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Addis Ababa University

College of Business and Economics

Department of Public Administrations and Development Management

Application of Good Governance Principles for Urban Land Development and Management in Addis Ababa city Administration: The Practices and Challenges in Yeka Sub-City.

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

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This is to certify that the thesis prepared by Nigussie Melese, entitled: Application of Good Governance Principles for Urban Land Development and Management in Addis Ababa Administration: The Practices and Challenges in Yeka Sub-city the thesis is submitted in partial fulfillment of the requirements for the degree of master in public management and policy (MPMP) and complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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DECLARATION

I hereby declare that this thesis is my original work that has been carried out under the Supervision of Dr. Filmon Hadaro, Assistant Professor, School of Public Administration and Development Management, Addis Ababa University during the year 2016 as part of the Degree of Master of Public Management and Policy in accordance with the rule and regulation of the University. I further declare that this work hasn't been submitted to any other University or Institution for the award of any degree or diploma and all sources of materials used for the thesis have been duly acknowledged.

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Place and date of submission: School of Graduate Studies, Addis Ababa University
June, 2016.

Abstract

This research is aimed at assessing land development and management practices and challenges in Yeka Sub-City administration. The study assessed the problem by applying good governance principles under the five good governance dimensions. In order to achieve the above mentioned objectives, 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 a feasible methodology has evolved. Questionnaires, interview and document review checklists were used as research tools to collect data. The qualitative data was analyzed using narrative explanation. 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. The study also revealed that service users were dissatisfied on the performance of land development and management officials in their service delivery for different needs. Finally, based on the findings of the study, recommendations were forwarded.

Key Concepts: Land development, land management, good governance principle

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List of Acronyms

ADB	Asian Development Bank
EPDRF	Ethiopian People’s Democratic Revolutionary Front
FAO	Food and Agriculture Organization
GTP	Growth and Transformation Plan
OECD	Organization for Economic Cooperation and Development
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNECE	United Nations Economic Commission for Europe
UNDP	United Nations Development Programme
UN-Habitat	United Nations Human Settlements Programme
UN	United Nations
WB	World Bank

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Public land development and management is a critical factor for ensuring good governance. This is because urban land administration is a critical factor in urban development. Common factors involved in poor public land development and management among others are lack of accountability, efficiency, responsiveness, competence, transparency, consistency, equality, participation, security and integrity of land officials. Weak governance in this area has direct and indirect implications for citizens, and broader effects on urban economic development, political legitimacy, peace and security and development cooperation between citizens and other development actors in a city (Zakout, 2008, pp. 1-5).

As productive asset and source of income land has socio-economic significance. In Ethiopia, as elsewhere in the world, this socio-economic significance of land stems from the fact that land is a source of wealth, economic growth, employment and a source of basic survival of the majority of the population. In respect of urban land, this is further accentuated by the rapid urban development that leads to swift and drastic changes in the physical, economic, social, political and administrative structures of the cities (Bacry, Sileshi and Admit, 2009, p. 14).

Good governance in the development and management of public land links to the governance principles of legitimacy, accountability, fairness and participation. Reforming the development and management mechanisms of public land contributes to a basic set of development principles, namely reduction of severe poverty, achievement of the Sustainable Development Goals, progress in good governance and transparent fiscal management of the public sector (Zakout, 2008, p. 2).

The existence of good land development and management promotes the development of a city. In broader development endeavor of countries, good governance plays a vital role. As it is applied in an increasingly dynamic context of urbanization, and as urbanization is associated with development, adherence to good governance principles a core. In scholarly studies, good urban governance is examined in many ways including service delivery. From these services, land development and management are significant. This is

because land is a key resource for growth and development of cities as well as the welfare and wellbeing of urban residents in particular and overall socio-economic transformation of the county in general.

The principles of good governance such as transparency, accountability, and participation prevail and address urban land development and management when the executive organs adhere to these principles and when customers (citizens) enjoy from the prevailing principles. Studies by UN-Habitat (1999, 2004), FAO (2007) and World Bank (2008) good governance in land development and management cannot strictly be differentiated from other sectors. These findings were confirmed also by Thomas (2013, pp. 25-27). From diverse institutional and scholarly studies, promoting good governance in land development and management has three distinctive frameworks. These frameworks include the UN- Habitat, World Bank and FAO good governance principles on land development and management. The first framework was developed by UN-Habitat in 1999 and compiled later in 2004.

