





# **EiABC**

Ethiopian Institute of Architecture,  
Building Construction and City Development  
የኢትዮጵያ የእርካታና የተሰጠ ስራ ለማድረግ ለተቋሙ  
Addis Ababa University  
አዲስ አበባ

**Addis Ababa University**

**Ethiopian Institute of Architecture, Building**

**Construction and City Development**

**Analysis of the Practice and Challenges of Urban Land Management: The Case of  
Kirkos Sub City**

**By:**

**Tigist Tamrat Muluneh**

**A Thesis Submitted to the School of Graduate Studies of Addis Ababa University,  
Ethiopian Institute of Architecture, Building Construction and City Development, in  
Partial Fulfillment of the Requirements for the Award of Masters of Science Degree in  
Urban Planning**

**Advisor**

**Birhanu Girma (PhD)**

**February, 2024**

**Addis Ababa, Ethiopia**

## **Declaration**

I, the undersigned declare that, this research is the result of my own original work and has never been presented in any university/institutions for any degree or other purposes. All materials used from other sources other than my own idea in this study are duly acknowledged & properly cited.

Name: Tigist Tamrat Muluneh

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Approval

As a member of the Examiners board of the final Master's thesis open defense of Tigist Tamrat, we have read and evaluated the thesis prepared by Tigist Tamrat entitled **“Analysis of the Practice and Challenges of Urban Land Management: The Case of Kirkos Sub City”** and recommended to Ethiopian Institute of Architecture, Building Construction and City Development, Addis Ababa University to accept the Thesis for the Fulfillment of Requirements for the award of Degree of Masters of Science in Urban Planning.

### Board of Examiners

_____	_____	_____
Advisor:	Signature	Date
_____	_____	_____
External Examiner:	Signature	Date
_____	_____	_____
Internal Examiner:	Signature	Date
_____	_____	_____
Chair Person:	Signature	Date
_____	_____	_____
Graduate Program Director:	Signature	Date

## **Acknowledgment**

First, I would like to thank my God for the successful accomplishment of everything in my life. Then, I would like to extend my gratitude to my advisor, Dr. Birhanu Girma very much for his ongoing academic advice and insights. And also I express my special thanks to kirkos sub city urban land Management and development office staff members for their provision of necessary data and information during interviews that contributed a lot for my study. I am grateful to my close friends and to all of my classmates at EiABC for their continuous encouragement, uplifting conversations, and for keeping my spirits high during the demanding phases of thesis writing. As well as my sincere thanks goes to my family's your sacrifices and unwavering support mean the world to me and thank you very much for toughing me the greatest things in life. Finally, I want to acknowledge any other individuals or organizations who may have contributed to this thesis in ways that I may not be aware of. Your support is appreciated.

## **Abstract**

*This study assessed the land management practices and challenges in Addis Ababa City Administration using Kirkos Sub-City as a case study. The study design was descriptive case study. Data was collected from primary and secondary sources. Primary data was obtained through questionnaire from total 163 selected respondents using simple random sampling technique, and through key informant interviews using non-probability purposive sampling technique. Secondary data involved reviewing relevant published and unpublished reports, operation manuals and other relevant documents. Data collected through survey questionnaire was entered in to Google form for statistical analysis, and data collected through interviews were analyzed using narrative description method. The result of the study shows that, the major challenges are a lack of adequate resources (57.1%), weak information management system (53.6%), informal land settlement (71.4%) and corruption (83.9%) are causes of the challenges which include: Limited access to formal land ownership, Weak regulations and disproportionate punishment, rapid urbanization and population growth, lack of lateral space to store the files and Budget usage. Accordingly, the result of the explanation of the consequences of these challenges includes: undermines property rights and land tenure security (91.1%), loss of potential revenue (92.8%), unable to provide timely and accurate information (96.4%), hampers the accuracy and completeness of land records (96.4%) and undermines public trust in the integrity of land-related decision-making processes (85.7%). Finally the research recommends the revise of rules and regulations, organize information's carefully, align the budget with the needs and introduce technologies to ease services.*

**Keywords:** urbanization, urban land, urban land management

## Table of Contents

Declaration .....	I
Approval.....	II
Acknowledgment .....	III
Abstract .....	IV
List of Tables.....	VIII
List of Figures .....	IX
Acronyms .....	X
CHAPTER ONE.....	1
1. INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2. Statement of the Problem.....	3
1.3. Objectives of the Study .....	4
1.3.1. General Objective .....	4
1.3.2. Specific Objectives .....	4
1.4. Research Questions .....	5
1.5. Scope of the Study.....	5
1.6. Significance of the Study .....	6
1.7. Research Limitations.....	6
1.8. Organization of the Document .....	7
1.9. Definitions of Terms .....	7
CHAPTER TWO .....	8
2. LITERATURE REVIEW .....	8
2.1. Theoretical Literature.....	8
2.1.1. Urban Land .....	8
2.1.2. Urban Land Management .....	9
2.1.3. Urban Land Management Policy .....	10
2.1.4. Informal Land Settlement .....	11
2.1.5. Urban Land Information System .....	13
2.1.6. Urban Land Administration .....	14
2.1.7. Impact of Lack of Resources on Urban Land Management .....	15

2.1.8.	Corruption and Its Impact on Urban Land Management .....	17
2.1.9.	The Role of Transparency and Accountability .....	18
2.2.	Empirical Literature .....	20
2.2.1.	Urban Land Management Practices in Ethiopia .....	20
2.2.2.	Urban Land Management Practices in Addis Ababa.....	21
2.2.3.	Urban Land Management Challenges.....	23
2.2.4.	Benefits of Urban Land Management.....	26
2.2.5.	Conceptual Framework.....	27
2.2.6.	Identified Research Gaps .....	28
CHAPTER THREE .....		29
3.	RESEARCH METHODOLOGY .....	29
3.1.	Introduction .....	29
3.2.	Description of the Study Area.....	29
3.3.	Research Approach .....	31
3.4.	Research Design.....	32
3.5.	Research Methods .....	33
3.6.	Data Types and Sources .....	33
3.7.	Method of Data Collection.....	34
3.8.	The Study's Variables .....	34
3.8.1.	Types of Variables and Measuring Techniques.....	35
3.9.	Population of the Study .....	37
3.10.	Sample Size and Techniques .....	38
3.11.	Method of Data Analysis.....	39
3.12.	Method of Data Presentation .....	39
3.13.	Validation of Reality .....	39
CHAPTER FOUR.....		40
4.	RESULTS AND DESCUSSION.....	40
4.1.	Response Rate of the Respondents.....	40
4.2.	Demographic Characteristics of the Respondents .....	41
4.3.	Description of the Respondents.....	45
4.4.	Urban Land Management Challenges and causes .....	46

4.4.1. The challenges .....	46
4.4.2. Causes of the Challenges .....	50
4.5. Impact Assessment of the Challenges in Land Management Practices.....	55
4.6. Strategies Used By the Office .....	72
4.7. Discussion.....	77
4.7.1. Consistence of the Sample Characteristics .....	77
4.7.2. Causes of the challenge.....	78
4.7.3. Impact assessment of the challenges of urban land management.....	80
CHAPTER FIVE .....	81
5. CONCLUSION AND RECOMMENDATION .....	81
5.1. Conclusion.....	81
5.2. Recommendation.....	84
Reference .....	86
Annexes.....	89
Annex I. Checklist for data collection .....	89
Annex II. Questionnaire.....	93
Appendix 1. Article.....	105

## **List of Tables**

Table 3. 1: Variables and measuring techniques .....	35
Table 4. 1: Employee’s response to the problem existence .....	46
Table 4. 2: Customers response to the problem existence .....	48
Table 4. 3: Customers response to the possible causes of challenges .....	53
Table 4. 4: Employee’s response to impacts of Illegal land occupation.....	56
Table 4. 5: Employee’s response to impacts of weak land information organization .....	59
Table 4. 6: Employee’s response to impacts of Lack of resources .....	62
Table 4. 7: Employee’s response to impacts of corruption.....	65
Table 4. 8: Customer’s response to impacts of Illegal land occupation .....	68
Table 4. 9: Customer’s response to impacts of weak Organization and management of information.....	69
Table 4. 10: Customer’s response to impacts of Lack of resources.....	70
Table 4. 11: Customer’s response to impacts of corruption .....	71

## **List of Figures**

Figure 2. 1: Conceptual framework for Challenges of Urban land management .....	27
Figure 3. 1: Location map of kirkos sub city .....	30
Figure 4. 1: Demographic composition of the sample gender both employees and customers ....	41
Figure 4. 2: Demographic composition of the sample age both employees and customers .....	42
Figure 4. 3: Demographic composition of the sample experience and lived years .....	43
Figure 4. 4: Demographic composition of the sample level of education both employees and customers .....	44
Figure 4. 5: Demographic composition of the sample income per month and customers job.....	44

## **Acronyms**

AACCSA:	Addis Ababa Chamber of Commerce & Sectoral Associations
EPRDF:	the Ethiopian People's Revolutionary Democratic Front
ETF:	Exchange-Traded Funds
FAO:	Food and Agriculture Organization
FDRE:	Federal Democratic Republic of Ethiopia UN
GIS:	Geographic Information System
IT:	Information Technology
LIS:	Land Information Systems
UN:	United Nations
UN-ECE:	United Nations Economic Commission for Europe

## CHAPTER ONE

### 1. INTRODUCTION

#### 1.1. Background of the Study

Land is one of the most fundamental components of urban and industrial developments Williams (2010), cited in Betel (2020). It is a key natural resource that needs proper attention in urban development. As Land is the fundamental element for all human activity and/also limited in quality and quantity public management and control is needed (Tariku, 2017). Urban land is a scarce natural resource, which is required for all economic, social and cultural activities of any city. This scarce natural resource needs to be properly managed in order to optimize the benefits from these activities through minimizing environmental and other social problems caused due to the improper management of urban land (Dibekulu, 2021).

Land management is the process whereby land resources are put to good effect and includes all activities associated with the management of land and natural resources required for the attainment of sustainable development (Stig, 2006). It encompasses all activities associated with the management of land and natural resources that are required to achieve sustainable development. This involves the utilization of land resources with a goal to achieve a desirable social or economic objective. It directly involves all the processes and activities that have an effect on land information on rights, value, use and development. Land management also involves the formulation and implementation of land policies as a means of realizing the goals of development needs (Moges, 2018).

According to Plimmer (2011), cited in Dibekulu (2021), land management relates to the activities associated with the management of land as a resource from both environmental and economic perspectives towards sustainable development. Organizing urban spaces carefully and managing them efficiently can set a strong foundation for tackling various social issues like access to services and reducing poverty. Land management practices, intended to maximize social welfare, indirectly and unintentionally contribute to the problems that cities face in providing sufficient serviced land for people, firms, and public uses and services World Bank (2016), cited in Moges (2018).

Land information and its management, formal land settlement, having necessary resources and avoiding corrupt practices are basic to successful urban land management and the derived benefits to the economies and overall sustainable development. Major findings of the study prove that issuing of title deeds and surveying and valuation of properties are among the procedures that are likely to invoke corruption. Additionally, finding of the study shows that inadequate skilled man power, lack of modern cadaster and weak land information system are among the causes leading to corruption in urban land management (Solomon T. , 2017).

According to the food and agriculture organization, (FAO, 2007), cited in Tariku (2017) land administration provides an important part of the infrastructure for efficient economy, which means that it touches all aspect how people earn a living. From this point of view urban land administration is defined as a process in which land and land related resources are put to good effect. including activities that affect urban land administration directly or indirectly such as property valuation management of utilities and services formation and implementation of land use policies and monitoring of all land-based activities that influence the best use of urban land. “Effective urban management is critical in attaining the proper functioning of urban area in the developing world, so that; these areas can play their roles in the social and economic development of their people” (Tariku, 2017).

So, the purpose of this paper is to assess the type and extent of urban land management practices and challenges in Kirkos Sub-City Addis Ababa. Studying this specific issue is important and necessary, as there is a problem with managing land in the area due to many factors, and no specific study on this issue has been conducted. Therefore 4 research questions have developed to identify the demanding issues and also solutions in order to improve practices of land management in the area.

## **1.2. Statement of the Problem**

Urban land is a valuable resource and needs to be managed correctly in order to maximize its potential and avoid any environmental or social issues arising from poor management. Unfortunately, most developing countries struggle to make the most of their land resources. Urban land management in developing countries and countries in transition is facing a lot of issues that make it hard for them to have sustainable growth. It will require leaders in charge, amendments to legislation, and investment in systems and technology to use urban land in a sustainable manner (Dawit, 2018).

The main objective of the Kirkos Sub-City Land Development and Management Office is to establish a modern land development and management system by 2017, providing superior services and ensuring customer satisfaction. In order to achieve this, the land development and management office of the district should follow the legal procedure and focus on the limited land resources, carrying out land preparation and transfer work while redeveloping the affected areas. Furthermore, they should establish an integrated land information management and land bank system (Kirkos sub-city administration Land Development and Management Office, Land preparation and transfer sector 2015 fiscal year revised plan, September 2015) And also providing fair, efficient, and effective services by performing rights creation and tenure services (Kirkos sub-city land development and management office, the approved plan for the 2015 fiscal year for the sector of rights creation and tenure services, , September 2015).

If urban land is managed well, it could result in economic growth through an increase in the amount of revenue and the quality of services, which would lead to development in the area. However, there are several conditions that can prevent the study area from reaching its desired goals and values for land management. Urban land management in Kirkos Sub City is challenged by the existence of informal land settlement, weak information management systems, lack of resources, and corrupt practices and attitudes.

The presence of these challenges have created serious problems such as disruption in land use planning, loss of revenue, loss of time of customers, a decrease in the quality of services, lack of transparent and service-oriented land delivery mechanisms, erodes the trust between the public sector and society, create negative national image, being unable to collect annual and arrears of lease payments on time and being unable to provide proper monitoring and support for the leased

areas which leads the lease holders to take more time than the contract to complete the construction and provide services.

Therefore, if these problems are not resolved soon, in addition to wasting the time of society, the country will lose the income it should get from taxes and revenues which will reduce economic growth. This study therefore, tried to fill in the gap by assessing the land management practices and challenges of Addis Ababa City Administration using Kirkos Sub-City as a case study.

### **1.3. Objectives of the Study**

#### **1.3.1. General Objective**

The general objective of this research project is to analyze the land management practices and challenges in Kirkos Sub-City.

#### **1.3.2. Specific Objectives**

The specific objectives of the study are as follows:

- To identify the main urban land management challenges in Kirkos Sub-City.
- To assess how the challenges are affecting urban land management system in Kirkos Sub-City.
- To identify the strategies used by the office to solve the challenges of urban land management practice.
- To suggest recommendations and way forward to the urban land management practices and challenges in Kirkos Sub-City.

#### **1.4. Research Questions**

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

1. What are the main urban land management challenges in Kirkos Sub-City?
2. How the challenges are affecting urban land management system in the area?
3. What are the strategies used by the office to solve the challenges of urban land management practice?
4. What are the possible solutions to the identified challenges?

#### **1.5. Scope of the Study**

The main purpose of this research is to explain the causes and consequence of the land management practice and challenges in Kirkos Sub-City. “Land management has many components, including land-use planning; legal, administrative and institutional oversight; clearly defining the land areas in question; inspection and control of compliance with the decisions; resolving land tenure issues; and safeguarding the traditional rights of indigenous peoples” FAO (1995), cited in INTOSAI WGEA (2013), cited in Moges (2018). Out of the several components of land management, this study focuses mainly on assessing the major causes for the challenges of land management practices of Addis Ababa City Administration using Kirkos Sub-City as a case study with special focus on the main practices in land management.

The research has also assessed how the challenges have impacted the sub city. The study is geographically limited to Kirkos Sub-City and it will only assess the institutional aspects of Kirkos Sub-City land development and management office and will draw analysis based on a cross-sectional data gathered from the institution in charge of urban land management of the sub-city.

The research has limited scope on explaining the independent variables that has caused the land management challenges. Accordingly, these variables consist; the role, magnitude of influence and the legality of the land management actors that are operating in the process of land management in the sub city. The research also has studied dependent variables under consequences of land management challenges. Overall, the scope of the study will aim to contribute to the understanding of urban land management challenges and provide practical recommendations for improving urban land management practices in the study area and beyond.

### **1.6. Significance of the Study**

The research has studied the land management practices and challenges in Kirkos Sub-City in detailed manner and also concentrates on raising a variety of issues related to urban land management so that it can be a good input to clarify the challenges and to improve the land management practices of Kirkos Sub-City land development and management office. The study can contribute to the development of sustainable urban development by identifying solutions to address urban land management challenges, the study can contribute to the creation of more sustainable and livable cities. And also the findings of this study will be used as a starting point for further study in relation to urban land management practices and challenges of land administration. Besides, not much research has been done in this area and thus it also contributes further knowledge on the economic and social importance of efficient urban land management in Ethiopia.

### **1.7. Research Limitations**

The main limitations faced while conducting the research were related to data availability which occurred in the process of collecting relevant information. There were Unavailability of organized data on the studied issue, inconsistency of data from different department units and uninterested professionals to given full information about the data. The study also faces limitation in terms of time which could impact the depth and scope of the research.

## **1.8. Organization of the Document**

The organization of this research paper is with five chapters. The first chapter is the introduction part to the challenges of urban land management with contents of background, statement of the problem, research objectives and questions, significance and delimitation of the study. The second chapter provides literature review where both the theoretical and empirical literatures were reviewed. Also provides a conceptual framework which drawn from the literature. The third Chapter is research methodology contains research approach, data sources, collection methods and sampling, variables and analysis methods. The fourth chapter is results and discussions which presented in detailed analysis of the variables of the study. The fifth and the last one provides conclusion and recommendations which summarizes the research findings and their implications also forwards important ideas of solution.

## **1.9. Definitions of Terms**

**Urban land:** is the land portion located within the jurisdiction of an urban area (FDRE Proc. No 721/2011, 2011)

**Land management:** is the process of managing the use and development of land resources and the process by which a country's resources are put to good effect (UNECE, 1996).

**Land administration:** is the process of recording and disseminating information about the ownership, value, and use of land and its associated resources (Williamson et ai., 2010).

**Institutional framework:** include the responsible organization's arrangement, their human resources, funding, equipment and supplies, leadership, effectiveness, and the communication links between and among organizations (ETF, 2014).

**Urban Land Registration:** the overall process of recording information about land parcels for the purpose of effective and efficient land management. This information is recorded on official registers of land transaction and real property rights (Group, 1999, 2001).

## CHAPTER TWO

### 2. LITERATURE REVIEW

#### 2.1. Theoretical Literature

##### 2.1.1. Urban Land

Urban land is the land portion located within the jurisdiction of an urban area. It could be developed or developing, and urban land can also be defined as the plant form for all human activities taking place in urban centers and which is very scarce due to rapid urbanization and the natural increase of urban population that it needs efficient management (Dibekulu, 2021).

The function of land in the economy of each nation is not always clear, but it is of great significance without secure land rights there can be no sustainable land developments for there will be little willingness to make a long term investments, countries in transition will in particular find it challenging to obtain some foreign investment. Urban land as an essential resource for the expiation of human settlement and for the generation of infrastructure services is a short coming for being inadequate in many urban centers of the world, and it calls for a more systematic use (Girma, 2020).

Urban land is major because it's where almost half of the world's human population lives and where more than half of the world's economic activity occurs even if it comprises only a small part of the earth surface. "By the year 2030, almost 60% of developing and 83.7% in developed world population will live in cities. This dynamic growth of urban population calls for effective and efficient urban land management especially in less developed countries like in Ethiopia" (Dereje Tessema & Belew Dagneu, 2020).

Generally urban land is a boundary belonging to the urban administration to provide (achieve) economic asset, means for social goal, development of land markets and livable environment. Due to alarming population growth, development of human settlement sprawl, imbalance between demand and supply of land and in access of infrastructure service all calls for more systematic use of land to bring sustainable development (Girma, 2020).

### **2.1.2. Urban Land Management**

Land management could be defined as a process in which land and land related resources are put into best uses. It is the process by which the resource of land is administered based on the local economic, political, social and institutional context (Tariku, 2017). Urban land management is a system of interrelated actors and activities as a result of which the most efficient allocation and utilization of urban space, particularly of land, is ensured (Dibekulu, 2021).

Land management contain all activities related to the management and use of land and natural resources that, affect land information on rights, value, use, and development, which are required to attain sustainable development. Land management is the process by which the resources of the land are put into good effect. It is also the system of land administration concerned with the appropriate use of land for different activities, controlling the general performance of urban growth through different measures, and the efficient utilization of urban land Enemark (2005), cited in Getachew and Bizuayehu (2022).

A system of land administration concerned with the judicious allocation and use of land to achieve orderly growth and efficient functioning of cities is called land management. It is the process by which the resources of land are put into good effect. It is also the system of land administration concerned with the proper use of land for different activities, controlling the general performance of urban growth through different measures and the efficient utilization of urban land. Therefore, a clear understanding and application of the concept of urban land management is principal to manage urban land properly. This involves establishing procedures with make land for development rapidly available to the public (Dibekulu, 2021).

The achievement of optimal outcomes from land does not only lie in its effective and efficient combination with other factors of production in terms of the land development process, but also its administration and management, together with the products, be they residential homes, office developments or infrastructure, amongst others (Kwasi Gyau Baffour Awuah & Raymond T. Abdulai, 2022)

Within this national context, land-management activities may be described by their three components: Land Policies, Land Information Infrastructures, and Land Administration Infrastructures in support of Sustainable Development. Land policy is part of national policy for promoting objectives including economic development, social justice and equity, and political

stability. Land policies may be associated with security of tenure, land markets, property taxation, provision of land for the poor and measures to prevent land speculation and to manage land disputes (Stig, 2006).

Land management allows everyone to understand land tenure, land value, land use and land development, how institutions of land administration relate with the historical circumstances of a country and policy decisions Enemark (2012), cited in Olira (2016).

### **2.1.3. Urban Land Management Policy**

Urban land policy is a very important instrument for proper management of urban land. The rapid urbanization process and political changes in countries created an enormous problem on land and this resulted great importance to formulate land policy to solve the problems and achieve the socio- economic optimization of land use and other related objectives. The goal of urban land policy is to provide a framework to ensuring that a nations land resources are used to promote equitable social and economic development (Girma, 2020).

Land policy is a public policy. Dennis Robinson (1994), cited in Tariku, (2017) defines land policy as policies designed to regulate, change, or manage the use of and rights to the land policy might be seen as one of the means to achieve the goals of the development policy of a country. Land policy is one of the factors which influence the development process and the implementation of the development aims and goals. Land policy consists of a whole complex of socio-economic and legal prescription that dictates how the land and the benefits from the land are to be allocated (Tariku, 2017).

In order to ensure that urban land can be benefit all level of society more equitably, it is necessary to establish an integrated system of land controls which basically will prevent land speculation investment by government in providing infrastructure road, drinking water, etc. has created changes in land use. The added value result from such government, investment should not benefit only the owners of land concerned it should also become capable of recovery by government so that eventually it will be a source of cross-subsidy for the lower income group Federal urban Land Agency (1992), cited in Girma, (2020). Land management involves routine operational decision made each day by land administrators such as surveyors and land registrants. Besides to this, an efficient land policy should respond to the dynamic change of

urban forms. Generally, the aim of urban land policy is to achieve the socio economic minimization of land use and bringing the demand and supply of urban at equilibrium position Federal urban Land Agency (1992), cited in Girma, (2020).

From these one can conclude that urban land management involves the implementation of fundamental policy decisions about the nature and extent of investments in the land. Having effective land policies in cities can help make sure everyone has access to land, set up controls to stop people from buying land just to make a profit, and give the government the ability to provide services like infrastructure and give lower-income people some financial help. All of this helps lead to a nation's sustainable development objectives (Girma, 2020).

#### **2.1.4. Informal Land Settlement**

The term informal' is used to refer to buildings or building extensions constructed without conforming to existing urban plans and without the necessary building or occupancy permits; buildings constructed prior to current control requirements; buildings constructed on state-owned land and lacking the necessary permission (Solomon A. , 2019).

Nabutola (2004), cited in Solomon (2019) “defined an informal settlement as a dwelling put up without authority of the owner of the land, usually without a formal design and without conforming to any specification as to laid down rules and regulations, planning standards, generally accepted methods of workmanship, construction and is more often than not temporary”. These would not have access to public utilities like electric power, clean, running piped water, sewerage, and drainage. Because of these constraints in their lives they are prone to defensiveness and need to survive by whatever means. They are prone to lawlessness and crime, ill health, general disharmony and no sanitation (Solomon A. , 2019).

The definition of informal settlement suggested by the World Bank and the UN Habitat Program is most widely applicable. According to it, informal settlements are: a) residential areas where a group of housing units has been constructed on land to which the occupants have no legal claim or which they occupy illegally; b) unplanned settlements and areas where housing is not in compliance with current planning and building regulations. Rapid urbanization, inefficient land administration and inadequate capability to cope with the housing needs of people in urban areas contribute to the development of informal settlements. The inability to satisfy demand for

affordable land through formal channels leads to a growing number of informal settlements (Solomon A. , 2019).

Informal settlements are generally similar in most of the following characteristics one is Urban Characteristics with Narrow streets, which may resemble corridors, are winding and irregular, and may reach between (2-4) meters in width although urban fabric is characterized by a lack of open and green public spaces; Distorted urban scape, due to a loss of visual harmony and uneven differences in heights and reverberations as a result of overriding building regulations and laws, the urban street lost its continuity and aesthetics; Building materials are Inferior and cost-effective, which makes the general appearance distorted and unacceptable and Irregularly blocked buildings, various shapes, small sizes, the shape of which may follow the building materials used and the lack of technical and social infrastructure services (Zina Fouad & Sana Sati Abbas, 2021).

The other characteristics is Social and Economic Characteristics with The lack of residential privacy, due to the proximity of housing stock and the narrow separation distance (alley, street); The complete or partial lack of necessary human rights and services, which led to the emergence of negative social situations such as social and class hatred; The low level of education and the spread of illiteracy among informal settlements dwellers; A low standard of living, high unemployment and few job opportunities and High population density, in addition to overcrowding, where more than one family occupies one housing unit originally constructed for one family. The third characteristics is Environmental Characteristics with Deterioration of technical infrastructure services (water, electricity, sewage systems, etc.) and social (hospitals, health centers, schools, universities, etc.) and Noise caused by handicrafts and street vendors, as well as air pollution due to poor ventilation and lack of sunlight inside the housing unit due to Narrow Street and alley conditions (Zina Fouad & Sana Sati Abbas, 2021).

