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

Land Management Practices and Challenges in Addis Ababa City Administration: Experiences from Akaki-Kality Sub-city

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A thesis submitted to the Department of Public Administration and Management of Addis Ababa University in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy.

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This is to certify that the Thesis prepared by Moges Abreham entitled "*Land Management Practices and Challenges in Addis Ababa City Administration: Experiences from Akaki-Kality Sub-City"*, submitted in partial fulfillment of the requirements for the Degree of Master in Public Management and Policy, complies with the rules and regulations of the University and meets the accepted standards with respect to originality.

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Declaration

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

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Acronyms

AACCSA	Addis Ababa Chamber of Commerce & Sectoral Associations
AfDB	African Development Bank
AUC	African Union Commission
CSA	Central Statistics Authority
FAO	Food and Agriculture Organization
FIG	Federation International des Geometers/International Federation of Surveyors
LDP	Local Development Plan
MoUDHC	Ministry of Urban Development, Housing and Construction
ULG	Urban Local Government
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNECE	United Nations Economic Commission for Europe
UN-Habitat	United Nations Human Settlements Programme
USAID	United States Agency for International Development

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ABSTRACT

This study assessed the land management practices and challenges in Addis Ababa City Administration using Akaki-Kality Sub-City as a case study. The study design was descriptive case study. Data was collected from primary and secondary sources. Primary data was obtained through questionnaire from 69 selected respondents using simple random sampling technique, and through key informant interviews. The key informants were selected using non-probability purposive sampling technique. Secondary data involved reviewing relevant published and unpublished reports, operation manuals and other relevant documents. Data collected through survey questionnaire was entered in to SPSS for statistical analysis, and data collected through interviews were analyzed using narrative description method. This study found that the existing land management institutions in Akaki-Kality sub city are characterized by a lack of adequate capacity and unstable organizational structure. It also identified several challenges including, among others, lack of complete inventory of land, changing nature of the sub-city characterized by new expansion/development sites, poor coordination among stakeholders, lack of staff integrity, unstable land use plan, and high staff turnover. The study recommends improving capacity of the land management institutions; and clearly defining role, mandate, and coordination of offices involved in the land management process.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Ethiopia is one of the least urbanized and fast urbanizing countries in East Africa. The rapid urban growth of Ethiopia is characterized by poor planning and land-use, inadequate infrastructure, and chronic housing shortage. Addis Ababa, the commercial and political center, is the exemplary of this rapid urban and metropolitan growth. Urbanization brings both opportunities as well as challenges that based on how they are responded to may contribute to social stability as well as economic development and growth.

A well planned and managed urbanization creates a favorable platform for dealing with different societal problems, such as service delivery and poverty alleviation. The rapid population growth in urban areas followed by the needs for housing and socio-economic expansions on the other hand, increases the number of people-to-land relations and creates unprecedented pressure on urban land which is a major asset in urban areas. Failure to respond to the housing needs of the urban poor, either through providing houses or urban land, leads to slum formation and illegal land occupation. Palmer et al. (2009), cited in Alemie (2015), noted that when the needs for urban land are not met, urban poverty and unsustainable urban development are the results.

The process of promoting sustainable urban development is highly dependent upon efficient urban land management. Urban space has to serve a variety of human needs: housing, working, social interaction, leisure, and mobility of persons and goods (GTZ, 2004). Land management encompasses all activities associated with the management of land that are required to achieve sustainable development. Land management practices, intended to maximize social welfare, indirectly and unintentionally contribute to the problems that cities face in providing sufficient serviced land for people, firms, and public uses and services (World Bank, 2016). The process of

urbanization is also creating new and novel demands on land and land related resources for engagement in more sophisticated economic activities. The land requirements of the various activities are not always compatible with one another (GTZ, 2004; UNECA, 2008). To create or preserve a livable urban environment, the requirements of these functions have to be balanced against each other. Competing interests in land such as residential, commercial, industrial, transportation and other interests need to be handled in a manner that secures benefits for all parts of the society. Land use planning serves this process of balanced competing demands on limited urban space. There is therefore, a need for integrated management of land resources to reduce, if not eliminate, potential conflicting demands of the various land based activities to ensure sustainable development. Hence, the purpose of this research is to assess the land management practices and challenges of Addis Ababa City Administration using Akaki-Kality Sub-city as a case study example.

1.2 Statement of the Problem

Addis Ababa is the commercial and political center and the exemplary of the rapid urban growth of Ethiopia. The rapid urban and metropolitan growth in Addis Ababa is exacerbated by poor planning and land-use, inadequate infrastructure, and chronic housing shortage (World Bank, 2016). The spatial, physical and socio-economic condition of Addis Ababa City is by far behind the requirements fundamental to sustain the livelihood of the city (Bayrau and Bekele, 2007). The per capita distribution of green areas and parks in Africa's urban cities is 7 square meters, but Addis Ababa only has 0.3 square meter distribution of green areas and parks (Elias, 2013).

The Ethiopia Urbanization Report by the World Bank (2016) indicated that Addis Ababa lag on measures such as land allocated to streets and intersection density that are essential for mobility, productivity, quality of life, and social inclusion. The same report revealed that ULGs municipal capacity particularly to enhance own revenue sources, and asset and land management practices is generally weak and that most ULGs do not have and lack the capacity to develop comprehensive land (and other) asset registries.

Land registration systems provide with information about real property. This information is important for the property and credit markets, land management, land policy and mortgages. For the land market to operate efficiently information about the land so that sellers and buyer can clearly determine what they can and cannot do with it is a requirement. The information about the real property should also be easy to get. The World Bank (1996) noted that the lack of clear proof of ownership imposed substantial costs on the land market: first, without an accurate ownership register, prospective buyers must conduct extensive research on property ownership before deciding to enter into the transaction; second, owners of untitled property are unable to use the land as collateral for obtaining loans from financial institutions and thus must either forgo credit or pursue more expensive channels of borrowing.

The paper-based nature of the record systems lowers the efficiency of registering property in Ethiopia. According to Doing Business (2016, cited in Burns et al, 2017) assessment Ethiopia ranked 141 out of 189 countries in terms of easiness of registering property, and the process to register the property requires 7 steps, takes 52 days and costs 6.1% of the property value. More critically, in assessing the quality of the process Doing Business assessed the process as 4.5 out of a maximum of 30 points. However, this assessment was general and more specific assessment studies for city administrations and sub-cities will still be more relevant for a systemic approach of the challenges and recommend ways forward.

The Ministry of Urban Development, Housing and Construction in its National Report on Housing & Sustainable Urban Development (2014) indicated lack of key information needed for land management as a major obstacle for a further efficiency increase. According to the report the cities in Ethiopia do not have street addresses, and generally do not have current land use maps or inventories of vacant land. Moreover, there is some general confusion in cities about what can and can't be expected from the federal cadastre project, and when. The same report also indicated that the overall system of governance of land management has substantial structural shortcomings as it excessively over regulates what land holders can and can't do, and makes it top-to-down. This over-regulation is established at the federal and regional levels, while local governments do not have direct control over numerous land management parameters that are local by their nature (such

as starting prices on auctions, types of land uses recognized in land planning documents, parameter of lease contracts, etc.)

The 1994 Ethiopian Constitution draws a broad framework for land policy in the country asserting state ownership of land (USAID, 2004; Woldesilassie and Gebrehiwot, 2017). The state ownership of land gives the government an important role in land management and administration (World Bank, 2016). The government is the sole supplier of land either through auction or direct allocation. Different researches also indicated unsatisfied demand for urban land in Ethiopia. The Ethiopia Urbanization Report (2016) indicated that unsatisfied demand for urban land is well illustrated by land auctions in cities, where the number of bidders at land auctions has been 12 to 24 times higher than the number of plots for residential land and 3 to 7 times higher than available plots for commercial land.

Melese (2016) also assessed land development and management practices and challenges in Yeka Sub-City, Addis Ababa. Melese tried to assess land development and management practices and challenges in Yeka Sub-City by applying good governance principles under the five good governance dimensions and observed land development and management processes are not transparent, citizen participation is weak, unequal treatment of clients, and the service users are dissatisfied with the practice. On the other hand, Eshetu (2017) examined trends of the land use/ land cover change of Akaki Kality Sub-city over the last thirty years. The result of his study revealed an increase of settlement by 50 % and followed by cultivation by 17.8% while eucalyptus, grassland and water body decreased significantly.

Urban land registration is a recent phenomenon in Ethiopia. There is also little evidence in the literature on the institutional aspects of land management practices of Akaki-Kality Sub-City related to urban land information and record systems, establishing and enforcing land use/development controls, and the institutional settings and capacities required to carry out these tasks. This study therefore, tried to fill in the gap by assessing the land management practices and challenges of Addis Ababa City Administration using Akaki-Kality Sub-City as a case study. It also addressed issues on how the land management practices of the sub-city be structured so that it operates efficiently, cheaply, speedily and equitably.

1.3 Research Questions

The study mainly focuses on assessing the land management practices of Addis Ababa City Administration using Akaki-Kality Sub-City as a case study. Aspects of urban land management related to institutional frameworks/arrangements, land registration and information systems, establishing and enforcing land use/development controls, and institutional capacities required to carry out land management tasks are described. Hence, it addresses the following research questions.

1. To what extent does the institutional arrangement support the land management efforts in Akaki-Kality Sub-city?
2. What are the key organizational issues specific to land management practices in the Akaki-Kality Sub-city?
3. What is the Sub-city's land use pattern for various social and economic activities?
4. What are challenges that Akaki-Kality Sub-City facein managing land and its use?

1.4 Objective of the Study

The general objective of this research project is to examine the land management practices and challenges in Addis Ababa City Administration using Akaki-Kality Sub-City as a case study. The specific objectives include:

1. to assess the institutional arrangements for land management in Akaki-Kality Sub-City
2. to identify and describe key organizational issues specific to land management practices in the Akaki-Kality Sub-City
3. to assess the sub-city's land use patterns for various social and economic activities
4. to identify challenges that Akaki-Kality Sub-City faces in managing urban land and its use
5. to suggest recommendations and way forward to the urban land management practices in Addis Ababa City Administration

1.5 Significance of the Study

The research explores land management practices and challenges of Addis Ababa City Administration using Akaki-Kality Sub-City as a case study. The research also concentrates on raising a variety of issues related to urban land management for consideration. Hence, it will benefit a wide audience of policymakers, academicians, and practitioners concerned with urban development and land management. Besides, not much research has been done in this area and thus it also contributes further knowledge on the economic and social importance of efficient urban land management in Ethiopia.

1.6 Scope and Limitation of the Study

The purpose of this study is to assess the land management practices of Addis Ababa City Administration using Akaki-Kality sub-city as a case study. Land management has many components, including land-use planning; legal, administrative and institutional oversight; clearly defining the land areas in question; inspection and control of compliance with the decisions; resolving land tenure issues; and safeguarding the traditional rights of indigenous peoples (FAO, 1995 cited in INTOSAI WGEA, 2013). Among the several components of land management, this study focuses on practices related to the urban land information and record systems, establishing and enforcing land use/development controls, and the institutional arrangements and capacities required to carry out these tasks. It will only assess the institutional aspects of urban land management and will draw analysis based on a cross-sectional data gathered from the institutions in charge of urban land management of the sub-city. The study is also geographically limited to Akaki-Kality Sub-city.

The limitation of this study is that it does not assess all of the basic conditions or foundations for land governance as identified by Burns (2007 cited in UN-Habitat, 2012) consisting of a policy framework, a legal framework, institutional capacity, primary geodetic network, education and training, funding and finance and stakeholder engagement. In addition, fear of respondents to provide genuine information for questions posed was the other limitation of this paper.

1.7 Organization of the Paper

The research paper is organized into five chapters. Chapter one is the introductory chapter where the statement of the problem, the research questions, and research objectives are presented. The second chapter is literature review where the both theoretical and empirical literatures were reviewed. Basic concepts are also defined and a conceptual framework is developed based on the literature in this section of the paper. The third chapter outlines the research methodology. The fourth chapter presents the data presentation and analysis. The final section of the paper offers conclusions and recommendations about land management practices in Addis Ababa City Administration.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature

The several concepts related to land can sometimes be difficult to understand how they are used. Land can be linked with governance, policy, management, development, and planning. The highest level in a land hierarchy is land policy, which falls under the national development plans of a country (Dale & McLaughlin, 1998 cited in Mukupa 2011). Land policy is a governmental instrument that states the strategy and objectives for the social, economic and environmental use of the land and natural resources of a country.

UN-Habitat (2012) noted that for good land governance there should be a policy and legal framework in place. An urban land policy and corresponding legislation regarding land administration should exist and be operational. The policy and laws should cover aspects such as land ownership, property and land rights, development of land, land taxes, transfers, formal and informal land tenure and inheritance. According to UN-Habitat a decentralized government structure, in which local governments have a certain level of autonomy in decision-making over land management, is favored over a centralized government structure. Local governments are more directly in touch with communities and tend to better understand land related problems and how to deal with them.

2.1.1 Land Management and Governance: Conceptual Debates

Land Administration is the processes of recording and disseminating information about the ownership, value and use of land and its associated resources (UNECE 1996, cited in Ouna, 2016). It is basically about processes, not institutions. Dale & McLaughlin (1999, cited in FIG, 2008) define land administration as “the processes of regulating land and property development and the

use and conservation of the land, the gathering of revenues from the land through sales, leasing, and taxation, and the resolving of conflicts concerning the ownership and use of land". The rights to land to which an individual or group are entitled to may include the right to dispose, sell, control, use, transfer, subdivide, and develop. This information is important in the enhancement of security of tenure as well as enforcement of rights to land.

According to the AUC-ECA-AfDB Consortium (2010), an important factor in land administration is to foster good governance of land, natural resources and processes of land use change. Land administration systems provide a basic infrastructure for implementing land related policies and land management strategies to ensure social equity, economic growth and environmental protection (Enemark, 2009, cited in Ouna, 2016). Good land administration systems facilitate effective and efficient management of land and property rights and this is important in increasing the efficiency in the use of resources.

Property rights in urban areas is key in development of property markets which in turn affects urban development. Good management of property rights facilitates affordable and transparency of land transactions in the property markets. Lack of information on property rights is a disincentive to development in the property market. Due to the insecurity of tenure rights, land transactions will tend to operate informal land markets where costs of transactions are high and more resources spent in protecting rights to property.

Land markets are the way in which many people gain access to land, although other means of access, such as inheritance and land allocations through kinship, remain important in much of the world (FAO and UN-HABITAT, 2009). Land markets are mechanisms by which rights in land and housing, either separately or together, are voluntarily traded through transactions such as sales and leases. These transactions may take place on the formal land market, or may happen through informal channels such as informal land developers. According to FAO and UN-HABITAT (2009) in many cities in developing countries the formal land market delivers only a fraction of the serviced land required by growing populations. As a result, informal land development is often the most common way that poor people access land. This land is often poorly located, sometimes hazardous, and often with no access to infrastructure or services.

Information on land value entails the monetary value associated with a particular land or property. Information on value on property and land is also important in the functioning of land markets. It is one of the determining factors in the access of credit for development of land especially in urban areas. Information on land and property values is important in the monitoring and regulation of land market performance. In this regard, the world bank (1996) identified three generally accepted justifications for government interventions into urban land markets:

1. Elimination of market imperfections and failures to increase operating efficiencies
2. Removing externalities so that the social costs of land market outcomes correspond more closely to private costs
3. Redistribute society's scarce resources so that disadvantaged groups can share in society's output

The World Bank (1996) in its policy paper on "A Framework for Reforming Urban Land Policies in Developing Countries" noted that efficiency-enhancing government interventions include increasing the level and transparency of information about land markets and removing market imperfections, failures, and externalities. A common governmental action is to increase the clarity of the land market by installing better titling and registration and more comprehensive land information systems (Holstein, 1991 cited in World Bank, 1996). For example, in cases where there is a poorly functioning land-registration system, buyers of land are often not sure if they are actually buying from the "real" owner.

As stated earlier, land management encompasses all activities associated with the management of land and natural resources that are required to achieve sustainable development. This involves the utilization of land resources with a goal to achieve a desirable social or economic objective. It directly involves all the processes and activities that have an effect on land information on rights, value, use and development. Land management also involves the formulation and implementation of land policies as a means of realizing the goals of development needs. Land management therefore, is the range of land administration functions that ensure proper management of rights, restrictions, responsibilities and risks in relation to property, land and natural resources (Enemark, 2005 cited in Ouna, 2016). 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 (Dawidowicz and Źróbek, 2017). The major objective of land management is matching the land rights with land-use rights and land-use options for achieving sustainable development objectives (Zimmermann, 2008).

