



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

**Assessing The Challenges of Urban Land Governance In Addis  
Ababa: the case of Nifas Silk Lafto Sub City Land Development  
and Management**

**By: Dawit Tesfaye**

**October, 2018**

**Addis Ababa, Ethiopia**

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

**Assessing the Challenges of Urban Land Governance in  
Addis Ababa: the case of Nifas Silk Lafto Sub City Land  
Development and Management**

**By**

**Dawit Tesfaye**

**Advisor**

**Filmon Hadaro (PhD)**

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

**October, 2018**

**Addis Ababa, Ethiopia**

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

This is to certify that the thesis prepared by Dawit Tesfaye entitled “*Assessing the challenges of urban land governance in Addis Ababa: the case of Nifas Silk Lafto Aub city land development and management*” which is submitted in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

**Approved by Board of Examiners:**

\_\_\_\_\_ Signature\_\_\_\_\_ Date\_\_\_\_\_

Advisor

\_\_\_\_\_ Signature\_\_\_\_\_ Date\_\_\_\_\_

Internal Examiner

\_\_\_\_\_ Signature\_\_\_\_\_ Date\_\_\_\_\_

Internal Examiner

\_\_\_\_\_ Signature\_\_\_\_\_ Date\_\_\_\_\_

Chair of Department or Graduate Programs Coordinator

## Statement of Declaration

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

**Declared by:**

**Confirmed by Advisor:**

Name: Dawit Tesfaye

Name: Filimon Hadaro (PhD)

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

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

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

## **Acknowledgment**

Praise the Almighty God, who provides me indescribable support during the present research work.

I would like to thank my advisor Dr Filmon Hadaro, for his close supervision, consistent encouragement, and limitless guidance at every stage of the study. His complete support and guidance helped me to complete the research work in its present form. I would also like to express my friends for their support and providing the necessary relevant literatures and information that are crucial for the quality of this study.

Finally, my appreciation and thanks go to the employees of Nifas Silk Lafto Sub City Land Development and Management office from where I received all kinds of resources and support for the completion of this work.

## Table of Contents

Acknowledgment .....	i
Table of Contents.....	ii
LIST OF TABLES .....	v
List of Figures .....	v
List of Acronyms .....	vi
Abstract.....	vii
CHAPTER ONE.....	1
1.1 Background of the Study.....	1
1.2. Statement of the Problem .....	3
1.3. Objective of the Study.....	6
1.3.1. General Objective .....	6
1.3.2. Specific objectives of the Study are to: .....	6
1.4. Research Questions .....	6
1.5 Scope of the Study.....	7
1.6 Significance of the Study .....	7
1.7. Limitation of the Study .....	8
1.8. Organization of the Thesis .....	8
CHAPTER TWO .....	9
2. LITERATUREREVIEW .....	9
2.1. The concept of Government and Governance .....	9
2.2.1. The Concept of Governance .....	9
2.3. Criticisms or Challenges of Good Governance.....	11
2.4. Good Urban Governance.....	12
2.5. Institutional Capacity and Good Governance .....	14

2.6. Land Governance .....	14
2.7. Good Governance in Land Administration .....	16
2.8. Identification and Definition of Good Governance Principles for Land Administration Governance?.....	16
2.9. Best Practices of Land Administration from Around the World .....	20
2.10. Empirical studies on Land Management systems and Application of Governance principles.....	21
CHAPTER THREE .....	26
RESAERCH DESIGN AND METHODOLOGY .....	26
3.1. Research Approach .....	26
3.2. Research Design.....	26
3.3. Research Method.....	27
3.4. Conceptual Framework for Land Management Systems and Governance principles. ....	27
3.5. Sample and Sampling.....	29
3.5.1. Target Population.....	29
3.5.2. Sample size Determination and Sampling Techniques .....	29
3.6. Instruments and Methods of Data Collection.....	30
3.7. Source and Type of Data.....	31
3.8. Methods of Data Presentation and Analysis .....	31
3.8.1 Descriptive Analysis.....	32
3.8.2. Data Reliability Analysis.....	32
CCHAPTER FOUR .....	37
4. DATA ANALYSIS, FINDINGS AND INTERPRETATIONS .....	37
4.1 Demographic Data of Respondents from Land Management Officials Side.....	37
4.2. Analysis of Good Governance Principles from Employees’ Side .....	40

4.3 Demographic Data of Respondents from Service User’s Side.....	47
4.4. Analysis of Good Governance Principles from Customers’ Side.....	49
4.6. Pearson Bivariate Correlation.....	64
CHAPTER FVE.....	67
5.1. CONCLUSION AND RECOMENDATIONS .....	67
5.2. Recommendations .....	71
Bibliography .....	72
Appendixes .....	76

## LIST OF TABLES

pages

Table: 3.8.2.1. Reliability Test from Land Officers' Side.....	33
Table: 3.8.2.2. Reliability Test from service users' Side.....	34
Table 4.1.1: Gender Distribution of Respondents.....	38
Table4.1.2 Educational level of Respondents.....	38
Table 4.1.3: Age of Respondents.....	39
Table4.1.4: Service use of respondents.....	39
Table 4.2.1 Frequency statistics on participation.....	40
Table: 4.2.2 Frequency statistics on responsiveness.....	41
Table 4.2.3. Efficiency statistics on transparency.....	42
Table 4.2.4. Efficiency statistics on Accountability.....	43
Table 4.2.5 Efficiency statistics on Equity.....	44
Table 4.2.6 Efficiency statistics on Effectiveness.....	45
Table 4.2.7.Descriptive statistics on efficiency.....	46
Table 4.3.1 Gender distribution of respondents.....	47
Table 4.3.2 Age of the respondents.....	48
Table 4.3.3 Educational Background of the Respondents.....	48
Table 4.3.4 Descriptive statistics of Tenure ownership.....	49
Table 4.4.1 Frequency statistics on participation.....	50
Table 4.2.2.Frqencye statistics on Transparency.....	52
Table 4.2.3.Frqencye statistics on Accountability.....	54
Table 4.2.4. Frequency statistics on Equity.....	56
Table 4.4.5, Frequency statistics on Effectiveness.....	58
Table 4.4.6, Frequency statistics on Efficiency.....	60
Table 4.4.7.Frequency statistics on Responsiveness.....	62
Table 4.6. Pearson Bivariate Correlation.....	65

## List of Figures

Figure 1: The cause and effect relationship of poor land administration system.....	28
---	----

## **List of Acronyms**

ECA	Economic Commission of Africa
ADB	The African Development Bank
DFID	Good Enough Governance Revisited
EFA	Exploratory Factor Analysis
EPDRF	Ethiopian people’s Democratic Revolutionary Front
FEACC	Federal Ethics and Anti-Corruption Commission’s
FAO	Food and Agriculture Organization
GURI	Global Urban Research Institute
IDA	International Development Association
IIAG	Ibrahim Index of African Governance
LIS	Land Information Systems
MDGs	Millennium Development Goals
SPSS	Statistical Package for the Social Sciences
UGI	Urban Governance Index
UNDP	United Nation Development Program
UH-Habitat	United Nations Human Settlements Programme
UN	United Nations
WGI	Worldwide Governance Indicators

## **Abstract**

*This research is aimed at assessing the practices and challenges of application of land administration governance principles in urban land development and management in Nifas Silk Lafto Sub-city of Addis Ababa City Administration. The study assessed the problems in applying the land administration governance dimensions (principles). In order to achieve the above mentioned objectives, primary and secondary data was collected. Content and literature review was conducted from available scholarly studies, land management manuals and program documents. A conceptual framework was developed from the literature review and qualitative methodology was employed. Survey Questionnaires, interview and document review checklists were used as data collection tools. The qualitative interview and content data was analyzed using narrative explanations. The survey questionnaire responses were analyzed descriptively. The findings of the study revealed that land development and management processes are not transparent to the service users. Weak citizen participation in the land development and management and unequal treatment of clients in the service provision were observed as key problems of applying land administration governance principles. The study also revealed that service users were dissatisfied on the performance of land development and management officials in terms of service delivery per the needs of customers. Based on the findings of the study, the study concluded with the recommendation that concerned government bodies in the land development and management institutions need to improve performance, involve citizens and design systems of transparency in the study sub city. The service provision and the systems in place should ensure equal treatment of customers. Based on the assessment, items of the transparency dimension score is below the cutoff point. So, the perception of respondents had assessed the transparency of the office as unsatisfactory. There are another problems based on observation, service users always make a repeated compliant in relation with service delivery, no conducive work environment, most service recipients came to the office redundantly and waste their time to settle unaccomplished cases, the citizen charter of the office is not in proper function and inconsistencies on interpreting land related legislations.*

*Key Words: Good governance principles, urban land development & management, Nifas Silk Lafto sub-city, Addis Ababa City Administration*

# CHAPTER ONE

## 1.1 Background of the Study

Land is a fundamental resource for the economic development of any country in the world (Burns and Dalrymple, 2008:3). As Deininger et al (2010:2) discussed, land is an enormously valuable asset, typically accounting for 30-50% of national wealth in developing countries, globally, land governance is about the policies, processes and institutions by which land, property and natural resources are managed. This includes decisions on access to land, land rights, use and land development (Deininger et al., 2010:2).

Good governance is the way in which decisions are made by range of actors that encompasses social, political, private and governmental organizations and/or group of persons as well as their interrelationships. It includes the preference of individuals in participating in decision making process as well as whom and by whom those decisions are implemented (Arko. et al. 2010).

As Arko. et al. 2010 stated, “land governance is basically about determining and implementing sustainable land policies and establishing a strong relationship between people and land.

Sound land governance is fundamental in achieving sustainable development and poverty reduction. Arguably, sound land governance is the key to achieve sustainable development and to support the global agenda set by adoption of the Millennium Development Goals (MDGs). Poor Land governance in land administration leads to the marginalization of the poor and inappropriate use of land. Addis Ababa land development and management is also suffers from the lack of equity, transparency, accountability, responsiveness in terms of the intended beneficiaries. Generally, poor land administration practice which practically, has impacts on the overall city’s social, cultural, and political development.

Good governance is generally understood as the way in which the government interacts with each other's in managing a country's social, economic, and environmental resources (Fyfe 2004). In addition, it must be formed by multi-organizational behavior (Olowu 2002)

Good governance in the development and management of public land links to the good governance principles of legitimacy, accountability, fairness, and participation reforming the development mechanisms public land contributes to a basic set of development principles, namely education of poverty, achievements of sustainable Development Goals, progress in good governance and transparency and good governance and transparent fiscal management of the public sector (Zakout, 2008, p.2).

Williamson et al (2008) believes that land administration is fundamentally about good governance and specifically refers to the concept of land governance. Jones (2010) further highlights the importance of good governance in providing an effective system of land administration and relates the need for comprehensive land registration and titling. According to Banderia et al. (2010), in order to evaluate a land administration system we must commence with defining its expected results (i.e. objectives) as well as the tools (including strategy and infrastructures) that are available to reach the objective set up.

The prevalence of governance is a foundational institutional requisite for the development of an effective, efficient, equitable and well-functioning land and building transparent and accountable land administration system (procNo721/2011). However, the reality of ensuring good governance is still a challenge. When we come to our study area, Nifas Silk Lafto Sub-City land development and management office, the annual budget year performance discussion document (2014) shows that there were some improvements after implementing different civil service reforms and GTP-1 strategic implementation on the sub city socio-political and economic development. Despite some improvements, still a number of good governance problems uncounted in land development and management office to mention some, there was lack of capacity or competency and failure to deliver up to date information, inefficiency related to on time service delivery standards, lack of commitment to tackle male-operation and lack of providing proper customer handling

services or lack of providing quality services, lack of work procedures, and lack good work environment etc.

Henceforth, the concern of this study is to assess the challenges of urban land governance of Nifas Silk lafto sub city land administration. Since the government of Ethiopia is enthusiastic to ascertain the prevalence of good governance to all sectors especially on public service sector, it is reasonable to conduct this study and its contribution enables the city land administration sector to improve its service delivery in compliance with principles of good governance.

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

There is an increased demand for investment in land, pressure from the drive to increase government revenues, requirement for careful protection of vulnerable groups and efficient mobilization of this critical urban public resource. This attempt ensures governmental accountability. In terms of these scholars such as Dale and McLaughlin (1988) and Livang Qian, 2014) argue that urban land is one of the most valuable resources and it must be developed and managed carefully. The concept of sustainable development which arise from the fears of over population, pollution and exploitation of resources reflect the view that land is a resource that must be preserved for future generation (Henssen, 1991).

Firstly, land is scarce because of the rapid urbanization and greater need for land development. Secondly, land related services have been ranked as one of the most corrupt delivering of services (Livang Qian, 2014, P. 13). Dale and Mclaughlin (1988) argue that urban land is scarce natural resource and it is related to economic, social and cultural activities of citizens in cities. The development and management of such scarce resource requires a framework of good governance that ensures optimum benefits to citizens, reduce environmental and social problems and efficiency of the mobilization of this scarce resource. Urban land is a driver of economic growth and development has impact on sustainability of this growth and development. However, land development and management in many countries fails to meet the principles of good governance.

The failure in the application of good land governance principles lead to illegal transfers, corruption, and inefficient service provision. In this respect good governance is recognized as platform for achieving potential, implementing effective and efficient system and ensuring good land development and management framework (UN-2015). Ethiopia like other African countries had faced a number of challenges in good land governance and in building process. In this regard, the federal government of Ethiopia and the city administration had taken measures to minimize the problems through different civil service programs. After the city land administration was delegated under city government land development and management bureau (Proclamation no. 35/2011).

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

Subsequently, the federal government and the city administration attempt to minimize and avoid the aforementioned problems through different civil service reforms. After the reform programs; many land administration service somehow have been improved (Fortune newspaper, 2010). Additionally, The Citizen Charter is developed in December 2013by the city Land Development and Management Bureau to strengthen the service delivery.

Even though some improvements had been showed for the time being; currently, the prevailing symptoms indicate that, the previous problems have been arising again in

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

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

problems of customer service observed by the researcher on the area of the study and to give possible appropriate recommendations.

The researcher selects Nifas Silk Laffo sub city Land development and management office intentionally. The office has abundant number of service. This enables the researcher to get sufficient number of respondents to assess the practice of good governance and its relationship with customer service.

