

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

**The Assessment of Good Urban Governance Practice in Land
Administration of Addis Ababa: The Case of Yeka Sub-City**

By: Ashenafi Aimro

Advisor: Dr. Jemal Abagissa

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The Assessment of Good Urban Governance Practice in Land Administration of Addis Ababa: The Case of Yeka Sub-City

Prepared by:
Ashenafi Aimro (GSE/0614/06)

Advisor:
Dr. Jemal Abagissa

A thesis submitted to the School of Graduate studies of Addis Ababa University in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP) in the Department of Public Administration and Development Management.

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Department of Public Administration and Development Management

This is to certify that the thesis prepared by *Ashenafi Aimro H/Gebriel* entitled *The assessment of Good Urban Governance practice in Land Administration of Addis Ababa: The Case of Yeka Sub City*, which is submitted in partial fulfillment of the requirements for the degree of master in public management and policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Approved by Board of Examiners

Dr. Jemal Abagissa
Advisor

Signature _____ Date _____

Mr. Shumye Berhe
Internal Examiner

Signature _____ Date _____

Dr. Eshetu Gurmu
External Examiner

Signature _____ Date _____

Chairman of Department or graduate programs coordinator

Signature _____ Date _____

ABSTRACT

Over the last decade, good governance has become a major area of focus by the government of Ethiopia. However, in reality most of public service institutions call for genuine practices of good governance. The service delivery of those institutions hindered due to the absence of good governance. The objective of the study is to assess the practice of good governance in land administration of Addis Ababa city administration Land Development and Management Office of Yeka sub city.

This study tried to identify the perception of customers and employees towards the practice of good governance and customer satisfaction on the service provision of the sub city's Tenure administration and transitional period service office. Based on the perceptions that obtained from the respondents; the study tried to check on the relationship between the overall customer satisfaction on the office's service delivery and practice of good governance. In this research the tailored dimensions/principles of good governance are utilized on the Likert scale questionnaire. The five selected principles/dimensions of good governance were taken as variables of good governance. Additionally, to triangulate the responses of respondents qualitative data collected through key informants' interview and observation.

To achieve the research objectives, both explanatory and descriptive research methods were applied. Therefore, the findings of the study revealed that the degradation of office's service quality has arises from unsatisfactory practice of good governance and/or inadequate quality of good governance of the office. Among the identified root causes of the office's customer service problems; the citizen charter of the bureau is not in function and most of customers have no idea about the citizen charter, there are inconsistencies on interpreting enacted legislations due to the absence of definite work procedure, the office didn't provide capacity building training and development schemes, the office did not respond promptly for customers' complaint and Customers at grass root level didn't get any opportunity to participate on developing and/or commenting plans, policies, and on evaluating final performances of the office. The study has also come up with important recommendations.

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List of Acronyms

AACC	Addis Ababa city charter
AALDMB	Addis Ababa Land Development and Management Bureau
AfDB	African Development Bank
AsDB	Asian Development Bank
CGAA BoFED	City Government of Addis Ababa Bureau of Finance Economy and Development
DFID	Department for International Development
FAO	Food and Agriculture Organization
GC	Gregorian calendar
GURI	Global Urban Research Initiative
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IT	Information Technology
LGAF	Land Governance Assessment Framework
NGOs	Non-Governmental Organizations
OAU	Organization of African Union
PPS	Probability Proportionate to Size
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UN-Habitat	United Nations Human Settlements Programme
UN	United Nation
US	United States
UGI	Urban Governance Index
WGI	World Governance Index

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Chapter one-Introduction

1.1. Background of the study

The term governance refers to how an institution makes and implements decisions, i.e. the processes by which organizations are directed, controlled, and held to account (John Graham, Bruce Amos, Tim Plumptre; 2003). It has become a theory that includes more and more phenomena related to the steering of societal developments. (Michiel S de Vries, 2013) Originally, it was seen as an alternative for government, but nowadays scholars argue that the study of governance differ from other studies of government. To make it clear, Government refers to a political unit in order to implement policy making while governance specifies an overall responsibility for political and administrative functions. In addition, governance refers to the relationship between civil society and the state, between rulers and the ruled, the government and the governed. It is this latter aspect - the relation of civil society to the state - that distinguishes the study of governance from other studies of government (McCarney, HalfanI & Rodriguez; 1995).

Recently the terms "governance" and "good governance" are being increasingly used in development literatures and governments' policies (UNESCAP, 2009). Its concept has come to dominate writings of scholars of public administration and political science, and actions of development practitioners since 1990. Development practitioners and multilateral donor institutions were obsessed with the concept of good governance as they consider it as an ultimate solution to the dissatisfaction in public administration. Good governance is not considered as an end by itself; rather it is taken as a means to achieve human rights, economic growth and development, effective and efficient service delivery to the public and fighting corruption (Gisselquist, 2013; Grindle, 2005: 12; Vries, 2013: 3). It is believed that in systems where good governance has taken roots, various misconducts of bureaucrats are significantly reduced.

Poor governance is increasingly being cited as one of the most important factors contributing to poor economic performance in most developing countries. The World Bank has repeatedly argued that poor economic performance in most developing

countries, particularly in Sub-Saharan Africa (SSA), is attributed to poor governance. The issue of governance was first raised in 1988 in the World Bank report evaluating ten years of structural adjustment lending experience (World Bank, 1988). Although the pursuit and implementation of good governance is imperative in all countries of SSA, there are formidable challenges that must be considered and overcome in order to successfully implement governance agendas. African governments with the assistance of the donor community may write ambitious plans for improving governance and strengthening the various institutions and yet fail to make any tangible benefits in terms of improving the standard of living of their citizens. Governments must strive to focus their efforts and resources on achieving what is achievable and important within a given a time frame.

In Ethiopia, the cornerstone for instituting good governance are already in place but still there is more to be desired. Over the last fifteen years, good governance has become a major area of focus by the Ethiopian government. The liberalization of the economy and the corresponding structural adjustments in various economic, relative democratization of public life and the promotion of the private economic sector has triggered the demand for good governance in the country (The Ethiopian Herald, 2015). Although the government of Ethiopia exhibits a strong political will to ascertain good governance in the country articulately in the upcoming GTP 2, period, there are huge challenges and hurdles that wait ahead. These challenges partially emanate from the old and recent history of the country.

Governance is dynamic: good governance encourages the public trust and participation that enables services to improve; bad governance fosters the low morale and adversarial relationships that lead to poor performance or even, ultimately, to dysfunctional organizations. Absence of good governance or bad governance is being progressively regarded as one of the root causes of all evil within the societies (Yap Kioe Sheng, 2009). Bad governance and its consequences mainly common in public service organizations. Public sector services may be provided in a noncompetitive environment because

alternative service providers often do not exist. Hence; service recipients, unlike consumers in the private sector, may have little or no option to use a different service provider or to withhold payment. Therefore, implementing the practice of good governance on public service provision is an imperative option for the welfare of the society specifically for service recipients.

When we came to our concern, urban governance, generally refers to a specific spatial terrain (the bounded city, metropolis or region) which is thought to contain various regulatory problems (for instance, of economic development, housing, transportation, land administration, environmental relations and so forth) whose alleviation requires coordinated collective action. Urban governance which integrates all sectors including public, private and other social organizations in participatory decision making (Lange, 2009). Competent urban governance is characterized by its efficiency and effectiveness, equitable service provision, transparent and accountable system and participatory and responsive interaction with the public. When it goes in line with this, the existence of efficient urban governance would make a city more competitive and attractive to investors, comfortable for citizens and facilitate the achievement of the nation's development goals. (McCarney, 2003)

In general, good urban governance could be examined in many ways of service delivery. From these services, land administration is the significant one. Because, land is a key resource for growth and development. Access to rural land holds the promise to reduce poverty and foster sustainable development. At the same time, in the context of rapidly growing urban populations – such as in Ethiopia's capital, Addis Ababa, one of the fastest growing urban areas in the world – urban land and access to adequate housing comes a highly sought-after commodity (World Bank, 2012b). In effect, to manage this critical resource the requirement of land administration system is important. Land administration is defined as the regulatory framework, institutional arrangements,

systems and processes that encompass the determination, allocation, administration and information concerning land (Solomon and Mansberger, 2003).

Due to the significance of land for a country's growth and development, experts recommend that the need for its appropriate administration and management in the baseline of good governance is a key for the country's future. The success of land administration activity is mainly depends on adhering recognized land related laws, verified service standards and by rendering customer centered service delivery.

In our particular context, the city land administration service delegated under the proclamation number 35/2011 to city government land development and management bureau; and the bureau reaches its service for the entire city through its organized tiers/offices on ten sub cities (AALDMB, 2013).

Henceforth, the concern of this study is to assess the practice of good governance and the level of customers' satisfaction of Yeka sub city land administration. Since the government of Ethiopia is enthusiastic to ascertain the prevalence of good governance to all sector especially on public service sector; it is reasonable to conduct this study and its contribution enables the city land administration sector to improve its service delivery in compliance with principles of good governance.

1.2. Background of the city

The city of Addis Ababa is over a hundred years old. It was established in the late 19th century by Emperor Menelik II as the permanent capital of the then emerging modern Ethiopian state. The city covers a total area of 540 square kilometers. Prior to 1974, Addis Ababa was one of the few chartered cities of the Empire of Ethiopia administered by a lord mayor (kantiba) appointed by the Emperor. (AACC, 1954).

In the past, most urban areas were governed by a parallel system of municipal government in which institutional structures, rights and responsibilities were assigned. Under the highly centralized Derg regime (GC 1975 to 1991), Ethiopia's municipalities were marginalized and did not function as independent local authorities.

When the current government came to power in 1991 it proclaimed a decentralized form of government and developed a constitution that established a Federal Democratic Republic, consisting of: nine Regional States, the special administrative region of Dire Dawa and the federal capital Addis Ababa.

Addis Ababa is the largest as well as the dominant political, economic, cultural and historical city of the country. It has the status of both a city and a state. It is the capital of federal government and a chartered city. It is where the African Union and its predecessor, the OAU are based. It also hosts the headquarters of the United Nations Economic Commission for Africa (UNECA) and numerous other continental and international organizations. It is the largest city in Ethiopia.

Hosting 30 percent of the urban population of Ethiopia, Addis Ababa, is one of the fastest growing cities on the continent. Its population has nearly doubled every decade. In 1984 the population was 1, 412, 575, in 1994 it was 2,112, 737, and it is currently thought to be 4 million. There is an estimation that this number will continue to rise, reaching 12 million in 2024. (UN Habitat, 2008)

The city is divided in to ten sub-cities which are the second administrative units next to city administration. In terms of area coverage Bole is the largest sub-city followed by Akaki- Kality and Yeka. Addis ketema is the smallest and followed by Lideta and Arada Sub-cities. Kolfe-keraniyo, Gulele, kirkose and Nifas-silk-lafto are remaining sub-cities (CGAA BoFED, 2012). For this study; we picked up Yeka sub-city which is the third largest among ten sub cities, it is bordered with Bole, Arada, kirkos, Gulele sub-cities and the Oromia region.

The profile of our area of study shows that, the sub city total population is 346,484 and this implies from the total population of the city 12.65% are found in this area. The area coverage of the sub city is 82.13 km², based on this stance; the population density (people/sq.km) is 4,218.67. According to the central statistics agency; the average population density of the sub city 42.18 people/hectare and this makes the sub city 7th densely populated area from the entire city./ Atlas of Yeka, 2014/

In the sub city over 43,000 domestic land tenure holders and over ten thousand non-documented settlers are found. Many social, business and residential infrastructures being constructed by the sub city and private investors. In relation with the land development and management, the sub city has 468.59 upgrading local development plan /LDP/67.5 renewal LDP and 11.46 new housing development/NHD/in hectare. The total local development plan /LDP&HDP/ is 547.55 hectare. In addition to this, from the entire 141 condominium sites 18.1% or 19 sites of condominium found in the sub city. /Atlas of Yeka, 2014/

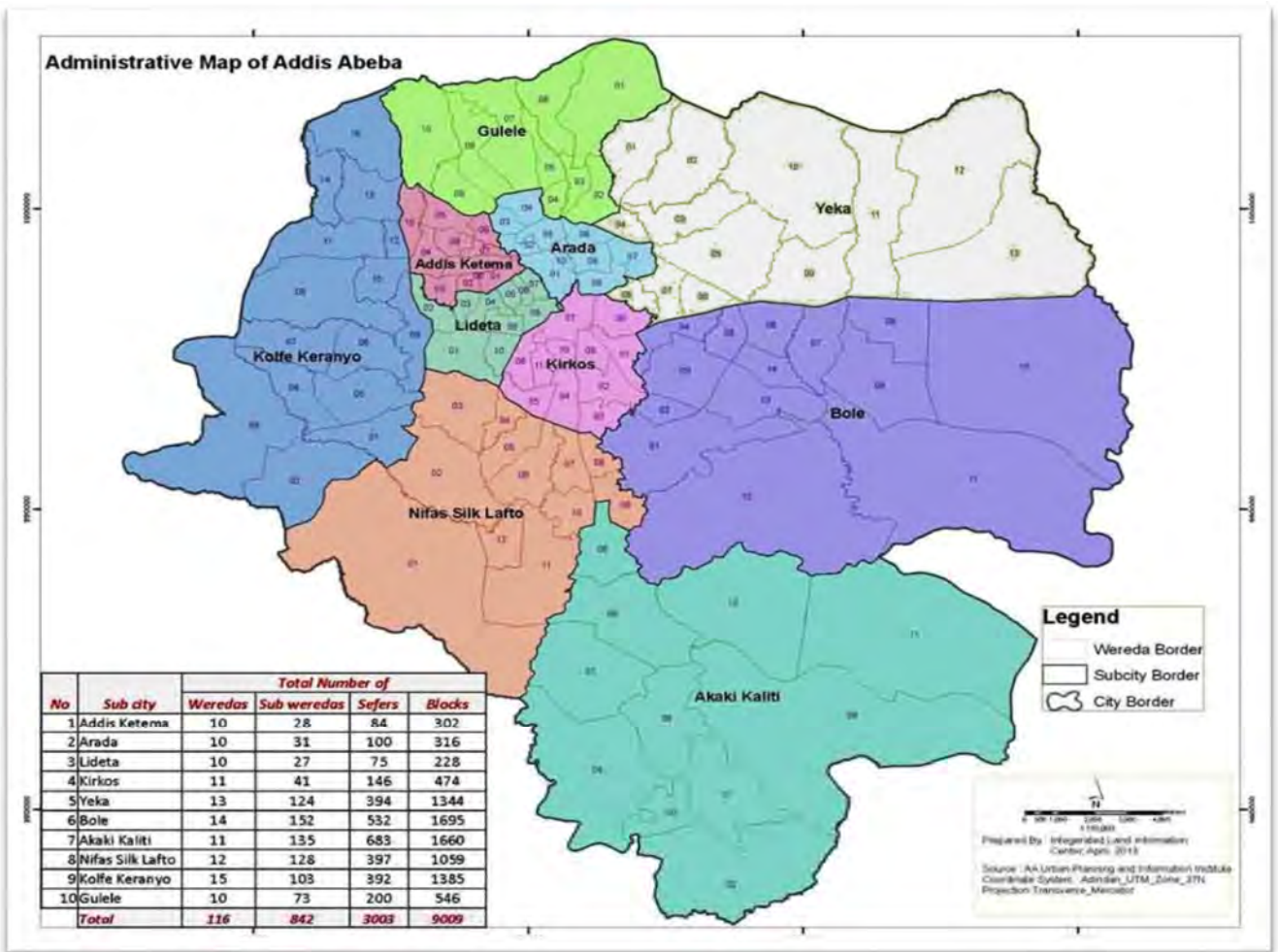


Fig. 1.1. Administrative map of Addis Ababa city with its 10 sub cities and 116 weredas.
 Source: <http://www.ilic.gov.et/index.php/en/>

1.3 Statement of the problem

Good governance is a means to achieve human rights, economic growth and development, effective and efficient service delivery to the public, and fighting corruption (Grindle, 2005: 12; Gisselquist, 2013; Vries, 2013: 3). Bad governance is being increasingly considered as one of the root causes of all evil within our societies. On the contrary of the previous time; today, citizens are becoming increasingly more demanding, less tolerant and very critical when not having their expectations met.

Therefore, civil service organizations have to give much attention to their customers by working on their demand, developing strategies and systems that help to meet or exceed citizens' expectation, giving much time to their compliance; in general, maintaining good governance which in return results in public satisfaction. (Pienaar, Gerrit, 2009).

After the city land administration was delegated under city government land development and management bureau (Proclamation no. 35/2011), Addis Ababa city administration has been continue providing the land administration services with its embedded problems. Among these problems, there was a complication in the execution of enacted proclamations due to the absence of clear legislation as well as confusion about the applicability of the legislations (World Bank, 2012b). In addition to this, the sector was highly criticized by its mal-governance due to many serious corrupted working situation in the land administration business (Transparency International, 2009). Some years ago, the World Bank had indicated that the institutionalization of informal fees seen have become so common place in the land sector of the city. The bank referred the federal ethics and anti-corruption commission's /FEACC/ statement which said that "nearly impossible to get a plot of land without bribing city administration officials" (World Bank 2012a). Furthermore, there was no transparent work process on acquisition of land and the accountability system had weakened due to none or spontaneous answerability to the public.

Subsequently, the federal government and the city administration attempt to minimize and avoid the aforementioned problems through different civil service reforms. After the reform programs; many land administration services somehow have been improved (Fortune newspaper, 2010). Additionally, the citizen charter that comprises standards of service delivery had developed on December, 2013 by the city land development and management bureau to strengthen the service delivery.

Even though some improvement had been showed for the time being; currently the prevailing symptoms indicate that, the previous problems have been arising again in different features. To make this specific, our particular study area, Yeka sub city Land Development and Management Office have huge number of service recipients. Those customers came to the office with different issues to get the office's service. According to the researcher's pre-research time observation and revision of the compliant receiving note book; the office's customers always make a repeated complaint in relation with service delivery. It is customary that most of service recipients came to the office redundantly and waste their time to settle unaccomplished cases, majorities of services delivered with overdue time, there are customers' rumors due to inconsistencies on interpreting land related legislations and employees serve their customers unpleasantly. In addition to this, even if there is compliant receiving system; most of customers are unwilling and/or unfamiliar to deliver their compliant, service information delivery is limited and outdated; principally, the citizen charter of the bureau is not in proper function. These and other un-described symptoms indicate that the service delivery of the sub city land administration need to be diagnosed and the root cause of the problem shall be revealed with the appropriate remedial action.

