formulated by unions), magazines, reports, newspapers and webs.

As of the secondary sources of data, books, journals, articles, proceedings, reports and previous studies were used to provide guidance mainly the conceptual frame of the World Bank has been used as the guide line for the study. These materials had been collected through documents, review from different libraries and internet browsing.

3.4. CONSTRUCTION OF RESEARCH INSTRUMENTS

To accomplish the research objectives, the researcher has used both quantitative research methods particularly survey method and qualitative methods particularly in-depth interview and documentary analysis. Thus, the research instruments such as published and unpublished (government office reports) document review, questionnaire and interview were used to gather the required data.

Open ended and closed ended types of questionnaire instruments were designed to test the land management service. In addition, a five-point Likert scale anchored by "1" strongly-disagree to "5" strongly-agree was developed for 120 customers/citizens to measure land management services delivery.

The major results gathered from the customer respondents' opinion, the management and employees' view of institutional, administrative, technical, and legislative aspects of the land management service delivery process as well as the service quality towards customer expectations and the all-rounding challenges of the service delivery data and information collected from customer opinion, the management and employees were analyzed.

3.5. METHOD OF DATA ANALYSIS

Following the collection of both qualitative and quantitative data, analysis and interpretation tasks were performed. The collected data were edited, coded, grouped and transcribed in a manner suitable to analysis and interpretation. For data analysis tasks, statistical package for social science (SPSS) was employed to process the raw data. Quantitative data analysis mainly involved counting frequencies and percentages. To illustrate the data, cross-tabulated tables and figures are provided.

At the same time, the data obtained through open – ended, interviews and observations were summarized and incorporated in the analysis to supplement the data secured through closed end question items. Qualitative method of analysis was also used for the data collected through interview.

After analyzing the data, the researcher accomplished the task of drawing inferences. In addition, the researcher also gave reasonable explanations of the relations which he has found and interpreted the lines of relationship in terms of the underlying processes and tried to find out the thread of uniformity that lies under the surface layer of his diversified research findings.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

The research data collected from respondents and participants such as citizens/customers, managers/officers and staff respondents as well as secondary document data were organized, analyzed and presented under this chapter. Information gathered during interviews and document review were summarized and included in the presentation. The data were gathered on land administration and legal frameworks, land registration and land delivery, geographic information of parcels, compensation payment service delivery, building permit services, dispute resolution service delivery, and related services.

The data were collected through questionnaire, interviews and document review. Out of 145 questionnaires distributed to respondents (115 questionnaires to citizens or customers and 30 staff of land management & development office of NSL sub-city), 136 questionnaires were completely filled and returned.

Thus, this part of study presents the data gathered from customer respondents' opinion, the management and employees' view of service delivery process and different published & unpublished documents including previous research findings, government reports, findings, policies and constitutional articles concerning the land management service delivery.

Generally, this chapter is organized in to three parts. The first part is concerned with the general descriptions of underlying issues of land management services, land service standard quality and improved services expectations of customers or the citizens.

The second part of the analysis chapter covers the analysis and discussion of data about the performance of land management service delivery from customers' perspectives; and the analysis part entails the employee's and management's evaluation of land management services from institutional, technical, administrative, legislative aspect of service delivery. The last part and third part presents analysis of the major all-rounding obstacles and challenges facing the land management office in providing services to citizens from the managers and officials' perspectives.

4.1. DEMOGRAPHIC DATA OF RESPONDENTS

4.1.1. DEMOGRAPHIC DATA OF THE CITIZENS/CUSTOMERS

The demographic characteristics of respondents or citizens are organized four items and analysis here mainly focused on the customers’ demographic information. The analysis on personal data of customers/respondents includes items such as sex and age composition, educational status, and marital status. The table below presented the demographic profile of sampled 106 land management customers or the respondents.

Table 4.1: Demographic Characteristics of Respondents, Citizens/Customers

S/N	Indicators	Category	Frequency	Percent (%)
1	Sex	a) Male	66	62%
		b) Female	40	38%
		Total	106	100%
2	Education	a) 10/12 Incomplete	23	22%
		b) 10/12 Complete	39	37%
		c) Diploma	28	26%
		d) First Degree and Above	16	15%
		Total	106	100%
3	Marital Status	a) Married	73	69%
		b) Unmarried	16	15%
		c) Divorced	10	9%
		d) Widow	7	7%
		Total	106	100%
4	Age	a) 20-30	16	15%
		b) 31-45	35	33%
		c) 46-60	38	36%
		d) 61 & Above	17	16%
		Total	106	100%

Source: Own Survey

As indicated in the above table 4.1, out of the total number of respondents or customers, about 62 percent of the respondents are males while the remaining 38 percent of the

respondents are women. This indicates that much of land administrative service clients or land issue liaisons are executed by men than women.

With regard to educational qualification of the respondents shown in the table 4.1 above, 22 percent of the respondents responded that they are 10/12 incomplete, 37 percent of the respondents replied that they have finished their high school (10/12) education while 26 percent of the respondents have finished diploma and/or vocational school, and the remaining 15% of the respondents indicated that they have BA/BSC degree and above.

In addition, the above table 4.1 also illustrates that most of the respondents i.e. 36% are between 46 and 60 years old and 33% of respondents have the aged between 31 and 45 years; about 16% of the respondents aged above 60 and the remaining 15% of the respondents have the age between 20 & 30 years. Hence, the majority of the respondents fall under the age group of 45-60 and 31-45. Thus, it can be implied that the randomly selected respondents were matured enough for good response or data provided with understanding.

Moreover, the table 4.1 above makes clear that most of the respondents i.e. 69% were married, 15% of the respondents were unmarried, 10% of the respondents were divorced from their marriage and 6% of respondents were widowed. Thus, the majority of respondents were married, it can be implied that the randomly selected respondents were matured enough which can express the ideas of the household members that ensure the value of the study.

Generally, from the 106 respondents of service users, 31 respondents (29%) were visited the office for the title registration and deed services, 26 respondents (25%) were coming for land ownership transfer service, 18% or 20 respondents were found to be service users of compensation services, 13% or 14 respondents were building permit service users, 11 respondents (11%) were visited for land information & technology services and the remaining 5 customers or 4% of the respondents are going for other land management services. From the data, it is possible to generalize that many of the citizens or customers of the land management services in NSL sub-city are looking for title registration and deed, land ownership transfer, and compensation services in order as these three services are the highly demanded services which represent about 76 percent of the entire service uses. 0928401563

4.1.2. DEMOGRAPHIC DATA OF LAND MANAGEMENT EMPLOYEES

The profiles of respondents' analysis here mainly focused on the five items about demographic information of sample employees under land management office in NSL sub-city. It covers the personal data of respondents, such as sex and age composition, educational

status, service year, and marital status. The following table 4.2 reveals the total demographic characteristics of the sample 30 employees/respondents.

Table 4.2: Demographic Characteristics of Land Administration Office Employees

No	Indicators	Category	Frequency	Percent (%)
1	Sex	a) Male	18	60%
		b) Female	12	40%
		Total	30	100%
2	Education	a) 10/12 Complete	0	0%
		b) Diploma	10	33.3%
		c) First Degree	19	63.3%
		d) Masters & Above	1	3.3%
		Total	30	100%
3	Marital Status	a) Married	14	47%
		b) Unmarried	7	23%
		c) Divorced	3	10%
		d) Widow	6	20%
		Total	30	100%
4	Age	a) 20-30	6	20%
		b) 31-45	15	50%
		c) 46-60	9	30%
		Total	30	100%
5	Service Year (s)	a) Below 2 Years	7	23%
		b) 2-5 Years	11	37%
		c) 5-10 Years	9	30%
		d) Above 10 Years	3	10%
		Total	30	100%

Source: Own Survey

The table 4.2 above depicts the gender distribution of the sample respondents from the land management office that about 18 employees or 60% of the respondents are males and the rest 12 employees or 40% of the sample respondents are females. This shows that the majority of

the employees are males and the male dominance over females was observed in the employees' proportions of NSL sub-city land management office.

With regard to the educational qualification, as can be observed from the above table 4.2, 33.3% of respondents were diploma holders; whereas 63.3% respondents were first degree holders and 3.3% have masters and above. This indicates that most of the employees are relatively educated and further enhances the quality of expected responses that ultimately increase the quality of the study. Thus, moderately educated land officers observed in the office which suggests the availability of manpower to offer moderate level land services. But, there is a need for highly competent employees in the office which can be achieved through further skill-base and competency trainings for improved service delivery.

As clearly shown in the table 4.2 above, most of the respondents 47% were married; 23% of the respondents were unmarried, 20 percent of respondents are widowed and 10% of the respondents were divorced. This implies that those who are married take the higher proportion from the whole sample of respondents. It can also be deduced that marriage may have a profound influence on the consistency and responsibility of the employee there by enhancing the land management service delivery and its governance.

The table 4.2 above illustrates that most of the respondents' age is ranged from 31-45 years old i.e. 50%, while about 20% of respondent's age ranges from 20-30 years and 30% of respondents have the age ranged from 31-40 years. The majority of the respondents fall under the age group of 20-30 and 31-45 years which implies that the randomly selected respondents were matured enough to ensure the value of the study. It is a general fact that maturity has a positive impact in bringing improved services in public institutions.

Moreover, the table 4.2 above indicates that 23% of the respondents have a work experience of 2 years and less, 37% have been serving for 2 to 5 years, 30% have been serving from 5 to 10 years, and 10% of the respondents served the office for more than 10 Years. It can be argued that work experience may be considered as one of the key elements to foster organizational development.

4.2. LAND MANAGEMENT SERVICES FROM CUSTOMERS' VIEWPOINT

In evaluating and measuring the performance of broad service delivery, various international organizations and scholars have developed a list of indicators in line with customer satisfaction and meeting customer's expectations. For the purpose of this study, the researcher adopted a mixed of approaches developed by mainly SERVQUAL model of

service delivery performance measurements consisted of five dimensions, which includes tangibles, reliability, responsiveness, assurance and empathy. In addition to the five dimensions above, the researcher has adopted two parameters of efficiency and effectiveness, and problem solving ability. Hence, the customer prospects towards quality land management service have been measured and analyzed in consideration of the seven parameters.

The research instrument i.e. 28-items five-point Likert scale anchored by “1” strongly-disagree to “5” strongly-agree questionnaire was developed to measure the performance of land management service delivery in NSL sub-city from customer’s perspectives. Hence, in presentation of data on the table abbreviations of the alternatives of questionnaires were used as „SD“ for strongly disagree, „D“ for disagree, „N“ for neutral, „A“ for agree and „SA“ for strongly agree options, and used letter „F“ for frequency of responses.

4.2.1. RELIABILITY OF SERVICE DELIVERY

The reliability issues in service delivery refer the ability to perform the promised services both dependably and accurately. Reliable service performance is a customer expectation and means that the service is accomplished on time, in the same manner, and without errors every time.

For this research, the reliability of land management services was measured by the parameters such as charging reasonable and acceptable service costs, keeping accurate land records, reasonable and correct service charges, and performs services at the designated times. The customers or respondents provided the degree of their agreement on the reliability parameters of the land service delivery.

As indicated in the table 4.3 below, about 26% and 40% of the respondents expressed that they disagree and strongly disagree respectively to the question that the land service costs of the office are reasonable and acceptable. On the other hand, about 6% and 21% of respondents strongly agree and agree respectively on the same statement; whereas, the remaining 8% of the respondents had neutral feeling. This implies that the majority of customers argue that the land management office of NSL sub-city has set service costs which are not reasonable and acceptable that forces the citizen access land services costly and unaffordable. Thus, the service charges mainly on land ownership transfer through sales and from parents to children or relatives, building permit and related land services are not reliable and beyond the payment capacity of the average and lower income citizens.