Land governance on the other hand, refers to the processes by which decisions regarding access to, and use of, land are made, the manner in which those decisions are implemented, and the way in with conflicting interests in land are managed/resolved or reconciled. Land governance is thus a techno-legal, procedural and political exercise (UNECA, 2009 cited in UN-Habitat, 2012). This is because the process of allocation and enjoyment of land rights cannot be separated from the civil, political and human rights, of the citizenry and are dependent on the political, administrative and professional will to ensure fair treatment and equal opportunities for all. In addition, because land governance entails control over land rights it is, in many African countries, a means of accumulating and dispensing political and economic power and privilege through patronage, nepotism and corruption. Land governance is about the policies, processes and institutions by which land, property and natural resources are managed (FIG 2009, cited in Ouna, 2016). This includes decisions on access to land, land rights, land use, and land development.

FAO and UN-Habitat (2009) proposed the following working definition for land governance:

> *Land governance concerns the rules, processes and structures through which decisions are made about access to land and its use, the manner in which the decisions are implemented and enforced, the way that competing interests in land are managed.*

Land governance encompasses statutory, customary and religious institutions, as well as informal institutions. It includes state structures such as land agencies, courts, and ministries and municipalities responsible for land. It also includes informal land developers and traditional bodies. It covers the legal and policy framework for land, as well as traditional practices governing land transactions, inheritance and dispute resolution (FAO and UN-Habitat, 2009). The principles of good governance can be made operational through equity, efficiency, transparency and accountability, sustainability, subsidiarity, civic engagement and security" (FAO, 2007 cited in UN-Habitat, 2012). Many countries, however, have poor land governance mainly due to incompetent and ineffective land institutions, a situation that might be very convenient for the rich and powerful who benefit from the lack of transparency in urban land management.

If land governance is weak, urban development processes can only have a limited impact; the level of land information should be limited and related to what an urban development project can achieve. The realities of weak or ineffective governance include corruption, weak institutions, lack of horizontal and vertical coordination and integration among governmental agencies, limitations on the credit market, and low efficiency of land administration systems. These can block beneficial effects of a LIS from materializing (UN-Habitat, 2012). Poor land governance is primarily caused by lack of the basic conditions, or a weak "foundation". This foundation consists of a policy framework, a legal framework, institutional capacity, primary geodetic network, education and training, funding and finance and stakeholder engagement (Burns, 2007 cited in UN-Habitat, 2012).

2.1.2 Institutional and Legal Framework for Land Governance

The role to be fulfilled by public institutions in the land sector is essentially threefold (World Bank, 2012). First, countries need a legal and institutional framework that clearly defines the rules for allocation of property rights and, by allowing cost-effective enforcement, encourages and facilitates land-related investment. Second, reliable and complete information on land and property rights needs to be freely available to interested parties. Access to land information would then allow for low-cost verification of land-ownership status, which in turn would form the basis for low-cost land transfers to more productive use or users and may facilitate the use of property as collateral in financial markets. Finally, regulations are needed to avoid negative externalities that may arise from uncoordinated action by private parties. Weak governance of the land sector and a failure to perform these functions effectively will negatively affect development by reducing investment levels, property transfers, financial sector activity, and the scope for meaningful decentralization.

The World Bank (2012) in its land governance assessment report also identified key areas of good land governance and land governance indicators. According to this report a good legal and institutional framework implies that long-standing rights by existing land users are recognized (not necessarily only for those holding a formal right, with a clear demonstration of the recognition of

rights evident in the eligibility for compensation in case of expropriation). Also, the state has institutions and policies in place that allow right holders to easily enforce their rights and exercise them in line with their values and aspirations and in ways that benefit society as a whole. Failure to recognize existing rights will create tenure insecurity.

Public sector functions related to land are normally performed by different institutions, and as long as capacity is available, routine administrative tasks should be decentralized. Unclear or overlapping mandates and functions increase transaction costs and can create opportunities for discretion that undermine good governance and can push users into informality. They can also create parallel structures that threaten the integrity and reliability of the documents and information provided by land sector institutions, rendering policy implementation difficult.

2.1.3 Urban Public Space and Public Land Management

Ghazi et al (2017) in their paper prepared for presentation at the 2017 World Bank Conference on Land and Poverty noted that the prioritization of "safe, inclusive, accessible, green, and quality public spaces" in the New Urban Agenda closely link with a broad range of human rights. They further noted that well designed and safe public spaces are key for social, inter-community and intergenerational interactions, promoting non-discrimination and gender equality. Public spaces are also an important element for people's participation in civic and social life, freedom of expression, freedom of association, freedom of peaceful assembly and cultural rights. Therefore, the provision of land and measures to avoid privatization of public land and spaces should be viewed from a human rights obligations perspective as well.

The amount of land allocated to public spaces in developing countries is limited. There are no proper mechanisms to ensure its creation, protection and maintenance. Based on comparative research across cities globally, it is recommended that around 50 per cent of the land is allocated to public use, where 25-30 per cent is allocated to streets and 15-20 per cent to other public open spaces. The percentage will vary depending on each particular context (UN-Habitat, 2015).

The social value of public space is the opportunity such places offer for interacting with others. The social relations that occurs in public places is significant as it often represents communication and concession between non-homogeneous users who may otherwise have little opportunity or reason to interact. Public spaces are symbols of the larger collective identity and signal standards and traditions of the culture. They can signal the character of a city as well as provide a source of common character and community superiority for the urban area (Holub, 2011 cited in Manandhar, 2015). Manandhar (2015) also argues that open space management is an important part of reduction of disaster risk by providing different shelter options and related services to disaster victims and common public.

In terms of density UN-Habitat (2015) with one of its five principles of sustainable urban neighborhoods indicated that there should be at least 15,000 people per km², that is 150 people/ha or 61 people/acre. In recent decades, the landscape of cities has changed significantly because of rapid urban population growth. A major feature of fast growing cities is urban sprawl, which drives the occupation of large areas of land and is usually accompanied by many serious problems including inefficient land use, high car dependency, low density and high segregation of uses. The five principles of sustainable urban neighborhoods below support the three key features of sustainable neighborhoods and cities: compact, integrated, connected.

1. Adequate space for streets and an efficient street network. The street network should occupy at least 30 per cent of the land and at least 18 km of street length per km².
2. High density. At least 15,000 people per km², that is 150 people/ha or 61 people/acre. High density essentially means a concentration of people and their activities.
3. Mixed land-use. At least 40 per cent of floor space should be allocated for economic use in any neighborhood.
4. Social mix. The availability of houses in different price ranges and tenures in any given neighborhood to accommodate different incomes; 20 to 50 per cent of the residential floor area should be for low cost housing; and each tenure type should be not more than 50 per cent of the total.
5. Limited land-use specialization. This is to limit single function blocks or neighborhoods; single function blocks should cover less than 10 per cent of any neighborhood.

Open spaces are defined as those areas of green space where people and companies can spend leisure time, undertake a range of formal and informal events or just have a break. Open spaces sport and recreation provision strengthens people's quality of life. The development of open space new or improvement of existing spaces, does not simply improve the physical landscape but improves and impacts on the cultural, ecological and economical value of the neighboring area (Council, 2011 cited in Manandhar, 2015)

The Charter of Public Space (ibid) defined public space as: *"Public spaces are all places publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive".* UN-Habitat (2015) distinguished different types of public space, which can be regrouped into the following main categories: 1) Streets as Public Space; 2) Public Open Space which includes parks, gardens, playgrounds, public beaches, riverbanks and waterfronts; and 3) Public Urban Facilities including public libraries, civic/community centers, municipal markets, and public sport facilities.

Zimmermann (2008) described Public Land as "land which is owned by the nation or state". Public land ownership is justified if public goods (such as infrastructure or parks) are provided or if land is used by public bodies (such as schools, hospitals, defense, or state enterprises) (World bank, 2012). Efficient public land management supports the allocation of required positional urban space. Effective allocation and use of public land is one of the important tier of land management. So, proper public land management positively supports urban open space management (Manandhar, 2015). Zimmermann (2008) noted that no accountability, transparency and effective management is possible without adequate knowledge about the qualities and quantities of public land, related legislation and regulations (where is what and what is where). Many governments share a common problem. They do not know where and how much public property they own and what rights are attached to it, where all of the existing information is located in a complex institutional environment, and how complete, accurate, reliable and relevant the information is for planning and decision-making.

SKL International (2012) described Public Space as 'the living room of the city' – where people meet and interact spontaneously or for various purposes. Public space needs to be available, accessible and safe, making the city an attractive place for both citizens and visitors. Public space includes parks, green areas, squares and streets, as well as public facilities such as schools,

libraries, sports grounds, and bus stations, while commercial buildings are semipublic. Public space is usually intended and designed for a specific purpose. The use of public space can also be unintended, as when citizens occupy a public space in protest, usually against existing conditions and/or the neglect of their needs or rights (ibid).

Public space relates in different ways to the environmental, socio-cultural, economic and spatial dimensions of sustainability. The layout and design of public places such as streets, squares and parks should support the urban green environment. The planting of trees and other vegetation enhances the urban ecosystem, biological diversity and attractiveness, and supports recreational and socio-cultural functions (ibid). Attractive and user-friendly public space encourages social interaction between different user groups. This can be enhanced if public functions, services and commercial activities are connected to public spaces. Social, cultural and economic aspects are relevant to all types of public spaces, as human meeting places. Good physical and spatial design is of crucial importance in making attractive public spaces. Spaces that are too large can feel daunting and make people feel exposed, isolated and insecure. Public spaces should be 'human scale', with lighting, benches, trees and vegetation making them attractive, safe and user-friendly. A diverse mix of uses and users should be encouraged, as this creates a rich, varied and stimulating social environment (ibid).

2.1.4 Land Information System (LIS): A Land Management Tool

Effective and efficient land administration requires a land information system which can be defined as a system for acquiring, processing, storing and distributing information about land. This requires a formal registration system which is accurate, current and accessible to the public (including online access). Without an information system/land registry no effective land administration can be expected. Land registration is carried out with the prime objective of providing safe and reliable foundation for the acquisition, utilization and disposal of rights on land (AACCSA, 2016). The need for information services creates the scope for another public good the state can provide: the maintenance of accurate records and information about land rights and obligations. The transfer of land and its use as collateral for credit requires that information concerning the assignment and the nature of land rights be available to all interested parties and

the public in general. Because functioning land markets are important to ensure efficient allocation of resources, reducing associated transaction costs can have important benefits. In addition, publicly available information can help to better identify and inform decisions about externalities (ibid).

Land information systems (LIS) are not only a geo-database but are a combination of technology, data, people and institutional capacity. To create a LIS that is a useful way to support urban land management in developing countries, all these components should be in place, they should have equal attention and be developed at the same level (UN-Habitat, 2012). The fascination with and initial emphasis of LIS on technology (hardware and software) has gradually been replaced with a focus on data. Web-based data sources, and especially the availability of high and very-high resolution satellite images, are important as a spatial data source for urban land management. Many exciting LIS and GIS platforms like Google Earth now exist to present land information that could assist decision-making on urban land management.

A land institution needs adequate levels of human resources to develop and operate a LIS. People should have the right mix of qualifications, for example some IT and administrative support staff, data operators, and staff with specific skills on surveying, database design, modeling, web-design, cartography and remote sensing. Also, the number of staff, their salaries (as part of motivation, incentives and dedication) and a positive and challenging work environment (training and career opportunities) are important for a functional LIS (UN-habitat, 2012). UN-Habitat also noted that a LIS needs a management structure with people who have technical and management skills and the ability to connect an institutional LIS with other spatial data sets developed and used in the country or city. It therefore, needs investment (staff, equipment, data, office building etc.) and this should be related to the benefits and services the LIS generates.

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

gives public notice to the community that a transaction has taken place and that land rights have been exchanged (World bank, 1992).

One of the primary functions of land registration is therefore to facilitate the processes of transfer of property rights over land between parties. It serves to make information available to all parties in the transaction so as to lessen the risks they run in deciding to transact or not. It supports the task of proving legal title and allows notice to be given of encumbrances on a piece of land. The secondary function of land registration is to provide information. Many such registrations will produce cadastral maps that portray the legal parcel and framework of an area. It is generally recognized that efficiency in the property market is enhanced through government aiding security of title through the provision of reliable information about properties through land registration and cadasters.

Land registration may be used by the state as an inventory tool of the national land resources for fiscal purposes or it can be used to ensure the rights of the owner or occupier of land and to enable him or her to conduct transactions safely, cheaply and quickly. This is an important consideration when thinking about improving the registration system. Grover and Elia (2011) argued that state land is potentially vulnerable to loss encroachment, land grabbing and adverse possession which could be protected through land registration. An issue is to what extent state and public-sector bodies are required to protect their title through registration. They further noted that for those countries in which the state owns the land, the issue of land registration and maintenance of cadasters is not one of the state protecting its interests against potential incursion by the private sector since by definition this is impossible. Rather, registration and cadasters are about the maintenance of records of the land rights of users.

2.1.5 Decentralization and Governance in Land Administration

UNDP (2004), in its Practice Note on Decentralized Governance for Development, defines decentralization as “the restructuring of authority so that there is a system of co-responsibility between institutions of governance at the central, regional and local levels according to the

principle of subsidiarity". Based on such principle, functions (or tasks) are transferred to the lowest institutional or social level that is capable (or potentially capable) of completing them (ibid).

Political, fiscal, administrative, and divestment or market decentralization types are discussed in UNDP's Practice Note on Decentralized Governance for Development (2004). Political decentralization transfers political power and authority to sub-national levels such as elected village councils and state level bodies. Where such transfer is made to a local level of public authority that is autonomous and fully independent from the devolving authority, devolution takes place. Under fiscal decentralization, some level of resource reallocation is made to allow local government to function properly, with arrangements for resource allocation usually negotiated between local and central authorities. Administrative decentralization involves the transfer of decision making authority, resources and responsibilities for the delivery of selected public services from the central government to other lower levels of government, agencies, and field offices of central government line agencies. There are two basic types. De-concentration is the transfer of authority and responsibility from one level of the central government to another with the local unit accountable to the central government ministry or agency which has been decentralized. Delegation, on the other hand, is the redistribution of authority and responsibility to local units of government or agencies that are not always necessarily, branches or local offices of the delegating authority, with the bulk of accountability still vertical and to the delegating central unit. Finally, divestment or market decentralization transfers public functions from government to voluntary, private, or nongovernmental institutions through contracting out partial service provision or administration functions, deregulation or full privatization.

Decentralization has recently received more attention because it has been used to enhance public services in developing countries. It requires the transfer of land administration operational functions to the local or departmental level (Barnes, 2003 cited in Salfarina and McCluskey, 2014) and requires that delegation is made between governmental levels. Several researches also noted that a decentralized system reduces the need for co-ordination, creates more opportunities to the local people in the decision-making processes, promotes participatory and encouraging sustainability, offers more efficient and effective administration and management, and replaces inappropriate centralization management (Salfarina and McCluskey, 2014).

In Ethiopia Regional Governments are empowered to administer land and other natural resources in accordance with Federal laws (Ambaye, 2015). The power to enact laws for the utilization and conservation of land and other natural resources, historical sites and objects is provided, under the constitution, to the Federal Government. To this effect, the Federal Government enacted a "Land administration and Use Proclamation" (RLAUP) in 1997 (Proc. 87/1997), and then replaced it with the current legislation, proclamation No. 456/2005. Proclamation 456/2005 delegates regional states with the power to "enact rural land administration and land use law" which is consistent with it (Proc. 456/2005) in order to implement the FDRE RLAUP at regional level (ibid).

2.1.6 Informal Settlement and Land Management

Various definitions of informal settlement have been proposed in the literature. Nabutola (2004) defined an informal settlement as a dwelling put up without authority of the owner of the land, usually without a formal design and without conforming to any specification as to laid down rules and regulations, planning standards, generally accepted methods of workmanship, construction and is more often than not temporary. These would not have access to public utilities like electric power, clean, running piped water, sewerage, and drainage. Social services (schools, hospitals, entertainment, churches, mosques, markets) public amenities like road and rail transportation are rare. Because of these constraints in their lives they are prone to defensiveness and need to survive by whatever means. They are prone to lawlessness and crime, ill health, general disharmony and no sanitation.

The definition of informal settlement suggested by the World Bank and the UN Habitat Programme is most widely applicable (Sofianou, 2015). According to it, informal settlements are: a) residential areas where a group of housing units has been constructed on land to which the occupants have no legal claim or which they occupy illegally; b) unplanned settlements and areas where housing is not in compliance with current planning and building regulations.