### **2.1.5. Urban Land Information System**

Information is the foundation for making, implementing and enforcing land management decisions. Those involved in the management process public policy makers to private developers-require information about land tenure because the implementation plans and policies rests in rights to use, control and benefit the land and its resources. As custodians of land tenure information, land registration systems have an essential role to play in land management. Findings of the study indicate that the problem of the land information system is one of the major challenges of urban land management in giving complete, accurate and reliable information about the ownership, use and value of land and its resources in the study area (Dibekulu, 2021).

The management of land information system is a major and integral component of land management and administration for urban centers in particular UN-ECE (2005), cited in Engida (2013). Land related information is an important resource that must be controlled efficiently in order to maximize potential benefits that can be obtained from land. Its strategies are concerned with the effective management of land information resources to succeed specific objectives and improve decision making in urban centers (Engida, 2013).

Effective and efficient land administration requires a land information system which can be defined as a system for acquiring, processing, storing and distributing information about land. Also requires a formal registration system which is accurate, current and accessible to the public. Without an information system/land registry no effective land administration can be expected. Land registration is carried out with the prime objective of providing safe and reliable foundation for the acquisition, utilization and disposal of rights on land AACCSA (2016), cited in Solomon (2019).

The need for information services creates the scope for another public good the state can provide: the maintenance of accurate records and information about land rights and obligations. LIS are not only a geo-database but are a combination of technology, data, people and institutional capacity. To create a LIS that is a useful way to support urban land management in developing countries, all these components should be in place, and they should have equal attention and be developed at the same level UN-Habitat (2015), cited in Solomon (2019).

Land registration is the overall process of recording information about land parcels for the purposes of land ownership. This information is recorded on official registers of land transactions and real property rights. It may be used by the state as an inventory tool of the national land resources used to ensure the rights of the owner or occupier of land and to enable him or her to conduct transactions safely, cheaply and quickly. This is an important consideration when thinking about improving the registration system. Grover and Elia (2011), cited in Solomon (2019) argued that state land is potentially vulnerable to loss encroachment, land grabbing and adverse possession which could be protected through land registration. An issue is to what extent state and public-sector bodies are required to protect their title through registration (Moges, 2018).

Ensuring data quality and completeness is crucial for reliable land information. However, various factors such as data entry errors, inconsistent data standards, and outdated or incomplete records contribute to the problem of unreliable and inaccurate land information. Establishing and maintaining effective land information systems require substantial financial resources and skilled personnel. Limited budgets, inadequate funding, and human resource constraints often pose challenges to the development and maintenance of robust land information storing mechanisms. It therefore, needs investment (staff, equipment, data, office building etc.) and this should be related to the benefits and services the LIS generates (Dibekulu, 2021).

#### **2.1.6. Urban Land Administration**

Urban land administration describes the process of recoding, inventorying and disseminating information about the ownership, value and use of land and associated resources of the land (Girma, 2020). Governance is the art of steering societies and organizations, it is a way in which society is managed and how the competing priorities and interests of different groups are reconciled. Also good governance means that government is inclusive, well managed, and results in beneficial outcomes. Protecting property rights of individuals, groups, and/or the state through principles such a transparency, equity, accountability, participation, efficiency and effectiveness and the rule of law is aim of good governance. This is important in increasing the efficiency in the use of resources also by facilitating effective and efficient management of land and property rights is provided by Plumptere and Graham (1999), cited in Tariku (2017).

Land administration helps to administer the land use rights, land use regulations, land valuation, taxation and security of tenure by providing a range of systems. Also in order to ensure social equity, economic growth and environmental protection land administration systems provide a basic infrastructure for implementing land related policies and land management strategies. Urban land administration procedures have to be implemented effectively through the participation of different actors and institutions like; registries, land surveying, urban planning, land valuation and taxation, the court system, and others as it is an important tool of urban land management. For effective land administration, information on land, owners of the land and their rights is fundamental. In a formal legal setting, this information is recorded in some form of land registration and cadaster system (Girma, 2020).

### **2.1.7. Impact of Lack of Resources on Urban Land Management**

A resource is defined as any factor that's necessary to accomplish a goal or carry out an activity. In short, they are the components that the work needs in order to do it successfully. Resources often include employees, working space, equipment, or capital. In order to get the job done, most tasks need some kind of specialized equipment, whether it's a particular piece of hardware, specific software, or a machine designed for a certain purpose (Koehler, 2019).

Many workplaces pride themselves on offering the latest and greatest in technology to employees and clients alike. Old office machines don't just look out of place in an otherwise modern setting. If a workplace technology is outdated it can cause all kinds of problems from needing repairs more often to not being compatible with other devices (Platinum Copier Solutions, 2020).

An office that continues to use outdated office equipment will probably run into issues like slowdowns, delays, decreased office productivity, and other issues. This leads to downtime, which can directly impact your office's daily productivity by decreasing work hour. These are the ways how outdated office equipment's decrease the Office Productivity (Ellis, 2019).

### **1. Security Loopholes**

Security has always been a concern with outdated equipment. Older programs get neglected, forgotten, and become riddled with security loopholes for malicious users to exploit. Upgrading to the latest hardware will reduce the number of exploitations by a landslide. (Ellis, 2019)

### **2. Task Inefficiency**

Naturally, older systems tend to be less efficient than their modern analogs. These systems often need a lot of upkeep and aren't as powerful as the more recent software. Because of this, companies with older technology consistently deal with disadvantages like the misplacement of important information and the lack of an innovative competitive edge. (Ellis, 2019)

### **3. Poor Customer Service**

It is crucial that businesses are always available to their customers and employees. Whether it is with their website, customer service, or employee communication platforms, the more available a company can be the greater its output will be. Older technology in the office is less efficient and requires more attention, reducing the amount of time a business has to respond to customers. Outdated equipment doesn't facilitate the communication capabilities found in newer technologies by decreasing its ability to be fully customer-centric. The incorporation of new office technologies would greatly improve the availability of companies and their customer service capabilities. (Ellis, 2019)

### **2.1.8. Corruption and Its Impact on Urban Land Management**

Corruption is defined as the abuse of entrusted power for private gain. This practice erodes trust, weakens democracy, hampers economic development and further exacerbates inequality, poverty, social division and environmental crisis (WHAT IS CORRUPTION?, n.d).

(Solomon T. , 2017) Assessed Procedures and Causes Leading to Corruption in Urban Land Management in Addis Ababa: The Case of Yeka Sub City. Solomon analyzed how information and its management are fundamental to successful urban land management, to the economies and overall sustainable development and to minimize corruption. And the major causes leading to corruption in urban land management are the lack of knowledge and awareness of the procedures for obtaining title deeds was identified as a contributing factor to corrupt practices. The study also found that inadequate skilled manpower and insufficient logistics and it highlights the need for a balanced approach to land information systems that considers data, technology, people, management, and funding.

Lack of adequate urban land management capacity and growing corrupt practices at city and sub-city levels have become the trait of the reform program conducted in the city. According to the World Economic Forum (2013/2014), cited in Lawayew (2020) Global Competitiveness Report, which situations that the assessment of Ethiopia's institutions has-been falling over recent years across almost all indicators, including property rights, ethics and corruption, undue influence and government efficiency. The drivers of Corruption in Urban Land Administration in Ethiopia is the following; Lack of clear policies, Weak institutions, Lack of transparency and public participation, Resource challenges and Weak Institutions (Lawayew, 2020).

The various areas of land administration that are vulnerable to corruption are Auctioning for land sales, Land transfers, Enforcement of land rights Compensation for local communities and Land valuation. Corruption in land administration can take a variety of forms, ranging from petty and grand corruption to state capture. Abuse of office, nepotism, fraud and bribery are also forms of corruption that are prevalent in land corruption Van der Molen (2007), cited in Ben Wheatland, Transparency International & tihelpdesk@transparency.org (2016).

Land corruption can make administration services inaccessible to people who cannot or will not make illegal payments, and at the same time creates a disincentive to register property transactions, leading to increased informality of land tenure procedures. Ordinary people are left with little or no real protection under the law, making them vulnerable to evictions and other abuses Transparency International (2013), cited in Wheatland, B., Transparency International, & tihelpdesk@transparency.org (2016).

Generally, weak land management related service delivery system and due to corrupt practices among civil servants impedes the vibrancy of urban development and hence affects the social, economic, political and sustainability of the area and the society (Solomon, 2017).

### **2.1.9. The Role of Transparency and Accountability**

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 (Betel, 2020). Sakarneh (2011), cited in Mahmoud Al-Wadi (2021) defines transparency as the quality of being very clear in forming decisions, plans, and policies, presenting them to the concerned authorities, and subjecting political and administrative practices to constant monitoring and accountability.

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 (Dawit, 2018). Akhu Rasheeda (2006), cited in Mahmoud Al-Wadi (2021) defines accountability as “the responsibility of the individual to achieve specific performance according to specific standards and regulations, and in case of any defect in these elements, the individual is ready to answer the question ‘How did this happen?’”.

The absence of transparency and accountability has been linked to several factors, including lack of credibility, weak regulatory agencies, and lack of legal and behavioral controls that limit abuses which violate the law and exploit influence for personal interests. Corruption is perhaps one of the most serious obstacles facing any society in achieving sustainable and comprehensive development. Therefore, increasing the number of public and private bodies seeking to discuss

the aspects of combating and treating administrative and financial corruption can facilitate this development. These bodies point to the need to find ways to ensure the quality of business, hence the need to search for ways in which to increase the effectiveness of accountability and make it more positive Mahmoud (Sanaa Maswadeh Jadara & Mahmoud Al-Wadi, 2021)

Accountability and transparency are treated as major building pillars for governing democratic nations in recent years. We need Accountability and Transparency to perform the following practices, these are building of trust and impact of schemes can be enhanced with participative governance, major changes can take place in work culture by adopting transparency and accountability in governance which leads to greater concern towards society, by adopting Accountability and transparency, it brings out a new way of providing real-time information in online dashboard. This not only solves the people's problems but also service quality can be improved. And also the relationship between government and people can be enhanced and make citizens feel more connected and a two-way information channel will be created which helps to understand exactly what people want by the concepts of "listen, ask, act, interact and inform" (Importance of transparency and accountability in Government system, n.d.).

Transparency and accountability play an important role in reducing administrative and financial corruption in a high and convergent manner, confirming that transparency is a necessary stage prior to the stage of accountability. Decisions taken and their enforcement must follow rules and regulations. Information must be freely available and directly accessible Mahmoud (Al-Wadi, 2021).

There are some important steps in order to achieve transparency and accountability these are Job functions and responsibilities shouldn't be kept secret with people, Government, schemes and institutional outcomes should be shared with people, even if the results are not satisfactory, Transparency is about making sure everyone has the right to information to do their jobs effectively, People with appropriate principles and vision towards their organization must be hired or selected to maintain the culture of accountability and transparency in government and other institutions and Sharing of information, announcements and messages with people should be made easier with the help of open system of communication (Importance of transparency and accountability in Government system, n.d.).

## **2.2. Empirical Literature**

### **2.2.1. Urban Land Management Practices in Ethiopia**

Urbanization in Ethiopia dates back to the fourth century state of Axum. During this period there were important city serving as centers of commerce, administration, and culture. In the mid-11th century Zagwe Dynasty abounded Axum and built its capital to the south at Lalibela. Four centuries later still another type of urban civilization flourished in Gonder. Trade accounts for the growth of the cities. The development road, communication line and services were some sign of change in a few urban areas (Girma, 2020).

In Ethiopia Land is the major socio-economic asset. Institutions and individuals that controlled land have played a significant in history of Ethiopia. Three regimes in Ethiopia were distinguished in relation to the land tenure policy and changes (Betel, 2020). Land tenure in Ethiopia has go through dramatic shifts—from feudalistic systems under the monarchy of Emperor Haile Selassie (1930-1974) to socialist land policies under the Derg military government (1974-1991), to the current system under the Ethiopian People’s Revolutionary Democratic Front (EPRDF) who took control in 1991. This has left populations uncertain about their rights. Ethiopia’s land administration is seen as a major source of concern given the country’s level of poverty and development. Article 40 of the Federal Democratic Republic of Ethiopia (FDRE) Constitution deals with “Right to property”, provides details about land rights in Ethiopia (Dibekulu, 2021).

The increase in the economic weight of cities in Ethiopia is also reflected in increased concentration of people in urban areas. However, this does not seem to have been accompanied by a reduction in poverty in urban areas. Available evidence has shown that there are limitations in access to services in urban areas, suggesting that the pace of urbanization has been faster than the increase in service delivery. On the basis of cross-country evidence it can be supposed that 22 this has been particularly the case in smaller, secondary cities where resources might be more limited, administrative capacity weaker and where migrants arrive directly from rural areas, without many assets and skills which might help them in the urban economy (Girma, 2020).

The right to ownership of rural and urban land, as well as of all natural resources, is exclusively vested in the State and in the peoples of Ethiopia. Land is a common property of the Nations, Nationalities and Peoples of Ethiopia and shall not be subject to sale or to other means of exchange as stated in the constitution Article 40(3). The lease system was introduced in Ethiopia as a sole means of urban landholding in 1993. Since the lease system was approved before the adoption of the Constitution, and since the Constitution does not say anything about urban land, it can be argued that this proclamation, and the subsequent lease proclamations for that matter, lacks 23 Constitutional bases. This law was reversed in 2002 (Proc. 272/2002) and it again was replaced by the current proclamation in October 2011 (Dibekulu, 2021).

Urban land is provided through a lease system, a perpetual permit system and separate legislation for condominiums. It has terms ranging up to 99 years. In order to develop the area and to collect the right amount of revenue it requires payment of the agreed-on lease amount to the relevant government within a period of time to be determined by regions or city government within the lease contract. The permit system predominantly refers to permits granted prior to 1993 under which an annual land rent is paid to the government (Dereje Tessema & Belew Dagneu, 2020).

### **2.2.2. Urban Land Management Practices in Addis Ababa**

Addis Ababa was established by emperor Menelik II and it is said that in the beginning it was a collection of camps where the royal camp was located in a tent at the center of the high ground. The imperial camp was surrounded by his servants and other nobility were rushing for land grabbing in various part of the city. This can be stated as the first act of informal settlement for they settle on government land without permission of the emperor Bahiru (2008), cited in Ambaye (2011), cited in Moges (2018). Over the years, the city has grown into an important urban center following the process of modernization and economic development which emperor Haile selasise I zealously pursued in the after math of World War II Mehret (2002), cited in Tariku (2017).

Addis Ababa is the commercial and political center and the exemplary of the rapid urban growth of Ethiopia. The rapid urban and metropolitan growth in Addis Ababa is exacerbated by poor planning and land-use, inadequate infrastructure, and chronic housing shortage World Bank (2016), cited in Moges (2018). The spatial, physical and socio-economic condition of Addis

Ababa City is by far behind the requirements fundamental to sustain the livelihood of the city Bayrau and Bekele (2007), cited in Moges (2018).

There are two main element of the existing land use patterns of Addis Ababa is mostly known are; the freehold and leasehold land use system. Contrary to the culturally dominant free holding system valid throughout many years of the country's history, at presently the city adopted double track system, which allows new land users the "use and benefit right". While previous land holders and those who will acquire a subsidized plot through the new bureaucratic allocation have only the "use right" with no possibility to transfer their property, use it as collateral, or get compensation for the land evicted (Tariku, 2017).

The Ethiopian urbanization report by the World Bank (2016) indicates that Addis Ababa lag on measures such as land allocated to streets and intersection density that are essential for mobility, productivity, quality of social inclusion. The same report revealed that urban local governments municipal capacity particularly to enhance own revenue sources and asset and land management practices is generally weak and that most urban local governments do not have and lack capacity to develop comprehensive land and other assets (Solomon A. , 2019).

Addis Ababa city administration has enacted regulations, in accordance with the respective proclamations. The first one which deals with the then new land allocation is entitled the urban land lease holding regulation No. 3/1994 has been provided by the city for the lease holding. Moreover, the city has re-issued the regulations No.29/2002 to replace the previous regulations with new amendment. Economically, the issue of land tenure is closely related to the flows of a substantial portion of borrowed funds and to the mortgage market interacting strongly with other element of the urban economy. Land and the structure on it represent one of the biggest capital investments and are one of the major determinants of the local tax base in a city. For these and other related reasons, land is considered as one of the basic instrument of overall development of the city (Tariku, 2017).

### **2.2.3. Urban Land Management Challenges**

Land management activities can be described as three parts: land policies, land information infrastructures, and land administrative infrastructures in support of sustainable development. As past studies states, Ethiopia's urban land management technique is still in its early stages. Due to limitations in institutional capacity, organizational structure, an efficient and effective land administration system, and the implementation of urban good governance principles, it is fragmented and inefficient (Bizuayehu, 2022). In developing countries have witnessed that cities are unable to provide affordable urban land in sufficient quantities, particularly for the urban poor, because of the inefficiency and ineffectiveness of land management stated Studies conducted by Burns and Dalrymple (2008), cited in Fraol, Dagnachew and Liku (2021).

Depending on the users and context in which the phrase is used, capacity has multiple meanings and implications. Capacity has been defined by some authors as an organization or organizational unit's ability to fulfill functions successfully. The failure or success of government policies, rules, regulations, and programs is determined by institutional capacity. Institutional capacity is a crucial component in the implementation of a development program in this regard Vedeld (2003), cited in Bizuayehu (2022). Limited individual, institutional, and systematic capacities usually hamper a developing country's commitment to institution sustainable land management, according to the Global Environmental Facility. Government agencies and ministries at the national level frequently lack individuals with technical or policy expertise.

Informal settlement can include any form of housing, shelter, or settlement (or lack thereof) which is illegal, falls outside of government control or regulation, or is not afforded protection by the state. Many cities in the developing world are experiencing a rapid increase in informal housing, driven by mass migration to cities in search of employment or fleeing from war or environmental disaster. Due to the informal nature of occupancy, the state will typically be unable to extract rent or land taxes (wikipedia, n.d.).

A land institution needs adequate levels of human resources to develop and operate a LIS. People should have the right mix of qualifications, for example some IT and administrative support staff, data operators, and staff with specific skills on surveying, database design, modeling, web-design, cartography and remote sensing. Also, the number of staff, their salaries (as part of

motivation, incentives and dedication) and a positive and challenging work environment (training and career opportunities) are important for a functional LIS (UN-habitat, 2015). UN-Habitat also noted that a LIS needs a management structure with people who have technical and management skills and the ability to connect an institutional LIS with other spatial data sets developed and used in the country or city. It therefore, needs investment (staff, equipment, data, office building etc.) and this should be related to the benefits and services the LIS generates (Dibekulu, 2021).

study conducted by (Dube, 2013) to assess urban planning and land management challenges in emerging towns of Ethiopia taking Arba Minch as a case example indicates that land management challenges such as land related conflicts, archaic land information management, informal land acquisition, proliferation slums and squatters and land speculation and also recommends that efforts need to be made to make the planning and implementation process participatory, all-inclusive and collaborative and there should be proper monitoring and evaluation strategies in place in order for responding to the emerging and evolving challenges of plan implementation and land management in the town.

An office that still tries to run with outdated office equipment will likely deal with setbacks, delays, lowered office productivity and other problems that affects work. When determining whether or not your office technology is outdated, there are three key indicators to watch for. The first is how much time is you spending waiting on a particular machine? Time lost while waiting on technology takes time away from other important tasks. Second, how much money are you spending keeping the machine working? Repair costs add up quickly. At a certain point, it becomes more cost-effective to upgrade rather than keep patching a failing machine. Third, is your machine even still compatible with the rest of your office devices? Manufacturers eventually stop providing support for particularly outdated software or hardware, and upgrades also come to an end at some time (Platinum Copier Solutions, 2020).

Another significant issue and big public concern in Addis Ababa is corruption in urban land management. Attention has been given to the problem recently because of its negative impact and its fatal and crippling effects. Recent years have seen an increase in corruption, which is a

devastating phenomenon on economic, social, political, and cultural. The poor are always at risk, and society and development are undermined (Solomon T. , 2017).

In many developing countries, civil servants are poorly paid and this is often seen as a contributing factor to corruption. Corruption is often common place in day-to-day transactions when people are required to pay informal fees for transfer and registration of property rights. They may pay informal fees to avoid paying higher transaction fees and capital gains taxes (Keith, 2007).

As Fana Broadcasting Corporation reported in November 24, 2015 under the title "The professional who asked for 3.5 million birr for the service was arrested" it states that A professional who asked for a bribe of 3.5 million birr and received 1.5 million birr for a government service was arrested and is being investigated, the police of Addis Ababa announced. A land lease manager in Kirkos Sub-City was arrested on November 23, 2015. Addis Ababa Police Commission said that The professional asks to pay a bribe of 3.5 million birr By saying to the customer who buys a house and goes to transfer the map in his name, that, "The house is prohibited and I will lift the ban and give you a free map". When the service seeker deposited 1.5 million Birr into the suspect's personal account and asked him to deposit an additional 2 million Birr, the suspect reported the matter to the police. The police arrested the suspect and announced that the investigation is continuing. (Fana broadcasting, 2022)

To prevent these actions transparency and accountability can be applied to urban land management, such as regular, organized, and open citizen consultations on all matters concerning land; ensuring transparent management of an open land market by removing administrative and procedural incentives for corruption, such as mechanisms to prevent officials and civil servants from taking cheap land released by the public sector and designated for the urban poor and selling it at a much higher price on the market United Nations Human Settlements Programme (2002), cited in Bizuayehu (2022).

#### **2.2.4. Benefits of Urban Land Management**

Urban land management has several benefits such as Efficient and effective management of limited land resources, Improvements to land registration systems, Establishment of land information systems (LIS) or geographic information systems (GIS) as important catalysts for development in less developed countries, Improved tenure security for inhabitants, Quick and legal solutions to land disputes and Sustainable urban development as stated in Procedures and Causes Leading to Corruption in Urban Land Management in Addis Ababa: The Case of Yeka Sub-City a study conducted by (Solomon T. , 2017).

Urban land management is the process by which the resources of land are put into good effect. It is also the system of land administration concerned with the appropriate use of land for different activities, controlling the general performance of urban growth through different measures and the efficient utilization of urban land. Therefore, a clear understanding and application of the concept of urban land management is important to manage urban land properly. This involves establishing procedures with make land for development rapidly available to the public (Dereje Tessema & Belew Dagneu, 2020).

Other objectives are more difficult to achieve: providing the poor with access to land, controlling land speculation, and land inflation. In the minds of many policymakers achieving these goals requires stronger medicine: nationalization of land, public land development, and highly centralized property registration systems to control and monitor land use ownership (Dereje Tessema & Belew Dagneu, 2020).

### 2.2.5. Conceptual Framework

This conceptual framework is constructed from the study problem and from different urban land management-related literature reviews to investigate the dependent and independent variables and the relationships between them. It shows a lack of information management, resources, informal land settlements and corrupt practices and attitudes which influence effectiveness of urban land management practice. That means when these aspects manipulating the urban land management practice in negative way and there will be effective urban land management practice if these challenges are settled.

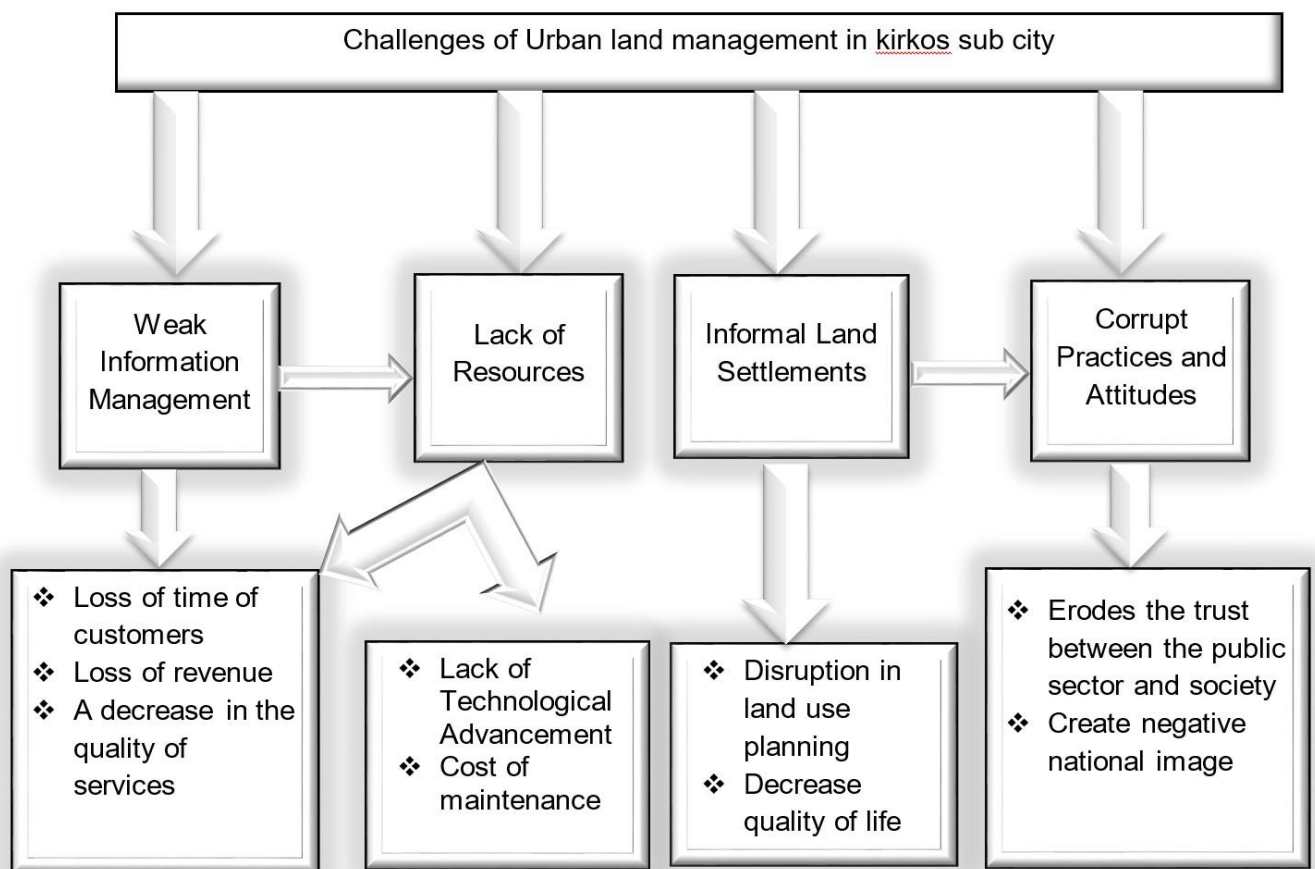


Figure 2. 1: Conceptual framework for Challenges of Urban land management

(Source: organized by the author, 2023)

### **2.2.6. Identified Research Gaps**

Most of the literatures like Dibekulu, (2021) that have been used for this study mainly focus on the areas of urban lands which surround the city of Addis Ababa. This means there are more vacant lands in the area than Kirkos Sub-City. So, the focus of urban land development and management offices are different even if they face the same challenges, as Kirkos must give more focuses on revenues and taxes rather than land tenure because the area is much developed and almost there is no vacant land like the study areas on the literature.