Table 4.3: Reliability of Service Delivery

ITEMS	SDA		DA		U		A		SA		TOTAL	
	F	%	F	%	F	%	F	%	F	%	F	%
Land service costs are reasonable and acceptable	28	26%	42	40%	8	8%	22	21%	6	6%	106	100%
The office keeps land record correctly	33	31%	40	38%	3	3%	23	22%	7	7%	106	100%
Deliver services at the designed & promised time	30	28%	36	34%	5	5%	29	27%	6	6%	106	100%
Fair compensations paid residents lost their land	25	24%	49	46%	4	4%	26	25%	2	2%	106	100%

Source: Own Survey

The second question in the table 4.3 above is dealing with the office keeping land records accurately. To this end, about 31% of the respondents replied their strong disagreement and 38% of the respondents express their disagreement to the argument that the office's record keeping is accurate. In addition, about 22% and 7% of the respondents agree and strongly agree to the argument respectively while the remaining 3% are unable to decide their agreement. Hence, from the response stated above, it is possible to conclude that the land management office is not keeping the land records accurately that may result in misleading land information which creates conflicts in land ownership and value.

In addition, the ability of the office to perform land service at the designed and promised time is evaluated as 34% of customers are disagree and 28% strongly disagree, 27% of respondents agree, 6% of the respondents strongly agree and the remaining 6% of the respondent undecided on the argument. From this we can infer that the land office performs weak in offering land services as per the designed and promised time which creates bored that leads to dissatisfaction over service delivery. Thus, the land services are offered at a random schedule and time frame which will be accessed by customers based on their chance of presence at office.

Lastly, the respondents were asked whether the compensations paid to citizens who are lost their land holding is fair and reasonable. It can be observed from table 4.3 above that about 46% and 24% of the respondents were disagree and strongly disagree respectively to the statement on fair compensation. On the other hand, about 25% and 2% of the respondents

agree and strongly agree respectively to the statement and the remaining 4% of respondents were unable to decide. Thus, from the above responses it is clear that the compensations paid to all resident members who are losing their land holding for different developmental activities is unfair and not reasonable which witness that the office pay compensation very low compared with the current land market value and bank estimations.

4.2.2. RESPONSIVENESS OF SERVICE DELIVERY

The responsiveness of service delivery deals with the willingness to help customers and timeliness of service. Parasuraman et al. (1985; 1988) described responsiveness as an important element because it measures the company's ability to respond well and if it is at a reasonable speed. Thus, the responsiveness of the land services was measured by the parameters such as performing service right at the first time, willingness of the firm's staff to help customers and to provide them punctual and prompt services.

The customers or respondents provided the degree of their agreement on the responsiveness parameters of the land service delivery as indicated in the table 4.4 below. Accordingly, about 27% and 42% of the respondents expressed that they disagree and strongly disagree respectively to the question that the office offer services at the first time. On the other hand, about 6% and 21% of respondents strongly agree and agree respectively on the same statement; whereas, the remaining 8% of the respondents had neutral feeling. This implies that the majority of respondents argue that the land management office of NSL sub-city not offered its land services at the first time rather the office exposes the citizens visit the office repeatedly to get land services.

Table 4.4: Responsiveness of the Service Delivery

ITEMS	SDA		DA		U		S		SA		TOTAL	
	F	%	F	%	F	%	F	%	F	%	F	%
The office offer services right at the first time	29	27%	45	42%	6	6%	22	21%	4	4%	106	100%
Employees willingness to help customers	26	25%	43	41%	2	2%	28	26%	7	7%	106	100%
Employees provide timely services & promptly	27	25%	38	36%	9	8%	21	20%	11	10%	106	100%

Source: Own Survey

With regard to the willingness of employees and officers to help citizens/customers, about 25% of respondents strongly disagree, 41% of respondents disagree, 2% of respondent replied undecided/neutral, 26% of respondents agrees and the remaining 6% of the respondents strongly agree over the willingness of land officers. From this it is possible to understand that majority of the citizens or service users perceived that the level of willingness of land management office employees to help them were insignificant which let the customers unhappy with the land services.

Lastly, with regard to the punctual and prompt land service delivery, about 25% of the respondents strongly disagree, about 36% of respondents disagree, 20% of respondents agree, 10% of respondents strongly agree and the remaining 8% of the respondents are neutral. From this data it is visible that the land management office of NSL sub-city provides unpunctual and delayed land services which keep citizens/customers to have negative perceptions towards land service delivery.

4.2.3. EMPATHY OF THE SERVICE DELIVERY

The empathy aspect of service delivery is dealing with the provision of caring, individualized attention to customers. Empathy includes the following features: approachability, sensitivity, and effort to understand them customer's needs.

Thus, the empathy aspect of the land services was measured by the parameters such as understanding customer needs, providing customer individual attentions, giving brief information on the service and its associated costs and the office's working hours convenient to its customers. The customers or respondents provided the degree of their agreement on the empathy parameters of the land service delivery under table 4.5.

As shown in the following table 4.5, concerning employee's understanding of customer needs, about 43% of the respondents strongly disagree, 39% of the respondents disagree, 1% of the respondents were unable to decide on the question forwarded, 18% of the respondents agree and 2% of the respondents strongly agree on the question forwarded. According to the analysis result, one can infer that the majority of respondents were not satisfied with land service delivery due to lack of understanding on customers' needs by the employees and officers. Thus, the lack of customers' needs understanding imply may be due to lack of commitment and/or lack of appropriate skills, pose difficulties encountered customers with little knowledge in expressing their service requirements.

Table 4.5: Empathy of Service Delivery

ITEMS	SDA		DA		U		S		SA		TOTAL	
	F	%	F	%	F	%	F	%	F	%	F	%
Employees understand customer's need	41	39%	46	43%	1	1%	15	14%	3	3%	106	100%
Employee give individual attention & care	38	36%	47	44%	0	0%	19	18%	2	2%	106	100%
Working hours convenient to customers	22	21%	30	28%	0	0%	37	35%	17	16%	106	100%

Source: Own Survey

The second question in the table 4.5 above is dealing with the employees' and officers' gives customers individual attentions and cares. Accordingly, about 36% of the respondents replied strong disagreement, 44% of the respondents express their disagreement to the argument that the employees give customers individual attention and care. In addition, about 18% and 2% of the respondents agree and strongly agree to the argument respectively and no respondent replied undecided. Hence, from the response stated above, it is possible to conclude that the employees of land office are not providing citizens/customers individual attentions and cares that may result in unfriendly and disrespect feeling which creates unwelcoming and displeasing with the land service delivery.

Lastly, the respondents were asked whether the working hours of the office are convenient to all residents or customers. It can be observed from table 4.5 above that about 28% and 21% of the respondents disagree and strongly disagree respectively to the statement. On the other hand, about 31% and 16% of the respondents agree and strongly agree respectively to the statement. Thus, from the above responses it is clear that the working hours of the office is convenient for nearly half of the citizens and inconvenient for the remaining half of the customers/citizens which witness that the office need to adjust or increase working hours through shift approach.

4.2.4. TANGIBILITY OF THE SERVICE DELIVERY

The tangibility of service delivery refers to the appearance of physical facilities, equipment, personnel, and communication materials. The condition of the physical surroundings (e.g., cleanliness) is tangible evidence of the care and attention to detail that are exhibited by the

service provider. This assessment dimension also can extend to the conduct of other customers in the service (e.g., a noisy guest in the next room at a hotel).

Thus, the tangibility aspect of the land services was measured by the parameters such as use of up-to-date equipments, visually appealing physical facilities, convenience of service centers to all customers, and appearance of service providers. The customers or respondents provided the degree of their agreement on the tangibility parameters of the land service delivery under table 4.6.

As shown in the following table 4.6, concerning the use of up-to-date equipments, about 44% of the respondents strongly disagree, 33% of the respondents disagree, 4% of the respondents were unable to decide on the question forwarded, 19% of the respondents agree and 5% of the respondents strongly agree on the question forwarded. According to the responses, one can infer that the majority of respondents were not observed that the office has use up-to-date equipments which are essential to provide improved land services.

Table 4.6: Tangibility of Service Delivery

ITEMS	SDA		DA		U		S		SA		TOTAL	
	F	%	F	%	F	%	F	%	F	%	F	%
The office has up to date equipments	33	31%	44	42%	4	4%	20	19%	5	5%	106	100%
Physical facilities are visually appealing	28	26%	49	46%	4	4%	21	20%	4	4%	106	100%
Convenient service center locations	29	27%	39	37%	11	10%	22	21%	5	5%	106	100%
Well dressed & neat service officers	31	29%	55	52%	1	1%	16	15%	3	3%	106	100%

Source: Own Survey

The second question in the table 4.6 above is dealing with the appealing aspect of the land office's physical facilities. To this end, about 46% of the respondents replied strong disagreement, 26% of the respondents express their disagreement to the argument that the physical facilities are visually appealing. In addition, about 20% and 4% of the respondents agree and strongly agree to the argument respectively while the remaining 4% are unable to decide their agreement. Hence, from the response stated above, it is possible to conclude that

the land management office's physical facilities are not visually appealing and not attractive to citizens/customers looking for land services.

The convenience of service delivery locations is evaluated and about 37% of customers are disagree and 27% strongly disagree, 21% of respondents agree, 5% of the respondents strongly agree and the remaining 10% of the respondent undecided on the argument. From this we can say that the land office's service delivery locations are not convenient and suitable which implies that the service giving and waiting areas are not good-looking and smiley to customers or citizens as whole.

Lastly, the respondents were asked whether the employees and officers of the land management office well dressed and neat. It can be observed from table 4.6 above that about 52% and 29% of the respondents disagree and strongly disagree respectively to the statement. On the other hand, about 15% and 3% of the respondents agree and strongly agree respectively to the statement and the remaining 1% of respondent was unable to decide. Thus, from the above responses it is clear that the dressing of the employees and officers of the land management office is not professional, attractive and neat which is essential to achieve enthusiasms in providing land management services.

4.2.5. ASSURANCE OF THE SERVICE DELIVERY

The assurance aspect of service delivery refers to the knowledge and courtesy of employees as well as their ability to convey trust and confidence. The assurance dimension includes the following features: competence to perform the service, politeness and respect for the customer, effective communication with the customer, and the general attitude that the server has the customer's best interests at heart.

Thus, the assurance aspect of the land services was measured by the parameters such as use of honest personal behaviour of employees, customer feel safe in the transaction with the office employees, and the skills and knowledge of employees. The customers or respondents provided the degree of their agreement on the assurance parameters of the land service delivery under table 4.7.

As shown in the following table 4.7, concerning customer feel safe in the transaction with the office employees, about 36% of the respondents strongly disagree, 30% of the respondents disagree, 6% of the respondents were unable to decide on the question forwarded, 25% of the respondents agree and 6% of the respondents strongly agree on the question forwarded. According to the analysis result, one can infer that the majority of respondents were not

feeling safe and protected in transacting with the land management office employees and officers which creates dissatisfaction with the approaches and ways of service delivery by employees.

Table 4.7: Assurance of the service delivery

ITEMS	SDA		DA		U		S		SA		TOTAL	
	F	%	F	%	F	%	F	%	F	%	F	%
Feel safe in transacting with employees	30	28%	38	36%	6	6%	26	25%	6	6%	106	100%
Employees are honest customers can trust	37	35%	46	43%	5	5%	16	15%	2	2%	106	100%
Employees possessed skills & knowledge	29	27%	38	36%	10	9%	24	23%	5	5%	106	100%

Source: Own Survey

The second question in the table 4.7 above is dealing with the honesty personal behaviour of employees. To this end, about 43% of the respondents replied strong disagreement, 35% of the respondents express their disagreement to the argument that the personal behavior of employees is honest that the customer can trust.. In addition, about 15% and 2% of the respondents agree and strongly agree to the argument respectively while the remaining 5% are unable to decide their agreement. Hence, from the response stated above, it is possible to conclude that the land management office has employees lack honest personal behavior that customers are faced with difficulties of trusting the employees and the service itself.