More specifically, the term 'informal' is used to refer to buildings or building extensions constructed without conforming to existing urban plans and without the necessary building or

occupancy permits; buildings constructed prior to current control requirements; buildings constructed on state-owned land and lacking the necessary permission, e.tc. (Stanley, Hamilton, Srinivasan, & Adlington, 2007 cited in Sofianou, 2015). The United Nations Economic Commission for Europe (2009 cited in Sofianou, 2015) also described informal settlements as 'illegal' residential formations lacking basic infrastructure, security of tenure, and adequate housing.

Rapid urbanization, inefficient land administration and inadequate capability to cope with the housing needs of people in urban areas contribute to the development of informal settlements. The inability to satisfy demand for affordable land through formal channels leads to a growing number of informal settlements. Nabutola (2004) described informal settlements (often referred to as squatter settlements or shanty towns) as common features in developing countries and are typically the product of an urgent need for shelter by the urban poor. As such they are characterized by a dense proliferation of small, makeshift shelters built from diverse materials, degradation of the local ecosystem and by severe social problems. According to Nabutola, informal settlements occur when the current land administration and planning fails to address the needs of the whole community. These areas are characterized by rapid, unstructured and unplanned developments.

2.1.7 Land use Regulations

Managing the use of land is an essential part of land administration systems. However, the means of land-use control varies throughout the world. In some developing countries, the means may be very basic covering only the allocation of land rights or approval of building construction. In more developed countries, the means may include advanced systems of planning control based on an integrated approach to land-use management (Williamson et al, 2010).

Rights to land and property also include the right of use. However, the right to use may be limited through public land-use regulations and restrictions. Beyond spatial policies, land is governed by legislation that determines the rights associated with it, such as property rights and expropriation rights, and also the obligations associated with its use. Developments in urban centers are regulated through land use controls. In most countries, legislature has delegated the power to regulate land

use to local authorities (H. Gichunge, 2001). Many cities use master plans, zoning, subdivision regulations, building codes, and other public policies to shape development. These regulations are normally adopted to help protect the urban and natural environment, gear infrastructure investments with development, and maintain and enhance property values.

Zoning is the most important method of land use regulation undertaken by local governments. It divides a jurisdiction into geographically contiguous 'zones'. The local zoning ordinance prescribes what may be done in each zone and what may not be done. Zoning ordinances refer to policy measures which regulate land use, population density and intensity of land use. The land is divided into areas and delineated into types of land use e.g. residential, commercial or industrial. Minimum standards are specified for each area. Population density is regulated through minimum plot sizes and the inclusion of multi-dwelling (Morris, 1978 cited in H. Gichunge, 2001).

The control of actual development is normally exercised through the issuance of a building permit (or planning permission) prior to construction. The administrative process of issuing a building permit normally includes a check of the development proposal against adopted planning regulations, land-use restrictions, sectoral land-use provisions, and various other regulations such as building bylaws, including detailed regulations for safety and quality of construction (Williamson et al 2010).

2.2 Empirical Literature

2.2.1 Urbanization and Urban Land Management: Country Experiences

Urban land is a limited resource that people plan, develop and use to shape local urban economies and societies, under given ecological, economic and political circumstances. Appropriate spatial planning and land usage should enable citizens to access services, facilities, and employment and livelihood opportunities. In developing cities around the world, the demand for land for urban use is large and growing. Accommodating this growth is critical; cities need a planning and development framework that ensures orderly spatial development. Poor spatial patterns can cause diseconomies of agglomeration. Under poor spatial patterns, traffic congestion, pollution, and land

degradation impose external costs on enterprises and cancel-out the beneficial effects of agglomeration economies (World Bank, 1996).

Urban land management faces many problems in most developing countries as well as in countries in transition which hamper a sustainable urban development (Magel and Wehrmann, 2002). There is rarely a clear urban land policy that considers activities of all agencies involved in land management. Land administration and urban planning are often over-centralized. As an example, conventional centralized procedures limit the effects of regularization programs. This situation is worsened by the limited enabling capacity of central governments and the absence of a clear distinction of responsibilities between sector policies (ministries), between national, intermediate and local level as well as between State and Civil Society which leads to the duplication of some efforts while ignoring others. Besides the weak institutional and professional capacity to manage land, there is a lack of adequate financial resources, especially at the local level. In addition, complex land regulations and lengthy procedures, e.g. for land regularization are hindering fast and cost-effective solutions (ibid).

According to the AUC-ECA-AfDB Consortium (2010) the stages of urbanization with only 38% of the people classified as urban, the rate of change of this transition is currently and will continue for several decades to be the highest in the world. By 2050, for example, half of Africa's population, or at least 1.2 billion people, will live in urban areas thus accounting for one quarter of the world's urban population. Much of this growth will be evident in Africa's capital cities where an aggregate of over 10% of the urban population of most countries often reside. Although the extent of urban concentration will continue to vary from country to country with South Africa, Zambia, Mauritius, Gabon and Egypt already at between 40% and 58% and others generally below 20% of their total populations, urbanization throughout Africa is still essentially driven by large scale migration from the country side as a result of a variety of factors including poverty, famine, drought, disaster, conflict and the general perception that the cities offer a better quality of life. An important factor to note, however, is that urbanization in Africa will continue to be characterized by informal settlement developments where over 60% of urban residents currently live (ibid). This is a phenomenon which will continue to compound inequalities in access to development resources

in these areas; a factor which in turn has a direct impact on social and economic stability particularly in primary cities that are important drivers in national economies.

A study of informal land markets in Africa by Rakodi (2005), cited in FAO and UN-HABITAT (2009), indicated that in many African cities, formal land delivery models have been replaced by informal land markets. The study demonstrates that informal land delivery models are based on user friendly characteristics and their socially accepted institutions for regulating transactions, based on (but evolved from) customary practice. These systems are able to deliver significant amounts of land, but sometimes in inappropriate locations, with poor layouts and in the absence of infrastructure and basic services.

Urbanization is a major change that is taking place globally. The urban global tipping point was reached in 2007 when over half of the world's population was living in urban areas: around 3.3 billion people. This rapid growth of megacities (with more than 10 million inhabitants) causes severe ecological, economic and social problems. It is increasingly difficult to manage this growth in a sustainable way. It is recognized that over 70% of the growth currently happens outside of the formal planning process and that 30% of the world's population live in slums or informal settlements, i.e. where vacant state-owned or private land is occupied illegally and used for illegal slum housing. In sub-Saharan Africa, 90% of all new urban settlements are taking the form of slums (UN-Habitat, 2009 cited in Enemark, 2012).

The history of urban formation in Ethiopia dates back to the civilization of Axum and Yeha (Belachew K et al, 2003 cited in Habtamu, 2011). The political (military) and economic reasons are sited as the main reasons for the urban formation. Many urban centers in most parts of the country were established for administrative or as military garrison towns (Belachew K et al, 2003 cited in Habtamu, 2011). According to the MoUDHC (2014) report about 20 percent of the population of Ethiopia lives in urban areas. This figure makes Ethiopia among one of the least urbanized countries in sub-Saharan Africa. It is also indicated in the report that despite the low level of urbanization, Ethiopia has one of the highest rate of urbanization which is estimated at 4.1 percent. The level of urbanization has been only 6 per cent in the 1960, which has increased to 11

per cent in 1984 and 14 per cent in 1994, which is estimated to have already reached 17.2 per cent by 2013 and projected to account for 30 per cent of the total population in the year 2025 (ibid).

The most urbanized countries in Africa include Gabon (87.2 per cent), Libya (78.6 per cent), the Democratic Republic of the Congo (77.3 per cent), Djibouti (77.3 per cent), Algeria (70.7 per cent), Cabo Verde (65.5 per cent), Tunisia (66.8 per cent), the Congo (65.4 per cent) and South Africa (64.8 per cent). On the contrary, the least urbanized are Burundi (12.1 per cent), Uganda (16.1 per cent), Malawi (16.3 per cent), the Niger (18.7 per cent), South Sudan (18.8 per cent), Ethiopia (19.5 per cent), Swaziland (21.3 per cent), Chad (22.5 per cent), Kenya (25.6 per cent) and Lesotho (27.3 per cent) (UNECA, 2016).

According to the World Bank (2015, cited in UN-Habitat, 2017) Ethiopia's urban population more than doubled from 4.87 to 11.86 million between 1984 and 2007 and, growing at a rate of 3.8% annually, is expected to triple by 2037. The CSA July 2015 estimate (UN-Habitat, 2017), indicated Ethiopia's total population is about 90 million people. Of the total population 19.5% (17.5 million people) live in urban areas. Addis Ababa hosts an estimated 3.238 million people, which is a 17% share of Ethiopia's total urban population (ibid). Applying annual estimated population growth rate of 3.8%, Addis Ababa is estimated to reach 4.7 million inhabitants by 2030. The city of Addis Ababa's current population growth rate is estimated at 3.0% by the CSA and 3.8% by the World Bank (UN-Habitat, 2017).

Based on the 2016 population and land area estimates, the Demographia World Urban Areas annual report (13th Annual Edition (2017.04) revealed that Addis Ababa covers a total of about 474 km2, giving an average population density of 7,500 people per km². Demographia annually published inventory of population, corresponding land area and population density for urban areas with more than 500,000 population. Its 13th Annual Edition (2017.04) contains population, land area and population density for 1,040 identified built-up urban areas (urban agglomerations or urbanized areas) in the world. Addis Ababa is ranked as 321 out of the 1,040 built-up urban areas based on population per Square kilometer while Dhaka, Bangladesh ranked as first and Knoxville, TN, United States last with population density of 45,700 and 500 people per km² respectively. An

assessment made by AACCSA (2011) also revealed that Addis Ababa has already used over 75% of its potential expansion area for development within its administrative boundary.

According to UN-Habitat (2017) it's green areas and the urban ecosystem in particular remain far below desirable standards. Trends show that the built up areas are increasing at a speed of 4-5 km2 per year. The scarce green areas and poor ecosystem in the city negatively affect pollution mitigation, run-off regulation and the provisioning of clean water. This in turn triggers costs while impacting negatively on the wellbeing of the Addis Ababa residents. Neighbourhoods accommodating the more vulnerable communities have the least access to green areas and the benefits of an adequate ecosystem (ibid).

Addis Ababa was established by emperor Menelik II and it is said that in the beginning it was a collection of camps where the royal camp was located in a tent at the center of the high ground. The imperial camp was surrounded by his servants and other nobility were rushing for land grabbing in various part of the city. This can be stated as the first act of informal settlement for they settle on government land without permission of the emperor. Because of the insecurity they felt over the land they held, they made a request for Menelik to promulgate a land charter in 1907. This gave property holders greater security and a stake in the fate of the city. Not only did the land charter become the most prized certificate of any urban household but it also contributed to activating the urban economy through sales and mortgages (Bahiru 2008: 490 cited in Ambaye, 2011).

After the imperial regime the first land legislation in Ethiopia was proclamation 31/1975 that transferred all rural land to the hand of the state while the second was proclamation 47/1975 that puts all urban land and extra houses in the hands of the state (Ambaye, 2011). The urban land proclamation nationalizes all urban land and extra rentable houses without any compensation. The law provides 500 square meter of land area for each family to construct a dwelling house and also promised a plot of land for business house (ibid). The sale, mortgage, lease, construction of additional houses on the same plot, and inheritance of urban land was prohibited by the state. Ambaye further argued that this action by the state has, no doubt, contributed to the shortage of urban residential houses in the country. After the down fall of the Derg, in 1991, the current

government has shown no policy change on land ownership in the country. The 1995 Ethiopian constitution under article 40(3) affirms the state and public ownership of land in Ethiopia and hence land is not subject to sale and exchange.

The Federal Negarit Gazeta No. 85 (2011) defines urban land as "any land situated within the territory of an urban administration of any region." Ethiopia's urban land market is divided into two: primary and secondary markets. While transactions in the primary land market are between the state and private land users, those land transactions in the secondary market are between private land users. While the state assumes a sole supplier of land in the primary market, it assumes a regulatory role in the secondary market. In the primary market tender (auction) and allotment (land lease transfer without auction) are used as the two-basic means of lease transfer from government to citizens (Ambaye, 2015). In urban areas, land can be held only through lease system. Concerning land ownership in Ethiopia, it is stated in the constitution (Article 40 (3)) that:

> *The right to ownership of rural and urban land, as well as of all natural resources, is exclusively vested in the State and in the peoples of Ethiopia. Land is a common property of the Nations, Nationalities and Peoples of Ethiopia and shall not be subject to sale or to other means of exchange.*

The constitution also states means of land acquisition for peasants and pastoralists of the lowland areas (Article 40 sub-article 4 and 5). However, the constitution said nothing explicit about the acquisition and transfer of land by urban dwellers.

Land management in urban Ethiopia during the last decade was in transition and has faced many interrelated challenges simultaneously (MoUDHC, 2014). Key sources of inefficiencies of land management and transaction have remained the major impediments in land management in the urban centers due to the absence of an independent system of registering or recording real estate transactions, where City Administrations are in charge for recording transactions, certifying property rights, and maintaining records and files; City Administrations are directly involved in routine transactions: where each transaction requires "no objections" from several departments; lack of integrated urban level address system, which created enormous obstacles to identification of properties and availability and reliability of information about prices and professions are at an initial stage of development (ibid). Lack of key information needed for land management is a major obstacle for a further efficiency increase. There are no street addresses, and cities generally do not

have current land use maps or inventories of vacant land. Moreover, there is some general confusion in cities about what can and can't be expected from the federal cadastre project, and when.

2.2.2 Factors Affecting Land Management

Aribigbola (2007) with his study to examine urban land use planning, policies and management in sub Saharan Africa using Akure, Nigeria as a case study with a view to determining its effects on land accessibility identified a number of factors responsible for inadequate land use planning and management in the city. Inadequate Spatial Information/data on Land Use; Non-adoption and Utilization of Modern Planning Approaches/Techniques; and Outdated and Outmoded land use Planning Policies, Laws and Regulations were Among the constraints he identified. Aribigbola (2007) also concluded that for land use management to be effective, there is the need for an integrated land use approach. The disjointed and uncoordinated land use practices cannot be expected to provide the desired outcome of sustainable city development. Thus, for land use management to flourish and more importantly to create convenient and conducive environment for present and future generations, there is the need for a more fundamental rethinking of land use control mechanism, policy and action.

Beltrão (2013) in his consultancy report on Urban Planning and Land Management for Promoting Inclusive Cities in India also revealed that land policy implementation remains weak due to a lack of institutional capacity resulting in weak land management and urban planning. On the other hand, a study conducted to assess urban planning and land management challenges in emerging towns of Ethiopia taking Arba Minch as a case example revealed land management challenges such as land related conflicts, archaic land information management, informal land acquisition, proliferation slums and squatters and land speculation (Dube, 2013). Dube (2013) recommends that efforts need to be made to make the planning and implementation process participatory, all-inclusive and collaborative. He also noted that there should be proper monitoring and evaluation strategies in place in order for responding to the emerging and evolving challenges of plan implementation and land management in the town.

2.3 Conceptual Framework

The basic conditions or foundations for land governance consists of a policy framework, a legal framework, institutional capacity, primary geodetic network, education and training, funding and finance and stakeholder engagement (Burns, 2007 cited in UN-Habitat, 2012). The lack of these basic conditions, or a weak "foundation will cause poor land governance. Legislations on land administration and management should properly identify institutions concerned with land administration functions as well as clear mandates that do not overlap or conflict within the institutional framework. The responsibility for land policy formulation and the responsible institution, and the implementing authority needs to be clearly laid out.

Enemark (2005, 2007) noted that the organizational structures for land management differ widely between countries and regions throughout the world, and reflect local cultural and judicial settings. The institutional arrangements may change over time to better support the implementation of land policies and good governance. Enemark described the land management activities, within this country context, by the three components: Land Policies, Land Information Infrastructures, and Land Administration Infrastructures in support of Sustainable Development. The operational component of the land management paradigm is the range of land administration functions that ensure proper management of rights, restrictions and responsibilities in relation to property, land and natural resources. These functions include the areas of land tenure (securing and transferring rights in land); land value (valuation and taxation of land and properties); land-use (planning and control of the use of land and natural resources); and land development (utilities, infrastructure, construction planning, permits, and implementation). The land administration functions are based on and are facilitated by appropriate land information infrastructures (idid).

Transparent decision making regarding land, decentralized land administration based on the principle of subsidiarity, i.e. taken at the lowest appropriate level and based on accountability, and effective and efficient land administration are some of the principles of good governance (FAO and UN-HABITAT, 2009). Land Administration services should be responsive to the needs of citizens.