Literatures over look very important issues such as absence of modern cadaster, in adequate skilled man power, insufficient logistic, land regulation and also the procedure in land administration are likely the causes of corruption. Also talks about how the challenges to good governance in urban land management and poor urban land information system affect revenue collection and informal settlement. And some of the literature Lawayew, (2020) suggests that there may be a lack of research on corruption in urban land management in the specific context of Addis Ababa and links the practice with the work flow. Measuring the magnitude of their cause and effects is one big gap that will be filled in this thesis. However, the results of these investigations did not produce consistent conclusions with respect to a specific element of urban land management.

Some studies were conducted previously on the urban land management and related issues. For instance; Girma (2020) Studied challenges of urbanization, Fraol, Dagnachew and Liku, (2021) Studied Challenges to Practice Good Governance, Moges, (2018) Land Management Practices and Challenges. Nevertheless, they only looked at one aspect of urban land management, and they neglected to examine other elements that may have an impact on the field. Therefore, this study is conducted to fill the mentioned studies gaps.

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

#### 3.1. Introduction

The previous chapter has assessed and examined literatures on the areas of urban land management practices and challenges. It has reviewed the major challenges of urban land management practices and challenges in general. Then, the chapter also has tried to explain the consequences of the urban land management challenges especially on urban morphology. Additionally, the chapter contains a conceptual framework that is constructed from the study , problrm. Finally, the research gaps have been written in detailed manner. In this section research methodology and methods used in this study has discussed in comprehensively. Particularly the chapter provides a description of the research philosophy, approach and methods, sampling techniques, data sources and analysis methods in detailed and specified manner.

#### 3.2. Description of the Study Area

The area where this study has been conducted is in one of the districts of Addis Ababa called Kirkos Sub-City. Kirkos is one of the 11 sub-cities of Addis Ababa, the capital city of Ethiopia. Which is geographically located at 9°2'6"N 38°45'28"E, in the city centre and borders with the districts of Arada, Yeka, Bole, Nifas silk-lafto and Lideta. It covers an area of 1,464.72 hectares. Currently the sub city is divided into 10 wereda's. According to the 2007 census, the total population within this Sub-City is 220,991 which are 8.07% of the entire population of the city. From the total population 103,314 are males while 117,677 are females.

There are many features which makes the sub city differs from other sub city. It is the sub city where the National Palace and international organizations like African Union, which made Ethiopia the seat of Africa, Economic Commission of Africa and 23 embassies are located. In addition to this, international features like the first Red Terror Martyrs Memorial Museum, Mesqel Square: which is multipurpose square; Exhibition centre, National Stadium, the railway station, Addis Ababa museum and National Theatre are located in this sub city. Moreover, Filwuha spa which is unique features for the establishment of Addis Ababa, and the Gottera interchange the first modern and sophisticated road section as well as nations and nationalities square are also located in the sub-city.

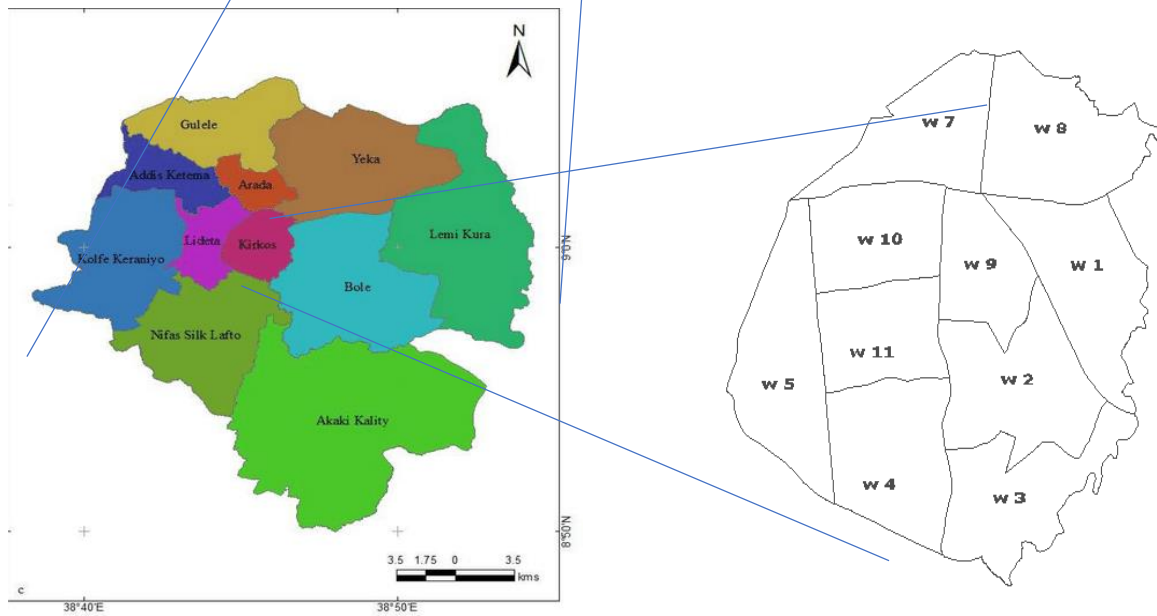
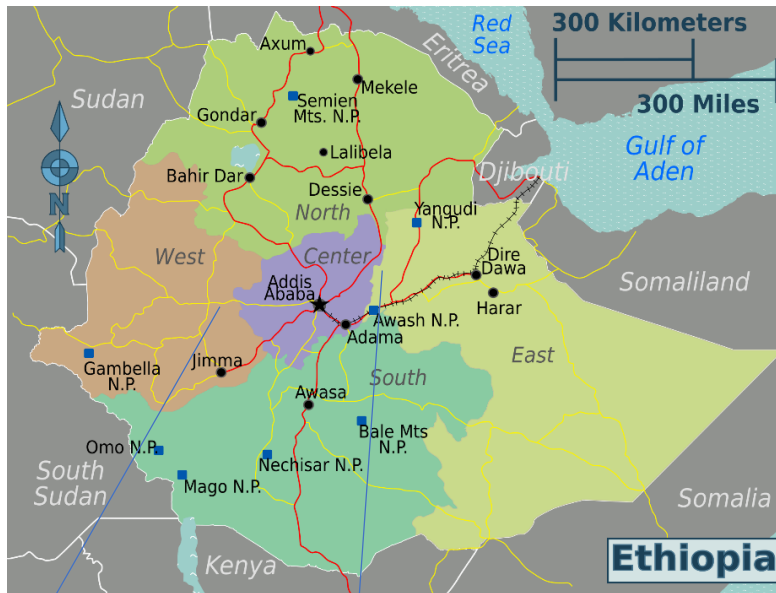


Figure 3. 1: Location map of kirkos sub city

(Source: organized by the author, 2023)

Moreover, Kirkos the is most commercially vibrant sub city with several commercial Centre centres like 25 Star hotels including Sheraton Addis and Hilton, 161 financial intuitions including commercial bank of Ethiopia head office, Awash international bank and insurance and other banks head office. Minster and government offices such as Minister of Justice and road authority are also found in this sub city.

### 3.3. **Research Approach**

Studying urban land management issues is a tough scientific effort, and it is even harder to describe the problems, causes, and effects of urban land management issues. The study has undertaken in an explanatory approach where the existence of the challenges, causes and consequences of land management practice and challenges has explained in detailed manner.

The research has been undertaken in a positivist method by describing the reality on the ground in order to explain the existence of the obstacles, causes, and effects of land management practice. According to (Saunders, 2009) it is key to conduct researches with acknowledging reality on the ground and without interfering so those to be neutral from altering the issue under study. Based on this, the study has the characteristics of mixed approach of positivist with explanatory approach.

In most cases, physical planning lean towards physical issues and provides physical solutions for social problems. Whereas, it is very important to assume urban planning can be miss interpreted where there are complex social problems like urban land management challenges. This research undergoes a detailed explanation of what are the problems, what has caused a social problem (urban land management challenges) and its consequence on the city's urban growth practices.

This particular research tries to study the problem of urban land management practice from four main viewpoints. First it identifies if the challenges really existed, second part explains what caused the difficulty of the urban land management to function properly. The third part explains what the office doing to overcome these challenges.

This research also uses mix of quantitative and qualitative approaches, so that it involves the generation of quantitative data and undertakes quantitative analysis of them. From all bunches of quantitative research approaches this study employed descriptive research approach to form a data base from which to conclude characteristics as well as relationships of population through survey methods by using the sample of the population.

This study has employed mixed approaches. The quantitative approach is equally important to understand the subjective part of urban land management practices and challenges so that to explain attitudes, opinions and behavior. The qualitative approach also has used to explain the morphological and environmental aspects of the problems consequences. This approach helps to make the study complete in assisting for gaining the desired output of explaining the conditions.

### 3.4. **Research Design**

A research design is a way in which research can be conducted to answer the question that's been asked. So, it shows the conceptual structure of the research. (Fink, 1998) recommended Cohort design to study one or many groups at one period of time which uses self-administrate survey questionnaires and face to face interviews. The design also incorporates a group of individuals who shared a common interest and persisted in becoming a study group for an extended period of time. These actors are the main role players which are in day to day struggle over urban land management practice issues in Kirkos Sub-City.

The study started by identifying the challenges of urban land management practices. This study uses descriptive research design as it describes the existing challenges that have been seen in the study area. The system of data collection was mixed which is quantitative and qualitative data through the application of the descriptive survey method for questioner, interviews and observation information, and analytical descriptive survey method for data that is essentially quantitative in nature. This method also allowed a direct contact between the researcher and the respondents which helps to get good quality data.

After data collection is completed, data encoding and processing took place using Google form and Microsoft Excel 2013. Then, the data were analyzed using descriptive statistical methods that supported by graphs and tables. Generally, the research has been undertaken in orderly and sequential manner starting from problem statement to conclusion and recommendations.

### **3.5. Research Methods**

To study the cause and effect of the phenomenon mix of survey and contextual review methods has adopted. (Kothari, 2004) stated that, a carefully controlled scientific research methods are the gold standard for providing valid evidences and knowledge. Survey is better for this thesis so as to identify the fundamental contributing entities for the problems of urban land management and also helps to measure the magnitude of the consequence of the problem on sub cities.

Accordingly, this study has conducted through the major survey tools such as; questionnaires and interviews to the study variables that includes; type of actor (Employees of Kirkos Sub-City urban land development and management office and dwellers) level of influence in the practice, social characteristics of the actors and economic status of the actors. The questionnaires are self-administered close ended type; in addition to that limited numbers of open ended questions were added in order to get additional unlisted concerns. To study the effects qualitative description also was used. Finally, contextual reviews on the currently working legal documents were undertaken.

### **3.6. Data Types and Sources**

Both primary and secondary data have been collected. The primary data types are the first hand data which is gathered by the researcher so it is real time data; expensive and time taking as it involves the researcher full time. The sources of the primary data includes information obtained from field observation and own survey results; from leadership, experts which are employees and dwellers through structured questionnaires and interviews.

Whereas the secondary data is collected by someone else earlier so it is past data doesn't take much time and it's economical. The secondary data source of the study have included documents, reports and manuals from Kirkos Sub-City land development and management office, annual/mid- term plan and reports, websites, previous researches, books and articles.

### **3.7. Method of Data Collection**

Quantitative and qualitative data have been generated using survey questionnaire and review of published and unpublished reports, manual, and other relevant documents. The questionnaire have six parts which is designed and used to collect both qualitative and quantitative data from employees working in the selected office and residents (customers). The questionnaire is prepared for both employees and customers.

The first part of the questionnaire of employees is designed to gather information on respondents' general profile. Their background information regarding gender and years of experience has gathered using questions designed under this part of the questionnaire. The second part of questionnaire has been used to evaluate the challenges specific to land management practices. A statement under part three of the questionnaire is designed to evaluate impact assessment of the challenges. The fourth part is an open ended type question and evaluates strategies used by the office to overcome the challenges.

The first part of the questionnaire of customers is designed to gather information on respondents' general profile. The second part of questionnaire is designed to evaluate impact assessment of the challenges.

### **3.8. The Study's Variables**

Setting variables that studied in a research is an important task. Accordingly, the following table clarifies the variables of the study and the techniques used to measure them. In these research questions, the dependent variables are effect and independent variables are causes.

### 3.8.1. Types of Variables and Measuring Techniques

Table 3. 1: Variables and measuring techniques

<b>Variables</b>	<b>Types of variables</b>	<b>Measurement scale &amp; description</b>	<b>Measuring relationships of the variables</b>
Rapid urbanization and population growth	Independent	Descriptive statistics	Relationships analysis by tables
Limited access to formal land ownership and property rights	Independent	Descriptive statistics	Relationships analysis by tables
Insufficient space for organized data	Independent	Descriptive statistics	Relationships analysis by tables
Lack of budget	Independent	Descriptive statistics	Relationships analysis by tables
Office Doesn't Encourage Reporting of Misconduct	Independent	Descriptive statistics	Relationships analysis by tables
Weak regulations and disproportionate punishment	Independent	Descriptive statistics	Relationships analysis by tables
Disruption in land use planning	Dependent	Descriptive statistics	Relationships analysis by tables
A decrease in the quality of services	Dependent	Descriptive statistics	Relationships analysis by tables
Lack of transparent and service-oriented land delivery mechanisms	Dependent	Descriptive statistics	Relationships analysis by tables
Loss of time of customers	Dependent	Descriptive	Relationships analysis by tables

		statistics	
Erodes the trust between the public sector and society	Dependent	Descriptive statistics	Relationships analysis by tables
Negative national image	Dependent	Descriptive statistics	Relationships analysis by tables
Urban land management practices and challenges	constant	Descriptive statistics	Qualitative description

(Source: Organized by the author, 2023)

There relation is cause and effect between the independent and dependent variables. There relation is rapid urbanization and population growth causes disruption in land use planning, limited access to formal land ownership and property rights causes a decrease in the quality of services and lack of transparent and service-oriented land delivery mechanisms. And also insufficient space for organized data causes a decrease in the quality of services, lack of budget causes loss of time of customers, office discourages reporting misconduct erodes the trust between the public sector and society and weak regulations and disproportionate punishment causes negative national image.

These variables measured by direct observation and through surveys. Observable behaviors involved for direct observation and dependent variables often measured using self-report surveys using open ended questionnaires.

### 3.9. Population of the Study

Kirkos Sub-City Land Development and Management Office is established to address land administration issues at local level having a mission which includes: accelerating efficiency in the supply of serviced land, improving the efficiency and transparency of land registration and transfer, facilitating decentralization of services and establishing public participation at the local level and facilitating urban renewal.

The Land Development and Management Office is divided into three sectors, the first is Rights Creation and Tenure Services Division consists of the Root Rights Creation Group, Tenure Services Division and Tenure Adjustment Group. The second is the land preparation and transfer sector, which consists of the boundary enforcement team, redevelopment team, land bank and protection team, site delivery and lease monitoring team and land preparation team. The third is the service improvement and land information systems sector, which consists of technology development and support group, integrated land information management group, tenure file management group, lease and tenure service revenue collection group, operational quality audit group and legal and technical issues monitoring group.

The population of this study is therefore, employees of Land Development and Management Office the total number of the study population of the employees working in the office is 127. And the residents (customers) of Kirkos sub city land development and management office is 311,765. Sample is drawn from this study population to obtain the necessary information pertaining to the urban land management practices of the sub-city through survey questionnaire.

### 3.10. Sample Size and Techniques

Non-probability purposive sampling technique was used to select the key respondents from Kirkos Sub-City Land Development and Management office. As it is selective and helps the researcher to rely on their own judgment when choosing members of the population to participate in the survey.

For data collected through questionnaire, I used simple random sampling technique to identify respondents. First, the various departments under the Land Development and Management Office will be described in terms of their functions. To take a sample of population there was no organized file and they haven't given me the right house holder's number so I take the total population number of Kirkos Sub-City. The sampling frame was 311,765 which is the total population number in the sub city according to the projection of 2007 census population number gained from website of city population.

The proportional sample size for the office will be determined based on the total sample size determined using the Slovin's formula. The sample size was calculated using the Slovin's formula as the follows: -

$$n = N / (1 + N (e)^2)$$

Where; n = Number of samples;

N = Total population; which is 127 Employees

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

$$n = 127 / (1 + 127 * 0.1^2) = 56 \text{ for Employees}$$

$$n = 311,765 / (1 + 311,765 * 0.1^2) = 100 \text{ for Residents or Customers}$$

The key informants including senior technical staffs and other employees at the Land Development and Management Office and residents and customers of this office were selected to answer questionnaire. For data collected through questionnaire, a total of 56 staff members working in the office namely Kirkos Sub-City Land Development and Management Office and 100 customers were randomly selected.

### **3.11. Method of Data Analysis**

Both quantitative and qualitative tools have been used for the data analysis. The quantitative data analyzed using descriptive statistical tools (frequencies and percentage) and the data obtained from open ended item were summarized and analyzed using narrative description method. For qualitative data which will obtain from document reviews will be analyzed using narrative description method.

### **3.12. Method of Data Presentation**

The term 'data presentation' relates to the way you present data in a way that makes even the most clueless person in the room understand. I intend to present the data that have been collected using text, table and graph because Presenting data in the right way can help the reader to understand complicated processes, identify trends, and instantly pinpoint whatever is going on without exhausting their brains.

### **3.13. Validation of Reality**

Validation of reality refers to the extent to which the research findings accurately reflect the reality of the phenomenon being studied. In the case of urban land management, validating the reality of the study is crucial to ensuring that the findings are credible and useful for informing policy and practice.

The instruments selected to show challenges that affect land management. It clearly addressed how these factors have affected/challenged the performance of land management in the sub city's land development and administration. The relevant data have been collected focusing on the challenges of land management that can better indicate the relationship between challenges and opportunities of land management. The unstructured interview also validate the measurement. The researcher's observation can add value on the validity of the data, since it confirms the data collected by the questionnaires and interview.

In order to assure research ethics, all the research participants who have been included in this study has be appropriately informed about the purpose of the research and their willingness before distributing questionnaire and asking interview questions. Regarding the right to privacy of the respondents, the study will maintain the confidentiality of the identity of each participant. In all cases, names were kept confidential, thus, collective names like 'respondents' will be used.

## **CHAPTER FOUR**

### **4. RESULTS AND DESCUSSION**

#### **4.1. Response Rate of the Respondents**

The preceding chapters provided an overview of the research's general context; Theses chapter presents the findings of the research. It is organized into four sections. The first section presents an overview of the socio-economic and demographic situation of the respondents both employees and customers. The second section identifies the main urban land management challenges and drivers. The third section also presents the assessment how the challenges are affecting urban land management system in Kirkos Sub-City. The fourth section deals with the strategies used by the office to solve the challenges of urban land management practice.

All of the sampled 163 participants were surveyed. Where, 100 of them are from the population of the dwellers of the study area and customers of the office through questionnaire. The other surveyed actors are 56 random employees through questionnaire and 7 Team leaders through interview from Kirkos Sub-City land development and management office, which are total 63 staff members.

Thankfully, all of the participants have fully completed closed ended parts and partially completed open ended parts of the questionnaire so that the analysis of the data is conducted based on these collected data. Apart from the survey conducted, both soft and hard copy documents related to the study variables such as; land policies, regulations, strategies, urban land management system and institutional working procedures have analyzed in this chapter.

#### 4.2. Demographic Characteristics of the Respondents

In order to analyze and explain the socio economic status in the urban land management study variables such as; gender, age, experience, wage and education level were used for employees and gender, age, education level, job and lived years for customers in the area were collected and explained in the survey through questionnaires.

These data ensures that the sample being studied is representative of the population from which it is drawn. And these demographic characters related to the variables; Unemployment rate can impact tax and revenue which contributes to lack of budget, education can influence individual's awareness of their rights and to navigate legal processes is related to limited access to formal land ownership and also associated with greater awareness of reporting misconduct behavior. And also older employees are more inclined to report misconduct due to understanding of workplace norms and their experience and also women's.

According to the survey conducted the result shows that out of the 56 employees in the research 51.8 % of them are males and 48.2 % of them are females and from 100 customers in the research 60 % of them are males and 40 % of them are females which implies Male respondents were dominant.

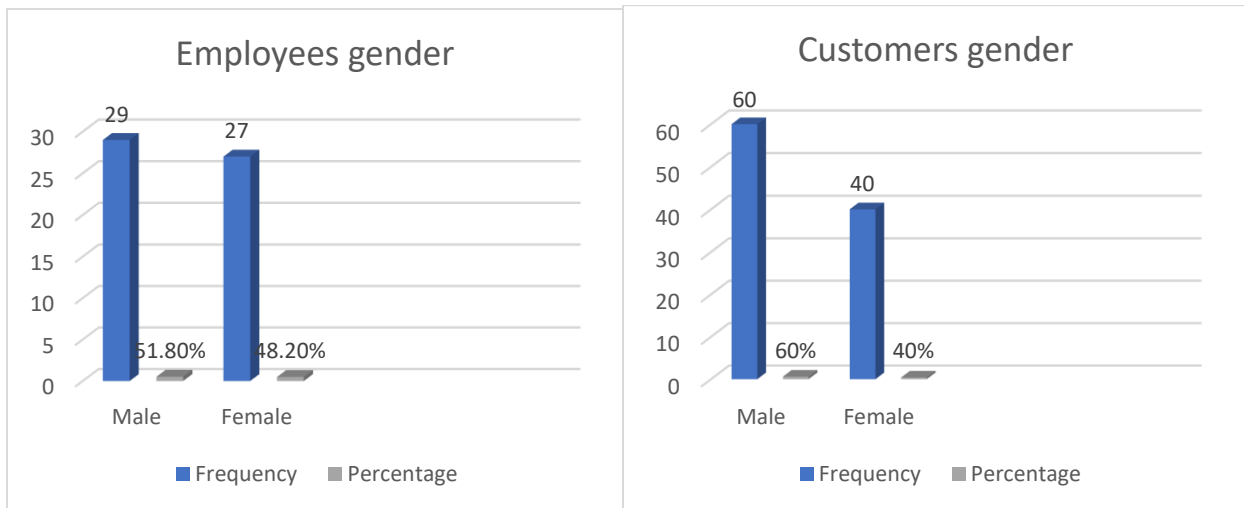


Figure 4. 1: Demographic composition of the sample gender both employees and customers

(Sources: From employees and customers answer of questionnaire, 2023)

The age group of the participants in this research ranges from age group 18 years to age group above 65 years. Accordingly, 17.9 % of them are 18 to 30 years old; 50 % of them ranges from 31 to 40 years old; 25 % of them are in age group from 41 to 50 years; 7.1 % of them ranges from 51 to 65 years old and there is no employee above 65 years old. In the case of the age of customers, 13 % of them are 18 to 30 years old. About 34 %, 37 % and 15% of customers have the ranged age from 31 to 40, 41 to 50, and 51 to 65 and above 65 years old. And only 1% is Above 65. The collected data are represented in the following graph.

Overall, the majority of the respondents (both customers and employees) fall under the age group of 31-40 and 41-50. Accordingly, it can be concluded that the selected employees and customers were matured enough to understand the value of the present study as well as for good understanding to respond.

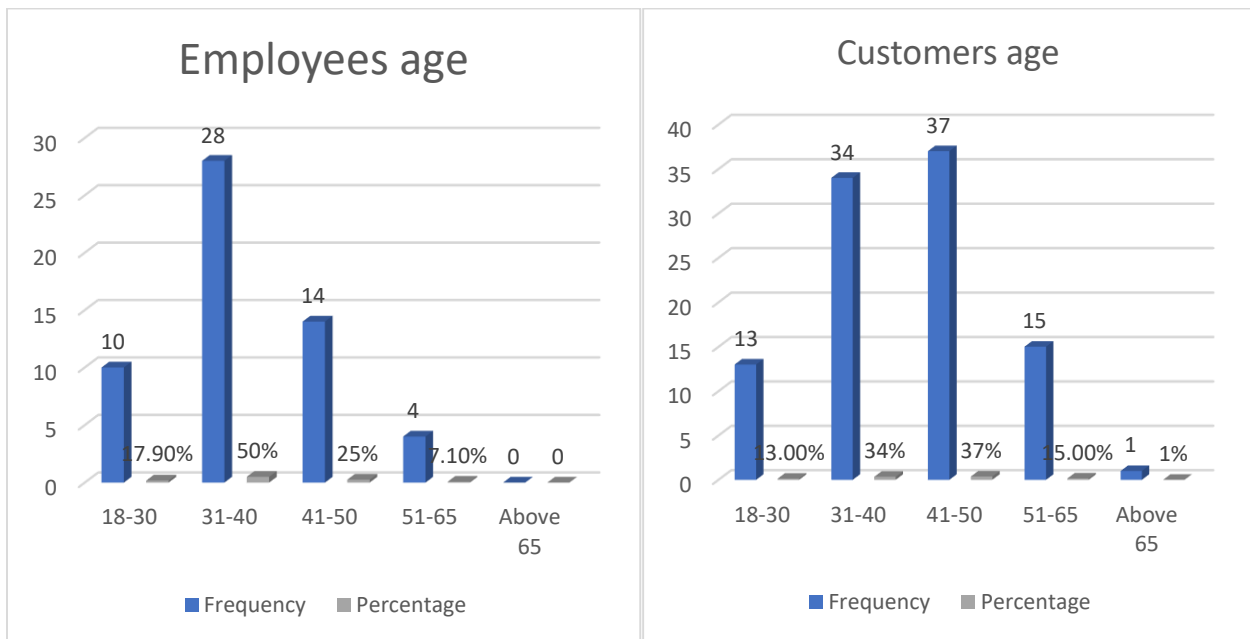


Figure 4. 2: Demographic composition of the sample age both employees and customers

(Sources: From employees and customers answer of questionnaire, 2023)

Regarding the work experience of the sample employees shows that 1.8 % less than 1 year, 25 % 1-5, 44.6 % 6-10, 25 % 11-15 and 3.6 % more than 15 years. Majority (25, 44.6 %) of participants have 6-10 years' work experience. Furthermore, 7 % less than 1 year, 14% 1-5, 14 % 6-10, 15% 11-15 and 50 % more than 15 years. So the majority is (50, 50%) of respondents have

been living more than 15 years in the study area. Therefore, we can conclude that majority of the respondents have advanced exposure and awareness about practice and challenges of land management in the study area.

