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Factors Affecting Urban Land Tenure Service Delivery System in Addis Ababa:

The Case of Gulele Sub-city

By: Addis Gizaw

Advisor: Dr. Teshome Tafesse (Ph.D)

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Factors Affecting Urban Land Tenure Service Delivery in Addis Ababa: The Case of Gulele Sub-city

Master's Thesis

By: Addis Gizaw

Advisor: Dr. Teshome Tafesse (Ph.D)

A thesis submitted to College of Development Studies, Urban Land Administration and Management program, Addis Ababa University in partial fulfillment of the requirements for the Degree of Masters in Urban Land Administration and Management

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Declarations

I, Addis Gizaw Jille, do hereby declare that this Thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of a degree in any other university/institution.

This thesis has been submitted for examination with my approval as college supervisor.

Name of Advisor…….....Signature……. Date…. /…../…….

Approval

The undersigned certify that they have read and hereby recommend to Addis Ababa University to accept the thesis submitted by Addis Gizaw Jille, and entitled "Factors Affecting Land Tenure Service Delivery in Addis Ababa: the case of Gulele sub-city" which is submitted in partial fulfillment of the requirements for the award of a Master's Degree in Urban land Administration and Management.

Name of Supervisor_____Signature_____ Date___/___/___

Name of Internal Examiner_____ Signature_____ Date___/___/___

Name of External Examiner_____ Signature_____ Date___/___/___

Name of Head of Department_____ Signature_____ Date___/___/___

Abstract

Urban land tenure service delivery is in place for long period to give services to the urban dwellers and service seekers. Yet, the service delivery is being handled without a clear understanding of the important factors affecting the satisfaction of its customers. The factors and causes for poor and substandard urban land tenure services specifically the contextual factors that are particular to the socio-political contexts are not well understood and hence require further investigations. Thus, the purpose of this research is to explore the factors that contribute to urban land tenure service delivery at Gulele sub-city land tenure service delivery office of the Addis Ababa city administration.

The research follows a mixed research approach that is conducted in parallel. It adopted a case study research design to investigate the factors for land tenure service delivery, the causes for the problems and to assess the opinions of the customers. Conceptually, the study draws from the land tenure service delivery factors in the extant literature. Empirically, it draws from quantitative and qualitative data collected from the customers and staff of urban land tenure service delivery office at Gulele sub city who were selected based on purposive sampling via the researchers' judgment. Quantitative data was collected using a five scale likert based questionnaire and semi-structured interview was used to collect the qualitative data. A structural equation modeling (SEM) technique is used to analyze the quantitative data using statistical software called SmartPLS. Open and thematic coding technique is used to analyze the qualitative data collected through interviews.

Findings show that urban land tenure service delivery is affected by institutional, technical, administrative, technical, legislative, and contextual factors. Coordinating employees and institutional as well as cross-institutional workflow, and continuously development of employee skills will help in addressing the issues. From a technical and administrative perspective this research recommends computerizing and documenting urban land information, capacity building of the administrative leadership. Moreover, participation of the public in developing urban land policy keeping consistency of the rules and laws, ensuring political stability, developing a clear guideline for informal land brokering, and find solutions for ownership, expansion, and development of the city's land will also help in addressing the factors.

Keywords: Land tenure, factors for land tenure service delivery, causes for land tenure service delivery.

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Acronyms

BOFED: Bureau of Finance and Economic Development

BPR: Business Process Reengineering

ECA: The United Nations Economic Commission for Africa

FAO: Food and Agriculture organization

FDRE: Federal Democratic Republic of Ethiopia

FEACC: Federal Ethics and Anti-Corruption Commission

NGOs: Non-Governmental Organizations

OAU: Organization of the African Union

OECD: Organization for Economic Co-operation and Development

PBMS: Performance-Based Management System

PSCAP: Public Sector Capacity Building Program

SAP: Structural Adjustment Program

SPM: Strategic Planning and Management

UK: United Kingdom

UN: United Nations

USAID: United States Agency for International Development

WOA: World Meteorological Agency

Chapter One

Introduction

1.1. Background

Public service refers to those activities of government institutions aimed at satisfying the needs of the citizens which insures the well-being of society as well as enforcing laws, regulations and directives of government and it also implies the systematic arrangement of activities in service giving institutions with aim of fulfilling the needs and the expectation of service users and other stakeholders with optimum use of resources (Lulit, 2011). Mintesnote (2016) suggested that government departments were considered the only available agencies to produce and provide urban public services as well as implement other development goals. Such approach, however, proved failure in many countries in general and in African countries in particular where states had limited capacity which challenges them to provide, operate and maintain public services in line with rapid urbanization, resource deficiencies, poor urban management and population growth (Mintesnote, 2016). Moreover, as most of the global population and capital goods are concentrated in urban areas, cities become ideal places for social development and economic prosperity (Mintesnote, 2016). They are drivers of national economic growth and innovation and act as cultural and creative centers. If urbanization is not properly managed, it brings divers challenges like failures in governance including land administration and development.

Despite the strong economic growth trends, Addis Ababa city also faces the aforementioned challenged due to of the current unprecedented urbanization. Therefore, in order to minimize those challenges, the city administration and local governments designed and engaged in giving appropriate services like urban land related services, transportation, development of low income housing, expansion of waste water collection and treatment facilities, enhancements to the water supply system, and establishment of an urban safety net to the public under their jurisdictions. Land Administration refers to the processes of recording and disseminating information about the ownership, value and use of land and its associated resources. Such processes include the determination (sometimes known as the "adjudication") of rights and other attributes of the land (UN, 1996). In like manner, urban land administration is a comprehensive system of policies, procedures, and institutional frameworks that deals with the multifaceted process of handling and regulating rights, use,

and value of land. This evidently includes determining, recording, and disseminating information about the tenure, value and use of land.

Land tenure designates the rights of individuals and communities with regard to land, namely the right to occupy, use, develop, inherit, and transfer land. Land tenure should, thus, primarily be viewed as a social relation involving a complex set of rules that governs land use and land ownership (Fisher, 1995). In short land tenure relates to the mode by which land is held or owned, or the set of relationships among people concerning land or its product (AALP, 2009). Addis Ababa city government executive and municipal service organ was re-established by proclamation No.35/2012. With this proclamation, there is a land development and management bureau and the bureau provides its services to the entire city through its organized tiers /offices on the sub-city. Henceforth, all sub-cities were re-established by the land development and management office including land tenure administration office in order to provide land tenure related services to the public like title deed certificate preparation, ownership right, transfer/title transfer, organize current cadastral system, issue certificate of title deed for land possession, provide property valuation services for tax, court and other similar purposes, issue title deed for possessions without title deed, solve boundary conflict etc. Henc, this study is conducted to describe and analyze the factors of public urban land service delivery and its associated problems in Gulele sub-city land development and management office. The researcher selects Gulele sub-city land development and management office particularly land tenure service administration office for the following reason. The office has abundant number of land possessors both long standing and potential or prospective settlers with intense and active work situation. This enables the researcher to get sufficient number of respondents with different variety suitable environment to examine public service delivery system.

This research is aimed at assessing factors associated with urban land tenure service delivery, the causes for problems in delivering the service, and opinions of the customers at Gulele sub-city and offer possible recommendations to address some of these problems. The study identified and assessed the practice and problems of public service delivery system through customers, employees and higher officials' perceptions.

1.2. Statement of the Problem

The civil service reform program in Ethiopia, as one of the National Capacity Building Programs, was initiated in 1997 in response to weak administrative system. The Five-Year public Service Delivery Capacity Building program was launched as a means to enable this following the Public Sector Capacity Building Program (PSCBP) (Mohammed, 2008). The program is targeted to building the capacity of the Civil Service so as to enable a successful execution of the government policies and programs, enhancing transparency and accountability of the civil service, building a corruption free civil service, and efficient and fair service provision (Getachew and Common, 2006). As a result, various management tools such as Business Process Reengineering (BPR), Strategic Planning and Management (SPM), and Performance-Based Management System (PBMS) were introduced (Tilaye, 2007). According to a survey undertaken by Ministry of Civil Service (2013), the concepts in the above paragraphs were put forward as a very essential tool to deliver services to customers appropriately and efficiently. In reality however, There are gaps in many service rendering institutions between the service level expected by customers and that provided by local governments since the introduction of civil service reform programs. In like manner, land development and management office as service provider institution in Addis Ababa is not exceptional.

Many residents comment that public service delivery in Gulele sub-city land development and management offices particularly Land Tenure Administration Office do not meet the aspirations of the people. However, these comments are not researched sufficiently and it seems these are opinions of residents. Therefore, it is required to investigate which of these comments also appear as factors for the public land tenure service delivery in a comprehensive way. The issues they raised include: lack of decision-making, inconsistencies on interpreting land related rules and procedures, un-pleasant and unwillingness public service delivery from employee and officials, poor documentation, lack of accountability and transparency, lack of efficiency and effectiveness on addressing customer needs on time etc. As one of the public services in the city administration, land tenure service delivery be described in terms of the factors that create challenging conditions to the city administration. Therefore, these symptoms indicate that public service delivery regarding land development & management at the sub-city need to be diagnosed and appropriate remedial actions should be suggested.

Empirical research also shows the causes that contributed to gaps for the lack of satisfaction of customers from the land delivery service. These include shortage of manpower, lack of motivation from the employees and other resources such as vehicles and technical instruments, high cost and time involved in getting land delivery service and the absence of good governance (Mohammed, 2008), informal access to land and housing construction in providing shelter to the urban poor (Adefries, 2009). The nature of land tenure in the transitional peri-urban areas of Ethiopia was another study area by another scholar Achamyeleh (2014). In this study, the researcher focuses on urban land tenure service delivery related factors that are currently faced by the peri-urban areas. Moreover, the research tries to analyze urban land tenure service delivery system in the city in addressing various needs, interests and rights. The aforementioned literatures primarily focus on public services in general which land tenure is considered as one of the services, nature of land tenure and problem of security of tenure. There is limited research covering the current factors for urban land tenure service delivery situation in the city administration and management from multiple dimensions such as institutional, technical, and administrative and participation of customers.

Moreover, the contextual factors that are peculiar to the urban city specifically to the sub-city are not investigated sufficiently. Specifically, the emergent and contextual factors related to, for instance, the current political dynamism and ethnic twisted perspectives are not addressed by the previous studies. The researcher believes these factors complement the well-known factors in the existing land tenure administration knowledgebase. Therefore, the researcher has tried to identify the factors, analyze the causes, and opinions of urban land tenure service delivery system at Gulele sub-city land development and management office.

1.3. Objectives of the Study

1.3.1. Major Objective

General objective of the research is to assess factors affecting urban land tenure service delivery in Addis Ababa in the case of Gullale sub-city Land administration.

1.3.2. Specific Objectives

The specific objectives of the research are to:

- Identify factors affecting land tenure service delivery in land administration.

- Explore causes of land tenure service delivery problems in land administration
- Assess the opinion of customers about the existing land tenure service delivery

1.4. Research Questions

To examine the research problem and to attain objectives of the research, the data will be collected with a purpose of answering the following research questions.

- What are the factors affecting land tenure service delivery in land administration?
- What are the causes of land tenure service delivery problems in land administration?
- How do the customers evaluate the land tenure delivery provided by land administration?