While, land administration system is a dynamic system which varies from country to country and always under reform, the problems are the same and common to all developing countries (FAO, 2007). It seems that Ethiopia has to involve aggressively on learning from experienced and successful countries to come up with outstanding service delivery on land administration by implementing different mechanisms to ascertain good governance.

The researcher didn't come across researches that previously conducted by other researchers on this specific issue. Some previous studies such as: (by Yirgalem, 2009) which conducted the analysis on the process of informal land subdivision, actors involved in land grabbing and their interaction with the formal and informal institutions.

And (Alemie, Bennett, Zevenbergen; 2014) which justify informal settlements are outcome indicators of weak urban land governance. However, both researches didn't trace the practice of good governance and customers' service situation matters that manifest endeavors of the service provider organization. Since the government of Ethiopia exhibits a strong political will to ascertain good governance with effective service delivery in the country articulately in the upcoming GTP 2 period (The Ethiopian Herald, 2015) it is reasonable to address such issue on this time. To exercise good urban governance in the land sector, one has to bear in mind that the role of all actors in this sector might contribute for its success; since, urban governance is the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. (UN HABITAT 2002a: 14). So, in this study the researcher has tried to identify complied good governance principles/dimensions with land administration system and by examining the service delivery based on those dimensions through customers' and employees' perceptions, explore and find out the root causes of problems on the area of the study and to give possible appropriate recommendations.

The researcher selects Yeka Sub City Land Development and management Office intentionally. The office has abundant number of tenure holders 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 the practice of good governance and its relationship with customer service.

1.4 Objective of the study

1.4.1 General objective

The overall objective of the study is to assess the practice of good urban governance in land administration system of Yeka sub city land development and management office, to find out whether the system is complied with the principles of good governance and to identify the level of customer satisfaction due to the service delivery.

1.4.2 Specific objectives

The specific objectives of this research are;

- To assess customers' satisfaction on the practice of good governance and the overall service delivery of Yeka sub city tenure administration and transitional period service project office.
- To assess the perception of employees on the practice of good governance in their organization.
- To show the relationship between principles/ dimensions of good governance with overall practice of good governance and overall customers' satisfaction on the service delivery.
- To identify problems of customer service in the office and to suggest recommendations on how to improve those problems.

1.5. Research questions

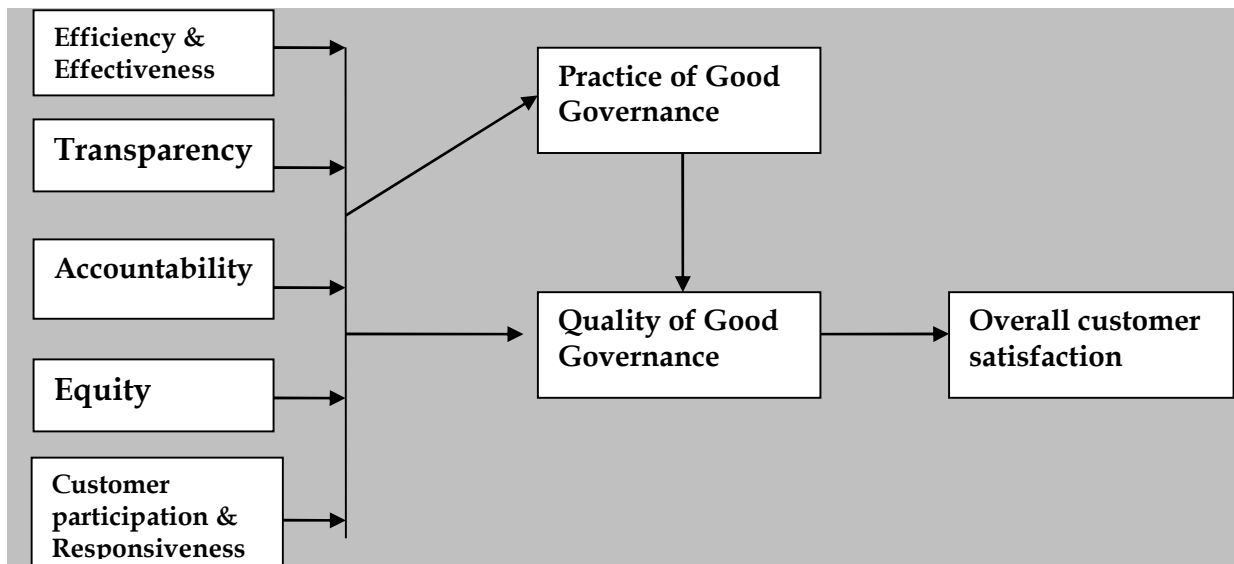
To examine the research problem and to attain objectives of the research, the data has been collected by raising the following research questions.

- 1) To what extent customers are satisfied by the practice of good governance and the service delivery of Yeka sub city Tenure Administration and Transitional Period Service Project Office?
- 2) How do employees evaluate the practice of good governance in their organization?
- 3) Do the selected principles/dimensions of good governance have significant relationship with the overall good governance practice and customers' satisfaction of the sub city?
- 4) What are problems of customer service in Yeka sub-city Tenure administration and transitional period service project office?

1.6. Conceptual framework

Until presently, public administration mainly use so-called 'hard indicators' (like e.g. resources and output) to monitor performance. Increased attention for accountability and problems that have emerged in relating input, activities and output with effects have stimulated the introduction of 'soft' indicators e.g. satisfaction targets in the budget. Information on the functioning of separate agencies and programs is no longer satisfying citizens, politicians and indeed researchers. Instead, there is a demand for information on governance as a whole. The recent attention for 'quality of life' indicators indicates this (Bennett, Lenihan, Williams and Young, 2001).

Proper practice of good governance enhance quality of good governance and service quality. Increasing the quality of governance will increase satisfaction, and therefore satisfaction indicators can be use as proxy of good governance and vice versa.



Source: Adopted from literature review and own conceptualization, 2015

- Independent Variables: Good governance
- Dependent Variables: Customer satisfaction.

Figure 1.2: Inter-relationship between principles of Good governance, practices of Good Governance and overall customer satisfaction

Under the purpose of assessing the practice of good governance in Yeka sub city land administration, five most representative principles of good governance have been selected by summarizing existing principles of good governance and selecting common principles from different indexes and guidelines (UNDP, 1997; IIAG, 2014; UN-HABITAT, 2004b; Kaufmann, Kraay, & Mastruzzi, 2010, AfDB, 2000; World Bank, 1992). Some overlapped or similar principles have been combined. These principles are: effectiveness & efficiency, transparency, accountability, equity and public participation & responsiveness. The selected five principles are representative and adequate enough to measure quality good governance based on the actual practices within land administration of the sub city.

It is believed in this research that the perception of service recipients/ customers and employees on the practice of good governance in the sub city's land administration is the aggregate of five principles or dimensions of good governance. The measurement of practice of good governance and relationship between the overall practice of good governance and customer satisfaction with those principles is based on the aforementioned summarized good governance principles or dimensions. To make the assessment pertinent to the land administration service, those principles further detailed by sector specific indicators/items on the analysis part based on the respondents questionnaires.

1.7. Significance of the study

This study will have a paramount importance by furnishing valuable information on the practice of good governance in land administration system of Yeka sub city land development and management office. Based on the acquired information, it proposes recommendations to the improvement of customer service via ensuring good governance. So that the city administration can take the outcome of this research as input to update and design effective processes, policies, procedures and service standard

metrics for the sub city and the rest sub cities' land development and management offices to make customers satisfied through a genuine practice of good governance. Hence, customers will be benefited and the aim of the government fulfilled as well.

Moreover, this study will help those interested in this area to have an insight on theoretical understanding of the issue under discussion and can serve as a base and as a reference for further and other related research works.

1.8. Scope and limitation of the study

Good governance is recognized as a cross cutting matter by different professionals; (K. Deininger et al., 2011) it is useful for different sectors. Certainly, the concept of good governance can be applied to the land administration sector, which can be called as good land governance. Magel and Wehrmann (2001) argue that applying good land governance to urban land management can reduce the weakness of land administration system. The land administration system which complies with the principle of good land governance can improve not only efficiency and effectiveness of the system, but also many other aspects such as transparency, equity, accountability and the like.

Therefore, this research aims to assess on the practice of good governance in land administration system of Yeka Sub City Land Development and Management Office and to identify the root causes of service delivery problems. Additionally, to make an inference on the impact of good governance on customers' satisfaction based on the extent of their correlation. Considering the symptoms of weak performance of current land administration system of the office, it is of vital importance to evaluate good governance within the system in order to identify the weaknesses. Additionally, the study is geographically limited to Yeka sub-city land development and management office; particularly, tenure administration and transitional time service project office with its customers and employees.

Getting reliable data was difficult by the reluctant nature of service recipients to answer the forwarded questions due to different personal reasons. Additionally, the bureau employees were very busy during the office hour. Especially, the interview with those employees who are in the key position of the institution even shorter. As always observed on local government bureaus, unavailability of well documented and organized secondary data in the office was also another limitation.

Despite the limitation mentioned, the data was collected by probing respondents through clarifying the aim of the research and by involving who want to work together with the data collectors.

1.9. Organization of the paper

To come up with the final output of assessing the compliance of the sub city land administration system with good governance and identifying the root causes for customer service problem of the office, the presentation of this study has been organized as follows:

Chapter One - Introduction: This chapter provides a general introduction of this research. It consists: background of the study, background of the city, statement of the problem, research objectives and research questions, significance of the study and scope & limitations of the study.

Chapter two - literature review: This comprises revisions on definitions of good governance, urban governance, land tenure administration, land administration system and its components, Identification and definitions of good governance principles for land administration, good governance in land administration and etc.

Chapter three - the research design & methodology: this chapter contains the research approach, research method, research design, and its components (i.e. target population, sampling methods, sample size determination, sampling procedure, and sampling frame),

description of sampling procedures and data collection tools. Additionally, data type and measurement scale, method of data analysis and other issues are discussed.

Forth chapter - Data analysis presentation: The analysis of data that collected through questionnaires and key informant interview has been presented on this chapter

Chapter Five - Conclusions and recommendations: This chapter makes conclusion for this research and answers the research question proposed in the first chapter. And suggestions are recommended for the future improvement purpose.

Chapter Two: Literature Review

2.1. Conceptualizing Urban Governance

2.1.1. Definitions, Evolution and Actors of Governance

The conception of governance is not new. It is as old as human civilization. Simply put governance means the process of decision-making and the process by which decisions are implemented /or not implemented (UNESCAP, 2009). Governance is a process whereby societies or organizations make their important decisions, determine whom they involve in the process and how they render account. (John Graham, Bruce Amos, Tim Plumptre; 2003). It is the exercise of political, economic and administrative authority in the management of a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. (UNDP cited on UN Habitat, 2002).

All the above definitions concentrate on how societies or institutions exercise their right or capability to make decisions and implement those decisions. Their differences mainly on the scope definition. The third definition addresses dimensions of authority to make decisions at levels. Due to its comprehensive content, the researcher consider the third one as working definition. Governance can be used in several contexts such as, international governance, national governance, corporate governance and etc. (Udo E. Simonis, 2004)

In 1990s, management largely lost its pristine glory to a new avatar called governance which dislodged it from the hall of fame and fashion. Government had, so far, exclusive jurisdiction over governance, connected as, it seemed, it was with sovereign functions, but with the rise of this nickname to the position of prominence, the business corporate world also adopted it. Thus, corporate governance became fashionable. As a consequence, public administration or management ceased to be the focus. It was thought, words like administration or management harped on processual, whereas

governance was the substantive part of functioning of state's organizational life, being at the heart of the thing. (Al Gore, 1993)

Since, governance is the process of decision making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

There are many different actors in governance; government is one of the actors in it (Lange, 2009). The various actors, parties and interests involved can be further explained into the following groups:

I. Governmental actors of governance might include; central government, municipal government, development corporations or authorities, central government agencies those who found locally (e.g. district commissioners, police), traditional authorities (e.g. chiefs), state-owned public utilities.

II. Actors of governance from businesses: these also include; formal sector i.e. international, national, and local business entities which have influences on formulation of laws, policies, plans and the like. On the other hand there are also informal sector that influence on governance. But their distinctions are not clear-cut.

III. NGOs/CBOs/CSOs: internationally networked NGOs, formal civil society organizations (e.g. trade unions, churches and other religious organizations, political parties) local, community-based organizations also act on undertakings of governance.

IV. Households/individuals: governance is about collective action. Since households/individuals are objects and participators (consumers, voters) they are still included into the framework. Various actors, parties and interests involved in urban governance. In addition, these groups are determined by their contexts and the relationships prevailing among each other (DEVAS, 1999: 20, 21).

The inclusion of other actors with government indicates the distinction that has to be made between "governance" and "government". This distinction is frequently being

referred to by various authors when conceptualizing governance, oftentimes corresponding to a definition of McCarney, Halfani and Rodriguez:

“Governance, as distinct from government, refers to the relationship between civil society and the state, between rulers and the ruled, the government and the governed. ... It is this latter aspect – the relation of civil society to the state – that distinguishes the study of governance from other studies of government.” (McCarney, Halfani & Rodriguez 1995)

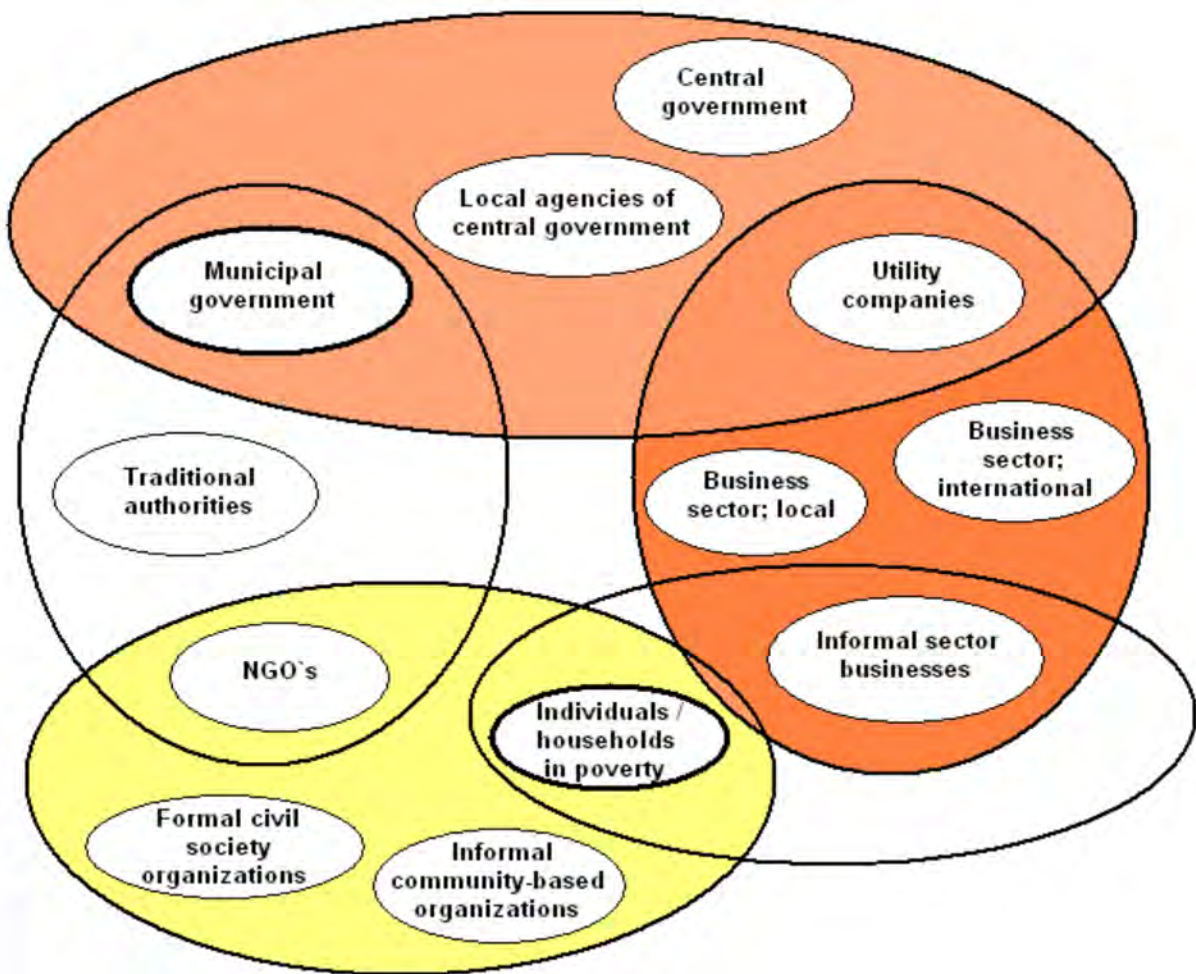


Figure 2.1. Provides the interconnections between actors involved in urban governance
Source: (DEVAS, 2004)

At the national level, in addition to the above actors, media, lobbyists, international donors, multi-national corporations, etc. may play a role in decision making or in

influencing the decision-making process. All actors other than government and the military are grouped together as part of the civil society. In some countries in addition to the civil society, organized crime syndicates also influence decision-making, particularly in urban areas and at the national level. (Lange, 2009)

Similarly formal government structures are one means by which decisions are arrived at and implemented. At the national level, informal decision-making structures, such as "kitchen cabinets" or informal advisors may exist. In urban areas, organized crime syndicates such as the "land Mafia" may influence decision-making. In some rural areas locally powerful families may make or influence decision-making. Such, informal decision-making is often the result of corrupt practices or leads to corrupt practices. (DEVAS, 2004)

2.1.2. Dimensions of Governance

When conceptualizing governance, four dimensions can be distinguished according to Harpham and Allison (Harpham & Allison, 2000). Drawing on an existing framework of governance they identify a technical, a political, an institutional as well as a cultural dimension. The technical dimension highlights the relationship between economic and human development. Recognizing tremendous imbalances particularly in cities of developing countries, this dimension addresses issues of service provision or the allocation of resources. Thus urban decision makers are responsible to foster processes moving towards a more evenly situation (The institute of internal Auditors, 2012). The political dimension is closely linked to the technical one by referring to the establishment of objectives as well as the exercise of leadership. On this note the political dimension addresses the setting in which public administration and civil societies interact. Since in many cities of the developing world the public as well as the private sector partake in the provision of services, boundaries between the respective fields do often overlap and responsibilities are difficult to assign. Along with that come issues like corruption, allocation of rights and duties between private and public authorities or unclear

hierarchies. Hence the institutional dimension addresses the need for a legal framework and effective mechanisms to meet such issues. (Harpham & Boateng, 1997)