Lastly, the respondents were asked about the skills and knowledge the employees and officers possessed. It can be observed from table 4.7 above that about 36% and 27% of the respondents disagree and strongly disagree respectively to the statement. On the other hand, about 23% and 5% of the respondents agree and strongly agree respectively to the statement and the remaining 9% of respondents were unable to decide. Thus, from the above responses it is clear that the skills and knowledge of employees and officers of the land management office are not adequate to offer quality and improved land services. Therefore, we can conclude that the land management office seriously lacks human capital or competencies highly required to offer satisfactory land services to the citizens or the general public.

4.2.6. PROBLEM SOLVING ABILITY

Dabholkar et al. (1996) suggested the problem solving quality dimension in retail service providing companies. It measures how personnel of the insurance companies address complaints of customers. Thus, the problem solving ability of the land office was measured by the parameters such as regular feedback hearing and compliant handling, customer feel safe in the transaction with the office employees, and the skills and knowledge of employees.

The customers or respondents provided the degree of their agreement on the assurance parameters of the land service delivery as shown in the following table 4.8. Thus, concerning regular feedback hearing & approachable compliant handling systems in place, about 34% of the respondents strongly disagree, 42% of the respondents disagree, 9% of the respondents were unable to decide on the question forwarded, 11% of the respondents agree and 4% of the respondents strongly agree on the question forwarded.

Table 4.8: Problem Solving Ability of the Office

ITEMS	SDA		DA		U		S		SA		TOTAL	
	FY	%	FY	%	F	%	F	%	F	%	F	%
Feedback-hearing & complaints handling	36	34%	44	42%	10	9%	12	11%	4	4%	106	100%
Provides appropriate solutions to problems	23	22%	49	46%	3	3%	17	16%	14	13%	106	100%
Managing conflicts fairly and expeditiously	32	30%	40	38%	7	7%	21	20%	6	6%	106	100%

Source: Own Survey

According to the responses of the first question, we can infer that there is no feedback hearing and approachable compliant handling systems in place so that the land management office doesn't understand whether the customers are satisfied or not as well as have complaints over the services that should be solved at the time of occurrences.

The second question under table 4.8 above was dealing with the customers' attitude towards whether the land office providing appropriate solutions to problems. To this end, about 22% of the respondents replied strong disagreement, 46% of the respondents express their disagreement to the argument that the office providing appropriate solutions to land related problems. In addition, about 16% and 13% of the respondents agree and strongly agree to the

argument respectively while the remaining 3% are unable to decide their agreement. Hence, from the response stated above, it is possible to conclude that the land management office is not capably recognize the land related problems faced by the citizens which keeps the office not in a position of providing appropriate solutions to the real phenomenon. Therefore, the land office keeps the citizens to stay with land related problems and the office losses trust on the public understandings.

Lastly, the respondents were asked whether the office manage land-related conflicts fairly and expeditiously. It can be observed from table 4.8 above that about 30% and 38% of the respondents disagree and strongly disagree respectively to the statement. On the other hand, about 20% and 6% of the respondents agree and strongly agree respectively to the statement and the remaining 7% of respondents were unable to decide. Thus, from the above responses it is clear that the employees and officers of the land management office are not striving to manage the land-related conflicts in a fairly and expeditiously manner which creates discriminated feeling that the citizens find no place to report their land related conflicts for solutions.

4.2.7. GOVERNANCE IN LAND MANAGEMENT

The practice of governance in land management service delivery is one of the core elements of performance and quality service measurement. As an indicator of good governance, to measure the governance in land management under the case study, the researcher used four statements which address the irregular payments insisted by land officials, bureaucratic delay, direct officials questioning, officials' accountability, and ethical standards.

The most important question was asked whether there is irregular payments insisted by land officials to accomplish tasks. It can be observed from table 4.9 below that 66% of the respondents were answered yes and the remaining 34% of the respondents replied as no to the statement. These results reveal that the majority of respondents argue that service users were asked irregular payments by land officials to accomplish tasks unnecessarily. As a result it affects the relationship expected between government and customers. It has also resulted in loss of people's trust since it mitigates public confidences on the rule of law. This strongly suggests that the existing land development and management office has serious problems in bringing good governance.

Table 4.9: Governance in Land Management

Factors/Variables	Alternatives	Frequency	Valid Percent
Asked irregular payments by land officials to accomplish tasks	Yes	70	66%
	No	36	34%
There is mechanism that enables the citizens to questioning & controlling land officials	Yes	41	38.7%
	No	65	61.3%
Land officials are accountable for their action or decision	Yes	32	30.2%
	No	74	69.8%
There is clear ethical standard for land officials	Yes	37	35%
	No	69	65%

Source: Own Survey

As indicated in the first item from table 4.9 above, the level of respondents' argument regarding the question of answerability for their action shows about 74% of the customers replied yes and the remaining 36% of respondents were replied as no to the statement. The results indicate that the majority of respondents argue that there is weak accountability system that makes the employees response for their action.

The other question asked to respondents was whether there is a mechanism for questioning and explaining regarding land activities in the sub city. Accordingly, the majority about 69.8% of respondents replied no to the statement and the remaining 30.2% of the respondents were replied yes to the statement. The findings revealed that most of the respondents argue that mechanism for questioning and explaining regarding land activities in the sub city has weak accountability system.

The last question raised was whether there is presence of clear ethical standard for land officials. The result showed that more than half of the respondents i.e. 61.3% replied as no to the statement and the remaining 38.7% of respondents were replied no to the statement. The result shows that the office has weak accountability system to maintain good governance. As explained earlier, service user were asked irregular payments by land officials to accomplish tasks unnecessarily and there were also weak periodic monitoring and evaluation on the performance of land officials in place and no mechanism that enables the service user's to questioning and controlling of land officials. However, during field survey it was observed that in each of the land development and management offices, bill boards composing ethical

standards were posted. But in reality, there is no practice of clear ethical standard and accountability of land officials for their action or decision. Thus, it can be argued that all these inefficiencies hindered the sub city land development and management to apply the principles of good governance practices.

4.3. LAND MANAGEMENT SERVICES FROM EMPLOYEES PERSPECTIVES

In evaluating and measuring the broad land management services, five institutional levels were identified with a set of objectives to describe each level. These are the technical aspects, institutional aspects, administrative aspects and the legislative aspects of service delivery were analyzed and discussed. In addition, the general challenges of the land management services and the delivery were also analyzed.

The employee attitude survey was developed consisting of open-ended and closed-ended item survey questionnaire each of which have direct and indirect relationship with the above stated parameters/frameworks of service delivery. The aggregate value describing their attitude at each period was presented using tables & figures, and analyzed using the descriptive analysis.

In addition, interview and open ended questionnaire instruments were developed to measure the service delivery performances and challenges of the service delivery processes and functions from the land management employees" and management perspectives.

4.3.1. TECHNICAL ISSUES OF SERVICE DELIVERY

Land administration"s data must be collected, stored, maintained and updated economically and efficiently. The data should be registered once, kept up to date in one place (the most suitable situation) and be offered for public use (World Bank, 2005).

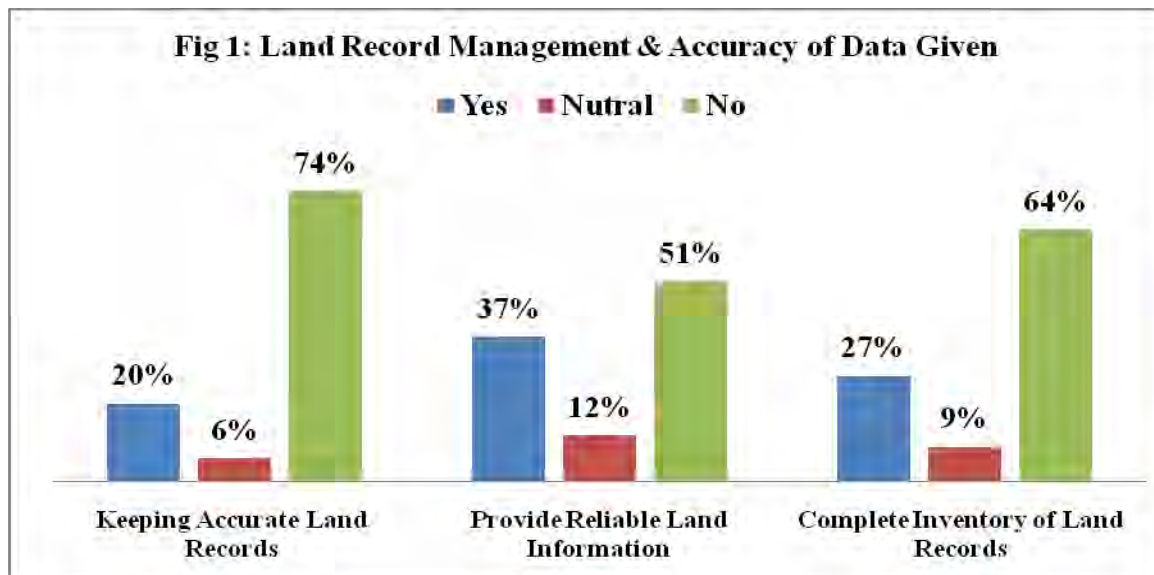
Also the World Bank (2005) mentioned that when defining quality data, the following aspects should be taken account: completeness, accuracy and reliability of the data. Thus, for this particular study, the technical issues of land service delivery examined include accuracy of data given, land record management, use of up-to-date technologies and computerization of land service activities. The details of data presentation, analysis and discussions are indicated in paragraphs as follows.

4.3.1.1. LAND INFORMATION AND RECORD MANAGEMENT

The quality parameters of keeping and providing accurate and reliable land data as well as keeping adequate inventory of land data and information are important to avoid misuse or misinterpretations and resolving conflicts concerning the ownership and use of the land.

The respondents were asked whether the office provide reliable land data to customers and about 37 percent of the respondents indicated yes to the statement while the majority i.e. 51 percent of respondents responded no to the statement and the remaining 12 percent of the respondents replied neutral/undecided. Thus, from the response data it is clear that the land office provides land data and information which is not accurate and reliable briefing the land ownership and value of the citizens which would make them to visit the organization repeatedly to correct the errors and missed land data.

Figure 4.1: Land Information and Record Management



Source: Own survey

The second question in figure 1 above, the respondents/employees were asked whether the land office keeping accurate record of land data and information, and about 74% of respondents replied as no to the statement while 20% of the respondent replied yes to the statement and the remaining 6% of the respondent undecided over the statement. Moreover, the employees of the office were asked whether the office has complete inventory of land records and about the 64% of the respondent replay „no“ to the statement, 27% of the respondents were replied „yes“ to the argument and the remaining 9% neutral or undecided over the statement.

So, from the above two responses on data management, majority of the employees argue that the office doesn't have a system of land information and data record keeping and the land office holds incomplete inventory of land records. Thus, it is possible to conclude that the land office has unorganized or un-automated data management which mostly leads to high problems in land administration service delivery

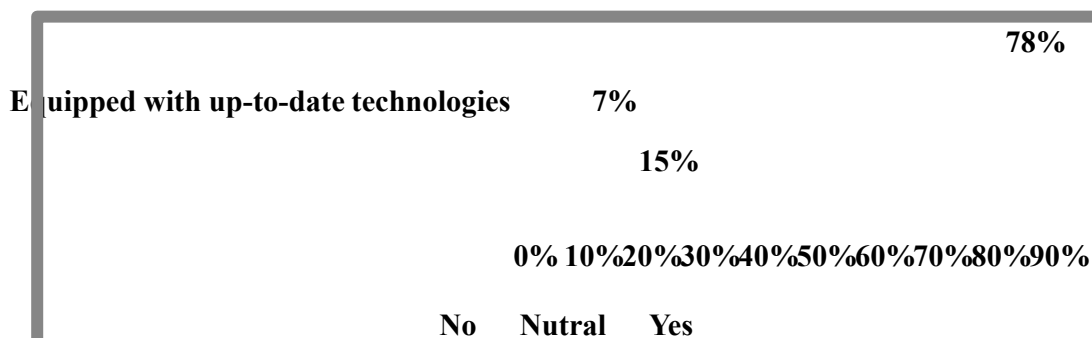
Besides, majority of the management members of land office indicated that the data given to many of the citizens found misleading and the data management of the office is traditional and not given appropriate attentions. The employee further raised that when the data are transferred from lower Kebele and Woreda level to the sub-city data missing happened mostly due to manual recording system. Additionally, managers and officers were also forward that high risks of misuse happened mostly in the office due to mismanagement of land related information and data.