1.5. Scope of the Study

This research is geographically limited to land tenure administration office of Gulele Sub-City land development and management office at Addis Ababa. Additionally, the research is targeting the service users of local residents, professionals and higher officials of the sub-city. The key concern of the study is to assess public service delivery problems in land tenure administration through customers' and employees' perceptions, describe and find out causes of poor public service delivery system. Moreover, it will describe the extent and severity of public service delivery problems and also identify types of public service delivery problems like institutional, technical, administrative, legislative, and contextual problems of the study area and to give possible appropriate recommendations.

1.6. Limitations of the study

The researcher has encountered various limitations. During the onset of the research there is a serious lack of reliable and up to date secondary data which having a relationship with public service delivery system and urban land tenure administration practice. Moreover, unwillingness of some respondents to give valid data, fear of respondents to provide genuine and accurate information and failure to getting some of the respondents' responses back are some of the limitations of the study that the researcher has faced. Henceforth, the researcher overcame the aforementioned limitation through clarifying the aim of the research thoroughly and by taking a serious monitoring and observation during data collection period.

1.7. Significance of the study

The findings of the study produces valuable insights about factors on public urban land service delivery in Gulele sub-city land development and management office, for further improvement of the public service delivery. The findings of this research can also be used as an input to update the design of effective service processes, plan, policies, procedures and service standard of the City Administration. Doing this will benefit customers as it will enhance their satisfaction in the services delivered and the current challenges will be mitigated. Moreover, this study can serve as a baseline study for further reference for future research work in the domain of land tenure service administration characterized by contextual factors.

Chapter Two

Literature Review

2. Introduction

The unplanned and uncontrolled physical expansion of cities greatly exceeds the resources available and has posed economic, social and environmental challenges to the government of developing countries (Hardoy et al, 2001). The quick growth of most urban local governments of these countries lack financial and administrative resources to provide infrastructure and basic urban services that resulted in provision of inadequate and insufficient provision of services. According to the Organization for Economic Co-operation and Development (OECD, 2010), cities in the world face the most acute challenges of Public service delivery because of fast growing populations. Hence, the low quality of service provision and the pressing needs of the poor which happen to be the pressing issues of public service delivery need to be addressed. Like many developing countries cities, Addis Ababa has faced spontaneous growth which resulted in increased coast of infrastructure and basic urban public service delivery problems (Minwuyelet, 2004). Therefore, understanding the practical causes of poor public service delivery and mechanisms of improving the problem condition should be given great emphasis from national to local government administrations.

Land administration is the process of determining, recording and disseminating information about ownership, value, and use of land when implementing land management policies and laws. It includes the processes undertaken to manage state land, record and register private interests in land, assess land value, determine taxes, define land use, and support the development, application and approval process (Daniel, 2015). According to FAO (2002) land administration is, "the way in which the rules of land tenure are applied and made operational." Given the above definitions, land tenure rules refer to haw access is granted to a right to use, control, and transfer land, as well as associated responsibilities and restraints. In simple terms, land tenure system determine who can use what resources for haw long, and under what conditions.

Land administration is more concerned about land right as (Danial, 2015) explained it is the allocation of rights in land; the delimitation of boundaries of parcels for which the rights are allocated; and the transfer from one party to another through sell, lease, loan, gift, or inheritance; and the adjudication of doubts regarding rights and parcel boundaries. Moreover,

it includes land valuation and taxations and the adjudication of land valuation and taxation disputes. Addis Ababa city administration on 2009 ratified land administration public service delivery guideline under directive number 2/2009 to giving great emphasis on efficient and effective land tenure public service delivery and to administer and manage insufficient urban land resource efficiently and preventing informality. Moreover, service were started to delivered for whom possession without title deed through regularization program. Since, under this new directive different services are delivered to the public at city level or sub-city level. Some of them are: render service of registration and protection regarding possession and immovable property; issue certificate of title deed for land possession; organize current cadaster system; keep and preserve information about type of land usage and possessors thereof; investigate and pass decision on questions of changing land usage by legal possessors of land in accordance with law; properly keep and organize data regarding service rendered in relation to land possession administration; handover same to the immovable property registration and preservation institution; prepare the current property price statement based on the market; transfer by calculating the land rent fee and house tax statement to the concerned body; update and implement, based on study, directives of service governing the land administration execution system; transfer same to the concerned body in the area of work; ascertain the proper implementation thereof; provide property valuation service for tax, court and other similar purposes, with the exception of compensation matters; issue title deed for possessions without title deed in accordance with the work rules provided by law; organize the files thereof; perform by organizing technique team, quality supervision over the discrepancies of parcels during preparation of title deed; follow up and cause the problems and bottle necks encountered by the sub-projects resolved; follow up and evaluate work performance of the sub-projects by preparing monitoring and support plan etc.

2.1. Public Service Delivery

As a main responsibility of government and government institutions, the public service should deliver services that a society requires to maintain and improve its welfare. This requires support for the organizational structures and qualified people to deliver the services they are responsible for (Whitaker, 1980). On the other hand, Eigeman (2007) suggested that public service delivery from the perspectives of direct, indirect, individual and collective public service delivery situation. Direct public service delivery is the direct effect that is intended for citizen and the indirect one is determined based on a context which means the

user's first interest but other interests also play a role and often require the interests to be weighed. Individual services have an effect on individual or limited group with a strictly private character and collective public service delivery considers a community as a whole. In a similar fashion, World Meteorological Agency (WOA) in 2014 defined that it is a product or activity that meets the needs of a user or can be applied by a user. To define these WOM had been used four stages: first, user engagement which means identifying users and understanding their needs. Second, service design and developing which incorporate creating, designing, and developing services to insure user's needs. Thirdly, the delivery itself is concerned about disseminating and communicating data, products and information. Finally, it's about evaluation and improvement of services.

2.2. Causes of Poor Service Delivery

There are various factors that are the cause for poor public service delivery in local administration. Some of are mentioned by different scholars. Aminuzzaman (2010) study (cited in Charles et al, 2013) indicate that inadequate public participation; inadequate alignment of budget with the requirements of the central government; lack of political and administrative leadership; inadequate infrastructure and shortages of skill, inadequate resources, land tenure and consequential non-ratability the of land, a history of central government agencies circumventing local authorities approvals and involvement, the substandard nature of infrastructure, limited manpower and resources were some of the critical institutional challenges facing public service delivery at the level of local authorities. Furthermore, considering the work load and responsibilities, local authorities are understaffed. The author further clarifies that local authorities also lack logistic supports like computers and transport and that lack managerial capability and resources to design and run innovative service delivery. Other challenges reported in Aminuzzaman's study include lack of appropriate rules and regulation, ineffective monitoring, lack of accountability and transparency, political manipulation, non-cooperation from central-government based bureaucracy, limited community understanding, exclusion of women, limited and insecure revenue base, highly centralized project and program design, poor relationship between administration and elected representatives. A similar study was conducted in UK by Sarshar and Moores (2006) on improving public service delivery in facilities management.

2.3. Good Governance in Land Administration

Urbanization increases the demand for land. More land user and land interests are involved on urban land than rural areas. These new interests put enormous stress and challenges on urban land which need well organized decision to harmonize these diverse interests **(**Dinka et al, 2016). Land is the single greatest resource in most countries hence access to land, security of tenure and land management has significant implications for development. Through registration and cadastre systems, land administration provides security of tenure and allows people to obtain loans through mortgages. Yet formal land administration systems commonly fail, customary land tenure arrangements also may not adequately serve citizens especially when those arrangements are weakened by transition and commercialization FAO (2007). Other studies (Burn and Dalrymple, 2008) conducted in developing countries have witnessed that cities of developing countries were unable to provide affordable urban land in sufficient quantities, particularly for the urban poor. Burnes and Dalrymple (2008) have argued that overlapping land regulations, weak institutions, limited accountability, and incomplete property registration systems create a fertile environment for petty corruption and grand misuse of scarce public resources. Mhrtay (2015) put additional negative consequences of week land governance as a means for poverty and social exclusion, constraints for economic development, environmental degradation, and reduction on public revenue, tenure insecurity, land disputes, weak land and credit market, negative social behavior and abuse of compulsory purchase. The implication of this is that good governance is the backbone of balancing social, economic and environmental issues and land administration is part and parcel of public administration.

2.3.1. Good Governance Principles

2.3.1.1. Participation

Participation is the act of engagement of stakeholders at various levels in decision making processes regarding land issues that affect their interest. The extent of involvement of community members in the land delivery processes, plan preparation, policy decisions, and implementations of laws and regulations are the manifestations of participation (Takele et al, 2014).

2.3.1.2. Transparency

Transparency refers to the process of decision making and implementation done in an open

manner and the information for decision making and implementation should freely and reliably accessible and available to those who will be affected by the decision. Lyiang (2014) listed out the indicators of transparency as follows: clarity of land delivery processes, clarity and accessibility of the laws and rules regulating land tenure system, free flow of and accessible land market information to all (Liyang, 2014).

2.3.1.3. Accountability

Accountability refers to answerability, responsibility, and liability to the service users are influenced by the decision and activity. The responsibility of the land officials has to be clearly defined and has to be answerable to its decisions and activities. The indicators of accountability include: mechanism of reporting, mechanisms of declaration of financial statements, mechanisms for questioning and appeal mechanisms for conflict resolution. If there is no clear mandate who should take the responsibility of managing the activities performed in the land development and management office, they will not have enough consciousness to take the initiative. However, once land service users are treated unequally, the responsible body has to be accountable for its misbehaved decisions and the negative act (Liyang, 2014).

2.3.1.4. Equity

Equity is a way of providing equal opportunity for all to access land and land information without legal impediments and procedural difficulties. According to Takele et al (2014) equitable access to land and land information and fair compensation are the indicators of equity in land administration.

2.3.1.5. Efficiency and Effectiveness

Efficiency and effectiveness implies that the quality of processes of managing land while making the best use of it to meet user needs (service levels and costs) without wastage. It is reflected by Customer satisfaction; risk of bribery; competency; land conflict resolution mechanisms; land registration systems; and time, affordable service cost and clarity of procedures to access land. Once land management and development system remains effective and efficient, the Sub- city is able to improve the public service delivery to service users, (Graham et al., 2009 as cited in Liyang, 2014).

2.3.1.6. Institutional and Administrative Problems

Efficiency and effectiveness on service is one of the parameters for the public service delivery quality. According to Ashenafi (2015) efficacy and effectiveness is another problem in land administration. There is inefficiency related to on time public service delivery and lack of recognition to the service standards. Nigusse (2016) also mentioned there is bureaucratic delay and lengthy process in the service provision and that highly hurting the service users. Additionally, absence of accurate, integrated and computerized land information is also has an impact on the efficiency; and the influence of inefficiency on the public service delivery pose a negative impact on the effectiveness of the office's public service delivery. According to Lulit (2011) transparency is another issue of good land administration service delivery and has a high relation with risk of bribe and nepotism in the land administration public service delivery process. Moreover, there is also lack of well – qualified and trained employees to do the surveying, planning and the drafting activities. In this context lack of certified professionals is leading to poor public service delivery (Lulit, 2011).