However, one has to notice that the technical, political and institutional dimensions are not only closely related to each other but also strongly affiliated to the normative concept of “good governance” generally promoted by international banks and multilateral agencies (Gisselquist, 2012). They incorporate principles such as equity, accountability, transparency and participation. In this respect the cultural dimension recognizes the importance of specific values, beliefs and norms existing in a society. Hence it is the sum of all stakeholders in urban governance deciding on what good governance is or rather in which setting the other dimensions take place. (Lange, 2009)

2.1.3. Definitions and Key Concepts of Good Governance

Presently, there are two distinct streams of discourse on good governance: donor and academic. Academic discourse has dealt mainly with the way in which power and authority relations are structured in different contexts, whereas donor directed discourse has focused more on state structures designed to ensure accountability, due processes of law, and related safeguards. Academic discourse is directed mainly towards better understanding of institutional linkages between the state, civil society and the private sector; donor-driven discourse is oriented towards enhancing policy effectiveness. (Simonis, 2004)

Good governance has been defined from different dimensions by different scholars and institutions. This fact has led to difficulty of coming up with a distinct definition that can satisfy all actors (Gisselquist, 2012:3). The differences in definition have come to the scene owing to the emphasis writers and proponents of good governance have tended to place. Below is list of definitions provided by different international institutions and organizations (continental and international banks and etc.) that have been in the forefront supporting and advocating for good governance in the last two decades:

a. World Bank's Definition of Good Governance

The World Bank has defined good governance as the manner in which power is exercised in the management of a country's economic and social resources for development. Additionally, good governance is central to creating and sustaining an environment which fosters strong and equitable development, and it is an essential complement to sound economic policies. (World Bank, 1992)

b. The African Development Bank (AfDB)

According to the 2000 Bank Group Policy on Good Governance, It is a process referring to the manner in which power is exercised in the management of the affairs of a nation, and its relations with other nations. It promotes accountability, transparency, rule of law and participation, is central to creating and sustaining an enabling environment for development. (African development bank, 2000)

c. The United Nations Development Programme (UNDP)

In its policy document entitled "Governance for Sustainable Human Development", UNDP has set out a definition for good governance as "the exercise of economic, political and administrative authority to manage a country's affairs at all levels. Good governance is, among other things, participatory, transparent and accountable. It is also effective and equitable. And it promotes the rule of law. It ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources" (UNDP, 1997).

S.N	Name of organization	Elements/ principles of Good Governance
1	The World Bank	<ul style="list-style-type: none"> • <i>Public sector management</i> • <i>Accountability</i> • <i>Legal framework for development</i> • <i>Transparency and information</i>
2	International Development Association (IDA)	<ul style="list-style-type: none"> • <i>Accountability</i> • <i>Transparency</i> • <i>rule of law</i> • <i>Participation</i>
3	The Asian Development Bank (AsDB)	<ul style="list-style-type: none"> • <i>Accountability</i> • <i>Participation</i> • <i>Predictability</i> • <i>Transparency</i>
4	The African Development Bank (AfDB)	<ul style="list-style-type: none"> • <i>Accountability</i> • <i>Transparency</i> • <i>Combating corruption</i> • <i>Participation</i> • <i>Legal and judicial reforms</i>
5	UN-HABITAT Urban Governance Index /UGI/	<ul style="list-style-type: none"> • <i>Effectiveness</i> • <i>equity</i> • <i>accountability</i> • <i>participation</i> • <i>Security</i>

6	United Nations Development Program(UNDP)	<ul style="list-style-type: none"> • <i>Rule of law</i> • <i>Accountability</i> • <i>Transparency</i> • <i>Responsiveness</i> • <i>Consensus oriented</i> • <i>Equity and inclusiveness</i> • <i>Participation</i> • <i>Effectiveness and efficiency</i>
7	Worldwide Governance Index (WGI)	<ul style="list-style-type: none"> • <i>Voice and accountability,</i> • <i>Political stability and absence of violence,</i> • <i>Government effectiveness, regulatory quality</i> • <i>Rule of law and control of corruption</i>
8	Mo Ibrahim Index of African Governance/IIAG/	<ul style="list-style-type: none"> • <i>Safety and rule of law</i> • <i>Participation and human rights,</i> • <i>Sustainable economic opportunity</i> • <i>Human development</i>

Table 2.1: summary of elements/principles of good governance (Source: IFAD, 1999; UNESCAP, 2009; IIAG, 2014; UN-HABITAT, 2004b; UNDP, 1997)

The table 2.1 summarizes the major principles/elements of good governance as stipulated by different multilateral agencies, academics and banks. Based on the above summary the selection and definitions of good governance principles for land Administration has been undertake on section 2.4.

d. United Nations

The United Nations provides a broader definition in saying ‘in the community of nations, governance is considered “good” and “democratic” to the degree in which a country’s institutions and processes are transparent. Its institutions refer to such bodies as parliament and its various ministries. Its processes include such key activities as elections

and legal procedures, which must be seen to be free of corruption and accountable to the people'. (<http://www.un.org/en/globalissues/governance/index.shtml>)

One can observe that all the definitions given by the first two multilateral banks and UNDP emphasize on exercise of power in managing and administering the economic, political, social and administrative aspect of societies/citizens. Additionally, it is mentioned the exercise of good governance is central to effective and sustainable development endeavors. The last definition discussed by the United Nations differs from others by elaborating about democratic procedures and institutions. It is very important to bear in mind the fact that these multilaterals are in the first line of moving the idea of good governance forward.

While the many existing definitions of governance cover a broad range of issues, one should not conclude that there is a total lack of definitional consensus in this area. Most definitions of governance agree on the importance of a capable state operating under commonly specified principles.

2.1.4. Historical Development of Good governance

The concept of good governance at least in its current sense was the emergence of late 1980s and early 1990s. Rachel M. Gisselquist in her seminal paper, "Good Governance as a Concept, and Why This Matters for Development Policy" (2012) noted that the World Bank in 1989, in its report focusing on Sub-Sahara Africa, declared the major bottleneck for the African development was absence of good governance. From that time onwards, multilateral and international organizations and agencies focused on issues of governance. The notion of good governance has acquired increased importance since 1990s largely because international aid agencies began to recognize its absence as a serious barrier to economic development of the developing countries, which has been their avowed objective.

Conceptually good governance is associated with efficient and effective administration in a democratic set up. It is concerned with purposive and development oriented

administration with a commitment of improving the lives of citizens. It entails high degree of organizational effectiveness in the process of service delivery and resource management. It is also about the capacity of the government to cope up with emerging societal challenges in the way that can satisfy citizens (The institute of internal Auditors, 2012). In short, good governance as a concept is associated to:

- Enhancing effective and efficient administration
- Improving quality of life of citizens
- Establishing legitimacy and credibility of institutions
- Making administration responsive, citizen-friendly and citizen-caring;
- Ensuring accountability
- Securing freedom of information and expression
- Reducing cost of governance
- Making every department result-oriented
- Improving quality of public services, Improving productivity of employees
- Eradication of corruption to re-establish credibility of government and etc.

Donor agencies and proponents/advocates of good governance have gone as far as “challenging direct budget support to partner governments” in the third world (Gisselquist, 2012:1). Thus, throughout the 1990s, good governance has managed to be a beguiling word in the spheres of public administration and political science. The underlying assumption of was that economic development, social transformation, democracy and human rights could not be thought of without ensuring good governance in the undertakings of government. Good governance is associated with efficient and effective administration in a democratic framework. In short, at the heart of the concept of good governance lies the idea of efficiency, effectiveness, credibility and legitimacy of the system.

2.1.5. Importance of Good Governance

Good governance was not considered as an end by itself; rather it was taken as means to achieve human rights, economic growth and development, effective and efficient service delivery to the public, and fighting corruption (Gisselquist, 2013; Grindle, 2005: 12; Vries, 2013: 3). According to arguments by the leading proponents of good governance, in mal-governed states, corrupt bureaucrats have been hampering development efforts of the general public by stealing tax payers' resources and misdirecting public money in to socially and economically worthless activities (Gisselquist 2013:1).

The argument is thus in systems where good governance has taken roots such misconducts of bureaucrats are significantly reduced. The former Secretary General of the United Nations, Kofi Annan, has remarked that "good governance is perhaps the single most important factor in eradicating poverty and promoting development (United Nation University, 2002). The views of other proponents of good governance are not different from what of Annan's. Most of the writers and proponents of good governance have gone as far as saying democracy, rule of law, efficiency and effectiveness in the management of public resources, satisfactory service delivery to citizens and control and prevention of corruption could not be attained without good governance the administration of the public sector.

2.1.6. Good Urban Governance

Urban governance is an important extension of the theory of governance. Its notion evolved from the work of the GURI (Global Urban Research Initiative) starting in the early 1990s. Focusing on the local level, the GURI's approach was to particularize the concept of governance in an urban context. Taking up the definition of governance, the GURI developed an urban-governance framework including elements mostly considered to lie beyond the public-policy process. Thus illegal operators, informal-sector organizations and social movements were incorporated, recognizing that these elements are nevertheless contributory in the development of third world cities as well as having

a significant influence on the urban landscape (McCARNEY 2003 : 37). In this respect urban governance can be related to the phenomena of heterarchy and informality.

The United Nations Human Settlements Programme defines urban governance as: “... *the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action can be taken. It includes formal institutions as well as informal arrangements and the social capital of citizens.*” (UN HABITAT, 2002a: 14)

This definition does not only distinguish between government and governance but also recognizes the variety of different stakeholders partaking in the urban governance process. Hence the term “government” refers to a political unit in order to implement policy making while the word “governance” specifies an overall responsibility for political and administrative functions.

The 21st century is going to be the first century in world history when more than half of humanity will live in cities. Even sub-Saharan Africa is almost 50 percent urban. (The institute of internal Auditors, 2012) Urban societies are much more challenging to govern than rural societies. In rural societies people can grow their own food, so they are less susceptible to price increases for basic commodities. Rural societies don't require the complex infrastructure of sewerage, potable water, electricity, and other things that urban societies have. Urbanization widens the scope of error for leaders in the developing world while simultaneously narrowing the scope for success. It is harder to satisfy an urban population than a rural population, especially when that population is growing in such leaps and bounds that governing institutions simply cannot keep pace. (Robert D. Kaplan, 2001) As large cities grow in developing areas, the needs of their populations for ordinary services, such as drinking water, sanitary services like trash collection and sewerage, roads, housing, public transport, education, health and land provision – become very insistent.

In the course of its Global Campaign on Urban Governance, UN HABITAT promotes “good” urban governance, thus adding a value judgment to the concept. Being aware of

that, the agency identifies various principles characterizing the very good urban governance which are interdependent and mutually reinforcing (UN HABITAT, 2002a: 19)

2.1.7. Criticisms or Challenges of Good Governance

Despite its seemingly universal acceptance, the concept of good governance especially as advocated by western donor agencies and multilateral banks has faced serious criticisms. Michiel S de Vries in his article, “The Challenge of Good Governance”, notes that the term good governance has been abused by attaching a myriad of confusing indicators to it and these so many indicators have made achieving it almost impossible (Vries 2013: 2). He further argues that “it is not self-evident that improving governance will result in a reduction of the societal and managerial problems. The innovations may provide short term responses to serious governance deficits, but may not provide long term solutions to them” (Ibid).

Other opponents of the good governance agenda also raise strong challenges. Critics, especially in aid-recipient countries, argue that the use of governance criteria in the allocation of foreign aid effectively introduces political conditionality and the values impose Western liberal models of democracy by turning deaf ears to the peculiar social, cultural, political and economic aspect of societies (Nanda 2006; NEPAD 2007: 3-4,) cited in (Gisselquist, 2012).

Grindle (2004) points out that the good governance agenda is a poor guide for policy because it is ad hoc, ‘unrealistically long’, and not attuned to issues of sequencing and historical development. Along related lines, Andrews (2008), Printchett and Woolcock (2004), note that prevailing models of government effectiveness are ‘like telling developing countries that the way to develop is to become developed’ and that the ‘one-way-best model’ of governance ignores institutional variation across well-governed states.

In reply to limitations of good governance, the concept of “good enough governance” is coming to the vocabulary of public administration and political science. The idea of “good enough governance” gives redress to the drawbacks that have been discussed

above. Merilee S. Grindle, in her seminal article “Good Enough Governance Revisited: A Report for DFID with reference to the Governance Target Strategy Paper, 2001”, has put the following:

Recently, the idea of “good enough governance” questioned the length of the good governance agenda and its “essentialist” message. This concept suggested that not all governance deficits need to be (or can be) tackled at once and that institution and capacity building are products of time; governance achievements can also be reversed. Good enough governance means that interventions thought to contribute to the ends of economic and political development need to be questioned, prioritized, and made relevant to the conditions of individual countries. They need to be assessed in light of historical evidence, sequence, and timing and they should be selected carefully in terms of their contributions to particular ends such as poverty reduction and democracy. Good enough governance directs attention to considerations of the minimal conditions of governance necessary to allow political and economic development to occur (Grindle, 2005).

There are also criticisms that good governance is an elusive term in the sense that it gives different meaning to different authors and institutions.

2.2. Land tenure and Administration

2.2.1 Land Tenure

Whether legally or customarily defined, Land tenure is the relationship among people, as individuals or groups, with respect to land. Land tenure is an institution, i.e., rules invented by societies to regulate behavior. Rules of tenure define how property rights to land are to be allocated within societies. They define how access is granted to rights to use, control, and transfer land, as well as associated responsibilities and restraints. In simple terms, land tenure systems determine who can use what resources for how long, and under what conditions. (FAO land Tenure Studies, 2002)

Land tenure is an important part of social, political and economic structures. It is multi-dimensional, bringing into play social, technical, economic, institutional, legal and political aspects that are often ignored but must be taken into account. Land tenure relationships may be well-defined and enforceable in a formal court of law or through customary structures in a community. Alternatively, they may be relatively poorly defined with ambiguities open to exploitation. (FAO, 2007)

2.2.2. Land Administration System and its Main Components

Land administration, whether formal or informal, comprises an extensive range of systems and processes to administer. (FAO Land Tenure Studies, 2002) It is the way in which the rules of land tenure are applied and made operational. According to the most accepted definition worldwide, land administration is the process of determining, recording, and disseminating information about the tenure, value and use of land when implementing land management policies (Dale & McLaughlin, 1988). An effective and efficient land administration system is of vital importance for the government to manage land related issues. Dalrymple (2008) illustrates that the typical essence of land administration system involves public land management, private land recordation and registration, land value assessment, land taxation, land use definition and development application support. Those essences can be concluded as land registration and cadastre, land use planning, land valuation and taxation, land development and Dispute resolution & conflict management.

a. Land Registration and Cadastre is the core component of land administration system which is aimed to record and archive land information (Williamson, 2001). The terms of land registration and cadastre has to be distinguished to avoid the confusion (Zevenbergen, 2002). McLaughlin and Nichols (1989) define land registration as “the process of recording legally recognized interests in land”, and cadastre is defined as “an official record of information about land parcels, including details of their bounds, tenure, use, and value”. The foundation of a successful land administration system is reliable land

records. The important land attributes such as ownership, value, and land use has to be carefully recorded and archived. Each of the attribute of land has its own necessity. The record of land ownership is the basic evidence of protecting tenure security, which is the most important function of land registration; the record of land value can ensure the equity of land taxation and land acquisition; the record of land use can be used to guarantee the efficiency of resource administration (Feder & Nishio, 1998). Meanwhile, land registration and cadastre is meaningful to all citizens. Without official record, they are not qualified to involve in any land use planning and development project. Therefore, establishing a pro-poor land registration and cadastre system is an inevitable activity that must be done by every government.

b. Land use Planning is the systematic evaluation of the potential of land, social economic situation and alternate land use for the sake of optimal land use selection. (FAO, 1993) Generally speaking, land use planning is aimed at making the best use of limited and scarce land resources. Under the current context of rapid urbanization, land resource becomes very scarce.

c. Land Development, as its name implies, is the process of converting raw land into constructed settlement. It mainly focuses on construction planning, permission, regulation, and implementation. SEMCOG (2003) describes the role of land development as protecting agricultural lands, preserving public open space, managing residential development and so on. Without the support of land development, any land policy or land use plan is not able to be implemented. The tools of land development are various such as land readjustment, land consolidation, land pooling and land sharing. Each of the tools is adapted to different development requirement. For instance, if government wants to upgrade certain settlement, land readjustment or land sharing should be a suitable choice. And if a certain settlement has to be relocated, land pooling is qualified for the task.

d. Land Valuation and Taxation is another important process for the owners and the state to maintain their benefit that came from the land consequently. Land taxation is an annual

tax, commonly based on the capital or rental value of real property. In previous centuries, taxes on property formed the most important source of tax revenue for both national and local taxes. The potential significance of property tax is considerably higher for developing countries. Property tax remains an important source of revenue for many local governments. (FAO land tenure studies, 2007)

e. Dispute resolution and Conflict Management Given the secular forces affecting land values, the magnitude of the resources and the vested interests at stake, and the rapid pace of social and economic change experienced by many developing countries, it may be naive to assume that conflicts over land can be avoided. What is more important from the point of view of land governance as well as social justice is to ensure that potential sources of conflict are handled in a consistent fashion rather than on an ad hoc basis and that institutions to resolve disputes and manage conflict are accessible, have clearly defined mandates, and work effectively. (K. Deininger, Selod, & Burns, 2011)

To handle the existed and potential problems, conflict resolution institutions should be legitimate, accessible to most of the population, and legally authorized to resolve conflicts. Additionally the conflicts should not pend for a long time; they have to resolve at the beginning at locally and timely.