4.3.1.2. MODERN TECHNOLOGY APPLICATIONS

In land administration organization using computers and other automated tools will speed up the process of land administration services, prevent unnecessary duplications, facilitate access to land related data and improve their distribution and facilitate the monitoring and analysis of land services more over computerization of the system offers excellent opportunities for automated land administration services (FIG, 2007).

The respondents/employees of the land office were asked regarding the use of modern technologies and automation/computerization of the service delivery situations. The figure 2 below presents the office’s use of up to date technologies.

Figure 4.2: The office is equipped with up-to-date technologies

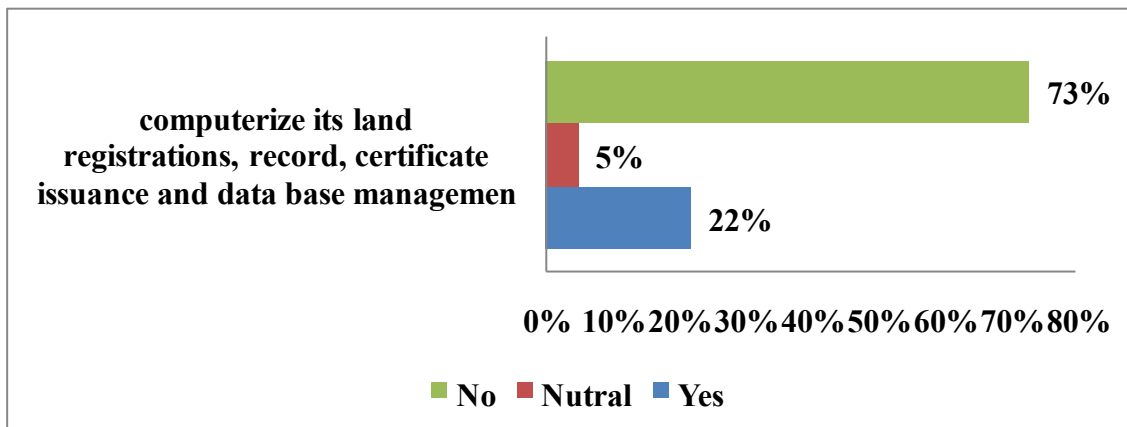


Source: Own survey

The majority of land office’s employee i.e. 78 percent of the responses indicated no to that the office is equipped with up-to-date technologies which support highly in the day to day land service delivery functions; while 15% of the respondents replied yes to the statement and the remaining 9% of the respondents were neutral or undecided. Thus, the responses of employees witnessed that the land management and service delivery activities of the office

are not supported with the up-to-date technologies which is very crucial to provide quality land services and better land data management.

Figure 4.3: Computerization of land registrations, record, and certificate issuance



Source: Own survey

The majority of land office’s employee i.e. 73 percent of the responses replied no to argument that the land registration, record, certifications, and data management functions of the office is automated/computerized; about 22% of the respondents replied yes to the statement and the remaining 5% of the respondents were neutral or undecided. The employees and the managers of the office argued that it is not only computer needed for the service delivery process rather the land services requires lab topes, cameras, different programs for mapping, total stations (tool for measurement of ground for measuring and steering) which are not available to provide the services in efficient manner. Hence, the shortage of computers and other automation tools that resulted in slow down the service delivery.

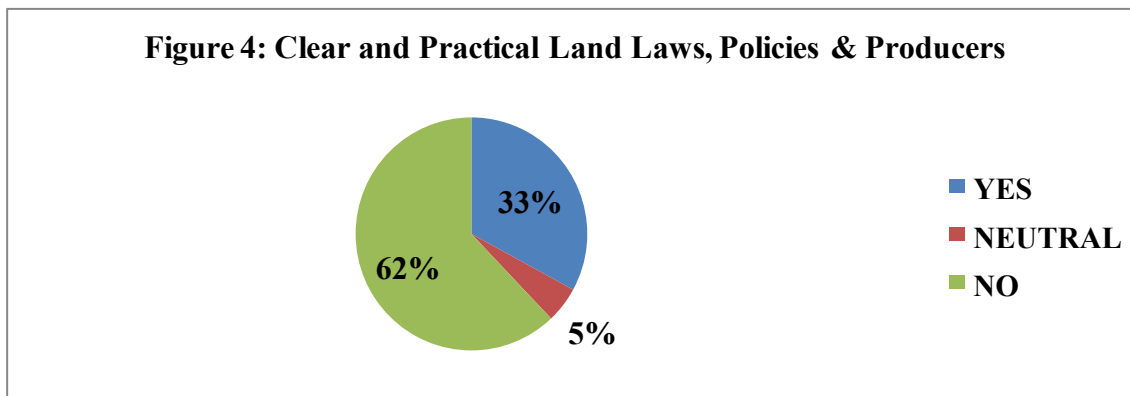
4.3.2. LEGAL ISSUES OF LAND MANAGEMENT SERVICES

To improve the service of land administration there should be good work in the area of service delivery legislation, rules and regulations. In that the laws and regulations should be integrated, consolidated and updated (World Bank, 2005). Additionally land administration service is very much affected with the complex legal environment. The legal frame work can be generalized, over regulated, under enforced and the system may have trouble in accommodating the needs of the customer and the citizens“ at large (FIG, 2005).

4.3.2.1. CLARITY OF LAND LAWS AND PROCEDURES

The question on the clarity and practicality of land related laws and work procedures were forwarded to the land office's employees whether organized in good manner. The responses are organized in the following figure 4 below and the majority high percent which is 62 percent of respondents replied no to the statement where as 33 percent replied yes to the argument that the office has well organized rules and regulation of service delivery and the remaining 5% of the respondents were neutral or undecided over the statement.

Figure 4.4: Clarity of Land Laws and Procedures



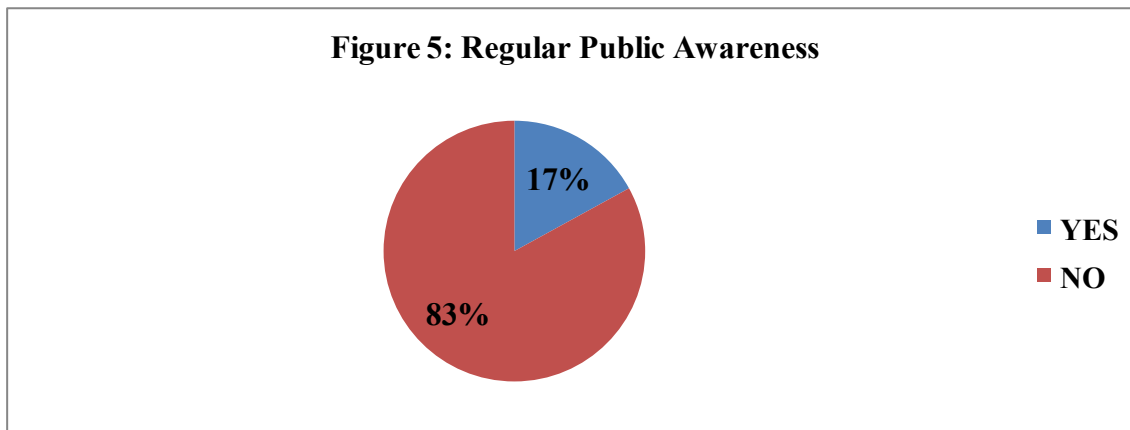
Source: Own survey

The above responses implies that the land laws, policies, procedures and legal issues of the land office is ambiguous for the employees that strange them to perform the day to day activities and even they are becoming unable to make simplify and aware the citizens on how to access the land services as well as how citizens deals with land issues. In addition, the employees and managers of the land office further forwarded that there is no as such organized laws, work manuals and rules in the organization on the service delivery and problem handling matters in the organization level.

4.3.2.2. PUBLIC AWARENESS AND VULNERABLE GROUP SAFEGUARD

A land administration system should benefit both the general public and all those in authority who are responsible for safeguarding the vulnerable group/citizens from unexpected land-related problems. Frequently the public are unclear about how the system works. The respondents/employees were asked whether the land office create regular public awareness about the overall land management services issues under the figure 5 below.

Figure 4.5: Public Awareness



Source: Own survey

As observed from figure 5 above, majority of respondents i.e. about 83 percent of respondents rated that the land office is not regularly creating awareness to the general public on the land service issues including land law and legal concerns; and the remaining 17 percent of respondents were replied as yes and agree to the statement. From this, we can conclude that the land office has no intention and system of creating public awareness about the land services, the necessary requirements and steps to get services they need, the legal matters of their land ownership and related land issues essential to keep citizens actively involved in the quality service delivery with no confusions.

4.3.3. INSTITUTIONAL ISSUES OF SERVICE DELIVERY

4.3.3.1. ORGANIZATION OF THE SERVICE DELIVERY

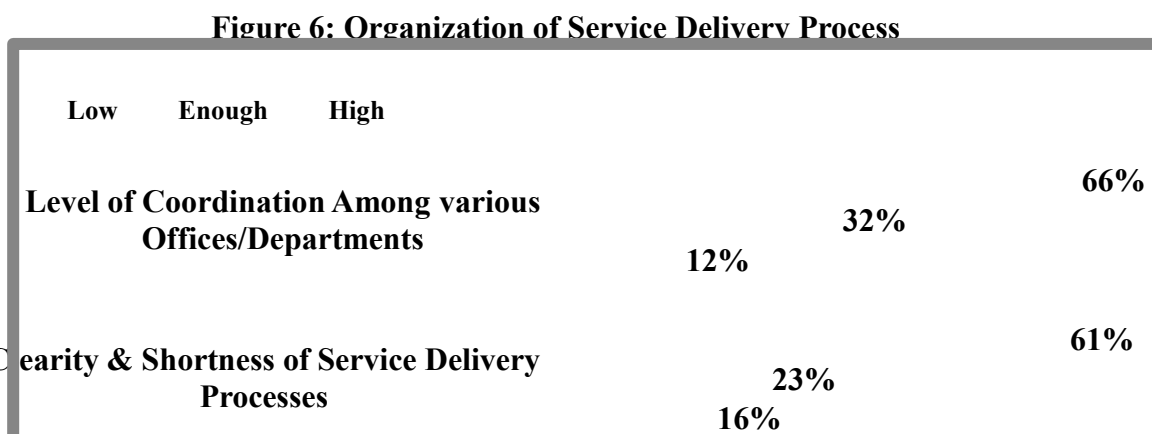
The organization of service delivery is dealing with grouping the service activities and assigning workers and the required resources to carry out the work with the provision of appropriate authority are undertaken. In organizing the service operations, organizations must match the works, the workers, and the resources necessary to designing work, linking jobs, and coordinating activities. To reduce corruption and other mismanagement in land administration the work flow in a service delivery has to be not too long and related work process have to be organized and coordinated in such a way that they promote efficiency.

Thus, to measure the institutional issue of the service delivery organization, the factors such as clarity and shortness of service processes, and levels of coordination among employees and departments were considered. Accordingly the employees were asked that the cooperation between various offices and employees, about 66 percent of respondent

responded that the level of coordination among the departments and employees of land management office is low/weak, while 32% of the employees replied the cooperation is enough and the remaining 12% of the respondents replied high cooperation in the office.