2.4. Problems in Land Titling Service

According to Benjamin (2005), the problems which developing countries face to titling service are divided in-to four categories of: institutional, technical, legal and non-conformity with fees or charges imposed by the organizations. The institutional problem includes the shortage of skilled staff, lack of inter organizational and interdepartmental coordination (Benjamin, 2005). On other hand the financial problems are incurred through high cost for subsidizing the system. Technical problems include the inefficient and inflexibility of the existing system and high standards regulated for survey and the legal problems often stem from the fact that the laws may be inconsistent or contradictory; not equitable; do not provide sufficient safeguards for land holders as well for the poor. And the concept of affordability for land titling must not be too high and too low for the purpose of customer satisfaction and cost-effectiveness (World Bank, 2007).

2.5. Empirical literature

There are several problems that contributed to poor public service delivery in the Ethiopian civil service. According to FDRE (2010) (cited in Gezae, 2017: p. 26-27) the major problems include: positive attitude towards public service has not developed to the desired extent, insufficient recognition that citizens have rights to perceive service, lack of accountability in civil service institutions for failure to meet expected performances, service delivery in many public institutions are based on long and time consuming, excessively hierarchical organizational structure obsolete management practice, services are in most cases provided in a manner that suits the administrative convenience of the providers rather than meet the needs of the recipients, civil service institutions tend to concentrate more on concerns for inputs and routine activities that on achieving tangible outputs by way of implementing government policies and programs as well as improving service, the public is seldom given clear and adequate information on the availability of particular services and the conditions required to get these services, civil service institutions are sole providers of some services, most of the institutions do not have any formally constituted complaint handling mechanisms, service delivery improvement is not given sufficient attention in the planning process of many government institutions. The problems also include shortage of resources constrains improvement of services to the desired level, inconsistency of regulations and guidelines governing institutions that provide related services as well as lack of coordination and cooperation among various departments within an institution and between related institutions often hamper efficiency in service delivery, human resource management system and conditions of work in the civil service do not motivate employees to provide quality service, service users are often unaware of their right and obligations pertaining to services and at times tend to resort to illicit means to get the service.

According to Mohammed, customers' satisfaction and problems affecting customers' satisfaction in land service delivery at Bishoftu town mainly, shortage of manpower, motivated employees and other resources such as vehicles and technical instruments, high cost and time involved in getting land delivery service and the absence of good governance. Moreover, he tried to measure employee effort and motivation to satisfy their customer in land delivery service. Furthermore, the researcher assesses accountabilities of officials, prevalence of transparent land delivery system and equal access to land. Institutional redness

to make service simple, information dissemination and customer feedback consideration are the other points that are raised by the researcher (Mohammed, 2008).

Mhrtay (2015) conducted a study on, the performance of good governance on land administration at local/Woreda level: the case of Naeder Adet Woreda, Tigiray Region, Ethiopia. The aim of the study was to assess the performance of good governance pertaining to the principles of transparency and responsiveness in the land administration of Naeder Adet woreda. The study indicates that some efforts was made to improve the service delivery, however ,lack of transparency in the land administration of the woreda with absence of guidelines, unclear land laws and the performance of the land administration with regard to responsiveness has also remained dissatisfactory. Absence clear service standards, attitudinal problems connected with corruption, poor documentation are among the major impediments in ensuring good governance in the woreda.

The nature of land tenure in the transitional peri-urban areas of Ethiopia was another study area by Achamyeleh (2014). The investigator of this research focuses on land tenure related problem currently facing the peri-urban areas and the way haw peri-urban land be administered in terms of land right/tenure/in a way benefiting local peri-urban communities. The above studies focused on land delivery service problems, nature of land tenure and problem of security of tenure and challenges of good governance.

However, most of those empirical literature reviewed are of theory testing researchers conducted to test whether the above variables are factors for public service delivery related to land tenure administration and management. The researcher wants to look at what contextual factors complement the public service delivery process in the context of the research setting selected in this research.

2.6. Conceptual framework

The conceptual framework is developed based on review of the extant literature on factors for land tenure service delivery. The issues that determine land tenure service delivery are organized into institutional factors, technical factors, administrative factors, and legislative factors. Moreover, the researcher believes land tenure service delivery also depends on the local practices and local contexts. Therefore, the context within which the land tenure service is being delivered is a factor for an effective land tenure service administration. These factors

and the associated indicators that enable or constrain land tenure service delivery are discussed below.

2.6.1. Institutional Factors

One of the factors affecting land tenure service delivery is institutional. The indicators or measurement for this factor include coordination among employee and top management, workflow coordination within the organization, and workflow coordination across different organizations. Hence, institutional factor as a factor for land tenure service delivery is measured using these three indicators. Most of land administration organizations are said to have cumbersome public service delivery process and they have to try to increase the reliability and the consistency of performance of service facilities, good and staff. This is possible through making punctual public service delivery and the ability to keep to the agreements made with the customer Lulit (2011). However, educating and training the staff only will not guarantee the quality of the service delivered but the employee should have the ethics of good service delivery and in coordination. It is manifested to the extent to which the service, particularly contact staff, either by providing help to the customer to give the impression of being interested in the customer and show a willingness to serve(Ibid). The coordination among the employees within the organization is an indicator for the delivery of better service within that organization.

Another institutional indicator for a successful land tenure service delivery is workflow coordination within the institution itself (Payne, 2005). Land administration service work flows have to be organized and coordinated to reduce mischief and other negative effects. In such a way that they will promote efficiency and reduce inconvenience to the service users by making efficient coordination of related services among different institutions or departments and can avoid unnecessary cost to the government (Payne, 2005). It is also believed that **l**and administration organizations and department usually combine data from different sources, share spatial information, develop spatial information together, and improve cooperation with potential users and NGOs which will affect the organizations' public service delivery (Lulit, 2011). This is an instance showing the importance of institutional coordination for land tenure service delivery to citizens. Therefore, workflow coordination within the organization itself as well as cross institutional support organizations is important indicators of

institutional factors for land tenure service delivery. Based on this the following hypothesis (H1) is proposed:

H1: *Institutional factors have a direct effect on land tenure service delivery efficiency.*

2.6.2. Technical Factors

The other factors enable or constrain land tenure service delivery are the existence of accurate, integrated and computerized land information system, documentation of land tenure information, and the skills and knowledge of employees within the organization delivering the service. Now a day's customer demand is tending towards integrated data sets and one – stop shop principle. If this is to be introduced and land administration data are to be integrated and used efficiently then suitable techniques and organizational arrangements for data exchange must be put in place and there must be good management and quality control **(**FIG, 2007). In this respect using computers and other digital tools will speed up the process of land administration services, prevent unnecessary duplications, and facilitate access to land – related data and improve their distribution and facilitate the monitoring and analysis of land services. According to the FIG (2007), computerization of the system offers excellent opportunities for automated land administration services.

Based on the researchers' practical experience, documentation is another problem in many municipalities of Ethiopia. Most of the time in Addis Ababa cadastral plans often identify on A4- size planes prepared in AutoCAD that are printed and appended to the file. The practice is not consistent throughout the city; many files are opened for one owner like transfer, mortgage and title deed etc. and stored as file separately and identified by a physical address and it is very difficult for third parties to access them. Under those circumstances, misplacement or even loss of files is a common problem (Deininger et al., 2012). Hence, documentation of the necessary files that are peculiar to land tenure service delivery are indicators of the technical advancement of the office which in other words will affect the land tenure service being delivered.

According to the World Bank (2005) the success of any land administration service is dependent on the availability of skilled staff at all levels. Skilled manpower is also another factor for technical ability of the organization to deliver land tenure service. If the land administration services are to be improved then the place to start is by improving the training of those responsible for managing and operating the organization. Agencies must invest in

initial and ongoing training if they are to deliver a quality service (Payne, 2000). Both formal and informal training are part important to develop the skills of employees. And the course should be practical in their orientation, and be available to all who require training, and it can be launched from university-level courses for comprehensive professional training to short-term courses for the introduction of new techniques. Therefore, the following hypothesis (H2):

H2*: Technical factors have effect on improvement of land tenure service delivery.*

2.6.3. Administrative Factors

Another factor affecting land tenure service delivery is related to administrative or leadership capacity. The indicators for administration factors are leadership in land tenure service administration, existence and availability of clear land administration rules and procedures, as well as open access to information about land tenure delivery by the customers. For instance, Mohammed (2008), Ashenafi (2015) and Shimelis (2016) reported the need to building administrative/leadership capacity for an effective land tenure service delivery. Capacity in government is the process of identifying and developing the management skills necessary to address policy problems. It includes attracting, absorbing and managing financial, human and information resources, in addition to operating programs effectively, and evaluating program outcomes to guide future activities. Land administration organizations usually manifest high transaction and number of stages to get a particular service. Complexity of the process which brings uncertainty, increases costs and encourages fraud. So as to curb these institutions should make the process of getting the service delivered transparent as possible and get the customer participant in the public service delivery will help to eradicate some problems like fraud **(**Studler, 2003)**.**

Access to information and awareness creation for the public about any proposed plan and development is the back bone of implementing proposed development. Public participation is one part of awareness creation and without awareness and public participation the project will not be sustainable (Abebaw, 2017). In reality, the proposed development land with its map and the total area, the proposed service that the land is expected for, the period of the project and the responsible organization for the implementation of the proposed plan is presented to the representatives of the public (Ibid). According to Deininger et al (2012), there are no clear rules on when and how registration must be updated (for example inheritance or short term

transfer) or what sanctions may be incurred if that is not done. Some municipalities have special standards relating to requirements for service provision and on few aspects related to property registration; even these incomplete standards are rarely published and may change at any time without notice (Deininger et al, 2012).

In the society of today, great demands are being placed on rapid access to relevant and correct information. In addition; the data must be collected, stored, maintained and updated economically and efficiently. Data should be registered once, kept up- to -date in one place (the most suitable situation) and offered for public use World Bank (2005). Moreover, Mohammed (2008), Ashenafi (2015) and Shimelis (2016) suggested that, the public should access to land information through website. Availability of information through the internet to the customer that reduce time for clients through easy and fast access to the service, lower costs for clients in the form of fees and informal payments to receive data and greater transparency and fewer opportunities for bribery. Therefore, the following hypothesis (H3) is proposed as follows:

H3: *Administrative factors have a positive effect on land tenure service delivery efficiency.*

2.6.4. Legislative Factors

The other factor which determines land tenure service is legislative related one. The indicators or measurement for legislative factors include customers participation in preparation of policies, charters, directives and plans; the consistency of land related laws, regulations, and legislatives; and availability and accessibility of timely/updated land tenure services related directives, developed codes, and charters to the public. Different scholars explain the role of customer participation to improve service delivery. Predominantly, it is believed that the success of a service encounter, thereby resulting in the success of the Service organization, solely depends upon the Service Employees. However, there is another important actor for the success or failure of service provision that is the customer. On the study of Mary (1997) have identified three customers' roles in public service delivery process through their participation: (1) The customer as productive resource; (2) The customer as contributor to quality, satisfaction and value; and (3) The customer as competitor to the service organization. On the other studies customer participation can offer substantial benefits to the service provider institution or organization by increase productivity as customers become partial employees of the organization and organizations can easily get customer

feedback and help improve perceived service quality (Somyot, 2008). Be that as it may, In the long run, due to the active involvement of customer participation government as well as private institutions structured their system of public service delivery from the perspective of customer needs and expectations.