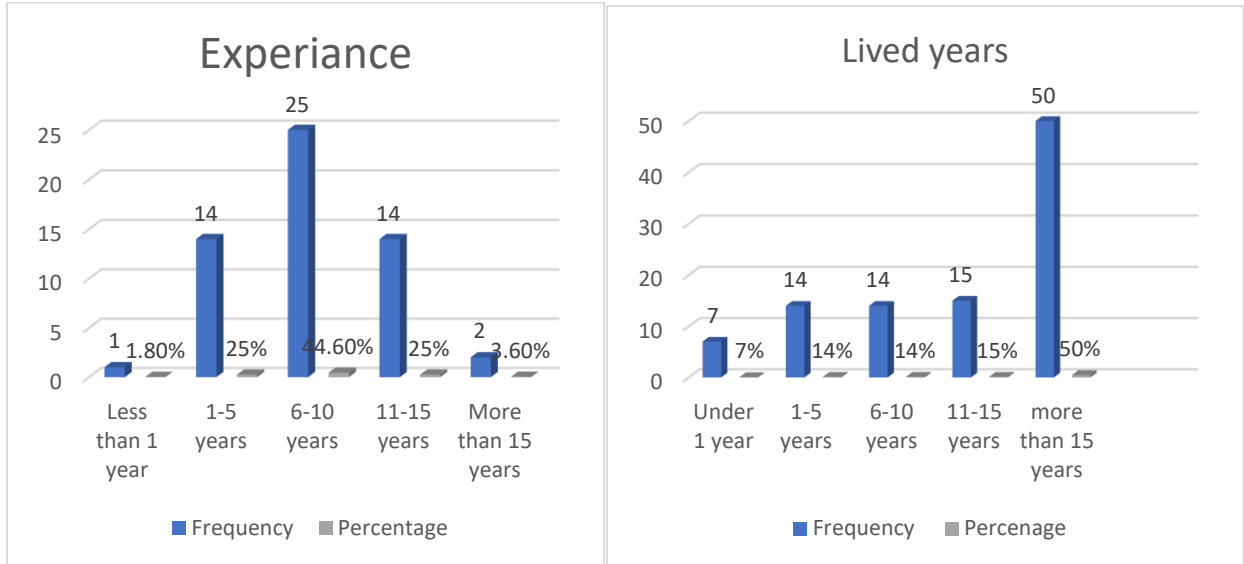


Figure 4. 3: Demographic composition of the sample experience and lived years

(Sources: From employees and customers answer of questionnaire, 2023)

With regard to educational background of respondents, the majority 42 (75 %) of the employees were degree holders; whereas the least 3 (5.4%) of employees were Diploma holders and (19.6%) of employees were Masters Holders. In contrast, most 54 (29.3%) of customer respondents were above higher education. Although majority 54 (54 %) of the customers were reached higher level of education; whereas the least 3 (3 %) of customers were reached preparatory and 10 (10 %) of customers were in primary school and the rest 33 (33 %) were in secondary school.

From the results, one can conclude that majority of the sample population are educated that create a good opportunity for having better awareness on the practice in terms of urban land management system and other services based on the standards and guidelines and challenges of land administration.

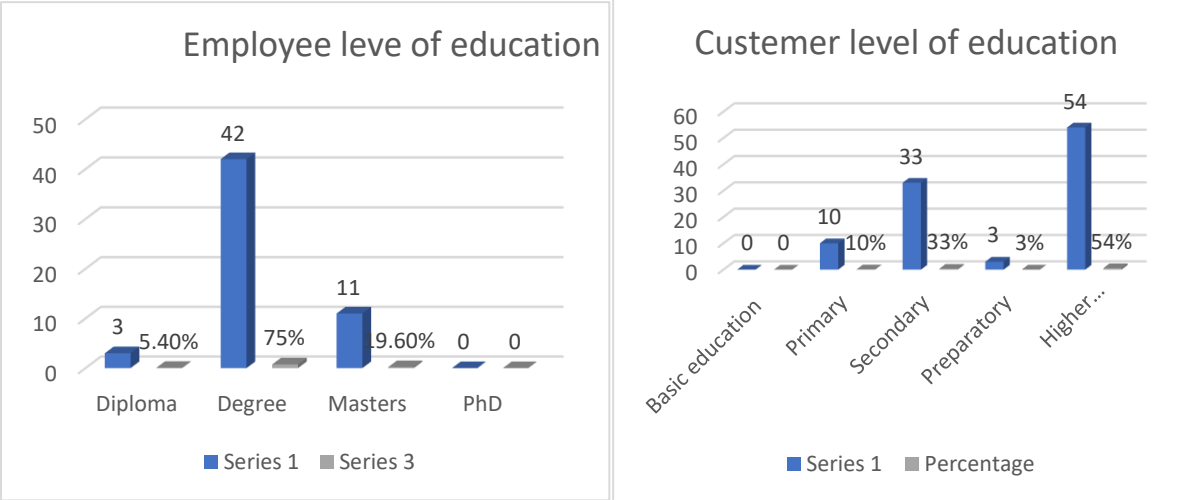


Figure 4. 4: Demographic composition of the sample level of education both employees and customers

(Sources: From employees and customers answer of questionnaire, 2023)

With regard to income of employees, the majority 22 (39.3 %) of the employees wage is 5000-10000 and 10000-15000; whereas the least 4 (7.1%) of employees wage is below 5000 and only 8 (14.3 %) of employees wage is 15,000-20,000. Furthermore, when we see job categories of customers 2% are student, 9% are government employees, 14% works in private company, 31% are self- employed, 2% are unemployed, 8% are house wife’s and 7% are retired.

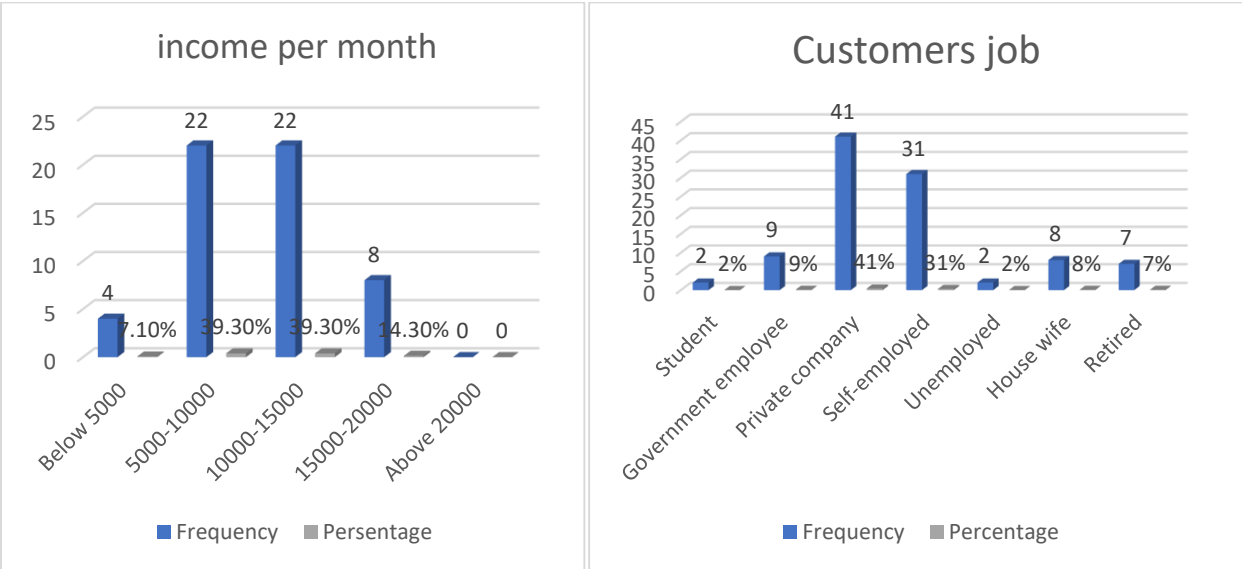


Figure 4. 5: Demographic composition of the sample income per month and customers job (Sources: From employees and customers answer of questionnaire, 2023)

### 4.3. **Description of the Respondents**

The respondents in this study were a varied group of individuals who participated willingly in the research project. A total of 163 participants participated in the study, and they were selected through targeted outreach to relevant communities and employees, as well as through personal and professional networks. These individuals varied in age, profession, and background, contributing to rich and varied perspectives. Motivated by a shared interest in the research subject, these respondents willingly sacrificed their time to provide valuable insights. Their participation was important in understanding the difficulty of the topic under study.

Although the study's sample size may not include all potential participants, the depth and breadth of responses from this diverse group allowed for a thorough exploration of the topic. Special care was taken to protect the privacy and confidentiality of respondents, and all information was unnamed and stored securely in accordance with ethical research standards. The qualitative data collected from these individuals provided an in-depth understanding of their experiences, attitudes and opinions about the focus of the study. This description highlights the central role of these respondents in the publication of the study data and results.

#### 4.4. Urban Land Management Challenges and causes

##### 4.4.1. The challenges

In the Urban Land Management Challenges specific to the land management practices in Kirkos Sub-City are assessed starting with by confirming the problems existence by asking both employees and customers.

As may be observed from Table 4.1 the employees 'response with regard to the existence of informal land settlement in the study area shows that most 40 (71.4%) of the employees says yes and the rest 16 (28.6%) said no. Correspondingly to this they have also respond with regard to the existence of weak information organization and management systems, lack of resources (financial, equipment, human and technological) and a practice of corruption in the office shows that most of the employees, 30 (53%), 47 (83.9%) and 32 (57.1%) says yes and the rest 26 (46.4%), 9 (16.1%) and 24 (42.9%) said no respectively. From this response we can see that the majority of employees confirm the existence of challenges.

*Table 4. 1: Employee's response to the problem existence*

Variables	Scale of measurement	Employee	
		Frequency	%
Is there a practice of informal land settlement in the sub city?	Yes	40	71.4%
	No	16	28.6%
	Total	56	100%
Is the information organization and management system in the office weak?	Yes	30	53.6%
	No	26	46.4%
	Total	56	100%
There is a lack of resources (financial, equipment, human and technological) in the office for effective land management?	Yes	47	83.9%
	No	9	16.1%
	Total	56	100%
Is there a practice of corruption in the	Yes	32	57.1%

office?	No	24	42.9%
	Total	56	1%

(Sources: From employees answer of questionnaire, 2023)

Related to confirming the lack of resources in the office 46 employees have given answer to an open ended question by writing down the specific resources that are considered to be lacking. 17 peoples out of 46 have Saied Paper, Software's, Human resource; Paper, Computer, Meter, Surveying equipment; Wage, Pen, Hand GPS and Human resource; Lack of lateral, Paper and Trained manpower; Lack of wage; Lack of human resource; Meter, Surveying equipment; Budget, Equipment and Human resource; Absence of lateral archiving; Not assigning the proper human resources for the job; Lack of cars and a surveying tool; Budget and Human; Car, Computer and Paper; Lack of comfortable work space; Lack of human resource and computer; Equipment, Budget and Human resource; Training budget, Total Station. And also 10 employees have said Equipment, Technology, Budget, Human resource and finally 19 employees have said Stationery materials. The existence of these problems indicates that there is a lack of resources, from small paper to surveying equipment, which causes disruption of work.

And also for the question that who is responsible to supply the resources 44 employees have given response and they give different answers which implies they don't know who is responsible. 28 employees have said Head of the office and finance, 6 of them have said the city administration, 5 of them have said the government, 2 employees have said Purchasing committee and budget and control each and 3 of them have said Human resource office. As the response shows that employees have different knowledge on who should be providing the sources which they doesn't know whom to be asked.

The customers 'response with regard to the first statement in table 4.2 indicates that 49 (49 %) of the customers agree and 30 (30 %) strongly agree that there is Illegal land occupation and are observed in the area where they live, and 11 (11 %) were neutral on their perception those who disagree and strongly disagree were 7 (7 %) and 3 (3 %) respectively. Similarly customers 'response with regard to the second statement indicates that majority of customers, 39 (39%) were agree and 35 (35%) strongly agree. On the other hand, 9 (9 %) and 1 (1 %) of customers

disagree and strongly disagree respectively that the organization and management of information in the sub city is weak and 16 (16 %) were neutral on their insight.

And customers 'response for the third and fourth statement which is related to each other were 29 (29 %) and 8 (8 %) of the customers agree and strongly agree that there is sufficient qualified and experienced manpower and 34 (34%) of the customers agree and 36 (36%) strongly agree that there is a lack of necessary equipment and technology in the office. Those customers who disagree and strongly disagree were 49 (49%), 13 (13%) and (3 %), 4 (4 %) respectively and also 11 (11 %) and 13 (13 %) customers were neutral on their perception respectively. Customers 'response with regard to the fifth statement indicates that majority of customers, 42 (42 %) were agree and 29 (29%) strongly agree. On the other hand, 11 (11 %) of customers disagree that there is a practice of corruption in the office and 18 (18%) were neutral on their insight. These response of customers suggested that the problems existence.

*Table 4. 2: Customers response to the problem existence*

Variables	Scale of measurement	Customer		
		Frequency	%	Cumulative
Illegal land occupation are observed in the area where you live	Strongly disagree	3	3%	3
	Disagree	7	7%	10
	Neutral	11	11%	21
	Agree	49	49%	70
	Strongly agree	30	30%	100
	Total	100	100%	
The organization and management of information in the sub city is weak.	Strongly disagree	1	1%	1
	Disagree	9	9%	10
	Neutral	16	16%	26
	Agree	39	39%	65
	Strongly agree	35	35%	100

	Total	100	100%	
There is sufficient qualified and experienced manpower in the office	Strongly disagree	3	3%	3
	Disagree	49	49%	52
	Neutral	11	11%	63
	Agree	29	29%	92
	Strongly agree	8	8%	100
	Total	100	100%	
There is a lack of necessary equipment and technology in the office	Strongly disagree	4	4%	4
	Disagree	13	13%	17
	Neutral	13	13%	30
	Agree	34	34%	64
	Strongly agree	36	36%	100
	Total	100	100%	
There is a practice of corruption in the office	Strongly disagree	0	0	0
	Disagree	11	11%	11
	Neutral	18	18%	29
	Agree	42	42%	71
	Strongly agree	29	29%	100
	Total	100	100%	

(Sources: From customers answer of questionnaire, 2023)

There was also an open ended question for employees to add other challenges which makes the practice of land management system difficult if there is. Their response was; Absence of system-assisted procedures and the problem of organization and guidance, Ignorance of laws and regulation, Not focusing on sectorial work due to sudden arrivals, Work by connecting land and politics not with knowledge and truth , narrated by political identity and decisions to be made

will affect equality and justice of the citizens, Working by unimproved policy and Managers not having enough knowledge in the field, Lack of employee satisfaction, Work relation to the works of another offices, As the responsibility of the work comes, Not getting the appropriate benefit as the professional should be responsible is cited as a reason for service refusal and Improper placement outside of educational preparation were answered by one person each. And also not guided by knowledge, Leadership gap, Not be connected to the network, Lack of measurement in land system, Professionals stay in one district for many years, Lack of competence as the people in positions of responsibility are mostly political appointees, Work load on the employees, Proclamation and instruction violates each other and inconsistency of rules and regulations were answered by 1 person each. Failure to improve the policy was answered by 4 people and Policy and practice gap was answered by 3 people. This response shows that when customers come to get the services they need, they are not being treated with efficiency, quality and in time.

#### 4.4.2. Causes of the Challenges

In this part the causes of these challenges are assessed by asking both employees and customers what the reasons are for the occurrence of challenges through an open ended question for employees and multiple choice questions respectively.

The employee's response for possible reasons of the informal land settlement was answered by only 39 employees and they have said that Absence of system-assisted procedures and the problem of organization and guidance, Ignorance of laws and regulation, Not focusing on sectorial work due to sudden arrivals, By connecting land and politics not with knowledge and truth , Narrated by political identity and Decisions to be made will affect equality and justice of the citizens, working by unimproved policy and Managers not having enough knowledge in the field, Lack of employee satisfaction and The works are related to the works of another offices were answered by 1 person each. And also Not getting the appropriate benefit as the professional should be responsible is cited as a reason for service refusal, Improper placement outside of educational preparation, Not guided by knowledge, Leadership gap, unqualified professional and leadership, Not connected to the network, Lack of measurement in Land system, Professionals stay in one district for many years, Leadership gap, lack of competence as the people in positions of responsibility are mostly political appointees, Work load on the employees, Lack of knowledge of the person assigned to the office, Proclamation and instruction to violate each

other and inconsistency of rules and regulations were answered by 1 person each. Working with unimproved policy and Failure to improve the policy were answered by 2 people each and Policy and practice gap were answered by 3 people as a reason.

The employee's response for possible causes for weak information organization and management system Lack of resources to store organized information, not putting the received information in place, storing information carelessly, Lack of sufficient trained manpower, lack of space and the organization of information, lack of space to store the files, Not storing in place, Wanting the office file system to work normally, lack of inventory, Inadequate attention to data management, lack of adequate lateral, Because the employee does not want to work if he is ordered, File management, lack of organized information, lack of technology support, Lack of information organized by the office, Not paying attention, Lack of resource and wage, Loss of information and failing to organize and save data in an up-to-date format, keep in place, and open a file for new data answered by 1 person each. Not properly organized and The efficiency of the organization is poor, and files are not easily accessible were answered by 2 people each, being not supported by technology, Missing information while organizing and Lack of resources were answered by three people.

The employee's response to factors contributing to corruption in land management is Lack of adequate knowledge and loyalty, Lack of adequate teaching information system and punishment is not applied, While it happens, not exposing and covering it, Lack of wage and there are people who want to get rich easily, Customers behavior, Illegal land occupation, Desire to gain undue advantage, Brokers, Providing benefits in advance, Irrelevant guidelines in a top-down approach because decision-making bodies are tied to others, Dragging work, exaggerating, not responding quickly, Poverty, High cost of living, The mindset of the client and the occasional role of the professional, Customers try's to get their rights using money, The behavior of the subject is to engage in inappropriate activities for profit, Seeking improper service of the subject, Having love for money, Guidance gap and Lack of supervision and control, For personal gain, Lack of salary, lack of sincerity and honesty and Relationship between customer and employees were answered by 18 individuals. Guidance gap were answered by 2 individuals, Lack of discipline were answered by 4 individuals, and Misbehavior of employee were answered by 6 individuals.

Employees have given answer to how the employees who engaged in corrupt practices typically dealt with within the office. They have said Wage penalty, suspension from work, they will be punished according to the punishment of the crime of corruption set by the law of the country, the limitation of trained professionals in the field, Suspension from work and reasoned, rom discipline, to written warning and to serious level, will be punished according to the law, By giving advice, They are punished as a crime of corruption, You, may not continue working, Demotion, Lack of knowledge of the person assigned to the office discipline and surrender to the law were answered by 11 individuals. They are punished for misconduct and Wage penalty were answered by 2 individuals respectively, Their case is held in court were said by 3 individuals, 7 individuals have said Imprisoning and 6 individuals said Haven't seen any penalty for the practice.

In the assessment of causes of land management problems and their impact related to sub-city land management system customer's response to selected challenges is written down below.

According to the first question raised on the table 4.3 one of the reasons for the illegal land occupation is rapid urbanization and population growth the majority of the customers (44 or 44%) strongly agree and 43 (43%) agree. On the other hand, 8 (8%) of customers disagree and 1 (1%) of customers agree. But, 4 (4%) of customers were unable to decide on the question forwarded. For the second statement 84 (84%) customers strongly agree and 16 (16%) agree that there is lack of affordable housing options. Also for the third statement majority of customers 40 (40%) Strongly agree and 44 (44%) agree. On the other hand 3 (3%) of customers strongly disagree and 5 (5%) disagree. And 8 (8%) of customers were neutral that limited access to formal land ownership and property rights is a reason for illegal land occupation.

For the fourth statement a large number of customers 37 (37%) disagree that the office encourages clients to report any professional misconduct and 15 (15%) strongly disagree. On the other hand 21 (21%) agree and 19 (19%) strongly agree with the statement. The remaining 8 (8%) customers were not sure to answer the statement. For the fifth statement the 37 (37%) disagree that the office clearly sets out the fees and procedures to be followed for each service it provides in its documents and website 22 (22%) strongly disagree. On the other hand 14 (14%) agree and 13 (13%) strongly agree with the statement. The remaining 14 (14%) customers were

neutral. And for the last statement a large number of customers 50 (50%) strongly agree and 35 (35%) agree that Weak regulations and disproportionate punishment is the main reason for the spread of corruption. The remaining 1 (1%) of customers disagree and 14 (14%) were indecisive about responding to the statement. As indicated in the remark urbanization and population growth, lack of affordable housing options, limited access to formal land ownership, weak regulations and disproportionate punishment, doesn't encouraging clients to report any professional misconduct and also doesn't setting out the fees and procedures to be followed for each service clearly are the cause of the challenges.

*Table 4. 3: Customers response to the possible causes of challenges*

Variables	Scale of measurement	Customer		
		Frequency	%	cumulative
One of the reasons for the illegal land occupation is rapid urbanization and population growth	Strongly disagree	1	1%	1
	Disagree	8	8%	9
	Neutral	4	4%	13
	Agree	43	43%	56
	Strongly agree	44	44%	100
	Total	100	100%	
There is a lack of affordable housing options	Strongly disagree	0	0	0
	Disagree	0	0	0
	Neutral	0	0	0
	Agree	16	16%	16
	Strongly agree	84	84%	100
	Total	100	100%	
Limited access to formal land ownership and property rights is a reason for illegal	Strongly disagree	3	3%	3
	Disagree	5	5%	8

land occupation	Neutral	8	8%	16
	Agree	44	44%	60
	Strongly agree	40	40%	100
	Total	100	100%	
The office encourages clients to report any professional misconduct.	Strongly disagree	15	15%	15
	Disagree	37	37%	52
	Neutral	8	8%	60
	Agree	21	21%	81
	Strongly agree	19	19%	100
	Total	100	100%	
The office clearly sets out the fees and procedures to be followed for each service it provides in its documents and website.	Strongly disagree	22	22%	22
	Disagree	37	37%	59
	Neutral	14	14%	73
	Agree	14	14%	87
	Strongly agree	13	13%	100
	Total	100	100%	
Weak regulations and disproportionate punishment is the main reason for the spread of corruption	Strongly disagree	0	0	0
	Disagree	1	1%	1
	Neutral	14	14%	15
	Agree	35	35%	50
	Strongly agree	50	50%	50
	Total	100	100%	

(Sources: From customers answer of questionnaire, 2023)

#### 4.5. Impact Assessment of the Challenges in Land Management Practices

In this part the impacts of these challenges are assessed by asking both employees and customers what the reasons are for the occurrence of challenges through multiple choice questions respectively.

Employees response to the first statement on the table 4.4 Illegal land occupation increases the workload and strain on urban land management employees in resolving disputes and eviction processes were (22 or 39.3%) strongly agree and 25 (44.6%) agree. On the other hand, 4 (7.1%) of employees disagree and 2 (3.6%) of employees strongly disagree. But, 3 (5.4%) of employees were unable to decide on the question forwarded. For the second statement 21 (37.4%) employees strongly agree and 29 (51.8%) agree that the presence of illegal land occupation increases work complexity and time demands for employees, affecting their overall productivity. On the other hand 1 (1.8%) of employees strongly disagree and 2 (3.6%) disagree. And 3 (5.4%) of employees were neutral that limited access to formal land ownership and property rights is a reason for illegal land occupation.

For the third statement a large number of employees 23 (41.1%) agree that employees dealing with illegal land occupation experience job frustration and dissatisfaction due to the recurring nature of such incidents and 20 (35.7%) strongly agree. On the other hand 5 (8.9%) disagree and 2 (3.6%) strongly agree with the statement. The remaining 6 (10.7%) employees were not sure to answer the statement. For the fourth statement the 27 (48.2%) agree that Illegal land occupation undermines property rights and land tenure security, hindering private sector investments and impeding overall economic development and 24 (42.9%) strongly disagree. On the other hand 1 (1.8%) disagree with the statement. The remaining 4 (7.1%) employees were neutral. For the fifth statement a large number of employees 26 (46.4%) strongly agree and 25 (44.6%) agree that the presence of illegal land occupation negatively impacts the rights and interests of legitimate customers and property owners. The remaining 2 (3.6%) of employee disagree and 3 (5.4%) were find it very difficult to make decisions. And for the last statement a large number of employees 29 (51.8%) strongly agree and 23 (41.1%) agree that the presence of illegal land occupation results in a loss of potential revenue from property-related taxes and fees, negatively impacting the city's revenue collection. The remaining 1 (1.8%) of employee disagree and 3 (5.4%) were indecisive about responding to the statement. The remarks of employees conforms

that Illegal land occupation increases the workload and strain, work complexity and demands time for employees, job frustration and dissatisfaction due to repetitive incidents, undermines property rights and land tenure security, hindering private sector investments and economic development, negatively impacts the rights and interests of legitimate customers and property owners and a loss of potential revenue.

*Table 4. 4: Employee’s response to impacts of Illegal land occupation*

Variables	Scale of measurement	Employee		
		Frequency	%	Cumulative
Illegal land occupation increases the workload and strain on urban land management employees in resolving disputes and eviction processes.	Strongly disagree	2	3.6%	3.6
	Disagree	4	7.1%	10.7
	Neutral	3	5.4%	16.1
	Agree	25	44.6%	60.7
	Strongly agree	22	39.3%	100
	Total	56	100%	
The presence of illegal land occupation increases work complexity and time demands for employees, affecting their overall productivity.	Strongly disagree	1	1.8%	1.8
	Disagree	2	3.6%	5.4
	Neutral	3	5.4%	10.8
	Agree	29	51.8%	62.6
	Strongly agree	21	37.4%	100
	Total	56	100%	
Employees dealing with illegal land occupation experience job frustration and dissatisfaction due to the recurring nature of such incidents.	Strongly disagree	2	3.6%	3.6
	Disagree	5	8.9%	12.5
	Neutral	6	10.7%	23.2
	Agree	23	41.1%	64.3
	Strongly agree	20	35.7%	100

	Total	56	100%	
Illegal land occupation undermines property rights and land tenure security, hindering private sector investments and impeding overall economic development.	Strongly disagree	0	0	0
	Disagree	1	1.8%	1.8
	Neutral	4	7.1%	8.9
	Agree	27	48.2%	57.1
	Strongly agree	24	42.9%	100
	Total	56	100%	
	The presence of illegal land occupation negatively impacts the rights and interests of legitimate customers and property owners	Strongly disagree	0	0
Disagree		2	3.6%	3.6
Neutral		3	5.4%	9
Agree		25	44.6%	53.6
Strongly agree		26	46.4%	100
Total		56	100%	
The presence of illegal land occupation results in a loss of potential revenue from property-related taxes and fees, negatively impacting the city's revenue collection.	Strongly disagree	0	0	0
	Disagree	1	1.8%	1.8
	Neutral	3	5.4%	7.2
	Agree	23	41.1%	48.3
	Strongly agree	29	51.7%	100
	Total	56	100%	

(Sources: From employees answer of questionnaire, 2023)

Employees response to the first statement on the table 4.5 Customers affected by a weak land information organization system experience difficulties in obtaining necessary permits, licenses, or approvals for their land-related projects were 22 (39.3%) strongly agree and 24 (42.9%) agree. On the other hand, 4 (7.1%) of employees disagree and 6 (10.7%) of employees were unable to

decide on the question forwarded. For the second statement 23 (41.1%) employees strongly agree and 27 (48.2%) agree that The lack of a reliable land information organization system limits customers' confidence in making long-term investments or decisions related to land and property. On the other hand 2 (3.6%) disagree and 4 (7.1%) of customers were neutral.