Costs of acquiring services should be affordable, and procedures should be clear and simple. As part of the ongoing local government reform, and in line with the government policy of decentralization, local authorities need to be allowed to assume greater responsibilities in the land area (ibid). There should be also a commitment to design and implement effective land administration infrastructures that may be described as the organizations, standards, processes, information and dissemination systems and technologies required to support the allocation, transfer, dealing and use of land (UN-FIG,1999 cited in Enemark, 2005).

It is also important that land use planning provides for proper utilization of land resources both in the present and for future land use practices. Failure to effectively enforce land use regulations and monitoring land development by enforcing development standards (e.g., site planning, design, and construction standards) and performance standards may result in unwanted results such as environmental degradation and pollution in urban areas. As economic development continues to affect and impact land use activities it is imperative that land use plans are efficient for such changes to benefit the society. Based on all these facts and principles the following conceptual framework is developed to guide the study.

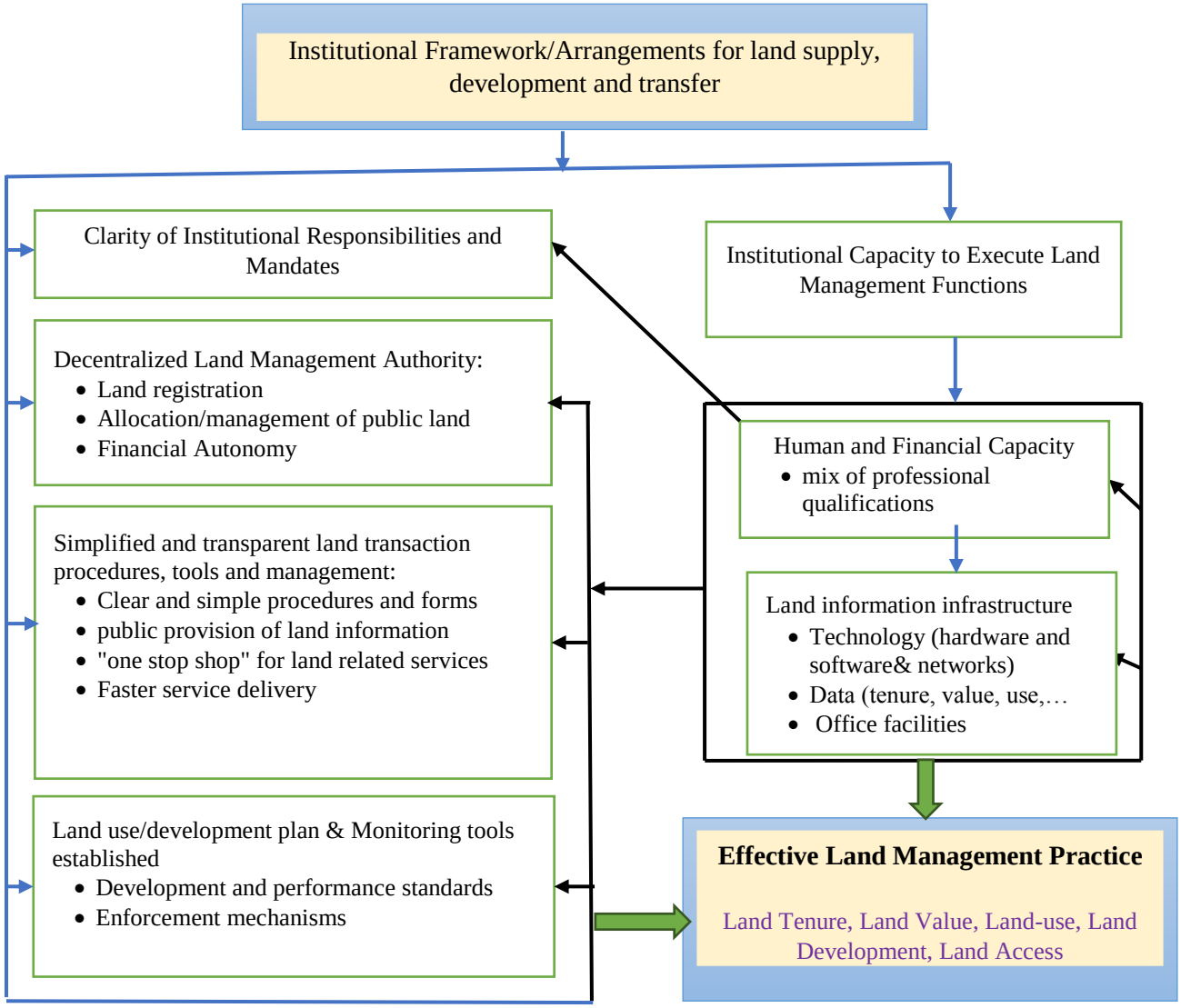

Figure 2.1: A Conceptual framework: Framed by the researcher

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

Descriptive case study with mixed research approach is used to describe the land management practices of Akaki-Kality Sub-City and the challenges involved. The types of data used for the study includes both qualitative and quantitative information from different sources including key informants from the Land Development and Management Office and the Landholding Registration and Information Agency at the sub-city. The departments/offices under the Land Development and Management Office responsible for the title administration and transitional period services, and integrated land information were considered as sources for both qualitative and quantitative data relevant to the study.

3.2 Study Area

The area where this study carried out is Akaki –Kaliti sub-city. Akaki –Kaliti Sub-city is one of the ten sub-cities and is the industrial zone of Addis Ababa. The sub-city is an industrial zone where 60% of metal, paints, garment and food processing industries of Addis Ababa are found. Currently, there are more than 300 industries with estimated labor force of 80,000. The high urbanization associated with population flow to Akaki Kality, being the industrial zone of Addis Ababa influenced the city administration to designate the area as one of the 10 sub-cities in 2005. The sub city is divided in to 11 administrative Woredas (districts).

The sub-city is located in the southern parts of the city. According to the data obtained from the Addis Ababa City website (www.addisababa.gov.et. retrieved on 6 Dec. 2017)) its population is estimated at 195,273 with 99,715 females and 95,558 males. The sub city has an area of 12,300 hectares and is expected to become an important public transport hub and modal interchange for

the southern corridor of Addis and Oromia Special Zone. This includes the national trains coming from Djibouti, daily commuting trains from/to Adama/la Gare, long term MRT (mass rapid transit), extension of LRT (light rail transit), new BRT lines (bus rapid transit), current Anbessa lines, minibuses and taxis (MoUDHC, 2015).

Figure 3.1: Administrative map of Addis Ababa

Source: http://www.addisababa.gov.et. Retrieved on 6 Dec. 2017)

3.3 Study Population

Akaki-Kality Sub-City Land Development and Management Office is established to address land administration issues at local level. Its mission includes: improving the efficiency and transparency of land registration and transfer; accelerating efficiency in the supply of serviced land; facilitating urban renewal; and facilitating decentralization of services and establishing public participation at the local level. The office superiorly direct, coordinate and integrate four other offices: The Land Development and City Renewal office, Land Bank and Transfer Office, Integrated Land Information Office, and Title Administration Transitional Period Service Project Office.

The Title Administration Transitional Period Service Project Office, under the supervision of the Land Development and Management Office, is mandated for the regularization of informally in use lands to bring these on board and help to register all the land within the sub-city boundaries. Its responsibility includes creating rights for non-documented tenure owners and informal settlers in the sub-city. The rights created will be registered by theLandholdings Registration and

Information Agency sub-city Branch Office. The project office is expected to phase-out after rights are created for all non-documented tenure owners and informal settlers in the sub-city.

The Landholdings Registration and Information Agency sub-city Branch Office, an agency with the exclusive mandate to register land and land use rights and provide associated services has been established with proclamation no. 22/2010 and is performing its functions in coordination with the Land Development and Management Office in the sub-city.

Among these offices, Title Administration Transitional Period Service Project Office, and Landholdings Registration and Information Agency Sub-City Branch Office were selected purposely for the data collected through questionnaire. The two offices have large number of tenure holders both long standing and prospective settlers and hence high client-employee interaction. This enables the researcher to obtain a variety of employs' views to examine the practice of urban land management in the sub-city. Focusing on these offices, based on their frequent and active interaction with clients, especially would provide a chance to obtain employees' perception on the simplicity and clarity of processes/procedures, and accountability and transparency of land management specific to land registration, obtaining land related information, and complaints on service standards.

The population of this study is therefore, employees of the two offices- Title Administration Transitional Period Service Project Office (160), and Landholdings Registration and Information Agency sub-city Branch Office (58). The total number of the study population of the employees working in the two offices is 218. Sample is drawn from this study population to obtain the necessary information pertaining to the urban land management practices of the sub-city through survey questionnaire.

3.4 Sample Size

The key informants including senior technical staffs, department heads/team leaders at the urban land development and management office, and Landholdings Registration and Information Agency Sub-City Branch Office were selected for interview. Two staff members from the

integrated land information office: land information coordination senior officer, and addressing system establishment team leader; one reform and good governance senior officer from the land development and management office; and the Director of the Land Registration and Information Office were identified as key informants for the interview. For data collected through questionnaire, a total of 69 staff members working in the two offices namely Title Administration Transitional Period Service Project Office and Landholdings Registration and Information Agency sub-city Branch Office were randomly selected.

3.5 Sampling Technique

Non-probability purposive sampling technique was used to select the key informants from Urban Land Development and Management office, and Landholdings Registration and Information Agency Sub-City Branch Office for interviews.

For data collected through questionnaire, the researcher used simple random sampling technique to identify respondents. First, the various departments/offices under the Land Development and Management Office, and the Landholding and Information Agency Sub-City Branch Office were described in terms of their functions. Then, among those offices, Title Administration Transitional Period Service Project Office, and Landholdings Registration and Information Agency Sub-City Branch Office were selected purposely for the data collected through questionnaire. The proportional sample size for each office was determined based on the total sample size determined using the Slovin's formula. The sample size was calculated using the Slovin's formula as the follows: -

$$n = N / (1 + Ne^2) = 218/ (1+218 * 0.10^2) = 69$$

Where;

n = Number of samples; 69 (51 employees from Title Administration Transitional Period Service Project Office; and 18 employees from Landholdings Registration and Information Agency Sub-City Branch Office).

N = Total population; which is 218 Employees

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

3.6 Data Type and Source

The relevant quantitative and qualitative data for the study were collected both from primary and secondary sources. The main primary data sources for this study were the employees of the organizations identified above.

The quantitative data were used to show the sub-city's land use patterns for various social and economic activities, the number of people-to-land relations, and employees' perception of the various aspects of the land management practices in the sub-city. Qualitative data is also collected and used to assess land management practices related to land information and record systems; establishing and enforcing land use/development controls; and the institutional settings in terms clarity of responsibilities, coordination within and with other stakeholders, and institutional capacities required to carry out these tasks.

Secondary data were collected from published and unpublished reports, operation manuals and other relevant documents.

3.7 Data Collection Methods and Instruments

Quantitative and qualitative data were generated using survey questionnaire and key informant interview, and review of published and unpublished reports, manual, and other relevant documents.

3.7.1 Key Informant Interview

Data were gathered from key informants through in-depth interviews by using guides consisting of semi-structured questions relevant to the research. The key informants include a senior reform and good governance officer from Land Development and Management Office, the Director of the Landholdings Registration and Information Office, and a land information coordination officer, and the process owner for addressing system establishment from the Integrated Land Information Office of Akaki-Kality Sub-City. Two different guides were designed and used for key informants' interview from these offices.

3.7.2 Survey Questionnaire

A questionnaire with five parts was designed and used to collect both qualitative and qualitative data from employees working in the selected offices. The first part of the questionnaire was designed to gather information on respondents' general profile. Their background information regarding gender and years of experience was gathered using questions designed under this part of the questionnaire. Statements/questions to evaluate how employees perceive the simplicity and clarity of processes/procedures, and accountability and transparency of land management specific to land registration, obtaining land related information, and complaints on service standards were included under part two of the questionnaire.

Statements under part three of the questionnaire are meant to evaluate how respondents perceive the institutional capacities in terms of leadership competency and skill, technical and administrative human resources, and land information infrastructure to execute land management functions. Their perception on Institutional framework/arrangements are also captured under part four. Response choices to these parts of the questionnaire include five-point likert scale: Strongly agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly disagree (1) as suggested by Bahia and Nantel (2000 cited in Tessema et al, 2016). Open ended questions to collect qualitative data on challenges in managing urban land were included under part five of the questionnaire.

3.8 Data Analysis

Both qualitative and quantitative tools are used for the data analysis. Qualitative data obtained from key informant interview and document reviews was analyzed using narrative description method.

Data collected through questionnaire was coded and entered in to a computer. A computer software known as statistical Packages for Social Science (SPSS) was used for the analyses. The quantitative data is analyzed using descriptive statistical tools (frequencies and percentage). The data obtained from open ended item were summarized and analyzed using narrative description method.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Profile of Respondents

A summary of survey questionnaire respondents' profile along two variables: gender and work experience is presented below in table 4.1. The profile indicates majority of the respondents were Male with 24 (34.8%) Female and 45 (65.2%) Male respondents. Thirty-nine (56.5%) of the respondents have work experience of 1-5 year. Those who have work experience of 6-10 years were 7 (10.1%), and the remaining 23 (33.3%) of the respondents have work experience of less than a year.

Table 4.1: Summary of respondents' profile

Variable	Categories	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	24	34.8	34.8	34.8
	Male	45	65.2	65.2	100
	Total	69	100	100	
Years of Work Experience	Less than 1 year	23	33.3	33.3	33.3
	1-5 Years	39	56.5	56.5	89.9
	6-10 Years	7	10.1	10.1	100
	Total	69	100	100	

4.2 Institutional Arrangements for Land Management in Akaki-Kality Sub-City

The institutional arrangements for land development and management in Ethiopia in general has gone through several reforms. Unpublished document obtained from the Land Development and Management Office described the land management sector before 1975 as highly centralized. The legal frameworks including the civil code that has created the institutional setups functioning until recent times was established during this period. The municipality law enacted during this period created the municipality mandated to register immovable properties and enforce contracts related to those properties. To some extent the municipality had been doing and approving development plans until 1993. It is also indicated that the proclamations issued from 1975 to 1991 affected the organization and management of municipalities and management of urban land with heavy centralized regulation and control.

Proclamation No. 87 of 1997 chartered Addis Ababa as a city government and defined in detail its organization and functions. Since then the City has also gone through several reforms to help decentralize the land management functions. From 1993 to 2002 the land development and management activities were re-organized under the Bureau of Works and Urban Development. In 1995, following the lease hold proclamation and regulation, a lease office was created to facilitate the land market in the city. In 2002 the office was re-organized as a department under the Bureau of Works and Urban Development. With the reform in 2003, the Land Development and Management Bureau was re-organized and made accountable to the Mayor. The organizational structure of the Land Development and Management Bureau was prepared during this period and has since been revised.

Proclamations no. 15/2009, 1/2008, 21/2010, 28/2012, and 35/2012 were also issued to re-establish Addis Ababa City Government's executive and municipal service organs. The Immovable Property Registration and Information Agency was established with head office at the City level and branch offices at sub city level with proclamation no. 22/2010 and later re-establish as Land Holding Registration and Information Agency with Proclamation no. 45/2015 to undertake the duties and responsibilities of land registry institutions mentioned under the Federal Urban Land

Holding Registration Proclamation no. 818/2014. It was stated in proclamation no. 22/2010, under sub-article (3) of article 4, that board of the Agency shall be accountable to the City Manager. However, with proclamation no. 24/2010 the accountability arrangement was amended and the board of the Agency was made accountable to the Mayor of the city.

The Land Development and Management Bureau was re-established with the Addis Ababa City Government Executive and Municipal Service Organs Re-establishment Proclamation No. 35/2012 and has the power and function to direct, coordinate and integrate the Land Development and City Renewal Agency, Land Bank and Transfer Office, Building Permit and Control Authority, Urban Plan Institute, Land Information and Technology Centre, Integrated Land Information System Installation Project Coordination Office, Immovable Property Registration and Information Agency, Title Administration Transitional Period Service Project Office. Land preparation and related activities (including land acquisition & compensation) is the responsibility of the Land Development and Management Bureau through offices under it.

Similar structure is applied in the sub-cities and the various departments perform basic duties and responsibilities assigned to the land development and management office at sub-city level with a commensurate degree of responsibility. The institutional arrangements at the sub city level is unstable as it is affected by the continues amendments and re-establishments of offices by the City Administration. During the key informant interview we were informed that the departments/offices under direct supervision of the Land Development and Management Office at the sub city level have been reduced to four and includes: Land Development and City Renewal Office, Land Bank and Transfer Office, Integrated Land Information Office, and Title Administration Transitional Period Service Project Office.