To improve the service of land administration there should be good work in the area of legislation in that the laws and the regulation should be integrated, consolidated and updated (World Bank 2005). Land administration services are very much affected with the complex legal environment. The legal frame work can be generalized or over regulated and under-enforced and the system may have trouble accommodating the needs of the customers and the citizens at large. Manual information system, often characterized by loss of documents and other uncertainties could slow down the approval for the service delivery. Timeliness of the service delivered is the most usual way of confirming the efficiency of the service rendered. Land administration organization should also response timely to their customers and lessening the waiting time by realizing that it will affect the quality of the service delivered and the organization should convey standard time to receive the desired service and they should enforce the implementation of the standards World Bank (2005).

And in most countries there is a complex inconsistent web of law and regulation which will lead to the poor public service delivery by forcing land managers in land administration organization to perform poor-decision on customer matters (Ibid). The legal regime should help the vulnerable groups by specifying some advantages in the public service delivery and should help in efficient delivery of service through reduction of corruption through transparency and punishment to all parties (including clients) who do wrongs (ibid). Therefore, the following hypothesis (H4) is proposed based on this discussion:

H4*: Legislative factors have a positive effect on land tenure service delivery efficiency.*

2.6.5. Contextual Factors

Land tenure service as a public service delivered to the customers is also affected by a set of contextual factors. For instance, the current political dynamics, the ethnic federalism structural governance system as well as the informal brokering service can be categorized under this group of factors. These contextual factors are identified through exploratory case study via analysis of qualitative data. Therefore, the researcher believes that the contextual factors are form another set of variables that affect the public service delivery process within

the land tenure administration services system. Beyond the theory testing to be conducted in this research using the conceptual framework developed and presented below, it is add a new independent variable to be used along with other existing variables in the literature for the purpose of theory testing in the domain of land tenure administration in other settings. As such, the framework is used as analysis tool to understand factors in similar environments. This variable is what is new in this research and which will be used to determine which of these variables are critical factors that needs to be addressed within the land tenure public service delivery system. Accordingly, the researcher proposed the following hypothesis (H5):

H5*: Contextual factors have a positive effect on land tenure service delivery efficiency.*

2.6.6. Land Tenure Service Delivery

Land tenure service delivery is the dependent variable which will be predicted through one or more of the independent variable (institutional, technical, administrative, legislative, and contextual factors. Land tenure service delivery is the target variable to be predicted by these independent variables. This variable is measured using one indicator/measurement: efficiency of land tenure service. It is crystal clear that the efficiency of land tenure service delivery can also be measured using different indicators. Some of these variables are the determinant variables designed as independent variables or factors in this study. However, as the main target of the research here is not development of a standardized measurement for service efficiency rather to understand the customers and employees opinions about the dependent variable. Hence, the dependent variable is measured using this single indicator. The conceptual model is presented in figure 1 below. .

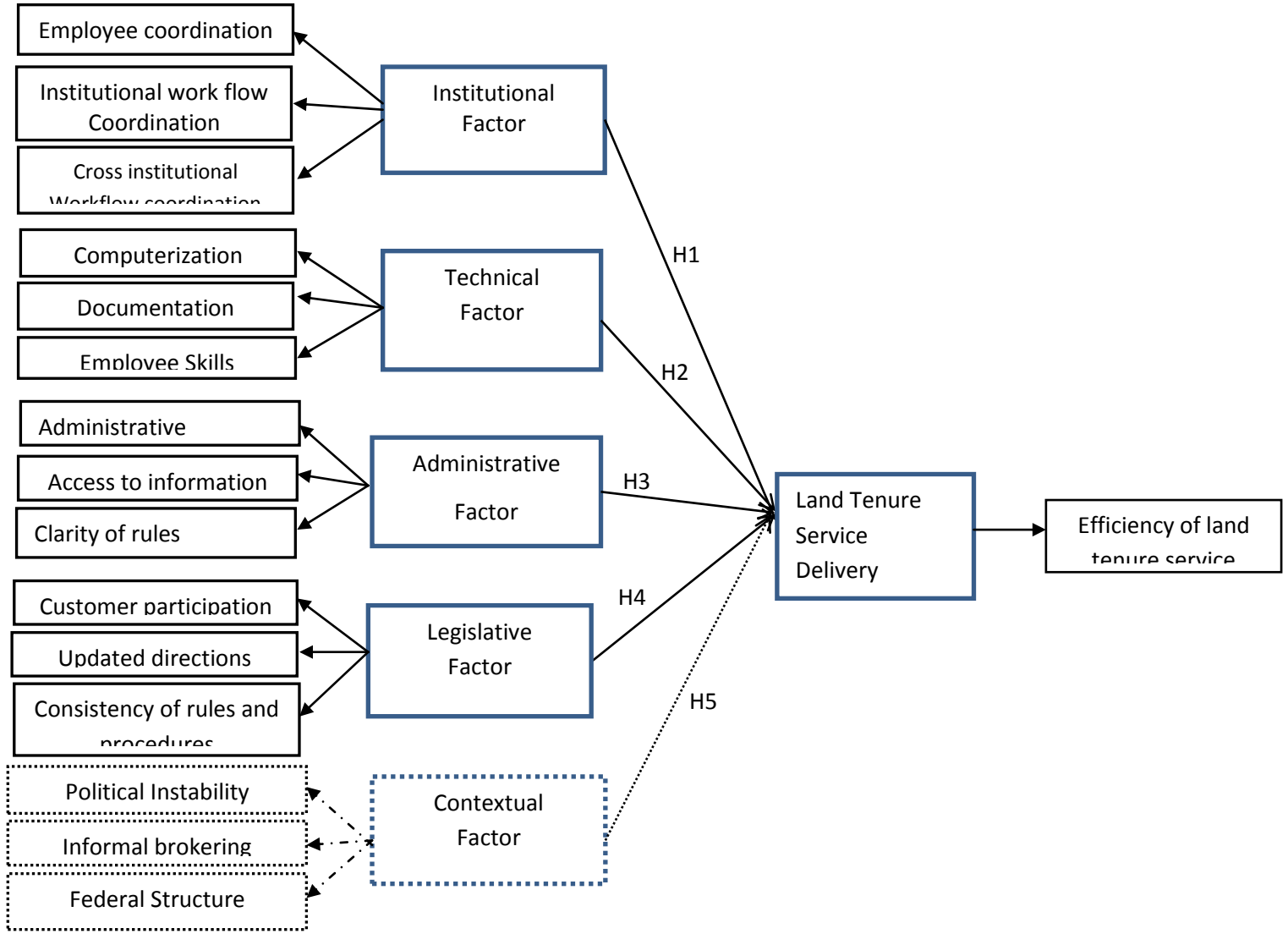

Figure 1 Conceptual Framework (developed from literature review by the researcher)

In the above framework, the independent variables and lines connecting this variable to the dependent variable are indicated using solid lines. However, the independent variable that is a newly added variable to this research and is represented by a dashed line; and this variable is connected to the dependent variable using a dashed arrow.

Chapter Three

Research Methodology

3. Research Approach

Recently using mixed method approach is widely acknowledged in the literature. It involves the collection and "mixing" or integration of both quantitative and qualitative data in a research study has increased in popularity in recent years (Creswell, 2014). Accordingly, this study will apply both quantitative and qualitative approaches. In order to get the benefits of the mixed approach, the study will be completed involving quantitative and qualitative research approaches. The qualitative approach primarily applies the Structural equation Modeling (SEM) technique and with a purpose of objectively assessing and identifying the critical factors for land tenure service delivery in the urban land tenure service administration system at Gulele sub-city. The qualitative approach is used to assess the causes for land tenure service delivery and the opinions of the land tenure service delivery customers. The quantitative and qualitative research methods are designed to address different research questions and objectives. Hence, neither the data nor the results will be mixed but complement each other. Complementarity of the results is reflected in the discussions, conclusions, and recommendations.

3.1. Research Design

This research adopts a case study research design taking one of the sub-cities in Addis Ababa, i.e., Gulele sub-city, as a case. The case is selected because of the following reasons: one, the case is a good example as it involves more long-term land-holding tenure than the others sub-cities; second, there is a heavy archive of and filing system due to the first factor; and finally, the researcher has a better experience and knowledge of the case setting and the services delivered in the sub-city. Addis Ababa is the capital and largest city of Ethiopia and, has an estimated population of 3.238 million people, which is a 17% share of Ethiopian's total urban population. Currently, Addis Ababa is experiencing an annual growth rate of 3.8% and is estimated to reach 4.7 million inhabitants by 2030 (UN-HBITAT, 2017). As a chartered city (ራስ-ገዝ አስተዳደር), Addis Ababa has the status of both a city and a state. It is where the African Union is and its predecessor the OAU based. It also hosts the headquarters of the United Nations Economic Commission for Africa (ECA) and numerous other continental and international organizations. Addis Ababa is "the political capital of Africa" due to its

historical, diplomatic and political significance for the continent. Addis Ababa lies at an elevation of 2,300 meters (7,500 ft.) and is a grassland biome, located at 9°1′48″N 38°44′24″E(Coordinates: 9°1′48″N 38°44′24″E). The city lies at the foot of Mount Entoto and forms part of the watershed for the river Awash. Elevation varies from Akake 2300 meters (7,545 ft.) above sea level in the southern periphery; to 3,000 meters (9,842 ft) in the Entoto Mountains to the north.

In 2003, the Charter of Addis Ababa City Government, Proclamation No. 1/1995 E.C, divided the city into ten parts and structured in sub-cities for realizing Good Governance and Administration (Gulele Sub-city Strategic Plan 2000-2003). These Ten sub-cities are Bole, Nifas Silk-Lafto, Kolfe-Keraniyo, Yeka, Akaki-Kaliti, Arada, Gulele, Addis Ketema, Kirkos and Ledeta Sub-city. Currently, a new sub-city is being organized as the 11th administration component with a name Lemi-Kura sub-city. Gulele Sub-city is one of the ten sub-cities of Addis Ababa with an aerial extent of 30.18 kilometer square. It is located in the northern part of Addis Ababa surrounded in the north by Oromia Region, in the south Arada Sub-city, in the east Yeka Sub-city and in the west by Kolfe-Keraniyo Sub-city. The total population of Gulele sub-city is estimated to be 297,818 persons. From the total population, the number of male is 143,995 and that of females is 153,823. For Administration purposes, Gulele Sub-city is dividing into ten Woredas (BoFED, 2013).