For the third statement a large number of employees 25 (44.6%) agree that Insufficient access to reliable and up-to-date land information hinders effective decision-making and planning processes and 25 (44.6%) strongly agree. On the other hand 4 (7.1%) disagree and the remaining 2 (3.6%) employees were not sure to answer the statement. For the fourth statement the 25 (44.6%) agree that Employees working with a weak land information organization system face challenges in providing timely and accurate information to stakeholders and 29 (51.8%) strongly agree. On the other hand 1 (1.8%) disagree with the statement. The remaining 1 (1.8%) employees were neutral.

For the fifth statement a large number of employees 26 (46.4%) strongly agree and 25 (44.6%) agree that A weak land information organization system reduces employees' confidence in the accuracy and reliability of the information they use for their work. The remaining 2 (3.6%) of employee disagree and 3 (5.4%) were find it very difficult to make decisions. For the sixth statement a large number of employees 32 (57.1%) agree and 22 (39.3%) strongly agree that A weak land information organization system hinders accurate assessment and valuation of properties, impacting the city's ability to collect property taxes. The remaining 2 (3.6%) were indecisive about responding to the statement. And for the last statement a large number of employees 30 (53.5%) strongly agree and 24 (42.9%) agree that A weak land information organization system hampers the accuracy and completeness of land records, impeding efficient land administration and management practices. The remaining 2 (3.6%) were indecisive about responding to the statement. The response of employees conforms that having weak land information organization impacts customers in obtaining necessary permits, licenses, or approvals, making long-term investments or decisions related to land and property, hinders effective decision-making and planning processes, providing timely and accurate information to stakeholders, reduces employees' confidence in the accuracy and reliability of the information they use for their work, reduces employees' confidence in the accuracy and reliability of the information they use for their work and hampers the accuracy and

completeness of land records, impeding efficient land administration and management practices.

*Table 4. 5: Employee's response to impacts of weak land information organization*

Variables	Scale of measurement	Employee		
		Frequency	%	Cumulative
Customers affected by a weak land information organization system experience difficulties in obtaining necessary permits, licenses, or approvals for their land-related projects.	Strongly disagree	0	0	0
	Disagree	4	7.1%	7.1
	Neutral	6	10.7%	17.8
	Agree	24	42.9%	60.7
	Strongly agree	22	39.3%	100
	Total	56	100%	
The lack of a reliable land information organization system limits customers' confidence in making long-term investments or decisions related to land and property.	Strongly disagree	0	0	0
	Disagree	2	3.6%	3.6
	Neutral	4	7.1%	10.7
	Agree	27	48.2%	58.9
	Strongly agree	23	41.1%	100
	Total	56	100%	
Insufficient access to reliable and up-to-date land information hinders effective decision-making and planning processes.	Strongly disagree	0	0	0
	Disagree	4	7.1%	7.1
	Neutral	2	3.6%	10.7
	Agree	25	44.6%	55.4
	Strongly agree	25	44.6%	100
	Total	56	100%	

Employees working with a weak land information organization system face challenges in providing timely and accurate information to stakeholders.	Strongly disagree	0	0	
	Disagree	1	1.8%	1.8
	Neutral	1	1.8%	3.6
	Agree	25	44.6%	48.2
	Strongly agree	29	51.8%	100
	Total	56	100%	
A weak land information organization system reduces employees' confidence in the accuracy and reliability of the information they use for their work.	Strongly disagree	0	0	0
	Disagree	2	3.6%	3.6
	Neutral	3	5.4%	9
	Agree	25	44.6%	53.6
	Strongly agree	26	46.4%	100
	Total	56	100%	
A weak land information organization system hinders accurate assessment and valuation of properties, impacting the city's ability to collect property taxes and generate revenue.	Strongly disagree	0	0	0
	Disagree	0	0	0
	Neutral	2	3.6%	3.6
	Agree	32	57.1%	60.7
	Strongly agree	22	39.3%	100
	Total	56	100%	
A weak land information organization system hampers the accuracy and completeness of land records, impeding efficient land administration and management practices.	Strongly disagree	0	0	0
	Disagree	0	0	0
	Neutral	2	3.6%	3.6
	Agree	24	42.9%	46.5
	Strongly agree	30	53.5%	100
	Total	56	100%	

(Sources: From employees answer of questionnaire, 2023)

Employees response to the first statement on the table 4.6 a lack of resources compromises the ability to enforce compliance with land regulations and standards, undermining effective urban land management practices were (27 or 48.2%) strongly agree and 26 (46.4%) agree. On the other hand, 2 (3.6%) of employees disagree and 1 (1.8%) of employees were unable to decide on the question forwarded. For the second statement 24 (42.9%) employees strongly agree and 27 (48.2%) agree that insufficient financial resources limit the ability to upgrade and maintain the necessary technological infrastructure for efficient land management. On the other hand 1 (1.8%) of employees disagree and 4 (7.1%) of employees were neutral. For the third statement a large number of employees 27 (48.2%) agree that Inadequate staffing and human resources hinder the timely processing of land-related applications and requests and 22 (39.3%) strongly agree. On the other hand 2 (3.6%) agree with the statement. The remaining 5 (8.9%) employees were not sure to answer the statement.

For the fourth statement the 20 (35.7%) agree that Insufficient financial resources limit employees' ability to access training and professional development opportunities, hindering career growth and 32 (57.1%) strongly disagree. On the other hand 2 (3.6%) disagree with the statement and the remaining 2 (3.6%) employees were neutral. For the fifth statement a large number of employees 30 (53.6%) strongly agree and 23 (41.1%) agree that Insufficient resources limit employees' ability to access necessary tools and technology, hindering their productivity and efficiency. The remaining 3 (5.4%) of employee disagree. For the sixth statement a large number of employees 27 (48.2%) strongly agree and 26 (46.4%) agree that the scarcity of resources negatively impacts employees' morale and job satisfaction, leading to decreased motivation and engagement. The remaining 2 (3.6%) of employee disagree and 1 (1.8%) were neutral. And for the last statement a large number of employees 29 (51.8%) agree and 22 (39.2%) strongly agree that Insufficient financial resources limit the capacity to invest in research, innovation, and capacity building in urban land management practices, hindering progress and improvement in the field. The remaining 2 (3.6 %) of employee disagree and 3 (5.4%) were indecisive about responding to the statement. The remarks of employees conforms that Lack of resources compromises the ability to enforce compliance with land regulations and standards, limit the ability to upgrade and maintain the necessary technological infrastructure, employees' ability to access training and professional development

opportunities, employees' ability to access necessary tools and technology, limit the capacity to invest in research, innovation, and capacity building in urban land management practices, hinder the timely processing of land-related applications and requests, hindering progress and improvement in the field, career growth, productivity and efficiency, impacts employees' morale and job satisfaction, leading to decreased motivation and engagement.

*Table 4. 6: Employee's response to impacts of Lack of resources*

Variables	Scale of measurement	Employee		
		Frequency	%	Cumulative
A lack of resources compromises the ability to enforce compliance with land regulations and standards, undermining effective urban land management practices.	Strongly disagree	0	0	0
	Disagree	2	3.6%	3.6
	Neutral	1	1.8%	5.4
	Agree	26	46.4%	51.8
	Strongly agree	27	48.2%	100
	Total	56	100%	
Insufficient financial resources limit the ability to upgrade and maintain the necessary technological infrastructure for efficient land management.	Strongly disagree	0	0	0
	Disagree	1	1.8%	1.8
	Neutral	4	7.1%	8.9
	Agree	27	48.2%	57.1
	Strongly agree	24	42.9%	100
	Total	56	100%	
Inadequate staffing and human resources hinder the timely processing of land-related applications and requests.	Strongly disagree	0	0	0
	Disagree	2	3.6%	3.6
	Neutral	5	8.9%	12.5
	Agree	27	48.2%	60.7
	Strongly agree	22	39.3%	100

	Total	56	100%	
Insufficient financial resources limit employees' ability to access training and professional development opportunities, hindering career growth.	Strongly disagree	0	0	0
	Disagree	2	3.6%	3.6
	Neutral	2	3.6%	7.2
	Agree	20	35.7%	42.9
	Strongly agree	32	57.1%	100
	Total	56	100%	
Insufficient resources limit employees' ability to access necessary tools and technology, hindering their productivity and efficiency.	Strongly disagree	0	0	0
	Disagree	3	5.4%	5.4
	Neutral	0	0	5.4
	Agree	23	41.1%	46.5
	Strongly agree	30	53.5%	100
	Total	56	100%	
The scarcity of resources negatively impacts employees' morale and job satisfaction, leading to decreased motivation and engagement.	Strongly disagree	0	0	0
	Disagree	2	3.6%	3.6
	Neutral	1	1.8%	5.4
	Agree	26	46.4%	51.8
	Strongly agree	27	48.2%	100
	Total	56	100%	
Insufficient financial resources limit the capacity to invest in research, innovation, and capacity building in urban land management practices, hindering progress and	Strongly disagree	0	0	0
	Disagree	2	3.6%	3.6
	Neutral	3	5.4%	9
	Agree	29	51.8%	60.8

improvement in the field.	Strongly agree	22	39.2%	100
	Total	56	100%	

(Sources: From employees answer of questionnaire, 2023)

Employees response to the first statement on the table 4.7 the presence of corruption in urban land management undermines public trust in the integrity of land-related decision-making processes were (23 or 41.1%) strongly agree and 27 (48.2%) agree. On the other hand, 2 (3.6%) of employees disagree. And, 4 (7.1%) of employees were unable to decide on the question forwarded. For the second statement 17 (30.3%) employees strongly agree and 15 (26.8%) agree that Corruption in urban land management increases the risk of retaliation and threats against employees who refuse to engage in corrupt practices. On the other hand 2 (3.6%) of employees strongly disagree and 7 (12.5%) disagree. And 15 (26.8%) of employees were neutral that limited access to formal land ownership and property rights is a reason for illegal land occupation.

For the third statement a large number of employees 28 (50%) agree that the existence of corruption negatively impacts the professional reputation and credibility of employees involved in urban land management and 23 (41.1%) strongly agree. On the other hand 1 (1.8%) strongly agree with the statement. The remaining 4 (7.1%) employees were not sure to answer the statement. For the fourth statement the 29 (51.8%) agree that the presence of corruption in urban land management undermines the trust and confidence of customers in the fairness and transparency of land-related processes and 24 (42.8%) strongly agree. The remaining 3 (5.4%) employees were neutral. For the fifth statement a large number of employees 26 (46.4%) strongly agree and 23 (41.1%) agree that Corruption in urban land management leads to unfair advantages for certain customers, creating a perception of inequality and favoritism. The remaining 1 (1.8%) of employee disagree and 6 (10.7%) were find it very difficult to make decisions. For the sixth statement a large number of employees 25 (44.6%) strongly agree and 22 (42.9%) agree that Customers affected by corruption in urban land management face increased financial burdens due to bribery or extortion demands. The remaining 7 (12.5%) of employee were indecisive about responding to the statement.

And for the last statement a large number of employees 28 (50 %) agree and 20 (35.7%) strongly agree that the existence of corruption in urban land management undermines the credibility of

land-related policies and regulations. The remaining 1 (1.8%) of employee disagree and 3 (5.4%) were indecisive about responding to the statement. The remarks of employees conforms that corruption undermines public trust in the integrity of land-related decision-making processes, increases the risk of retaliation and threats against employees who refuse to engage in corrupt practices, impacts the professional reputation and credibility of employees, undermines the trust and confidence of customers, leads to unfair advantages for certain customers, face increased financial burdens due to bribery or extortion demands, face increased financial burdens due to bribery or extortion demands.

*Table 4. 7: Employee's response to impacts of corruption*

Variables	Scale of measurement	Employee		Cumulative
		Frequency	%	
The presence of corruption in urban land management undermines public trust in the integrity of land-related decision-making processes.	Strongly disagree	0	0	0
	Disagree	2	3.6%	3.6
	Neutral	4	7.1%	10.7
	Agree	27	48.2%	58.9
	Strongly agree	23	41.1%	100
	Total	56	100%	
Corruption in urban land management increases the risk of retaliation and threats against employees who refuse to engage in corrupt practices.	Strongly disagree	2	3.6%	3.6
	Disagree	7	12.5%	16.1
	Neutral	15	26.8%	42.9
	Agree	15	26.8%	69.7
	Strongly agree	17	30.3%	100
	Total	56	100%	
The existence of corruption negatively impacts the professional	Strongly disagree	1	1,8%	1.8
	Disagree	0	0	1.8

reputation and credibility of employees involved in urban land management.	Neutral	4	7.1%	8.9
	Agree	28	50%	58.9
	Strongly agree	23	41.1%	100
	Total	56	100%	
The presence of corruption in urban land management undermines the trust and confidence of customers in the fairness and transparency of land-related processes.	Strongly disagree	0	0	0
	Disagree	0	0	0
	Neutral	3	5.4%	5.4
	Agree	29	51.8%	57.2
	Strongly agree	24	42.8%	100
	Total	56	100%	
Corruption in urban land management leads to unfair advantages for certain customers, creating a perception of inequality and favoritism.	Strongly disagree	0	0	0
	Disagree	1	1.8%	1.8
	Neutral	6	10.7%	12.5
	Agree	23	41.1%	53.6
	Strongly agree	26	46.4%	100
	Total	56	100%	
Customers affected by corruption in urban land management face increased financial burdens due to bribery or extortion demands.	Strongly disagree	0	0	0
	Disagree	0	0	0
	Neutral	7	12.5%	12.5
	Agree	24	42.9%	55.4
	Strongly agree	25	44.6%	100
	Total	56	100%	
The existence of corruption in urban land management undermines	Strongly disagree	0	0	0
	Disagree	0	0	0

the credibility of land-related policies and regulations.	Neutral	8	14.3%	14.3
	Agree	28	50%	64.3
	Strongly agree	20	35.7%	100
	Total	56	100%	

(Sources: From employees answer of questionnaire, 2023)

There was also an open ended question for employees to list the impacts of other challenges which makes the practice of land management system difficult. 13 employees have said that It led to abuse of customers, there will be no work efficiency, It will prevent the country from getting the income it should get and because of these necessary infrastructure will not be built, Difficulty leading with knowledge, The community's trust in land management has decreased greatly, Customer dissatisfaction, lack of trust in the institution, customer disappointment, independence of the institution and others, It causes data loss, Customer complaints, Disrupts customers, Downgrading loses credibility among people, Psychological impact, lack of confidence and fear on the employee and Failure to do the work when it is said, disruption of people is created.

Like the employees customers have been also asked about land management problems and their impact related to sub-city land management system. According to the first question raised on the table 4.8 the presence of illegal land grabs has put pressure on public services and infrastructure the majority of the customers response was 44 (44%) agree and 43 (43%) strongly agree. On the other hand, 5 (5%) of customers disagree and 1 (1%) of customer strongly disagree. But, 7 (7%) of customers were unable to decide on the question forwarded. And for the second statement a large number of customers 47 (47%) agree that illegally built houses spoil the appearance of the environment because they are built with tools that quickly collapse and 35 (35%) strongly disagree. On the other hand 10 (10%) disagree and the remaining 8 (8%) customers were not sure to answer the statement. The remarks of customer's conforms that illegal land occupation impacts by putting pressure on public services and infrastructure and spoils the appearance of the environment.

Table 4. 8: Customer's response to impacts of Illegal land occupation

Variables	Scale of measurement	Customer		
		Frequency	%	Cumulative
The presence of illegal land grabs has put pressure on public services and infrastructure.	Strongly disagree	1	1%	1
	Disagree	5	5%	6
	Neutral	7	7%	13
	Agree	44	44%	57
	Strongly agree	43	43%	100
	Total	100	100%	
Illegally built houses spoil the appearance of the environment because they are built with tools that quickly collapse	Strongly disagree	0	0	0
	Disagree	10	10%	10
	Neutral	8	8%	18
	Agree	35	35%	53
	Strongly agree	47	47%	100
	Total	100	100%	

(Sources: From customers answer of questionnaire, 2023)

According to the first question raised on the table 4.9 when you went to get service in the district, you were aggravated due to the loss of files the majority of the customers response was 46 (46%) strongly agree and 24 (24%) agree. On the other hand, 19 (19%) of customers disagree and 1 (1%) of customer strongly disagree. But, 10 (10%) of customers were unable to decide on the question forwarded. For the second statement a large number of customers 41 (41%) strongly agree that there is a lack of organized file due to the existence of a weak land information organization system and 30 (30%) agree. On the other hand 14 (14%) disagree and 1 (1%) strongly disagree. The remaining 14 (14%) customers were not sure to answer the statement.

For the third statement a large number of customers 29 (29%) agree that It affects the city's ability to collect property taxes and generate revenue by impeding the accurate assessment and rate of illegal land grabs and 28 (28%) strongly agree. On the other hand 16 (16%) disagree and 1 (1%) strongly disagree. The remaining 26 (26%) customers were not sure to answer the statement. And for the last statement a large number of employees 46 (46%) agree that Due to the lack of reliable land information, you face difficulties in obtaining necessary permits or approvals for land-related projects and 28 (28%) strongly agree. On the other hand 9 (9%) disagree and 1 (1%) strongly disagree. The remaining 16 (16%) customers were not sure to answer the statement. The remarks of customer's conforms that weak Organization and management of information impacted by aggravating due to the loss of files, face difficulties in obtaining necessary permits and city's ability to collect property taxes and generate revenue.

*Table 4. 9: Customer's response to impacts of weak Organization and management of information*

Variables	Scale of measurement	Employee		Cumulative
		Frequency	%	
When you went to get service in the district, you were aggravated due to the loss of files.	Strongly disagree	1	1%	1
	Disagree	19	19%	20
	Neutral	10	10%	30
	Agree	24	24%	54
	Strongly agree	46	46%	100
	Total	100	100	
There is a lack of organized file due to the existence of a weak land information organization system	Strongly disagree	1	1%	1
	Disagree	14	14%	15
	Neutral	14	14%	29
	Agree	30	30%	59
	Strongly agree	41	41%	100
	Total	100	100%	

It affects the city's ability to collect property taxes and generate revenue by impeding the accurate assessment and rate of illegal land grabs.	Strongly disagree	1	1%	1
	Disagree	16	16%	17
	Neutral	26	26%	43
	Agree	29	29%	72
	Strongly agree	28	28%	100
	Total	100	100%	
Due to the lack of reliable land information, you face difficulties in obtaining necessary permits or approvals for land-related projects.	Strongly disagree	1	1%	1
	Disagree	9	9%	10
	Neutral	16	16%	26
	Agree	46	46%	72
	Strongly agree	28	28%	100
	Total	100	100%	

(Sources: From customers answer of questionnaire, 2023)

According to the question raised on the table 4.10 the lack of resources in the office has hindered the customer's request from being dealt with quickly and correctly the majority of the customers response was 40 (40%) strongly agree and 33 (33%) agree. On the other hand, 14 (14%) of customers disagree and 1 (1%) of customer strongly disagree. But, 12 (12%) of customers were unable to decide on the question forwarded. The remarks of customer's conforms that lack of resources hindered the customer's request from being dealt with quickly and correctly.

*Table 4. 10: Customer's response to impacts of Lack of resources*

Variables	Scale of measurement	Employee		Cumulative
		Frequency	%	
The lack of resources in the office has hindered the customer's request from being dealt with quickly	Strongly disagree	1	1%	1
	Disagree	14	14%	15
	Neutral	12	12%	27

and correctly.	Agree	33	33%	60
	Strongly agree	40	40%	100
	Total	100	100%	

(Sources: From customers answer of questionnaire, 2023)

According to the first question raised on the table 4.11 due to the presence of corruption in the office, the people lose their confidence in the integrity of decision-making processes related to land the majority of the customers response was 42 (42%) agree and 32 (32%) strongly agree. On the other hand, 7 (7%) of customers disagree and 19 (19%) of customers were unable to decide on the question forwarded. And for the second statement a large number of employees 40 (40%) agree that the presence of corruption gives unfair advantages to certain customers, which creates discrimination and 33 (33%) strongly disagree. On the other hand 10 (10%) disagree and the remaining 8 (8%) employees were not sure to answer the statement. The remarks of customer's conforms that corruption makes people to lose their confidence in the integrity of decision-making processes related to land and gives unfair advantages to certain customers.

*Table 4. 11: Customer's response to impacts of corruption*

Variables	Scale of measurement	Employee		Cumulative
		Frequency	%	
Due to the presence of corruption in the office, the people lose their confidence in the integrity of decision-making processes related to land.	Strongly disagree	0	0	0
	Disagree	7	7%	7
	Neutral	19	19%	26
	Agree	42	42%	68
	Strongly agree	32	32%	100
	Total	100	100%	
The presence of corruption gives unfair advantages to certain customers, which	Strongly disagree	0	0	0
	Disagree	10	10%	10
	Neutral	17	17%	27

creates discrimination.	Agree	40	40%	67
	Strongly agree	33	33%	100
	Total	100	100%	

(Sources: From customers answer of questionnaire, 2023)

Finally customers have been asked if there are other problems and only 8 individuals answered there response were having a meeting during working hours while there is client were answered by 2two individuals not treating people equally and having appointments, if there is a file with many officials to carry out a case, There is a problem of server unavailability, The number of appointments is very noticeable, Because the boss is always in a meeting, only experts are available and There is no work efficiency have been answered each by one individuals.

#### 4.6. Strategies Used By the Office

As the data's indicates there are problems which are affecting the practice of kirkos land development and management's office. So in order to overcome these challenges the office is applying different techniques and methods. Employees have given responses about strategies used by the office for each problem.

Employees response for types of measurements Used by the Office in order to minimize informal land settlement challenges was answered by twenty three employees and they have said that Putting signs in empty places, It will be controlled together with the law enforcement service office, Counting and controlling the places in the city, By following up properly and Punishment that is instructive, Neither the land settlement nor the unfairness and By giving awareness to the community and putting a sign were answered by one person each registering empty land and giving awareness to the society were answered by two persons each, the system-aided information organization has been started were answered by three persons, Banking empty lands were answered by four persons and six employees have said they are doing nothing to improve the situation.

Employee's response for types of measurements Used by the Office in order to minimize weak information organization management challenges was answered by twenty six employees and they have said that providing training to employees and Keeping information on computer were answered by one person each, Bringing technology to organize information were answered by nine persons, They are organizing information's in a new way were answered by thirteen persons and two persons have said they are doing nothing.

Employee's response for types of measurements Used by the Office in order to minimize lack of resources challenges was answered by fifteen employees and they have said that Increasing the budget, use the existing equipment in turn and in consultation with the relevant body, we are working to have enough manpower and a comfortable workplace were answered by one person each, Borrowing from other offices and requesting finances were answered by two persons, they are working together with investors were answered by three persons and no measurements have been taken were answered by seven persons.

Employee's response for types of measurements Used by the Office in order to minimize corruption challenges was answered by six employees and one have said penalty and did not specify the type and five have said no measurements have been taken to minimize these challenge.

#### **4.6.1. Interview**

The interviews of seven team leaders under different titles were done and as their jobs are different the challenge they are experiencing were also different. I have write it by focusing on the four challenges and they started from the cause to impact and what they are doing to minimize these problems.

The main reason for illegal land occupation is that land is expensive and difficult to find. Currently, land is leased to individuals and the price of the land and the type of construction allowed for the place is high in terms of the society's ability. In the past, there have been several guidelines issued to legalize illegal land acquisition.

Before the issuance of Proclamation 47/67, most of the property was held by the nobles, and after the promulgation of this Proclamation, surplus land and houses were returned to the government. As for the undocumented owners who do not have a title confirmation map

regarding the possessions that existed until 1988, according to the directive issued 17/2006, the work of legalizing them is still being done by looking at the evidence that was kept about the house. Even after 1988, the illegal construction did not stop and further instructions were issued to deal with these owners. This directive 16/2006 aims to legalize properties built up to 1997 that were built without the permission of the relevant body. According to these guidelines, if the possessions were not legalized and were to be demolished, it would have caused a great political, social and economic crisis, and they were made to maintain their plans and bring them to legality.

However, after 1997, the illegal land occupation continued, which has various manifestations, the first one is any individual builds a house in an open space without permission, secondly by planting plants in an open space next to their property, expanding it through time and holding it as it was theirs, third type is by giving land for temporary use in the name of good management and the last one is that there are places where construction has been built by the city administration without following the procedure while the land is still in the land bank this makes it difficult for us to forbid and demolish.

Another problem is that the bodies that protect the land, the law enforcement officers in each district, do not have the knowledge, why they protect the land and the benefits that come from protecting it. In addition, the officials of the land development and management office of each district change regularly, which it takes time until they get to know the area well, and this has the effect of delaying the works and have an influence in protecting the land. The other problem which makes protecting the areas difficult is that tapes were put up in certain places in the land bank areas to inform that the land belongs to the government, and the tapes were removed by unknown individuals.

Therefore, to overcome this problem, it has been taken as a solution to protect open spaces in 10 districts by registering them on GIS and entering them into the land bank. In addition, tenure maps are being digitized by the district registration agency.

According to their response there is Lack of resources which starts from stationery materials to large surveying equipment, there is a shortage. What we are currently using is a total station, which has its own instrumental problems and is an old device. The last improved device is the differential GPS, which has not yet been purchased due to budget constraints.