To generalize, the processes of land administration include the transfer of rights in land from one party to another through sale, lease, loan, gift and inheritance; (FAO land Tenure Studies, 2002) the regulating of land and property development; the use and conservation of the land; the gathering of revenues from the land through sales, leasing, and taxation; and the resolving of conflicts concerning the ownership and the use of land. In other way, land administration functions may be divided into four components: Juridical, regulatory, fiscal, and information management. These functions of land administration may be organized in terms of agencies responsible for surveying and mapping, land registration, and land valuation. (Dale & McLaughlin, 1999)

The aforementioned components of land administration are the whole thing of land administration and also most of problems related to customers' service arise from the

failure of executing those components properly. Specifically, land registration and cadaster, land valuation and taxation, additionally dispute resolution and conflict management are principal areas of this study (Feder & Nishio, 1998).

2.3. Good Governance in Land Administration

Although much has been written about the importance of good governance in achieving development goals, there is comparatively little material on good governance in land tenure and administration. Failings in governance have adverse consequences for society as a whole. By contrast, good governance can help achieve economic development and the reduction of poverty. Good governance matters. (United Nation University, 2002)

Land is the single greatest resource in most countries. Access to land, security of tenure and land management has significant implications for development. Land administration provides important parts of the infrastructure for an efficient economy, which means that it touches all aspects of how people earn a living. Land administration through taxes on land plays a significant role in raising revenue for public finances. 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)

Experts agree that when land governance is weak, the powerful are able to dominate the competition for scarce land resources. In an extreme form, corruption can occur on a grand scale through “state capture”. State capture refers to “a situation where powerful individuals, institutions, companies or groups within or outside a country use corruption to shape a nation’s policies, legal environment and economy to benefit their own private interests” (Transparency International 2009). In the land sector this means that those in power may illegally transfer lands to themselves or their allies (FAO, 2002). Or they may implement land distribution policies and laws in their favor.

2.4. Identification and Definition of Good Governance Principles for Land Administration

This section is meant to find out the principles of good governance within land administration system. Up to now, various organizations and academics have developed their own principles for good governance. Worldwide Governance Indicators (WGI) categorize the principles of good governance into six dimensions, namely voice and accountability, political stability and absence of violence, government effectiveness, regulatory quality, rule of law and control of corruption (Kaufmann, Kraay, & Mastruzzi, 2010) cited in (L. Qian, 2014). Ibrahim Index of African Governance (IIAG, 2014) summarizes the principles into four overarching categories – safety and rule of law, participation and human rights, sustainable economic opportunity, and human development. Meanwhile, Urban Governance Index (UGI) has defined effectiveness, equity, accountability, participation, and security as the principles of the framework (UN-HABITAT, 2004b). Moreover, United Nation development Programme defines the principles of good governance as participation, rule of law, transparency, responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency, and accountability (UNDP, 1997). In addition to this, indexes from International Development Association (IDA), The Asian development bank (AsDB), The African Development Bank (AfDB) were considered. (See table 2.1, p.23) Comparing with the mentioned principles from different frameworks, it is obvious that the content is similar to some extent. Due to the time limit and overlapped content, it is not possible to select all the principles for this assessment.

In terms of the particular emphasis of certain land administration system, the selection of principle of good governance has different priority. For example, a land administration system which is aimed to promote economic development certainly has different priority of good governance than the system designed to improve the aspect of pro-poor. Thus, under the purpose of reversing the customer service problems, five most representative principles have been selected based on summarizing existing principles of good

governance from different indexes and guidelines. These principles are effectiveness & efficiency, transparency, accountability, equity and public participation & responsiveness. The relevance of each principle is discussed below.

Equity implies that all the human beings, including economically weak groups, children or elderly, women, and minorities, have the right to unbiased access to basic necessities (UN-ESCAP, 2006). It is one of the most important principles that relates to every citizen. Frequently, the conflict between the service provider office and the customer is triggered by the unequal treatment. Once the customers feel that they are marginalized and do not have equal right in the society, they start to fight for their right. Therefore, whether customers are equally recognized by the state land administration agencies is the prerequisite of settling the dispute of equal treatment of customers. Meanwhile equity refers to the institutional priority and financial subsidy for the poor people, and it also implies the prevention of illegal property grabbing by the elite groups (Graham, Amos, & Plumtre, 2009).

Transparency implies that the process of decision making and implementation has to be done in an open manner, and the information of decision making and implementation should be freely and reliably accessible to those people who will be directly affected by those decisions (Graham et al., 2009) cited in (L. Qian, 2014). A land administration complying with the principle of transparency can deter the corruption effectively and improve the standardization of service procedure. Applying transparency can positively affect the condition of customers as well. If the affected customers are able to receive the information about related policy or planning, they get the opportunity to negotiate with the government body and even involve in the process of decision making and implementation to defend their right. Furthermore, the acceptance of transparency can also show the promotion of anti-corruption. Once the process of land related service is transparent, the chance of asking for informal payment will be reduced.

Accountability is mainly concerned with that governmental institutions have to be accountable to the people who are influenced by their decision and activity (Scott & Wilde, 2006). The responsibility of government body has to be clearly defined and that responsible body has to be answerable to its decision and activity. With regard to the significance of accountability to affected customers, if there is not any clearly mandate of who should take the responsibility for the damage, the governmental institutions will not have enough consciousness to take the initiative. Meanwhile, once land owning customers are treated unequally or evicted without enough compensation from their holding, the responsible body has to be accountable for its misbehaved decisions and the negative act.

Public participation and responsiveness shows the promotion of representative democracy and decentralization of authority (UN-ESCAP, 2006) and the provision of necessary response for the request of customers/service recipients. It also imply client orientation and responsiveness through improved access to information, customer surveys to measure customers' satisfaction and hotlines to enable customers to report corruption and misconduct. Public, especially the vulnerable groups should be involved into the process of decision-making. It is necessary for the vulnerable service recipients to take part in the important decision-making of planning or policy which is directly related to their community. Currently land administration system in most of the developing countries is a centralized system. Government is the only institution to manage land related issue. However, with the increasing awareness of political involvement, government is shifting to governance which depends more on negotiation and cooperation with civil society and private sector (Louw, van der Krabben, & Priemus, 2003). In order to reverse the problems that might face the customers, it is necessary for the government to initiate the participation among civil society, private sector, and other interested parties. For solving the service problem, the "bottom-up" strategy shows more effectiveness than the traditional "top-down" strategy to stimulate the initiative of grass root level.

Effectiveness and efficiency implies that the services and results of land administration system have to meet the requirement of society while making the optimal use of social resources (Graham et al., 2009). It is reflected by the rapid reaction time of system, simple and short procedure, affordable service cost and so on. Once land administration system remains effective and efficient, government is able to improve the service delivery to land tenure owners and reduce their service cost.

These principles of good governance within land administration system are the major dimensions of this evaluation. It can be treated as the benchmark to evaluate whether the existing land administration system in the sub city in line with good governance.

2.5. Some Important Mechanisms for Services Improvement

2.5.1. Service standards

Service standards are needed to guarantee the implication of governance principles. These standards define the time and cost of completing transactions to minimize corruption and to satisfy customers (FAO, 2006). Examples of those standards are:

- clearly defined steps for the land registration procedure
- Transparent and fixed fees for registration, notaries, surveying etc.
- Use of standard forms
- Public notice of the procedure (in offices, on the web, through leaflets etc.) and another example is a fixed maximum time within which the service of registering transactions has to be completed.

The successful application of service standards needs regular monitoring. (Zakout, Wehrmann, Törhönen; 2006)

2.5.2 Counter Offices

Counter offices improve orderly interface with the client and reduce bribery. Well-organized front offices, in combination with clear and short procedures, can therefore

contribute significantly to the reduction of corruption and to an increase the efficiency in registering transactions, and thus to customer satisfaction.

2.5.3 Client Survey

The objective of Client survey is to gain insight in to:

1. The level of awareness and knowledge of the customers regarding service standards.
2. Performance of offices in delivering their services;
3. The degree of client satisfaction with the operation of the system; and
4. Stakeholder views of shortcomings in the system's functioning.

The survey questions generally focus on the following topics: (The World Bank and FAO, 2006)

- Waiting and turn-around time: the number of visits to the various agencies, and total time spent for solving one issue.
- Official and non-official costs involved: measuring/ surveying fees; registration fees; ... and non-official payments etc.
- Clients satisfaction with the services provided and recommended for investment: in some cases, attention is also given to transactions happening "out -side "the system, which are not registered.

2.5.4. Hotline

The objective of a hotline is to provide the access the public to launch formal complaints to the authority in cases of corruption or misconduct. Complaints can be made by phone, mail or email on such matters as non-compliance with service standards and corruption of staff. The information on how to access the hotline needs to be communicated widely through different mechanisms.

It is important that agencies that have hotlines establish clear procedures to follow up on the complaints and communicate back to the public. This will improve the credibility of the agency and its commitment to dealing with corruption and misconduct.

2.5.5. Public Access to Land Information Website

Publicly available digital cadastral data and ownership information through the internet can serve several objectives:

- Reduce time for clients through easy and fast access to cadastral data and land registry information from home or internet cafes.
- Lower costs for clients in the form of fees and informal payments to receive data from cadastral offices and land registries.
- Greater transparency and fewer opportunities for bribery.

Decreased workload for the cadastral and land registry office staff, which allows them to focus on transaction registration and blocking reduction (on those cases where land registration and /or cadastre are not up to date). The updated and verified cadastral and land registration information can then contribute to greater transparency, clarity and efficiency of the land administration. (Zakout, Wehrmann, Törhönen; 2006 /

2.5.6. People Participation in Adjudication and Demarcation

Good governance includes people's participation. A crucial step within the land administration in which the affected residents should be involved is the identification of parcels and their owners and determination of boundaries. Situations where landownership is registered or boundaries are established are: systematic registration, post-conflict situation, privatization of land and post-disaster situations or after from unexpected catastrophes. / The World Bank and FAO, 2006/

Chapter Three-Research Design and Methodology

3.1 Research Approach

Research approaches are strategies of inquiry that provide specific direction for procedure in a research design. Creswell (2003) classified scientific research approaches into three: quantitative, qualitative and mixed research. Qualitative research seeks to describe various aspects of social and human behavior through particular methods such as interview, observation, focus grouping and so on. Quantitative research is the systematic and scientific investigation of quantitative properties and phenomena and their relationships. Whereas, mixed research approach involves collecting and analyzing both quantitative (numeric) and qualitative (descriptive) forms of primary data in a single study (Creswell, 2003).

Accordingly, this research adopts mixed approach in addressing the research question raised. The use of quantitative approach, to evaluate/measure perception of customers and employees about the practice of good governance and its relationship with customers' satisfaction (Bhattacharjee, 2012). On the other hand the deployment of qualitative approach i.e. Key informant interview is to ascertain or triangulate and complete the information obtained from employees and customers.

3.2 Research Design

As marczyk, Demattew, Festinger (2005) stated a case study involve an in-depth examination of a single entity to provide an accurate and completed description of the case. As stipulated in the research objective, in this research it was targeted to assess the practice of good governance in Yeka sub city and its customers' satisfaction; to this effect a case study has been selected as a research design.

According to Bhattacharjee (2012) research design is a comprehensive blue print, which specify the data collection process, the instrument development process and the sampling process. In relation to this, the research conducted with a mixed mode designs that

combine features of qualitative and quantitative insights and collect both types of data. According to Creswell (2003) mixed method approach is a relatively new approach which makes use of different forms of data that enables researchers to create understandable design out of complex data. The required data for the research collected using a structured questioner, and in-depth interview conducted to collect data from the responsible managers. In addition, secondary data was used to conduct documentary analysis.

3.3 Research Method

In line with the knowledge claim research approach and design proposed a cross-sectional survey method has been used to solicit respondents and collect the primary data necessary for statistical analysis. The most common research methods in quantitative approach are experiment and survey (also called field survey) methods. (Bhattacharjee, 2012). A survey capture snapshots of practices, beliefs, or situations from a random sample of subjects in field settings through a survey questionnaire or less frequently, through a structured interview (Bhattacharjee, 2012). It is known that surveys can be divided into cross-sectional and longitudinal survey. Specifically, cross-sectional survey involves the collection of information from any given sample of population elements only once and at some point in time. Whereas in case of longitudinal studies identical sample of population element is measured repeatedly over time. Broadly speaking, surveys are acclaimed for their external validity (generalizability) but lack rigor in internal validity and are susceptible to social and respondent's bias (Bhattacharjee, 2012).

Despite the limitation mentioned the primary data was collected through a field survey since most of researches on services have adopted such method. In addition, qualitative approach used particularly, In-depth interview employed to collect data from responsible respondents and to triangulate the obtained data and to mitigate respondents' biases.

3.4 Sample Design

Sampling is the statistical process of selecting a subset (called a “sample”) of a population of interest for purposes of making observations and statistical inferences about that population (Bhattacharjee, 2012). The sampling design process starts with defining the target population and subsequently, the sampling frame, method of sampling, sample size and procedure. Each of this stage is discussed in the next sub sections.

3.4.1 Target Population

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 inference and generalization is based on statistically and logically representative study population that the researcher is investigating directly and indirectly. In our case, Yeka sub city land development and management office is established to address land administration issues at local level. There are seven offices under the land development and management office of the sub city. The Tenure Administration and Transitional Period Service Project office is one of them. This office has different responsibilities; to undertake those responsibilities, the office is organized with two desks namely: Tenure Administration Desk and Non-documented owners Service Project Desk. The first desk provides its service, as any land administration service provider; it determines, records, and disseminates/provides information about the tenure, value and use of land. The registration of tenure, valuation of asset, border demarcation, land related dispute resolution and other related cases has been performing in this desk. The second desk provides services related with non-documented tenure owners and informal settlers to make them formal tenure owners with full right. After accomplishing its service, this project desk will be phase-out.

Hence, the study populations were specifically focus on the customers of Yeka sub- city land development and management office; especially, tenure administration and transitional period service project office customers and its employees.

The total number of the study population of the customer side in the area of concern is 45,716; and this is divided in the following categories namely:

- Documented domestic land tenure owners =35,716
- Non-documented domestic land tenure owners = 10,000 i.e. number of owners that the office plans to register and give the service on the fiscal year.

Additionally, the total number of the study population of the employee is 250 personnel of the sub-city's land development and management bureau.

3.4.2 Sampling Method

Basically, sampling methods can be categorized into probability sampling and non-probability sampling. Probability sampling is a technique in which every unit in the population has a chance (non-zero probability) of being selected in the sample, and this chance can be accurately determined. Non-probability sampling is a sampling technique in which some units of the population have zero chance of selection and/or where the probability of selection cannot be accurately determined.

This research used probability sampling. The participants of the survey were selected using a random selection method. Specifically by using probability proportionate to size (PPS) method. The intention to utilize this method is to differentiate the respondents in to documented and non-documented land tenure holders; and the survey was conducted by distributing questionnaires through their respective service desk offices. For the inquiry of employees has been used also simple random method.

3.4.3 Sample Size Determination

Some researchers has suggested four alternative strategies to decide sample size; (1) census for small populations, (2) imitating a sample size of similar studies, (3) applying formulas to calculate a sample size, and (4) using published tables. Israel (2003) as cited in Hussen (2012). This research adopted the third alternative to determine the sample size. In determination of sample size by applying formulas, two issues should be considered; confidence level and error term. Most researchers use the 95% confidence

level. (Survey system-2011) In this study the sample size is derived from standardized sample size calculator software considering 95% confidence level and 5% of error margin. The populations of the study were residential customers and employees of Yeka sub-city land development and management office. In the sub-city's land development and management office there are seven departments. From these seven departments; land tenure administration and transitional period service project office selected intentionally. The office has abundant number of tenure holders 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 the practice of good governance and its relationship with customer service. Furthermore, the customers of the selected service office were differentiated in to documented land tenure owners and non-documented tenure holders of residential customers.

The total population is customers of Yeka sub city tenure administration and transitional time service project office, which are 45,716 in number. Out of this sample frame, sample size of 380 has been selected; i.e. the target sample size was set for (n=380). From the total sample size 80 % (304 in numbers) are documented tenure owners and the rest 20 % (76 in number) are non-documented tenure owners. This sample size was determined using sample size calculator software. (<http://www.surveysystem.com/sscalc.htm#one>). In addition to this, to get information from the employee respondents for the intended study, out of the total population of employees i.e. 250 in number, 25 (only by taking the targeted office workers: since they are well aware of this specific area of study) employees has been selected by using simple random sampling system.

3.4.4 Sampling Procedure

Sampling technique is one of the components of research methodology. The following paragraphs describe the sampling techniques used in this study. For this study; we picked up Yeka sub-city which is the third largest among ten sub cities, it is bordered

with Bole, Arada, kirkos, Gulele sub-cities and the Oromia region. The profile of our area of study shows that, the sub city total population is 346,484 and this implies from the total population of the city 12.65% are found in this area (Atlas of Yeka, 2014).

Among these, all the domestic tenure holders have been selected. In addition to this, the office employees also targeted for the survey of this research. The total population of tenure holders of Yeka sub city tenure administration and transitional time service project office, which are 45,716 and the total population of the office's employees targeted for the survey are 250 in number. This office purposely selected due to the abundant number of tenure holders both long standing and potential or prospective settlers with intense and active work situation. The procedure of probability sampling was adopted to generate the respondents for the survey. The participants, which are customers of Yeka sub city tenure administration and transitional time service project office customers, further divided in to documented (35,716 in number or 78%) and non- documented land tenure owners (10,000 in number or 22%). To manage the data collection through questionnaire, it was necessary to identify appropriate and favorable sampling procedure. Finally, procedure of probability proportionate to size (PPS) sampling was adopted to generate the respondents for the survey. The rationale for selecting this procedure was to address the aforementioned two types of customers in proportional to their sample size.

In addition to this, the sample size of employees of land development and management of Yeka sub city was determined by using simple random sampling procedure to take minimum number of respondents.