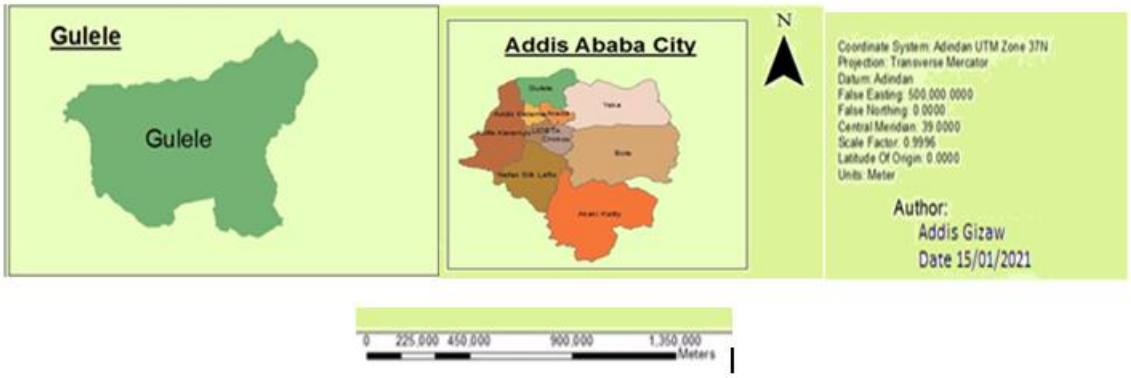

Figure 2 Map of the Study Area

3.1.1. Population of the Study

The target population is a group of people or organization or any other entities that the research/researcher is attempting to make a valid inference and generalization about the problem. In the case of Gulele sub-city, land development and management office is established to address land administration issues at local level. There are seven offices under

land development and management office of the sub-city where the land tenure administration office is one of them. This office has different responsibilities; to undertake those responsibilities, the office is organized with two desks namely: title deed administration and Non-documented owners /possessor without title deed/ service (ሰነድ አልባ in Amharic). The first desk provides its service, as any land administration service provider; it determines, records, and disseminates/provides information about the title, value and use of land. The registration of title, valuation of asset, border demarcation, land related dispute resolution and other related cases are performed in this desk. The second desk provides services related to non-documented/without title deed/ owners and informal settlers to make them formal title deed owners with full right.

Hence, the study populations would specifically focus on the subjects related to the above case description at Gulele sub-city land development and management office; especially, land tenure administration office customers and its employees and administrative officials. The target population of the study will be those subjects who visit the office in order to get the service as well as the experts and administrative officials involved in delivering the service and deciding upon the issues. According to the information collected from Gulele sub-city land tenure administration office, a total of 10 service users per day visited the office seeking for land tenure administration service. Assuming data collection will be completed within a week for this study, the potential size of the service seeking customers within this time frame will be 50 (calculated as 10 x 5). The data from the human resources management office of the sub-city also shows that the total population size of the experts and the administrative staff is 70. However, the technical experts, legal experts, and team leaders, and documentation circulation experts were considered in this study. The total number of these employees is 60. Therefore, the population size of the study will be 110 (which is the sum of 50 and 60).

Basically, sampling methods can be categorized into probability sampling and non-probability sampling. In probability sampling every unit in the population has a chance of being selected (non-zero chance) in the sample and this chance can be determined accurately; whereas with non-probability sampling some units have zero chance of selection and/or where the probability of selection cannot be accurately determined (Bhattacherjee, 2012). Given the problem context in this research and the nature of the subjects, it is difficult to decide on the relevance of data from each subject. Therefore, to collect relevant data from the

subjects the study has apply a non-probabilistic and probability sampling method. Hence, this research study employed purposive through judgment technique to decide as to whether a subject should be selected for inclusion in the study. Systematic sampling techniques are used to identify respondents.

3.1.2. Sample Design

The study has undertaken a probability sampling techniques of systematic approach for service users. The target population included in the study is only those peoples who visit the office in order to get the services. Based on the information gathered from land tenure administration office on average a total of 50 service users per week/within five working days visited the office for different land related reasons and for the purpose of this study the sample size has determined using the following well known statistical formula (Yamane, 1967):

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

n - the sample size; N - the population size, and

e - the acceptable sampling error * 95% confidence level and p = 0.05 are assumed

This formula is applied to select subjects from whom data has collected for the quantitative phase of the research. Therefore, out of this sample frame, the sample size is 44 and 52 from service seekers and staff respectively. Hence, the target sample size is set for (n=96), which is around 87% of the total target population. With this calculation a total of 96 individuals are expected to fill the questionnaire in a week. The 52 subjects from the staff of the office can fill the questionnaire during their convenience time but within the data collection time framework.

The qualitative research approach followed a different approach to select the samples from the population. There is no justifiable statistical formula to calculate sample size in qualitative study. However, other approach such as theoretical sampling is being applied to determine the sufficiency of the sample being included. Hence, this study applied data saturation with respect to a specific research question or objective as a logical reason to determine when to stop the data collection process during qualitative research phase.

3.1.3. Data Collection Techniques

In order to achieve the objective of the study, both primary and secondary data obtained from different sources is used. Primary data was collected through different data collection instruments like questionnaire and key informants' interview. Quantitative data were collected mainly using questionnaires for customers and employees of the office. The questionnaire is developed as a five point likert scale. It also contains close-ended questions to collect demographic characteristics of the respondents. The questionnaires were translated into Amharic language for the purpose of collecting data from the respondents so that they can respond using the local language the researcher feels they can understand better.

To collect qualitative data, key informant interview was conducted with subjects. With regard to this primary data collection instrument, semi-structured interview is used to conduct both tenure administration desk and non-documented holders service desk officers, higher officials of the office and some customers including heads of the sub-city land development and management office. Relevant secondary data is collected from various published and unpublished sources by the Office of the sub-city and the city administration land development and management bureau. Moreover, observation was used to see the real situation and practices of the organization. Participant observation is utilized as one of the techniques for data collection. Using this method enables the exposure to see different issues like work procedures, customer handling and work environmental situations.

3.2. Data Analysis Techniques

Data was analyzed through quantitative and qualitative techniques. Quantitative data analysis tool is used for the purpose of analyzing quantitative data and qualitative analysis has applied for analyzing qualitative data. This research applies a SEM technique to analyze the factors affecting land tenure service delivery in land administration. SEM is a proven method in social science research providing different benefits and potentials making it appealing to moving theory to new levels of understanding and explanations (Babin and Svensson, 2012). It is an important statistical technique in the theory testing, i.e., to thoroughly test measurement and structural models in social science research (Babin and Svensson, 2012). SEM also offers different advantages such as combining the simultaneous performance of factor and regression analysis, provides an intuitively pleasing way to assess the fit between the researchers theory and the real world in social science research (Babin and Svensson,

2012; Ramayah et al, 2019). As such we can understand the lived experiences of the subject (Marczyk, et al, 2005). Hence, SEM is applied in this research to exploit these benefits for analyzing the factors for land tenure service delivery.

A statistical package called SmartPLS is applied for analyzing the quantitative data. Apparently, quantitative data were analyzed using advanced statistical method called Partial Least Square (PLS). To apply this statistical technique a statistical tool called SmartPLS is being used for quantitative data analysis. The tool is used to apply Structural Equation Modeling (SEM) which enables visual examination of the relationships that exist among variables of interest. It is also ideal to tackle problems that involve unobservable and hard-to-measure latent variables; also called unobserved predictor variables (Sawatsky et al, 2015). As mentioned above a PLS-SEM technique is used to theorize the model and analyze the factors in this research. Partial least square offers information on the measurements or indicators of the variables, on the structural theory, the effects of each of the indicators, and the path connecting the independent and dependent variables and its contribution to the whole structural model, and the reliability and validity of the measurements/indicators (Babin and Svensson, 2012; Hair et al, 2017; Ramayah et al, 2019).

A qualitative open coding technique is applied to analyze the qualitative data The collected qualitative data is transcribed, coded, tabulated, categorized and organized according to the objectives and research questions of study. This is done based on qualitative data analysis techniques following the Saldaña (2009) method. Following this technique the data is presented in terms of initial codes, and then the initial codes are analyzed further to produce unique codes, which are further analyzed to produce categories. The analysis of the categories leads to and produces themes. The information obtained was incorporated to the results from the literature for quantitative data collection. The data from quantitative research approach were presented through narratives and descriptions. Both primary and secondary data were analyzed and presented to address the objectives and research questions of the study.

3.3. Ethical considerations

First and foremost it was informed to the participants about the overall nature of the study and a request was made for their consent to participate. Research values of voluntary participation, anonymity and protection of respondents from any possible harm that would

arise from participating in the study were ensured. Thus the background of the study was introduced to the participants explaining the aim of the study as a fulfillment of master degree program and not for any other hidden. The respondents were requested to participate in the study on a voluntary basis and refusal or abstaining from participating is permitted. The participants were also assured of confidentiality of the information given and protection from any possible harm that could arise from the study since the findings are used for the intended purposes only. Study is also committed to report the research findings in a complete and honest fashion, without misleading others about the nature of the findings.

Chapter Four

Data Presentation, Analysis, and Interpretation

4. Introduction

This chapter presents the demographic characteristics of the respondents', the nature of data collected, the procedures followed to carry out the data analysis activities and the results from the data analysis, and finally presents the discussions and interpretations of the data analysis results. One hundred and eleven (111) questionnaires were distributed to the respondents and a total of ninety six (96) questionnaires were received. Fifteen responses were rejected due to involvement of one or more missing values (9) and six (6) of them were not returned. The response rate of the survey is 86.5%. All of the ninety six were used for analysis as the responses were complete. The majority of respondents were males, in the age range between 18 and 35, who have first degrees and are civil servants in government institutions. The respondent's demographic data is given in table1.

Table 1 Respondents' Demographic Data

	Frequency	**Percent**
Age		
18-35	**58**	**60.42**
> = 36	**38**	**39.58**
Gender		
Male	**70**	**72.9**
Female	**26**	**27.1**
Educational Level		
Below High School	**0**	**0**
High school completed	**0**	**0**
Diploma	**2**	**2.1**
Degree	**62**	**64.6**
Masters and above	**32**	**33.3**
Occupation		
Student	**8**	**8.3**
Civil Servant	**71**	**74**
Employee-Private firm	**17**	**17.7**
Employee-NGO	**0**	**0**
Self-Employed	**32**	**33.3**

4.1. Data Analysis Procedure

Data analysis involves processing the empirical material collected to make contribution claims via statistical tools and data coding processes. The empirical data collected for this research involves both quantitative and qualitative data. Hence, data processing involves both quantitative and qualitative data analysis procedures. The data collection and analysis activities of both data types were performed parallel.

Quantitative data were analyzed using advanced statistical method called Partial Least Square (PLS). The data was first codded into an excel spreadsheet and saved in a CSV (comma separated values) file format. Then follows application of the PLS algorithms to produce the results from the data analysis. Though the data analysis for both types of data was performed in parallel, the qualitative data analysis is handled differently. The interview data were first transcribed verbatim and then translated from Amharic language to English language by the researcher. This helped the researcher to understand the data and the phenomenon under study before coding begins. The transcription and translation were later checked by another person to check if there is any loss of content during the translation process. The check involved comparing the Amharic and English transcripts to verify that no content was lost or misrepresented during the translation process.