### **1.3. Objective of the Study**

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

The general objective of the study is to assess the challenges of urban land governance in Nifas Silk lafto sub- city land administration in the use of comprehensive land development and management frameworks.

#### **1.3.2. Specific objectives of the Study are to:**

- Assess urban land governance practices in land development and management service delivery in Nifas Silk Lafto Sub-City administration;
- Identify the major challenges of urban land governance principles in comprehensive land development and management frameworks in Nfas Silk Lafto sub-city land development and management.
- To identify problems of customers services in the office and to suggest recommendations on how to improve these problems

### **1.4. Research Questions**

The study mainly inquired the relationships among land development and management systems, assessing urban land governance and challenges of implementation of good governance principles in Nfas Silk Lafto Sub-City of Addis Ababa City Administration. The research attempts to answer the following specific questions;

- How do assess urban land governance practices in land development and management in Nifas Silk Lafto Sub-City administration?

- What are the major challenges of urban land governance principles in Nifas Silk Lafto sub-city land administration?
- What are problems of customer service in Nifas Silk Lafto sub city land development and management office?

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

The study was delimited to Nifas Silk lafto Sub-City land development and management office at Addis Ababa. The key concern of the study was assessing how the conventional principles of good governances are in place in Nifas Silk Lafto Sub-City land development and management office. The researchers has been focus on the six departments such as urban land holding registration office, construction permit and control office, urban land banking, urban planning, urban land lease holding and tenure administration transitional period service project office. More focus of the study and proportion is intentionally, given to urban lands lease holding and tenure administration transitional period services project office because, this department during per-research observation provides large number of service users.

The service uses of local residents, in the sub-city was the study is targeting and technical experts of the sub-city was selected for the study. In addition, good governance criteria are many and wide in their scope. Because of time constraints and other factors, it is difficult to include all parameters that describe good governance in this study. Therefore, the researcher is delimited to seven of them, such as transparency, accountability, participation, responsiveness, effectiveness, equity and efficiency has been considered as the maim study variables. Because these elements are the most significant and they are referred as core elements of good governance and used by almost all stakeholders. However, good governance can be also assessed by other governance indicators.

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

Presumably the study has been generating valuable information on the challenges and the practices that hinder good governance principles in Nifas Silk Lafo Sub-city land development and management office. It can highlight possible recommendations and directions for interventions to take the necessary actions. It is also highlights the success

part of the sector that has been enhanced and failures that was deserve the attention of concerned bodies to take corrective action. The recommendations could assist policy makers', public official and community members to have a clear insight of the practicability of good governance elements. Finally, the study could be help as a secondary data for professionals and other individuals who want to conduct in-depth research in similar areas.

### **1.7. Limitation of the Study**

This study is a piece of effort to identify realities regarding the conventional principles of good governance implementation at Nifas Silk Lafto sub city land development and management office. It is confined to one sector only. Therefore, the findings can't be generalized for the entire institutions of Nifas Silk Lafto sub- city administration.

In addition, lack of sufficient financial resource and time to use large samples, lack of properly quantified statically data or information, unwillingness of some respondents to give valid data, fear of respondents to provide genuine and accurate information and failure of some respondents to back questionnaires was some of the limitation of the study. In addition, the researcher faced great difficulty in the data collection process and some employees were afraid to fill out the questionnaires.

### **1.8. Organization of the Thesis**

This study is organized in five chapters. The first chapter deal with the introduction, background of the study, statement of the problem, objective of the study, scope of the study, significance of the study, and limitation of the study. The second chapter includes various literatures and research reviews.

Chapter three focused on methodology and research design. The fourth chapter deals with data presentation and discussion of findings. Finally the fifth chapter presents the conclusion and recommendations.

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

#### **2.1. The concept of Government and Governance**

##### **2.2.1. The Concept of Governance**

The concept of governance and its meaning have gone through changes over time due, notably, to its affinity to the word ‘government’. Initially, the concept was closely tied up with that of government and its utilization for a long period was limited to the traditional conceptualization of government (Jose, 2010). Nowadays the global perception of governance is broader than that of government. Stoker (1998:17) described the governance approach as a “new process of governing; or changed condition of ordered rule; the new method by which society is governed”. The “new approach” does not mean entirely novel, it builds on the past by integrating new elements but not changing the entire thoughts that have exists previously. The governance concept is, therefore, a shift from depending entirely on government to resolve public problems to mobilizing different other actors in partnership with state.

Governance can be said “good” when resources are allocated and managed in transparent, equitable, accountable, participatory, efficient and effective manner to respond to the need of people. UNDP (1997) defined good governance as: Good governance is, among other things, participatory, transparent and accountable. It is also effective and equitable. And it promotes the rule of law. Good governance ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources. Good governance is the way in which decisions are made by range of actors that encompasses social, political, private and governmental organization and/or group of persons as well as their interrelationships. It includes the preference of individuals in participating in decision making process as well as how and by whom those decisions are implemented (Arko, et al, 2010).

Urbanization increases the demand for land: more land user and land interests are involved urban than rural areas. The new interests put enormous stress and challenges on urban land which need well organized decisions to harmonized these diverse interests (Alemie, 2015; 1 Arko, et al, 2010: 05). (Burn and Darlymple, 2008: 3) commented that weak institutions and the high land values lead corruption actions and informal settlements'. Related to these, (Yiadam 2005; 17) assert that urban laws are often subject to constant change because actors are misinformed, confused, or untrusting in 1993(Burns and Darlymple, 2008; 3).This indicates the institutional and organizational functions that are responsible for dealing with the issues of people-to people relation are weak fragmented. So, incorporating good governance into policy making implementation is a central for tackling the challenges above. This is because the applying good governance concept creates platform that encourages different actors to participate, various interests be discussed and argued and collaboration during policy making and implementation to strengthened.

As (Alemie, 2015: 107), applying good governance in urban administration has at least three advantages: First, it pinpoints the exact causes of the urban people to urban land problem such as urban land accesses and urban land uses at local level. Second, a governance approaches provokes discussions among divers actors including urban people, to scrutinize alternative solution of the problem identified. Third, it forms a shared platform to follow improper implementation of the solution is identified. In general the combined application of the land administration governance dimension leads to the achievement of the desired policy outcomesand the achievement of the development goals of sustainable development.

In addition, (Burns and Dalrymple, 2008:5) commented that contemporary urbanization and association and public services such as provision of housing, utilities, infrastructures, waste management are related to urban land and they need notion of urban land governance to improve the lives of urban poor and consequently support the realization of sustainable development in a country or nation broadly.

### **2.3. Criticisms or Challenges of Good Governance**

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

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

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

In reply to limitations of good governance, the concept of “good enough governance” is coming to the vocabulary of public administration and political science. The idea of “good enough governance” gives redress to the drawbacks that have been discussed above. Merilee Grindle, in her seminal article “Good Enough Governance Revisited: A Report for DFID with reference to the Governance Target Strategy Paper, 2001”, has put the following:

*Recently, the idea of “good enough governance” questioned the length of the good governance agenda and its “essentialist” message. This concept suggested that not all governance deficits need to be (or can be) tackled at once and that institution and capacity building are products of time; governance achievements can also be reversed. Good enough governance means that interventions thought to contribute to the ends of economic and political development need to be questioned, prioritized, and made relevant to the conditions of individual countries. They need to be assessed in light of historical evidence, sequence, and timing and they should be selected carefully in terms of their contributions to particular ends such as poverty reduction and democracy. Good enough governance directs attention to considerations of the minimal conditions of governance necessary to allow political and economic development to occur (Grindle, 2005). 17(4): 525 – 548).*

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

## **2.4. Good Urban Governance**

Urban governance is an important extension of the theory of governance. Its notion evolved from the work of the GURI (global Urban Research Institute) starting in the early 1990s. Focusing on the local level, The GURI’s approach was to particularize the concept of governance in an urban context. Taking up the definition of governance, the GURI developed an urban-governance frame work including elements mostly considered to lie beyond the public policy process. Thus illegal operators, informal-sector organizations and social movements were incorporated, recognizing that these elements are nevertheless contributory in the development of third world cities as well as having a significant influence on the urban landscape (McCarey2003: 37). In this respect urban governance can be related to the phenomena of hierarchy and informality.

The United Nations Human Settlements Programme defines urban governance as:

*“...the sum of many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It*

*is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action can be taken. It includes formal institutions as well as informal arrangements and the social capital of citizens.” (UN HABITAT, 2002a: 14).*

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

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

In the course of its Global Company on Urban Governance, UN HABITAT promotes “good” urban governance, thus adding a value judgment to the concept. Being aware of that, the agency identifies various principles characterizing the very good urban governance which are interdependent and mutually reinforcing (UN HABITAT, 2002a:19).

## **2.5. Institutional Capacity and Good Governance**

In good governance context, capacity refers to the ability of an institution of governance, the legislator, executive and judiciary to perform its responsibility or politically mandated functions or roles efficiently and effectively (ECA, 2005). Politicians set goals and broad strategic directions, but sound institutional arrangements can determine the vision political leaders. Democratic governance needs well nurtured institutions particularly the civil service. UNDP (1998), also define institutional capacity as the ability of individual and organizations or organizational units to perform functions effectively, efficiently and sustainably. The definitions set by UNDP has three major and important aspects (I) it indicates that capacity is not a passive state but is part of a continuing process (II) it ensure that human resources and the way in which they are utilized are central o capacity development and (III) if requires that the overall context within which organizations under take their functions will also be a key consideration in strategies capacity development. So, from this issue it is possible to deduce that effective institution is one of the factors that can help in promoting good governance. Thus, if the public institutions are inefficient in the process of service delivery, it is a big challenge to ensure good governance and can hamper to sustainable development and create mistrust between the government and the public at large. Therefore, in order to realize the good governance, public institutions must be efficient and effective in public service delivery activities

## **2.6. Land Governance**

According to the FAO's recent draft 'good practice' guidelines on Good governance in land tenure and land administration, 'it has been recognized only recently that a modern land administration project should include a focus on improving governance.' It is therefore hardly surprising that 'there is comparatively little material on good governance in land tenure and land administration.' (FAO, 2007a, pp.40, 1). Yet this is a theme on which there is much agreement in principle in much of the literature.

FAO argues that weak governance is often associated with two principal types of corruption, state capture and administrative corruption. The former involves corruption on a grand scale, transferring economic resources from the state to private interests, with the state 'captured' by individuals, families, clans or commercial interests, who can then

direct government policy to their own benefit. The latter concerns the abuse of office by individual officials who use their power for self-enrichment. Officials seek bribes to evade or speed up procedures to produce results that favor the bribers. A chaotic or unclear policy environment encourages this and ‘inevitably the poor lose out as they have the least resources with which to bribe corrupt officials.’ (FAO, 2007a, pp.13- FAO, 2007a, pp. 40, 14).Governance is a critical issue in DFID’s current thinking (DFID, 2005, 2006a) and it is a theme which, not surprisingly, runs through this literature. For example, Paul Mathieu of FAO stresses that ‘good governance and the rule of law are closely correlated with the successful implementation of processes to improve access to land.’ (Mathieu, 2006).There is a very broad consensus that good governance is an essential, though all too frequently lacking, and element of equitable and transparent land administration. Various wish lists, often cast in generalities, are then produced to which no one could reasonably take exception, but which might prove difficult to put into operation in any concrete situation.

Land governance from the traditional sense can be loosely defined as the range of political, organizational and administrative processes through which communities articulate their interests, their input is absorbed, decisions are made and implemented, and decision makers International Land governance from the traditional sense can be loosely defined as the range of political, organizational and administrative processes through which communities articulate their interests, their input is absorbed, decisions are made and implemented, and decision makers are held accountable in the administration, development and management of land rights and resources and the delivery of land services. Governance involves an analysis of both formal and informal actors involved in decision-making, the implementation of decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.( Burns, T., 2007).

Good governance in land administration aims to protect the property rights of individuals and enterprises as well as of the state by introducing such principles as transparency, accountability, rule of law, equity, participation and effectiveness into land-related public sector management.

## **2.7. Good Governance in Land Administration**

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

Land is the single greatest resource in most countries. Access to land, security of tenure and land management has significant implications for development. Land administration provides important parts of the infrastructure for an efficient economy, which means that it touches all aspects of how people earn a living. Land administration through taxes on land plays a significant role in raising revenue for public finances. Through registration and cadastre systems, land administration provides security of tenure and allows people to obtain loans through mortgages. Yet formal land administration systems commonly fail. Customary land tenure arrangements also may not adequately serve citizens – especially when those arrangements are weakened by transition and commercialization (FAO, 2007).

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

## **2.8. Identification and Definition of Good Governance Principles for Land Administration Governance?**

This section is meant to find out the principles of good governance within land administration system. Up to now, various organizations and academics have developed their own principles for good governance. Worldwide Governance Indicators (WGI)

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

In terms of the particular emphasis of certain land administration system, the selection of principle of good governance has different priority. For example, a land administration system which is aimed to promote economic development certainly has different priority of good governance than the system designed to improve the aspect of pro-poor. Thus, under the purpose of reversing the customer service problems, five most representative principles have been selected based on summarizing existing principles of good governance from different indexes and guidelines. These principles are effectiveness & efficiency, transparency, accountability, equity and public participation & responsiveness. The relevance of each principle is discussed below.

Equity implies that all the human beings, including economically weak groups, children or elderly, women, and minorities, have the right to unbiased access to basic necessities (UN-ESCAP, 2006). It is one of the most important principles that relates to every citizen. Frequently, the conflict between the service provider office and the customer is

triggered by the unequal treatment. Once the customers feel that they are marginalized and do not have equal right in the society, they start to fight for their right. Therefore, whether customers are equally recognized by the state land administration agencies is the prerequisite of settling the dispute of equal treatment of customers. Meanwhile equity refers to the institutional priority and financial subsidy for the poor people, and it also implies the prevention of illegal property grabbing by the elite groups (Graham, Amos, & Plumptre, 2009).