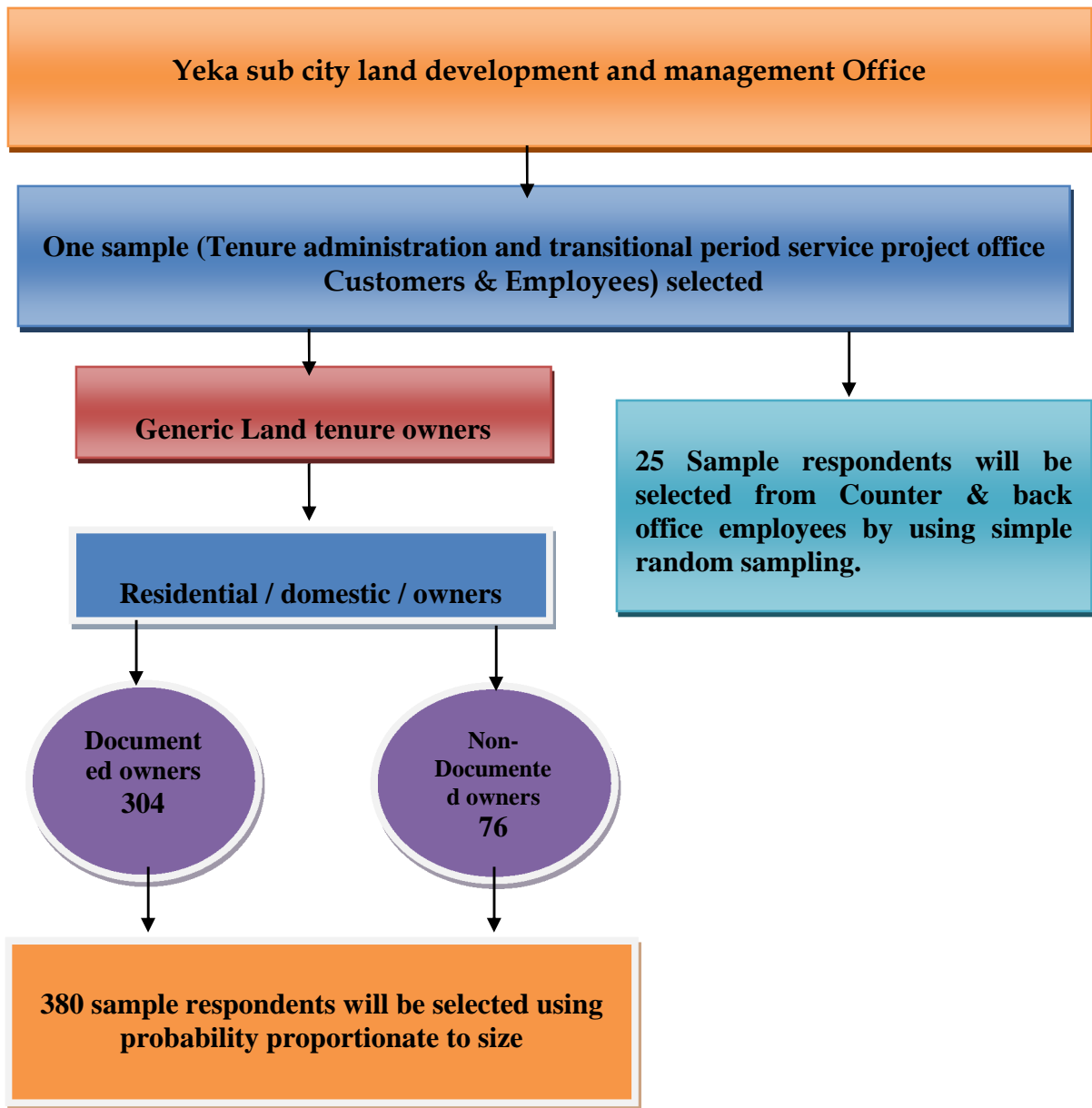


Fig 3.1. Structural frame work of sampling Procedure

3.4.5 Sampling Frame

The sub-city's land development and management office and its customers, specifically the tenure administration and transitional period service project office customers were obtained; this include customers that has been categorized as documented land tenure

holders and non-documented land tenure holders of residential customers. Additionally, front office and back office personnel of the office also incorporated in this sampling frame.

3.5. Data sources and data collection tools

In order to achieve the objective of the study already stated, both primary and secondary data obtained from different sources were employed. The primary data was collected through different data collection instruments like questionnaire and key informants' interview. The detail of each primary data collection instrument is described as follows.

Questionnaires: Primary data was collected mainly using questionnaires for customers and employees of the office. Most questions in the questionnaire were closed-ended questions and contain different parts like: demographic characteristics of the respondents, questions related to the exercise of good governance based on pre-determined dimensions and items of good governance and a question related to overall customer satisfaction. However, opportunities were given to the employee respondents to say more through open-ended questions. The questionnaires was translated in to Amharic and pre tested on 10 sample respondents to confirm its consistency and time required to fill it. Based on the pre testing result obtained, the questionnaires schedule and contents were amended.

Key informants' interviews: key informant interview was conducted to collect primary data. With regard to this primary data collection instrument, semi-structured interview was conducted with the office officials namely, the tenure administration desk officer and non-documented holders service desk officer of the sub city land development and management office. Secondary data that relevant to the study had been collected from various published and unpublished sources of the sub-city, the city administration land development and management bureau as well.

Observation: This data collection instrument was used to see the real situation of the enterprises. Using this method, the researcher had exposure to see different issues like work procedures, customer handling, environmental situations and the like.

Secondary data was obtained from sources such as documents, periodicals, publications, and etc., relevant to the study were collected from different the bureaus of capacity building and Land Development and management of the city administration.

3.6. Data Type and Measurement Scale

Measurement is often viewed as being the basis of all scientific inquiry, measurement techniques and strategies. Measurement can be defined as a process through which researchers describe, explain, and predict the phenomena and constructs of our daily existence (Kaplan, 1964; Pedhazur & Schmelkin, 1991) cited in (Marczyk et al, 2005).

There are two basic types of data: quantitative and qualitative. This research utilizes quantitative data that has been generated by a cross-sectional survey questionnaire and qualitative data collected by key informant interview.

Quantitative and qualitative data are measured by measurement scales. Measurement scales/rating scales refer to the type of attribute values that an indicator can take (Bhattacharjee, 2012). Likert scale is employed for this study in the data collection instrument. Likert scale is a very popular rating scale for measuring ordinal data in social science research (Bhattacharjee, 2012). Therefore, in this research respondents were asked to rate each item on a Likert-type scale by assigning a value of 1= (strongly disagree) to 5= (strongly agree), as suggested by Bahia and Nantel (2000).

The survey questionnaire, the first part contains demographic/background questions, the second part contains questions related with good governance which contains principles/dimensions with their indicators that extracted and adopted from Land Governance Assessment Framework/LGAF/ (Deininger, Selod, Burns; 2012) and the citizen charter of Addis Ababa land development and management bureau (AALDMB,

2013). All section items were measured on Likert five point scales except the general characteristic/demographic section, which is mostly categorical data.

3.7 Validity and Reliability of the Instrument

3.7.1. Validity

Validity is the extent to which a measure adequately represents the underlying construct that it is supposed to measure (Anol Bhattacharjee, 2012). In other word construct validity addresses the likelihood that we are measuring the very thing we want to, rather than other relatively similar or related construct.

To assure the validity of the measurement scales of the questioners, the researcher has been collected the data by questioners that developed based on the comment from expertise advisor. Additionally, the pilot study was conducted on ten participants that are representative of the sample population and also are believed to be in a position to provide relevant inputs in the improvement and revision of the data collection instrument. (The result of the validity analysis is discussed in chapter four).

3.7.2. Reliability

Reliability is the degree to which the measure of a construct is consistent or dependable. It is used to imply consistency of the measurement scale. Marezyk et al, 2005 attributed the main causes of unreliable observation to three factors. These are the researcher's subjectivity in selection of instrument/methods, asking imprecise or ambiguous questions and asking questions that respondent is not familiar or not really care about.

There are many ways to estimate reliability of measurement scale/instrument. Among these the most common estimates are inter-rater, test-retest, split-half and internal consistency. The internal consistency (Cronbach alpha) technique was used to measure the consistency of respondents' response to different items of the instrument (the reliability analysis is discussed in chapter four).

3.8. Method of Data Analysis

The primary data collected from the survey questionnaire was analyzed on statistical package of SPSS version 20 for windows in order to address the research questions. The descriptive and parametric inferential statistics test and analysis were used in the data analysis. The specific techniques are defined below;

- **Frequency and Descriptive statistics:** Were utilized to profile and describe the survey respondents' characteristics.
- **Measure of central tendency and dispersion:** To measure and identify the perception of customers and employees of the sub city's land administration office on practice of good governance and customers' satisfaction on the service delivery based on the score on each of good governance dimension items.
- **Pearson Bivariate correlation;** to assess the association between good governance principles with the overall practice of good governance and overall customer satisfaction correlation was employed.

Additionally to analyze the primary data narrative analysis has been utilized in order to address the research questions raised.

Chapter Four: Data analysis and discussion

In this chapter the researcher has attempted to address the research questions raised in chapter one by thoroughly analyzing and interpreting the quantitative data collected from customers and employees of Yeka sub city land development and management office, specifically, customers and employees of tenure administration and transitional period service project office. The data was collected at the counter /front office/and back offices of tenure administration desk and non-documented owners' services project desk office on the data collection instrument/questionnaire/. The questionnaire is piloted and refined to represent the context of the land administration office operation. Three Hundred Eighty (380) questionnaires were distributed to customers; from this 80% for documented tenure owners and the rest 20% for the non-documented owners. Out of these, 297 questionnaires were returned and entered to SPSS version 20 for the statistical analysis. The questionnaires returned back were a little bit higher than 297 but some of them were deemed to be void because of too many missing values. In total the researcher has collected around 80% response rate.

Additionally to solicit the employees views 30 questionnaires were distributed and 25 of them were returned.

4.1. Validity and Reliability of Scale Measures

4.1.1. Validity Analysis

The validity analysis of the measurement instrument was based on pilot study on ten selected respondents that can be representative of the sample population and also are in a professional level. Some of employees of the office that cooperate on data collection are also in position to provide relevant inputs in the improvement and revision of the data collection instrument, so as to make it more customized to the land administration environment. The respondents of the pilot study were provided with the original questionnaire and have rated their extent of agreement/disagreement on the statements of the questionnaire. Furthermore, they have pointed out the shortages of the original

data collection instrument by rendering critical suggestions, which are incorporated by revising the survey questionnaire.

4.1.2. Reliability Analysis

The reliability measurements were calculated on customers' side questionnaire for the Good Governance and overall customer satisfaction items of the primary data set by applying internal consistency measurement (Cronbach Alpha). The total average inter-item correlation/Cronbach alpha coefficient of Good Governance was computed to be ($\alpha = 0.956$). The values of alpha is close to one (1) indicating a salient level of reliability and well beyond the cutoff point ($\alpha \geq 0.7$). (Leary, 2004)

Case Processing Summary (customer's side Good Governance)			
		N	%
Cases	Valid	287	96.6
	Excluded ^a	10	3.4
	Total	297	100.0
a. List wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.956	32

In addition to this, for the employee side questionnaire, the reliability measurements were calculated for the Good Governance items of the primary data set by applying internal consistency measurement (Cronbach Alpha). The total average inter-item correlation/alpha coefficient of Good Governance was computed to be ($\alpha = 0.801$).

Case Processing Summary(Employee side good governance)			
		N	%
Cases	Valid	25	100.0
	Excluded ^a	0	.0
	Total	25	100.0
a. List wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.801	20

4.2. Profile of Respondents -Customers

The questionnaire of the customer side administered to respondents has had four general information questions with respect to age, sex education level of the respondent, and his /her type of tenure ownership.

Table 4.1. Frequency of Age, sex and Academic qualification

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	23	7.7	7.7	7.7
	26-30	124	41.8	41.8	49.5
	31-35	74	24.9	24.9	74.4
	36-40	69	23.2	23.2	97.6
	36-40	7	2.4	2.4	100
	Total	297	100	100	
Sex/Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	222	74.7	74.7	74.7
	Female	75	25.3	25.3	100
	Total	297	100	100	
Academic Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below high school	70	23.6	23.6	23.6
	High school	105	35.4	35.4	35.4
	Diploma	74	24.9	24.9	83.8
	Degree	39	13.1	13.1	97.0
	Masters	9	3.0	3.0	100
	Total	297	100	100	

Source: own survey data, 2015.

As indicated on the below frequency table the analysis was based on 295 valid cases/respondents and out of which 234(78.8%) of them were documented tenure holders and the rest, 61 (20.5%), were non-documented tenure holders. As it was indicated on the sample size determination based on probability proportionate to size /PPS/, the sample proportionate is maintained with insignificant deviation. This representation enable the researcher to assess the service

Table 4.2 Tenure ownership Frequencies					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Documented owner	234	78.8	79.3	79.3
	Non -documented owner	61	20.5	20.7	100.0
	Total	295	99.3	100.0	
Missing	System	2	.7		
Total		297	100.0		

Source: own survey data, 2015.

4.3. Evaluation of Good Governance Dimensions and overall customers’ satisfaction

4.3.1. Evaluation of Good Governance Dimensions

4.3.1.1. Effectiveness & Efficiency

The evaluation of Effectiveness & Efficiency dimension is based on the average respondents rating of the first ten items (See Table 4.3). The descriptive statistics points that overall mean of the dimension was computed to be 2.213 with a standard deviation of 0.64722. The standard deviation shows that how diverse are the responses of customers for a given item or construct in proportion to the mean value.

The deviations in this case are very low in comparison with the average point, signaling the accurate representation of the observed data by the mean values at item and dimension level.

Even if, the tenure administration office seems comparatively scored better results on the items of Prompt provision of substitute land documents (m=2.50) and The office has standardized service quality (m=2.50); their mean value still less the cutoff point. Additionally, others items like; having One-stop-shop service (m=2.43), competency in managing legal matters (m=2.36), Ability to Convince all settlers to comply with

redevelopment programs (m=2.35), Separation of "front-office " and "back-office" (m=2.31), Complete availability of competent personnel (m=2.15) and Availability of accurate, integrated & computerized land information (m=1.95) are lower than the average score. And the mean scores for items such as fast and simple access of land registration (1.79) and providing the overall service on time as per the service standard (1.78) were very low.

Table 4.3. descriptive statistics - Efficiency & Effectiveness					
	N	Minimum	Maximum	Mean	Std. Deviation
Complete availability of competent personnel	294	1	5	2.15	1.358
Availability of accurate, integrated & computerized land information	297	1	5	1.95	.807
Fast and simple access of land registration	294	1	5	1.79	1.160
Separation of "front -office " and "back-office "	297	1	5	2.31	.962
One -stop-shop service is available	297	1	5	2.43	.943
The office has standardized service quality	297	1	5	2.50	.886
Ability to Convince all settlers to comply with redevelopment programs	297	1	5	2.35	.877
Prompt provision of substitute land documents	297	1	5	2.50	.886
Responsible bodies are competent in managing legal matters	297	1	5	2.36	1.028
Providing the overall service on time as per the service standard	297	1	5	1.78	.888
Effectiveness& Efficiency Total	297	1.00	5.00	2.213	.64722

Source: own survey data, 2015

In general, the score with the maximum possible score being 5, but the actual average mean score is less than half, (i.e. 2.213) this imply that customers of the office perceive the service provision is neither efficient nor effective based on the results of specific items of the dimension service recipients did not satisfied.

When we consider the key informants response, most of their answer approves what customers and employees perceive. (E.g. inefficiency related to on time service delivery apparently related to lack of recognition to the service standards. Issues related to the employees' incompetency is due to the office's ignorance on building capacity of its employees. Additionally, absence of accurate, integrated and computerized land information is also has an impact on the efficiency; and the influence of inefficiency on the service delivery pose a negative impact on the effectiveness of the office's service delivery. The researcher also observe such in consistencies at the time of data collection.

4.3.1.2. Transparency

The descriptive statistics points that overall mean of the transparency dimension was computed to be 2.080 with a standard deviation of 0.7554. The deviations in this case are also relatively low in comparison with the average point, signaling the sound representation of the observed data by the mean values at item and dimension level.

Based on the evaluation, all items of the transparency dimension score are below the cutoff point. To show specifically; Multi-dimensional information access (m=2.37), Open and detail service procedure (=2.17), and Easy and understandable instructions of services (m=2.15). The item of Communicating newly enacted related laws, directives, charters, codes etc... to the public (1.63) was very low relatively the previous three items. Based on the overall mean (i.e. 2.080) this dimension evaluated unsatisfactory.

This implies that, the office is not in compliance with transparency principle due to the failure to deliver up to date, easy, and variety of information as intended. This is because either the office (the bureau) lack a capacity (financially, technically etc.) or lose its political /leadership commitment. So, the evaluation by customers has an implication they were victims or vulnerable victims due to lack of transparency.

As the data analysis, the key informants' opinion confirms that the office's information provision of the office and also the central bureau is so weak and outdated. Despite, there are some attempts to disseminate land related information on the web site of Addis Ababa city administration integrated land information center; it is limited at providing the generic information and it is at infant stage. At the office level the information has been disseminated by posting on billboards and sometimes by distributing through flyers. Other ways of information dissemination is not practical. This imply that, weak practice of transparency prohibit service recipients to know what is going on and to act fast before to be a victim. Due to this they lose the opportunity to negotiate, suggest and appeal before decisions made.

Table 4. 4. descriptive statistics - Transparency					
	N	Minimum	Maximum	Mean	Std. Deviation
Open and detail service procedure	297	1	5	2.17	.903
Easy and understandable instructions of services	297	1	5	2.15	.905
Communicating newly enacted land related laws, directives, charters, codes etc... to the public	297	1	5	1.63	.998
Multi-dimensional information access	297	1	5	2.37	.903
<u>Transparency Total</u>	297	1.00	5.00	<u>2.080</u>	<u>.7554</u>

Source: own survey data, 2015

4.3.1.3. Accountability

The dimension of Accountability has five items regarding Availability of code of conduct for staff; Regular evaluation on performance of employees, Availability of Complaint receiving system, Answerability of officials for the effect of their decision and Availability of motivation and de-motivation based on the performance of employees (See table 4.5).

The mean score of five items and the overall accountability dimension have gained scores of 2.54, 1.77, 2.20, 2.17 2.05 and 2.146 respectively. The score shows that the office has to work to strengthen the accountability system to maintain answerability of officials and employees for their doings.

The responses of key informants show that there is well organized compliant receiving system. The office receives complaints through complaint boxes, note books, and complaint forwarding formats. Moreover, it can be considered as good practice for other service giving institutions. But the customers do not participate actively. Particularly, providing comments in the boxes and note books; this might because customers didn't gate prompt decision through it. From this response one can consider that there is no genuine systems that address problems of service delivery. Due to this weak practice of accountability, the office's good governance practices loosen its positive impact on customers' satisfaction.