Hence, the response suggests that there is a low level and weak coordination between land administration departments and employees which results in delay of service delivery, gap in inter employees watch out which expose citizens in getting corrupted services and inconsistency in service delivery.

Figure 4.6: Service Delivery Process Organization



Source: Own Sources

The employees were asked to provide reasons or causes of weak cooperation among employees and departments and the respondents list-out the main reasons for weak cooperation and coordination are lack of employees openness and confidences, the existence of different short term priorities in each organization or department, clashes over the work processes and the written work guidelines, concern for financial matter, uncertainty over legal matters, lack of information technology, and lack of motivations and incentives for coordination.

Besides, the employees also asked about the degree of responsibility and work processes are clear, easy to implement and important in the daily working activities. Accordingly, about 61% of the respondents replied as low to the statement, 23% of the respondent replied as adequate or enough, and the remaining 16% of the respondents were replied high degree of clarity and shortness of responsibility and service processes. Thus, it is possible to come up with conclusion that the job responsibilities and service processes stipulated under the land office are not clear, creates burdens and confusions, too much un-necessary processes left

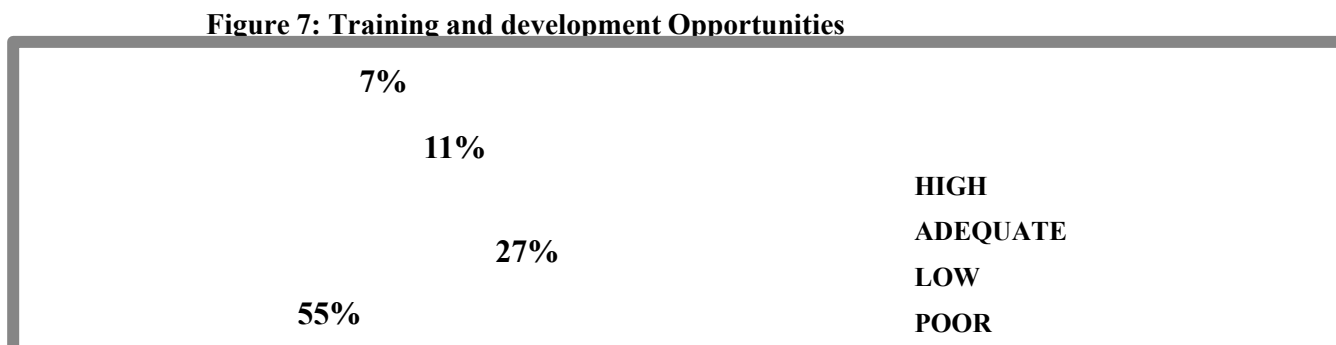
long time services, mismanagement of the land functions, abuse of power and authority that the land office neglected to request.

4.3.3.2. NUMBER, SKILLS AND COMPETENCIES OF MAN POWER

The availability of service delivery facility, staff like staff customer ratio and the amount of times each staff member has to spend with each customer affect the service delivery activity (Studler, 2003). Thus, employees of the land office were asked whether the office provide regular trainings and development opportunities to upgrade their knowledge and enhance competencies essential to offer improved land services.

As one can learn from figure 7, 55 percent of the respondents rated that the low opportunities of training and development opportunities, about 27% of the respondent replied that there is adequate training and development opportunities given, 11% replied high opportunities given and the remaining 8% of respondents replied the opportunities are poor.

Figure 4.7: Training and Development Opportunities



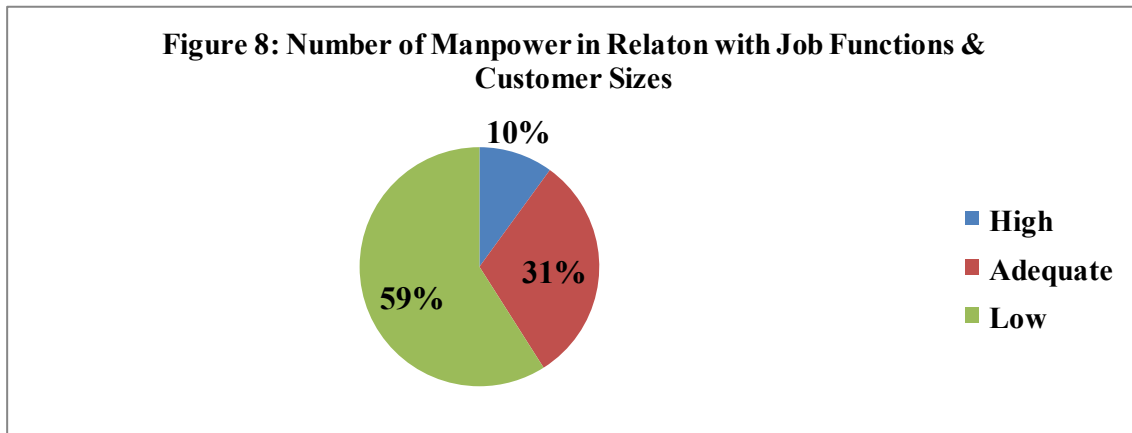
Source: Own Survey

The success of any land administration service is department on the availability of skilled staff at all level. Government must provide the facilities for both formal and in-house training. And the courses should be practical in their contents and orientation, and be available to all who requires training (Payne, 2003).

Accordingly the customers were asked if the number of the staff were enough for the service delivery and about 59% of the respondent replied that the office has low number of skilled man power, 31% of respondent argued that there are adequate number of employees and the remaining 10% of the respondent argued that there are high number of employees available in

the land office. Hence, it is possible to conclude that the land office has no sufficient number of manpower which may create delayed service delivery process and there may be are many jobs left unoccupied that interrupts the whole processes of land service delivery processes.

Figure 4.8: Availability of Manpower



Source: Own survey

Hence, the above two arguments on the skills, trainings and availability of manpower witnessed that many of the land office’s employees have not been participating in training and development programs which keeps them not competent and unable to update their knowledge essential to increase their performance in relation with land service delivery. In addition, the number of skilled manpower in the office is not equivalent with the job positions and the number of customers visited the office. Consequently, the lack of contentious training and development, and the limited number of skilled manpower keeps the land office inefficient and ineffective of providing the land services and attaining customers satisfactions.

4.3.4. LAND ADMINISTRATION ISSUES

4.3.4.1. EQUITY AND FAIRNESS IN LAND MANAGEMENT SERVICE

As it is indicated in table 4.10 below employees of the land office were asked about the access of land services by the citizens, about 70% of the respondents responds yes to the equal access of the land office’s services without discrimination, and the remaining 30% of the respondents replied no to the argument. This implies that the majority of respondents argue that there is limited accessibility and high degree of discrimination in accessing the land services of NSL sub-city.

Under the second question of table 4.10, the respondents were asked whether the office offer fair compensations paid to all community members who are losing their land holdings. It can be observed that about 63.3% of the respondents replied yes to fair compensation paid by the office and the remaining 36.7% of the respondents replied no to the statement. Thus, from the above data it is clear that the compensations paid for citizens who lose their land holding due to various developmental agendas were not appropriate and fair as the compensation amount doesn't consider the current market value as well as not enough to reinstate their land care size as well as buildings and assets on the lost land.

Table 4.10: Equity and Fairness in Service Delivery

Variables/Factors	Alternatives	Frequency	Valid Percent
Equal access to land services without discriminations	Yes	9	30%
	No	21	70%
Fair compensations paid to all resident members who are losing their land holdings	Yes	11	36.7%
	No	19	63.3%
Providing reasonable cost for services delivered	Yes	8	26.7%
	No	22	73.3%

Source: Own Survey

The third question was concerning whether the land service costs charged by the land office are proportional and fair. Accordingly, about 73.3% of the respondents were replied yes to the statement and the remaining 26.7% of the respondents replied no to the statement. This implies that the office's service costs are unreasonable and not affordable to the citizens as employees hear complaints from them in a day to day encounter.

4.3.4.2. PARTICIPATION AND RESPONSIVENESS OF LAND OFFICE

This study investigated participation in terms of indicators such as the extent of involvement of beneficiaries in maintaining improved services and good governance in land service delivery system, comment receiving mechanism from citizen regarding land service delivery process, interest of responsiveness in solving problem and mechanisms of customers' consultation for the implementation of policies and programs.

The table 4.11 below indicated that the employees of land office were asked about whether the office gusts public participation to discuss regarding land management service issues, about 16.7% of the respondents were replied yes to the argument and the remaining majority

i.e. 83.3% of the respondents were replied no to public participation and involvement to improve the land service delivery. Hence, from this point we can conclude that the land office make no or few invitations of citizens for mutual discussion on land management services and the delivery which witnesses the poor extent of public involvement in maintaining improved services and good governance in land service delivery system.

Table 4.11: Public Participation and Responsiveness of the Office

Variables/Factors	Alternatives	Frequency	Valid Percent
Citizen regularly invited for participation to discuss on existing services and changes	Yes	5	16.7%
	No	25	83.3%
Consulting citizens on implementation of land laws, policies & program	Yes	6	20%
	No	24	80%

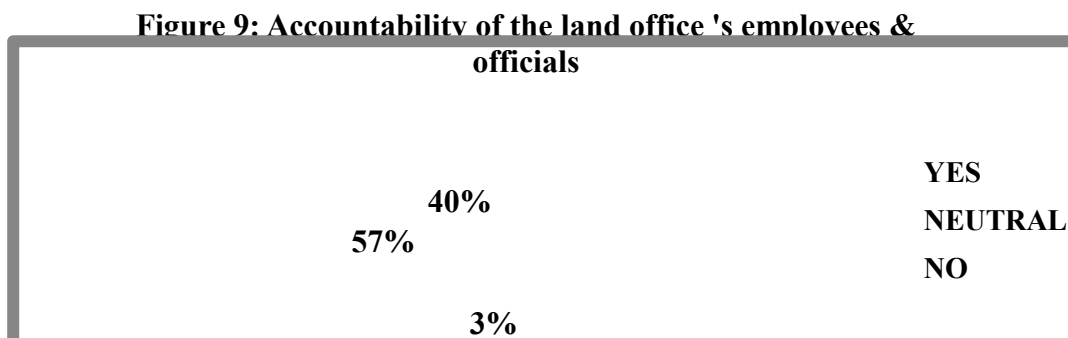
Source: Own Survey

Under the second question in table 4.11 employees were asked about the office’s commitment to inform and consult citizens on the implementation of land policies, laws and programs. About 20% of the respondents replied yes to the argument and the remaining majority i.e. 80% of respondents were replied no to the argument that the office consults customers about implementation of legal issues. Thus, the land management office didn’t develop public consultation programs at a grass root to update the service users and different stakeholders on the existing and changes to land legal matters. From this it can be argued that, weak performance of the office in informing implementation of legal issues to service users ultimately affected the practice of improved service delivery and meeting customers’ expectations.

4.3.4.3. ACCOUNTABILITY IN LAND SERVICE DELIVERY

In this part of analysis, the employees of land office were asked the accountability of the management and officers to citizens regarding the land service delivery as can be seen in able 4.12. Thus, regarding the argument that the office has open system to the citizen to raise their questions and mal-operations freely and about 57% of the employees/respondents no, 3% of them keeps neutral and the remaining 40% replied yes to the statement.