One thing that hinders work is the lack of resources and there is a huge shortage of office supplies from stationery to surveying equipment. The reason for the lack of stationery material is that the purchase is not done on time and in sufficient quantity. This is because the finance office, which is responsible for meeting the resources, did not run out of the materials purchased last year and thought that they are enough for this year. There is a lack of Car, total station, differential GPS and the like.

Another problem is that working by CIS software which operates by having version 2 which is old and not updated; it is currently updated up to version 10. It crashes up to 4 times every year and 45,000 Birr will be paid to the company to repair it once and it has been repaired twice this year. The company has told them that it is no longer repairable and that an update is a last resort. 8 million birr is required to update the CIS software. This software contains accurate information about private and government houses as well as the owner, collected from house to house in 1988. This software provides name transfer and data correction services mainly.

They also admit there is Weak information organization Due to the weak organization of information, land is being used for unwanted purposes without the government's approval and is being invaded and the benefits that should have been obtained from the land are not being obtained.

Another is that a job is not being done as fast as it should be because of data organization. Clients are not being dealt with in a timely manner due to file loss and individuals are being subjected to unwanted harassment until the file is found.

During this interview, a customer who had a certificate of occupancy from Kirkos Sub-district, who came back repeatedly in the past, when the file was checked out, the information that should have been in the file was missing. He was not wanted for a week and was told to come back in four days and be wanted until then.

Existing information has been organized in Excel and hard copy since 2014, but there is a problem of lack of space and lateral to store the information. Organized files are haphazardly placed in a one-room apartment, half on the floor, half on a table, and half on a shelf which makes it difficult to find ones file even after searching for a week.

To solve these problem 8 million birr has been allocated for lateral purchase, but the required number of laterals is 12 and the price of one is 1 million birr, so the required amount is 12 million birr.

Regarding corruption, there are problems with ethics, from delaying a file to asking unnecessary questions of a case to media exposure, there is professional misconduct and although Instead of following the right path, customers push professionals to get services through shortcuts.

The coordinator of the site handover and lease monitoring group that one of the Professionals under his team involved in the practice have explained to me that an expert under him is being accused of corruption and this professional's actions were done personally and not as an office, and that he was not punished in the office and that if he wins the case and wishes to came back he will return to work.

And finally I ask him about lease holding system and how they are controlling the payment system. Properties are entered into the Lease system in two ways, that is, when an existing property is transferred to another person through sale, and when the city administration decides to transfer it to developers, and their file is sent to us from the central administrator. There are loopholes in charging the lease payment and the landlord does not pay the rent every year.

In the lease decree, a lease holder must be paid every year, but he can remain without payment for three years in a row, and if he stays longer than the specified period, the case will be settled by law. They also sent a letter every year to notify the lease holders to make their payments on time. But there is trouble in delivering the letters to owners due to lack of man power in the wereda brunch offices and change of the owner's address and transfer to a third party.

Another problem is that when they are allowed to build a building there is deadlines that have been set, and the construction must be completed by the given time. The plots given to the developers are based on the Lease Proclamation 2004 and have been issued considering that time building status. There is a set time limit for designing, starting and completing construction from the moment they take over the property, but the guideline does not go with the current situation.

But through the time of monitoring if there is a delayed construction, we ask them to submit a written reason and send it to the city administration. Construction will be suspended until there reason for the delay seen and allow more time.

#### **4.7. Discussion**

##### **4.7.1. Consistence of the Sample Characteristics**

Out of 163 individual participants, to explain the main issues socio economic status of employees and customers 57.1% of them were males and 42.9% of them were females. Concerning to the age of the participants, 14.7 % of them ranges 18 to 30 years old; 39.7 % of them ranges from 31 to 40 years old; 32.7 % of them were in age group from 41 to 50 years; 12.2 % of them ranges from 51 to 60 years old and the people above 65 years old counts for 0.7%.

Coming to the experience and residency of the participants, below 1 year 1.8% and 7%; from 1 to 5 covers 25% and 14%; from 6 to 10 covers 44.6% and 14%; from 11 to 15 covers 25% and 15% whereas, 3.6% and 50% of them are above 15 years respectively. Concerning to the level of education of employees, 5.4% of them are Diploma holders; 75% of them are Degree holders and 19.6% of them are Masters Holders. And also customers 10% attended primary school; 33% attended secondary school; 3% attended preparatory school and 54% attended higher education.

The other socioeconomic variable of the participants is employees income per month and customers job where, 7.1% of them gains wage of below 5,000; 39.3% of them ranges from 5,000 to 10,000; 39.3% of them ranges from 10,000 to 15,000 and 14.3% of them ranges from 15,000 to 20,000; and also 2% of them are students; 9% of them are Government employees; 41% of them are Private company employees; 31% of them are Self-employed; 2% were unemployed; 8% were House wife's and 7% are retired respectively.

The demographic data paints a picture of a diverse and dynamic group, both in terms of employees and customers. Analyzing these demographics can guide strategic decision-making

and the development of products or services that align with the specific needs and preferences of the target population.

The concentration of participants in the 31 to 40 age group suggests a workforce in its prime working years. The significant percentage (44.6%) with 6 to 10 years of experience suggests a mix of mid-career professionals. The distribution in residency indicates a diverse range of familiarity with the area. A high percentage of degree holders among employees (75%) suggest a well-educated workforce. This could impact decision-making processes within the organization and for the data collected.

According to the analysis conducted based the data collected from these very important participant's employees and customers take the lead by their immense involvement in the land management practice and they almost control all of the activities. The above numerical data and explanations shows that the significant activities of the main actors in the practice.

#### **4.7.2. Causes of the challenge**

According to the conducted analysis one of the main causes of the illegal land occupation is Rapid urbanization and population growth. A growing population puts pressure on existing urban areas that leads to a shortage of space for housing, economic activities and services. This can force individuals or communities to occupy land illegally as a coping mechanism. According to the findings of the analysis, 87% of residents believe it's one of the reason. The other, main cause is a lack of affordable housing options. People are forced to look into informal settlements and take property illegally as a practical solution to their housing demands because of this shortage, especially those with low incomes. According to the response of the residents all of them say lack of affordable housing is one of the causes. Another main cause is Limited access to formal land ownership and property rights. The process of formalizing land ownership and property rights can be difficult and complex in areas that are rapidly becoming more urbanized. In order to secure a place to live or work groups and individuals may turn to illegal land occupation as a result of limited access to these rights. According to the findings of the analysis, 84% of residents believe it's one of the reasons.

One of the important variables for the analysis of the causes of corruption is the office doesn't encourages clients to report any professional misconduct. Unchecked unethical actions might be

encouraged in urban land management agencies by the lack of a strong reporting system for professional misconduct. This careless omission might unintentionally fuel unethical behavior, partiality, and anomalies in the distribution of land. According to the findings of the analysis, 52% of residents believe it's one of the reasons. The other, main cause is unclear Fee Structures and Procedures. Lack of clarity in communicating prices and procedures can result in misconceptions and, in certain situations, even encourage people to use unofficial and illegal methods of obtaining land. According to the findings of the analysis, 59% of residents believe it's one of the reasons. Another main cause is having weak regulations and disproportionate punishment. Inadequate enforcement of existing regulations provides a loophole for individuals to engage in illegal land activities with minimal fear of repercussions. According to the findings of the analysis, 85% of residents believe it's one of the reasons.

According to the interviews and observation conducted on the office, poor data registration and documentation are mainly problems identified. According to the findings, the weakness in the performance of the agency for land management is mainly caused by the low level of financial and technical resources.

One of the main reasons for weak information organization and management system is lack of resources to store files. Insufficient storage capacity may lead to overcrowded and disorganized filing systems, making it challenging to preserve an organized and effortlessly available store of data. Inadequate resources for secure storage can pose a risk to the confidentiality and integrity of information. In the literatures it talks about how to organize data and its use in detailed manner but not what could cause the challenges like lack of resources. The other, main cause is missing information while organizing the files. Findings of the study indicate that the problem of the land information system is one of the major challenges of urban land management in giving complete, accurate and reliable information about the ownership, use and value of land and its resources in the study area as also stated in the literature.

According to the conducted analysis one of the main causes of Lack of resources is lack of budget and purchasing system. This leads to a huge shortage of office supplies from stationery to surveying equipment which undermines information governance efforts, making it difficult to enforce consistent practices and compliance with regulatory requirements.

#### 4.7.3. **Impact assessment of the challenges of urban land management**

According to the collected data and analysis made in the previous parts disruption in land use planning is one of the impacts of illegal land occupation. It's a significant figure contributing to challenges in urban land management. As cities advance and develop, dynamic and effective land use planning becomes basic. The other impact is loss of revenue, a direct consequence of illegal land occupation is the loss of revenue for municipal bodies and governing authorities, by leading to missed opportunities for revenue generation through taxes, permits, and fines.

One of the consequences of weak information organization and management system is being unable to collect annual and arrears of lease payments on time. Timely and efficient collection mechanisms are important for maintaining the financial health of municipal bodies and ensuring the continued provision of essential services. So, having information on who pays annual and arrears of lease payments on time and who doesn't is a very important data which needs to be stored and updated.

The other, main impact for both lack of resources and weak information organization and management system is loss of time of customers. Delays in approvals, unclear procedures, and bureaucratic obstacles can significantly impede customers' capacity to explore the framework productively. Another main consequence is a decrease in the quality of services. This decrease in service quality not only impacts the immediate clients but has broader implications for the community at large, contributing to disappointment and a lack of trust in the system.

One of the important variables for the analysis of the impact of corruption is lack of transparent and service-oriented land delivery mechanisms. It may show as a need of clarity in methods, misty decision-making processes, and insufficient communication with the open. And also it could be a cause for this two impacts eroding the trust between the public sector and society and creating negative national image. The consequence of disrupted land management practices extend beyond the local context and can impact the national image. This tarnished image can have implications for foreign investment, economic development, and the overall reputation of the nation.

## CHAPTER FIVE

### 5. CONCLUSION AND RECOMMENDATION

#### 5.1. Conclusion

This research project has tried to explore land management practices and challenges of Addis Ababa City Administration using Kirkos Sub-City as a case study. It raised and described a variety of issues related to the sub city's land management practices and challenges including informal land settlement, weak information management systems, lack of resources, and corrupt practices and attitudes. These challenges collectively strain the urban land management system in our study area.

To asses these problems four Objectives have been used to identify the main urban land management challenges, to assess how the challenges are affecting urban land management system in the study area, to identify the strategies used by the office to solve the challenges of urban land management practice and to suggest recommendations and way forward to the urban land management practices and challenges.

Illegal land occupation increases the workload and strain on urban land management employees in resolving disputes and eviction processes, work complexity and time demands for employees, affecting their overall productivity, Employees dealing with it experiences job frustration and dissatisfaction due to the recurring nature of such incidents, it undermines property rights and land tenure security, hindering private sector investments and impeding overall economic development, it negatively impacts the rights and interests of legitimate customers and property own, it has put pressure on public services and infrastructure, Illegally built houses spoil the appearance of the environment and also results in a loss of potential revenue from property-related taxes and fees, negatively impacting the city's revenue collection.

A weak land information organization system reduces employees' confidence in the accuracy and reliability of the information they use for their work, customers experience difficulties in obtaining necessary permits, licenses, or approvals for their land-related projects, it limits customers' confidence in making long-term investments or decisions related to land and

property, it hampers the accuracy and completeness of land records, impeding efficient land administration and management practices, it hinders accurate assessment and valuation of properties, impacting the city's ability to collect property taxes and generate revenue, it hinders effective decision-making and planning processes, Customers have aggravated due to the loss of files, There is a lack of organized file, It affects the city's ability to collect property taxes and generate revenue, customers face difficulties in obtaining necessary permits or approvals for land-related projects and Employees working with a weak land information organization system face challenges in providing timely and accurate information to stakeholders.

A lack of resources compromises the ability to enforce compliance with land regulations and standards, undermining effective urban land management practices, it limits the ability to upgrade and maintain the necessary technological infrastructure for efficient land management, it hinder the timely processing of land-related applications and requests, limits employees' ability to access training and professional development opportunities, hindering career growth, limits employees' ability to access necessary tools and technology, hindering their productivity and efficiency, impacts employees' morale and job satisfaction, leading to decreased motivation and engagement, limits the capacity to invest in research, innovation, and capacity building in urban land management practices, hindering progress and improvement in the field and hinders the customer's request from being dealt with quickly and correctly.

The presence of corruption in urban land management undermines public trust in the integrity of land-related decision-making processes, increases the risk of retaliation and threats against employees who refuse to engage in corrupt practices, impacts the professional reputation and credibility of employees involved in urban land management, leads to unfair advantages for certain customers, creating a perception of inequality and favoritism, undermines the trust and confidence of customers in the fairness and transparency of land-related processes, faces increased financial burdens due to bribery or extortion demands, undermines the credibility of land-related policies and regulations, gives unfair advantages to certain customers, which creates discrimination and the people lose their confidence in the integrity of decision-making processes related to land. These effects are indicative of a system under strain.

The findings have supported my initial research questions and the unexpected was I thought being unable to collect annual and arrears of lease payments on time and being unable to provide proper monitoring and support for the leased areas which leads the lease holders to take more time than the contract to complete the construction and provide services caused by weak information organization system but rather than these having unimproved policy was an additional reason.

The Kirkos Sub-City land development and management office have been using several strategies to address these challenges. Putting signs in empty places, controlling together with the law enforcement service office, Counting and controlling the places in the city, By following up properly and Punishment that is instructive, Neither the land settlement nor the unfairness and By giving awareness to the community and putting a sign, registering empty land and giving awareness to the society, the system-aided information organizing, Banking empty lands, providing training to employees, Keeping information on computer, Bringing technology to organize information, They are organizing information's in a new way, Increasing the budget, use the existing equipment in turn and in consultation with the relevant body, we are working to have enough manpower, a comfortable workplace, Borrowing from other offices, requesting finances, they are working together with investors and one have said penalty and did not specify the type. While these strategies show promise, their full effectiveness requires ongoing monitoring, adaptation and revising their information.

In summary, these study enriches the existing knowledge of urban land management by providing a deeper understanding of local challenges, validating and extending theoretical frameworks, showcasing innovative strategies, and offering practical recommendations. This collective knowledge advancement contributes to more effective and sustainable urban land management practices.

## 5.2. Recommendation

- ❖ To address the challenges posed by informal settlements in inner cities, a multifaceted approach is essential. Firstly, comprehensive urban planning and regularization programs should be initiated, ensuring that basic services, infrastructure, and tenure security are extended to these settlements. Simultaneously, social and economic empowerment initiatives should be promoted. Collaborative efforts between local authorities, communities, and non-governmental organizations are critical in creating sustainable solutions that transform informal settlements into integrated, inclusive, and vibrant urban neighborhood.
- ❖ In addition to digitizing the areas that have proof of ownership, by collecting information on undocumented properties that do not have a proof of ownership map and looking at them from the perspective of the guidelines, those that can be legalized but cannot be legalized by submitting them to the land bank for protection.
- ❖ Addressing the challenge of resource scarcity in urban land management offices requires a strategic allocation of resources and partnerships. Budgetary allocations should be increased to ensure adequate financial resources for critical functions.
- ❖ When setting the budget for the future, it is good to make timely and important purchases by looking at the purchases made in previous years. Beyond purchasing, it's important to replace outdated equipment and upgrade equipment that needs to be upgraded to keep pace with technology.
- ❖ Leveraging public-private partnerships can also help in procuring necessary equipment and technology, while collaborative efforts with academic institutions can provide access to research and innovation resources.
- ❖ Human resources should be augmented and hired through recruitment programs and depending on their field of study.
- ❖ To strengthen the information organization system within urban land management offices, a systematic overhaul is essential. The adoption of modern, integrated Geographic Information Systems (GIS) and digital platforms for data management and sharing should be prioritized.
- ❖ The city administration should pay attention and effectively record the data of each piece of land and keep it organized as new, and by entering these data into modern

service systems, it should be possible to make the online service that has been started containing accurate information.

- ❖ Reduced potential for corrupt practices can be achieved by implementing transparent, accountable, and digital land registration and transaction systems.
- ❖ Mechanisms for protecting whistleblowers must be put in place to promote the open reporting of corrupt practices.
- ❖ It is important to perform routine internal and external audits to identify and prevent corruption, as well as to develop collaboration with law enforcement and judicial institutions to guarantee that offenders face the repercussions of their actions.

## Reference

- Ben Wheatland, Transparency International & [tihelpdesk@transparency.org](mailto:tihelpdesk@transparency.org). (2016, February 18). Corruption risks and mitigation measures in land administration. *U4 Expert Answer*, pp. 1-12.
- Betel, A. (2020). Assessing the practices and challenges of urban land governance in Hosanna town, the case of Hosanna town land administration office. *Hawassa*, 9-17.
- Bizuayehu, G. (2022). Assessment of Urban Land Management Practice: The Case of Jimma City, South West Ethiopia. *Bahir Dar.*, 1-16.
- Dawit, T. (2018). Assessing The Challenges of Urban Land Governance In Addis Ababa: the case of Nifas Silk Lafto Sub City Land Development and Management. *Addis Ababa*, 1-5.
- Dereje Tessema & Belew Dagneu. (2020). Urban land management practices and challenges: the case of Injibara town, Northwest Ethiopia. *International Journal of Scientific & Engineering Research* Volume 11 (Issue 8),. pp. 1746-1751.
- Dibekulu, S. (2021). Challenges and Opportunities of Urban Land Management: The case of Debre Berhan City Administration. pp. 1-26.
- Efrem, A. (2019). GIS Based Road Traffic Accident Black spot Sites Assessment: A Case Study of Kirkos Sub-city. *Addis Ababa, Ethiopia.*, 24-28.
- Ellis, S. (2019, December 5). *How Outdated Office Equipment is Decreasing Your Office Productivity*. Retrieved from Office 1: <https://www.office1.com/blog/the-impact-of-aging-equipment-on-office-productivity>
- Engida, E. . (2013). urban planning & land management challenges in emerging towns of ethiopia: the case of arba minch. *Addis Ababa, Ethiopia.*, 340-348.
- ETF. (2014). *Frame : Skills for the Future Human Resources Development Guide for the Review of Institutional Arrangements*. European Training Foundation.
- Fana broadcasting, c. (2022, Dec 3). The professional who asked for 3.5 million birr for the service was arrested. Addis Ababa.
- FDRE Proc. No 721/2011, c. (2011). A Proclamation to provide for Lease Holding of Urban Lands. Addis Ababa. *Berhanena Selam Printing Press*.
- Fink, A. (2010). *Conducting Research Literature Reviews: From the Internet to Paper*. Los Angeles: SAGE.

- Fraol Udessa , Dagnachew Adugna & Liku Workalemahu. (2021). Challenges to Practice Good Governance in Urban Land Management; the Case of Gelan and Lega Tafo Lega Dadi Towns. *American Journal of Geographic Information System*, 10(1): , 44-59.
- Girma, B. (2020). The challenges of urbanization on land development and management systems: the case of sabbata town. *Addis Ababa*, 1-30.
- GirmachewGetaneh. (2020). Challenges of Urban Renewal Project Implementation in Addis Ababa, Kirkos Sub-city: The case of Kazanchis-3 project. *Debre Birhan*, 38-39.
- Group, T. W. (1999, 2001). Urban Development, terms and conditions, privacy policy.
- Importance of transparency and accountability in Government system*. (n.d.). Retrieved from <https://blogs.myleaders.in/importance-of-transparency-and-accountability-in-government-system/>
- Keith, C. B. (2007). Governance in Land Administration. *USA*, 9-12.
- (September 2015). *Kirkos sub-city administration Land Development and Management Office, Land preparation and transfer sector 2015 fiscal year revised plan*. Addis Ababa.
- (September 2015). *Kirkos sub-city land development and management office, the approved plan for the 2015 fiscal year for the sector of rights creation and tenure services*, . Addis Ababa.
- Koehler, J. ( 2019, May 17). *A Guide to Organizational Resources and How to Manage Them*. Retrieved from UA Grantham: <https://www.uagrantham.edu/blog/a-guide-to-organizational-resources-and-how-to-manage-them/>
- Kothari, C. (2004). *Research methodology: Methods and techniques*. New Age International.
- Kwasi Gyau Baffour Awuah & Raymond T. Abdulai. (2022, January 14). Urban Land and Development Management in a Challenged Developing World: An Overview of New Reflections. 1-3.
- Lawayew, N. (2020). An assessment of urban land use and land administration problem; The case of Gulele sub city administration, Addis Ababa, Ethiopia. *Addis Ababa*, 9-30.
- Moges, A. (2018). Land management practices and challenges in Addis Ababa city administration. Experiences from Akaki-Kality Sub-city. *Addis Ababa*, 1-28.
- Olira, K. (2016). Assessment of Urban Land Administration Practices in Emerging Cities of Ethiopia: The Case of Shashemene City of Oromia Regional State, Southern Ethiopia. *Hawassa*, 9-20.

- Platinum Copier Solutions. (2020, Oct 16). *Why Outdated Office Equipment Can Hinder Your Workplace*. Retrieved from <https://www.platinumcopiers.com/blog/office-management-tips/why-outdated-office-equipment-can-hinder-your-workplace/>
- Rebecca, A. (2018). Urban Redevelopment Challenges in Addis Ababa City Administration: The Case of Kirkos Sub-city. *Addis Ababa*, 28-29.
- Sanaa Maswadeh Jadara & Mahmoud Al-Wadi. (2021). The roles of transparency and accountability in reducing administrative and financial corruption. *North of Amman-Jordan, Vol. 20*, 284–288.
- Solomon, A. (2019). The Effectiveness of Urban Land Management in Addis Ababa City Administration: A Case Study Yeka Sub-city. *Addis Ababa*, 6-15.
- Solomon, T. (2017). Procedures and Causes Leading to Corruption in Urban Land Management in Addis Ababa: The Case of Yeka Sub City. *Developing Country Studies Volume 7 (No.11)*, 108-110.
- Stig, E. (2006). Understanding the Land Management Paradigm Need for Establishing Sustainable National Concepts. *Denmark*, 12-15.
- Tariku, E. (2017). Land management policy and its implementation in Addis Ababa city government:-the case of Arada and Yeka sub cities. *Addis Ababa*, 1-24.
- UNECE. (1996). Land Administration Guidelines: With Special Reference to Countries in Transition. *New York and Geneva: s.n. Economic Commission For Europe*.
- WHAT IS CORRUPTION?* (n.d.). Retrieved from <https://www.transparency.org/en/what-is-corruption>
- WHAT IS CORRUPTION?* (n.d.). Retrieved from <https://www.transparency.org/en/what-is-corruption>
- wikipedia. (n.d.). *Informal housing*. Retrieved from wikipedia the free encyclopedia: [https://en.wikipedia.org/wiki/Informal\\_housing](https://en.wikipedia.org/wiki/Informal_housing)
- Williamson et al. (2010). Land Administration for Sustainable Development: Facing the Challenges – Building the Capacity. Sydney. *Australia and Abbas RAJABIFARD, Australia (2010), Australia, FIG Congress 2010*.
- Zina Fouad & Sana Sati Abbas. (2021). The Role of Urban Land Management on the Informal Settlements. 1-9.