Table 4.5. descriptive statistics - Accountability					
	N	Minimum	Maximum	Mean	Std. Deviation
Availability of code of conduct for staff	297	1	5	2.54	.748
Regular evaluation on performance of employees	296	1	5	1.77	.886
Availability of Complaint receiving system	297	1	5	2.20	.909
Answerability of officials for the effect of their decision	297	1	5	2.17	.825
Availability of motivation and demotivation based on the performance of employees	297	1	5	2.05	.947
<u>Accountability Total</u>	297	1.00	5.00	<u>2.146</u>	<u>.6120</u>

Source: own survey data, 2015

4.3.1.4. Equity

The tenure administration office scored comparatively better on the items Fair cost for delivered services (m=2.40), Acceptance of requests on variety of land related services (2.24) and Fair valuation for relocated tenure owners as per market price (2.12). In addition to this, items like Equal acceptance of customer with land registration & cadastre (2.09); Employees impartiality on providing services (2.02) Tenure security for every citizen or customer (2.01) and Recognized priority and financial subsidy for the unable people in registration (=1.64), are low scores.

The descriptive statistics points that overall mean of the dimension was computed to be (2.071) with a standard deviation of 0.8419. The deviations in this case are relatively low. The entire score still shows the negative perceptions of customers on the evaluated dimension.

The implication of this particular evaluation, customers feel treated unequally, minorities and disables didn't get special consideration, basic human rights i.e. a right to get basic necessity was violated. So, when we consider the mean value (2.071) the service recipients evaluate the office is unsatisfactory with this dimension.

Table 4.6 descriptive statistics - Equity					
	N	Minimum	Maximum	Mean	Std. Deviation
Equal acceptance of customer with land registration & cadastre	297	1	5	2.09	1.244
Acceptance of requests on variety of land related services	297	1	5	2.24	.942
Tenure security for every citizen /customer	297	1	5	2.01	.986
Recognized priority and financial subsidy for the unable people in land registration	297	1	5	1.64	1.013
Fair valuation for relocated tenure owners as per market price	296	1	5	2.12	1.116
Employees impartiality on providing services	297	1	5	2.02	.705
Fair cost for delivered services	296	1	5	2.40	1.036
Equity	297	1.00	5.00	2.071	.8419

Source: own survey data, 2015

The key informants also provide partially agreed opinion related to Equity dimension. Some bad habits related to corruption deteriorate equitable service delivery. Absence of Recognized priority and financial subsidy for the unable people in land registration is implying that the government policy doesn't give a room to share the country's wealth among the citizens. On the contrary, the city administration starts managing the non-documented /specifically, the issue of informal settlers is a positive advancement that strengthens equitable service delivery. In general, the key informant respondents partially agree with customers' response that the office has to work hard to render its service equitably and impartially.

4.3.1.5. Public /customer/ participation and responsiveness

Public/customer/Participation & Responsiveness dimension of the tenure administration and transitional service project office was computed from five items (see table 4.7). The overall mean score of the dimension shows a value of 2.028, which is less from the half point of the scale. The standard deviation 0.8107, is still low in comparison to each of the mean values, signaling the precision of the figure in estimating the central value of the distribution.

Item that we call it 'Employees show genuine interest in solving problems upon request', has garnered a relatively better level of mean score from other item scores. Whereas, participate the public by facilitating appealing system and respond promptly have scored the least score. In general the cumulative mean score (i.e. 2.028) has indicated unsatisfactory evaluation. This implies the bond between the office and the customer is weak on both sides participating on commenting on the plans, policies performances of the office; weak on giving responses timely which is leads to corrupted, undemocratic and adversely behaving on the offices service.

Table 4.7 descriptive statistics - Customer Participation& Responsiveness					
	N	Minimum	Maximum	Mean	Std. Deviation
Participate the public by facilitate appealing system and respond promptly.	297	1	5	1.78	.888
Participating tenure owners on demarcation and adjudication	297	1	5	2.23	1.171
participating the public through commenting	297	1	5	1.81	1.009
Employees show genuine interest in solving problems upon request	297	1	5	2.37	1.141
Customers involvement on preparation of policies, plans, charters, etc.	297	1	5	1.95	1.084
Customer participation & responsiveness Total		1.00	5.00	2.028	.8107

Source: own survey data, 2015

Key informant respondents also fully agree with customers' perceptions that land development and management bureau of the city administration didn't develop participating the grass root community on different land related policy formulation, suggesting on plans of land administration, periodical evaluation of employees and the institution's performance. This imply that the office /the central bureau/ didn't do its best to make owners of the work of the office. Generally, weak relationship between the office and customers negatively influence the participatory and responsive role of the office and ultimately deteriorate practice of good governance in the office.

4.3.1.6. The overall Good Governance

The overall practice of good governance of the tenure administration and transitional period service project office was rated on one item on five - point scale.

Out of the valid respondents for this particular item most of them had unfavorable evaluation (84.5%-251 respondents in count).

More specifically, 41.07% of the cases have 'disagreed' that the office has excellent level of practicing Good governance by taking everything into consideration and 43.43%, of

respondents 'strongly disagreed' to the same statement, In total, 15.2% of the respondents had favorable evaluation ranging from very strongly agree to neutral position. The perception of customers on the overall good governance of the office unsatisfactory; thus, the evaluation result align with the result of individual good governance dimensions. And this ascertains the consistency of the respondents' perception. Moreover, the result of this specific dimension shows that individual dimension of good governance practically related by their performance with the overall practice of good governance on the sub city's land administration. This would be confirmed by Pearson correlation analysis.

Table 4.8 Over all Good Governance Practice					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	6	2.0	2.0	2.0
	Agree	25	8.4	8.4	10.5
	Neutral	14	4.7	4.7	15.2
	Disagree	122	41.1	41.2	56.4
	Strongly disagree	129	43.4	43.6	100.0
	Total	296	99.7	100.0	
Missing	System	1	.3		
Total		297	100.0		

Source: own survey data, 2015

Statistics		
overall good governance practice		
N	Valid	297
	Missing	0
Mean		2.0214
Median		1.6783
Mode		1.42
Std. Deviation		.50025

4.3.1.7 The overall customer satisfaction

The customer satisfaction of the tenure administration and transitional period service project office was rated on one item on five - point scale.

The mean score of overall customer satisfaction is computed as $m=2.0533$ with the maximum possible score being 5. Out of the valid respondents for this particular item most of them had unfavorable evaluation (82.5%-245 respondents in count).

Table 4.9 Frequency Distribution Overall Customer Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	17	5.7	5.7	5.7
	Agree	27	9.1	9.1	14.8
	Neutral	8	2.7	2.7	17.5
	Disagree	164	55.2	55.2	72.7
	Strongly disagree	81	27.3	27.3	100.0
	Total	297	100.0	100.0	

Statistics		
overall customer satisfaction		
N	Valid	297
	Missing	0
Mean		2.0533
Median		1.9300
Mode		1.60
Std. Deviation		.50040

Source: own survey data, 2015

More specifically, 55.2% of the cases have ‘disagreed’ that the office has excellent service quality that satisfy service recipients by taking everything into consideration and 27.3% of respondents ‘strongly disagreed’ to the same statement, In total, 17.5% of the respondents had favorable evaluation ranging from very strongly agree to neutral position.

The implication of this particular dimension’s evaluation is that service recipients of this particular office perceive the service delivery didn’t satisfied them as they didn’t satisfied by the five dimensions of good governance and the overall dimension. In other words it shows the inter relationship between dimensions of good governance, overall governance and customers satisfaction since the weakness of those dimensions affect the quality of good governance (i.e. quality of service) and finally affect customer satisfaction.

4.4. Pearson Bivariate Correlations

A correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1.

A correlation analysis with Pearson's correlation coefficient (r) was conducted on all variables in this study to explore the relationships between variables. To interpret the strengths of relationships between variables, the guidelines suggested by Field (2005) were followed, mainly for their simplicity. Pearson correlation coefficients were computed for each relationship between the good governance dimensions and the overall good governance.

The Pearson correlation coefficient shows that all the five good governance dimensions significantly and positively correlate with overall practice of good governance assessment. Dimensions of Equity, Effectiveness & efficiency and Customer participation & responsiveness have the highest correlation with overall Good Governance ($r=0.951$), ($r=0.919$) and ($r=0.906$). Moreover, the lowest association overall good governance has is with Accountability dimension ($r=0.870$).

This correlation imply that not only to check the existing body of knowledge (the theory) but also to show how the sub city's land administration good governance practice affected by the performance of individual dimensions.

The other Pearson bivariate correlation(r) has undertaken between the five good governance dimensions and overall customer satisfaction of the Tenure Administration and Transitional Period Service Project Office of Yeka sub city. The result shows th dimensions are positively and significantly associated with overall customer satisfaction. The Equity and Transparency dimensions have relatively the highest association with overall customer satisfaction of the Tenure Administration and Transitional Period Service Project Office of Yeka sub city($r=0.467$) and ($r=0.460$) respectively. And the lowest association with overall service quality has is with Accountability dimension ($r=0.298$).

Therefore, it can be concluded that the Good Governance dimensions have significance at 0.01 level with 2 tailed and positive correlation with overall customer satisfaction of the Tenure administration and transitional period service project office of Yeka sub city.

		Overall Good Governance	Effectiveness & Efficiency	Transparency	Accountability	Equity	Customer participation & Responsiveness
Overall Good Governance	Pearson Correlation	1	.919**	.873**	.870**	.951**	.906**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	297	297	297	297	297	297
Effectiveness & Efficiency	Pearson Correlation	.919**	1	.850**	.762**	.806**	.732**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	297	297	297	297	297	297
Transparency	Pearson Correlation	.873**	.850**	1	.637**	.839**	.676**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	297	297	297	297	297	297
Accountability	Pearson Correlation	.870**	.762**	.637**	1	.785**	.815**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	297	297	297	297	297	297
Equity	Pearson Correlation	.951**	.806**	.839**	.785**	1	.874**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	297	297	297	297	297	297
Customer participation & Responsiveness	Pearson Correlation	.906**	.732**	.676**	.815**	.874**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	297	297	297	297	297	297

** . Correlation is significant at the 0.01 level (2-tailed).

Source: own survey data, 2015

The implication of this evaluation is that as we mentioned on the correlations of overall good governance and the five dimensions of good governance, the dimensions affect the performance of overall practice of good governance. At the same time the correlation

approves that those five dimensions of good governance have the relationship with the customer satisfaction; definitely the overall practice of good governance affects the customer satisfaction of the sub city's land administration.

		overall customer satisfaction	Effectiveness & Efficiency	Transparency	Accountability	Equity	Customer participation & Responsiveness
overall customer satisfaction	Pearson Correlation	1	.385**	.460**	.298**	.467**	.359**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	297	297	297	297	297	297
Effectiveness & Efficiency	Pearson Correlation	.385**	1	.850**	.762**	.806**	.732**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	297	297	297	297	297	297
Transparency	Pearson Correlation	.460**	.850**	1	.637**	.839**	.676**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	297	297	297	297	297	297
Accountability	Pearson Correlation	.298**	.762**	.637**	1	.785**	.815**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	297	297	297	297	297	297
Equity	Pearson Correlation	.467**	.806**	.839**	.785**	1	.874**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	297	297	297	297	297	297
Customer participation & Responsiveness	Pearson Correlation	.359**	.732**	.676**	.815**	.874**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	297	297	297	297	297	297

** . Correlation is significant at the 0.01 level (2-tailed).

Source: own survey data, 2015

4.5. Evaluation of Good Governance Dimensions by Employee Respondents

4.5.1. Profile of Respondents

The questionnaire of the employee administered to respondents has had four general information questions with respect to year of service in the bureau/office, age, sex and education level of the respondent.

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	2	8.0	8.0	8.0
	26-30	12	48.0	48.0	56.0
	31-35	5	20.0	20.0	76.0
	36-40	6	24.0	24.0	100
	Total	25	100	100	
Sex/Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	11	44.0	44.0	44.0
	Female	14	56.0	56.0	100
	Total	25	100	100	
Academic Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
	High school	1	4.0	4.0	4.0
	Diploma	13	52.0	52.0	56.0
	Degree	11	44.0	44.0	100.0
	Total	25	100	100	

Table 4.12. Frequency of Age, sex and Academic qualification
Source: own survey data, 2015

As indicated in the below frequency table the analysis was based on 25 cases/respondents and out of which 18(72%) of them have 1-5 year experience, 2(8%) of them are have been working for 6 upto10 years, one respondent employee has been working over ten year and the remaining another employee has been working below one year. Most of the respondents are found in relatively experienced category. Hence, their experience might give them better knowledge about their organization, and it contributes for the quality of their response.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below year	4	16.0	16.0	16.0
	1-5 Year	18	72.0	72.0	88.0
	6-10 year	2	8.0	8.0	96.0
	over 10 year	1	4.0	4.0	100.0
	Total	25	100.0	100.0	

Source: own survey data, 2015

4.5.2. Effectiveness & Efficiency

The evaluation of Effectiveness& Efficiency dimension is based on the average respondents rating of the first five items (See Table 4.16)

	N	Minimum	Maximum	Mean	Std. Deviation
Employees are competent	25	1	5	3.08	1.145
The office upgrades employees' competency through training& development	25	1	5	2.28	1.137
The office attains its mission of existence	25	1	5	2.85	1.249
The office provides its services on time as per the service standard	25	1	5	2.44	1.325
Accurate, integrated and computerized land information	25	1	5	2.24	1.381
<u>Effectiveness & Efficiency total</u>	25	1.00	5.00	2.578	1.2474

Source: own survey data, 2015

The descriptive statistics points that overall mean of the dimension was computed to be 2.578 with a standard deviation of 1.2474 The standard deviation shows that how diverse are the responses of employees for a given item in proportion to the mean value. The deviations in this case are relatively low in comparison with the average point, signaling good representation of the observed data by the mean values at item and dimension level.

The perception of employees shows the dimensions of effectiveness & efficiency relatively better on items: Employees are competent on their work (m=3.08) and The office attains its mission of existence (m=2.85). Whereas, others items like: The office provides its services on time as per the service standard (m=2.44), the office upgrades employees' competency through training& development (m=2.28) and the office has accurate, integrated and computerized land information (m=2.24) are lower than the average point. The overall mean (2.578) shows this dimension is breakeven point i.e. it didn't contribute for the prevalence of good governance and consequently for customers satisfaction.

The implication of this evaluation is that, employees agreed on about their competency and the office attains its mission; but the capacity building activities did not go well. Consequently, it poses an influence on the office's work to accomplish its work efficiently and effectively. Finally it has a negative impact on practicing the good governance at the office level.

4.5.3. Transparency

The descriptive statistics points that overall mean of the transparency dimension was computed to be 2.52 with a standard deviation of 1.461.

Table 4.15 descriptive statistics - Transparency					
	N	Minimum	Maximum	Mean	Std. Deviation
Office's land administration rules and procedures are clear	25	1	5	2.68	1.547
Procedures information is open to all customers.	25	1	5	2.24	1.234
After directives, codes and charters developed or updated the office announces to the public	25	1	5	2.64	1.604
Transparency total	25	1.00	5.00	<u>2.52</u>	<u>1.461</u>

Source: own survey data, 2015

The deviations in this case are also relatively low in comparison with the average point, signaling the correct representation of the observed data by the mean values at item and dimension level.

The perception of the office’s employees is better score on the items of office’s land administration rules and procedures are clear (m=2.68), After directives, codes and charters developed or updated the office announces to the public (=2.64) and the remaining item Procedures information is open to all customers lower than the average mean value.

4.5.4. Accountability

The dimension of Accountability has three items regarding the accountability System of the bureau makes the officials answerable for their misdeeds, availability of code of conduct for staff; availability of motivation and de-motivation based on the performance of employees. (See table 4.20).

The mean score of three items and the overall accountability dimension have gained scores of 2.52, 2.28, 2.48 and 2.427 respectively. The score imply that the office has weak accountability system. This also has an influence to keep employee accountable for their misdeeds.

Table 4.16 descriptive statistics - Accountability					
	N	Minimum	Maximum	Mean	Std. Deviation
The accountability System of the bureau makes the officials answerable for their misdeeds	25	1	5	2.52	1.595
Employee code of conduct is available in the bureau	25	1	5	2.28	1.308
Employees’ motivation and de-motivation practice based on their performance.	25	1	5	2.48	1.275
Accountability total	25	1.00	5.00	2.427	1.393

Source: own survey data, 2015

4.5.5 .Equity

The descriptive statistics points that overall mean of the dimension was computed to be (2.827) with a standard deviation of (1.360). The deviations in this case are relatively low compared to the mean score of the evaluated dimension.

The tenure administration office scored comparatively high score on the items Reliable tenure security for every citizen /customer (m=3.45) and employees deliver their service impartially (m=3.75).The score on item of Recognized priority and financial subsidy for the unable people in registration is relatively very low score (m=1.28). It is relatively lower than the former scores and the mean average.

The evaluation score implies that the equity dimension shows the office render its service impartially and equitably. But some the first item that has the least score implies that the government policy related to urban land administration is not pro-poor and it doesn't give discretion for the minorities and unable citizens to get special privileges.

Table 4.17 descriptive statistics -Equity					
	N	Minimum	Maximum	Mean	Std. Deviation
Recognized priority and financial subsidy for the unable people in registration	25	1	5	1.28	1.258
Reliable tenure security for every citizen /customer	25	1	5	3.45	1.472
Employees deliver their service impartially	25	1	5	3.75	1.350
Equity total	25	1.00	5.00	2.827	1.360

Source: own survey data, 2015

4.5.6. Public/customer participation & Responsiveness

Public/customer participation & Responsiveness dimension of the tenure administration and transitional service project office Good Governance practice was computed from four items (see table 4.20)

The overall mean score of the dimension shows a value of 2.9625, which is higher from the half point of the scale. The standard deviation is still low in comparison to each of the mean values, signaling the precision of the figure in estimating the central value of the distribution.