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

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

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

Effectiveness and efficiency implies that the services and results of land administration system have to meet the requirement of society while making the optimal use of social resources (Graham et al., 2009). It is reflected by the rapid reaction time of system, simple and short procedure, affordable service cost and so on. Once land administration system remains effective and efficient, government is able to improve the service delivery to land tenure owners and reduce their service cost. These principles of good governance within land administration system are the major dimensions of this evaluation. It can be treated as the benchmark to evaluate whether the existing land administration system in the sub city in line with good governance

## **2.9. Best Practices of Land Administration from Around the World**

### **A) One Day Standard Time for Land Administration in Thailand**

Land administration in Thailand is one of the most efficient in the world. The Thai government established a one-day service standard to register property transactions. The office staffs are instructed not to leave the office before completing the processing of all documents summated by the customers on the given day. The number of staff of each office is determined by the average number of transactions, and therefore prevents work overflow. In addition, each land office is limited to 100,000 titles. If the number of land titles exceeds 100,000, the office will be divided and a new branch will be established (Zakout, et al, 2006).

### **B) Web Based Land Information System in EI Salvador**

In Salvador, the National Registry Center, created I 1995 by legislative decree, has become a modern decentralized institution which consolidates in to one single agency, the function of property registration, cadastre and mapping, there by facilitating simultaneous access to judicial and cadastral information for each parcel and increasing security by avoiding overlaps (Zakout, et al. 2006).

Service standard have been greatly improved and response times to client requests sharply reduced. An important institutional development was the institutionalization of a client orientation in this public sector agency, which has turned self in to a service provider with clearly established service standards. A certification process has been instituted for national registry Center office, which will guarantee setter quality, transparency and accountability, including client feedback mechanisms (Zakout, et al, 2006).

### **C) Front office Function in Moscow**

In Albania's cadastre office, customers Service have been recognized as a key element to improve the agency's image and to reduce corruption. The workflow has been recognized and state-of-the art technology installed. As client comes in clear information about registration property rights, such as procedures and forms needed, is displayed on

computer panels. Customers get a ticket and wait for their turn. The entire workflow is monitored by the head of the office to ensure the customers do not wait longer than the specified time. Because access to the service is provided equal to all customers, incentives for informal payments are reduced significantly (Zakout, et al, 2006).

#### D) Customer's Surveys in Albania

In Albania, recognizing the need to improve its image and performance, the immovable property registration office undertook customer surveys in 2005, the majority of respondents declared themselves not satisfied with the quality service provided. The large number of steps, the frequent visits, the extensive time spent in lines at the registration offices to receive the services and the high level of corruption were the major complaints. As a result of findings of this customer survey, the government of Albania has embarked on a major program to improve the services of the immovable property registration office through streamlining of procedures, automation, improving quality of registered data and completing the first registration of all a property (Zakout, et al, 2006).

The selection of good practices of does not necessarily mean that these countries have achieved good governance in all aspects of land administration; it is simply the highlights that a good practice in a specific field which deserves recognition

### **2.10. Empirical studies on Land Management systems and Application of Governance principles**

Some related studies were conducted by different researchers in different prates of Ethiopia on land management systems from application of good governance perspectives. Takele, Kwame and Melese (2014, p.2) conducted research on Strengthening Good Governance in urban Land Management in Ethiopia A case-Study of Hawassa. The main aim of this study was focus on to evaluate the urban land delivery process in hawassa against the background of basic governance principles to ascertain whether or not the practices adhere to good governance principles. The study was a descriptive-study type that involves narration of facts concerning the issues under consideration. The data used originated, mainly, form an ongoing related study and additionally, direct consultations with land administration officials were done and secondary data were collected. The

authors have presented an overview of the individual variables investigated under the five governance principles adopted for the study. The result shows that land management in the city lacks transparency, accountability, equity, efficiency and effectiveness without which the city could not be able to deliver land that can contribute to the overall development of the city. It can, thus, be concluded that governance in the city is weak which leads to an ill-functioning land delivery system.

In general, the researchers describe in their conclusion that, the city needs to build a system that will promote participation, equity, transparency and accountability, and thus potentially meet good governance objectives in land management. Promoting the interactive participation of residents in all aspects of the decision-making process will reduce exclusion and increase transparency and accountability. The feedback sessions, regular and ad hoc meetings all help to make the institutions accountable to the residents of the city and also improve transparency in the decision-making processes. Therefore, measures that are intended to improve transparency, accountability, and efficiency and effectiveness can help the municipality's lack of competent human resources to attend to land administration, and suggests proactive capacity-building measures to improve efficiency and effectiveness in the land delivery process be considered Takele, Kwame and Melese (2014, p.11).

Another researcher Berhanu (2015, pp.22-23) on his doctoral dissertation conducted a study on urban cadastre for urban land governance: A socio-technical analysis in Ethiopia. The research has employed different methods consisting of literature reviews, case studies, exemplary cases system thinking having four different research objectives such as, examining urban land governance across different levels in Ethiopia, examining the evolution of Ethiopian urban cadastres in support of urban land governance across three governing regimes, develop an integrated conceptual model to understand urban land governance across a continuum and develop and test a socio-spatial methodology for evaluating urban land governance and test it with case studies. The study result demonstrates that there had been tenure insecurity, inequity of land distribution, informal settlements which support informal land market, lack of information access, weak local government capacity, lack of transparency and rent-seeking.

The other descriptive survey study analysis conducted by Mhrtay (2015, p.2), conducted a study on, the performance of Good governance on Land Administration at Local/Woreda level: The case of Neader Adet Woreda, Tigray Region, Ethiopia. The aim of the study was to assess the performance of good governance pertaining to the principles of transparency and responsiveness in land administration of Naederadet woreda. The study indicates that some efforts was made to improve the service delivery, however, lack of transparency in the land administration of the woreda with regard to responsiveness has also remained dissatisfactory. Absence clear service standards, attitudinal problems connected with corruption, poor documentation are among the major the impediments of responsiveness in ensuring good governance in the woreda. By and in large, the research found the commitment towards ensuring of good governance in the woreda is merely in talk than in practice. Its performance in the land management is found low and disappointing to many of rural community. Good governance conferences, meeting and public forums are scanty. In sum, the performance of good governance in land administration is hindered by lack of qualified man power and inadequate resources; weak coordination among stakeholders; weak implementation capacity; weak public awareness coupled by weak education system; absence of strong monitoring and evaluation mechanisms and corruption Mhrtay (2015, pp.8-9).

Berhanu, Jaap and Rohan in (2015, p.4), did a reaserch on Assessing Land Governance in Ethiopian Cities (2002-2011): Lessons for the implementation of the 2011 urban Land Management Policy. The study set out to assess land governance in several cities of Ethiopia during 2002-20011 when proclamation 272/2002 was implemented and identify key areas of focus for the implementation of proclamation 721/2011. A description research methodology was applied and an exploratory case study in several cities. The case study data were analyzed using SWOT technique. The findings indicated that the land administration and land governance situation in Ethiopia from 2002-2011. The SWOT analysis shows that land administration and land governance were generally weak and surrounded by a growing number of weaknesses and threats. Overall, the SWOT analysis helped to scrutinize the different shortcomings in the land administration and land governance in the case study. These include: the absence of independent responsible

institution at the federal and regional level, lack of underling urban land policy, lack of coordination of the existing institutions, lack social participation and transparency, and weak capacity of implementation and monitoring of laws and spatial plans. Meanwhile, there were a number of opportunities to be used to improve land administration and land governance; however, efforts put to exploit these were low Berhanu, Jaap and Rohan in (2015, p.18).

In Ethiopia Land is the major socio-economic asset. Institutions and individuals that controlled land have played a significant in history of Ethiopia. Three regimes in Ethiopia were distinguished in relation to the land tenure policy and changes. Therefore, to the put the application of good governance principles in land development and management in context, the land tenure system in pre-1975, 1975-1991 and post-1991 period is important (Berhanu and Feyesa, 2005, p.20).

The pre-1975 land tenure system which is sometimes called the imperial regimes was divers in nature .the nature of the land tenure arrangement comprises private, state, church land, kinship and other forms. The emperor made extensive land grants to members of the royal family, the loyal members of the nobilities, members of the armed forces and police, top government officials and civil servants and notable business man (Melkamu and Shewakena, 2010, p.2). The immediate three most important consequences of land privatization were the eviction of a large number of peasants, the spread of tenancy emergency of landlordism and the displacement of pastoralists (Melkamu and Shewakena, 2010, p.2). In addition the most typical problem in this regime includes institutional inadequacy and the land owned by the land lords was underutilized. These were the most important obstacle in the development of the country in general.

When the feudal system gave its political control to the socialist system excess land was confiscated and distributed to the land less tenants. The Urban land and Extra Housing Reform of 1975 was a measure that fundamentally changed both the ownership of urban land and housing and the way these are administered by abolishing private ownership of urban land and extra houses without any compensation to previous owners, ending a

feudal order and the corresponding land tenure system that had existed for years. But during the socialist era land tenure were highly insecure as the arbitrary evictions by government posed a serious threat and many lands were severely underutilized. The system did not encourage private investors and land holders to develop their land parcel due to the threat of evictions and insecurity land tenure (Bacry, Sileshi and Admit, 2009, p.15).

The present government's land policy unlike of the Dergue regime is enshrined in the constitution. Proclamation No.80/1993 of the transitional government of Ethiopia introduced the urban land lease holding policy that opted for the transaction of land between the government as the sole owner of urban land and private individuals under the lease holding system in order to transfer use rights among private individuals through sub-leasing arrangements and after 1997 some policy initiatives were made towards establishing sound land administration system which includes, commencement of systematic land titling, tax reforms, the construction of legal frameworks to enforce property rights and improvement of the management of national land stock (Action AID Ethiopia,2006). On the other hand, the present urban development policy of Ethiopia recognizes four components to bring fair developments in urban areas which include provision of land and infrastructure development, housing development, expansion of micro-business enterprises, development of social service and development of urban planning and environmental protection. Despite the existing policies, land related problems in the land administration system still prevail (Melkamu and Shewakena, 2010, p.3).

It is argued that effective, efficient, transparent, accountable, equitable and responsive governance at national level enhances the collective capacity of a country to face the challenges of the twenty first century and the issue is becoming priority. In Ethiopia, Central governments have a key in land management related operations. The current Federal Constitution provides for the public ownership of urban lands and the management of urban land by municipal administrations and the issue of good land governance has recently been given great attention at a central place in the changing scenario from developmental perspective.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1. Research Approach**

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

Accordingly, this research adopts mixed approach in addressing the research question raised. The use of quantitative approach may be to evaluate/measure perception of customers and employees about the practice of good governance and its relationship with customers' satisfaction (Bhattacharjee, 2012). On the other hand the development of qualitative approach is obtained from public officials and public service users interview to complete the information.

#### **3.2. Research Design**

As Marczyk, Demattew, Festinger (2005) stated a case study involve an in-depth examination of a single entity to provide an accurate and completed description of the case. As stipulated in the research objective, in this research was targeted to assess the challenge of urban land governance in Nifas Silk Lafto sub city and its customers' satisfaction; to this effect a case study has been selected as a research design. According to Bhattacharjee (2012) research design is comprehensive blue prints, which specify the data collection process, the instrument development process and the sampling process. In relation to this, the research conducted with a mixed mode designs that combine features of qualitative and quantitative insights and collect both types of data. According to Creswell (2003), mixed method approach is a relatively new approach which makes use of different forms of data that enables researchers to create understandable design out of complex data. The required data for the research collecting using questioner, and in-depth

interview conducted to collect data from the professional officers and service users. In addition, secondary data was used to conduct documentary analysis.

### **3.3. Research Method**

In line with the knowledge claim research approach and design proposed a cross-sectional survey method has been used to solicit respondents and collect the primary data necessary for statistical analysis. The most common research methods in quantitative approach are experiment called survey) methods. (Bhattacherjee,12). A survey capture snapshots of practice, beliefs, or situation form a random sample of subjects in field settings through a survey questionnaire or less frequently, through a structured interview (Bhattacharjee, 2012). It is known that surveys can be divided into cross-sectional and longitudinal survey. Specifically, cross-sectional survey involves the collection of information from any given sample of population elements only once and at some point in time. Whereas, in case of longitudinal studies identical sample of population element is measured repeatedly over time. Broadly speaking, surveys are acclaimed for their external validity (generality) but lack rigor in internal validity and are susceptible to social and respondent's bias (Bhattacharjee, 2012).

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

### **3.4. Conceptual Framework for Land Management Systems and Governance principles.**

The primary objective of governance in land administration is to assure: equally, accountability, transparency, participation, rule of law, responsiveness and consensus oriented system to all citizens. According to Wael, Babette and Mika-Petteri (2000, P.6), the existence of proper practice of good land administration has much significant in attaining economic development and poverty reduction of urban city. It also increases land tenure security, reduces land conflicts and citizens feel more secure and gain more confident in their institutions, decreases transaction costs and corruption practice and encourages private sector investment. Increasing the quality of good governance will

increase the quality of services delivered to the public and therefore, sense of ownership and public trust on government increases. In contrast, weak land governance contributes to: inequitable land distribution, limited land revenue, reduces private sector investment, informal land transaction or informal property market and insecurity of tenure. Therefore, it have insignificant role in poverty reduction and holistic development of urban city.