The UN-Habitat (1999) developed five good governance principles in land development and management. The principles are effectiveness, equity, accountability, participation and security. The second framework was the one developed by the World Bank (World Bank 2008). It is coined as Conceptual Framework. The principles in contractual framework of the World Bank (2008) include fairness and equity, market justified land management control, transparency, good land information, clear procedure in land disposition, recognition of social land rights, and market based valuation of land and good land disputes settlement system. The third framework was devised by FAO (2007). In the FAO (2007) framework, twelve good governance principles were identified which include efficiency, responsiveness, competence, transparency, consistency, accountability, equality, sustainability, participation, security, integrity of land officials, and locally responsive land administration system. In our time also good governance in land development and management is becoming one of the primary issues in local development. It is particularly important in Ethiopia.

The prevalence of good 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 (ProNo721/2011). However, the reality of ensuring good governance is still a challenge. When we come to our study area

,Yeka 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 encountered 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 etc.

Therefore, this study will be conducted on the practice and challenges of good governance in land development and management at Addis Ababa Yeka Sub City administration based on some good governance principle variables.

1.2. Statement of the Problem

Good governance in land sector is attracting the attention of many scholars, practitioners and institutions. As cited by Thomas (2013, p. 9 from Deininger et. al. 2010), there is an increasing call for good land governance. 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 Liyang Qian (2014) argue that urban land is one of the most valuable resources and it must be developed and managed carefully.

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 (Liyang 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 aframework 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 and has impact on the 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 land transfers, corruption, and inefficient service provision. In this respect, good governance is recognized as a platform for achieving potential, implementing effective and efficient systems and ensuring good land development management frameworks (UN, 2015). Ethiopia like other African countries has 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 reform programs.

The Citizen Charter is developed in December 2013 by the city Land Development and Management Bureau to strengthen the service delivery. Recently (in 2015),the ruling Ethiopian People's Revolutionary Democratic Front, has televised a high ranking government officials level meeting that deliberated on a study conducted on good governance in the country. The study was jointly carried out by the Policy Research Center and the Ministry of Public service and Human Resource Development which was chaired by Prime Minister Hailemariam Desalegn. It openly discussed on the problems and challenges of good governance and evaluated the outcome of the broader national good governance study undertaken by a group of experts.

According to the experts report, their findings show bad governance were the hallmark of government at various levels of the bureaucracy and the land development and management sector is the most vulnerable to malpractice and the issue of good governance was serious. The findings from the expert group, from evidence collected across the country, are indications of the wider problems in the land development and management sector. This is an indication for extensive scholarly study; in particular, detailed empirical study is needed in Addis Ababa City Administration. Observations to sub cities show that large number of service seekers comes to sub city offices with diverse service problems. Customers refer to various problems such as land, office schedules, lack of decision-making, inconsistencies on interpreting land related legislations, un-pleasant and unwillingness service delivery from officials, etc. This indicates that there is a need to conduct empirical study on why these problems persist besides various reform measures in place.

Previous studies regarding land administration in Addis Ababa are related to land policy, urban-rural interaction and land administration differentiation, (Solomon and Reinfried,

2003) land lease policy in Addis Ababa, (Bacry, Sileshi and Admit, 2009). Manipulating ambiguous rules, and informal actors in urban land management, (Yirgalem, 2009).

However, the issue of land administration system from the applications of good governance principle has taken specific aspects in fragmented manner or no attention in terms of using the comprehensive land development and management frameworks.

The study was conducted to fill the gap by using comprehensive land development and management framework, application of good governance principles and the practices and challenges in the context of implementing the reforms at local level where land is developed and managed. In Yeka Sub City, there is considerable dissatisfaction among customers about governance practices in land development and management. The study was taken Yeka Sub City as a case study. Land development and management practices and challenges were taken as thematic case; and application of good governance principles in land development and management framework as analytical case.

1.3. Objective of the Study

1.3.1. General Objective

The general objective of the study is to assess land development and management practices and challenges in Yeka sub-city administration from the application of good governance principles and in the use of comprehensive land development and management frameworks.

1.3.2 .Specific Objectives

The specific objectives of the study are to:

- 1.3.2.1** Assess the existing practices good governance problems in land development and management in Yeka sub-city administration of Addis Ababa;
- 1.3.2.2** Analyze the application of good governance principles in land development and management service delivery in Yeka sub-city administration;
- 1.3.2.3** Identify the challenges of applying the principles of good governance in comprehensive land development and management frameworks in Yeka sub-city land development and management in the context of reforms.