Table 4.18 descriptive statistics – customer participation & Responsiveness					
	N	Minimum	Maximum	Mean	Std. Deviation
Customer participation on preparation of policies, charters & plans	25	1	5	2.52	1.229
Employees show genuine interest in solving problems upon request	25	1	5	3.00	1.443
Participating tenure owners on demarcation and adjudication	25	1	5	3.37	1.225
Making adjustments based on suggestions & complaints	25	1	5	2.96	1.567
Customer participation & Responsiveness total	25	1.00	5.00	2.9625	1.366

Source: own survey data, 2015

Items that we call ‘employees show genuine interest in solving problems upon request’, ‘Participating tenure owners on demarcation and adjudication’ and ‘making adjustments based on suggestions & complaints’, has acquired a relatively high level of mean score from other items score. Moreover, item that labeled as ‘Customer participation on preparation of policies, charters & plans’ have scored a little bit lower score.

In general, this dimension scores the highest mean from others dimensions. This implies that employees of the office perceived the relation between service recipients and the

office is in good status; specifically participating tenure owners on demarcation and adjudication has apposite influence to the dimension.

4.5.7. Overall Good Governance

The overall practice of good governance of the tenure administration and transitional period service project office was rated on one item on five - point scale.

The mean score of overall practice of Good governance is computed to be 2.36 with the maximum possible score being 5. Out of the valid employee respondents for this particular item most of them had unfavorable evaluation (52%-13 respondents in count). More specifically, 28% of the cases have 'disagreed' that the office has excellent level of practicing Good governance by taking everything into consideration and 24%, of respondents 'strongly disagreed' to the same statement, In total, 40% of the respondents gave neutral response and only 8% of them had favorable evaluation strongly agree position.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	24.0	24.0	24.0
	Disagree	7	28.0	28.0	52.0
	Neutral	10	40.0	40.0	92.0
	Agree	1	4.0	4.0	96.0
	Strongly agree	1	4.0	4.0	100.0
	Total	25	100.0	100.0	

Over all practice of good governance		
N	Valid	25
	Missing	0
Mean		2.36
Median		2.00
Mode		3
Std. Deviation		1.036

Source: own survey data, 2015

The implication of this specific evaluation is that the employees of the office perceived that the entire practice of good governance the office unsatisfactory. And this shows the influence of each dimension contribute for result. Consequently, it has an influence on the customer's satisfaction.

Chapter Five: Summaries, Conclusions and Recommendations

The finding of the research has been discussed in the previous chapter. In this chapter, the answers of all the research questions raised in the first chapter have been provided in the form of summary and conclusion in section 5.1. Then the recommendation for the future improvement is described in section 5.2.

5.1. Summaries and Conclusions

This research assesses urban land administration system from the perspective of good governance. It is aimed to find out and improve current customer service problems of Yeka sub city land development and management office, specifically customers' service of tenure administration and transitional period service project office. To conduct this research, the study has been utilized a mixed /qualitative and quantitative /approach and descriptive and explanatory research design/method. To collect necessary data pertinent to the research, both qualitative and quantitative data collecting tools/i.e. questionnaire, key informant interview and observation /had employed. Once the desk research and the data analysis have been completed in such way, the research questions are able to be answered as follows.

To analyze the perception of customers, the study had employed the questionnaire. Based on the data gathered, the respondents had been surveyed with dimensions of good governance on a scale ranging from 'one' to 'five' to evaluate their satisfaction on the practice of good governance and the service delivery of the Tenure Administration and Transitional Period Service Project Office.

The Tenure Administration office seems comparatively scored better results on the items of Prompt provision of substitute land documents (m=2.50) and The office has standardized service quality (m=2.50); but their mean value still less from the cutoff point. The actual average mean score is less than half, (i.e. 2.213) this imply that

customers of the office perceive the service provision is neither efficient nor effective based on the results of specific items of the dimension service recipients did not satisfied. When we consider the key informants response, most of their answer approves what customers and employees perceive. (E.g. inefficiency related to on time service delivery apparently related to lack of recognition to the service standards. Issues related to the employees' incompetency is due to the office's ignorance on building capacity of its employees. Additionally, absence of accurate, integrated and computerized land information is also has an impact on the efficiency; and the influence of inefficiency on the service delivery pose a negative impact on the effectiveness of the office's service delivery.

Based on the evaluation, all items of the transparency dimension score are below the cutoff point. So, the perception of respondents had evaluated the transparency of the office as unsatisfactory. As the quantitative data analysis, the key informants' opinion also confirms that the information provision of the office and also the central bureau is so weak and outdated. This implies that, the office is not in compliance with transparency principle due to the failure to deliver up to date, easy, and variety of information as intended. This is because either the office (the bureau) lack a capacity (financially, technically etc.) or lose its political /leadership commitment. So, the evaluation by customers has an implication they were victims or vulnerable victims due to lack of transparency.

The dimension Accountability had earned (m=2.146) overall mean score. The mean score of five items dimension have gained scores of 2.54, 1.77, 2.20, 2.17 2.05 for items regarding Availability of code of conduct for staff; Regular evaluation on performance of employees, Answerability of officials for the effect of their decision and Availability of motivation and de-motivation based on the performance of employees respectively.

The responses of key informants show that there is well organized compliant receiving system. Moreover, it can be considered as good practice for other service giving

institutions. But the customers do not participate actively due to the absence of prompt decision. This implies that the office had earned inadequate score and it has to strengthen its accountability system.

The office had earned (m=2.071) for Equity dimension, which is unsatisfactory. The key informants also provide partially agreed opinion related to Equity dimension. Some bad habits related to corruption deteriorate equitable service delivery. Absence of Recognized priority and financial subsidy for the unable people in land registration is implying that the government policy doesn't give a room to share the country's wealth among the citizens. On the contrary, the city administration starts managing the non-documented /specifically, the issue of informal settlers is a positive advancement that strengthens equitable service delivery. In general, the key informant respondents partially agree with customers s' response that the office has to work hard to render its service equitably and impartially.

The final dimension for the assessment of customers' perception about the office's good governance practice is customer participation and responsiveness had earned (m=2.028). Key informant respondents also fully agree with customers' insights that land development and management bureau of the city administration didn't develop experience of participating the grass root community on different land related policy formulation, suggesting on plans of land administration, periodical evaluation of employees and the institution's performance. This imply that the office /the central bureau/ didn't do its best to make owners of the work of the office. Generally, weak relationship between the office and customers negatively influence the participatory and responsive role of the office and ultimately deteriorate practice of good governance in the office.

Generally speaking, service recipients/customers had perceived that the overall practice of good governance in the Tenure Administration and Transitional Period Service Project Office unsatisfactory with the mean score (m=2.0214).

In addition, the surveyed respondents/customers from two desks of Tenure administration and Transitional period service project office gave for the overall customer satisfaction lower level score ($m=2.053$). This implies the perception of customers for the tenure administration and transitional period service project office of Yeka sub city service quality is unsatisfactory. The item of this particular dimension labeled as 'Overall, I'm satisfied with the services of this office/institution' and the response of customers had showed that the office customers are not satisfied by the office's services.

To incorporate the opinions from employee respondents, the study had solicited the staff through questionnaire. Respondents from employees of Yeka sub city land development and management office had also evaluated dimensions of good governance on a scale ranging from 'one' to 'five'. The surveyed respondents gave relatively better assessment to all dimensions relative to customer respondents.

The dimension with a relatively better score is customer participation and responsiveness with the mean value ($m=2.9625$). Customers perception related with this particular dimension deviates from what employees respond. Since, the key informant responses are partially agreed with what customers perceive, apparently partially agreed with what employees assessed.

The dimension with a relatively highest score next to customer participation and responsiveness is Equity with the mean value ($m=2.827$). Only the item Recognized priority and financial subsidy for the unable people in registration is relatively very low score ($m=1.28$) since the government didn't establish such kind of privileges. Key informant respondents also fully agree with customers' perceptions that land development and management bureau of the city administration didn't develop participating the grass root community on different land related policy formulation, suggesting on plans of land administration, periodical evaluation of employees and the

institution's performance. This imply that the office /the central bureau/ didn't do its best to make owners of the work of the office. Generally, weak relationship between the office and customers negatively influence the participatory and responsive role of the office and ultimately deteriorate practice of good governance in the office.

The rest three dimensions that have great role in good governance; Efficiency& effectiveness, Transparency and Accountability had scored lower point (m=2.578), (m=2.52) and (2.427) respectively. The perception of employees on the office's practice of good governance is better and deviates from the perceptions of customer with a relatively small amount. The response of key informant pointed out that there is a very good start up on implementation of good governance, but it is obvious that it is not matured enough to be said satisfactory. In general, all the perceptions of employees and customers summarized in one conclusion; the practice of good governance in tenure administration and transitional period service project office of Yeka sub city perceived as unsatisfactory most of the key informants' responses confirm this conclusion.

Regarding to the relationship between the dimensions of good governance and overall customer satisfaction had showed level of association from (r=0.298) up to (r=0.467) and dimensions of good governance with over all good governance had showed level of association (r<0.870) for all the combination of the relationship. This shows that the overall customer satisfaction and overall good governance are related with performance in the good governance dimensions and their specific items in the land administration system of Yeka sub city.

The implication of this correlation is that, as we mentioned on the correlations of overall good governance and the five dimensions of good governance, the dimensions affect the performance of overall practice of good governance and the quality of good governance. At the same time the correlation approves that those five dimensions of good governance have the relationship with the customer satisfaction; so, definitely the overall practice of

good governance affects the customer satisfaction of the sub city's land administration. At this juncture, the researcher can conclude that the degradation of office's service quality has arisen from unsatisfactory practice of good governance and/or inadequate quality of good governance of the office.

After assessing the perception of customers and employees of the office and comparing with the key respondents' opinion; this research attempts to find out main problems of tenure administration and transitional time service project office as follows:

- ✚ The citizen charter of the bureau is not in function; not only that, most of customers have no idea about the citizen charter of the bureau. This might disrupt both parties to discharge their duties and request their rights. Consequently, the service of the office delivered on overdue time.
- ✚ There are inconsistencies on interpreting enacted legislations due to the absence of working frame work or definite work procedure; as a result the bureau decisions encountered by further litigations.
- ✚ Customers at grass root level didn't get any opportunity to participate on developing and/or commenting plans, policies, and on evaluating final performances of the office. Additionally, the office responsiveness is spontaneous. So, the relationship between the office and the service recipients so weak.
- ✚ Accurate, integrated and computerized land information is not available; so, it is difficult to get reliable information and prompt service.
- ✚ Service information is unavailable with better options for customers; the available information is out dated and lacks clarity.
- ✚ Even if there is compliant receiving system, most of customers are unwilling to provide their complaint, because the office did not respond promptly for customers' complaint.
- ✚ The office didn't provide capacity building training and development schemes due to the day to day service. This poses a problem on employees' competency.

Problems that have been listed on the above paragraph, that the researcher presumes as manifestations of unfavorable service situation of the office and the end result of weak practice of good governance in the office. The remedial action has been discussed on the recommendation section.

All in all, findings of the study had revealed that customers of the land development and management office; specifically, the tenure administration and transitional service project office customers have noticeable discontentment with most of office's services due to weak governance practice. In addition, based on Pearson bivariate analysis result, and the implication of significant relationships between dimensions of good governance, overall good governance practice and with the overall customer satisfaction; the researcher conclude that the main reason for inadequate service delivery of the office is weak practice of good governance. The responses of employees and key informant respondents confirm this viewpoint.

5.2. Recommendations

Based on the results of the analysis, the following recommendations are given which are helpful for the land development and management office of Yeka sub city and the central bureau in service delivery and the practice of good governance in order to alleviate customer service problems as to increase customers/ public satisfaction.

- The analysis of perceptions of employees and customers implies that, since the dimensions of good governance and overall customers' satisfaction have significant relationship, the sub city land development and management office shall improve the practice of good governance on the service outlets in order to improve the office's service quality and to achieve customers' satisfaction.
- The service standards/citizen charter/ of the bureau shall be well introduced for customers and employees to enable them to exercise their right and to discharge their duties as well.

- To make the service standards up to date and compatible with real situations, it is recommended to evaluate their output and outcomes (i.e. proper customer service and overall customer satisfaction) periodically and based on the assessment, the bureau shall made adjustments on its weaknesses.
- For the improvement of good governance practice and service delivery, public /customer participation is important. So, the city land development and management bureau have to involve the public/the grass root/ on developing policies, plans, charters and on evaluations of plans execution.
- Moreover, the office /bureau should evaluate employees' performance constantly. Employees should participate in scheduled training courses because behavior of employees is often instrumental in bringing about desired outcome. Learning involves both the development and modification of thoughts and behaviors, therefore the office/bureau continuously track training, monitoring, and rewarding of employees.
- In relation with the rules directives and procedures, the office has to make on job monitoring and evaluation to fill their gaps and to make periodic improvements.
- Availability of accurate, integrated and computerized land registration is important for efficient and effective service. The foundation of a successful land administration system is reliable land records. So, the office shall be keen to implement this system.
- To alleviate the inconsistency problem between the office's professionals on interpreting land related law, the central bureau shall set a frame work or definite work procedure.

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Appendix I

ADDIS ABABA UNIVERSITY

College of business and Economics

Department of Public Administration and Development Management

Questionnaire to be filled in by customers

Dear respondents;

This questionnaire is meant to collect information regarding Good urban governance in land administration system and its consequence on service quality in Yeka sub city Land development and management bureau. The information obtained will be used to complete a study in partial fulfillment of the requirements for Master's Degree in Development management.

The information you would provide me is highly essential for successful completion of the study. Please answer all items objectively. The researcher assures you that information provided will be kept confidential and be used only for an academic purpose.

Note: kindly put a (√) mark with the option that reflects your level of agreement with the given statement. If you have any inquiry, please do not hesitate to contact me and I am available as per your convenience (Tel; 0911045460 or e-mail; asheaimro@gmail.com)

Part One: - Background Information

1. Age : 20-25 26-30 31-35 36-40 >41
2. Gender : Male Female
3. Educational level: Below high school High school completed Diploma
 Degree Masters
4. The status of your land tenure ownership:
 Documented owner Non-documented owner

Part Two: - Good urban governance related questions- put a (√) mark with the option that reflects your level of agreement with the given statement.

S.N.	Dimensions	Scale of Measurement				
	I. Effectiveness & Efficiency	1 strongly disagree	2 Disagree	3 Neutral	4 agree	5 strongly agree
1	Complete availability of competent personnel					
2	Availability of accurate, Integrated & computerized land information					
3	Fast and simple access of land registration					
4	Separation of "front -office " and "back-office "					
5	"One -stop-shop" service is available					
6	The office has standardized service quality.					
7	Ability to Convince all settlers to comply with redevelopment programs					
8	Prompt provision of substitute land documents					
9	Responsible bodies are competent in managing legal matters					
10	Providing the overall service on time as per the service standard					
	II. Transparency					
11	Open and detail service procedure					
12	Easy and understandable instructions of services					
13	Communicating newly enacted related laws, directives, charters, codes etc... to the public					
14	Multi-dimensional information access					
	III. Accountability					
15	Availability of code of conduct for staff					
16	Regular evaluation on performance of employees					
17	Availability of Complaint receiving system					
18	Answerability of officials for the effect of their decision					
19	Availability of motivation and demotivation based on the performance of employees					

S.N.	Dimensions	Scale of Measurement				
	V. Equity	1 strongly disagree	2 Disagree	3 Neutral	4 agree	5 strongly agree
20	Equal acceptance of customer with land registration & cadastre					
21	Acceptance of requests on variety of land related services					
22	Tenure security for every citizen /customer					
23	Recognized priority and financial subsidy for the unable people in registration					
24	Fair valuation for relocated tenure owners as per market price					
25	Employees impartiality on providing services					
26	Fair cost for the delivered services					
	IV. public participation & responsiveness					
27	Participate the public by facilitate appealing system and respond promptly.					
28	Participating tenure owners on demarcation and adjudication					
29	participating the public through commenting					
30	Show genuine interest in solving problems upon request					
31	Customers involvement on preparation of policies, plans, charters, etc.					
	Evaluation on office's Overall Good Governance practice					
32	The Overall practice of good governance is on excellent level					
	Evaluation on Overall Service Quality					
33	Overall, I'm satisfied with the services of this office/institution					

I thank you!!

Appendix II

ADDIS ABABA UNIVERSITY

College of business and Economics

Department of Public Administration and Development Management

Questionnaire to be filled by Employees

Dear respondent

This questionnaire is part of my research project which is designed to gather data regarding on assessing Good urban governance in land administration system of Yeka sub city Land development and management bureau. As an employee you ask to deliver the necessary Information when you provide a service.

Therefore, your genuine response to the questions will have significant contribution for the success of this research. Your responses will be kept confidential and will only be used for this study.

Notice: you do not need to write your name on this questionnaire. Kindly **put** a (√) mark with the option that reflects your level of agreement with the given statement and some discussions for open ended questions. If you have any inquiry, please do not hesitate to contact me and I am available as per your convenience (Tel; 0911045460 or e-mail; asheaimro@gmail.com) Thank you very much for your time and cooperation!

Part One: - Background Information

1. What is your current Job position?

2. Since when are you working in this organization?

Below one year 1 - 5 year 6-10 >10 years

3. Sex : Male Female

4. Age : 20-25 26-30 31-35 36-40 >41

5. Educational level: Below high school High school completed Diploma
 Degree Masters

Part two: - Good governance related questions

6. Do you agree that employees of the office are competent on their work?
 Strongly disagree disagree Neutral agree strongly agree
7. The bureau upgrades employees' competency through training & development.
 Strongly disagree disagree Neutral agree strongly agree
8. Do you believe that the bureau attains its mission of existence?
 Strongly disagree disagree Neutral agree strongly agree
9. The office provides most of its services on time as per the service standard
 Strongly disagree disagree Neutral agree strongly agree
10. There is accurate, integrated and computerized land information
 Strongly disagree disagree Neutral agree strongly agree
11. Do you agree that bureau's land administration rules and procedures are clear?
 Strongly disagree disagree Neutral agree strongly agree
12. Service procedures information is open to all customers.
 Strongly disagree disagree Neutral agree strongly agree
13. Do you agree that after directives, codes developed and charters updated announced to the public?
 Strongly disagree disagree Neutral agree strongly agree
14. There is an accountability System in the bureau that makes the employees answerable for their misdeeds.
 Strongly disagree disagree Neutral agree strongly agree
15. Employee code of conduct is available in the bureau?
 Strongly disagree disagree Neutral agree strongly agree
16. There is employees' motivation and de-motivation practice based on their performance.
 Strongly disagree disagree Neutral agree strongly agree
17. Do you agree that Recognized priority and financial subsidy for the unable people in registration?
 Strongly disagree disagree Neutral agree strongly agree

18. Do you believe that there is a tenure security for every citizen /customer
 Strongly disagree disagree Neutral agree strongly agree
19. Do you believe that employees deliver their service impartially
 Strongly disagree disagree Neutral agree strongly agree
20. Is there any customer participation on preparation of policies, charters & plans?
 Strongly disagree disagree Neutral agree strongly agree
21. Do you agree that employees show genuine interest in solving problems upon request?
 Strongly disagree disagree Neutral agree strongly agree
22. Is there a Participation of tenure owners on demarcation and adjudication?
 Strongly disagree disagree Neutral agree strongly agree
23. The office always makes adjustments based on suggestions & complaints.
 Strongly disagree disagree Neutral agree strongly agree
24. Over all, the practice of good governance is on excellent level
 Strongly disagree disagree Neutral agree strongly agree
25. Are service standards practical that depicted on the citizen charter?