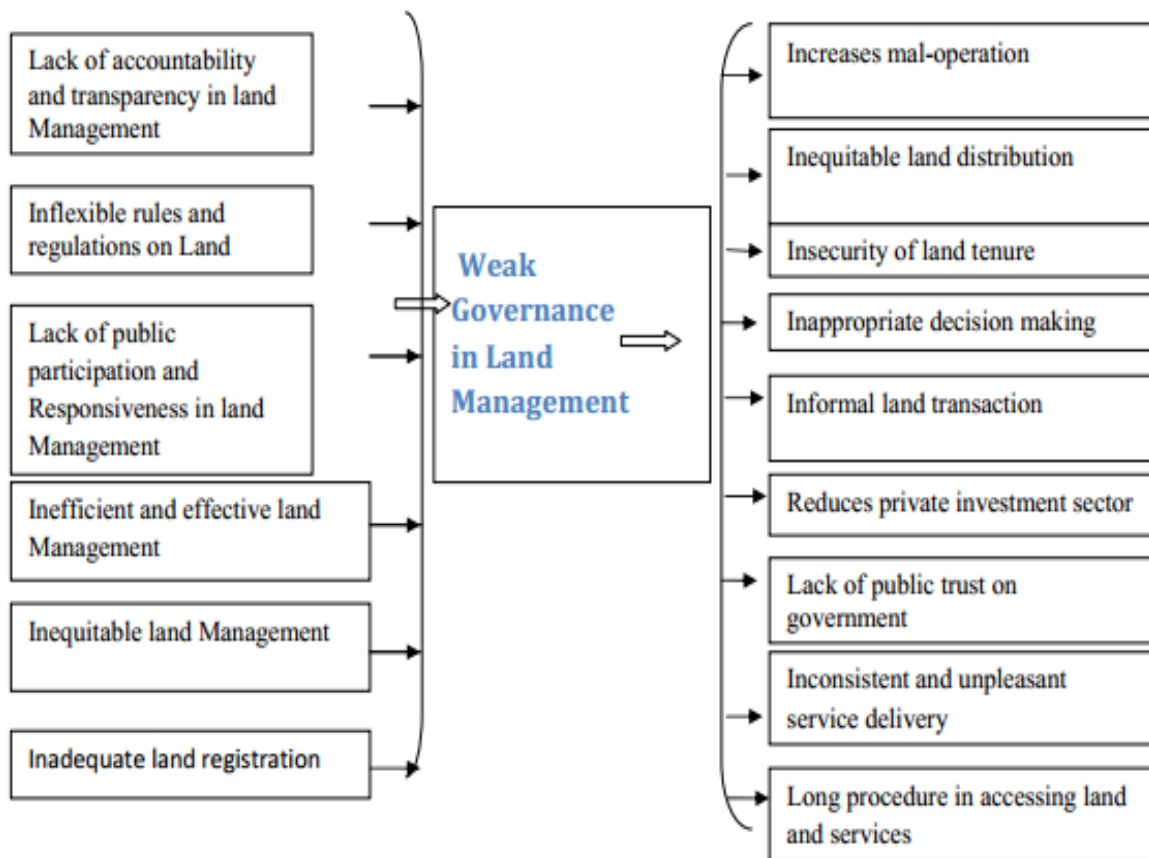


Figure 1: A conceptual framework adopted from literature review and own creation shows cause-effect relationship

## **3.5. Sample and Sampling**

### **3.5.1. Target Population**

Nifas Silk Lafto sub-city land development and management office have 245 professional and administrative public servant staffs. But the target population of the study has been purposively conducted only professional public servant officials, this is because the researcher believes that these people have better theoretical knowledge and information concerning the issues of the study. And in the study area of Nifas Silk Lafto sub city land administration, the target population which was included in the study is only those peoples who visit the office in order to get the service.

According to pre-research observation a total of 120 service users per week visited the office for different land related reasons and 134 professional employees worked in 2010 E.C fiscal year. And for the purpose of this study 100 respondents have been conducted to fill the questionnaire. This is because of resources and time constraints; it is difficult to include all population under the study. Out of these, 70 questionnaires were returned to SPSS version 23 for the statistical analysis.

### **3.5.2. Sample size Determination and Sampling Techniques**

The study was undertaken on a probability sampling techniques of systematic approach for service users. The service users of each department were selected based on systematic random sampling method. The number of respondents in each department are proportionally decided this is due to the nature of the service user unavailability in fixed time and place. The total population or service users are 120 in number. Out of this sample frame, sample size of 40 has been selected; i.e. the target sample size was set for (n=40). This sample size was determined using sample size calculator software, (<http://www.surveysystem.com/sscalc.htm#one>). The number of professionals public officials in each department was included in the study and a total of 134 professionals are there and from this 30% of respondents were selected in the study as a respondent based on a non-probability sampling techniques of purposive approach and a sample of (n=39) have been included in the study.

### **3.6. Instruments and Methods of Data Collection**

In conducting this study, the researcher used two data gathering tools. These are questionnaires for beneficiaries and the staff of land development and management and interview guides for leaders of the institutions. Open and close ended questionnaires were used to collect data. A pilot test survey was carried out before sending out the questionnaires. Test targets were 20 people who are beneficiaries of land service in Nifas Silk Lafto sub-city Land Development and Management office. The purpose of the pretest has been to check the validity of the survey questionnaire whether there are some unclear questions that cause misunderstanding. The questionnaires and interviews of the data collection method of this study consist of two parts. Part one will be concerned with the demographic information of respondents including gender, age, education background, occupation. The second part contains questions related with good governance which contains principles or dimensions with their indicators that extracted and adopted from Land Governance Assessment Frameworks. Therefore, in this study respondents have been asked to rank each item on a multiple response question and were asked to rank priorities. Data was collected for around 4 weeks in March of 2018. 100 questionnaires were distributed for individual beneficiaries and the staff of land development and management.

Interviews-- were used to supplement and validate the questionnaire's findings. Hence, some similar questions from the questionnaire were asked. The interviewer had a clear list of issues to be addressed and questions to be answered. Interviews were held to both service users and officials in the study area.

Questionnaires- in this study questionnaire is not only prepared for questionnaire method but also for interview. Both open ended and closed ended questionnaires was prepared and distributed to a total of 100 respondents. Open ended questionnaire was used to improve the general understanding and explore in-depth information. Closed ended questionnaire has been designed to identify the individual attitude of certain statements. Questionnaire will be also designed in the easy way. In addition to the aforementioned tools, the researcher was use archival source and annual reports. Legal and policy

documents of Addis Ababa City Administration on land administration and management and other land related documents of the sub-city of the study area was used.

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

### **3.7. Source and Type of Data**

In this study, both primary and secondary sources of data were used. The primary data has been collected from professional or technical officials of Nifas Silk Lafto land development and management department. Also primary data has been collected from residents of the sub city using questionnaire. The secondary data was collected from relevant books both published and unpublished journals, different articles, reports and appropriate officials documents to enrich the study with secondary data as well as to ensure the sequence of the use of methods

### **3.8. Methods of Data Presentation and Analysis**

The collected data has been coded, tabulated, categorized and organized according to the nature of the data. Then the data was converted to percentages, tables and charts. The information obtained has been incorporated and presented through narrative descriptions. Both primary and secondary data was analyzed and presented using statistical tools like tables, charters and figures to facilitate the presentation of the result. In analyzing of the primary data, SPSS version 23 was used for simple average, percentages, tables, narrative explanations.es, and frequency. The qualitative secondary data was analyzed using narration explanations.

### **3.8.1 Descriptive Analysis**

This descriptive analysis is used to look at the data collected and to describe that information. It is used to describe the demographic factors for more clarification to make some general observations about the data gathered for general or demographic questions.

### **3.8.2. Data Reliability Analysis**

The reliability of a standardized test is usually expressed as a correlation coefficient, which measures the strength of association between variables. Such coefficient vary between -1.00 and +1.00 with the former showing that there is a perfect negative reliability and the later shows that there is perfectly positive reliability (Admasu, 2012).The reliability of a research instruments concerns the extent to which the instrument yields the same results on repeated trials. The present study is reliable because it used valid strategies and techniques appropriate to the research objectives. It has been tried to present method of sample selection, instruments used and its implementation in the methodology section to assure the study's reliability. Pilot-testing of the tools was done in order to make reliable. It also captures important comments and suggestions from the respondents that enable the researcher to improve efficiency of instruments, adjust strategies and approaches to maximize response rate. In this study the questionnaire were piloted to determine the reliability of the instruments.

There are different methods of reliability test, for this study the internal consistency (Cronbach alpha) technique was considered to measure the consistence respondents' response and it is the most common measure of reliability. Accordingly, the reliability test was conducted from service users side and employee side of Nifas Silk Lafto sub-city land development and management office and it can be seen in the data analysis and discussion part.

The total average inter-item correlation/ Cronbach alpha coefficient of good governance from land officers and service users side was computed to be ( $\alpha= 0.980$ ) and ( $\alpha= 0.977$ ) respectively. The values of alpha are close to one (1) indicating a salient level of reliability and well beyond the cutoff point ( $\alpha\geq 0.7$ ).

**Table: 3.8.2.1. Reliability Test from Land Officers’ Side**

The reliability measurements were calculated on officers’ questionnaire for the Good Governance items of the primary data set by applying internal consistency measurement (Cronbach Alpha). The total average inter-item correlation/ Cronbach Alpha coefficient of Good Governance was computed to be ( $\alpha = 0.980$ ). The value of alpha is close to one (1) indicating a salient level and well beyond the cutoff point ( $\alpha \geq 0.7$ ). Therefore,  $\alpha = 0.980$  shows the questionnaire is reliable.

Case Processing Summary

	N	%
Cases Valid	39	100.0
Excluded <sup>a</sup>	0	.0
Total	39	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.980	7

a. Listwise deletion based on all variables in the procedure.

Perceived task values scale

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
How is your participation in the sub city land administration practice	14.44	47.516	.917	.893	.982
How do you think the service in land administration in your sub city	15.08	44.126	.956	.974	.979
How do you think the service out come in land administration	15.00	43.684	.944	.919	.981
How do you think the services performing in the best possible manner in your sub city land administration	15.00	48.947	.904	.878	.983
How do you think the openness of serving in land administration in your sub city level	15.10	46.884	.949	.913	.980
What looks like the answerability of land administration in the s sub city	15.13	44.483	.957	.975	.979
Is there a way of providing equal opportunity for all in land administration in your sub city	14.72	44.576	.966	.950	.978

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
17.41	62.090	7.880	7

The above Item-Total statistics can really help to decide whether any items need to be removed. There are two columns of interest here.

First, the Corrected Item-Total Correlation column tells how much each item correlates with the over questionnaire score.

Second, and more importantly, we are interested in the final column in the table Cronbach's Alpha If Item Deleted. As the same suggests, this column gives the Cronbach's alpha score would get if removed each item from the questionnaire. The current score is  $\alpha = .98$ . If this score goes down if deleted an item, want to keep it. But if this score goes up after the item is deleted, might want to delete it as it would make the questionnaire more reliable.

The value of alpha of each item (0.982, 0.979, 0.981, 0.983, 0.980, 0.979, and 0.978) in the final column (Cronbach alpha if deleted) is close to one (1) indicating a salient level and well beyond the cutoff point ( $\alpha \geq 0.7$ ). Therefore, the value of alpha of each item is reliable. A reliability analysis was carried out on the perceived task values scale comprising 7 items. Cronbach's alpha showed the questionnaire to reach acceptable reliability,  $\alpha = 0.98$ . The final table gives the descriptive statistics for the questionnaire as whole.

Table: 3.8.2.2. Reliability Test from service users' Side

The reliability measurements were calculated on service users' questionnaire for the Good Governance items of the primary data set by applying internal consistency measurement (Cronbach Alpha). The total average inter-item correlation/ Cronbach Alpha coefficient of Good Governance was computed to be ( $\alpha = 0.977$ ). The value of alpha is close to one (1) indicating a salient level and well beyond the cutoff point ( $\alpha \geq 0.7$ ). Therefore,  $\alpha = 0.977$  shows the questionnaire is reliable.

### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.973	.977	7

### Perceived task value scale

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
How do you think the successful implementation of services in the sub city land administration	14.23	28.435	.894	.864	.971
How is the fast and simple processes of service providing in the sub city land administration	14.05	30.305	.942	.933	.966
do you think that the process of service provision has done in an open manner in the sub city land administration	14.05	28.767	.964	.961	.964
Are there mechanisms for questioning and explaining the ongoing activities in the sub city land administration	13.98	28.794	.969	.968	.964
Do you think that there is the same access to service and receive the same service standards in the sub city land administration	13.38	29.163	.916	.872	.968
How do you think the services in the sub city land administration	14.28	32.922	.875	.770	.972
How is your participation in the the sub-city land administration practice	13.70	33.549	.845	.785	.975

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.28	41.025	6.405	7

Based on the above Item- Total statistics in the last column Chronbach's Alpha if Item Deleted, the value of alpha of each item ( is .971, 0.966, 0.964, 0.964, 0.968, 0.972, and 0.975) is close to one (1) indicating a salient level and well beyond the cutoff point ( $\alpha \geq 0.7$ ). Therefore, the value of alpha of each item shows the variables/ questionnaire is reliable. A reliability analysis was carried out on the perceived task values scale comprising 7 items. Cronbach's alpha showed the questionnaire to reach acceptable reliability,  $\alpha = 0.98$ . The final table gives the descriptive statistics for the questionnaire as whole.

Generally, each items applied in both officials' and service users are to reach acceptable reliability,  $\alpha = 0.980$  and  $\alpha = 0.977$  respectively. Therefore, the variables are reliable.

## **CHAPTER FOUR**

### **4. DATA ANALYSIS, FINDINGS AND INTERPRETATIONS**

This chapter deals with a detailed presentation and analysis of the data collected from service users and employees of Nifas Silk Lafto sub-City land development and management office. The data collected through the means of questionnaires were analyzed and interpreted using the SPSS version 23 software. Detailed analysis of the result derived from this analysis is presented in this chapter. It took the researcher four weeks in the distribution and collection of the questionnaires. Based on the sampling procedures described in the previous chapters 100 questionnaires were distributed to service users and professional employees in Nifas Silk Lafto sub-city land development and management office. From this 55% for service users and 45% for employees, only a total of 70 questionnaires were returned and analyzed. In this study respondents have been asked to rank each item on a multiple response question and were asked to rank their priorities.

#### **4.1 Demographic Data of Respondents from Land Management Officials Side**

The profile of respondents' analysis here mainly focused on four items about demographic information's. it covers the personal data of respondents, such as sex and age composition, educational status and service year. The following subsequent tables will reveal the total demographic characteristics of the respondents. The analysis was based on 39 respondents.

Table 4.1.1 depicts the gender distribution of respondents. Accordingly about 61.5% respondents are males and the rest 38.5 are females. This shows that the majority of the respondents are males and the number o female employees in the sub city land development and management office was insignificant as compared to males. Thus, male dominance over females was observed.

Table 4.1.1: Gender Distribution of Respondents

Sex	Frequency	Percent
Male	24	61.5
Female	15	38.5
Total	39	100.0

Source; own survey Result (April 2016)

With regard to the educational qualification, as can observed from table 4.1.2 below, 1 respondents 2.6% was high school completed; whereas 20.5% respondents were diploma and 24 respondents 61.5% first degree holders and 6 respondents 15.4% have masters. This indicates that most of the respondents are educated and further enhance the quality of expected responses that ultimately increase the quality of the study. Even though education level does not necessarily translate into competent service, high or low education level would be a good indicative factor to determine the competency of an officer. In this case, higher number of qualified land officers observed in the data suggests greater competency that could be a sign of good land governance.