## Annexes

### Annex I. Checklist for data collection

N.o	Checklist	Data source	Collection method	Collection tools
1	<b>Actors in urban land management practice</b>			
	<ul style="list-style-type: none"> <li>Number of each actors</li> </ul>	Primary data <ul style="list-style-type: none"> <li>Own survey</li> </ul>	<ul style="list-style-type: none"> <li>Interview</li> <li>Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Note books</li> <li>The prepared questionnaire</li> </ul>
	<ul style="list-style-type: none"> <li>Social characteristics of the actors</li> </ul>	Primary data <ul style="list-style-type: none"> <li>Own survey</li> </ul>	<ul style="list-style-type: none"> <li>Interview</li> <li>Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Note books</li> <li>The prepared questionnaire</li> </ul>
	<ul style="list-style-type: none"> <li>Year of residence</li> </ul>	Primary data <ul style="list-style-type: none"> <li>Own survey</li> </ul>	<ul style="list-style-type: none"> <li>Interview</li> <li>Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Note books</li> <li>The prepared questionnaire</li> </ul>
2	<b>Causes of urban land management practice</b>			
	<ul style="list-style-type: none"> <li>Lack of affordable housing options</li> </ul>	Primary data <ul style="list-style-type: none"> <li>Own survey</li> </ul>	<ul style="list-style-type: none"> <li>Interview</li> <li>Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>The prepared questionnaire</li> </ul>
		Secondary data <ul style="list-style-type: none"> <li>Trusted (official)websites</li> </ul>	<ul style="list-style-type: none"> <li>Collecting soft/hard copy documents</li> <li>Interview</li> <li>Note taking</li> </ul>	<ul style="list-style-type: none"> <li>Flash</li> <li>Note books</li> <li>Official websites</li> </ul>
	<ul style="list-style-type: none"> <li>Limited access to formal land ownership and property rights is a reason for illegal land occupation</li> </ul>	Primary data <ul style="list-style-type: none"> <li>Own survey</li> </ul>	<ul style="list-style-type: none"> <li>Interview</li> <li>Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>The prepared questionnaire</li> </ul>
		Secondary data <ul style="list-style-type: none"> <li>Trusted (official)websites</li> </ul>	<ul style="list-style-type: none"> <li>Collecting soft/hard copy documents</li> <li>Interview</li> <li>Note taking</li> </ul>	<ul style="list-style-type: none"> <li>Flash</li> <li>Note books</li> <li>Official websites</li> </ul>
	<ul style="list-style-type: none"> <li>The office doesn't encourages clients to report any professional</li> </ul>	Primary data <ul style="list-style-type: none"> <li>Own survey</li> </ul>	<ul style="list-style-type: none"> <li>Interview</li> <li>Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>The prepared questionnaire</li> </ul>
		Secondary data <ul style="list-style-type: none"> <li>Trusted (official)websites</li> </ul>	<ul style="list-style-type: none"> <li>Collecting soft/hard copy documents</li> <li>Interview</li> <li>Note taking</li> </ul>	<ul style="list-style-type: none"> <li>Flash</li> <li>Note books</li> <li>Official websites</li> </ul>

	misconduct.			
	The office doesn't clearly sets out the fees and procedures to be followed for each service it provides in its documents and website.	Primary data • Own survey	<ul style="list-style-type: none"> <li>• Interview</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• The prepared questionnaire</li> </ul>
		Secondary data • Trusted (official)websites	<ul style="list-style-type: none"> <li>• Collecting soft/hard copy documents</li> <li>• Interview</li> <li>• Note taking</li> </ul>	<ul style="list-style-type: none"> <li>• Flash</li> <li>• Note books</li> <li>• Official websites</li> </ul>
	Weak regulations and disproportionate punishment	Primary data • Own survey	<ul style="list-style-type: none"> <li>• Interview</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• The prepared questionnaire</li> </ul>
		Secondary data • Trusted (official)websites	<ul style="list-style-type: none"> <li>• Collecting soft/hard copy documents</li> <li>• Interview</li> <li>• Note taking</li> </ul>	<ul style="list-style-type: none"> <li>• Flash</li> <li>• Note books</li> <li>• Official websites</li> </ul>
	Disruption in land use planning	Primary data • Own survey	<ul style="list-style-type: none"> <li>• Interview</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• The prepared questionnaire</li> </ul>
		Secondary data • Trusted (official)websites	<ul style="list-style-type: none"> <li>• Collecting soft/hard copy documents</li> <li>• Interview</li> <li>• Note taking</li> </ul>	<ul style="list-style-type: none"> <li>• Flash</li> <li>• Note books</li> <li>• Official websites</li> </ul>
3	<b>Consequences of challenges on urban land management</b>			
	Loss of revenue	Primary data • Own survey	<ul style="list-style-type: none"> <li>• Interview</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• The prepared questionnaire</li> </ul>
		Secondary data • Trusted (official)websites	<ul style="list-style-type: none"> <li>• Collecting soft/hard copy documents</li> <li>• Interview</li> <li>• Note taking</li> </ul>	<ul style="list-style-type: none"> <li>• Flash</li> <li>• Note books</li> <li>• Official websites</li> </ul>

Loss of time of customers	Primary data	<ul style="list-style-type: none"> <li>• Own survey</li> </ul>	<ul style="list-style-type: none"> <li>• Interview</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• The prepared questionnaire</li> </ul>
	Secondary data	<ul style="list-style-type: none"> <li>• Trusted (official)websites</li> </ul>	<ul style="list-style-type: none"> <li>• Collecting soft/hard copy documents</li> <li>• Interview</li> <li>• Note taking</li> </ul>	<ul style="list-style-type: none"> <li>• Flash</li> <li>• Note books</li> <li>• Official websites</li> </ul>
A decrease in the quality of services	Primary data	<ul style="list-style-type: none"> <li>• Own survey</li> </ul>	<ul style="list-style-type: none"> <li>• Interview</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• The prepared questionnaire</li> </ul>
	Secondary data	<ul style="list-style-type: none"> <li>• Trusted (official)websites</li> </ul>	<ul style="list-style-type: none"> <li>• Collecting soft/hard copy documents</li> <li>• Interview</li> <li>• Note taking</li> </ul>	<ul style="list-style-type: none"> <li>• Flash</li> <li>• Note books</li> <li>• Official websites</li> </ul>
Lack of transparent and service-oriented land delivery mechanisms	Primary data	<ul style="list-style-type: none"> <li>• Own survey</li> </ul>	<ul style="list-style-type: none"> <li>• Interview</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• The prepared questionnaire</li> </ul>
	Secondary data	<ul style="list-style-type: none"> <li>• Trusted (official)websites</li> </ul>	<ul style="list-style-type: none"> <li>• Collecting soft/hard copy documents</li> <li>• Interview</li> <li>• Note taking</li> </ul>	<ul style="list-style-type: none"> <li>• Flash</li> <li>• Note books</li> <li>• Official websites</li> </ul>
Erodes the trust between the public sector and society	Primary data	<ul style="list-style-type: none"> <li>• Own survey</li> </ul>	<ul style="list-style-type: none"> <li>• Interview</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• The prepared questionnaire</li> </ul>
	Secondary data	<ul style="list-style-type: none"> <li>• Trusted (official)websites</li> </ul>	<ul style="list-style-type: none"> <li>• Collecting soft/hard copy documents</li> <li>• Interview</li> <li>• Note taking</li> </ul>	<ul style="list-style-type: none"> <li>• Flash</li> <li>• Note books</li> <li>• Official websites</li> </ul>
Create negative national image	Primary data	<ul style="list-style-type: none"> <li>• Own survey</li> </ul>	<ul style="list-style-type: none"> <li>• Interview</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• The prepared questionnaire</li> </ul>
	Secondary data	<ul style="list-style-type: none"> <li>• Trusted (official)websites</li> </ul>	<ul style="list-style-type: none"> <li>• Collecting soft/hard copy documents</li> <li>• Interview</li> <li>• Note taking</li> </ul>	<ul style="list-style-type: none"> <li>• Flash</li> <li>• Note books</li> <li>• Official websites</li> </ul>

Being unable to collect annual and arrears of lease payments on time	Primary data	<ul style="list-style-type: none"> <li>• Own survey</li> </ul>	<ul style="list-style-type: none"> <li>• Interview</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• The prepared questionnaire</li> </ul>
	Secondary data	<ul style="list-style-type: none"> <li>• Trusted (official)websites</li> </ul>	<ul style="list-style-type: none"> <li>• Collecting soft/hard copy documents</li> <li>• Interview</li> <li>• Note taking</li> </ul>	<ul style="list-style-type: none"> <li>• Flash</li> <li>• Note books</li> <li>• Official websites</li> </ul>
Urban land management practices and challenges	Primary data	<ul style="list-style-type: none"> <li>• Own survey</li> </ul>	<ul style="list-style-type: none"> <li>• Interview</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• The prepared questionnaire</li> </ul>
	Secondary data	<ul style="list-style-type: none"> <li>• Trusted (official)websites</li> </ul>	<ul style="list-style-type: none"> <li>• Collecting soft/hard copy documents</li> <li>• Interview</li> <li>• Note taking</li> </ul>	<ul style="list-style-type: none"> <li>• Flash</li> <li>• Note books</li> <li>• Official websites</li> </ul>

## Annex II. Questionnaire

**Dear Respondent,**

Thank you in advance for taking your precious time to complete the questionnaire!!! This questionnaire has been developed to help collect data to analyze the Land Management Practices in Addis Ababa City Administration using Kirkos Sub-City as a case study example. Information obtained through this questionnaire will only be used for academic purpose. The study is to be submitted to the Department of urban and regional planning, Addis Ababa University in partial fulfillment of the requirement for the Degree of Masters in urban and regional planning. You don't need to write your name and you can provide your answers by putting tick mark (√) on the boxes of your choice.

### Section 1: Demographic Information

1. Gender

Male

Female

2. Age

18-30

31-46

41-50

51-65

Above 65

3. The number of years you have been working in the office

Less than 1 year

1-5 Years

6-10 Years

11-15 ears

More than 15 Years

4. income per month

Below 5000

5000 - 10,000

10,000 - 15,000

15,000 - 20,000

Above 20,000

5. Education level

Diploma

Degree

Masters

PhD

## **Section 2: Urban Land Management Challenges specific to the land management practices**

The following questions are meant to determine the challenges of land management specific to informal land settlement, weak information organization and management, lack of resources, corruption and other challenges.

1. Is there a practice of informal land settlement in the sub city?

A. Yes            B. No

2. If the answer is yes, what are the possible reasons for the practice?

-----  
-----  
-----

3. Is the information organization and management system in the office weak?

A. Yes            B. No

4. What are the main causes of weak information organization and management in the office?

-----  
-----  
-----

5. There is a lack of resources (financial, equipment, human and technological) in the office for effective land management?

A. Yes            B. No

6. If you say yes write down the specific resources that you consider to be lacking?

-----  
-----  
-----

7. Who is responsible to supply the resources?

-----  
-----  
-----

8. Is there a practice of corruption in the office?

A. Yes                      B. No

9. If you say yes, what are the main factors contributing to corruption in land management?

-----  
-----  
-----

10. How are the employees who engaged in corrupt practices typically dealt with within the office?

-----  
-----  
-----

11. Is there other challenge which makes the practice of land management system difficult?

-----  
-----  
-----  
-----

### Section 3; impact assessment of the challenges in land management practices

The following statements are meant to evaluate how you perceive the challenges of land management impact the employee, customer and the entire practice specific to informal land settlement, weak information organization and management, lack of resources, corruption and other challenges. To what extent do you agree or disagree with the following statements?

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

Description						
1	Urban Land Management Challenges related to informal land settlement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A	Illegal land occupation increases the workload and strain on urban land management workers in resolving disputes and eviction processes.					
B	The presence of illegal land occupation increases work complexity and time demands for employees, affecting their overall productivity.					
C	Employees dealing with illegal land occupation experience job frustration and dissatisfaction due to the recurring nature of such incidents.					
D	Illegal land occupation undermines property rights and land tenure security, hindering private sector investments and impeding overall economic development.					

E	The presence of illegal land occupation negatively impacts the rights and interests of legitimate customers and property owners.					
F	The presence of illegal land occupation results in a loss of potential revenue from property-related taxes and fees, negatively impacting the city's revenue collection.					
2	<b>Urban Land Management Challenges related to weak information organization management</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
A	Customers affected by a weak land information organization system experience difficulties in obtaining necessary permits, licenses, or approvals for their land-related projects.					
B	The lack of a reliable land information organization system limits customers' confidence in making long-term investments or decisions related to land and property.					
C	Insufficient access to reliable and up-to-date land information hinders effective decision-making and planning processes.					
D	Employees working with a weak land information organization system face challenges in providing timely and accurate information.					
E	A weak land information organization system reduces employees' confidence in the accuracy and reliability of the information they use for their work.					

F	A weak land information organization system hinders accurate assessment and valuation of properties, impacting the city's ability to collect property taxes and generate revenue.					
G	A weak land information organization system hampers the accuracy and completeness of land records, impeding efficient land administration and management practices.					
3	<b>Urban Land Management Challenges related to lack of resources</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
A	The lack of resources in urban land management creates additional work pressure for employees, affecting their job performance.					
B	Insufficient financial resources limit the ability to upgrade and maintain the necessary technological infrastructure.					
C	Inadequate human resources hinder the timely processing of land-related applications and requests.					
D	Insufficient financial resources limit employees' ability to access training and professional development opportunities, hindering career growth.					
E	Insufficient resources limit employees' ability to access necessary tools and technology, hindering their productivity and efficiency.					

F	The scarcity of resources negatively impacts employees' morale and job satisfaction, leading to decreased motivation and engagement.					
G	Insufficient financial resources limit the capacity to invest in research, innovation, and capacity building in urban land management practices, hindering progress and improvement in the field.					
4	<b>Urban Land Management Challenges related to corruption</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
A	The presence of corruption in urban land management undermines public trust in the integrity of land-related decision-making processes.					
B	Corruption in urban land management increases the risk of retaliation and threats against employees who refuse to engage in corrupt practices.					
C	The existence of corruption negatively impacts the professional reputation and credibility of employees involved in urban land management.					
D	The presence of corruption in urban land management undermines the trust and confidence of customers in the fairness and transparency of land-related processes.					
E	Corruption in urban land management leads to					

	unfair advantages for certain customers, creating a perception of inequality and favoritism.					
F	Customers affected by corruption in urban land management face increased financial burdens due to bribery or extortion demands					
G	The existence of corruption in urban land management undermines the credibility of land-related policies and regulations.					

1. If there are other challenges how does it impact the practice of land management?

-----  
-----

**Section 4: Strategies Used by the Office**

2. What types of measurements Used by the Office in order to minimize these challenges?

A. For informal land settlement

-----  
-----

B. For weak information organization management

-----  
-----

C. For lack of resources

-----  
-----

D. For corruption

-----  
-----

**Dear Respondent,**

Thank you in advance for taking your precious time to complete the questionnaire!!! This questionnaire has been developed to help collect data to analyze the Land Management Practices in Addis Ababa City Administration using Kirkos Sub-City as a case study example. Information obtained through this questionnaire will only be used for academic purpose. The study is to be submitted to the Department of urban and regional planning, Addis Ababa University in partial fulfillment of the requirement for the Degree of Masters in urban and regional planning. You don't need to write your name and you can provide your answers by putting tick mark (√) on the boxes of your choice.

**Section 1: Demographic Information**

6. Gender

Male       Female

7. Age

18-30       31-40       41-50       51-65       Above 65

8. Level of education

Basic education       Primary       Secondary       Preparatory

Higher (college/university)

9. Work

Student       Government employee       Private company

Self-employed       Unemployed       House wife       Retired

10. How many years have you lived in this area?

Under 1 year       1-5 years       6-10 years

11-15 years       More than 15 years

## Section 2: impact assessment of the challenges in land management practices

The following statements are meant to evaluate how you perceive the challenges of land management impact the employee, customer and the entire practice specific to informal land settlement, weak information organization and management, lack of resources, corruption and other challenges. To what extent do you agree or disagree with the following statements?

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

Description						
1	Urban Land Management Challenges related to informal land settlement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A	Illegal land occupation are observed in the area where you live					
B	One of the reasons for the illegal land occupation is rapid urbanization and population growth					
C	There is a lack of affordable housing options					
D	Limited access to formal land ownership and property rights is a reason for illegal land occupation					
E	The presence of illegal land grabs has put pressure on public services and infrastructure.					
F	Illegally built houses spoil the appearance of the environment because they are built with tools that quickly collapse					

<b>2</b>	<b>Urban Land Management Challenges related to weak information organization management</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
A	The organization and management of information in the sub city is weak.					
B	When you went to get service in the district, you were aggravated due to the loss of files.					
C	There is a lack of organized file due to the existence of a weak land information organization system					
D	It affects the city's ability to collect property taxes and generate revenue by impeding the accurate assessment and rate of illegal land grabs.					
E	Due to the lack of reliable land information, you face difficulties in obtaining necessary permits or approvals for land-related projects.					
<b>3</b>	<b>Urban Land Management Challenges related to lack of resources</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
A	There is sufficient qualified and experienced manpower in the office					
B	There is a lack of necessary equipment and technology in the office					
C	The lack of resources in the office has hindered the customer's request from being dealt with quickly and correctly					

4	<b>Urban Land Management Challenges related to corruption</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
A	There is a practice of corruption in the office					
B	Due to the presence of corruption in the office, the people lose their confidence in the integrity of decision-making processes related to land.					
C	The presence of corruption gives unfair advantages to certain customers, which creates discrimination.					
D	The office encourages clients to report any professional misconduct.					
E	The office clearly sets out the fees and procedures to be followed for each service it provides in its documents and website.					
F	Weak regulations and disproportionate punishment is the main reason for the spread of corruption					

a. What should be done in the future to eliminate these problems?

-----  
-----

b. Are there other problems?

\_\_\_\_\_

## Appendix 1. Article

Article

# Analysis of Urban Land Management Practice and Challenges: The Case of Kirkos Sub City

Tigist Tamrat

Addis Ababa University Ethiopian Institute of Architecture, Building Construction and City Development, Ethiopia

### Abstract

*This study assessed the land management practices and challenges in Addis Ababa City Administration using Kirkos Sub-City as a case study. The study design was descriptive case study. Data was collected from primary and secondary sources. Primary data was obtained through questionnaire from total 163 selected respondents using simple random sampling technique, and through key informal interviews using non-probability purposive sampling technique. Secondary data involved reviewing relevant published and unpublished reports, operation manuals and other relevant documents. Data collected through survey questionnaire was entered in to Google form for statistical analysis, and data collected through interviews were analyzed using narrative description method. The result of the study shows that, the major challenges are a lack of adequate resources, weak information management system, informal land settlement and corruption.*

**Keywords:** urbanization, urban land, urban land management

### 1. Introduction

Urban land is a scarce natural resource, which is required for all economic, social and cultural activities of any city. This scarce natural resource needs to be properly managed in order to optimize the benefits from these activities through minimizing environmental and other social problems caused due to the improper management of urban land (1). Land management is the process whereby land resources are put to good effect and includes all activities associated with the management of land and natural resources required for the attainment of sustainable development (2). Land management practices, intended to maximize social welfare, indirectly and unintentionally contribute to the problems that cities face in providing sufficient serviced land for people, firms, and public uses and services (3).

In Kirkos Sub-City high urbanization is noted because of its inner Sub-City in Addis Ababa. So the paper focuses to explore the type, effect and existing strategies of urban land management challenges and how to overcome the challenges. Studying the challenges of urban land management for inner cities is considered as an input to the creation of more sustainable and livable cities. The objective is to identify challenges, evaluate their effects, examine existing strategies and suggest way forward to the urban land management practices and challenges in Kirkos Sub-City. Land information and its management, formal land settlement, having necessary resources and avoiding corrupt practices are basic to successful urban land management and the derived benefits to the economies and overall sustainable development (4).

## **2. Literature**

### *2.1. Urban Land and Urban Land Management Concepts*

Urban land is a boundary belonging to the urban administration to provide (achieve) economic asset, means for social goal, development of land markets and livable environment. Due to alarming population growth, development of human settlement sprawl, imbalance between demand and supply of land and in access of infrastructure service all calls for more systematic use of land to bring sustainable development (5). Urban land is major because it's where almost half of the world's human population lives and where more than half of the world's economic activity occurs even if it comprises only a small part of the earth surface (6).

In order to ensure that urban land can be benefit all level of society more equitably, it is necessary to establish an integrated system of land controls which basically will prevent land speculation investment by government in providing infrastructure road, drinking water, etc. has created changes in land use (5). Urban land management is a system of interrelated actors and activities as a result of which the most efficient allocation and utilization of urban space, particularly of land, is ensured (1). It is also the system of land administration concerned with the appropriate use of land for different activities, controlling the general performance of urban growth through different measures, and the efficient utilization of urban land (7). It involves the implementation of fundamental policy decisions about the nature and extent of investments in the land (5). The achievement of optimal outcomes from land does not only lie in its effective and efficient combination with other factors of production in terms of the land development process, but also its administration and management, together with the products, be they residential homes, office developments or infrastructure, amongst others (8).

### *2.2. Challenges of urban land management*

Studies conducted by (9) in developing countries have witnessed that cities are unable to provide affordable urban land in sufficient quantities, particularly for the urban poor, because of the inefficiency and ineffectiveness of land management. Informal settlement can include any form of housing, shelter, or settlement (or lack thereof) which is illegal, falls outside of government control or regulation. Many cities in the developing world are experiencing a rapid increase in

informal housing, driven by mass migration to cities in search of employment or fleeing from war or environmental disaster. Due to the informal nature of occupancy, the state will typically be unable to extract rent or land taxes (10).

Effective and efficient land administration requires a land information system which can be defined as a system for acquiring, processing, storing and distributing information about land (11). Information is the foundation for making, implementing and enforcing land management decisions (1). Ensuring data quality and completeness is crucial for reliable land information. However, various factors such as data entry errors, inconsistent data standards, and outdated or incomplete records contribute to the problem of unreliable and inaccurate land information. Establishing and maintaining effective land information systems require substantial financial resources and skilled personnel (1).

Resources are the components that the work needs in order to do it successfully. Resources often include employees, working space, equipment, or capital. (12) Many workplaces pride themselves on offering the latest and greatest in technology to employees and clients alike. Old office machines don't just look out of place in an otherwise modern setting. If a workplace technology is outdated it can cause all kinds of problems from needing repairs more often to not being compatible with other devices (13)

Another significant issue and big public concern in Addis Ababa is corruption in urban land management. Recent years have seen an increase in corruption, which is a devastating phenomenon on economic, social, political, and cultural. The poor are always at risk, and society and development are undermined (4). As (14)reported in November 24, 2015 under the title "The professional who asked for 3.5 million birr for the service was arrested" it states that A professional who asked for a bribe of 3.5 million birr and received 1.5 million birr for a government service was arrested and is being investigated, the police of Addis Ababa announced. A land lease manager in Kirkos Sub-City was arrested on November 23, 2015. Addis Ababa Police Commission said that The professional asks to pay a bribe of 3.5 million birr By saying to the customer who buys a house and goes to transfer the map in his name, that, "The house is prohibited and I will lift the ban and give you a free map".

### *2.3. Urban Land Management Practice in Ethiopia*

In Ethiopia Land is the major socio-economic asset. Institutions and individuals that controlled land have played a significant in history of Ethiopia. Three regimes in Ethiopia were distinguished in relation to the land tenure policy and changes (15). Land tenure in Ethiopia has go through dramatic shifts—from feudalistic systems under the monarchy of Emperor Haile Selassie (1930-1974) to socialist land policies under the Derg military government (1974-1991), under the Ethiopian People's Revolutionary Democratic Front (EPRDF) who took control in 1991. This has left populations uncertain about their rights. Ethiopia's land administration is seen as a major source of concern given the country's level of poverty and development. Article 40 of

the Federal Democratic Republic of Ethiopia (FDRE) Constitution deals with “Right to property”, provides details about land rights in Ethiopia (1).

The right to ownership of rural and urban land, as well as of all natural resources, is exclusively vested in the State and in the peoples of Ethiopia. Land is a common property of the Nations, Nationalities and Peoples of Ethiopia and shall not be subject to sale or to other means of exchange as stated in the constitution Article 40 (3), (6). The increase in the economic weight of cities in Ethiopia is also reflected in increased concentration of people in urban areas. However, this does not seem to have been accompanied by a reduction in poverty in urban area (5).

The lease system was introduced in Ethiopia as a sole means of urban landholding in 1993. Since the lease system was approved before the adoption of the Constitution, and since the Constitution does not say anything about urban land, it can be argued that this proclamation, and the subsequent lease proclamations for that matter, lacks 23 Constitutional bases. This law was reversed in 2002 (Proc. 272/2002) and it again was replaced by the current proclamation in October 2011 (1).

Urban land is provided through a lease system, a perpetual permit system and separate legislation for condominiums. It has terms ranging up to 99 years. In order to develop the area and to collect the right amount of revenue it requires payment of the agreed-on lease amount to the relevant government within a period of time to be determined by regions or city government within the lease contract. The permit system predominantly refers to permits granted prior to 1993 under which an annual land rent is paid to the government (6).

#### *2.4. Benefits of Urban Land Management*

Urban land management provides a number of advantages. A research project by (4) indicates such as Efficient and effective management of limited land resources, Improvements to land registration systems, Establishment of land information systems (LIS) or geographic information systems (GIS) as important catalysts for development in less developed countries, Improved tenure security for inhabitants, Quick and legal solutions to land disputes and Sustainable urban development. Other objectives are more difficult to achieve: providing the poor with access to land, controlling land speculation, and land inflation. In the minds of many policymakers achieving these goals requires stronger medicine: nationalization of land, public land development, and highly centralized property registration systems to control and monitor land use ownership (6).

### 3. Study area and materials

#### 3.1. Study area

The area where this study will conduct is in one of district of Addis Ababa called Kirkos Sub-City. Kirkos is one of the 11 sub-cities of Addis Ababa, the capital city of Ethiopia. Which is geographically located at  $9^{\circ}2'6''N$   $38^{\circ}45'28''E$ , in the city centre and borders with the districts of Arada, Yeka, Bole, Nifas silk-lafto and Lideta. It covers an area of 1464.72 hectares. Currently the sub city is divided into 10 weredas and blocks. According to the 2007 census, the total population within this Sub-City is 220,991 which are 8.07% of the entire population of the city. From the total population 103,314 are males while 117,677 are females.

Kirkos the is most commercially vibrant sub city with several commercial centers like 25 Star hotels including Sheraton Addis and Hilton, 161 financial intuitions including commercial bank of Ethiopia head office, Awash international bank and insurance and other banks head office. Minster and government offices such as Minister of Justice and road authority are also found in this sub city.

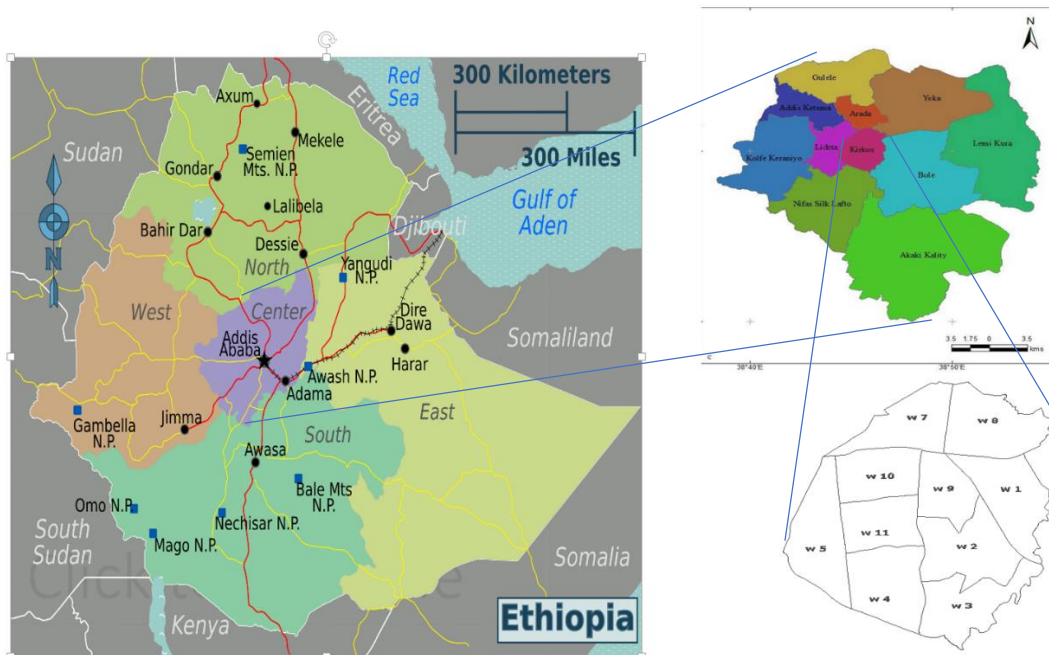


Figure 3. 2: Location map of kirkos sub city

(Source: organized by the author, 2023)

### *3.2. Method of Data Collection*

To obtain the objectives of research study, the data collection instruments include questionnaires, unstructured interview and field observation were employed for the primary data sources. Quantitative and qualitative data have been generated using survey questionnaire and review of published and unpublished reports, manual, and other relevant documents. A questionnaire will have six parts which is designed and used to collect both qualitative and quantitative data from employees working in the selected office. The first part of the questionnaire has been designed to gather information on respondents' general profile. Their background information regarding gender and years of experience has gathered using questions designed under this part of the questionnaire. The second part of questionnaire has been used to evaluate how employees perceive informal land settlement. Statements under part three of the questionnaire are their perception weak information organization and management will be captured. The fourth part will evaluate how respondents perceive lack of resource. The fifth part of questionnaire has been used to evaluate corruption practice. And in the sixth part of the questionnaire Open ended questions will be used to collect qualitative data on challenges in managing urban land.

### *3.3. Sample Size and Techniques*

Non-probability purposive sampling technique was used to select the key respondents from Kirkos Sub-City Land Development and Management office. As it is selective and helps the researcher to rely on their own judgment when choosing members of the population to participate in the survey.