1.4. Research Questions

The study mainly inquired the relationship among land development and management systems, the application of good governance principles and the challenges of implementation of good governance principles in Yeka Sub-city of Addis Ababa City Administration. The research attempts to answer the following specific questions;

1.4.1 How do the principles of good urban governance practices manifest in land development and management in Yeka Sub-City administration?

1.4.2 What are the major problems that hinder the applications of good governance principles in Yeka Sub-City land administration?

1.4.3 How do service users evaluate the application of good governance practice in land development and management in Yeka Sub-City administration?

1.5 Scope of the Study

The study was delimited to Yeka Sub-City land development and management office at Addis Ababa. The key concern of the study was assessing how the conventional principles of good governance are in place in Yeka Sub-City land development and management office. The researcher 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 lands lease holding and tenure administration transitional period service project office. More focus of the study and proportion is intentionally given to on urban lands lease holding and tenure administration transitional period service project office because, this department during pre-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 five of them, such as transparency, accountability, participation, responsiveness, effectiveness and efficiency and equity has been considered as the main 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 Yeka Sub-City land development and management office. It can highlight possible recommendations and directions for interventions to take the necessary actions. It 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 officials and community members to have a clear insight of the practicability of good governance elements. Finally, the study could 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 Yeka 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 Yeka sub-city administration.

In addition, lack of sufficient financial resources 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 of the respondents to back questionnaires was some of the limitations 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 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 included various literatures and researches reviews.

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

CHAPTER TWO: LITERATURE REVIEW

2.1. Land governance

Land is the ultimate resource, for without it life on earth cannot be sustained and Good stewardship of the land is essential for present and future generations Good land resource management will help to promote economic and social development in both urban and rural areas (UN, 1996, pp. 10-13).

Good governance is recognized as a platform for achieving development potential, implementing effective and efficient systems and ensuring good management through all levels of society. It is generally accepted that good governance is based on a set of principles that include: participation; rule of law; equity; accountability; transparency; consensus; inclusiveness and efficiency. Land has always been subject to corruption, poor public management and incoherent and inconsistent legal frameworks; and in addressing these challenges “good governance” has been integrated within land administration (UN, 2015). According to UN, (2015) cited from (Enemark, Bell, Lemmen, McLaren: 2014), Land governance has been defined as policies, processes and institutions by which land, property and natural resources are managed Sound land governance requires a legal regulatory framework and operational processes designed to implement policies consistently within a jurisdiction or country, in sustainable ways.

According to Thomas (2013, pp. 25-27), Good governance in land administration cannot strictly be differentiated from other sectors. However, while there are many institutions and scholars promoting good land governance in their works, there are three distinctive frameworks specifically developed for good governance in land administration. The frameworks include the UN- Habitat, World Bank and FAO good governance principles on land administration.

The UN-Habitat Good Land Governance Framework: The first framework was developed by UN-Habitat in 1999 and compiled later in 2004. The UN-Habitat developed five good governance principles in land administration. The principles are effectiveness, equity, accountability, participation and security, (Thomas, 2013, p.25).

World Bank Good Land Governance Framework: The second framework found was from the World Bank World bank developed a Conceptual Framework for good land

governance with eight (8) principles in 2008. The principles include fairness and equity, market justified land management control, transparency, good land information, clear procedure in land disposition, recognition of social land rights, and market based valuation of land and good land disputes settlement system, (Thomas, 2013, p.26).

FAO Good Land Administration Framework: The third framework was devised by FAO and developed twelve (12) good governance principles including efficiency, responsiveness, competence, transparency, consistency, accountability, equality, sustainability, participation, security, integrity of land officials, and locally responsive land administration system, (Thomas, 2013, p.26). Land has enormous socio-economic significance as a key productive asset and source of income. In Ethiopia, as elsewhere in the world, this enormous socio-economic significance stems from the fact that land is a source of wealth, economic growth, employment and a source of basic survival of the majority of the population. In respect of urban land, this is further accentuated by the rapid urban development that leads to swift and drastic changes in the physical, economic, social, political and administrative structures of the cities (Bacry, Sileshi and Admit, 2009, p.16).