Table 4.1.2 Educational level of Respondents

	Frequency	Percent
high school completed	1	2.6
Diploma	8	20.5
Degree	24	61.5
Masters	6	15.4
Total	39	100.0

Source: Own Survey Result (March 2018)

Table 4.1.3 below illustrates that most of the respondents' age is ranged 26-30 years old 35.9% and 33.3% of respondents have the age ranged from 31-35 years. About 7.7% and 7.7% and 15.4% of the respondents have the age ranged from 20-25 years and 36-40 and greater to 40 years respectively. The majority the respondents fall under the age group of

26-30 and 31-35. Thus, it can be implied that the randomly selected respondents were matured enough which can ensure the value of the study. It is a general fact that maturity has a positive impact in bringing good governance in any institution.

Table 4.1.3: Age of Respondents

Age	Frequency	Percent
20-25	3	7.7
26-30	14	35.9
31-35	13	33.3
36-40	3	7.7
above 40 years	6	15.4
Total	39	100.0

Source: Own survey (March 2016)

Table 4.1.4: below indicates 17.6% of respondents have a work experience of 1 year below, 30.8% have been serving for 1-5 years, 46.2% have been serving from 6-10 years, and 5.1% of the respondents served the office for more than 10 years. The composition of work experience of the representative samples may have a positive effect on the quality of the findings of the study as it incorporates the views of each group. It can be argued that work experience may be considered as one of the key elements to foster organizational development.

Table4.1.4: Service use of respondents.

	Frequency	Percent
below one year	7	17.9
1-5 years	12	30.8
6-10 years	18	46.2
above 10 years	2	5.1
Total	39	100.0

Source: Own Survey (March 2018)

## 4.2. Analysis of Good Governance Principles from Employees' Side

Table 4.2.1 Frequency statistics on participation

Items	Frequency	Percent	Response options
Consultation and feedback incorporated	6	15.4	First Rank
	6	15.4	Second Rank
	11	28.2	Third rank
	16	41.0	Fourth Rank
Participation of citizens at sub city level	9	23.1	First Rank
	10	25.6	Second Rank
	8	20.5	Third rank
	12	30.8	Fourth Rank
Involvement in land delivery	7	17.9	First Rank
	17	43.6	Second Rank
	12	30.8	Third rank
	3	7.7	Fourth Rank
Customer involvement	17	43.6	First Rank
	7	17.9	Second Rank
	7	17.9	Third rank
	8	7.7	Fourth Rank
Participation Total	39	100.0	

Source: Own Survey (March 2018)

As may be observed from Table 4.2.1 above, the levels of agreement to access good governance in relation to citizen participation can be seen from four opinions: the extent of involvement of beneficiaries I maintaining good governance in land delivery system, the significance of citizens participation in the land service delivery system and mechanisms of customers' consultation for implementation of policies and programs.

The participants' response with regard to the first statement in the above table shows that 16(41.0%) and 11(28.2%) of the respondents have been chosen as forth rank and third rank. The rest equal numbers of respondents 6(14.5%) of the respondents rated their response as first rank and second rank to the statement. From this it is possible to understand that "Consultation and feedback incorporated" of citizens at sub city level to maintaining good governance system in land management is judged at very low level.

With regard to the question "Participation of citizens at sub city level" 12(30.8%) and 10(25.6%) of the respondents responded their priority as fourth rank and second rank to the statement. On the other hand, 8(20.5%) and 9(23.1%) of the respondents have been chosen as third rank and first rank to the statement. Base on the above finding it is impossible to conclude that to some extent employees perceived that involvement of residents in the land delivery processes is significant.

Table: 4.2.2 Frequency statistics on responsiveness

Items	Frequency	Percent	Response options
Solving problems upon request	16	41.0	First Rank
	7	17.9	Second Rank
	8	20.5	Third rank
	8	20.5	Fourth Rank
Evaluation of good governance practice	4	10.3	First Rank
	13	33.3	Second Rank
	10	25.6	Third rank
	12	30.8	Fourth Rank
Evaluation on over all service quality	9	23.1	First Rank
	8	20.5	Second Rank
	15	38.5	Third rank
	7	17.9	Fourth Rank
Customer satisfied with the services	10	25.6	First Rank
	11	28.2	Second Rank
	6	15.4	Third rank
	12	30.8	Fourth Rank
Responsiveness Total	39	100.0	

Source: Own Survey (March 2018)

It is indicated in Table 4.2.2 that the rates of response rank to solving problems upon request. 16(41.0%) and 7(17.9%) of the respondents have been chosen their response as first and second rank to the statement. The rest equal members of respondents 8(20.5%) have been chosen as third rank and fourth rank. This implies the responsiveness of solving problems upon request in the sub city, to some extent employees have positive perception.

The second question in the above Table is with regard to evaluation of good governance practice in the sub city land administration. In this regard (12(30,8%) and 13(33.3%) of respondents have been chosen as fourth rank and second rank to the question. On the other hand, 10(25.6%) and 4(10.3%) of respondents have been chosen as third rank and fourth rank to the statement. Thus, from this discussion one can conclude that employees of the sub city have negative perception.

Table 4.2.3. Efficiency statistics on transparency

Items	Frequency	Percent	Response options
Free access to information about land policy	12	30.8	First Rank
	10	25.6	Second Rank
	10	25.6	Third rank
	7	17.9	Fourth Rank
Open process of changing land use type	14	35.9	First Rank
	7	17.9	Second Rank
	10	25.6	Third rank
	8	20.5	Fourth Rank
Accessibility of land market information to all	8	20.5	First Rank
	10	25.6	Second Rank
	13	33.3	Third rank
	8	20.5	Fourth Rank
Newly created laws, directives, codes etc...to the public	5	12.8	First Rank
	12	30.8	Second Rank
	6	15.4	Third rank
	16	41.0	Fourth Rank
Transparency Total	39	100.0	

Source: Own Survey (March 2018)

It is indicated in Table 4.2.3 that the rate of ranks to free access to information about land policy can be seen from four statements. The first question is concerning the transparency of

land service delivery process in the sub city. Accordingly, the majority 12(30.8%) of the respondents have been chosen first rank to the statement. On the other hand, 7(17.9%) of the respondents have been chosen fourth rank. The rest equal number of respondents 10(25.6%) have been chosen third rank and second rank to the statement.

The fourth question in the above table is regard to newly created laws, directives, codes etc...to the public.. In this regard, about 16(41.0%) and 12(30.8%) of the respondents have been chosen fourth rank and second rank to the statement. On the other hand, 6(15.4%) and 5(12.8%) of the respondents have been chosen third rank and first rank to the statement. This implies the transparency level of newly created laws, directives, codes etc...to the public of the sub city is very low.

Table 4.2.4. Efficiency statistics on Accountability

Response options	Frequency	Percent	Rank
Availability of code of conduct for staff	16	41.0	First Rank
	8	20.5	Second Rank
	6	15.4	Third rank
	9	23.1	Fourth Rank
Performance evaluation of employees	4	10.3	First Rank
	16	41.0	Second Rank
	7	17.9	Third rank
	12	30.8	Fourth Rank
Employee motivation based on their performance	9	23.1	First Rank
	10	25.6	Second Rank
	16	41.0	Third rank
	4	10.3	Fourth Rank
Answerability of officials for the effect of their decision	10	25.6	First Rank
	5	12.8	Second Rank
	10	25.6	Third rank
	14	35.9	Fourth Rank
A Accountability Total	39	100.0	

Source: Own Survey (March 2018)

The second question asked to respondents whether there is performance evaluation of employees in the sub city. Accordingly, 12(30.8%) and 16(41,0%) of the respondents have been chosen as fourth rank and first rank to the statement. Whereas, 7(17.9%) and 4(10.3%) of the respondents have been chosen as third rank and first rank to the statement respectively.

Most of the respondents argue that the performance evaluation system in the sub city has weak accountability system.

The other important question was asked whether there is employee motivation based on their performance in the sub city. It can be observed from the above table that 4(10,3%) and 10(25.6%) of the respondents have been chosen fourth rank and second rank to the statement. On the other hand. About 16(41.0%) and 9(23.1%) of the respondents have been chosen as third rank and first rank to the statement. These results reveal that the majority of respondents argue that there is low employee motivation based on their performance in the sub city

Table 4.2.5 Efficiency statistics on Equity

Items	Frequency	Percent	Response options
Employee impartiality in providing services	11	28.2	First Rank
	11	28.2	Second Rank
	4	10.3	Third rank
	13	33.3	Fourth Rank
Fair compensations to all residents those who losing their land holdings	7	17.9	First Rank
	6	15.4	Second Rank
	10	25.6	Third rank
	16	41.0	Fourth Rank
Providing reasonable cost for services delivered	10	26.6	First Rank
	9	23.1	Second Rank
	16	41.0	Third rank
	4	10.3	Fourth Rank
Equal access to land information without discrimination	11	28.2	First Rank
	13	33.3	Second Rank
	9	23.1	Third rank
	6	15.4	Fourth Rank
Equity Total	39	100.0	

Source: Own Survey (March 2018)

As it is indicated in Table 4.2.5 above, 13(33.3%) and 4(10.3%) of the respondents have been fourth rank and third rank to the statement respectively. On the other hand, the rest equal number of respondents 11(28.2%) have been chosen third rank and second rank to the statement. This implies that the majority of respondents argue that there is no employee impartiality in providing services to the sub city.

Lastly the respondents were asked whether there is equal access to land information without discrimination. It can be observed from the above table that about 6(15.4%) and 13(33.3%) respondents have been chosen fourth rank and second rank to the statement respectively. While 9(23.1%) and 11(28.2%) of the respondents have been chosen third rank and first rank respectively. This implies that the equity dimension shows that the office provides its service in equitably.

Table 4.2.6 Efficiency statistics on Effectiveness

Items	Frequency	Percent	Response options
Satisfied in land delivery process	14	35.9	First Rank
	10	25.6	Second Rank
	2	5.1	Third rank
	13	33.3	Fourth Rank
Capacity building	7	17.9	First Rank
	10	25.6	Second Rank
	13	33.3	Third rank
	9	23.1	Fourth Rank
Financial provision	10	25.6	First Rank
	8	20.5	Second Rank
	13	33.3	Third rank
	8	20.5	Fourth Rank
Bureaucratic delay	8	20.5	First Rank
	10	25.6	Second Rank
	11	28.2	Third rank
	10	25.6	Fourth Rank
Effectiveness Total	39	100.0	

Source: Own Survey (March 2018)

Effectiveness as indicated in Table 4.2.6. is one of the core element of good governance frequently used as indicator in governance measurement. As an indicator of good governance,

can be seen from one statement which addresses the satisfaction of land delivery process, capacity building, financial provision and bureaucratic delay.

The second question in the table above regarding effectiveness was the question of capacity building. To this end, 9(23.1%) and 10(25.6%) of the respondents have been chosen as fourth rank and second rank to the statement respectively. On the other hand, 13(33.3%) and 7(17.9%) of respondents have been chosen as third rank and first rank to the statement respectively. This implies that providing services as per the capacity building in the office was very low.

Table 4.2.7.Descriptive statistics on efficiency

Items	Frequency	Percent	Response options
Short and simple land registration system	9	23.1	First Rank
	9	23.1	Second Rank
	16	41.0	Third rank
	5	12.8	Fourth Rank
Simple land ownership transfer system	15	38.5	First Rank
	11	28.2	Second Rank
	8	20.5	Third rank
	5	12.8	Fourth Rank
Provide services as per delivery standards	11	28.2	First Rank
	12	30.8	Second Rank
	10	25.6	Third rank
	6	15.4	Fourth Rank
Officials and workers perform their duties without bribes	4	10.3	First Rank
	7	17.9	Second Rank
	5	12.8	Third rank
	23	59.0	Fourth Rank
Efficiency Total	39	100.0	

Source: Own Survey (March 2018)

Efficiency as indicated in Table 4.2.7.is another core element of good governance frequently used as indicator in governance measurement. As an indicator of good governance, efficiency can be seen from one statement which address the short and simple land registration system, simple land ownership transfer system, provide services as per delivery standards and officials perform their duties without bribes.

As it is indicated in Table 4.2.7.above, 23.1% and 23.1of the respondents have perception on the short and simple land registration system and simple land- ownership transfer system respectively, again, 43.6% of the respondents Said that there is service provision as per delivery standards. The rest of respondents 10.3% have seen officials perform their duties without seeking bribes to the statement. According to the results, officers of the office to some extent perceived that service users were satisfied regarding the provision of services as per delivery standards.

In general, the descriptive statistics mean value of good governance principle of efficiency was 2.41 with standard deviation of .966. According to the analysis result shown in the table above, the services performing in the best possible manner in the sub city did not receive a favorable opinion from respondents.

### **4.3 Demographic Data of Respondents from Service User’s Side**

The profiles of respondents’ analysis here mainly focused on four items about demographic information’s. It covers the personal data of respondents, such as sex and age composition, educational status, service year, marital status and professional expertise. The following subsequent tables will reveal the total demographic characteristics of the respondents. The analysis was based on 40 respondents.

Table 4.3.1 Gender distribution of respondents

	Frequency	Percent
Male	24	60.0
Female	16	40.0
Total	40	100.0

Source: Own Survey (March 2018)

Table 4.3.2 below illustrates that most of the respondents' age (37.5%) is above 41 years old and 25.0% of respondents have the age ranged from 36-40 years. About 20.0% and 17.5% of the respondents have the age ranged from 31-35 years and 26-30 years respectively. The majority of the respondents fall under the age group of above 41 and 36-40. Thus, it can be implied that the randomly selected respondents were matured enough for good understanding to respond.

Table 4.3.2 Age of the respondents

	Frequency	Percent
26-30 years	7	17.5
31-35 years	8	20.0
36-40 years	10	25.0
above 41 years	15	37.5
Total	40	100.0

Source: Own survey (March 2018)

With regard to the educational qualification, as can be observed from Table 4.3.3. Respondents 27.5% were high school completed, about 22.5% were Diploma holders, where as 37.5% respondents are first degree holders and the rest 12.5% have masters. This indicates that most of respondents are educated and further enhances the quality of expected responses that ultimately increase the quality of the study.