As described in the other section of this paper, at the sub city level the Land Development and Management Office is established with the mission to improve the efficiency and transparency of land registration and transfer; accelerate efficiency in the supply of serviced land; improve urban planning and control systems and facilitate urban renewal; and facilitate decentralization of services and establish public participation at local the level. There are activities and decisions, however, that the sub city has little role and influence including setting levels/amounts of service

fees, developing environmental development plans, establishing standards, and developing and maintaining websites to mention some performed centrally at the city administration level. Once obtaining the environmental development plan developed by the city administration/ Urban Plan Institute, the sub-city, usually through the Integrated Land Information Office, provides information to residents about the allowable land use and followed up its implementation according to the land use/development plan. The required standards are established centrally by the city administration. Land use/development is monitored by Urban Plan Office at the sub-city level. Land use changes from one category to the other, like for example from commercial to residential and vice versa, is not allowed. However, in circumstances when the master plan permits for mixed use the residents can change land use with in the allowed land use plan. With certain interval the Integrated Land Information Office conducts audit on land use/development in the sub-city. This office also sells information including allowed building heights, road networks, water and sewerage lines, telephone lines, land use plans, LDP, structural plan, and boundaries at predetermined price to those who needs it and have the landholding rights.

As mentioned above, the land use plan comes from the city administration and the sub-city's role is dissemination of the information to the residents upon demand and advising them to align their land use with the master plan. Residents can file their complaints about the land use plan to the City Administration's Urban Plan Office. At the sub-city level, the offices only provide information and creates awareness when necessary about the plan. The land management offices at the sub-city level cannot even accept complaints about the plan so that they can be able to address it in consultation with the city administration. Land use/development standards and controlling mechanisms are established centrally by the city administration and the sub-city monitors through the Urban Planning Office on the implementation of the same.

Departments/offices under the land development and management office have common support service units. This enables to minimize costs. The physical proximity of the offices, being on the same building, can help to maximize the benefits of using common support services for these offices. The Land Development and Management Bureau at the city administration level and the Land Development and Management Office at the sub-city level focuses on policy designs, prepare

and improve process and procedure manuals, supervise and coordinate office under its direct control, and deciding on issues that could not be addressed at respective lower levels.

The various offices under the Land Development and Management Office have dual reporting accountability. They are accountable to their respective agencies at the City Administration level and the Land Development and Management Office at the sub-city level. Each agency at the City Administration level operates by establishing regular and direct relation with the structure in each sub-city on matters of planning, performance evaluation, and follow-up, capacity building, internal staff transfer and promotion, placement of employees and other technical and professional issues.

After assessment of the institutional arrangements and their respective capacities, the researcher argued that one option to alleviate problems with capacity within the land management sector, especially in land information management at the sub-city level, is to involve the private sector where the skills and experiences can allow to provide and sustain quality land management services. With this regard, during the discussions with key informants it was noted that the sub-city does not directly involve the private sector to improve land management services. However, the city administration to some extent is trying to engage the private sector for establishing street address systems.

4.2.1 Clarity of Institutional Responsibilities and Mandates

The key informants were asked whether the roles, mandates and responsibilities of the different organizations, offices and departments involved in land development and management clearly defined with written document. They all believed that the citizens charter defined the roles and responsibilities of the various office involved in the sub-city's urban land development and management. The charter also defines coordination among the various offices and other stakeholders. As indicated in table 4.2 below around 42 (60.9%) of the respondents also agree that the roles and responsibilities of the different organizations/departments involved in land management is clearly defined and understood among their respective staff. Those disagree on this statement are 13 (18.8%) and neutral 14 (20.3%).

During the key informant interview, the researcher was able to learn that the right people have on land is clearly defined in the Citizens Charter. The key informants further noted that the charter, in the form of a manual, has been used to create awareness of rights on land among the residents. Awareness programs including community dialogues were arranged by the sub-city's land development and management office. However, lack of awareness is still a challenge in the sub-city. The citizen charter believed to define the role, mandates and coordination of each offices involving in the land development and management process is not available in a printed copy for easy references. Employees are not made familiar about it either. Except for draft BPR documents which is only available in soft copy and with few individuals, there is no organized written document that can be easily accessed. Employees do not have their job descriptions at hand and some of them even do not know its existence.

Table 4.2: Employees perception of the institutional arrangements for land management

Variable	Choice Item	Freque	%	Valid	Cumulativ
The roles/mandates and responsibilities of the different organizations/departments involved in land management is clearly defined and understood among their respective staff	Disagree	13	18.8	18.8	18.8
	Neutral	14	20.3	20.3	39.1
	Agree	42	60.9	60.9	100
	Total	69	100	100	
The rights people have on land is sufficiently transparent	Disagree	8	11.6	11.6	11.6
	Neutral	33	47.8	47.8	59.4
	Agree	17	24.6	24.6	84.1
	Strongly Agree	11	15.9	15.9	100
	Total	69	100	100	
There are well defined rules, processes and mechanisms in place to address grievances, manage disputes and to enforce agreements	Disagree	8	11.6	11.6	11.6
	Neutral	30	43.5	43.5	55.1
	Agree	27	39.1	39.1	94.2
	Strongly Agree	4	5.8	5.8	100
	Total	69	100	100	

Procedure manuals, organizational structure, and other guidelines are not easily accessible to the public. Internet options are not used to share information. Lack of these information sharing

platforms limits the ability of the sub-city to create awareness among the residents. On the other hand, the level of fees payable for services is determined centrally by the city administration. The sub-city does not have a decisive role in determining the level of fees payable to the services provided.

The researcher also tried to obtain employees perception on how sufficiently transparent the rights people have on land. Accordingly, 11 (15.9%) of the respondents strongly agree, and 17 (24.6%) agree that rights people have on land is sufficiently transparent. Those respondents who do not believe that these rights are not sufficiently transparent were 8 (11.6%). The remaining 33 (47.8%) of the respondents prefer to be neutral in their perception.

Grievance handling mechanisms and suggestion boxes exist at each of the offices under the Supervision of the Land Development and Management Office. Each office has complaint hearing committee consisting of 3-5 members. A common complaint hearing desk at the Land Development and Management Office, higher level, is also available to address complaints that couldn't be solved by the complaint hearing committee of respective offices. Around 27 (39.1%) of the survey questionnaire respondents also agree that rules, processes and mechanisms in place to address grievances, manage disputes and to enforce agreements are well defined. On the other hand, 30 (43.5%) of the respondents were neutral to experience their perception while 4 (5.8%) strongly agree and 8 (11.6%) of the respondents disagree.

4.3 Organizational issues specific to land management practices in Akaki-Kality Sub-city

Citizens need to have the information necessary to allow them to comply with and complete procedural requirements with minimum time, error, and technical assistance. Procedures specific to landholdings registration, obtaining land related information, and filing complaints on service standards should be clear and simple. In this regard, the following sections of this research report presents analysis of employees' perceptions of the simplicity and clarity of procedures, and accountability and transparency of land management specific to landholdings registration, obtaining land related information, and complaints on service standards.

4.3.1 Simplicity and Clarity of Procedures

A set of statements meant to evaluate how employees perceive the simplicity and clarity of procedures specific to landholding registration, obtaining land related information, and filing complaints on service standards were included in the survey questionnaire for respondents to indicate to what extent do they agree or disagree with those statements. Accordingly, 20 (29%) of the respondents disagree on the statement "residents coming for any land related services can easily access information regarding list of required documentations, and the procedure to follow and/or offices to visit (all at one window)". The remaining 20.3% are neutral, 42 percent agree, and 8.7 percent strongly agree on the same statement. A total of around 35 (50.7%) of the respondents believed that clients can easy access information on requirements when coming for any land related services. The same number of respondents, 35 (50.7%), agree, and 4 (5.8 %) of the respondents strongly agree on the statement "written document in the form of broacher, which is clear and easy to understand, that can guide residents on the procedure/process is available and accessible to anyone who needs it".

The key informant from Landholding Registration and Information Office also confirmed that the office published broachers describing work flows/process including documentations required, the offices to be visited relevant for landholding registration. During the data collection period, the researcher observed the workflows posted on the office wall with printed papers. The fees involved for the services, however, is not known to the residents until they are asked to pay at one of the desks while processing their requests.

Table 4.3: Employees' perceptions on easy access to information

Variables	Choices	Frequency	%	Valid	Cumulative
Residents coming for any land related services can easily access information regarding list of required documentations, and the procedure to follow and/or offices to visit (all at one window)	Disagree	20	29.0	29.0	29.0
	Neutral	14	20.3	20.3	49.3
	Agree	29	42.0	42.0	91.3
	Strongly Agree	6	8.7	8.7	100
	Total	69	100	100	
Written document in the form of broacher, which is clear and easy to understand, that can guide residents on the procedure/process is available and accessible to anyone who needs it	Strongly Disagree	6	8.7	8.7	8.7
	Disagree	14	20.3	20.3	29.0
	Neutral	10	14.5	14.5	43.5
	Agree	35	50.7	50.7	94.2
	Strongly Agree	4	5.8	5.8	100
	Total	69	100	100	
Land related information (ownership, previous transactions….) is easy to access/obtain by any citizen if they need it	Strongly Disagree	3	4.3	4.3	4.3
	Disagree	15	21.7	21.7	26.1
	Neutral	11	15.9	15.9	42.0
	Agree	33	47.8	47.8	89.9
	Strongly Agree	7	10.1	10.1	100
	Total	69	100	100	

As indicated in the table 4.3 above 33 (47.8%) of the respondents agree that land related information (ownership, previous transactions….) is easy to access/obtain by any citizen if they need it. On the other hand, 18 (26.1%) of the respondent do not agree on this. The key informant was also asked to describe "how one can obtain land related information including ownership status, and previous transactions" if requested to verify before buying landholding rights. From the response, it was noted that buyers cannot directly request the office to provide them other person's, in this case the seller's, landholding right and related information. Only the owner can request the office for written confirmation of the status of his/her holdings and related information so that he/she can provide the same information to the buyer to facilitate transactions. Up on request, the owner can also access cadaster copy including copy of documents from his/her files

in the office. Alternatively, the owner can buy other land related information including area land use plans from the Integrated Land Information Office in the sub-city by paying the required fee.

The procedures and processes for land registration should be short and clear and should not create any confusion for the residents. In this regard, around 19 (27.5%) of the respondents perceive the procedures and processes are not short and clear, and 3 (4.3%) of the respondents strongly disagree on the statement that affirms short and clear procedure and process for land registration. On the other hand, the key informant believes that the procedure to be followed and the forms to be completed for land registration, obtaining land related information, and filing complaints on service standards are clear and simple. Around 35 (50.7%) of the respondents also agreed that all the requirements in place to register landholding are appropriate. A significant number of respondents, 21 (30.4%) prefer to remain neutral in their perception on the requirements in place to register landholding, and 3 (4.3%) strongly disagree, 5 (7.2%) disagree, and 5 (7.2%) strongly agree on the statement that affirms that all the requirements in place to register landholding are appropriate.

Table 4.4: Simplicity and clarity of procedures related to land registration and obtaining land related information

Variables	Choices	Frequen	%	Vali	Cumulative
The procedure and process for land registration is short and clear and does not create confusion for residents	Strongly Disagree	3	4.3	4.3	4.3
	Disagree	19	27.5	27.5	31.9
	Neutral	19	27.5	27.5	59.4
	Agree	24	34.8	34.8	94.2
	Strongly Agree	4	5.8	5.8	100
	Total	69	100	100	
All the requirements in place to register land are appropriate	Strongly Disagree	3	4.3	4.3	4.3
	Disagree	5	7.2	7.2	11.6
	Neutral	21	30.4	30.4	42.0
	Agree	35	50.7	50.7	92.8
	Strongly Agree	5	7.2	7.2	100
	Total	69	100	100	

There are no overlapping and unnecessary/redundant processes in the overall land management practices of the sub-city	Strongly Disagree	6	8.7	8.7	8.7
	Disagree	23	33.3	33.3	42.0
	Neutral	14	20.3	20.3	62.3
	Agree	22	31.9	31.9	94.2
	Strongly Agree	4	5.8	5.8	100.0
	Total	69	100	100	
The forms to be completed/filled in by residents are clear, understandable and simple and contains only relevant information	Disagree	3	4.3	4.3	4.3
	Neutral	15	21.7	21.7	26.1
	Agree	45	65.2	65.2	91.3
	Strongly Agree	6	8.7	8.7	100
	Total	69	100	100	
There is a Standard Operating Procedure (set of step-by-step instructions to help employees carry out complex routine operations)	Disagree	11	15.9	15.9	15.9
	Neutral	17	24.6	24.6	40.6
	Agree	32	46.4	46.4	87.0
	Strongly Agree	9	13.0	13.0	100
	Total	69	100	100	
The land administration offers affordable cost and does not require longer time and expensive services for land registration	Disagree	15	21.7	21.7	21.7
	Neutral	20	29.0	29.0	50.7
	Agree	27	39.1	39.1	89.9
	Strongly Agree	7	10.1	10.1	100
	Total	69	100	100	
The office increased automation of services and reduced staff-client interaction to the minimum level	Strongly Disagree	5	7.2	7.2	7.2
	Disagree	20	29.0	29.0	36.2
	Neutral	15	21.7	21.7	58.0
	Agree	19	27.5	27.5	85.5
	Strongly Agree	10	14.5	14.5	100
	Total	69	100	100	

The other question related to service delivery addressed to the key informant was “Does the office deliver all the required services for each request to a client at one window? If not, why this is not done? And how many offices do a client need to visit to get each of these requests done?”. From the response it was noted that due to the sensitivity nature of land related transactions requests should pass through multiple steps. At least it needs to be checked and verified by experts, senior experts, and controllers. This helps the office to provide error free services to citizens and hence, one window service is not as such applicable to the office. On the other hand, the office does not

have a proper que management system and this creates unnecessary burden on employees especially on the front desk.

“How long does it usually take in average to complete each of the requested services?”. The standard time required to complete each requested service is under review. As the office semi-automated its work, the completion time depends on availability of network access. On the other hand, the system is new for employees and has own challenge to complete requests as timely as possible. The office, when decided by the management, addresses urgent cases manually without availability of network access. The researcher believes that this way of addressing cases unless predefined and/or ordered by a court may create room for informalities. During the interview it was noted that the management reviews and approves urgent cases to be treated manually as the automated system requires days, sometimes months, to complete service requests. On the other hand, understanding the relatively long time it takes to register landholding and provide clients with new landholding evidence document, there is an arrangement for residents to use as necessary the old until obtaining the new. According to the response, among the cases considered as urgent is when a client will travel abroad and needs his requested to be completed before his departure from the country.

The question “What is the average timeframe to register a change of ownership to a full parcel (viz. a title to an existing property)?” was also asked to the key informant. From the interview the researcher learnt that the services for registering landholdings is being provided with the coordination of two different offices: The Title Administration Transitional Period Service Project Office and the Land Holdings Registration and Information Agency Sub-City Branch Office. While the first office verifies land rights and creates title, the second office verifies and registers the created landholding rights. The Title Administration Transitional Period Service Project Office is a project office that will exist until all the land rights in all the woredas in the sub-city are verified and registered. Then after the Land Holdings Registration and Information Agency Sub-City Branch Office will take over all land registration related tasks in the sub-city. In this regard there is no a clear time line as to when the project office will complete its task. Regarding registering change of ownership of land holding the Land Holdings Registration and Information Agency Sub-City Branch Office registers if it was initially registered with the office. The average/standard time

frame to complete the registration, however, is under review and could only be confirmed once the review process is completed.

Through the survey questionnaire it was also attempted to obtain respondents perception on the processes in the overall land management practices of the sub-city. Accordingly, 29 (42%) of the respondents believe that there exist overlapping and unnecessary/redundant processes in the overall land management practices of the sub-city. Around 22 (31.9%) of the respondents agree that there are no overlapping and unnecessary/redundant processes, 4 (5.8%) strongly agree, and the remaining 14 (20.3%) of the respondents are neutral on the same statement. The key informant was also asked to explain if he thinks there exists overlapping processes and excessive requirements, lengthy and confusing procedures. According to the response, there exists no overlapping process and confusing procedure. However, there are few documentations that the office requires clients to present while requesting for service which are already available and can be retrieved from office files including tax payment evidences, lease agreements, and few more. This is because employees should follow the manual, said the key informant, which requires them to request these documentations from clients up on request for services. The key informant confirms that the procedure/workflow for registration of new landholdings is usually lengthy as this should passthrough multiple steps to verify the files.