2.2. Government and Governance Concepts

2.2.1. Institutional view points of governance

The terms government, governance and good governance are related yet different. While governance comes from the word government, government is certainly not the same as governance. Government is sometimes defined as executive authority of the state, Nyerere 1998, as cited in Thomas 2013. Heywood explains government as all apparatus that enables well-organized rule makes joint decision and implement them and governance is described as the expanded term of government, Heywood 2002, as cited in Thomas 2013, p.22.

Government means legislative executive judiciary as three elements of its roles and also includes law and order machinery. Governance is seen as the joint responsibility of the governments, private business and civil society. “Governance refers to the process whereby elements in society widely power and authority and influence and enacts policies and decisions concerning public life and economic and social development, (Anowar, 2010, p. 29).

Governance is a broader notion than Government. Governance involves interaction between these formal institutions and those of civil society”. Governance is as the traditions and institutions by which authority in a country is exercised. This includes 1) the process, by which authority governments are selected, monitored and replaced, 2) the capacity of the government to effectively formulate and implement sound policies and 3) the respect of citizens and the state for the institutions that govern economic and social interactions among them(Anowar, 2010, p .29).

The conceptualization of the term ‘governance’, indeed demands for a full understanding of what governance is and the difference between government and governance because there is a common trend of equating government with governance. For this purpose, both the term governance and government are being defined below. Government is described as the repository of confidence and power of the people delegated by them for a fixed period of time for the express purpose of identifying, mobilizing, organizing, guiding and directing all available resources, human and other, to facilitate planned and participatory transformation of their society towards enhanced well-being of its people, via just enjoyment of all its needs, rights, aspirations and sustainable peace. Governments are necessarily political regimes pursuing a course of development action that they consider as most suited within the construct and form of their society and its constitution. Government comprises the constitution and laws, institutions and structures, management mechanisms and administrative processes.

These are devolutionary instruments that make a government participatory and responsive. Governance, on the other hand, is the sum of cumulative practice of behavior and attitude of the government as seen in the manner they create and use the said evolutionary instruments. Form, style, systems, methods and procedures of government generally reflect the pattern of governance in a nation or city. The quality and effectiveness of governance depend mostly on how judiciously the government uses the said instruments to help people achieve the ultimate goal of their progress- justice, equity and peace (Anowar, 2010, p .31).

2.2.1.1. The World Bank

Governance is defined as the manner in which power is exercised in the management of a country's economic and social resources. The World Bank has identified two distinct aspects of governance: 1) The form of political regime, 2) The process by which authority is exercised in the management of a country of governments to design, formulate and implement policies and discharge functions.

2.2.1.2. United Nations Development Program

Governance is viewed as the exercise of economic, Political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests' exercise their legal rights met their obligations and mediate their differences. Going beyond the mediating role, another document of UNDP embraces the definition of governance from political dimension. According to this, "Governance is a political issue. It deals with power relations between central and local governments, between various actors in society (government private sector and citizens) and between donor agencies and countries in which they work UNDP, 2002, as cited in Anowar, 2010, p. 30).

2.2.1.3. Organization for Economic Cooperation and Development

The concept of Governance denotes the use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development. This broad definition encompasses the role of public authorities in establishing the environment in which economic operators function and in determining the distribution of benefits as well as the nature of the relationship between the ruler and the ruled.

2.2.1.4. Asian Development Bank

The term "governance" means different things to different people. It is useful, therefore, for the Bank to clarify, at the very outset, the sense in which it understands the word. Among the many definitions of "governance" that exist, the one that appears the most appropriate from the viewpoint of the Bank is "the manner in which power is exercised in the management of a country's economic and social resources for development. On this meaning, the concept of governance is concerned directly with the management of

the development process, involving both the public and the private sectors. It encompasses the functioning and capability of the public sector as well as rules and institutions that create the framework for the conduct of both public and private business, including accountability for economic and financial performance, and regulatory frameworks relating to companies, corporations and partnerships. In broad terms, then, governance is about the institutional environment in which citizens interact among themselves and with government agencies/ officials.

2.3. Land Governance, Development and Management Defined

2.3.1. Land Governance

Good governance is recognized as a platform for achieving development potential, implementing effective and efficient systems and ensuring good management through all levels of society. It is generally accepted that good governance is based on a set of principles that include: participation; rule of law; equity; accountability; transparency; consensus; inclusiveness and efficiency. Land has always been subject to corruption, poor public management and incoherent and inconsistent legal frameworks; and in addressing these challenges good governance has been integrated within land management, (UN, 2015, p.4).