Figure 4.9: accountability of Land Employees and Official

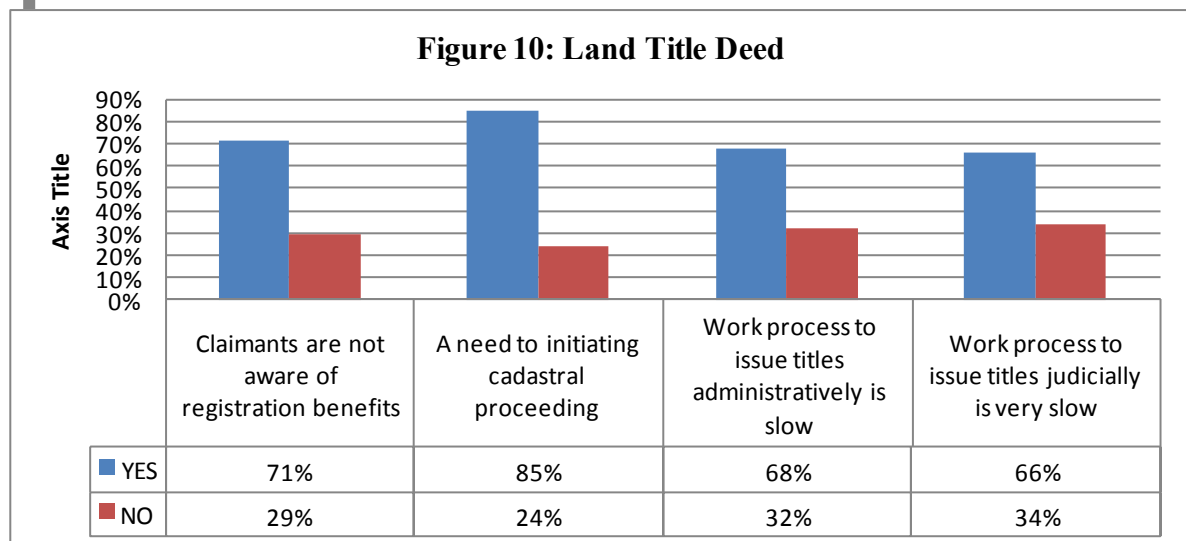


Source: Own Survey

4.3.4.4. LAND REGISTRATION AND TITLE DEED

As indicated in the figure below, employees were asked whether many land claimants are aware of the benefits of registration and the land office offer incentive to register. Thus, about 29% of the respondent replied no and the majority i.e. 71% of the respondents argues that many of land claimants or citizens are not aware of the benefits and advantages of registration of their land and the land office didn't offer incentives of any type to encourage the community to register and legalize their land.

Figure 4.10: Land Registration and Title Deed



Source: Own Survey

From the above points, we can infer that the land office neither create awareness to the general public to land registrations through different communications direct discussions, radio and television channels and other medias nor providing incentives and motivation

factors to the citizens for registration. This push citizens to waste their times & cost, and keeps them to be dependent on brokers or „gudaye asfetsame, in Amharic“ to get the right service at the needed time.

Following the above responses, employees also asked about whether there is a need to initiating cadastral proceeding in the land office, and about 85% of the respondents replied yes and the remaining 15% of the respondents replied no to the argument. Hence, this data clearly shows that the land office needs to initiate and motivate the citizens for cadastral proceeding.

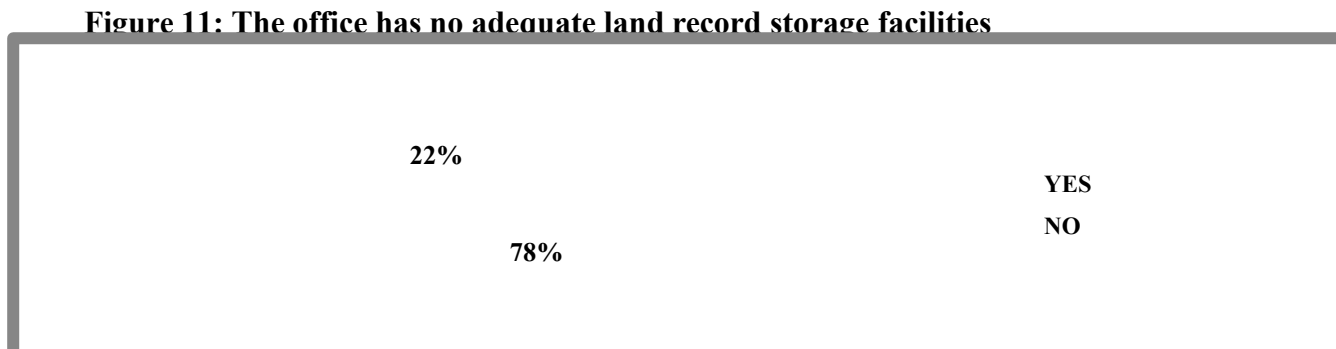
The third question to respondents was about the speed and output of work process to issue titles administratively and about 68% of the respondent replied yes and the remaining 32% of the respondent replied no to the argument that the land service work process to issue title administratively slow which results the delivery slow and lag. The administrative long work processes of the land office create customer dissatisfaction due to slow and inefficient service delivery.

Finally, about 66% of the respondents replied yes and the remaining 34% of the respondents replied no to the statement that the speed and output of work process to issue titles judicially is slow and has limited output. Thus, the judicially aspects of the land service delivery makes the service process slow and the output few which ultimately affects the overall performance of the office and customer satisfaction.

4.3.4.5. LAND RECORDS MANAGEMENT SYSTEMS

The sub-city administration is required to hold land records in perpetuity and usually have inadequate storage facilities. Accordingly, the respondents were asked whether the land office has sufficient record storage capacity to keep the records in perpetuity and about 78% of the respondents were replied yes to the arguments that the office has no sufficient storage and the remaining 22% of the respondents replied no. Thus, it is possible to conclude that the land office has no adequate land record storage facilities in which the office can hold records in strong hand and in perpetuity. The lack of sufficient land record storage facility causes the land office vulnerable to theft, record lost, fraud and change records by employees, and mismanagement of land data and records.

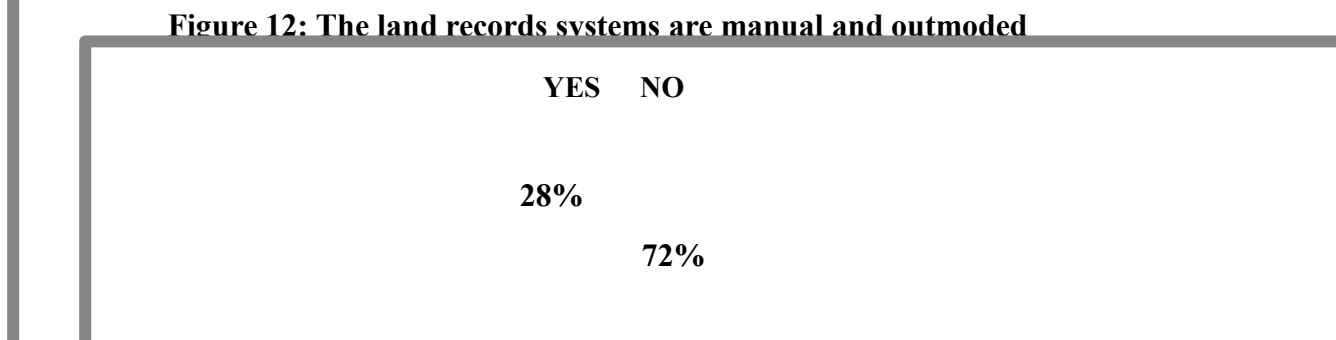
Figure 4.11: Availability of Record Storage Facility



Source: Own Survey

As indicated in the figure below, the majority i.e. 72% of the respondents replied yes and the remaining 28% of the respondents replied no to the argument that the existing land record system is manual and old-fashioned that is not capable of land record safe and protected. Hence, the existing manual and outmoded land records systems are creating obstacles and problems in offering reliable and accurate land information to the public as well as makes the office unable to offer effective and efficient land services.

Figure 4.12: Automation of Land Record System



Source: Own Survey

Besides, the respondents were asked whether the land record is kept properly and many are in a sturdy condition and about 41% of the respondents were replied yes and the remaining 59% of the respondents replied no to the argument. Thus, the data clearly shows that the land records were not kept properly and still kept in a danger conditions which will be lost short which will create misleading data on land ownership and result in conflicts of interest.

Figure 4.13: Land Record Keeping System

Figure 13: Land record are kept properly and are in a sturdy condition

	41%	YES
59%		NO

Source: Own Survey

Moreover, the employees of the land management office forwarded their attitude regarding the problems and shortcomings of land record management which are observed in their day to day working environments. Thus, the observed problems were land records have been lost during the frequent transfer of records and there have been opportunities for illegal alteration of records as land records have not been held under appropriate security.

4.3.4.6. CADASTRAL MAPS AND SPATIAL REFERENCES

As indicated in the figure below, respondents were asked whether the cadastral maps are complete, are updated and are in a standard format, the majority i.e. 76% of the respondents replied yes and the remaining 24% of the respondents replied no to the argument. Thus, the cadastral maps given by the land office were not complete, outdated and not prepared in a well and standard format which clearly indicate the size of land, boundaries of ownership, the value and use of land.

Figure 4.14: Format of Cadastral Maps

Figure 14: Format of Cadastral Mans

	YES	NO
76%	56%	44%
24%		
Cadastral maps are not complete, outdated and not in a standard format	No system for the retention of cadastral information at the office	

Source: Own Source.

As indicated in the figure 14 above, the majority i.e. 56% of the respondents replied yes and the remaining 44% of the respondents replied no to the argument that there is no system for the retention of cadastral information at the office.

Hence, the trend of retention of cadastral information at office is weak that may arise in lack of reference of cadastral maps, will harm the security of tenure and fairness in land and property legal and conflict matters in future.

Besides, the employees of the land management office forwarded their attitude regarding the spatial reference or index to title records. Thus, the respondents argue that the cadastral information is not available in the form suitable for use in the registry; the employees said they do not have technical mapping capability and there is no system of cadastral map updating to complement right updating in the land office.

4.4. THE CHALLENGES FOR IMPROVED LAND SERVICE DELIVERY

This part of the data analysis and discussion, the main challenges of land management services and the service delivery functions of Nifas Silk Lafto Sub-City. To this end, the employees, managers and officers of the land management office have forwarded their viewpoints regarding the challenges faced during service delivery processes. Therefore, the major challenges and problems are presented and discussed as follows.

Inconsistency in land related legislations: the legal framework to support land administration is complex, sometimes inconsistent, and some laws are outdated; and overlapping tenure instruments covering public lands. Thus, the interpretation of land rules and regulations at Kebele, Woreda and sub city level for the delivery of land management services was subjected to continuous changes and was faced inconsistency. Hence, the inconsistency of land laws and regulation and word procedures was the leading factor to perform poor service delivery and make poor managerial decisions.

Relatively long service delivery process: The work flow of land service delivery is so long and it takes ample time to finish the service process. There are too many layer of processing effect land services and gain service approval. As a result, incidents of land services approval being sought after actual process of land service made. Addition to the sub city the customers have to go Kebele and Woreda level to receive the service which makes the service delivery process time taking and tiresome.

Inadequate Resources and Technical Capabilities: Insufficient resources are being devoted to the implementation of land policies: Funding shortfalls have contributed to the slow pace of implementation. In addition, the land office possessed inadequate technical capability at all levels of the organization which creates obstacles to perform the functions of the organization and to provide quality land services to the citizens.

Inappropriate land data and information management: There is poor practice of collecting the land data safely in the side of the citizens and also from the side of organization because of decentralization the land data were transferring from one place to other place. In this process the data were abused and misused. The office has no complete inventory of land records; many land records have been lost during the frequent transfer of records, land records have not always been held under appropriate security hence there have been opportunities for illegal alteration of records.

Lack adequate mechanisms to resolve land administration issues: The office is constrained with institutional challenges as there are several units involved in land administration with overlapping responsibilities, there is inadequate coordination of the various agencies involved in land administration (at local level), and there is no consistency in land administration (survey, land records, procedures, etc). Thus, the land office has inadequate mechanisms and systems in place to solve and minimize land management issues happened internally and externally which keeps the office incapable of offering land services and satisfy customers.