Table 4.3.3 Educational Background of the Respondents

Academic qualification	Frequency	Percent
High school completed	11	27.5
Diploma	9	22.5
Degree	15	37.5
Masters	5	12.5
Total	40	100.0

Source: Own survey (March 2018)

As indicated the below frequency table the analysis was based on 40 valid/ respondents and out of which 37(92.5%) of them were Documented tenure holders and the rest, 3 (7.5%) were Non-documented tenure holders. As it was indicated on the sample size determination based on probability proportionate to size/PPS/, the sample proportionate is maintained with insignificance deviation. This representation enables the researcher to assess the service

Table 4.3.4 Descriptive statistics of Tenure ownership

	Frequency	Percent
Documented owner	37	92.5
Non-documented owner	3	7.5
Total	40	100.0

Source: Own survey (March 2018)

#### **4.4. Analysis of Good Governance Principles from Customers’ Side**

In this study respondents have been to rank each item on a multiple response question and were asked to rank their priorities. However, during survey administration respondents only gave single answer. As indicated in the table 4.4.1.study investigated participation in terms of one indicator: the extent of involvement of beneficiaries in participation in the sub city land administration practice.

Table 4.4.1 Frequency statistics on participation

Item	Frequency	Percent	Response options
Involvement in maintaining good governance system	2	5.0	First Rank
	14	35.0	Second Rank
	22	55.0	Third rank
	2	5.0	Fourth Rank
Involvement of people in land delivery process	13	32.5	First Rank
	8	20.0	Second Rank
	11	27.5	Third rank
	8	20.0	Fourth Rank
Involvement in comments on services	15	37.5	First Rank
	12	30.0	Second Rank
	3	7.5	Third rank
	10	25.0	Fourth Rank
Participation on democracy building and education	10	25.0	First Rank
	6	15.0	Second Rank
	4	10.0	Third rank
	20	50.0	Fourth Rank
Participation Total	40	100.00	

Source: Own Survey (March 2018)

The participants' responses with regard to the involvement in maintaining good governance system 14(35.0%) and 22(55.0%) of respondents responded as second rank and third rank to the statement respectively. On the other hand, equal number of respondents 2(5.0%) of the respondent responded first rank and fourth rank to the statement. From this it is possible to understand that service users perceived the level of citizen involvement at sub city level to maintaining good governance system in land management were insignificant.

Officials during interview also strengthened this idea that the sub city land development and management office didn't develop participating programs at the grass root with

service users and different stakeholders on different land related issues. From this it can be argued that, weak relationship between the office and service users ultimately affected the practice of good governance in the office. However, according to one of the team leader's response in the sub city land management office, there was efforts made to arrange and prepare different stages for free discussions to the service users in many times, but due to the awareness problem, the involvement was not successful. It was further tried to get secondary data on this issue to confirm the response of the team leader but efforts to get relevant documents for this issue were unsuccessful and hence it needs further investigation

With regard to the involvement of people in land delivery process, 13(32.5%) of the respondents have been chosen as first rank to the statement. On the other hand equal number of respondents 8(20.5%) of the respondents responded as second rank and fourth rank to the statement. The rest 11(27.5%) of the respondents have been chosen as third rank.

From the secondary data however, it was observed that there is indeed a compliant receiving note book as well as format in the office. Besides, most of the service users were not interested to write a feedback. It can be argued that there is lack of awareness creation made to citizens in promoting good governance in the office.

Concerning involvement in comments on services, the majority of the respondents 15(37.5%) have been chosen as first rank, 12(30.0%) of the respondents responded as second rank, 3(7.5%) of respondents rated as third rank and 10(25.0) have been chosen as fourth rank. According to the analysis result, one can infer that the majority of respondents were satisfied due to the employee's involvement in giving comments on services.

The other question raised in Table above participation on democracy building and education. Accordingly, 20(50.0%) of respondents have been chosen as fourth rank, and 10(25.0%) of respondents have been chosen first rank and 6(15.0%) and 4(10.0%) of the respondents have been chosen as second rank and third rank to the option respectively. This implies that the sub city land offices were very weak or there is lack of service user participation on democracy building and education. From this, we can conclude that the participation on democracy building and education without active involvements of

service users and hearing opinions at grassroots level is difficult to implement and ultimately affects the good governance system of the office which in turn results in dissatisfaction of service users.

In general, the research revealed that the participation of the sub city service users in land related issues resulted unsatisfactory evaluation and shows the negative perceptions of service users on the good governance dimension of participation

Table 4.2.2.Frequency statistics on Transparency

items	Frequency	Percent	Response options
Open process of land use type	13	32.5	First Rank
	10	25.0	Second Rank
	11	27.5	Third rank
	6	15.0	Fourth Rank
Open and detail service procedure	7	17.5	First Rank
	7	17.5	Second Rank
	16	40.0	Third rank
	10	25.0	Fourth Rank
Easy and understandable instructions of services	12	30.0	First Rank
	10	25.0	Second Rank
	9	22.5	Third rank
	9	22.5	Fourth Rank
Communicating newly enacted laws, directives, charters, orders, codes...etc to the public	8	20.0	First Rank
	13	32.5	Second Rank
	4	10.0	Third rank
	15	37.5	Fourth Rank
Transparency Total	40	100.00	

Source: Own Survey (March 2018)

Concerning about the open process of land use type in the sub city accordingly, 13(32.5%) of the majority of the respondents have been chosen as first rank to the statement. In addition, the second largest respondent 11(27.5%) have been chosen as third rank to the statement. Whereas, 10(25.0%) and 6(15.0%) of the respondents have

been chosen as second rank and fourth rank to the statements respectively. From this result, one can conclude the majority of respondents have positive recognition regarding the open process of land use type.

The statement raised in the dimensions of transparency was whether the service provider informs their customers timely and transparently whenever changes in service provision are made. Accordingly, 16(40.0%) and 10(25.0%) of the respondents responded as third rank and fourth rank to the statement respectively. Equal number of respondents responded as first rank and second rank with the statement, i.e. 7(17.5%). This implies that the data obtained from the majority of respondents showed that the sub city land development and management office lacks transparency in updating changes. In general, the result shows that most of the respondents did not have awareness on land laws, rules, and regulation and they were perceived the laws regulating land management were not clear and accessible. Besides, the land delivery process in the sub city was not transparent to all service users. A few of the technical staffs of the sub city land development and management explained during the interview that degree of transparency regarding land and land related issues were not as much satisfied.

The third statement is concerning to obtain easy and understandable instructions of services in the sub city land office. Accordingly, 12(30.0%) of the respondents have been chosen as first rank. In addition, the second largest respondent 10(25.0%) responded as second rank to the option forwarded. Whereas, equal number of respondents have been chosen as third rank and fourth rank with the statement i.e. 9(22.5%). From this result one can conclude that the majority of the respondents have negative recognition regarding easy and understandable instructions of services in the sub city. As a result, service users might waste their time and made mistake unless they understand instructions of services easily

The last statement in the above Table is regard to communicating newly enacted laws, directives, charters, orders, codes...etc to the public. To this statement about 8(20.0%) and 4(10.0%) of the respondents have been chosen as first rank and third rank to the statement. Whereas, 13(32.5%) and 15(37.5%) of the respondents have been chosen as

second rank and fourth rank to the statement. This implies that the data obtained from the majority of respondents showed that the sub city land development and management office lacks transparency in communicating newly enacted laws, directives, charters, orders, codes...etc to the public.

Table 4.2.3.Frequency statistics on Accountability

Items	Frequency	Percent	Response options
Land activities carried out informed to the customers	14	35.0	First Rank
	9	22.0	Second Rank
	11	27.5	Third rank
	6	15.0	Fourth Rank
Proper Accounting system	6	15.0	First Rank
	11	27.5	Second Rank
	11	27.5	Third rank
	12	30.0	Fourth Rank
Regular evaluation of performance of employees	9	22.5	First Rank
	10	25.0	Second Rank
	13	32.5	Third rank
	8	20.0	Fourth Rank
Answerability of officials for the effect of their decision	11	27.5	First Rank
	10	25.0	Second Rank
	6	15.0	Third rank
	13	32.5	Fourth Rank
Accountability Total	40	100.0	

Source: Own Survey (March 2018)

As can be observed from Table 4.2.3 the level of respondents argument regarding land activities carried out informed to customers shows about 14(35.0%) and 11(27.5%) of respondents have been chosen first rank and third rank to the statement. On the other hand, 9(22.0%) and 6(15.0%) of the respondents have been chosen as second and fourth

rank to the statement respectively. The results indicate that the majority of respondents argue that there is weak accountability system that makes the employees response for their action.

The other statement asked to respondents to rate was whether there is a mechanism for questioning and evaluating on the performance of officials in the sub-city. Accordingly, about 13(32.5%) and 9(22.5%) of the respondents have been chosen as third rank and first rank to the statement respectively. Also, 8(20.0%) and 10(25.0%) of the respondents responded as fourth rank and second rank respectively. The findings revealed that most the respondents argue that mechanism for questioning and evaluating on the performance of officials in the sub city has weak accountability system. The other important option was answerability of officials for the effect of their decision. It can be observed from the above table, that 11(27.5%) and 6(15.0%) of respondents responded as first rank and third rank to the statement respectively. Whereas, 10(25.0%) and 13(32.5%) of respondents have been chosen as second rank and fourth rank respectively. The results indicate that the majority of respondents argue that there is weak accountability system that makes the employees response for their action. However, during field survey it was observed that in each of the land development and management offices, bill boards composing ethical standards were posted. But in reality, there is no practice of clear ethical standard and accountability of land officials for their action or decision. Thus, it can be argued that all these inefficiencies hindered the sub city land development to apply the principles of good governance practice.

Table 4.2.4. Frequency statistics on Equity

Item	Frequency	Percent	Rank
Compensation paid to displaced community members fairly	6	15.0	First Rank
	8	20.0	Second Rank
	12	30.0	Third rank
	14	35.0	Fourth Rank
Land distribution equally among all the people	8	20.0	First Rank
	6	15.0	Second Rank
	12	30.0	Third rank
	14	35.0	Fourth Rank
Employees impartiality on providing services	10	25.0	First Rank
	13	32.5	Second Rank
	8	20	Third rank
	9	22.5	Fourth Rank
Fair cost for the delivered service	16	40.0	First Rank
	13	32.5	Second Rank
	8	20.0	Third rank
	3	7.5	Fourth Rank
Equity total	40	100.00	

Source; Own Survey Result (March 2018)

As indicated in Table 4.4.4 the question raised to respondents was whether there is fair compensations paid to community members who are losing their land holdings. Accordingly, about 12(30.0%) and 6(15.0%) of the respondents have been chosen to rank their priority as third rank and first rank. On the other hand, about 14(35.0%) and 8(20.0%) of the respondents responded their priority as fourth rank and second rank to the statement respectively.

The second question regarding equity is land distribution equally among all the people. To this

end, about 12(30.0%) and 8(20.0%) of the respondents have been chosen their priority as third rank and first rank to the statement. On the other hand, 14(35.0%) and 6(15.0%) of the respondents have been chosen their priority as fourth rank and second rank the question respectively.

The other question concerning equity is about employee impartiality on providing services. It can be observed from the above table, that 8(20.0%) and 10(25.0%) of the respondents responded as fourth rank and first rank statement. 9(22.5%) and 13(32.5%) of the respondents have been chosen as fourth rank and first rank to the statement respectively.

The last question regarding equity dimension was in relation to fair cost for the delivered service. Accordingly, about 8(20.0%) and 16(40.0%) of respondents have been chosen as third rank and first rank. Whereas, 3(7.5%) and 13(32.5%) of respondents also have been chosen as fourth rank and second rank to the statement respectively.

This shows that to some extent the service provided by the office is relatively low. Thus, the respondents result shows that service users in accessing land information was treated unequally and respondents felt that fair compensation was paid to resident members who were on losing their performing the service delivery process.

Table 4.4.5, Frequency statistics on Effectiveness

Item	Frequency	Percent	Response options
Availability of land information in the city land administration	20	50.0	First Rank
	6	15.0	Second Rank
	7	17.5	Third rank
	7	17.5	Fourth Rank
Promote provision of substitute land documents	10	25.0	First Rank
	7	17.5	Second Rank
	15	37.5	Third rank
	8	20.0	Fourth Rank
Responsible bodies are competent in managing legal matters	5	12.5	First Rank
	12	30.0	Second Rank
	13	32.5	Third rank
	10	25.0	Fourth Rank
Competent availability of personnel	5	12.5	First Rank
	15	37.5	Second Rank
	5	12.5	Third rank
	15	37.5	Fourth Rank
Effectiveness Total	40	100.00	

Source; Own Survey Result (March 2018)

Effectiveness as indicated in table 4.4.4 is one of the core element of good governance frequently used as indicators in governance measurement. As an indicator of good governance, effectiveness can be seen from one statement which addresses the successful implementation of services. As indicated in the table above, the question raised to respondents was whether there is Availability of land information in the sub city. Accordingly, about 6(15.0%) and 20(50.0%) of the

respondents have been chosen to rank their priority as second rank and first rank to the statement. On the other hand, Equal number of respondents responded as third and fourth rank with the statement, i.e. 7(17.5%). According to the result majority of the respondents perceived that there is availability of land information to all in the sub city.

The second question regarding equity is promotes provision of substitute land document. To this end, about 15(37.5%) and 10(25.0%) of the respondents have been chosen their priority as third rank and first rank to the statement. On the other hand, 8(20.0%) and 2(17.5%) of the respondents have been chosen their priority as fourth rank and second rank to the statement respectively. According to the result, service users were dissatisfied regarding promotes provision of substitute land document in the sub city.

The other question was regarding responsible bodies are competent in managing legal matters. About, 13(32.0%) and 5(12.5%) of the respondents have been chosen as third rank and first rank to the statement. Whereas, 10(25.0%) and 12(30.0%) of respondents have been chosen as fourth rank and first rank to the statement respectively. According to the result the respondents are not competent in managing legal matters in the sub city.

The last question rose to respondents was regarding competent availability of personnel in the sub city. Accordingly, equal number of respondents have been chosen as first rank and third and fourth rank with the statement, i.e. 5(12.5%) and 15(37.5%) fourth rank and second rank to the statement. According to the result of respondents there were no available competent personnel in the sub city. The secondary data obtained from the sub city 2016 annual report strengths the service user's argument that there were complaints related to bureaucratic delay in the service delivery process. From this, we can argue that bureaucratic delay and long processes in the service provision resulted in dissatisfaction of customers; and ultimately brought an effect on the overall organizational effectiveness and performance.