The forms to be completed/filled in by residents while requesting for services need to be clear, understandable and simple, and should contain only relevant information. With this regard, 45 (65.2%), and 6 (8.7%) of the respondents agree and strongly agree respectively that forms used are clear, understandable and simple and contains only relevant information. The remaining 3 (4.3%) disagree, and 15 (21.7%) of the respondents are neutral for their perception of the clarity and simplicity of the forms being used.

For the question "does the office have Standard Operating Procedure (set of step-by-step instructions to help workers carry out complex routine operations)?", the key informant responded that operation manual is available and accessible to all employees. According to the response, new employees are usually provided with induction training including training on the manual. Besides, refreshing training are provided once a year. In this regard, 32 (46.4%) of the respondents agree

that there is a Standard Operating Procedure. About 11 (15.9%) of the respondents disagree on the existence of a standard operation procedure and 17 (24.6%) of the respondents are neutral to express their perception. This result suggests that there are employees who are still not well familiarized with the standard operating procedure.

It was learnt from the key informant that the office has grievance/compliant on services standard handling mechanism. The complaint filing procedure is posted at visible places in the office and there is also an attempt to use screen to orient/guide clients verbally and visually on the procedures. According to the procedure, the complaint usually starts by requesting the employee, whom the client wants to complain about his/her service standard, to fill in a form so that the case can be taken to the next level. This, however, may discourage complaining on service standards and lead to the loss of trust from the citizens as they may think that their complaints will not be properly addressed. Employees were asked to provide their perception on the complaints on service standard filing mechanisms. Accordingly, 25 (36.2%) of the respondents agree that the complaints handling mechanism is uncomplicated and solves timely.

Table 4.5: Simplicity and clarity of complaints on service standards filing procedures

Variables	Choices	Frequency	%	Valid	Cumulative
The complaints on service standard filing mechanisms are uncomplicated and solves timely	Disagree	15	21.7	21.7	21.7
	Neutral	25	36.2	36.2	58.0
	Agree	25	36.2	36.2	94.2
	Strongly Agree	4	5.8	5.8	100
	Total	69	100	100	

4.3.2 Transparency

Questions to assess transparency in the process of land management in the sub-city were included in the survey questionnaire and interview guide. The following set of the questions were asked to the key informant: “Can citizens access the land register remotely using internet technology? Is there transparency in the service requirements and costs of services? How does the office advise residents on schedules of fees, required documents, procedures to follow, and the standard time it takes for each of the services requested?”. According to the response, the idea for creating an

online access for citizens to access the land register remotely using internet technology is on its infant stage. The idea is being discussed at the city administration level and the sub-city's role in this regard is limited. The agency's website is still under development to provide all required information to users including workflows, schedule of service payments, required documentations, and standard time to complete each of the requested services. The sub-city has been trying to be transparent in its service provisions. It publishes requirement and procedures on broachers, post workflows on boards, and use screens to announce procedures and other requirements. It is, however, believed that more effort should be made to make the services more transparent.

Table 4.6: Transparency of land related transactions and management

Variable	Choice item	Frequen	%	Valid	Cumulativ
The office posts at clear points schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested	Disagree	14	20.3	20.3	20.3
	Neutral	17	24.6	24.6	44.9
	Agree	26	37.7	37.7	82.6
	Strongly Agree	12	17.4	17.4	100
	Total	69	100	100	
The office provides with printed documents/broachers with schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested	Disagree	19	27.5	27.5	27.5
	Neutral	19	27.5	27.5	55.1
	Agree	22	31.9	31.9	87.0
	Strongly Agree	9	13.0	13.0	100
	Total	69	100	100	
The office indicates on its website schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested	Strongly	15	21.7	21.7	21.7
	Disagree	34	49.3	49.3	71.0
	Neutral	10	14.5	14.5	85.5
	Agree	5	7.2	7.2	92.8
	Strongly Agree	5	7.2	7.2	100
	Total	69	100	100	
There is a comprehensive and clear guideline and standard for anyone to follow in land acquisitions	Strongly	3	4.3	4.3	4.3
	Disagree	23	33.3	33.3	37.7
	Neutral	12	17.4	17.4	55.1
	Agree	24	34.8	34.8	89.9
	Strongly Agree	7	10.1	10.1	100
	Total	69	100	100	

There is transparency in the service standards and costs of services and other payments	Strongly	3	4.3	4.3	4.3
	Disagree	5	7.2	7.2	11.6
	Neutral	24	34.8	34.8	46.4
	Agree	23	33.3	33.3	79.7
	Strongly Agree	14	20.3	20.3	100
	Total	69	100	100	
The office encourages clients to report cases of rent seeking behavior by staff of the land sector agencies	Strongly	3	4.3	4.3	4.3
	Disagree	7	10.1	10.1	14.5
	Neutral	15	21.7	21.7	36.2
	Agree	30	43.5	43.5	79.7
	Strongly Agree	14	20.3	20.3	100
	Total	69	100	100	

Through the survey questionnaire respondents were requested for their perception on the statement "the office posts at clear points schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested." Accordingly, 14 (20.3%) of the respondents disagree, 26 (37.7%) agree, and 12 (17.4) strongly agree. The remaining 17 (24.6%) of the respondents were neutral on the statement.

They were also asked if the office provides, with printed documents/broachers, schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested. Twenty-two (31.9%) agree, 19 (27.5%) disagree, and 9 (13%) of the respondents strongly agree. Regarding the platform where the land management office at all levels and the Landholding Registration and Information Agency provide information to citizens, respondents were requested to express their perception on the statement that says, "The office indicates on its website schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested." The analysis of the responses revealed that 15 (21.7 %) strongly disagree, 34 (49.3) disagree, 10 (14.5%) neutral, 5 (7.2%) agree, and 5(7.2%) strongly disagree on the statement. The total number of respondent who disagree and strongly disagree consists of 49 (71%). This result suggests that either the office is not using websites to disseminate such information or the respondents are not familiar with the office's website. However, the information obtained from the key informant on

the office's website and the researchers observation of the contents of the website though being managed centrally, supports the respondents' perception.

Twenty-four (34.8%) of the respondents agree that the guideline and standard for anyone to follow in land acquisition is comprehensive and clear. Seven (10.1%) of the respondents also strongly agree on this. However, a significant number of the respondents, 23 (33.3%) disagree, and 3 (4.3%) strongly disagree on the statement.

4.3.3 Accountability

The other set of questions relevant to assess accountability and addressed to the key informant was, "How the office monitor and evaluate efficient and effective service delivery to residents? Does the office use suggestion boxes/books? How frequent the comments/suggestions residents provided analyzed and discussed with staff? What is the most frequent comment suggested from residents on the service delivery? What measure have been taken so far to improve on those comments/suggestions?". From the response it was noted that the Landholding Registration and Information Agency Sub-city branch Office evaluates service delivery at the sub-city level. At the sub-city level, the management group meets every week to evaluate service delivery performances.

Comments from suggestion boxes and suggestion register books are compiled and reviewed every month and feedback is provided on actions taken or planned to be taken to address issued raised by clients. In this regard, obtaining clients feedback and taking action on the issues raised is good experience, however, it is the researcher's view that the time to review and provide feedback on issues raised through the suggestion boxes should be revised. At least weekly review for discussion by the management on their weekly meeting will help to address issue on a timely manner. This is an opportunity for the office to obtain anonymous feedback and improve on the standard of its service delivery. According to the response, the frequent suggestion/comment from clients is the lengthy time it takes them get their requested completed. The office also understands the problem and explained the causes as: 1) the lengthy time frame is due to network problems. For example, for the last three months, from the date of this interview, network was not available for 24 days. This creates backlogs on services and be source of complaints, and ultimately dissatisfaction of

clients; 2) As the system/technology is new to employees, there is also a skill gap on how fully operate it which delays services to some extent.

Statements designed to assess both organizational and individual levels of accountability in the land management practices were also included in the survey questionnaire. Employees need to have good understanding of what is expected of them from their very first day of employment. At a minimum the office must provide written policies, specific job requirement, regulations, and clear expectations of performance and behavior. Accordingly, 29 (42%) of the respondents agree on the statement "Employees are regularly oriented/trained/familiarized with the requirements and producers for serving clients". With the same statement, 4 (5.8%) strongly agree, 14 (20.3%) disagree, 9 (13%) strongly disagree, and 13 (18.8%) were neutral.

Table 4.7: Organizational/Office level accountability related to Land Management

Variable	Choice Item	Frequency	%	Valid	Cumulative
Employees are regularly oriented/trained/familiarized with the requirements and producers for serving clients	Strongly Disagree	9	13.0	13.0	13.0
	Disagree	14	20.3	20.3	33.3
	Neutral	13	18.8	18.8	52.2
	Agree	29	42.0	42.0	94.2
	Strongly Agree	4	5.8	5.8	100
	Total	69	100	100	
The office focuses on providing excellent customer service	Strongly Disagree	3	4.3	4.3	4.3
	Disagree	6	8.7	8.7	13.0
	Neutral	21	30.4	30.4	43.5
	Agree	24	34.8	34.8	78.3
	Strongly Agree	15	21.7	21.7	100
	Total	69	100	100	
The office highly emphasis providing prompt assistance to resolve enquiries or customer complaints	Strongly Disagree	3	4.3	4.3	4.3
	Disagree	2	2.9	2.9	7.2
	Neutral	26	37.7	37.7	44.9
	Agree	34	49.3	49.3	94.2
	Strongly Agree	4	5.8	5.8	100
	Total	69	100	100	

The office has established clear objectives to be achieved	Disagree	3	4.3	4.3	4.3
	Neutral	16	23.2	23.2	27.5
	Agree	31	44.9	44.9	72.5
	Strongly Agree	19	27.5	27.5	100
	Total	69	100	100	
The office has regular reporting system on achievements and results against objectives	Disagree	5	7.2	7.2	7.2
	Neutral	24	34.8	34.8	42.0
	Agree	27	39.1	39.1	81.2
	Strongly Agree	13	18.8	18.8	100
	Total	69	100	100	

Respondents were also asked to rate their perception on employees' accountability for their actions at all levels. Twenty-five (36.2%) of the respondents agree and 8 (11.6%) strongly agree that employees at all levels are held very accountable for their actions at work. A significant number of the respondents, 21 (30.4%) were neutral and the remaining 6 (8.7%) disagree and 9 (13%) strongly disagree on the statement that affirms employees 'accountability for their work at all levels. As indicated in table 4.8 below 24 (34.8%) of the respondents also agree that employees at all levels follow and respect rules and regulations in all circumstances.

Table 4.8: Individual level accountability related to Land Management

Variable	Choice Item	Frequency	%	Valid	Cumulative
Employees at all levels are held very accountable for their actions at work	Strongly Disagree	9	13.0	13.0	13.0
	Disagree	6	8.7	8.7	21.7
	Neutral	21	30.4	30.4	52.2
	Agree	25	36.2	36.2	88.4
	Strongly Agree	8	11.6	11.6	100
	Total	69	100	100	
Employees at all levels follow and respect rules and regulations in all circumstances	Strongly Disagree	6	8.7	8.7	8.7
	Disagree	5	7.2	7.2	15.9
	Neutral	28	40.6	40.6	56.5
	Agree	24	34.8	34.8	91.3
	Strongly Agree	6	8.7	8.7	100
	Total	69	100	100	

4.3.4 Institutional capacity to execute land management functions

Institutional capacities in terms of leadership competences and skill, technical and administrative personal, and land information infrastructure of the land management offices in the sub city are assessed in the following sections. These are among those typical attributes that define the organizations' ability to perform their respective mandated functions.

4.3.4.1 Leadership Competency and Skill

Under part three of the survey questionnaire statements meant to evaluate how respondents perceive the institutional capacities in terms of leadership competency and skill were included. Accordingly, 23 (33.3%) of the respondents agree and 8 (11.6%) strongly agree that the management at all levels in the office is competent, ethical and motivate others to follow better ways to serve residents. Nineteen (27.5%) of the respondents do not agree on this and 19 (27.5) were neutral. Respondents were also asked to rate their perception on managers' skill and training in the various systems to help employees when needed. Twenty-two (31.9%) of the respondents agree and 6 (8.7%) strongly agree that managers are skilled and trained while 11 (15.9%) disagree, 6 (8.7%) strongly disagree, and 24 (34.8%) were neutral.

Table 4.9: Leadership competency and skill

Variables	Choice Items	Frequency	%	Valid	Cumulative
The Management at all levels in the office is competent, ethical and motivate others to follow better ways to serve residents	Strongly Disagree	6	8.7	8.7	8.7
	Disagree	13	18.8	18.8	27.5
	Neutral	19	27.5	27.5	55.1
	Agree	23	33.3	33.3	88.4
	Strongly Agree	8	11.6	11.6	100
	Total	69	100	100	
Managers are skilled and trained in the various systems to help employees when needed to provide excellent customer service	Strongly Disagree	6	8.7	8.7	8.7
	Disagree	11	15.9	15.9	24.6
	Neutral	24	34.8	34.8	59.4
	Agree	22	31.9	31.9	91.3
	Strongly Agree	6	8.7	8.7	100
	Total	69	100	100	

Managers continually monitor the workforce to ensure ongoing employee development and process improvement	Strongly Disagree	3	4.3	4.3	4.3
	Disagree	7	10.1	10.1	14.5
	Neutral	24	34.8	34.8	49.3
	Agree	31	44.9	44.9	94.2
	Strongly Agree	4	5.8	5.8	100
	Total	69	100	100	
Managers effectively coordinate, resolve problems and make decisions cross-functionally rather than operate in functional silos	Strongly Disagree	2	2.9	2.9	2.9
	Disagree	7	10.1	10.1	13.0
	Neutral	22	31.9	31.9	44.9
	Agree	30	43.5	43.5	88.4
	Strongly Agree	8	11.6	11.6	100
	Total	69	100	100	
Future leaders are developed from within the office	Strongly Disagree	6	8.7	8.7	8.7
	Disagree	13	18.8	18.8	27.5
	Neutral	22	31.9	31.9	59.4
	Agree	28	40.6	40.6	100
	Total	69	100	100	

4.3.4.2 Technical and Administrative Human Resources

Key informants were asked to describe the human and financial resources capacity of their respective offices to undertake its day to day operations. Accordingly, they noted that the offices have constraints on their human resource capacity and several posts remained vacant. Human and financial resource capacity is a serious challenge for the offices involved in the sub-city's land management. As indicated by the key informant from the Landholding Registration and Information Agency Sub-City Branch Office, among the established 88 posts 30 are still vacant.

On the other hand, 33 (47.8%) of the survey questionnaire respondents agree and 12 (17.4%) strongly agree that the land administration office has sufficient mix of qualified technical and administrative staff. Those disagree on this were only 4 (5,8%) and 3 (4,3%) of the respondents strongly disagree. Respondents were also asked to rate their perception on continuous development through training, education, and opportunities for promotion. According to the response 17 (24.6%) disagree, 5 (7.2%) strongly disagree, 17 (24.6) agree, and 30 (43.5%) were neutral.

Although majority of the respondents believed that the land administration office has sufficient mix of qualified technical and administrative staff the continuous development through training, education, and opportunities for promotion seems a concern for them as the response indicates their inclination to disagree.