Land governance has been defined as policies, processes and institutions by which land, property and natural resources are managed Sound land governance requires a legal regulatory framework and operational processes designed to implement policies consistently within a jurisdiction or country, in sustainable ways. Land Governance has become the central tenet through which land administration and land management is now generally addressed Enemark, et al., 2014, as cited in UN, 2015, p. 4.

Land governance is the rules, processes and structures through which decisions are made regarding access to, and the use and transfer of land, the manner in which those decisions are implemented and the way that conflicting interests in land are managed FAO & UN-Habitat, 2011, as cited in UN, 2015, p.4. This definition highlights three important dimensions: (1) institutions; (2) quality of decision-making and the translation into action; and (3) managing conflicting interests. Thus, good governance within land administration

and land management institutions is essential for sustainable development, UN (2015, pp.4-5).

2.3.2. Land Administration

According to UNECE, 1996, as cited in UN, 2015 p.4, administration is the processes of determining, recording and disseminating information about the tenure, value and use of land when implementing land management policies. The land administration system is a basic foundation for the spatial enablement of a society and is considered to include land registration, cadastral surveying and mapping, fiscal, legal and multi-purpose cadastres and land information systems.

While this definition fits well into the UNECE context, it does not always apply to developing countries, which often have a much wider range of tenure regimes than just freehold. The definition of land administration provided by FAO better responds to the realities of developing countries. FAO defines land administration as the way in which the rules of land tenure are applied and made operational. Land administration, whether formal or informal, comprises an extensive range of systems and processes to administer (UN, 2015 p. 5).

2.3.3. Land Management

Based on UN (2015 p-6) report, as cited in Jeyanandan, et al., 1990, Land Management is the art or science of making informed decisions about the allocation, use and development of the earth's natural and built resources. It includes resource management, land administration arrangements, land policy and land information management. It is "the process of managing the use and development of land resources and the process by which a country's resources are put to good effect.

Land management is therefore the activities associated with land as a resource to achieve, social, environmental and economic sustainable development. It includes the development and management of utilities and services; the management of land resources such as forestry and soils; the implementation of land use policies; environmental impact assessment and monitoring activities that affect good land use (UN, 2015, p.6).

2.4. The Benefits of a Good Land Management System

According to UN, (1996, pp. 15-19), land management guidelines, the modern cadastre is not primarily concerned with generalized data but rather with detailed information at the individual land parcel level. As such it should service the needs both of the individual and of the community at large. Benefits arise through its application to: asset management; conveyance; credit security; demographic analysis; development control; emergency planning and management; environmental impact assessment; housing transactions and land market analysis; land and property ownership; land and property taxation; land reform; monitoring statistical data; physical planning; property portfolio management; public communication; site location; site management and protection. Although land records are expensive to compile and to keep up to date, a good land administration system should produce benefits, many of which cannot in practice be quantified in cash terms. These benefits are outlined below (UN, 1996.p.15).

The compilation of land records and the judicial processes that must be gone through in order to bring land information onto the registers should provide formal identification and, in some systems, legal proof of ownership. The public registers should contain all essential juridical information allowing anyone viewing the system to identify third party rights as well as the name of the landowner. In some systems, such as the English registration of title to land, the State then guarantees the details recorded in the register, so that if a mistake were to occur, compensation would be paid. In others, the registers are treated as primary evidence rather than definitive proof. The Netherlands is an example of the latter, although any enquirer is protected against inaccurate or incomplete information either contained in deeds entered in the public registers or caused by errors, omissions, delays or other irregularities. Thus, although there is technically no guarantee of ownership per se, the integrity of the system is sufficiently high for landowners to have full confidence in their rights, (UN, 1996.p.15).

Good land records will improve efficiency and effectiveness in collecting land and property taxes by identifying landowners and providing better information on the performance of the land market, for example by identifying the current prices being paid for property and the volume of sales. Since the cadastre should provide full cover of the land, all properties can be included and none should be omitted. While not all countries seek to impose taxes on land or property, such fiscal measures are regarded by many as

fair and just since they are perceived in effect as taxes upon wealth. They are relatively easy to collect in contrast for example to personal income taxes where earnings can be hidden. It is not possible to hide a piece of land or building although it is possible to conceal the records of such a property, (UN, 1996.p.16).

Certainty of ownership and knowledge of all the rights that exist in the land should provide confidence for banks and financial organizations to provide funds so that landowners can invest in their land. Mortgaging land is one way to acquire capital for investing in improvements. Landowners can then construct or improve buildings and infrastructure or improve their methods and management of the land, for example by introducing new farming techniques and technologies, (UN, 1996.p.16).