When we consider the interviewers response, most of their answers approved customers and employees perceived. (E.g. inefficiency related to accurate, integrated and computerized land administration and successful implementation of land policies. Issues related to the employees' incompetency is due to the office's ignorance on building capacity its employees also has an impact on the efficiency; and the influence of inefficiency on the service delivery pose a negative impact on the effectiveness of the office's service delivery. The researcher also observed in consistencies at the time of data collection

Table 4.4.6, Frequency statistics on Efficiency

Item	Frequency	Percent	Response options
Fast and simple land registration	12	30.0	First Rank
	10	25.0	Second Rank
	16	40.0	Third rank
	2	5.0	Fourth Rank
Separate “front-office” and “back-office”	9	22.5	First Rank
	9	22.5	Second Rank
	12	30.0	Third rank
	10	25.0	Fourth Rank
“One-stop-shop” service provision	11	27.5	First Rank
	7	17.5	Second Rank
	8	20.0	Third rank
	14	35.0	Fourth Rank
The office has standardize service quality	8	20.0	First Rank
	14	35.0	Second Rank
	4	10.0	Third rank
	14	35.0	Fourth Rank
Total	40	100.00	

Efficiency as indicated in Table 4.4.6 is one of the core elements of good governance frequently used as indicator in governance measurement. As an indicator of good governance, efficiency can be seen from four statements which address the fast and simple process of service providing.

As can be observed from Table 4.4.6 the fast and simple land registration shows about 16(40.0%) and 12(30.0%) of respondents have been chosen first rank and third rank to the statement. Accordingly, equal number of respondents have been chosen as first rank and second and fourth rank with the statement, i.e. 5(12.5%). The results indicate that the majority of respondents argue that there is weak efficiency system in the sub city.

The second question regarding equity is separate “front-office” and “back-office” in the sub city. To this end, about 12(30.0%) and 25(30.0%) of the respondents have been chosen their priority as fourth rank and third rank to the statement. Accordingly, equal number of respondents has been chosen as first rank and with the statement, i.e. 5(12.5%). According to the result, service users were dissatisfied regarding promotes provision of substitute land document in the sub city.

The other question was regarding “One-stop-shop” service provision. About, 8(20.0%) and 11(27.5%) of the respondents have been chosen as third rank and first rank. Whereas, 14(35.0%) and 7(17.5%) of respondents have been chosen as fourth rank and second rank to the statement respectively. According to the result the respondents were perceive that there is low level of ‘one-stop-shop’ service provision in the sub city

The last question regarding equity dimension was in relation to the office has standardize service quality. Accordingly, about 8(20.0% and 4(10.0%) of respondents have been chosen as first rank and third rank to the statement. Equal number of respondents has been chosen as first rank and forth rank with the statement, i.e. 14(35%).Based on the result the respondents were perceive that there is medium level of ‘one-stop-shop’ service provision to the statement. the land delivery practice in the sub city did not favorable opinion from respondents. This shows that to some extent the service provided by the office is relatively low. According to employee’s and customer’s response during interview and the secondary data obtained from

citizen's charter, it was found that the office has already put a clear and open written service delivery standard concerning each activity for each department. However, during field survey, it was observed that there is still practical problem when it comes to implementation.

Table 4.4.7.Frequency statistics on Responsiveness

Item	Frequency	Percent	Response options
Show genuine interest in solving problems up on request	11	27.5	First Rank
	20	50.0	Second Rank
	8	20.0	Third rank
	1	2.5	Fourth Rank
Fulfill the necessary things to get services from the office	9	22.5	First Rank
	8	20.0	Second Rank
	17	42.5	Third rank
	6	15.0	Fourth Rank
Respect the rules and regulations of the office	12	30.0	First Rank
	5	12.5	Second Rank
	9	22.5	Third rank
	14	35.0	Fourth Rank
Responsible for there is proper service delivery in land administration	8	20.0	First Rank
	7	17.5	Second Rank
	6	15	Third rank
	19	47.5	Fourth Rank
Responsiveness Total	40	100.00	

Source: Own Survey Result (March 2018)

Transparency, which is the core ingredient of good land governance, here, means show genuine interest in solving problems up on request, fulfill the necessary things to get services from the

office, respect the rules and regulations of the office and responsible for there is proper service delivery in land administration.

The first question is concerning to show genuine interest in solving problems up on requests in the sub city. Accordingly, 20(50%) of the majority of the respondents have been chosen as second rank to the statement. The second largest respondent 11(27.5%) have been chosen as first rank to the question forwarded. Whereas, 8(20.0%) and 1(2.5%) of the respondents rated their choice as third rank and fourth rank to the statement. From this result, one can conclude that the majority of respondents have positive recognition regarding to show genuine interest in solving problems up on requests.

The second question in the above table is with regard to fulfill the necessary things to get services from the office. To this statement about 17(42.5%) and 9(22.5%) of the respondents have been chosen their priority as third rank and first rank to the question. On the other hand, about, 6(15.0%) and 8(20.5%) of respondents have been chosen their priority as fourth and second rank to the statement. This implies to fulfill the necessary things to get services in the sub city is very low.

The third question in the above table is with regard to respect the rules and regulations of the office. To this statement about 9(22.5%) and 12(30.0%) of the respondents have been chosen their priority as third rank and first rank to the question. On the other hand, about, 14(35.0%) and 5(12.5%) of respondents have been chosen their priority as fourth and second rank to the statement. This implies to respect the rules and regulations of the office in the sub city is very low

Lastly the respondents were asked question rose to respondents was regarding responsible for there is proper service delivery in the sub city land administration. To this statement about 6(15.0%) and 8(20.0%) of respondents have been chosen as third rank and first rank. On the other hand, 19(45.5%) and 7(17.5%) of respondents have been chosen as fourth rank and second rank to the statement. This implies that the responsible for there is proper service delivery in the sub city land administration is very low.

#### **4.6. Pearson Bivariate Correlation**

A correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1. A correlation analysis with Pearson's correlation coefficient ( $r$ ) was conducted on all variables in this study to explore the relationship between variables. To interpret the strengths of relationship between variables, the guidelines suggested by Field (2005) were followed, mainly for their simplicity. Pearson correlation coefficients were computed for each relationship between the good governance dimensions and the overall good governance.



		Effectiveness	efficiency	transparency	accountability	Equity	Responsiveness	participation	sub-city governance practice in general	Good
Effectiveness	Pearson Correlation Sig. (2-tailed) N	1 40	.842** .000 40	.925** .000 40	.908** .000 40	.811** .000 40	.813** .000 40	.731** .000 40	.920** .000 40	
Efficiency	Pearson Correlation Sig. (2-tailed) N	.842** .000 40	1 40	.907** .000 40	.947** .000 40	.899** .000 40	.829** .000 40	.868** .000 40	.862** .000 40	
Transparency	Pearson Correlation Sig. (2-tailed) N	.925** .000 40	.907** .000 40	1 40	.969** .000 40	.903** .000 40	.858** .000 40	.799** .000 40	.897** .000 40	
Accountability	Pearson Correlation Sig. (2-tailed) N	.908** .000 40	.947** .000 40	.969** .000 40	1 40	.893** .000 40	.864** .000 40	.813** .000 40	.910** .000 40	
Equity	Pearson Correlation Sig. (2-tailed) N	.811** .000 40	.899** .000 40	.903** .000 40	.893** .000 40	1 40	.821** .000 40	.843** .000 40	.822** .000 40	
Responsiveness	Pearson Correlation Sig. (2-tailed) N	.813** .000 40	.829** .000 40	.858** .000 40	.864** .000 40	.821** .000 40	1 40	.767** .000 40	.821** .000 40	
Participation	Pearson Correlation Sig. (2-tailed) N	.731** .000 40	.868** .000 40	.799** .000 40	.813** .000 40	.843** .000 40	.767** .000 40	1 40	.815** .000 40	
sub-city Good governance practice in general	Pearson Correlation Sig. (2-tailed) N	.920** .000 40	.862** .000 40	.897** .000 40	.910** .000 40	.822** .000 40	.821** .000 40	.815** .000 40	1 40	

The Pearson correlation coefficient shows that all the seven good governance principles significantly and positively correlated with general practice of good governance assessment. Dimensions of customer effectiveness and accountability have the highest correlation with overall good Governance ( $r=0.920$  &  $r=0.910$ ) respectively and next to this transparency and efficiency have the next highest correlation with over all Good Governance ( $r=0.897$  &  $r=0.862$ ) respectively. The rest dimensions show poor association with overall good governance.

## **CHAPTER FVE**

### **5.1. CONCLUSION AND RECOMENDATIONS**

Ethiopia has faced a number of challenges in good land governance building process. Observations in the Sub Cities of Addis Ababa show that large number of service seekers come to the offices with diverse service problems. Customers refer to various problems in land development and management such as lack of decision making, inconsistencies on interpreting land relating legislations, unpleasant and unwillingness service delivery from officials, etc. Thus keeping this fact in mind, this study was conceived with an objective to assess the challenges of urban land governance in Nifas Silk Lafto Sub-City land development and management in the use of comprehensive land development and management frameworks. It was tried to assess the challenges of urban land governance practices and identify the major challenges of urban land governance practices under the seven good governance dimensions such as the principles of participation, transparency, accountability, equity, effectiveness, responsiveness and efficiency. And identify the problems of customer service in the office.

In order to achieve the above mentioned objective, a systematic literature review was undertaken that includes previous studies, various land management books, and manuals. Thus with this literature review, a conceptual framework was developed and feasible methodology was evolved. In order to organize questionnaire data for analysis, SPSS version 23 statistical software was utilized. Besides qualitative data was analyzes using narrative explanation.

Based on the analyses the finding regarding participation and, service users perceive that the level of citizens' involvement at sub-city level to maintain good governance system in land management were insignificant. But employees of the office perceived the level of citizen participation at sub city level to maintain good governance system in land management is judged at a good level. However, these less efficiency of participation resulted in poor performance and complains of the residents.

Concerning employee's interest to solve problem, the study confirmed that the majority of the respondents were not satisfied due to the employee's lack of interest to solve their

problem. The sub city land offices were very weak or there is a lack of service user's consultation in the formulation of policies and programs and need their feedback to incorporate in the resulting policy and programs. This indicated unsatisfactory assessment and shows the negative perceptions of service users on the good governance dimension of participation.

With regards to transparency, the study confirmed that the level of clarity and openness of procedures, rules and regulations in providing land service delivery in the sub city was found to be very low. Generally, most of respondents did not have awareness on land laws, rules and regulation and they were perceived that laws regulating land management were not clear and accessible. Besides the land delivery process in the sub city was failed in being transparent to the service users. Indeed, the sub city was failed in being transparent to the service users and lacks openness, cleanness in its land management related procedures. Weakness in transparency can result in poor land governance which in turn affect the expected performance and implementation of good governance principles. As the qualitative data analysis, the customers' opinion also confirms that clear, fair and transparent rules and regulations, free access to information to land in the sub city land administration is so weak. This implies that, the office is not compliance with transparency principle. So evaluation by customers has an implication they were victims or vulnerable victims due to lack of transparency

From the accountability point of view, there is a weak system that makes the employees response for their action. It was also reported that service users were asked irregular payments by land officials to accomplish tasks unnecessarily. Besides, no clear ethical standard accountability of land officials for their action or decision was noticed. However, currently there is a progress which is taken by Addis Ababa City Administration which ensures accountability of officials for their action and achieving good governance in land development have been conducted to achieve good governance.

From the present study regarding service equitability issues, service users in accessing land information was treated unequally and respondents felt that fair compensation was not paid to resident members who on losing their holdings and there is also employee

service partiality shown in the office while performing the service delivery process. There was also no equal access to land to build houses.

Regarding the efficiency, the study revealed that service users were dissatisfied on the performance of land officials in their service delivery for different needs. In addition, providing service as per the services delivery standards in the office was very low. There was also bureaucratic delay and lengthy process in the service provision and that was highly hurting the service users. Service users claim that the existing practices of documentation and registration system were very weak; the land registration and property transfer procedure was tedious.

The study revealed that there was no customer service delivery under one window and process was lengthy had many steps. So the procedure is very monotonous and this in turn has an impact on quick service delivery and implementation of good governance in order to achieve institutional objectives and goals. The study also identified lack of competent human resources to improve efficiency in the land delivery process.

In general the Sub City land development and management office lack the required good governance dimensions participation, transparency, accountability, equity, efficiency, responsiveness and effectiveness. In compliance with the above weaknesses to bringing good governance to the desired scale of excellence in the sub-city, the major challenges faced was a high rent seeking behavior, lack of committed man power, unpleasant customer handling practice and lack of proper documentation and recording system. The other notable challenge which might influence the performance of good urban land development and management was the high turnover of the key officials. The researcher also observes other problems of customer services. Some of them are the office's service users always make a repeated compliant in relation with service delivery, most service recipients came to the office redundantly and waste their time to settle unaccomplished cases, majority of services delivered with overdue tie, customer's rumors due to inconsistencies on interpreting land related legislations, no conducive work environment and employees serve their customers unpleasantly. In addition to this, even if there is compliant receiving system; most of customers are unwilling and/ or unfamiliar to deliver

their compliant, information delivery is limited and outdated; principally, the citizen charter of the office is not in proper function. These and other un-described symptoms indicate that the service delivery of the sub city land administration need to be diagnosed and the root cause of the problem shall be revealed with the appropriate remedial action.

## **5.2. Recommendations**

Dwelling on the findings discussed above the study underlines the following key points need to be taken into account in order to improve the system of land administration in the sub city.

Sound land registration system can significantly contribute to implement good urban land development and management. To this effect Nifas Silk Lafto sub City should be more proactive by pursuing efforts in modernizing the information system. In addition, the efficiency of the system should be periodically checked monitored and evaluated.

Concerned government bodies in the land administration need to solve problems of customer services to enhance service delivery

Setting customer service delivery standard are vital role for implementing good governance. To this end, the land development and management department of Nifas Silk Lafto Sub-City should operational the customer service standards that already exist in each service station.