Table 4.10: Technical and Administrative Human resources

Variable	Choice Item	Frequency	%	Valid	Cumulative
The land administration office has sufficient mix of qualified technical and administrative staff	Strongly Disagree	3	4.3	4.3	4.3
	Disagree	4	5.8	5.8	10.1
	Neutral	17	24.6	24.6	34.8
	Agree	33	47.8	47.8	82.6
	Strongly Agree	12	17.4	17.4	100
	Total	69	100	100	
Employees are continually developed through training, education, and opportunities for promotion	Strongly Disagree	5	7.2	7.2	7.2
	Disagree	17	24.6	24.6	31.9
	Neutral	30	43.5	43.5	75.4
	Agree	17	24.6	24.6	100
	Total	69	100	100	
New employees receive familiarization and on the job training	Strongly Disagree	6	8.7	8.7	8.7
	Disagree	15	21.7	21.7	30.4
	Neutral	18	26.1	26.1	56.5
	Agree	26	37.7	37.7	94.2
	Strongly Agree	4	5.8	5.8	100
	Total	69	100	100	
The office has qualified and experienced human resource capable of serving residents' needs	Strongly Disagree	5	7.2	7.2	7.2
	Disagree	8	11.6	11.6	18.8
	Neutral	22	31.9	31.9	50.7
	Agree	28	40.6	40.6	91.3
	Strongly Agree	6	8.7	8.7	100
	Total	69	100	100	
Roles and responsibilities of every employee is well defined	Disagree	12	17.4	17.4	17.4
	Neutral	15	21.7	21.7	39.1
	Agree	37	53.6	53.6	92.8
	Strongly Agree	5	7.2	7.2	100
	Total	69	100	100	

4.3.4.3 Land Information Infrastructure

Modernization of the land management system using up-to-date information communication technology is what the key informants suggested to improve services to residents during the interview. However, the key informants from the Integrated Land Information Office noted that the office does not have the necessary infrastructure including networking kits and other accessories, antiviruses, internet access, and qualified IT professional with sufficient number. This is a common challenge for all the offices involved in the sub-city's land management. The office does not have central data backup system. In the absence of central data center/server, employees maintain back-up on personal memory drives. This is only possible in those offices where data is small and available to be stored in memory drives with low storage capacities of up to 16 GB. Other sections/office with residents' files do not have back-up systems. The files are stored in paper copies and in the unlikely event of catastrophe, the files may not be recreated/recovered if lost/destroyed. The research has learnt that there is a start to work with back-upping systems which no one could be sure when it can be done and made functional.

The key informant from the Landholding Registration and Information Agency Sub-City Branch Office was also asked questions including: "Does the sub-city automate its land information system? How are the land registration performed? Does it have sufficient technologies consisting of hardware, software and networks, and others? Do backup systems for land registration and information exist and allow records to be recreated if destroyed?". According to the response, digitalization of the system begins in the year 2017/2018. Before degitalizing the system about 2000 landholding rights were registered manually. IT infrastructure is established. However, the intermittent nature of the network, and lack of IT professionals remain as big challenges to the sub-city. Website is being developed centrally at the Agency/city administration level. The sub-city provides inputs and information for the website and do not have access either to edit or upload information. Hence, the website does not provide a complete information that the sub-city intends to display. A central database is available to serve as a back-up system for all the sub-cities. The database is accessible to each sub-city based on pre-approval from the central agency. The key informant further noted that managing the land sector is challenging as compared to other sectors under the current circumstance where no well-organized land information in the city exists.

According to the key informants, there is no complete inventory of publicly owned urban land based on ground survey with information on which public authority owns what land, what the land is being used for and where it is. The only information that can be availed regarding these lands when requested is the aerial photo which can depict the boundaries and locations. The key formants also noted that the complete inventorying process is being undertaken in the sub-city.

Data was also gathered from employees with survey questionnaire to evaluate their perception of the land information infrastructure. The response revealed that only 7 (10.1%) of the respondents agree and 4 (5.8%) strongly agree that the sub-city has sufficient technologies consisting of hardware, software and networks, and support technology (UPS, air-conditioning, back-up storage facilities) to assist day-to-day tasks. Of the respondents, 19 (27.5%) strongly disagree and 17 (24.6%) disagree on this statement, and 22 (31.9%) were neutral.

Regarding the existence of back-up systems to allow records to be recreated if destroyed, 23 (33.3%) of the respondents agree and 2 (2.9%) strongly agree that the back-up system exists, and the large number of the respondents, 31 (44.9%) were neutral on their perception. Those respondents disagree and strongly disagree were 7 (10.1%) and 6 (8.7%) respectively. Respondents were also asked for their perception of the office arrangements and facilities. Accordingly, 21 (30.4%) of the respondents disagree on the statement, "the office arrangements and facilities support efficient maintenance of land information and employee performance". With the same statement, 6 (8.7%) strongly disagree, 12 (17.4%) agree, 6 (8.7%) strongly agree, and 24 (34.8%) were neutral.

Table 4.11: Land Information Infrastructure

Variable	Choice Item	Frequency	%	Valid	Cumulative
The sub-city has sufficient technologies consisting of hardware, software and networks, and support technology (UPS, air-conditioning, back-up storage facilities) to assist the day to day tasks	Strongly Disagree	19	27.5	27.5	27.5
	Disagree	17	24.6	24.6	52.2
	Neutral	22	31.9	31.9	84.1
	Agree	7	10.1	10.1	94.2
	Strongly Agree	4	5.8	5.8	100
	Total	69	100	100	

Backup systems for land registration and information exist and allow records to be recreated if destroyed	Strongly Disagree	6	8.7	8.7	8.7
	Disagree	7	10.1	10.1	18.8
	Neutral	31	44.9	44.9	63.8
	Agree	23	33.3	33.3	97.1
	Strongly Agree	2	2.9	2.9	100
	Total	69	100	100	
The office arrangements and facilities support efficient maintenance of land information and employee performance	Strongly Disagree	6	8.7	8.7	8.7
	Disagree	21	30.4	30.4	39.1
	Neutral	24	34.8	34.8	73.9
	Agree	12	17.4	17.4	91.3
	Strongly Agree	6	8.7	8.7	100
	Total	69	100	100	

4.4 Land use patterns for various social and economic activities

Addis Ababa City Integrated Land Information Center with its first edition of Akaka-Kality Su-City Atlas (2014) indicated that the sub-city's recreation center is very small irrespective of its large size. The Center also uncovered that the total 22 centers available in all woredas of the sub-city where the community members spend their leisure time are distributed unfairly and most of centers are found in Woreda 3 and 8. As indicated in the table below woreda 5 and 6 have no recreation center. Similarly, Akaki-kality sub-city has only one communal place where the community in the area can use for annual gathering celebrities for Christian and Muslim holidays.

On the other hand, as indicated in the literature in terms of density UN-Habitat (2015) with one of its five principles of sustainable urban neighborhoods indicated that there should be at least 15,000 people per km^2, that is 150 people/ha or 61 people/acre. However, the average population density in the sub-city as indicated in the table below is 14.62 people/ha which by far lower than the standard set by UN-Habitat. According to the assessment made by Addis Ababa Chamber of Commerce and Sectoral Associations (2011) Addis Ababa has already used over 75% of its potential expansion area for development within its administrative boundaries. This assessment was done about three years before the data, in the table below, which was published in 2014. Hence, the percentage of the potential expansion area of the city might be even lower than the one

indicated in the assessment after three years of its publication. This should alert the land management sector to work towards the standard population density with adequate social mix and land use allocation.

Table 4.12: Woreda area coverage, population density, and distribution of recreation centers and festival sites

Woreda	**Area/ Hectar**	**Population**	**Population density/per hectar**	**Recreation Centre**	**Festival site**
01	604	25460	42	4	1
02	1323	13972	10	3	-
03	236	17567	74	5	-
04	1326	21149	16	3	-
05	735	22540	31	-	-
06	309	27080	87	-	-
07	780	22540	29	2	-
08	596	21149	35	5	-
09	2849	5119	2	-	-
10	1279	1951	1	-	-
11	2310	1951	1	-	-
Total	**12346**	**180478**	**14.62**	**22**	**1**

Source: Akak-Kality Sub-City Atlas, 2014

The attempt to obtain the complete inventory of land in the sub-city indicating how much land is used for which category- residential, commercial, industrial, green area/public open space, streets and others, were not successful. It was noted during the interview with key informants that the complete land inventory process is in-progress and the office does not have the data at hand to share for this research purpose. The researcher was informed that data is being gathered for the complete inventory of land in the sub-city.

Other related questions included in the interview guide to explore more on the sub-city's land inventorying system include: "Is it compulsory to get landholding rights registered? Do you have the statistics available for those registered or pending registration, and a complete inventory of the sub-city's vacant land, and publicly owned land with information on which public authorities own what land, what the land is being used for and where it is?".

The Urban Landholding Registration Proclamation no. 818/2014 part five section one article 27 (1) states that any person claiming to have an interest on a landholding may apply to registering institution for registration. The effect of non-registration is also included in the proclamation. According to article 47 a landholding use right, unless registered in the register of landholding, may not be set up against any person. On the other hand, according to the key informants the landholding registration is being done only for selected woredas. The sub-city has 11 wored, 47 sub-wored ("ketena"), 205 blocks ("sefer"), and 31, 347 Parcel. Among those four woredas: wored 1 (two sub woreda), wored 2 (2 sub woreda), wored 4 (3 sub woreda), and 7 (3 sub woreda), have been selected for the landholding adjudication and subsequent registrations. The sub-city has a plan to complete landholding adjudication for two sub-woredas a year. Table 4.13 below the table indicats the status of landholding registration in the sub-city.

Table 4.13: Status of landholding right registration in Akaki-Kality Sub-city

Description	Number	Percentage
Digital register	3,268	44.96
Manual/paper register	2,000	27.52
Landholding adjudication completed and pending registration	2,000	27.52
TOTAL	**7,268**	**100**

Source: Landholdings Registration and Information Office.

4.5 Challenges that Akaki-Kality Sub-city faces in managing urban land and its use

Several challenges affecting the land management process in the sub-city were identified through interviews with key informants and from employees through the survey questionnaire. Among the challenges identified are:

1. The changing nature of the sub-city in general characterized by new expansion/development sites and infrastructure requirements creates challenges on the capacity of the sub-city to effectively provide land development and management services.
2. Long procurement process is a bottleneck for the sub-city to satisfy demands in time. Capacity of bid winners on the other hand, highly affects the quality of the work done. Bids usually awarded to micro and small enterprises with an intention to empower them. These enterprises sometimes might not have the required capacity, experience and expertise to perform contracts as expected.
3. The geographic location of the sub-city being an expansion area contributes for the expansion of informal settlers especially in the border areas shared with Oromia Regional State. Conflicts around border areas shared with Oromia Regional State is also another challenge. On the other hand, the prerequisites set to regularize the informal settlements is a bottleneck to finalize the process. The regularization process itself is one factor that encourages the trend of new informal settlers as the new settlers hope that their informal holdings will be regularized through time in the future. The inability of the poor to acquire urban land in the sub-city using the formal way is believed to be another factor that leads citizens to occupy land illegal especially on boarder areas to build informal settlements. Urban land is accessed through lease arrangements. The financial capacity of the person who wish to acquire land in the sub-city determines the chance of winning lease bids. The major constraint to access land for the citizens in the sub-city is low supply. The lands announced for lease usually are by far less than the demand. This makes only those who have the capacity and can offer high lease prices to acquire land in the sub-city. The size of the sub-city and lack of proportional capacity in terms of transport access, and human resources affects its ability to control illegal settlements especially around boarder areas.

4. Removals of street address signs/polls by other government bodies without consulting the land management office, and damages of street address signs/polls by other parts of the community. The office does not have legal mandate to take any action on those who removed the street address without proper consultation and coordination. Its capacity constraints the ability to follow up address sign/poll removals and damage cases with other law enforcement offices.
5. The human resource in each office is far from the essential number and composition. The requirement in terms of years of experiences and professional qualifications to fill vacant posts is unrealistic. Budget constraints is a challenge to fill human resource gabs on a short-term contract basis. There is also less tendency/willingness from the office to fill in human resources gabs on a temporary basis. For the Integrated Land Information Office, the seasonal nature of the office work creates human resource gaps and burdens on the existing staff, and capacity limitations for conducting site works.
6. Required skill gap, lack of staff integrity, unstable land use plan, inconvenient office set-ups, and corruption are also the other challenges mentioned during the key informant interviews. The digital system introduced for the landholding right registration, for example, is new to employees and the skill gap on how to operate the system is a challenge and causes delays in providing services requested from residents.
7. High employee turnover is a challenge for the land management sector in the sub-city. The researcher learnt from the key informants that the high turnover is not mainly due to low pay scale. Rather it is mainly associated with excessive workload and stress. On the other hand, promotions within and other sectors is a reason for the high staff turnover. The workload and stress is believed to be due to the complex nature of land management. Residents are not willing to understand and accept what the operational manual says. They need what they requested to be done regardless of what the rule says. Employees are guided by the operational manual and usually found it challenging to convince them. These lack of awareness and understanding from the residents creates stress to the employees which ultimately forces them to leave the office looking for joining other sectors.
8. Unstable organizational structure is also mentioned as a challenge. The organization's structure changes every 2-3 years with either new added units/offices or splits/separations

of units/office. The structure has been revised/changed based on studies and to address residents' increasing and changing service demands.

9. Lack of trust between the office employees and residents is the other challenge in managing urban land in the sub-city. This challenge is common for those offices with high interactions with residents including the Title Administration Transitional Period Service Project Office, and the Urban Landholdings Registration and Information Agency Sub-City Branch Office. Residents do not appreciate the challenges in the land management process and the level of service provisions despite those challenges. Brokers being called as "guday asfetsami" are believed to be the main actors for the erosion of residents' trust on the service provisions. These actors made residents believe that their service request done only if the informal way is followed which negatively affects the image of the offices. There exists also high trust between employees in the Integrated Land Information Office and residents due to the fact that the office provides only land related information, and oversight and advisory services. These services usually do not create conflicts with the residents.
10. Lack of awareness of residents on the requirements and procedures: Experts should go house-to-house to gather required information to develop the sub-city's land inventory. During their visit residents lack the willingness to cooperate by providing required information or may not be available at all.
11. Lack of coordination among the offices involved in the land management process. These offices share documents and data. The decision of one office may be required as an input for performing activities for the other office and need to collaborate one another for the effective land management process in the sub-city. However, delays in sharing of these required inputs and the lack of coordination among the offices is a bottleneck in the provision of an effective land management services in the sub-city. On the other hand, the support from the city administration to the sub-cities is weak. In some instances, the upper is a support provider while the sub-city is a decision maker on land related issues. This way of decentralized decision making is to be appreciated. However, in such and other cases when the land management offices at the sub-city level required supports which could be in the form of advises, material inputs, and technical support the response form the central offices at the city administration level is weak.

12. The Urban Plan Institute may update any time the land use/development plan of the city. In this regard, the key informants mentioned that the unstable land use/development plan creates challenges for the sub-city in its land management practices. Residents are advised to be guided based on the urban land use plan of the city. Once they are advised based on the plan the city may come up with a new revised plan which might completely or partially changed the initial land use/ development based on which residents developed their land. In such situation residents will be required to align their land use to the revised plan. This process creates conflicts and loss of trust between the cub-city and the residents.

Table 4.14: Summary of challenges in managing land as described by survey questionnaire respondents

Challenge area		List of challenges as described by respondents
Please explain challenges, if any, on the following areas related to the sub-city's urban land management practices:		
	Clarity of institutional mandates/responsibilities, and legal framework	• There is a contradiction between masterplan and landholding registration office line map guidance • Some responsibilities lack clarity as to which department it is given • Institutional responsibilities and mandates clearly stated in paper but never practiced in full and correctly
	process, requirements, procedures for serving client requests	• needs more technology and advanced management system • long time required to produce ownership certificates using the current system • requirements are clear but sometimes clients are not cooperative to adhere to it
	Institutional capacities:	• Near to zero. Half of the population hold forged documents • Lack of material to manage the whole sub-city parcel data. Eg. UPS, workstations and database system to handle huge data. • The institution lacks capacity
What, do you believe, are the bottlenecks associated with existing land management practices in the sub-city?		• No technology, no well-organized system, just same cycle • Excessive meeting and popular thieves

	• Intermittent network and power affects the service provision and causes client dissatisfaction • Brokers make confusion by giving clients wrong view about the organization • Problems associated with the urban renewal process as is not treated appropriately
What can be done to improve the situation?	• The management system needs to be improved and the staff need to be honest. • Improve the office infrastructure • Properly exercise the legal provisions • The sector needs more attention from the government • Training to employees • Management must be assigned based on merit • The organization should give utmost attention for the work of the brokers and employees cooperating with them
What problems do residents create in the land management process?	• They do not know where to go. No information again except those who have representative in the institution • Lack of awareness about the system, rules and regulations. Residents believed that their request cannot be done unless either they have someone whom they know in the office or hire a broker.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This research project has tried to explore land management practices and challenges of Addis Ababa City Administration using Akaki-Kality Sub-City as a case study. It raised and described a variety of issues related to the sub city's land management practices and challenges including institutional arrangements; land use patterns for various social and economic activities, simplicity and clarity of procedures; and accountability and transparency of land management specific to registration, obtaining land related information, and complaints on service standards; and capacities required to carry out land management related tasks.

The existing land management institutions in Akaki-Kality sub city are characterized by a lack of adequate capacity in terms of adequate staffing and operating equipment necessary for them to carry out their work, and unstable organizational structure. This inadequate capacity serves as a disincentive for the institutions in the performance of their duties. The institutional arrangements at the sub city level is unstable as it is affected by the continues amendments and re-establishments of offices by the City Administration.