As a sentence has a great potential to generate ideas (Bazeley, 2013), codes were developed from sentences until the last line of each interview in the case database is finished. This coding technique provides advantage of applying "all relevant codes to the whole meaning unit" (Bazeley and Jackson, 2013, p. 144) and in generating initial categories (Strauss and Corbin, 1998). Coding technique that follows generation of initial codes, unique codes, categories, and themes is applied. Hence, open coding was used to develop codes by reading and rereading the data iteratively and then categorized based on concepts in the research objectives and further analysis of the codes produces categories. The categories were further analyzed for conceptual similarities to develop higher level categories called themes. According to Saldaña (2009), "a theme is an outcome of coding, categorization, and analytic reflection" describing and organizing observations in a unit of data and its meaning or interpreting aspects of the phenomenon (P.139). The themes were developed based on the relationships or connections between categories (Strauss and Corbin, 1998) to analyze the causes for problems in the land tenure service administration and opinions of customers about the land tenure service delivery.

4.2. Data Analysis Results

4.2.1. Factors Affecting Land Tenure Service Delivery

The researcher has tried to explore whether there exists tests and validated theoretical/conceptual model that can be used as an initial model for this study. What can be found from the extant knowledge base is a description of the framework components and some indicators for those frameworks. There is lack of sufficient researches that explored and show the indicators/measurement, reliability of the measurement model, the relationships between the independent/ predictor and dependent/predicted variables, the consistency of the indicators, as well as the validity of the model as a whole. Therefore, the researcher develops the theoretical model and applied it in this research. This study tries to explore all the above issues before testing the factors for effective land tenure administration service. The Partial Least Square statistical package presented above and a technique called Structural Equation Modeling (SEM) offers advantage to carry out the above activities. Moreover, PLS shows the effect of the latent variables than the effects of the indicators/measurement alone. The effect of the latent variable is indirectly predicted from the measurement of indicators.

Before going to the details of the analysis, it is important to clarify the meaning and representation of the indicators in this study. This is given in table 2 below.

Table 2: latent variables, indicators, and representations in the research

Framework	Indicator (s)	Representation in this Research
Institutional	Employee Coordination	EmpCoordination
	Institutional work flow coordination	InstnalWorkflowCoord
	Cross institutional work flow coordination	CrossInstWorkFlowCoord
Technical	Computerization	Computerization
	Documentation	Documentation
	Employee skill	EmpSkill
Administrative	Access to Information	InformationAccess
	Administrative Leadership	AdminLeadership
	Clarity of Rules and procedures	RulesProcedures
Legislative	Updated directives	UpdatedDirectives
	Customer participation	Customerparticipation
	Consistency of rules and regulations	ConsistentLawsRegula
Contextual	Political instability	PoliInstabil
	Informal brokering	InformalBroke
	Federal structure	FederalStructu

There are two sub-models in a structural equation model; the inner model that specifies the relationships between the independent and dependent latent variables, whereas the outer

model specifies the relationships between the latent variables and their observed indicators. It is a good alternative when the following situations are encountered (Bacon, 1995): sample size is small, applications have little available theory, and predictive accuracy is paramount, correct model specification cannot be ensured.

4.2.1.1. Indicator Reliability

Reliability of the indicators shows whether the indicators are indeed the right measures for the latent variables they are designed to measure. This is checked through checking whether the indicators load on the latent variables they are to measure than any other variable in the model. Therefore, this will be checked how the indicators load on the variable and the other variable. As a principle, the indicators are expected to have higher loadings on the variable it is designed to measure than the other. As a rule the indicators outer loadings should be higher than 0.70; if it is an exploratory study 0.4 and higher is acceptable (Hair et al, 2017; Ramayah et al, 2019). Loadings of the indicators'/measurement is given in table 4 below.

Table 3: Loadings of the indicators

	Institutional	Technical	Administrative	Legislative	Contextual	LTSA
CrossInstWorkFlowCoord	0.595	0.262	0.19	0.283	0.365	0.135
EmpCoordination	0.874	0.424	-0.057	0.325	0.311	0.235
InstnalWorkflowCoord	0.703	0.369	0.123	0.491	0.254	0.085
Computerization	0.503	0.816	0.04	0.507	0.298	0.017
Documentation	0.442	0.962	0.163	0.276	0.294	0.053
EmpSkill	0.308	0.721	0.303	0.355	0.332	0.018
AdminLeadership	0.17	0.28	0.94	0.271	0.34	-0.088
InformationAccess	0.411	0.395	0.056	0.551	0.513	0.035
RulesProcedures	0.228	0.258	0.351	0.362	0.253	-0.023
ConsistentLawsRegula	0.389	0.278	0.095	0.942	0.488	-0.07
Customerparticipation	0.315	0.305	0.125	0.709	0.515	-0.009
UpdatedDirectives	0.431	0.451	0.195	0.785	0.486	-0.035
FederalStructu	0.349	0.173	0.158	0.503	0.873	0.137
InformalBroke	0.311	0.427	0.132	0.358	0.692	0.094
PoliInstabil	0.285	0.179	0.396	0.439	0.707	0.013
LTASU	0.233	0.044	-0.107	-0.062	0.143	1

4.2.1.2. Internal Consistency Reliability

Internal consistency and reliability of the model is measured using the Cronbach's alpha, composite reliability, average variance extracted. These results are given in table 3 below. As a rule of thumb, composite reliability should be between 0.60 and 0.70 for exploratory study (Hair et al, 2017; Ramayah et al, 2019), and Cronbach's alpha as the lower bound and composite reliability as the upper bound of internal consistency reliability.

Table 4: Internal consistency reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Administrative	0.636	0.477	0.337
Contextual	0.692	0.804	0.58
Institutional	0.597	0.773	0.538
Legislative	0.808	0.856	0.668
Technical	0.814	0.876	0.704
LTSA	1	1	1

4.2.1.3. Convergent Validity

Convergent validity show how the measurements converge to reflect the latent variable. This is shown using the average variance extracted. Convergent validity is ensured via the average variance extracted (AVE) and the AVE should be higher than 0.50 (Hair et al, 2017; Ramayah et al, 2019).

Table 5: average variance extracted

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Administrative	0.636	0.477	0.337
Contextual	0.692	0.804	0.58
Institutional	0.597	0.773	0.538
Legislative	0.808	0.856	0.668
Technical	0.814	0.876	0.704
LTSA	1	1	1

4.2.1.4. Discriminant Validity

Discriminant validity is about differentiating the latent variables. For indicators which are not very related or identical; the Hetrotrait Monotrait Ratio (HTMT) is being applied. Hence the HTMT criterion is being used to assess discriminant validity in this research (Hair et al, 2019). While applying the HTMT, the confidence interval of the HTMT statistics should not include the value 1 for all combinations of variable. An indicator's outer loadings on a latent variable should be higher than all its cross-loadings with other variables. According to Hair et al (2017), the 2.50% and the 97.5% values are used as lower and upper bounds of the intervals (table 6 below).

Table 6: Discriminant validity

	Original Sample (O)	Sample Mean (M)	2.50%	97.50%
Administrative -> LTSA	-0.121	-0.075	-0.326	0.235
Contextual -> LTSA	0.216	0.162	-0.247	0.426
Institutional -> LTSA	0.301	0.282	0.043	0.489
Legislative -> LTSA	-0.285	-0.198	-0.445	0.193
Technical -> LTSA	-0.044	-0.023	-0.303	0.21

4.2.1.5. Path Coefficients

A combination of the t statistics and p values are used to decide on the significance of path coefficients. As a rule of thumb, a t statistics value higher than 1.96 and a p value less than 0.05 are acceptable at a 95% confidence interval (Hair et al, 2017; Ramayah et al, 2019). These values are presented under table 7 as well as in the structural model figure 3 below.

Table 7: Path coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics	p Values
Institutional→LTSA	0.538	0.506	0.082	6.589	0.000
Technical→LTSA	0.704	0.575	0.18	3.92	0.000
Administrative→LTSA	0.337	0.436	0.124	2.706	0.007
Legislative→LTSA	0.668	0.598	0.163	4.094	0.000
Contextual→LTSA	0.580	0.483	0.146	3.972	0.000

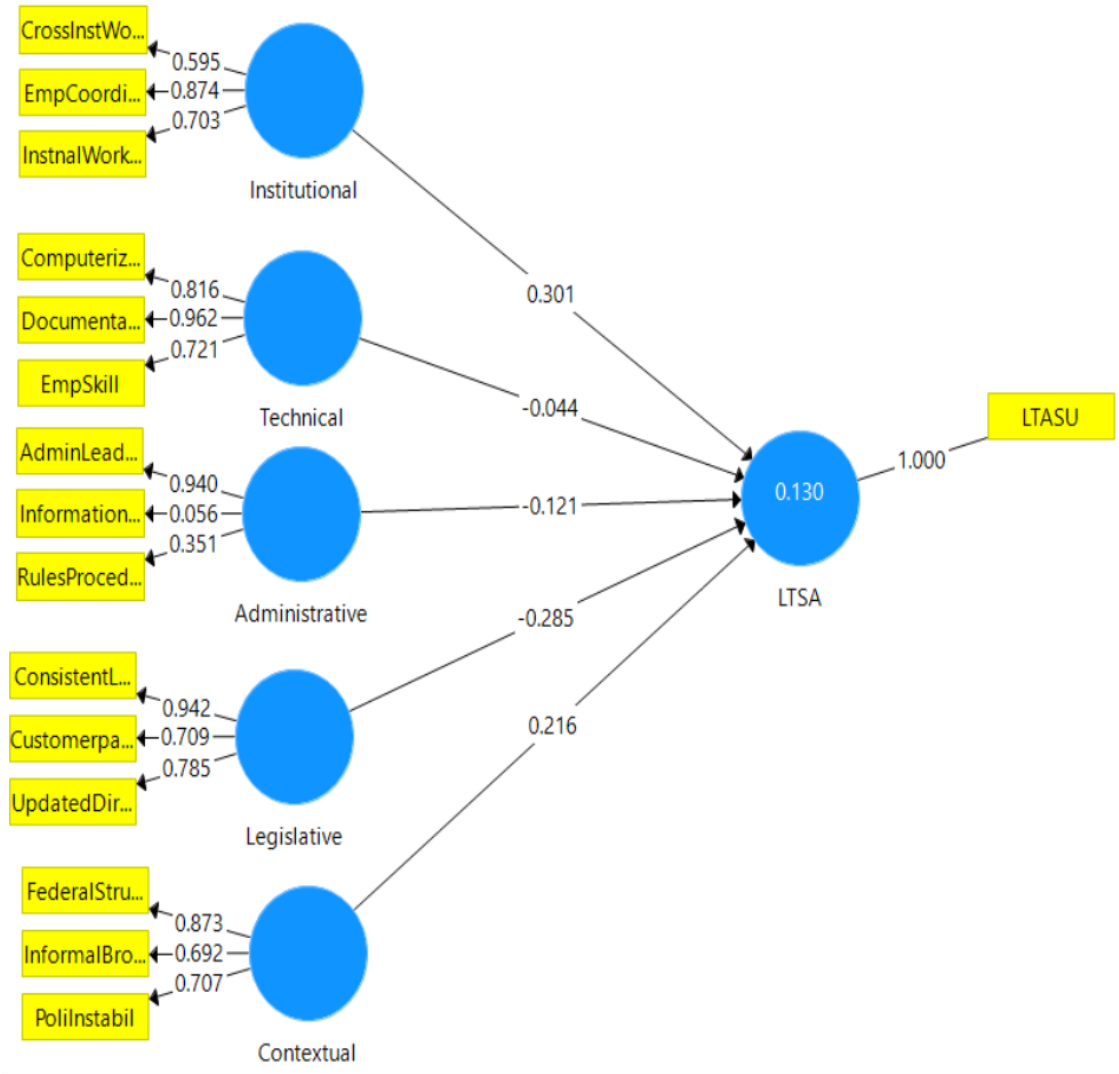

Figure 3 Structural model

Table 8: Summary of the results

Latent Variable	Indicators	Loadings	Indicator Reliability*	Composite reliability	AVE
Institutional	CrossInstWorkFlowCoord	0.595	0.354	0.773	0.538
	EmpCoordination	0.874	0.764		
	InstnalWorkflowCoord	0.703	0.494		
Technical	Computerization	0.816	0.666	0.876	0.704
	Documentation	0.962	0.925		
	EmpSkill	0.721	0.520		
Administrative	AdminLeadership	0.940	0.884	0.477	0.337
	InformationAccess	0.056	0.003		
	RulesProcedures	0.351	0.123		
Legislative	ConsistentLawsRegula	0.942	0.887	0.856	0.668
	Customerparticipation	0.709	0.503		
	UpdatedDirectives	0.785	0.616		
Contextual	FederalStructu	0.873	0.762	0.804	0.580
	InformalBroke	0.692	0.479		
	PoliInstabil	0.707	0.500		
LTSA		1	1	1	1