It is recommended to conduct continues training on customer handling techniques and awareness creation regarding the good governance issues.

## **Bibliography**

- Andrews, M. (2008). 'The Good Governance Agenda: Beyond Indicators without Theory'. *Oxford Development Studies*, 36(4): 379-407.
- Araya, 2013. Features of the New Ethiopian Urban Land lease holding proclamation No.721/2011 and its Implication on Ethiopian Economy, Unpublished
- Ashenafi, 2015. Assessment of Good Urban Governance in Land Administration, Unpublished
- Bandeira, P., Sumpsi, J.M. & Falconi, C., 2010. Land Use Policy Evaluating land administration systems : A comparative method with an application to Peru and Honduras. *Land Use Policy*, 27, pp.351–363.
- Berhanu Kefale, Zevenbergen, J. and Bennett R., (2015). *Assessing Land*
- Burns, T. (2007). Land administration reform: indicators of success and future challenges. *Agriculture and Rural Development Discussion Paper 37*, World Bank.
- Burns, T., & K. Dalrymple. (2008). Conceptual framework for governance in land administration. FIG Working Week - Integrating generations. Stockholm, Sweden (International Federation of Surveyors (FIG)):
- Dale and McLaughlin, 1999, *Land Administration*, London: Oxford University press.
- Dale, P.F and McLaughlin, J.D (1988) *Land Information Management: An Introduction with Special Reference to Cadastral Problems in Third World Countries*, Oxford University Press, New York.
- Deininger, K., H. Selod & T. Burns. (2010), *The land governance framework: methodology and early lessons from country pilots*. The Annual Conference on Land Policy and Administration, Washington, D.C. (World Bank).
- Deininger, K., Selod, H., & Burns, A. (2011). *The Land Governance Assessment*

- Dinku Gilo, (2009). Major challenges and prospects of urban land management of Burayu town: Urbana management masters program thesis, Addis Ababa, Ethiopia, unpublished
- ECA (2005), African Governance Report: Addis Ababa, Ethiopia, ECA FAO Land Tenure Studies, (2002). Land Tenure and Rural Development, Land administration, No 3, Rome.
- FAO, 2007. Good Governance in Land Tenure and Administration. Vol. 9. Food & Agriculture Organization of the UN (FAO).
- FAO. (1993). Guidelines for Land Use Planning (Vol. 1): FAO, Rome. Federal Democratic Republic of Ethiopia (FDRE), (2011). Lease holding of urban lands, Proclamation no.721/2011, Addis Ababa, Ethiopia.
- Feder, G., & Nishio, A. (1998). The benefits of land registration and titling: Economic and social perspectives. The World Bank. Land use policy 15(1) 25 -43
- FIG Regional Conference, Marrakech, Morocco, December 2-5, 2003
- Framework: Identifying and monitoring good practice in the land sector: World Bank-free PDF.
- Fyfe, T., 2004. Alternative service delivery - responding to global pressures. International Review of Administrative Sciences, 70(4), pp.637–644.
- Gisselquist, Rachel M. (2012). Good Governance as a Concept, and Why This Matters for Development Policy. Working Paper No.2012/13.
- Governance in Ethiopian Cities.: Lessons for the Implementation of the 2011 Urban
- Grindle, M. (2005). Good Enough Governance: Poverty Reduction and Reform in Developing Countries. Governance, 17(4): 525 – 548.
- Grindle, M. (2007). Good Enough Governance Revisited. Development Policy Review, 25(1): 533-574
- Hessen, J. (1991) Land Management - A Background Paper: Surveyor's Contribution to Land Management, FIG Publication No. 5 with the Support of the United Nations Centre for Human Settlement (UN-Habitat)

Jones, D.S., 2010. Land registration and administrative reform in Southeast Asian States': progress and constraints. *International Public Management Review*, 11(1), pp.67–89.

Land Management Policy. Sofia, Bulgaria.

McCARNEY, P. (2003): *Confronting Critical Disjuncture in the Governance of Cities*. In: *Governance on the Ground*. Chapter 2.

Olowu, D., 2002. Governance in developing countries: The challenge of multi-level governance. In *Seventh International Seminar on GIS in Developing Countries*. Enschede, The Netherlands: GIS Development.

Qian, L. (2014). *Evaluating land administration system from the perspectives of good governance: Kathmandu Valley, the Netherlands*.

Thomas, C. (2013). *Towards good land governance in Tanzania*, M.A Thesis, the Hague, Netherlands.

UN-FIG. (2001). *FIG Agenda 21 for implementing the concept of sustainable development in the activities of the International Federation of Surveyors and its member associations*. Seoul: Republic of Korea

UN-Habitat, 2004. *'Urban Governance Index: Conceptual Foundation and Field Test Report*, No. 4, pp. 97. Nairobi: UN-Habitat

United Nations Development Programme (UNDP), (1997). *Core elements of good governance*, New York.

United Nations economic commission for Europe (UNECE), (1996). *Land administration guidelines*, New York.

United Nations Human Settlements Programme (UN HABITAT), (2002a): *Global Campaign on Urban Governance. Concept Paper, 2nd Revised Edition*, Nairobi.

Williamson, I. et al., 2008. *Understanding Land Administration Systems*. In *International Seminar on Land Administration Trends and Issues in Asia and The Pacific Region*. Kuala Lumpur, pp. 1–11

- Willianson, Stig Enemark, Jude Wallace, Abbas Rajabifard (2010). Land Administration for sustainable Development. ESRI press Academic, California.
- World Bank, 2007. Land Administration Reform: Indicators of Success and Future Challenges. Discussion Paper 37. Washington, DC
- Yirgalem, Mahiteme,2009. Manipulating Ambiguous Rules: Informal Actors in Urban land Management, a Case Study in Kolfe-Keranio Sub-city, In: Proceedings of the 16th International Conference of Ethiopian Studies, ed. by SveinEge, Harald Aspen, BirhanuTeferra and Shiferaw Bekele,
- Zakout,W., Wehrmann, B. and Torhonen,M.P (2006).Good Governance in Land Administration, Principles and Good practices.World Bank and FAO, ashington D.C.
- Zevenbergen J., (2002). Systems of Land Registration Publications in Geodesy, Netherlands Geodetic Commission, Delft, The Netherlands
- Zimmermann,W., (2008). Effective and Transparent Management of Public Land Experiences, Guiding Principles and Tools for Implementation. In: Proceedings of the FIG/FAO/CNG International Seminar on State and Public Land Management ,pp. 12-14, Verona, Italy.

**Appendixes**  
**Addis Ababa University**  
**College of Business and Economics**  
**Department of Public Administration and Development Management**  
**Questionnaire to be filled by Employees**

Dear respondent

This questionnaire is part of my research project which is designed to gather data regarding on the practices and challenges in Application of governance principles for urban land development and management in Nifas Silk Lafto Sub-City of Addis Ababa City Administration. As an employee you ask to deliver the necessary Information when you provide a service. The information obtained will be used to complete a study in partial fulfillment of the requirements for Master’s degree in public management and policy.

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

Notice: you do not need to write your name on this questionnaire. Kindly put your answer in rank from the given alternative answer .If you have any inquiry, please, do not hesitate to contact me and I am available as per your convenience (Tel; 0913342411) or e-mail; [dawitt186@gmail.com](mailto:dawitt186@gmail.com)). Thank you very much for your time and cooperation!

Part I:- Background Information

1. What is your current Job position?

.....

2. Since when are you working in this organization?

3. Below one year  1-5 year  6-10 year  >10 year

4. Sex: Male  Femal

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

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

Part II : good urban governance related questions choose one and above answer from the given alternatives and rank your answer on the space provided.

No	Questions	Answers	Rank
1.	Participation How is your participation in the sub city land administration practices? Please give multiple answer)	1. Consultation and feedback incorporated 2. Participation of citizens at sub city level 3. Involvement in land delivery 4. Customers involvement	
2.	Responsiveness How do you think the service in land administration in your sub city (please multiple answer)	1. Solving problems up on request 2. Evaluation of good governance o practice 3. Evaluation on over all service quality 4. Customer satisfied with the services	
3.	Effectiveness How do you think the service out come in land administration in your sub city (please give multiple answers)	1. Satisfied in land delivery process 2. Capacity building 3. Financial provision 4. Bureaucratic delay	
4.	Efficiency How do you think the services performing in the best possible manner in land administration in your sub city? Please give multiple answers	1. Short and simple land registration system 2. Simple land ownership land ownership transfer system 3. Provide services as per delivery standards 4. Officials and workers perform this duties without bribes	
5.	Transparency	1. Free access to information about land	

	How do you think the openness of servings in land administration in your sub city level (please give multiple answer )	<p>policy</p> <ol style="list-style-type: none"> <li>2. Open process of changing land uses type</li> <li>3. Accessibility of land market information to all</li> <li>4. Newly created related laws, directives, codes etc... to the public</li> </ol>	
6.	<p>Accountability</p> <p>What looks like the answerability of land administration in the sub city (please give multiple answers)</p>	<ol style="list-style-type: none"> <li>1. Availability of code of conduct for staff</li> <li>2. Performance evaluation of employees</li> <li>3. Employees motivation based on their performance</li> <li>4. Answerability of officials for the effect of their decision</li> </ol>	
7.	<p>Equity</p> <p>Is there a way of providing equal opportunity for all inland administration in your sub-city (please, give multiple answer)</p>	<ol style="list-style-type: none"> <li>1. Employee impartiality in providing services</li> <li>2. Fair compensations paid to all residents those who are losing their land holdings</li> <li>3. Providing reasonable cost for services delivered</li> <li>4. Equal access to land information without discrimination</li> </ol>	

## **Appendix II interviews for employees**

1. Does the sub city land development and management office have competent and capable staff to provide effective services?
2. Did the office provide its service as indicated on the service delivery standard in your sub-city land administration?
3. Does the procedures, rules and regulations are clear and understandable to all?
4. Is there any customer participation on formulation and updating of plans and policies in your sub city land administration?
5. Is there a mechanism for evaluating of performance, questioning and explaining and conflict resolution in land services in your sub city land administration?
6. Does the sub city land administration has a mechanism to solving problems up on request , evaluating good governance practices on over all service quality?
7. Does the Customers have equal access to housing land, land information and other services without discrimination?

**Addis Ababa University**  
**College of Business and Economics**  
**Department of Public Administration and Development Management**  
**Questionnaire to be filled by customers**

Dear respondents;

This questionnaire is meant to collect information regarding the practices and challenges of governance principles for urban land development and management (land administration) system and its consequence on service quality in Nifas Silk Lafto sub city land development and management office. The information obtained will be used to complete a study in partial fulfillment of the requirements for Master's degree in public management and policy.

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

Note:- choose one and more answer from the given alternatives answers with the given space provided and rank your answer. If you have any inquiry, please do not hesitate to contact me and I am available as per your convenience ( Tel; 0913 34 24 11 or e-mail; [dawitt186@gmail.com](mailto:dawitt186@gmail.com)).

**Part I:-Background Information**

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

Part II: urban land governance related questions: Choose one and above answer from the given alternatives and put your answer on the space provided by rank.

No	Question	Answer	Rank
1.	Effectiveness How do you think the successful implementation of services in the sub city land administrative (please, give multiple answer).	<ol style="list-style-type: none"> <li>1. Availability of land information</li> <li>2. promote provision of substitute land document</li> <li>3. Responsible bodies are competent in managing legal matters</li> <li>4. Competent availability of personnel</li> </ol>	
2.	Efficiency How is the fast and simple processes of service providing in the sub city land administration( please, give multiple answer )	<ol style="list-style-type: none"> <li>1. Fast and simple land registration</li> <li>2. Separate “front-office” and “back office”.</li> <li>3. “One-stop-shop ‘service provision</li> <li>4. The office has standardize service quality</li> </ol>	
3.	Transparency Do you think that the process of service provision has done in an open manner? (please, give multiple answer	<ol style="list-style-type: none"> <li>1. Open process of land use type</li> <li>2. Open and detail service procedure</li> <li>3. Easy and understandable instructions of services</li> <li>4. Communicating newly enacted related laws, directives, charters, orders, codes... etc to the public</li> </ol>	
4.	Accountability Are there mechanisms for questioning and explaining the ongoing activities in the sub city land administration? (please, give multiple answer)	<ol style="list-style-type: none"> <li>1. land activities carried out informed to the customers</li> <li>2. Proper accounting system</li> <li>3. Regular evaluation performance of employees</li> <li>4. Answerability of officials for the effect of their decision</li> </ol>	

5.	<p><b>Equity</b></p> <p>Do you think that there is the same access to service and receive the same service standards in the sub city land administration (please, give multiple answer)</p>	<ol style="list-style-type: none"> <li>1. Compensation paid to displaced community members fairly</li> <li>2. Land distribution equally among all the people</li> <li>3. Employees impartiality on providing services</li> <li>4. Fair cost for the delivered service</li> </ol>	
6.	<p><b>Responsiveness</b></p> <p>How do you think the services in the sub city land administration(please, give multiple answer)</p>	<ol style="list-style-type: none"> <li>1. Show genuine interest in solving problems up on request</li> <li>2. Fulfill the necessary things to get service from the office.</li> <li>3. Respect the rules and regulations of the office</li> <li>4. responsible for there is proper service delivery in land administration</li> </ol>	
7.	<p><b>Participation</b></p> <p>How is your participation in the sub-city land administration practice (please give multiple answer)</p>	<ol style="list-style-type: none"> <li>1. Involving in maintaining good governance system</li> <li>2. Movement of people in the land delivery process</li> <li>3. Involvement in comments on services</li> <li>4. Participation on democratic and education</li> </ol>	

### **Interview questions for customers**

1. Do you think that there is clear, fair and transparent rules and regulations, free access to information to land in the sub-city land administration?
2. Are there simple procedures and fast processing services in the sub- city land administration?
3. Do you believe that there is supporting of informal settlers and equal access to land information to all in the sub-city land administration?
4. How do you think the implementation of uniform services standards that are monitored, codes of conduct for staff (as well as mechanisms of sanctions) and incentive such as awards for outstanding employees?
5. Is there any customer participation on formulation and updating of plans and policies in the sub-city level of land administration?
6. Does the sub-city land administration have accurate, integrated and computerized land information and successful implementation of land policies?
7. Is there interest of participation in solving problems and evaluation of overall services quality in the sub-city land administration?