Not all lands are titled: The land owners of the sub-city are not legally titled as many of the land claimants are not aware of the benefits of registration, the office offer no incentive to register, the slow pace of registration as the process to issue titles administratively and judicially is slow and has limited output. These all constraints and issues make the land office to have large portion lands remain untitled and unregistered formally and legally.

Inefficient land records management systems: The sub-city is required to hold land records in perpetuity and usually has inadequate storage facilitates, the existing land records systems are manual and outmoded, and the land records are not kept properly and many are in a fragile condition. There is poor practice of collecting the land data safely in the side of the citizens and also from the side of organization because of decentralization the land data were transferring from one place to other place. In this process the data were abused and misused.

Incomplete and outdated cadastral maps: No office responsible for land administration has a complete, updated set of cadastral maps, cadastral maps are not complete, are outdated and are not in a standard format and whatever information exists is distributed in various agencies/offices. There are no up-to-date technologies, programs and computerization in land service delivery functions is becoming mandatory to successfully cleaning up land records and build accurate and updated cadastral maps, and for the retention of cadastral information at the various levels.

Limited spatial reference or index to title records: The land office's cadastral information is not available in the form suitable for use in the registry, and there is no existing system of cadastral map updating to complement land right updating which creates challenges in sequential arrangement of dossiers of titles which makes the identification of titles easy and minimizes the service delivery process as it takes very few minutes to find the title by its reference.

Lack of up-to-date technological equipments: The land office is constrained with obsolete and ineffective technological systems and computerized equipments required for delivering improved land services such as land registration, data recording, updating and designing mapping, and surveying and related core functions of the office. Thus, the land office has very limited or no equipments like total station, different programs which will automate the title deed service delivery process, laptops and different kind of cameras.

Weak coordination between concerned bodies: The effectiveness and efficiency in the service delivery performance is highly dependent on the strong link and coordination among parties who have direct and indirect impact on the service delivery processes. The land office is faced with poor coordination among concerned bodies because of lack of clear laws and regulations different priorities, lack of regular working method which can put the employee together and share different experience. Thus, the poor coordination puts its negative effects on the performance of providing quality and improved land management services.

Lack of skilled and qualified man power: The employees of land office do not have technical and computerized capability in registration, data recording, updating and designing mapping, surveying and related core functions of the office. The office faced high rate of manpower turnover as employees hired for the positions of designer, surveyor, planner, and civil engineer but they will be leaving within few months of services which have impacted our service delivery processes as well as improving the services due to lack of experienced

employees. In addition, there are many organizations offering higher salary and incentives for technical and computer related professionals which affect our efforts in retaining experienced and educated employees.

Lack of public awareness: The requirements and the necessary steps are not fully understood by the general public in getting building permits, for land registrations, to get cadastral map, and other land related services. This is due to the lack of public awareness activities and media made available by the land office, the city administration and the concerned governmental and non-governmental organs which briefs the overall land service packages and the requirements that the citizens need to present to get whatever the land services.

Unclear land ownership: The land ownerships or titles were misplaced or omitted in the documents which could happen intentionally and poor documentations due to transfer from family to family members, through buying from others and/or inherited. Thus, the unclear land ownership or titles were the main obstacles the land office faced in identifying the real owners of land in order to offer land services of building permit, ownership certificate, maps/plan, compensation at the time of ownership loss, and related land services.

Very low compensation rate: Many of the respondents express their strong disagreement on the rate calculation and compensation amount which is fare minimum in compared with the current market price in the same compound and they responded the compensation very minimum and value-less. So, the land office is always receiving the compensation related problems from almost all of the compensated citizens that the office offered them compensation which is not considering the current market value and the displacement cost as the citizens are looking for both the market-value of their land and the compensation for unwilling displacement from their long-time residue. In addition, in the land office there are multiples systems to value properties for different purposes due to no standard for valuation and each local office has its own, and no formal valuation education

Lack of relationship with private and NGOs for improved service delivery: The land office has no connection and relationship with private organizations and NGOs working closely with urbanization and land development activities which can provide assistance through offering technological and computerized equipments and tools, technical, customer service and administrative trainings, and financial support for compensation payments for the customers who lost their land for developmental purposes.

Lack of exercising standard procedure and time: Most of the citizens/customers forwarded that the land office's service procedures and requirements are inconsistent and changing from time to time. In addition, the customers also replied that the organization service delivery time is not the same at all times which indicated that there is no system of exercising standard service time. Thus, though there is standard procedure and service time written guidelines and affixed on the board inside all departments and at the gate of the land office, it is not practical and exercised in the day to day service delivery activities.

CHAPTER-FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

The previous chapter presented and discussed the data and results of the study. The intention of this chapter is to summarize and draw conclusions regarding the main findings of the study. Based on the resulted findings, possible recommendations for the betterment and improvement of land management service delivery of Nifas Silk Lafto Sub-City are also highlighted in this chapter.

5.1. SUMMARY OF FINDINGS

The findings of the research made on the land management services, the performance of service delivery from customers' viewpoint, the institutional, technical, legal, and administrative issues of land service delivery, as well as the overall challenges and problems of the land office which constrained the service delivery processes are clearly shown in detail as follows.

Due to rapid population growth and fast growing urbanization in Ethiopia, urban land is among the valuable and scarce resources which necessitate strong and structured management of land services that the government placed and given insignificant emphasis.

The most important performance parameters of quality service delivery are tangibles, reliability, responsiveness, assurance and empathy. However the land management services provided by the land office of NSL sub-city were found not reliable, tangible, responsive, lack assurance and empathy aspects of the service that keeps the land office unable to meet the service quality expectations of the customers.

The land laws, policies and work procedures are complex, inconsistent, and some land laws are outdated which keeps the land management employees and managers unable to offer land services with confidence and to make informed decisions. In addition, the complex and inconsistent legal framework makes citizens/customers cost in ownership, time and efforts to access land services and loss confidence on land office services.

The basis for improved and quality service delivery is well organized institutional arrangement and strong coordination among departments/offices. However, there is weak coordination among the departments and fragmented institutional responsibilities under land management structure which results in offering inefficient, sluggish and inferior land services that makes citizens/customers discontented.

Land administration organizations having objectives of providing quality and efficient land services are required to have organized land management system equipped with up-to-date technologies and computerized tools. But, the land management office of NSL sub-city has inappropriate and outdated land management system function with manual and old-fashion technical and computer equipments that makes the land office inefficient in service delivery and unsuccessful of satisfying the demand of citizens/customers at their expectation level.

It is required for land organizations to have adequate storage facilities, complete inventory of entire records and to hold land records in perpetuity essential to offer reliable and accurate land services. But, the land office of NSL sub-city has faced with inadequate land record storage facilities, incomplete inventory of land records and unsecured land records vulnerable to danger and misuse which keeps the land office incapable of keep accurate and secured land records, unable to provide more reliable and expected level of land services.

The cadastral maps provided by the land office are not complete, are outdated and are not in a standard format and whatever information exists is distributed in various agencies/offices. This incomplete map has misleading information in value, ownership names, sizes and other elements leading to conflicting interests, disputes, loss of public confidence and trust that makes the land office incapable of giving quality land services at the level of customer expectations.

Providing efficient and quality land service requires complete spatial reference or index to title records to cadastral information. However, the land office's cadastral information has incomplete spatial reference or index to title records which affects the sequential arrangement and filing of dossiers of titles right that keeps the land office unable to offer quality land services.

Effective land management needs to have adequate mechanisms to resolve land administration issues. However, the land office has inadequate mechanisms and systems in place to solve and minimize land management related issues happened internally and externally which keeps the office incapable of offering appropriate and solution-oriented land services to satisfy customers.

It is mandatory to have skilled, competent and adequate number of manpower required to efficient and effective service delivery. However, the land office has inadequate manpower characterized by poor competencies on the technical, customer service and administrative

functions of land management which puts the office unable to offer efficient, effective and quality land services capably satisfy citizens/customers.

One of the basic of effective land services delivery is creating public awareness in order to get the citizens/customers well informed. However, the land office of NSL sub-city has done very few or nothing to create public awareness on the requirements, necessary steps and the time allotted to get whatever the land services which pose unconstructive impact to offer quick, efficient and effective land management services.

The land office offered compensation value, for those who lost their land ownership for developmental purposes, which is not considered the current market value of the land and the displacement cost which keeps the citizens/customers disappointed and dissatisfied.

Creating strong relationship with private organizations and NGOs is one of the important factors for improved service delivery. But, the land office has created no connection and relationship with private organizations and NGOs to get assistance in terms of technological equipments, trainings, and financial support for compensation payments that makes the office incapable offering quality land management services.

The land office of NSL sub-city has faced with challenges and problems such as lack of appropriate skills and knowledge, manpower turnover, lack of coordination and service process organization, existence of un-cleared land ownership, weak coordination with concerned bodies, outdated and inconsistency land laws and procedures, lack of transparent and accountable land management, very low rate of compensation value, inadequate resources and technical competencies, and lack of motivation to implement standard service requirements and time. This challenges cause the land office to be unsuccessful and incapable of offering improved and quality land management services to the customers.

5.2. CONCLUSION

The conclusion made on the land management services, the performance of service delivery from customers' viewpoint, the institutional, technical, legal, and administrative issues of land service delivery, as well as the overall challenges and problems of the land office which constrained the service delivery processes are clearly shown in detail as follows.

Due to rapid population growth and fast growing urbanization in Ethiopia, urban land is among the valuable and scarce resources which necessitate strong and structured management of land services that the government placed and given insignificant emphasis.

The most important performance parameters of quality service delivery are tangibles, reliability, responsiveness, assurance and empathy. However the land management services provided by the land office of NSL sub-city were found not reliable, tangible, responsive, lack assurance and empathy aspects of the service that keeps the land office unable to meet the service quality expectations of the customers. The land laws, policies and work procedures are complex, inconsistent, and some land laws are outdated which keeps the land management employees and managers unable to offer land services with confidence and to make informed decisions. In addition, the complex and inconsistent legal framework makes citizens/customers cost in ownership, time and efforts to access land services and loss confidence on land office services. The basis for improved and quality service delivery is well organized institutional arrangement and strong coordination among departments/offices. However, there is weak coordination among the departments and fragmented institutional responsibilities under land management structure which results in offering inefficient, sluggish and inferior land services that makes citizens/customers discontented. Land administration organizations having objectives of providing quality and efficient land services are required have organized land management system equipped with up-to-date technologies and computerized tools. But, the land management office of NSL sub-city has inappropriate and outdated land management system function with manual and old-fashion technical and computer equipments that makes the land office inefficient in service delivery and unsuccessful of satisfying the demand of citizens/customers at their expectation level.

It is required for land organizations to have adequate storage facilities, complete inventory of entire records and to hold land records in perpetuity essential to offer reliable and accurate land services. But, the land office of NSL sub-city has faced with inadequate land record storage facilities, incomplete inventory of land records and unsecured land records vulnerable to danger and misuse which keeps the land office incapable of keep accurate and secured land records, unable to provide more reliable and expected level of land services.