* Indicator reliability is the square of the indicator loadings

Table 9: significance testing results of the path coefficients

	Path coefficients	t Values	P Values	95% Confidence intervals	Significance (p<0.05)?
Institutional→LTSA	0.301	6.589	0.000	[-0.326, 0.235]	Yes
Technical→LTSA	-0.044	3.92	0.000	[-0.247, 0.426]	Yes
Administrative→LTSA	-0.121	2.706	0.007	[0.043, 0.489]	Yes
Legislative→LTSA	-0.285	4.094	0.000	[-0.445, 0.193]	Yes
Contextual→LTSA	0.216	3.972	0.000	[-0.303, 0.210]	Yes

4.2.2. Causes of Land Tenure Service Delivery Problems in Land Administration

The results of qualitative data analysis made for understanding the causes of land tenure service delivery has produced nine different broader themes. Accordingly, the causes for substandard land tenure service delivery fall under institutional coordination, information management, employee motivation, corruption, access to skills and knowledge development

programs, accessibility of laws, rules and other information, squatters, dynamic political condition, and the federal structure itself.

Lack of institutional coordination is reported as one of the causes for poor service delivery from the empirical data. As discussed above this might include lack of coordination between the institutions supposed to work together in coordination, lack of employee coordination within the land tenure service administration itself, or the lack of coordination in the work processes within the land tenure service administration office. This has contributed to another cause, corruption, where employees within the land tenure service administration themselves get into unlawful activities to the customers and brokers or they get into networks to people out of/in the organization, with the brokers, or the leadership in the office and to that of the politicians.

Problems of information management are another challenge causing problematic conditions for land tenure service administration. This is manifested in problems of documentation such as misplaced documents, missing documents, and purposefully hidden documents from being accessed by employees and customers. One of the customers told that"

> *We all know that computerization and automation has changed the work of land tenure administration in a way we and the staff can get the necessary information in a few seconds. However, there are times where we lost our important documents and maps from the organizations. And sometimes our files are documented in a wrong place that contributed to a poor service delivery leading to a corrupted system.*

A more related problem to this one is accessibility of the laws, rules and other information from the land tenure service administration office. One of the respondents told that:

> *Information is not transferred easily to the customers. When we come to the laws and rules, it is inaccessible to the technical team let alone to the customers. There is a wrong assumption in the office that labels such rules and laws should be made available only to the legal officer only than to the technical team and customers.*

The respondents have also told corruption is another cause for problems in the land tenure service administration office. The mentioned the intervention of leadership within the office as well as political and politicians interventions. Moreover, they referred the involvement of

brokers and internal staff working with brokers as challenging conditions for effective land tenure service administration. A customer respondent described this as follow:

> *There is intervention from the top management and politics. Top management is intervening in the works of the experts violating the laws and rules. Moreover, the government and politicians are interfering in the service to favor some of the customers and to order denial of services to others.*

Access to skills and knowledge development programs is also one of the problems in the office to land tenure service administration. The respondents have told the existing problems related to enhancing knowledge and skills of the employees. This might be one of the causes again for the existing motivation problem reported here.

Squatters are other challenging practices in the city as the empirical data shows. Especially during this time of political instability, which the respondents also agree with its existence, there are groups who feel the land in the city belongs to them and others who just want to grave the public land property. The federal structure is also being used as a weak link to feel ownership of public land to oneself. Related to this a respondent told that:

> *Sometimes the office and employees favor to some ethnic groups and deny services to others. Even there is some kind of feeling from the employees that the land belongs to some ethnic groups and these persons are not interested to serve people from other ethnic groups different from their sown.*

4.2.3. Opinion of Customers about the Existing Land Tenure Service Delivery

Subjects were also asked about their opinions on the existing land tenure service delivery. Qualitative data analysis results from this empirical data has produced three different themes from five categories showing the continuous improvement of the service, the quality of the service, and staffing, skills and knowledge.

The customers mentioned that the existence of an elaborated service improvement from time to time. For instance one of the subjects of the customers' group described this as follows:

> *I am a frequent user of the service and I have been here in this office for many times. Compared to the previous time of service delivery, there is a good improvement in delivering services this time. However, there are some exceptions such as cases that need longer durations to complete the service because they require checking multiple cases or contexts.*

This is manifested through availability of staff in office to serve customers, completing the service in shorter time periods with better quality compared to the previous time, keen interest from the staff to serve their customers. The quality of the service has also been improved from the earlier periods which the customers rated it as good and fast.

The other opinion is related to the staffing, skills, and knowledge in the land tenure service administration. A respondent told that "*staffs have the required knowledge and skills to serve the customers*" and another from the same customers respondent groups added "*they are available when we need them and are good at completing the services especially those at the technical departments*".

4.2.4. Discussion and Interpretation

As it is seen from the results above, specifically the final result or the path coefficients, all of the hypotheses (from H1 to H5) proposed in this research are supported. However, to reach at this conclusion it is important to discuss about the validity and reliability of the process and procedures followed. As discussed above, the structural equation modeling applied in this research has two components: the measurement model and the structural model. The results presented in the results section are tests to evaluate the validity of the two models. The measurement model on the other hand deals about two components. First, it shows whether the latent variables are reflections of the indicators or the indicators are the right measures to measure the latent variables. Second, the measurement model shows whether the independent variables are right to measure the dependent variable, the validity of the latent variables. The preliminary results presented above are to evaluate the validity and reliability of the measurement model whether it is the right indicator/measurement; and the independent variables (institutional, technical, administrative, legislative, and contextual factors) are the right predictors of the dependent variable (land tenure service delivery).

Therefore, it is important to show whether the measurement model is a valid one before looking at the relevant factors for land tenure service delivery. As it is presented in table 3

above, the loadings and the square of the loadings for most of the indicators are higher than the threshold, i.e, 0.4 set for exploratory studies. As this research is an exploratory study where the researcher cannot find a pre-existing theoretical model, the researcher is forced to test and validate the conceptual model as an initial theoretical framework. The exceptional case is seen on the measurements/ indicators for administrative latent variable. The measurements for access to information related to service procedures for the customers and the existence and availability of clear land administration rules and regulations load below the average threshold; 0.056 and 0.351 respectively. Hence, these measurement indicators are not supported in the theoretical model. However, information in general is useful to enable human decision making regardless of the type of information mentioned with this variable. For instance, de Vries and Lewis (2009) reported that the flow of and access to timely information is important to bring major improvements in land tenure service delivery.

The reasons might be due to the knowledge of the subjects (especially that of the customers) experience on the values and importance of information on service procedures and clarity of rules and regulations. Moreover, it's an indication to the customers' perception of either to the need for such information or the weakness of administrative leadership to guide land tenure service delivery based on rules and regulations and clear and objectively defined procedures. Therefore, existence and availability of clear land administration rules and procedures and making service procedure information open to customers need further testing and validation in other studies. However, the loadings for the other measurements are above the threshold (higher than 0.40 and higher than 0.70) set for exploratory study. Moreover, the indicators for these accepted measurement load better to the latent variable they are designed to measure than any other variable else. Internal consistency of the latent variables is measured using the Chronbach's Alpha and Composite Reliability (Table 4 above). The measurements indicate well above the threshold (0.6 or higher) except for the administrative variable. The Chronbach's Alpha for this variable is above the threshold but Chronbach's Alpha itself is considered as a traditional measure for internal consistency reliability. Hence, we need to look into the composite reliability of the latent variables. The Chronbach's Alpha and composite reliability for the administrative factor are 0.636 and 0.477 respectively. Hence, this latent variable lacks internal consistency reliability within this theoretical model. The reasons for poor support of this latent variable might be the awareness of the customers about its importance and values in land tenure service administration. But it will not be dropped at this level, hence further evaluation is important for this variable. It should also be

remembered that the two indicators that were not supported from the measurement model belong to this latent variable. Table 5 above shows the convergent validity of the latent variables in the theoretical model. The results for the average variance extracted (AVE) show above the threshold value, i.e, 0.5 or higher except for the administrative latent variable. The AVE value for this variable is 0.337 and is not supported and is not well converged. The same reason given for the above results might also work here for convergent validity. The measurement/indicators in the model are not too much related each other. For such type of indicators, PLS suggests the use of a hetero-trait-mono-trait (HTMT) analysis of the variables and the acceptable results should fall between 0 and 1 but doesn't include 1. The results are well within the threshold and accepted. The implications of the results reported as indicator reliability, internal consistency reliability, convergent validity, discriminant validity tell us about the measurement and structural models. Except the case reported above the indicators are reliable to measure the dependent and independent variables. This implies that the measurement model is valid and the indicators reflect the variables they are designed to measure. Internal consistency reliability, convergent validity, and discriminant validity show the validity of the factors to predict the dependent variable, land tenure service delivery.

The final result presented under data analysis section above is the path coefficient. This result tells the researchers whether the independent variables are factors for the dependent variable and whether one or more of them are predictors of this variable. The purpose of the whole quantitative analysis is to identify which of these are factors for land tenure service delivery. Therefore, path coefficients show the effect of the independent variables on the dependent variable. The values and signs of the path coefficients show the strength and relationship (direct or inverse) of the variables respectively. The results are presented in Table 6 and table 8, and all the results are significant at the level of p values < 0.05. Therefore, though two of the measurements/indicators discussed above are not supported all the independent variables are factors for an effective land tenure administration service and need further testing and validation. All the latent variables are accepted as factors for land tenure service administration. The newly added latent variable, i.e., the contextual one is also supported in the model. The results tell us multiple implications for the domain of land tenure service delivery research and practice.

The results imply that land tenure service delivery should recognize institutional, technical, administrative, legislative, and contextual factors. Within the institution, land tenure service delivery is a function of employee coordination (coordination between frontline workers and

top management), workflow coordination within the institution and across other related institutions. The findings are in line with the reports by de Vries and Lewis (2009) who described work flow is described in terms of the flow of information and such flow of information to and/or from administrative authorities is a factor for land tenure service delivery and should be accessible by the units to be coordinated.