26. Do you agree that those service standards are regularly monitored?

27. Do you agree that there is a real good governance practice in this bureau?

28. Is there an experience of legislation gap on your service? How? Explain it.

Appendix III

Key informant interview with non-documented tenure owners' service desk

1. Is Good governance and service delivery as important strategy for land development and management bureau?
2. Do the employees and customers of this office recognize the citizen charter /service standards/ that prepared by the bureau? Is there any attempt to create awareness or to distribute the document?
3. Did the office can provide its service as per indicated on the charter /service standards/?
4. Does the office organize compliant receiving system? Does the customer exercise it?
5. Is there a coincidence of problem due to incompetent staff? Does the office provide any competence upgrading training for its employees and officials?
6. Does the office disseminate different information for its customers through different options of media? List down them.
7. Is there any corruption trial from unethical customers to get illegal benefit, prompt service or any other favor?
8. Does the office/bureau facilitate a system to address issues of informal settlers to make the formal? Based on what?
9. Is there an experience of legislation gap on your service? How does the office resolve it?
10. Is there any computerized system for the land registration? How many of the holdings registered on this system?
11. Is there a real practice of good governance in this office? What difference made on customers' service?
12. Is there a periodic monitoring and evaluation system to assess the status of service delivery and good governance?
13. Is there any customer participation on formulation and updating of plans, policies, codes or charters?
14. Do you agree that customers are delighted by the office's service or they always make a compliant?
15. What are issues that customers complained on repeatedly?

ክፍል 2 የተቋሙን መልካም አስተዳደር የሚመለከቱ ጥያቄዎች

ክፍል ሦስት፤ መልካም አስተዳደርን የሚመለከቱ ጥያቄዎች የእርስዎን አመለካከት የሚያሳይ አማራጭ ላይ (√) ምልክት ያኑሩ

ተ. ቁ.	መመዘኛዎች	አማራጭ መለኪያዎች				
		1 በጣም አልስ ማም	2 አልማ ማም	3 ገለልተ ኛ ነኝ	4 እስማ ማለሁ	5 በጣም እስማማ ለሁ
	I. ውጤታማነትና የአፈጻጸም ብቃት					
1	በአስፈላጊው ቦታ ብቁ ባለሙያ ሰራተኞች ተሟልተው ይገኛሉ					
2	ትክክለኛ የተቀናጀና ኮምፒዩተራይዝድ የሆነ መረጃ ይገኛል					
3	ፈጣንና ቀላል የሆነ የይዘታ ምዝገባ ሥርዓት ይገኛል					
4	የተገልጋይና ማስተናገጃንና የውስጥ ስራ ክፍሎችን ለያይቶ በብቃት ማስተናገድ አለ					
5	ሁሉንም አገልግሎቶች በአንድ ቦታ የመስጠት አሰራር አለ					
6	የሚሰጠው የአገልግሎት ጥራት በአገልግሎት ጥራታቸው ከሚታወቁ ተቋማት ጋር የሚነጻጸር ነው					
7	ለልማት ተገቢ ባለይዘታዎችን አሳምኖ በሚፈለገው አካሄድ እንዲስተናገዱ የማድረግ ችሎታ					
8	ባለይዘታዎች የድንበር ማክለልና የወሰን ማስከበር ሥራ ሲሰሩ እነርሱን የሚያሳትፍ ሥርዓት አለ					
9	የህግ ጉዳዮች አገልግሎት የሚሰጡ ባለሙያዎች አገልግሎቱን በብቃት ይሰጣሉ					
10	ስታንዳርዱ ላይ በተቀመጠው ጊዜ መሰረት አገልግሎት ይሰጣል					
	II. ግልጽነት					
11	ግልጽና ዝርዝር የአገልግሎት ፕሮሲደር ተማልቶ ይገኛል					
12	በቀላሉ የሚገቡ የአገልግሎት መመሪያዎች ተዘጋጅተው ይገኛሉ					
13	በየወቅቱ የሚወጡ የመሬት ህጎች ደንቦች መመሪያዎች ለተገልጋዮች ይገለጻሉ					
14	ዘርፈ ብዙ ለሁሉ ተደራሽ የመረጃ አገልግሎት ይገኛል					

ተ. ቁ.	መመዘኛዎች	አማራጭ መለኪያዎች				
	III. ተጠያቂነት	1 በጣም አልሰ ማማም	2 አልማ ማም	3 ገለልተ ኛ ነኝ	4 እስማ ማለሁ	5 በጣም እስማማ ለሁ
15	ለሰራተኞች የተዘጋጀ የስነምግባር መመሪያ ይገኛል					
16	መደበኛ የሆነ የሰራተኞች የስራ አፈጻጸም ምዘና አለ					
17	አማራጭ ያለው ውጤታማ ቅሬታ ማስተናገጃ ስርዓት አለ					
18	የስራ ኃላፊዎች በሚወስኑት ውሳኔ ለሚደርሰው ጉዳት ይጠየቃሉ					
19	ሰራተኞች/ኃላፊዎች በሰሩት ውጤት የበረታታሉ /ይሸለማሉ/ አጥፍተው መታረም ካልቻሉ ይቀጣሉ					
	V. ፍትሐዊነት/ ሚዛናዊነትና አለማዳላት/					
20	በይዘታ ምዝገባና በተያያዥ አገልግሎቶች ተገልጋዮችን እኩል የሚቀበል አሰራር አለ					
21	ሁሉም ተገልጋዮች ከመሬት ጋር ያሉ አገልግሎቶችን ሲጠይቁ የማግኘት እድል አለ					
22	ለሁሉም ተገልጋይ የተመዘገበ ይዘታው ዋስትና ይጠበቅለታል					
23	አቅም የሌለውን ተገልጋይ ቀዳሚ የሚያደርግ የወጪ ድጎማ ስርዓት በመሬት ምዝገባና ተያያዥ አገልግሎቶች ላይ አለ					
24	በመልሶ ማልማት ስራ ለተፈናቀሉ በገበያው ዋጋ መሰረት የይዘታ ግምት ይሰራላቸዋል					
25	ሰራተኞች አገልግሎታቸውን በፍትሐዊነት ያለ አድልዎ ያበረክታሉ					
26	የአገልግሎት ክፍያው ከሚሰጠው አገልግሎት ጋር ይመጣጠናል					

ተ. ቁ.	መመዘኛዎች	አማራጭ መለኪያዎች				
		1 በጣም አልስ ማማም	2 አልማ ማም	3 ገለልተ ኛ ነኝ	4 እስማ ማለሁ	5 በጣም እስማማ ለሁ
	IV. ተገልጋይን ማሳተፍና ምላሽ መስጠት					
27	ሰራተኞች የአፈጻጸም ቅሬታ የሚያቀርቡበትን ስርዓት በማመቻቸት ማሳተፍና በአፋጣን ምላሽ መስጠት አለ					
28	በድንበር ማካለል እና የግልግል ውሳኔ ባለይዘታዎች የሚያሳትፍ ሥርዓት አለ					
29	ተገልጋዮች ቢሮው በሚሰጠው አገልግሎት ላይ አስተያየት እንዲሰጡ እድል ይመቻቻል					
30	ተገልጋዮች ችግሮችን እንዲያቃልሉላቸው ሰራተኞችን ሲጠይቁ እውነተኛ ፍላጎት ያሳያሉ					
31	የተለያዩ ህጎች ደንቦችና እቅዶች የስምምነት ሰነዶች ሲዘጋጁ ተገልጋዮችን የማሳተፍ አሰራር አለ					
	በተቋሙ መልካም አስተዳደር ላይ ያለ አጠቃላይ አስተያየት					
32	በአጠቃላይ በተቋሙ ያለው የመልካም አስተዳደር አካሄድ በከፍተኛ ደረጃ ላይ ይገኛል					
	በተቋሙ አገልግሎት ላይ ያለዎት አጠቃላይ አስተያየት					
33	በአጠቃላይ በተቋሙ ባለው አገልግሎት በጣም ረክቻለሁ					

በጣም አመሰግናለሁ!!!

Appendix V

አዲስ አበባ ዩኒቨርሲቲ

የቢዝነስና ኢኮኖሚክስ ኮሌጅ

የሕዝብ አስተዳደርና የልማት ሥራ አመራር ዲፓርትመንት

በቢሮው ስራተኞች የሚሞላ መጠይቅ

የተከበሩትሁ የመጠይቁ ተሳታፊዎች፤

ይህ መጠይቅ የተዘጋጀው በአዲስ አበባ መስተዳድር የየካ ክፍለ ከተማ የመሬት ልማትና ሥራ አመራር ቢሮ የመሬት አስተዳደር ሥርዓት ላይ ያለውን መልካም አስተዳደር ሥርዓት ሁኔታ ለማጥናት የሚያስችል መረጃ ለመሰብሰብ ነው። የሚሰበሰበው መረጃ በልማት ሥራ አመራር ሁለተኛ /ማስተርስ/ ዲግሪ ለማግኘት የሚያስፈልገውን መመዘኛ ለማሟላት ለምሳሌው ጥናት የማስፈልግ ነው።

እርስዎ እንደቢሮው ስራተኛነትዎ በስራዎት ላይ ያስተዋሉትን መረጃ ቢሰጡኝ የምሰራውን ጥናት በተሳካ ሁኔታ ለማጠናቀቅ በእጅጉ አስፈላጊ ነው። በመሆኑም እባክዎን የቀረቡትን የጥያቄዎች ዝርዝር በትክክል፣ ሚዛናዊ በሆነ መንገድ ሙሉ በሙሉ ይመልሱልኝ። የጥናቱ ባለቤትም የሚሰጡትን መረጃ ለትምህርቱ/ለጥናቱ/ ዓለማዊ ብቻ የሚያውለውና ምስጢራዊነቱን የሚጠብቅ መሆኑን ያረጋግጥልዎታል።

ማስታወሻ፤ በመጠይቁ ላይ ስምዎትን መጻፍ አያስፈልግም፤ በቀረበው ጥያቄ /ሃሳብ/ ላይ ያለዎትን የስምምነት ደረጃ በተዘረዘሩት አማራጮች ባላው ሳጥን ውስጥ የ (✓) ምልክት እንዲያስቀምጡ በትህትና ይጠየቃሉ። ምንም ዓይነት ጥያቄ ቢኖርዎት በሞባይል ስልክ ቁጥር 0911045460 ወይም በኢ-ሜይል አድራሻ asheaimro@gmail.com ለመጠየቅ ወደኋላ አይበሉ ጥያቄዎን ለመመለስ ዝግጁ ነኝ።

ክፍል 1 የዙሪያ ገብ /ዳራ/ ጥያቄዎች

1. አሁን ያሉበት የስራ መደብና ደረጃ ምን እንደሆነ ቢገልጹልን?

2. በዚህ ተቋም መስራት የጀመሩት ከመቼ ጀምሮ ነው ?
 - ከ 1 ዓመት በታች 1-5 ዓመት 6-10 ዓመት ከ10 ዓመት በላይ
3. ጾታ ፣ ወንድ ሴት
4. የዕድሜዎ ክልል 20-25 26-30 31-35
 - 36-40 >41
5. የትምህርት ደረጃ ሁለተኛ ደረጃ ያላጠናቀቀ ሁለተኛ ደረጃ ያጠናቀቀ
 - ዲፕሎማ የመጀመሪያ ዲግሪ ሁለተኛ ዲግሪ

ክፍል ሁለት- መልካም አስተዳደርን የሚመለከቱ ጥያቄዎች

- 6. የጽ/ቤቱ /የተቋሙ ሠራተኞች በሙሉ በሚሰሩት ሥራ ብቁ ናቸው ብለው ይሰማሉ?
 በጣም አልሰማምም አልሰማምም ገለልተኛ ነኝ/ አላውቅም ሰማማለሁ
 በጣም እስማማለሁ
- 7. ተቋሙ/ጽ/ቤቱ/ የሰራተኞቹን ብቃት በስልጠና ያዳበራል፤
 በጣም አልሰማምም አልሰማምም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ
 በጣም እስማማለሁ
- 8. ተቋሙ/ጽ/ቤቱ/ የተቋቋመበትን ዓላማ አሳክቷል ብለው ያምናሉ፤ በጣም አልሰማምም
 አልሰማምም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ በጣም እስማማለሁ
- 9. ጽ/ቤቱ /ተቋሙ አገልግሎቱን በአገልግሎት ስታንዳርዱ ላይ በተቀመጠው ጊዜ መሰረት ይሰጣል፤
 በጣም አልሰማምም አልሰማምም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ
 በጣም እስማማለሁ
- 10. በተቋሙ ትክክለኛ የተቀናጀና ኮምፒዩተራይዝድ የሆነ የመሬት መረጃ ተደራጅቶ ይገኛል፤
 በጣም አልሰማምም አልሰማምም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ
 በጣም እስማማለሁ
- 11. የጽ/ቤቱ /የተቋሙ የመሬት አስተዳደር ደንቦችና ፕሮሲደሮች ግልጽ ናቸው ብለው ያምናሉ፤
 በጣም አልሰማምም አልሰማምም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ
 በጣም እስማማለሁ
- 12. የአገልግሎት ፕሮሲደሮች ለተገልጋዮች ሁሉ የሚታዩ ሆነው ተቀምጠዋል
 በጣም አልሰማምም አልሰማምም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ
 በጣም እስማማለሁ
- 13. የመሬት አስተዳደር ደንቦች መመሪያዎች ኮዶች በሚዘጋጁትና በሚሻሻሉት ጊዜ ለተገልጋይ ግልጽ ይደረጋሉ፤ በጣም አልሰማምም አልሰማምም ገለልተኛ ነኝ/ አላውቅም
 እስማማለሁ በጣም እስማማለሁ
- 14. የስራ ኃላፊዎችና ፈጻሚዎች ለሚፈጽሙት ጥፋት ተጠያቂ የሚያደርጋቸው ስርዓት በተቋሙ አለ ፤
 በጣም አልሰማምም አልሰማምም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ
 በጣም እስማማለሁ
- 15. በጽ/ቤቱ /በተቋሙ ለሰራተኞች የተዘጋጀ የስነምግባር መመሪያ ይገኛል፤
 በጣም አልሰማምም አልሰማምም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ
 በጣም እስማማለሁ

16. በጽ/ቤቱ /በተቋሙ ሰራተኞች/ኃላፊዎች በሰሩት ውጤት የሚበረታቱበት /የሚሸለሙበት/ አጥፍተው መታረም ካልቻሉ የሚቀጡበት ሥርዓት አለ፤ በጣም አልስማማም አልስማማም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ በጣም እስማማለሁ
17. አቅም የሌለውን ተገልጋይ ተጠቃሚ የሚያደርግ የወጪ ድጎማ ስርዓት በመሬት ምዝገባና ተያያዥ አገልግሎቶች ላይ አለ፤ በጣም አልስማማም አልስማማም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ በጣም እስማማለሁ
18. ለሁሉም ተገልጋይ የይዞታው ዋስትና ይጠበቅለታል ብለው ያምናሉ፤ በጣም አልስማማም አልስማማም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ በጣም እስማማለሁ
19. ሰራተኞች አገልግሎታቸውን በፍትሐዊነት ያለ አድልዎ ያበረክታሉ ብለው ያምናሉ፤ በጣም አልስማማም አልስማማም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ በጣም እስማማለሁ
20. በጽ/ቤቱ /በተቋሙ የተለያዩ ህጎችና ደንቦች አቅዶች ሲዘጋጁ ተገልጋዮችን የማሳተፍ አሰራር አለ ብለው ያምናሉ፤ በጣም አልስማማም አልስማማም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ በጣም እስማማለሁ
21. ተገልጋዮች ችግሮችን እንዲያቃልሉላቸው ሲጠይቁ ሰራተኞች እውነተኛ ፍላጎት ያሳያሉ፤ በጣም አልስማማም አልስማማም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ በጣም እስማማለሁ
22. ባለይዞታዎች የድንበር ማካለልና የወሰን ማስከበር ሥራ ሲሰራ እነርሱን የሚያሳትፍ ሥርዓት አለ፤ በጣም አልስማማም አልስማማም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ በጣም እስማማለሁ
23. ጽ/ቤቱ /ተቋሙ ከተገልጋዮች በሚቀርብለት አስተያየትና ቅሬታ መሰረት ማሰተካከያ ያደርጋል፤ በጣም አልስማማም አልስማማም ገለልተኛ ነኝ/ አላውቅም እስማማለሁ በጣም እስማማለሁ
24. በአጠቃላይ በተቋሙ ያለው የመልካም አስተዳደር አካሄድ በከፍተኛ ደረጃ ላይ ይገኛል ብለው ያምናሉ፤ በጣም እስማማለሁ እስማማለሁ ገለልተኛ ነኝ አልስማማም በጣም አልስማማም

25. በቢሮው የተዘጋጀው የአገልግሎት ስታንዳርድ የጊዜ ቀመር ተግባራዊ ማድረግ ይቻላል ብለው ያምናሉ?

26. አገልግሎት መለኪያው /ስታንዳርድ/ በየጊዜው እየተገመገመ ማሻሻያ ይደረግበታል? በየስንት ጊዜ?

27. በቢሮው እውነተኛ/ትክክለኛ/ የመልካም አስተዳደር ትግበራ አለ ብለው ያምናሉ? ያስረዱ

28. በዚህ ቢሮ በህግ ክፍተት ምክንያት የሚያጋጥም የአሰራር ችግሮች አሉ? እንዴት ቢያስረዱ?