5.3. RECOMMENDATION

The findings of this study have important implications for interventions to improve the quality of land management services and the service delivery that better satisfy the general public or customers. However, in furtherance to the realization of set objectives, the researcher makes the following recommendations:

- ✚ The existing organization setup of land office of NSL sub city shall be restructured in a way that attains efficient institutional arrangement, clear responsibilities and strong coordination among departments/offices which enables the office offering standardized and quality land services to satisfy customers.
- ✚ The people must be aware of their rights and obligations and the mechanisms to enforce those rights to visit and access land services at their benefits. To this end, the land office should develop an effective awareness creation scheme intended to aware their rights to get land management service with no reservations to the public through preparing public discussion forums and developing media channels to disseminate the benefits of land management services and the necessary requirements to get the land services.
- ✚ Proper and competent land management at the city administration, sub-cities, woredas, and kebeles levels shall be given strong greater notice to ensure quality land service delivery and good governance in the area. To this effect, the government should consider including land management & administrative courses in the existing universities and/or open academic institution dedicated to provide trainings and educations on programs related with land management, land service delivery and land administration functions such as land administration, urban planning, cadastral mapping, land information system, surveying and others in collaboration with private organization and NGOs working in the area.
- ✚ Developing and practicing standard customer service delivery is vital for achieving reliability and quality service delivery. To this end, the land development and management office of NSL Sub City should exert unreserved efforts to put the customer service standards practical on the ground through strict management controlling and attaché the customer service performances of employees with rewards and promotion.
- ✚ Capacity building is essential for sound land administration and land management. While the government, in collaboration with the federal and regional authorities, should provide systematic support (trainings, up-to-date technical equipments, salary & incentive budgets, resources and others) to the land management institutions to develop their capacity to effectively manage and administer land.
- ✚ The land office of NSL sub-city should continuously audit skill and competencies, identify the gaps and prepare short term trainings and sponsor long term educations to develop and enhance manpower competencies required to achieve efficient and

effective land service delivery. In addition to enhancing the competencies of existing manpower, the land office shall enforce the city administration and the federal government to increase salary scale and add incentive packages to retain competent and to have adequate number of manpower to the number of jobs.

- ✚ Suitable land registration and documentation system can significantly contribute to provide quality and improved land development and management services. To this effect, the land office of NSL Sub City shall acquire and apply technological tools and computerized equipments to land registration, data recording, updating and designing mapping, and surveying and related core functions of the office required for improved land services delivery.
- ✚ It is recommended that rules of ethics and professional integrity by the land management officers should be put into operation and monitored. The system should consider awarding highly efficient land officers and take corrective measures against officials found to have been involved in malpractices.
- ✚ The land office of NSL sub city shall create strong relationship and partnership with private organizations and NGOs to work together and get assistance technological equipments and tools, technical and administrative trainings, and financial support for compensation payments to citizens/customers who lost their land for developmental purposes.
- ✚ The land office of NSL sub-city should make the land related data computerized and well organized which ensures the land records are kept properly and in a sturdy condition, and blockage to land data abuse and misuse; and the land office shall set data quality parameters which decrease defective data given to citizens.
- ✚ The land office of NSL sub city shall provide continuous short term customer handling and delighting customer trainings which enhance the empathy and responsive behaviour and nature of customer service officers working at service counters who better understand the customers' needs, willing and kind to serve citizens, provide care and attention to customers, and offer timely and prompt services to esteemed customers.
- ✚ The government shall facilitate and prepare conference to reexamine land law, rule and policy issues at federal and regional levels participating the federal and regional land management organizations, the general public, private organizations and NGOs working with the area to come up with clear, up-to-date and consistent land regulations

and work procedures essential to perform transparent, accountable and reliable land services. In addition, the land office shall ensure employees and managers understanding and consensus on the land laws and work procedures essential to enhance confidence to deliver the services and decision making ability.

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ANNEXS

PART I: QUESTIONNAIRE FOR THE CUSTOMERS

Addis Ababa University

School of Business and Public Administration

Department of Public Administration and Development Management

Dear respondent,

The objective of this questionnaire is to seek data on the land administration services in Nifas Silk Lafto Sub-City under Addis Ababa City Administration. The data you provide will be used to conduct and write a thesis research as a requirement for Masters Degree in Public Administration at Addis Ababa University. Your response will be used only for academic purpose and you are kindly requested to respond for the following questions honestly.

Note:

- ☞ No need to write your name.
- ☞ Mark or tick (√) on the alternative you prefer for closed-ended questions.
- ☞ Write your response on the space provided for open-ended questions.
- ☞ You can choose more than one alternative and try to answer all questions possible.

Thank you in advance for your cooperation and timely response!!

Part-I: Characteristics of Respondents

1. **Sex:** Male Female
2. Educational Status:
 - Twelfth/Tenth incomplete 10/12 Complete Diploma
 - First Degree Masters degree and above
3. Occupation:
 - Private organization employed Government organization employed
 - Self employed Others -----

Part-II: Specific Information

4. For which service(s) have you come to land development & management office today?
 - Title Registration (Issuance of Land Tenure Certificate) Services
 - Compensation Services
 - Land Transfer Services
 - Building Permit Services

Land Information and Technology Services

Other Services -----

5. How frequently did you go to the office to get the above service(s) for the first round?

On the first time 2-3 times 4- 5 times More than 5 times

6. Were you given an appointment for service delivery?

Yes No

7. Are your service delivery expectations have been met?

Yes No

8. Forward your justifications for the above response, whether it is „Yes“ or „No“?

9. The following is a list of items relating to the land management services provided in Nifas-Silk Lafto Sub-City. Please put a tick (√) sign to appropriate space of particular score, which is suitable to your agreement about the following statements.

Rank: 1= Strongly Disagree (SDA), 2= Disagree (DA), 3= Neutral (N), 4= Agree (A) and 5= Strongly Agree (SA)

S/N	Factors or Variables Used as Comparison	SD	D	N	A	SA
	RELIABILITY					
1	The service charges and costs are more or less correct					
2	The office keeps land record correctly					
3	Land services offered at the designed and promised time					
4	Access to accurate land information and data					
	RESPONSIVENESS					
5	Employees provide punctual service & promptly					
6	Employees willingness to help customers					
7	Employees are never busy to respond to customer request					
8	Employees tell customers exactly when service will be performed					
	EMPATHY					
9	The office's employees understand customer's need					
10	The office employees give customers individual attention					
11	Employees give brief information on the service and its associated costs					
12	The office's working hours convenient to its customers					

	TANGIBILITY					
13	The land management office has up to date equipments					
14	The office's physical facilities are visually appealing					
15	The service centers locations are convenient to all customers					
16	Customer officers at the service centers are well dressed and appear neat					
	ASSURANCE					
17	Personal behavior of the employees are honest that the customer can trust					
18	Customer feel safe in the transaction with the office employees					
19	Customer service officers have the knowledge to answer your questions					
20	Sufficient and skillful manpower hired in all work processes/departments					
	Problem Solving Quality					
21	The office has regular feedback hearing & approachable compliant handling system is in place					
22	The land office provides appropriate solutions to problems					
23	The office manage land-related conflict & grievances fairly and expeditiously					

10. What are the main constraints you have observed in obtaining land management services?

11. What measures are be taken to improve service quality to your level of strong satisfaction? _____

12. Do you have any other comments and recommendations for improved service delivery in the land development and management office? _____

Thank you!

PART II: QUESTIONNAIRE ADMINISTERED TO DEPARTMENT EMPLOYEES

Addis Ababa University

Faculty of Business and Economics

Department of Public Administration and Development Management

Dear respondent,

The purpose of this questionnaire is to gather information from the employees of Nifas Silk Lafto sub- city regarding the service delivery by the land administration department. The data will be used to conduct a thesis research as a requirement for Masters Degree in Public Administration at Addis Ababa University. The researcher will make sure that replies you provide will be kept confidential. You are kindly requested to answer the questions. You should not state your name or identity while you are answering the questionnaire .The researcher gives thanks in advance for your cooperation.

❖ Please put a tick mark (√) in the appropriate box in each of the following questions

Part-I: Characteristics of Respondents

1. Sex: Male Female
2. Educational Status:
 Twelfth/Tenth incomplete First Degree
 Diploma Masters degree and above
3. Your responsibility and type of work in the organization?
 Title Registration (Issuance of Land Tenure Certificate) Services
 Compensation Services
 Land Transfer Services
 Building Permit Services
 Land Information and Technology Services
 Other (specify) _____

Part-II: Specific Information

4. Has your organization given you trainings that can help you improve efficiency and success in your work?
 Yes No
5. If your answer to question no 5 is “yes” how many training programs did you attend in the past 5 years? _____

6. If yes to question 2, did the training up-date your skill in relation to service delivery process?
 Yes No
7. How does your organization assess the needs of its customers?
 By periodical discussions with customers
 Through opinions customers give when they receive services
 By conducting customer needs survey
 No customers' needs are assessed
8. How do you rate inter departmental co-ordination in service delivery?
 Very good Good Fair Poor
9. If you say it is "fair" and "poor", what do you think the reason is?
 Different short term priorities among department
 Lack of information technology
 Uncertainty over legal responsibilities for coordination
 Concern for financial matter
 If other specify-----
10. How do you rate the computerization /automation of the service delivery?
 Very good Good Fair Poor
11. If "Fair" and "Poor", would it be better to computerize or to automate the service delivery process?
 Yes No
12. Please put a tick (√) sign to appropriate space of particular score, which is suitable to your agreement about the following statements.

Variables/Factors	Yes	Neutral	No
TECHNICAL ISSUES OF SERVICE DELIVERY			
The office provide reliable land data to customers			
Land office keeping accurate record of land data and information			
The office has complete inventory of land records			
The office is equipped with up-to-date technologies			
The office computerize its land registration, record, certifications			
LEGAL ISSUES OF LAND MANAGEMENT SERVICES			
Clear and Practical Land Laws, Policies & Producers			
Awareness to the public on existing and changes in land law issues			
Land office always strive for safeguarding vulnerable groups			

INSTITUTIONAL ISSUES OF SERVICE DELIVERY			
Weak coordination among the departments and employees			
Clear & short service delivery process			
LAND ADMINISTRATION ISSUES			
Equal access to land services without discriminations			
Fair compensations paid to all resident members who are losing their land holdings			
Providing reasonable cost for services delivered			
Citizen regularly invited for participation to discuss on existing services and changes			
Consulting citizens on implementation of land laws, policies & program			
Land employees and officials are accountable			
Land claimants are aware of the benefits of registration and the land office offer incentive to register			
There is a need to initiating cadastral proceeding in the land office			
The work process to issue titles is judicially slow & has limited output			
The work process to issue titles is administratively slow & has limited output			
The land office has adequate land record storage facility			
The land records are manual and outdated			
The land record is kept properly and many are in a sturdy condition			
Cadastral maps are complete, updated and are in a standard format			
There is no system for the retention of cadastral information at the office			

13. How do you rate the shortness of work process to give efficient service delivery?

Very good Good Fair Poor

14. What do you think the main problem of the service delivery process?

15. What does the organization do to curb the problem?

Thank you!

PART III: INTERVIEWS FOR MANAGERS AND OFFICERS UNDER NSL SUB-CITY'S LAND MANAGEMENT OFFICE

Introduction: This interview is intended to seek data on the land administration services in Nifas Silk Lafto Sub-City under Addis Ababa City Administration.

I would like to thank you for your sincere cooperation to this interview!!

1. Does the sub-city land development and management office have competent and capable staff to provide effective land administration?
2. What is the number of man power needed by your department? Is your department fully staffed? If not why?
3. Do you think your department is equipped with all the necessary automated/computerized materials for the service delivery process?
4. Do you think the customers are charged fair price? If not, what can be done to curb the burden especially for the poor?
5. Do you think the customers are provided fair compensation to the land they lost for developmental activities? If not, what can be done to curb the burden especially for the poor?
6. Do you think the citizens are fully participating in the service delivery process? If not what is the reason behind?
7. Do you think the service delivery process is transparent for the citizens and if that is not the case what could it bring about?
8. Do you think the laws, rules and procedures have taken account of the needs of citizens? Or do you think they are posing problem for the service delivery process?
9. What is your opinion of the general service delivery problems? What do you think the reason for their existence in your department? For,

A. Title Registration (Issuance of Land Tenure Certificate) Services?

B. Land Record Management?

C. Compensation Services?

D. Land Transfer Services?

E. Building Permit Services?

F. Land Information and Technology Services?

G. Immovable Property Registration and Information Services?

10. What does the management do to curb those problems?

11. Do you think the customers are given attention in the land administration organizations?

12. Is there well organized co-operation between departments/organizations for the service delivery process? If not why?

13. Do you think the customers' expectations are satisfied in the service delivery process?

THANK YOU!!!!