Both land and information about land are important resources to deliver the service as well as to the economic development the city administration. The land service delivery in the city administration should also give due attention to the technical factors while planning the service or for improvements in the future. It is important to computerize the land information service delivery processes so as to maintain accurate and integrated land information. This is important to maintain well-documented information about the land information as well as the owners of tenure rights over the land. The presence of skilled and knowledgeable man power is important for managing and control of these information resources so as to improve the land tenure service delivery. The findings are in line with knowledge reported in the extant literature. For instance, Chipofya, et al. (2020) found that computer based land information system or simply computerization of land tenure service delivery is important for improved information flow and organization. de Vries and Lewis (2009) also reported that computer based systems are important to improve availability and usability of information such as cadastral data which at the same time avoids the need for heterogeneous information processing.

The results also have implications on formulating and implementing land tenure service delivery legislative reforms. Such reforms need to be formulated and implemented in consultation with the service seekers' participation. The local people should get a chance to participate in the development of public land tenure administration policies. The city government should enable participation of customers in the preparation of policies, charters, directives, and plans of land tenure services. This on the other hand will enhance accessibility of timely/updated land tenure related directives to the customers seeking land tenure services in city. Moreover, such participation of customers will promote evaluation of the consistency of land tenure related laws, regulations, and legislation. The findings on the need for customer participation about framing policies and rules of land tenure services is also acknowledged by de Vries and Lewis (2009) to make it customer oriented one than de jure and/or de facto control. Moreover, our findings go in line with the literature about legislative issues on land tenure services. For example, Chikaya-Banda and Chilonga (2020) described

that government and land tenure service admin should set the agenda for land reform that incorporated its citizenry right from identifying and conceptualizing problems and solutions concerning land to ensure an appropriate response to land questions.

Leadership administration is found to be important for land tenure service delivery. This may be enhanced by the presence and availability of clear land administration rules and procedures and making information about land tenure service delivery openly accessible to information. These indicators were not supported in this research and can not be used for further explanation of the administrative factor in this research. However, the conceptual framework is open for further evaluation and validation. Hence, the two indicators can be tested with different data and research settings. The importance of administrative factor for land tenure service delivery is also acknowledged by Barry (2019) who reported the existence of a strong relationship between local land administration and the community (Barry, 2019).

The contextual factor which is a reflected in by the current political dynamics, the ethnic federal governance structure followed by the country, and the existing informal brokering service. FDRE government should provide clear solutions to these indicators and to whom the land of the city belongs to (individuals, groups, regions etc) in a way that should not confuse citizens even during state changes. This was also supported by the qualitative data from the customers. According to de Vries and Lewis (2009) to whom the land tenure is titled, either to an individual or group should be clear enough for land tenure security. The individual's perceived land use rights are substantiated by the legal definition of possession of things (effectively making use of something) (de Souza, 2001). Moreover, city expansion programs within such ethnic federal government structure should be managed with care and caution. As discussed above, participation of these stakeholders during legalizing the city land is important. The implication of failure to do this is described by da Souza (2001) as: land tenure conflicts never cease in the minds of individuals where there is always some apprehension that a land owner can claim a repossession of his or her land. Land marketing has also significant effect to land tenure service delivery and administration. The literature suggests that the more formalized the land markets the lower the levels of perceived land tenure security claims (de Souza, 2001) and hence improved land tenure service delivery. squatters are also reported as one of the problems in the city land tenure service delivery process. According to da Souza (2001) the legalization process of such illegally acquired land is very complex and time consuming as there are legal barriers to land legalization. Hence, the land tenure service delivery office and the FDRE government should be vigilant in

enforcing the law to guard the public land resource against those such behaviors. Therefore, authority relations, state politics, and social dynamics (Valkonen, 2021) is supported as important factors for land tenure service delivery.

However, the theoretical model needs to be tested further and refined. It can be used as an initial theoretical model for other researchers in the field to develop it further come up with additional indicators, variables and their relationships. The themes identified as causes from this research can also be used for further analysis and included in the model to improve it further. Though there is improvement on the land tenure service delivery in the office, the office can give due attention to the factors, their indicators, and the causes reported above. The causes produced from the thematic coding tell the leadership from the land administration service delivery to pose there and set strategic solutions to put transparent and accountable land tenure service delivery in place. Leadership should give emphasis both to the factors and the causes for challenging conditions so as to build land tenure service delivery progressively.

Chapter Five

Conclusion and Recommendations

5. Introduction

This chapter presents the conclusion and recommendations based on the data analysis results and the discussions made in the previous chapter in accordance with the objectives of the research project. The conclusion will provide the final remark on the issues raised and the results from the empirical data tell us. The recommendations inform future directions both for research and practice in the land tenure service delivery domain.

5.1. Conclusion

This research has completed different activities to arrive at the results and produce insights for the land tenure service administration domain. The research has developed and tested a theoretical model for land tenure service administration. Two models, namely the measurement model and the structural mode were developed and evaluated for its reliability and validity. The evaluation from the measurement model shows that two of the indicators from the measurement model, i.e, access to information and clarity of rules and procedures were not supported. The rest of the measurements used in this research are fully supported satisfying the reliability and validity required. The structural model is also fully supported indicating that all of the variables are useful factors for land tenure service delivery. Therefore, the hypothesis developed for test in this research model were fully supported.

Moreover, the research has produced insights on the causes for problematic conditions on service delivery in the land tenure administration research. Results from our empirical data show that lack of institutional coordination; problems in information management; lack of employee motivation; corruption; lack of access to skills and knowledge development programs; inaccessibility of laws, rules and other information; squatters; dynamic political condition; and the federal structure itself are causes for problematic conditions in the land service administration sector.

The final set of results is on the opinions of land tenure service customers about the service provision at the research setting. The respondents told that the existence of progressive improvement of service delivery within the organization. However, they have also indicated the need for further improvements and focus areas to improvement. Finally, the objectives of the study are met and the research questions are well addressed.

5.2. Recommendations

Based on the our empirical data analysis results the following recommendations are forwarded both to research in the domain of urban land tenure service delivery as well as to improve the practices of delivering land tenure service delivery at the research setting.

- The measurement and theoretical models developed and tested in this study needs to be evaluated further. This research is conducted based on a single case study; hence one of the lines for future research can be testing the model using multiple cases. Therefore, future research can apply the model in different settings to further theorize the model and identify the factors for effective land tenure service administration based on data drawn from multiple cases and different settings. We also suggest researchers to carry out further research to evaluate the measurements that were not supported in this research.
- Additional measurement should be added to the model to produce a comprehensive theoretical model for the land tenure service administration sector. The findings that are reported as the causes can also be used as initial variables to improve the measurement model further. As such, the theoretical model should be standardized through rigorous test and evaluation to be used as a tool for future research in different settings. Therefore, future research can also focus on standardizing both the measurements as well as the whole theoretical model.
- The practice, especially the office at the research setting of land tenure service delivery should give focus to the factors and the indicators reported in this research to further improve their service delivery.
- The Gulele sub-city land management and administrative office should look into and give due attention to the causes for problematic conditions to offering land tenure service administration. Leadership at the office has to assign the necessary resources to tackle those problematic conditions to improve the satisfaction of customers as well as motivate employees.

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Appendix I

I. Questionnaire

ADDIS ABABA UNIVERSITY

College of Development Studies

Department of Urban Land Administration and Management

Survey Questionnaire

Dear respondents;

This questionnaire is meant to collect the required data for the study ***Factors Affecting Urban Land Tenure Service Delivery System at Gulele Sub City Land Development and Management***. The information obtained will be used to complete thesis for the partial fulfillment of the requirements for Master's Degree in Urban Land Administration and Management. The data you would provide with are essential for successful completion of the study. Kindly respond all questions as much as possible you think is right. The researcher assures you that information provided will be kept confidential and be used only for an academic purpose.

I thank you in advance.

Addis Gizaw

Email:taboradd@gmail.com

Mobile: 0941876435

Graduate Student at AAU-CDS

Part I: - Background Information

1. Age: □ >18--35 □ >36-60

2. Gender: □ Male □ Female

3. Educational level: □Below high school □ High school completed □ Diploma□ Degree □Masters and Ph.D.

4. Occupation: □student □ civil servant □employed private firm □ employed NGO □ self-employed

Part II: - For the following questions presented in the table- put a (√) mark with the option that reflects your level of agreement with the given statement.

Framework	Statement	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	strongly agree(5)
Institutional	Coordination among employee & top management within the institution within the institution improves the quality of land tenure service delivery in the city administration					
	Improved workflow coordination within the organization improves land tenure service delivery in the city administration					
	Improved workflow coordination across different related organizations improves land tenure service delivery in the city administration within the institution					
Technical	Accurate, integrated and computerized land information system improves the technical capability for a better land tenure service delivery in the city administration					
	Improved documentation of land tenure information improves access to quality information which in turn improves the land tenure service delivery in the city administration					
	The skill and knowledge that the employee has is an important factor for a better land tenure service delivery in the city administration					
Administrative	Lack of administrative leadership affects land tenure services delivery negatively in the city administration					
	The existence and availability of clear land administration rules and procedures that define the administrative service standards which enhance land tenure service delivery in the city administration					
	Making service procedure information open to customers to be accessed to the customers improves administration of land tenure service delivery in the city administration					

Legislative	Customers participation in preparation of policies, charters, directives & plans will enhance land tenure service delivery in the city administration					
	The consistency of land related laws regulations, and legislative improve land tenure service delivery in the city administration					
	Availability and accessibility of timely/updated land tenure services related directives, developed codes, and charters to the public improves the legislative process of land tenure service delivery					
Contextual	The current political dynamism or instability negatively affects land tenure service delivery in the city administration					
	The current ethnic based federalism negatively affects land tenure service delivery in the city administration					
	The informal brokering practice has a negative effect on land tenure service delivery in the city administration					
Land tenure Service Administration	Overall the land tenure service administration is excellent					

Appendix II

II. Interview

ADDIS ABABA UNIVERSITY

College of Development Studies

Department of Urban Land Administration and Management

Interview Guide

Dear respondents;

This interview is meant to collect the required data for the study ***Factors Affecting Urban Land Tenure Service Delivery System at Gulele Sub City Land Development and Management***. The information obtained will be used to complete thesis for the partial fulfillment of the requirements for Master's Degree in Urban Land Administration and Management. The data you would provide with are essential for successful completion of the study. Kindly respond all questions as much as possible you think is right. The researcher assures you that information provided will be kept confidential and be used only for an academic purpose.

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Part II: - Interview Questions for customers

1) How do you evaluate the availability of employees in the office to provide the service?
   a) How do you evaluate knowledge and skills of employees while serving you?
2) What is your opinion on information dissemination by land tenure administration office?
   a) Do you agree that the laws, rules and procedures regarding land tenure service administration are clear and easily accessible?
3) What do you think are the causes for the issues seen in the land tenure service administration?
4) Do you think the current political dynamism and ethnic federalism is affecting land tenure service administration?
   a) How/why not?
5) How is the informal brokering practice in land enabling or affecting land tenure service administration?