For data collected through questionnaire, Simple random sampling technique was used to identify respondents. First, the various departments under the Land Development and Management Office will be described in terms of their functions. Then for the population sampling frame was 311,765 which is the total population number in the sub city according to the projection of 2007 census population number 221,234 gained from website of city population.

The proportional sample size for the office will be determined based on the total sample size determined using the Slovin's formula. The sample size was calculated using the Slovin's formula as follows: -

$n = N / (1 + N (e)^2)$ ,      Where; n = Number of samples;

N = Total population; which is 127 Employees

e = Error tolerance; Standard confidence level is 90% - 95%. I will use a confidence of

90% for a better accuracy, which will give a margin error of 0.10.

$n = 127 / (1 + 127 * 0.1^2) = 56$  for Employees

$n = 311765 / (1 + 311765 * 0.1^2) = 100$  for Residents or Customers

## 4. Methods

### 4.1. Method of Data Analysis

Both quantitative and qualitative tools have been used for the data analysis. The quantitative data analyzed using descriptive statistical tools (frequencies and percentage) and the data obtained from open ended item were summarized and analyzed using narrative description method. For qualitative data which will obtain from document reviews will be analyzed using narrative description method.

### 4.2. Method of Data Presentation

The term 'data presentation' relates to the way you present data in a way that makes even the most clueless person in the room understand. I intend to present the data that will collect using text, table and graph because Presenting data in the right way can help the reader to understand complicated processes, identify trends, and instantly pinpoint whatever is going on without exhausting their brains.

## 5. Results and Discussion

### 5.1. Demographic Characteristics of the Respondents

In order to analyze and explain the socio economic status in the urban land management study variables such as; gender, age, experience, wage and education level were used for employees and gender, age, education level, job and lived years for customers in the area were collected and explained in the survey through questionnaires.

**Table 5.1: Demographic Characteristics of the Respondents**

Category	Characteristics	Employee	Employee	Customer	Customer
		Frequency	Percent	Frequency	Percent
Gender	Male	29	51.8%	60	60%
	Female	27	48.2%	40	40%
Age	18-30	10	17.9%	13	13%
	31-40	28	50%	34	34%
	41-50	14	25%	37	37%

	51-65	4	7.10%	15	15%
	Above 65	-	-	1	1%
<b>Experience and Lived years</b>	< 1 years	1	1.8%	7	7%
	1-5 years	14	25%	14	14%
	6-10 years	25	44.6%	14	14%
	11-15 years	14	25%	15	15%
	>15 years	2	3.6%	50	50%
<b>Level of education</b>	Primary	-	-	10	10%
	Secondary	-	-	33	33%
	Preparatory	-	-	3	3%
	Higher	-	-	54	54%
	Diploma	3	5.4%	-	-
	Degree	42	75%	-	-
	Masters	11	19.6%	-	-
<b>Income per month</b>	< 5,000	4	7.1%	-	-
	5,000-10,000	22	39.3%	-	-
	10,000-15,000	22	39.3%	-	-
	15,000-20,000	8	14.3%	-	-
	>20,000	-	-	-	-

(sources: from customers and employees answer of questionnaire, 2023)\

## *5.2. Urban Land Management Challenges Specific to the Land Management Practices*

### *5.2.1. The Problem Existence*

In the Urban Land Management Challenges specific to the land management practices in Kirkos Sub-City are assessed starting with by confirming the problems existence by asking both employees and customers.

The Employees 'response with regard to the existence of informal land settlement the existence of weak information organization and management systems, lack of resources (financial, equipment, human and technological) and a practice of corruption in the office shows that most of the employees, 40 (71.4%), 30 (53%), 47 (83.9%) and 32 (57.1%) says yes and the rest 16 (28.6%), 26 (46.4%), 9 (16.1%) and 24 (42.9%) said no respectively. From this response we can see that the majority of employees confirm the existence of challenges.

Related to confirming the lack of resources in the office 46 employees have given answer to an open ended question by writing down the specific resources that are considered to be lacking. Which are Stationery materials, Meter, Surveying equipment; Wage, Hand GPS and Lack of lateral, Lack of wage, Lack of comfortable work space Lack of human resource, computer; Equipment, Budget, Human resource, Total Station, Technology and Budget. The response indicates that there is a highly lack of resources, starting from small paper to surveying equipment, which causes disruption of work. And also for the question who is responsible to supply the resources 44 employees have given response as the response shows that employees have different knowledge on who should be providing the sources which they doesn't know whom to be asked.

The Customers response in confirming the existence of challenges majority of respondents have agreed and strongly agreed. With regard to the first statement existence of Illegal land occupation 49 % of the customers agree and 30 % strongly agreed. Similarly for the second statement 39% were agree and 35% strongly agreed with the organization and management of information in the sub city is weak.

And for the third and fourth statement which is related to each other 49 % and 3 % of the customers disagree and strongly disagree that there is sufficient qualified and experienced manpower and 34% of the customers agree and 36% strongly agree that there is a lack of necessary equipment and technology in the office. Customers' response with regard to the fifth statement indicates that majority of customers, 42 % were agree and 29% strongly agree. On the other hand, 42 % of customers agree that there is a practice of corruption in the office and 29% strongly agree. These response of customers suggested that the problems existence.

There was also an open ended question for employees to add other challenges which makes the practice of land management system difficult if there is. Their response was; absence of system-

assisted procedures and the problem of organization and guidance, Ignorance of laws and regulation, Not focusing on sectorial work due to sudden arrivals, Working by unimproved policy and Managers not having enough knowledge in the field, Lack of employee satisfaction, The works are related with another offices, As the responsibility of the work comes, not getting the appropriate benefit as the professional should be responsible is cited as a reason for service refusal, Leadership gap, Unqualified professional and leadership, Not connected to the network, Lack of measurement in Land system, Professionals stay in one district for many years, lack of competence as the people in positions of responsibility are mostly political appointees, Work load on the employees, Lack of knowledge of the person assigned to the office, Proclamation and instruction to violate each other and inconsistency of rules and regulations and Failure to improve the policy were answered. This response shows that when customers come to get the services they need, they are not being treated with efficiency, quality and in time. The response implies there are more difficulties which are caused by the existing four challenges.

### *5.2.2. Causes of the Challenges*

The causes of these challenges are assessed by asking both employees and customers what the reasons are for the occurrence of challenges through an open ended question for employees and multiple choice questions respectively.

The employee's response for possible reasons of the informal land settlement was answered by only 39 employees and they have said that Absence of system-assisted procedures and the problem of organization and guidance, Ignorance of laws and regulation, Not focusing on sectorial work due to sudden arrivals, By connecting land and politics not with knowledge and truth , Narrated by political identity and Decisions to be made will affect equality and justice of the citizens, working by unimproved policy and Managers not having enough knowledge in the field, Lack of employee satisfaction, The works are related to another offices, As the responsibility of the work comes, not getting the appropriate benefit as the professional should be responsible is cited as a reason for service refusal, Improper placement of employees outside of educational preparation, Not guided by knowledge, Leadership gap, unqualified professional and leadership, Not connected to the network, Lack of measurement in Land system, Professionals stay in one district for many years, Leadership gap, lack of competence as the people in positions of responsibility are mostly political appointees, Work load on the employees, Lack of knowledge of the person assigned to the office, Proclamation and instruction to violate each other and inconsistency of rules and regulations were answered by one person each, working with unimproved policy and Failure to improve the policy were answered by two people each and Policy and practice gap were answered by three people as a reason.

And as the team leader of land bank and conservation group said in the interview the main reason for illegal land occupation is that land is expensive and difficult to find. Currently, land is leased to individuals and the price of the land and the type of construction allowed for

the place is high in terms of the society's ability. In the past, there have been several guidelines issued to legalize illegal land acquisition. Another problem is that the bodies that protect the land, the law enforcement officers in each district, do not have the knowledge, why they protect the land and the benefits that come from protecting it.

The employee's response for possible causes for weak information organization and management system Lack of resources to store organized information, not putting the received information in place, storing information carelessly, Lack of sufficient trained manpower, lack of organized information, lack of space to store the files, Not storing in place, lack of inventory, Inadequate attention to data management, lack of adequate lateral, Because the employee does not want to work if ordered, lack of organized information, lack of technology support, Lack of information organized by the office, Not paying attention, Lack of resource and wage, Loss of information and failing to organize and save data in an up-to-date format, keep in place, and open a file for new data answered by one person each, Not properly organized, The efficiency of the organization is poor, files are not easily accessible, being not supported by technology, Missing information while organizing and Lack of resources.

The employee's response to factors contributing to corruption in land management is Lack of adequate knowledge and loyalty, Lack of adequate teaching information system and punishment is not applied, not exposing and covering it, Lack of wage and there are people who want to get rich easily, Customers are the main reasons, Illegal land occupation, Desire to gain undue advantage, Brokers, Providing benefits in advance, Irrelevant guidelines in a top-down approach because decision-making bodies are tied to others, Dragging work, exaggerating, not responding quickly, Poverty, High cost of living, The mindset of the client and the occasional role of the professional, Customers try's to get their rights using money, The behavior of the subject is to engage in inappropriate activities for profit, Seeking improper service of the subject, Having love for money, Guidance gap and Lack of supervision and control, For personal gain, Lack of salary, lack of sincerity and honesty and Relationship between customer and employees were, Guidance gap, Lack of discipline, Misbehavior of employee.

Employees have given answer to how the employees who engaged in corrupt practices typically dealt with within the office. They have said Wage penalty, suspension from work, they will be punished according to the punishment of the crime of corruption set by the law of the country, the limitation of trained professionals in the field, Suspension from work and reasoned, rom discipline, to written warning and to serious level, will be punished according to the law, By giving advice, They are punished as a crime of corruption, You, may not continue working, Demotion, Lack of knowledge of the person assigned to the office discipline and surrender to the law were answered by 11 individuals, They are punished for misconduct and Wage penalty were answered by 2 individuals respectively, Their case is held in court were said by 3 individuals, 7 individuals have said Imprisoning and 6 individuals said Haven't seen any penalty for the practice.

In the assessment of causes of land management problems and their impact related to sub-city land management system customer's response to selected challenges is discussed below.

According to the first question raised one of the reasons for the illegal land occupation is rapid urbanization and population growth the majority of the customers 44% strongly agree and 43% agree. For the second statement 84% customers strongly agree and 16% agree that there is lack of affordable housing options. Also for the third statement majority of customers 40% strongly agree and 44% agree that limited access to formal land ownership and property rights is a reason for illegal land occupation.

For the fourth statement a large number of employees 37% disagree that the office encourages clients to report any professional misconduct and 15% strongly disagree. For the fifth statement the 37% disagree that the office clearly sets out the fees and procedures to be followed for each service it provides in its documents and website 22% strongly disagree. And for the last statement a large number of employees 50% strongly agree and 35% agree that there are Weak regulations and disproportionate punishment is the main reason for the spread of corruption. As indicated in the remark urbanization and population growth, lack of affordable housing options, limited access to formal land ownership, weak regulations and disproportionate punishment, doesn't encouraging clients to report any professional misconduct and also doesn't setting out the fees and procedures to be followed for each service clearly are the cause of the challenges.

### *5.2.3. Impact Assessment of the Challenges in Land Management Practices*

In this part the impacts of these challenges are assessed by asking both employees and customers what the reasons are for the occurrence of challenges through multiple choice questions respectively.

### *5.2.4. Impacts of illegal land occupation*

Employee's response to the first statement Illegal land occupation increases the workload and strain on urban land management employees in resolving disputes and eviction processes were 39.3% strongly agree and 44.6% agree. For the second statement 37.5% employees strongly agree and 51.8% agree that the presence of illegal land occupation increases work complexity and time demands for employees, affecting their overall productivity. For the third statement a large number of employees 41.1% agree that employees dealing with illegal land occupation experience job frustration and dissatisfaction due to the recurring nature of such incidents and 35.7% strongly agree.

For the fourth statement the 48.2% agree that Illegal land occupation undermines property rights and land tenure security, hindering private sector investments and impeding overall economic development and 42.9% strongly disagree. For the fifth statement a large number of employees

46.4% strongly agree and 44.6% agree that the presence of illegal land occupation negatively impacts the rights and interests of legitimate employees and property owners. And for the last statement a large number of employees 51.8% strongly agree and 41.1% agree that the presence of illegal land occupation results in a loss of potential revenue from property-related taxes and fees, negatively impacting the city's revenue collection.

The remarks of employees conforms that Illegal land occupation increases the workload and strain, work complexity and demands time for employees, job frustration and dissatisfaction due to repetitive incidents, undermines property rights and land tenure security, hindering private sector investments and economic development, negatively impacts the rights and interests of legitimate customers and property owners and a loss of potential revenue.

Like the employees customers have been also asked about land management problems and their impact related to Kirkos sub-city land management system. According to the first question raised the presence of illegal land grabs has put pressure on public services and infrastructure the majority of the customer's response was 44% agree and 43% strongly agree. And for the second statement a large number of customers 47 strongly agree that illegally built houses spoil the appearance of the environment because they are built with tools that quickly collapse and 35% disagree. The remarks of customer's conforms that illegal land occupation impacts by putting pressure on public services and infrastructure and spoils the appearance of the environment.

#### *5.2.5. Impacts of weak land information organization system*

Employees response to the first statement Customers affected by a weak land information organization system experience difficulties in obtaining necessary permits, licenses, or approvals for their land-related projects were 39.3% strongly agree and 42.9% agree. For the second statement 41.1% employees strongly agree and 48.2% agree that the lack of a reliable land information organization system limits customers' confidence in making long-term investments or decisions related to land and property.

For the third statement a large number of employees 44.6% agree that insufficient access to reliable and up-to-date land information hinders effective decision-making and planning processes and 44.6% strongly agree. For the fourth statement the 44.6% agree that Employees working with a weak land information organization system face challenges in providing timely and accurate information to stakeholders and 51.8% strongly agree.

For the fifth statement a large number of employees 46.4% strongly agree and 44.6% agree that A weak land information organization system reduces employees' confidence in the accuracy and reliability of the information they use for their work. For the sixth statement a large number of employees 57.1% agree and 39.3% strongly agree that a weak land information organization system hinders accurate assessment and valuation of properties, impacting the city's ability to collect property taxes. And for the last statement a large number of employees 53.6% strongly

agree and 42.9% agree that a weak land information organization system hampers the accuracy and completeness of land records, impeding efficient land administration and management practices.

The response of employees conforms that having weak land information organization impacts customers in obtaining necessary permits, licenses, or approvals, making long-term investments or decisions related to land and property, hinders effective decision-making and planning processes, providing timely and accurate information to stakeholders, reduces employees' confidence in the accuracy and reliability of the information they use for their work, reduces employees' confidence in the accuracy and reliability of the information they use for their work and hampers the accuracy and completeness of land records, impeding efficient land administration and management practices.

According to the first question raised when you went to get service in the district, you were aggravated due to the loss of files the majority of the customers response was 46% strongly agree and 24% agree. For the second statement a large number of customers 41% strongly agree that there is a lack of organized file due to the existence of a weak land information organization system and 30 30% agree.

For the third statement a large number of customers 29% agree that it affects the city's ability to collect property taxes and generate revenue by impeding the accurate assessment and rate of illegal land grabs and 28% strongly agree. And for the last statement a large number of employees 46% agree that Due to the lack of reliable land information, you face difficulties in obtaining necessary permits or approvals for land-related projects and 28% strongly agree. The remarks of customer's conforms that weak Organization and management of information impacted by aggravating due to the loss of files, face difficulties in obtaining necessary permits and city's ability to collect property taxes and generate revenue.

From interview they said due to the weak organization of information, land is being used for unwanted purposes without the government's approval and is being invaded and the benefits that should have been obtained from the land are not being obtained. Another is that a job is not being done as fast as it should be because of data organization.

#### *5.2.6. Impacts of lack of resources*

Employee's response to the first statement a lack of resources compromises the ability to enforce compliance with land regulations and standards, undermining effective urban land management practices were 48.2% strongly agree and 46.4% agree. For the second statement 42.9% employees strongly agree and 48.2% agree that insufficient financial resources limit the ability to upgrade and maintain the necessary technological infrastructure for efficient land management. For the third statement a large number of employees 48.2% agree that inadequate staffing and

human resources hinder the timely processing of land-related applications and requests and 39.3% strongly agree.

For the fourth statement the 35.7% agree that Insufficient financial resources limit employees' ability to access training and professional development opportunities, hindering career growth and 57.1% strongly disagree. For the fifth statement a large number of employees 53.5% strongly agree and 41.1% agree that insufficient resources limit employees' ability to access necessary tools and technology, hindering their productivity and efficiency. For the sixth statement a large number of employees 48.2% strongly agree and 46.4% agree that the scarcity of resources negatively impacts employees' morale and job satisfaction, leading to decreased motivation and engagement. And for the last statement a large number of employees 51.8% agree and 39.3% strongly agree that Insufficient financial resources limit the capacity to invest in research, innovation, and capacity building in urban land management practices, hindering progress and improvement in the field.

The remarks of employees conforms that Lack of resources compromises the ability to enforce compliance with land regulations and standards, limit the ability to upgrade and maintain the necessary technological infrastructure, employees' ability to access training and professional development opportunities, employees' ability to access necessary tools and technology, limit the capacity to invest in research, innovation, and capacity building in urban land management practices, hinder the timely processing of land-related applications and requests, hindering progress and improvement in the field, career growth, productivity and efficiency, impacts employees' morale and job satisfaction, leading to decreased motivation and engagement.

According to the question raised the lack of resources in the office has hindered the customer's request from being dealt with quickly and correctly the majority of the customers response was 40% strongly agree and 33% agree. The remarks of customer's conforms that lack of resources hindered the customer's request from being dealt with quickly and correctly.

#### *5.2.7. Impacts of corruption*

Employees response to the first statement the presence of corruption in urban land management undermines public trust in the integrity of land-related decision-making processes were 41.1% strongly agree and 48.2% agree. For the second statement 30.3% customers strongly agree and 26.8% agree that Corruption in urban land management increases the risk of retaliation and threats against employees who refuse to engage in corrupt practices. For the third statement a large number of employees 50% agree that the existence of corruption negatively impacts the professional reputation and credibility of employees involved in urban land management and 41.1% strongly agree.

For the fourth statement the 51.8% agree that the presence of corruption in urban land management undermines the trust and confidence of customers in the fairness and transparency of land-related processes and 42.8% strongly agree. For the fifth statement a large number of employees 46.4% strongly agree and 41.1% agree that Corruption in urban land management leads to unfair advantages for certain customers, creating a perception of inequality and favoritism. For the sixth statement a large number of employees 44.6% strongly agree and 42.9% agree that Customers affected by corruption in urban land management face increased financial burdens due to bribery or extortion demands. And for the last statement a large number of employees 50 % agree and 35.7% strongly agree that the presence of illegal land occupation results in a loss of potential revenue from property-related taxes and fees, negatively impacting the city's revenue collection.

The remarks of employees conforms that corruption undermines public trust in the integrity of land-related decision-making processes, increases the risk of retaliation and threats against employees who refuse to engage in corrupt practices, impacts the professional reputation and credibility of employees, undermines the trust and confidence of customers, leads to unfair advantages for certain customers, face increased financial burdens due to bribery or extortion demands, face increased financial burdens due to bribery or extortion demands.

Customers response According to the first question raised due to the presence of corruption in the office, the people lose their confidence in the integrity of decision-making processes related to land the majority of the customers response was 42% agree and 32% strongly agree. And for the second statement a large number of employees 40% agree that the presence of corruption gives unfair advantages to certain customers, which creates discrimination and 33% strongly disagree. The remarks of customer's conforms that corruption makes people to lose their confidence in the integrity of decision-making processes related to land and gives unfair advantages to certain customers.

There was also an open ended question for employees to list the impacts of other challenges which makes the practice of land management system difficult. 13 employees have said that It led to abuse of customers, there will be no work efficiency, It will prevent the country from getting the income it should get and because of these necessary infrastructure will not be built, Difficulty leading with knowledge, The community's trust in land management has decreased greatly, Customer dissatisfaction, lack of trust in the institution, customer disappointment, independence of the institution and others, It causes data loss, Customer complaints, Disrupts customers, Downgrading loses credibility among people, Psychological impact, lack of confidence and fear on the employee and Failure to do the work when it is said, disruption of people is created.

Finally customers have been asked if there are other problems and only 8 individuals answered there response were having a meeting during working hours while there is client, not treating people equally and giving man appointments, if there is a file with many officials

to carry out a case, there is a problem of server unavailability, the number of appointments is very noticeable, because the boss is always in a meeting, only experts are available and there is no work efficiency have been answered each by one individuals.

### **5.3. *Strategies Used By the Office***

As the data's indicates there are problems which are affecting the practice of kirkos land development and management's office. So in order to overcome these challenges the office is applying different techniques and methods. Employees have given responses about strategies used by the office for each problem.

Employees response for types of measurements Used by the Office in order to minimize informal land settlement challenges was answered by 24 employees and they have said that Putting signs in empty places, It will be controlled together with the law enforcement service office, Counting and controlling the places in the city, By following up properly and Punishment that is instructive, Neither the land settlement nor the unfairness and By giving awareness to the community and putting a sign, registering empty land and giving awareness to the society, the system-aided information organization has been started, Banking empty lands and doing nothing to improve the situation.

In the interview the team leader said to overcome this problem, it has been taken as a solution to protect open spaces in 10 districts by registering them on GIS and entering them into the land bank. In addition, tenure maps are being digitized by the district registration agency have been said by the team leader.

Employee's response for types of measurements Used by the Office in order to minimize weak information organization management challenges was answered by 26 employees and they have said that providing training to employees and Keeping information on computer, Bringing technology to organize information, They are organizing information's in a new and others said doing nothing. Due to interview to solve these problem 8 million birr has been allocated for lateral purchase, but the required number of laterals is 12 and the price of one is 1 million birr, so the required amount is 12 million birr.

Employee's response for types of measurements Used by the Office in order to minimize lack of resources challenges was answered by 15 employees and they have said that Increasing the budget, use the existing equipment in turn and in consultation with the relevant body, we are working to have enough manpower and a comfortable workplace, Borrowing from other offices and requesting finances, they are working together with investors and no measurements have been taken.

Employee's response for types of measurements Used by the Office in order to minimize corruption challenges 8 answered by saying penalty and did not specify the type and no measurements have been taken to minimize these challenge.

## **Conclusion**

This research project has explored land management practices and challenges of Addis Ababa City Administration using Kirkos Sub-City as a case study. It raised and described a variety of issues related to the sub city's land management practices and challenges including informal land settlement, weak information management systems, lack of resources, and corrupt practices and attitudes.

The several impacts of challenges are increases the workload and strain on urban land management employees in resolving disputes and eviction processes, negatively impacting the city's revenue collection, reduces employees' confidence in the accuracy and reliability of the information they use for their work, customers experience difficulties in obtaining necessary permits, it limits the ability to upgrade and maintain the necessary technological infrastructure for efficient land management and undermines public trust in the integrity of land-related decision-making processes.

The findings have supported my initial research questions and the unexpected was I thought being unable to collect annual and arrears of lease payments on time and being unable to provide proper monitoring and support for the leased areas which leads the lease holders to take more time than the contract to complete the construction and provide services caused by weak information organization system but rather than these having unimproved policy was an additional reason.

The Kirkos Sub-City land development and management office have been using several strategies to address these challenges. Banking empty lands and Putting signs in empty places, organizing information's in a new way, Borrowing from other offices, requesting finances, they are working together with investors and one have said penalty and did not specify the type are some of strategies the office have been using.

## References

1. **Dibekulu, Seleshi.** *Challenges and Opportunities of Urban Land Management: The case of Debre Berhan City Administration.* Debre Berhan 1-26. : s.n., 2021.
2. *Understanding the Land Management Paradigm Need for Establishing Sustainable National Concepts.* **Stig, Enemark.** Denmark : 12-15, 2006.
3. **Moges, Abreham.** *Land management practices and challenges in Addis Ababa city administration. Experiences from Akaki-Kality Sub-city.* . Addis Ababa. : 1-28., 2018.
4. *Procedures and Causes Leading to Corruption in Urban Land Management in Addis Ababa: The Case of Yeka Sub City .* **Solomon, Tesfay.** Developing Country Studies Volume 7 (No.11) : 108-110., 2017.
5. *The challenges of urbanization on land development and management systems: the case of sabbata town. .* **Girma, Butta.** Addis Ababa : 1-30, 2020.
6. *Urban land management practices and challenges: the case of Injibara town, Northwest Ethiopia.* **Dereje Tessema & Belew Dagneu .** s.l. : International Journal of Scientific & Engineering Research Volume 11 (Issue 8), 1746-1751, 2020.
7. *Assessment of Urban Land Management Practice: The Case of Jimma City, South West Ethiopia. .* **Getachew, Bizuayehu.** Bahir Dar : 1-16, 2022.
8. *Urban Land and Development Management in a Challenged Developing World: An Overview of New Reflections.* **Kwasi Gyau Baffour Awuah and Raymond T. Abdulai.** s.l. : MDPI , 2022.
9. *Challenges to Practice Good Governance in Urban Land Management; the Case of Gelan and Lega Tafo Lega Dadi Towns.* **Fraol Udessa, Dagnachew Adugna & Liku Workalemahu.** s.l. : American Journal of Geographic Information System, American Journal of Geographic Information System, , 2021.
10. **wikipedia.** Informal housing. Retrieved from . *wikipedia the free incyclopedia.* [Online] [https://en.wikipedia.org/wiki/Informal\\_housing](https://en.wikipedia.org/wiki/Informal_housing).
11. *The Effectiveness of Urban Land Management in Addis Ababa City Administration: A Case Study Yeka Sub-city. .* **Solomon, Asmamaw.** Addis Ababa : 6-15, 2019.
12. **Koehler, john.** A Guide to Organizational Resources and How to Manage Them. . *UA Grantham.* [Online] May 17, 2019. <https://www.uagrantham.edu/blog/a-guide-to-organizational-resources-and-how-to-manage-them/>.

13. **Solutions, Platinum Copier.** WhyOutdatedOfficeEquipmentCanHinderYourWorkplace. . [Online] Oct 16, 2020. <https://www.platinumcopiers.com/blog/office-management-tips/why-outdated-office-equipment-can-hinder-your-workplace/>.

14. **Fana broadcasting corporation.** *The professional who asked for 3.5 million birr for the service was arrested.* Addis Ababa : s.n., 2022 .

15. *Assessing the practices and challenges of urban land governance in Hosanna town, the case of Hosanna town land administration office.* . **Betel, Andarge.** Hawassa : 9-17, 2020.