The sub city has little role and influence in some activities and decisions including setting levels/amounts of service fees, developing environmental development plans, establishing standards, and developing and maintaining websites to mention some which are performed centrally at the city administration level. The research also revealed that the support from the city administration to the sub-cities is weak. In some instances, the upper offices in the city administration are support providers on matter of planning, capacity building, and other technical and professional issues while offices in the sub-city are decision maker on land related issues. This way of decentralized decision making is to be appreciated. However, in such and other cases when the land management offices at the sub-city level required supports which could be in the form of

advises, material inputs, and technical support the response from the central offices at the city administration level is weak. The sub city does not also involve the private sector where the skills and experiences can allow to provide and sustain quality land management services.

Land is a key resource for humankind and to manage land effectively, it is imperative that we find radical and innovative ways to improve the way in which we collect, manage and use information about this crucial resource. In this regard, there is no well-organized land information exists in the sub city and this makes managing the land sector complex and challenging. The sub city does not have a complete inventory of land in its boundary. Procedure manuals and other guidelines are not easily accessible to the public. The citizen charter believed to define the role, mandates and coordination of each offices involving in the land development and management process is not available in a printed copy for easy references. Employees are not made familiar about it either. There is no organized written/published document that can be easily accessed. Employees do not have their job descriptions at hand and some of them even do not know its existence.

Internet options are not well used to share information. Lack of these information sharing platforms limits the ability of the sub-city to create awareness among the residents. On the hand, the land management offices post process/workflows on boards/walls, and there is also an attempt to use screens to announce procedures and other requirements to help citizens guided accordingly. This attempt to make service provisions transparent is commendable though more remains to be done.

The study has also attempted to explore the challenges that the sub city faces in managing land and its use. The changing nature of the sub city characterized by new expansion/development sites, long procurement process, inadequate capacity of supplier/vendors, informal settlements, and poor coordination among stakeholders were among the challenges identified with this study. Lack of adequate capacity in terms of staffing with required skill, lack of staff integrity, unstable land use plan, inconvenient office set-ups, corruption, unstable organizational structure, high employee turnover, lack of trust between office employees and residents, and lack of awareness of residents on the requirements and procedures were also among those challenges identified.

5.2 Recommendations

Based on the findings of this study, the following recommendations are made for consideration to help improve land management practices and tackle challenges that Akaki-Kality Sub-City faces in its land management efforts.

1. The capacity of the land management sector in implementing land related policies and land management strategies is critical to ensure economic, social equity, and environmental protection issues. The major task for the city administration in general and the sub city in particular should be improving the capacity of this sector. The land development and management offices' capacity in terms of staffing and operating equipment necessary to carry out their work needs to be improved. They should have access to up-to-date technology to modernize the land management system. Transport facilities for field works should be made easily accessible.
2. The role, mandate, and coordination of offices involved in the land development and management process should be clearly defined and documented and employees at all levels in the sector should be made familiar about it.
3. The existing office set-up specially in those offices with high employee-client interactions should be re-designed in a way that could allow employees to concentrate on their work and ensure maximum quality services. Modern queue management systems should be also introduced.
4. Procedure manuals, guidelines, service fee schedules, and other land related information should be easily accessible to the public. During this study it was noted that most of these documents were not easily accessible either in a printed copy or in the sub-city's web site and other platforms for easy references. The land management offices in the sub-city should utilize the internet option to share information and create public awareness in addition to the attempts being made by posting workflows on office boards and walls.
5. Employees at all level should be provided with clear job descriptions based on which their performance can be evaluated.

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Appendices

Appendix 1: Survey Questionnaire

Dear Respondent,

Thank you in advance for taking your precious time to complete the questionnaire!!!

This questionnaire has been developed to help collect data to study the Land Management Practices in Addis Ababa City Administration using Akakai-Kality Sub-City as a case study example. Information obtained through this questionnaire will only be used for academic purpose and shall be kept strictly confidential. The study is to be submitted to the Department of Public Administration and Development Management, Addis Ababa University in partial fulfillment of the requirement for the Degree of Masters in Public Management and Policy.

You don't need to write your name and you can provide your answers by putting tick mark (√) on the boxes of your choice.

Part one: Profile of Respondents

1. Gender

   ☐ Male ☐ Female

2. Please indicate the number of years you have been in your current position

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

   ☐ 11-15 Years ☐ More than 15 Years

Part two: Simplicity and Clarity of processes/procedures, and Accountability and Transparency specific to the land management practices

The following statements are meant to evaluate how you perceive the simplicity and clarity of processes/procedures, and accountability and transparency of land management specific to land registration, obtaining land related information, and complaints on service standards. To what extent do you agree or disagree with the following statements?

(Key for Analysis: Strongly agree =5; Agree =4; Neutral= 3; Disagree=2;and Strongly disagree =1)

#	Description	Please put tick mark *(√)*				
		Strongly Agree	***Agree***	***Neutral***	***Disagree***	***Strongly Disagree***
1	**Simplicity and Clarity of processes and procedures related to land registration, obtaining land related information, and complaints on service standards**					
A	Residents coming for any land related services can easily access information regarding list of required documentations, and the procedure to follow and/or offices to visit (all at one window)					
B	Written document in the form of broacher, which is clear and easy to understand, that can guide residents on the procedure/process is available and accessible to anyone who needs it					
C	The procedure and process for land registration is short and clear and does not create confusion for residents					
D	All the requirements in place to register land are appropriate					
E	There are no overlapping and unnecessary/redundant processes in the overall land management practices of the sub-city					
F	The forms to be completed/filled in by residents are clear, understandable and simple and contains only relevant information					
G	Land related information (ownership, previous transactions….) is easy to access/obtain by any citizen if they need it					
H	There is a Standard Operating Procedure (set of step-by-step instructions to help employees carry out complex routine operations)					
I	The appealing on service standard mechanisms are uncomplicated and solves timely					
J	The land administration offers affordable cost and does not require longer time and expensive services for land registration					
K	The office increased automation of services and reduced staff-client interaction to the minimum level					

#	Description	*Strongly Agree*	*Agree*	*Neutral*	*Disagree*	*Strongly Disagree*
2	**Transparency of land related transactions and management**					
A	The office posts at clear points schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested					
B	The office provides with printed documents/broachers with schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested					
C	The office indicates on its website schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested					
D	There is a comprehensive and clear guideline and standard for anyone to follow in land acquisitions					
E	There is transparency in the service standards and costs of services and other payments					
F	The office encourages clients to report cases of rent seeking behavior by staff of the land sector agencies					

#	Description	*Strongly Agree*	*Agree*	*Neutral*	*Disagree*	*Strongly Disagree*
3	**Accountability related to Urban Land Management**					
A	Employees are regularly oriented/trained/familiarized with the requirements and producers for serving clients					
B	Employees at all levels are held very accountable for their actions at work					
C	The office focuses on providing excellent customer service					
D	The office highly emphasis providing prompt assistance to resolve enquiries or customer complaints					
E	Employees at all levels follow and respect rules and regulations in all circumstances					
F	The office has established clear objectives to be achieved					
G	The office has regular reporting system on achievements and results against objectives					

Part Three: Institutional capacity to execute land management functions

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

#	Description	*Strongly Agree*	*Agree*	*Neutral*	*Disagree*	*Strongly Disagree*
1	**Leadership competency and skill**					
A	The Management at all levels in the office is competent, ethical and motivates others to follow better ways to serve residents					
B	Managers are skilled and trained in the various systems to help employees when needed to provide excellent customer service					
C	Managers continually monitor the workforce to ensure ongoing employee development and process improvement					
D	Managers effectively coordinate, resolve problems and make decisions cross-functionally rather than operate in functional silos					
E	Future leaders are developed from within the office					
2	**Technical and Administrative Human resources**					
A	The land administration office has sufficient mix of qualified technical and administrative staff					
B	Employees are continually developed through training, education, and opportunities for promotion					
C	New employees receive familiarization and on the job training					
D	The office has qualified and experienced human resource capable of serving residents' needs					
E	Roles and responsibilities of every employee is well defined					
3	**Land Information Infrastructure**					
A	The sub-city has sufficient technologies consisting of hardware, software and networks, and support technology (UPS, air-conditioning, back-up storage facilities) to assist the day to day tasks					
B	Backup systems for land registration and information exist and allow records to be recreated if destroyed					
C	The office arrangements and facilities support efficient maintenance of land information and employee performance					

Part Four : Institutional and Legal framework/Arrangements

#	Description	*Strongly Agree*	*Agree*	*Neutral*	*Disagree*	*Strongly Disagree*
1	**Institutional and Legal framework/Arrangements for urban land management in the sub-city**					
A	The roles/mandates and responsibilities of the different organizations/departments involved in land management is clearly defined and understood among their respective staff					
B	The rights people might have on land is sufficiently transparent					
C	There are well defined rules, processes and mechanisms in place to address grievances, manage disputes and to enforce agreements					

Part Five : Challenges in Managing Urban Land

1. Please explain challenges, if any, on the following areas related to the sub-city's urban land management practices:
    - Clarity of institutional mandates/responsibilities, and legal framework:

      _____

      _____.
    - process, requirements, procedures for serving client requests:

      _____
    - Institutional capacities:

      _____

      _____
2. What, do you believe, are the bottlenecks associated with existing land management practices in the sub-city?

   _____

What can be done to improve the situation?

_____

3. What problems do residents create in the land management process?

_____

Appendix 2: Interview guiding questions for key informants from Land Holdings Registration and Information Agency Sub-City Branch Office

Part One: Simplicity and Clarity of processes/procedures, and Accountability and Transparency specific to the land management practices

1. Please describe the process: the forms to be filled in, documentations required, the offices to be visited, and fees involved to complete each of the following requests.
   I. Land holding registration
   II. Obtaining land related information (ownership, previous transactions….)
   III. Complaints on service standards
2. Does the office deliver all the required services for each request to a client at one window? If not, why this is not done? And how many offices do a client need to visit to get each of these requests done?
3. Does the office introduce a queue management system? If not, how the residents are served on a first-come first-served basis?
4. Do you believe that the procedures and forms used for land registration, obtaining land related information, and appealing on service standards are clear and simple for use by the clients?
5. Do you think there exists overlapping processes and excessive requirements, lengthy and confusing procedures? If yes, please describe where and what and how do you think it can be addressed?
6. How long does it usually take in average to complete each of the requested services?
7. What is the overall standard timeframe to record a transaction in the land registry from the time of receipt of the application to the time that the updated register is available for inspection?

8. What is the average timeframe to register a change of ownership to a full parcel (viz. a title to an existing property)?
9. Can citizens access the land register remotely using internet technology?
10. Is there transparency in the service requirements and costs of services? How does the office advise residents on schedules of fees, required documents, procedures to follow, and the standard time it takes for each of the services listed in Q1?
    I. Does the office post all these information at clear points?
    II. Does the office provide all these information with written document in the form of broacher? If yes, how can someone access it? If not, why?
    III. Does the office provide all these information on its website? If not, why?
    IV. Please describe other means, if any, used to aware residents.
11. How those residents who cannot read and write be assisted?
12. Do you have Standard Operating Procedure (set of step-by-step instructions to help workers carry out complex routine operations)?
13. How the office monitor and evaluate efficient and effective service delivery to residents? Do you use suggestion boxes/books? How frequent the comments/suggestions residents provided analyzed and discussed with staff?
14. What is the most frequent comment suggested from residents on the service delivery? What measure have been taken so far to improve on those comments/suggestions?

Part Two: Institutional Capacity to execute regular functions

1. Does the office have sufficient human and financial resources to undertake its day to day activities?
    - Please provide human resources data with desired and actual staff numbers and professional categories.
2. Does the sub-city automate its land information system? How are the land registration performed?
3. Does the sub-city have sufficient technologies consisting of hardware, software and networks, and support technology (UPS, air-conditioning, back-up storage facilities)?

4. Do backup systems for land registration and information exist and allow records to be recreated if destroyed.
    - Observe how physically the documentations are maintained
5. Do you have the statistics available for those registered or pending registration in the sub-city?
    - Please provide data
6. Is it compulsory to get land holding rights registered? If yes, what is the effect of a failure to register new, existing or transferred rights?
7. Do you have a complete inventory of the sub-city's vacant land, and publicly owned urban land with information on which public authorities own what land, what the land is being used for and where it is?
    - Please provide data

Part Three: Challenges in Managing Urban Land

4. Please explain challenges, if any, on the following areas related to the sub-city's urban land management practices:
    - Clarity, simplicity and transparency of processes, forms, requirements and procedure for serving client requests
    - Institutional capacities
5. What are the main problems associated with existing registration or the lack of it?
    - What do you think are the bottlenecks restraining the process of registration of urban land in the sub-city?
    - What can be done to improve the situation?
6. What are the main problems associated with existing urban land management practices in general in the sub-city?
    - What can be done to improve the situation?
7. What is the power of the sub-city to decide on land related issues?
    - What are the challenges associated?
8. What problems do residents create in the land management process?
9. As the sub-city is located at the border with Oromia region, what problems do you face in terms of border sharing, squatter settlement and other issues?

10. Is the management of urban land more difficult than the management of other resources? Why?
11. What do you suggest to improve the land management practices?

Appendix 3: Interview guiding questions for key informants from Urban Land Development and Management Offices

Part One: Institutional and Legal framework/Arrangements:

1. What are the different organizations/departments/offices involved in managing the sub-cities urban land?
    - How do each organizations/departments/offices involve and coordinate?
2. Are the roles/mandates and responsibilities of the different organizations/departments involved clearly defined with written document?
    - Are the linkages between the mandated organizations/departments well defined and documented to ensure good institutional co-operation?
3. Who, or what Institution, has the authority to decide the level of any fees payable?
4. Are the rights people might have to land sufficiently transparent?
5. Are there rules, processes and mechanisms in place to address grievances, manage disputes and to enforce agreements?
6. What are the common land disputes in the sub-city (eg. neighbors disagreeing over boundaries, two parties disputing ownership over a piece of land, conflicts between landlords and tenants, disputes over use rights on common property or collective land, intra-household disputes, inheritance disputes)?
7. Does the sub-city mobilize the private sector to improve titling and registration systems? If yes, how?
8. What do you think are the main areas for improvement on the institutional and legal arrangement?

Part Two: Institutional Capacity to Execute Land Management Functions

8. Does the office have sufficient human and financial resources to undertake its day to day operations?

- Please provide *human resources data with desired and actual staff numbers and professional categories.*

9. Does the sub-city have sufficient technologies consisting of hardware, software and networks, and support technology (UPS, air-conditioning, back-up storage facilities)?
10. Do backup systems for land information exist and allow records to be recreated if destroyed.
11. Do you have a complete inventory of publicly owned urban landwith information on which public authorities own what land, what the land is being used for and where it is?

Part Three: Land use patterns/allocation

1. Is there Land use/development plan & Monitoring tool established? If yes can you explain the land use/development controlling tools and enforcement mechanisms being used?
2. Is there, typically, zoning control (e.g., land use control, parcel size control, building location control) in the sub-city?
3. What is the allowable average residential parcel size in the sub city? What is the sub-cities role in deciding the size.
4. Is that allowable to change land use from commercial to residential and vice versa? What is the procedure for changing the allowable "land use"?
5. Where informal buildings or extensions exist (e.g., buildings constructed illegally, without municipal control, or buildings constructed prior to current control requirements) is there a formal process in place to bring these buildings into compliance? How?
6. What type of informalities most exists in the sub-city? What are the reasons / motives for illegality?
7. What is the sub-city's role in planning and controlling land use categories: Residential, commercial, industrial, and other uses? What are the factors affecting land use decisions in the sub-city?
8. What is the sub-city's role in establishing and enforcing land use/development controls (eg. Development and performance standards, issuing building/land development permits, controlling/monitoring informal developments …)

Part Four: Challenges in Managing Urban Land:

12. Please explain challenges, if any, on the following areas related to the sub-city's urban land management practices:
    - Clarity of institutional mandates/responsibilities, and legal framework
    - process, requirements, procedures for serving client requests
    - Institutional capacities
13. What are the main problems associated with existing registration or the lack of it? What do you think are the bottlenecks restraining the process of registration of urban land in the sub-city?What can be done to improve the situation?
14. What are the main problems associated with existing urban land management practices in general in the sub-city? What can be done to improve the situation?
15. Is the structure of land development and management office stable? Why?
16. Is there employee turnover? Why?
17. What are the major constraints to access land?
18. Is there trust between the office employees and residents? Why?
19. Is the current land lease price realistic?