The introduction of a cheap and secure way of transferring land rights means that those who wish to deal in land can do so with speed and certainty. Those who do not wish to sell their land can be protected-no persons need be dispossessed of land unless they so wish since their rights should be guaranteed. The registers should be public so that at any time a landowner can confirm his or her rights. Those who wish to buy land can do so with confidence, knowing that the person who is trying to sell the land is the legally guaranteed owner. Those whose properties are subject to compulsory purchase-for instance where a new highway is to be built across their land-can be treated with fairness since the registers should provide information on current land prices, thus allowing better estimates of the market value of land to be made ,(UN,1996.p.16).

In many countries the land that is held by the State for the benefit of the community is poorly documented. This is not a problem in countries where the State owns all land, but where there is private land ownership, that which remains in the possession of the State must be properly managed. In all societies the State is a major landowner and its property must be protected for example from encroachment by farmers onto land beside roads or from attempts by squatters to settle on vacant land that is being held for future use. The State needs to manage its property assets and to ensure their efficient use and upkeep every bit as much as does the private citizen. A system of registration of title to land will facilitate this, (UN, 1996.p.17).

In many countries disputes over land and its boundaries give rise to expensive litigation and all too often lead to a breakdown in law and order. Much time is taken up by the

courts in resolving these matters, leading to delays in other parts of the judicial system. Land often cannot be put onto the market or put to better use without resolution of the disputes, since no potential investor is likely to wish to be committed to developing land where a lawsuit may be pending. The process of registering rights should prevent such disputes arising in the future, since at the time of first registration formal procedures should be followed that will resolve uncertainties, (UN, 1996.p.17).

A good land administration system should permit the integration of records of land ownership, land value and land use with sociological, economic and environmental data in support of physical planning. The availability of up-to-date large-scale cadastral plans of urban areas provides the basic framework within which development schemes can be planned and assessed and acceptable designs implemented,(UN,1996.p.17).

Multi-purpose cadastral records can be used to record conservation areas and give details of archaeological sites and other areas of scientific or cultural interest that may need to be protected. The cadastre can be used in the preparation of environmental impact assessments and in monitoring the consequences of development and construction projects. In the Netherlands, for example, there is a register of presently polluted sites and of formerly polluted sites that have been decontaminated, (UN, 1996.p.18). By monitoring the ownership, value and use of the land, data can be assembled for those concerned on the one hand with resource allocation and on the other with measuring the performance of development programmes. Both long-term strategic planning and short term operational management require data in support of decision making, (UN, 1996.p.18).

2.5. Consequences of weak governance in land Management

The absence of transparency, accountability, equity fairness, legal security and rule of law in land management can easily lead to land transfers through which legitimate land users lose their possession or ownership rights .Informal land transaction reduces revenues collected by the state in the form of taxes and fees (Land tax, transfer tax, capital gain tax, registration fee etc.).Tenure insecurity as a result of weak governance often increases land conflicts both between individual to individual and governments. The systems that are corrupted often marginalized the poor who may not able to afford legalized their transactions, leaving them with little or no protection under the law- often making them

vulnerable to eviction by political elites. Administrative corruption reduces confidence in the government and may generate land conflicts, land poorness and even landlessness. These may undermine the political stability of the nation. Insecure property rights and high transaction costs are disincentives for private investment (Wael, Babette and Mika-Petteri, 2006).

2.6. The Concept of Good Governance

The concept, good governance emerged mainly because of practices of bad governance characterized by corruption, unaccountable governments and lack of respect for human rights. And this had become increasingly dangerous, the need to intervene in such cases had become urgent, and thus, the issue has become essential ingredient in any socio-political agenda and development discourse throughout the world. Good governance is defined as the exercise of economic, political and administrative authority to manage a country's affairs through participatory, transparent, accountable, effective and equitable manner which promotes the rule of law, ensures that social, political and economic priorities are based on broad consensus in society and that voices of the poor and the most vulnerable are heard in decision making over the allocation of development resources, UNDP,1997,as cited in Anowar, 2010,p.33.

In general, good governance is perceived as a normative principle of administrative law, which obliges the State to perform its functions in a manner that promotes the values of efficiency, non-corruptibility, and responsiveness to civil society. It is therefore a principle that is largely associated with statecraft. While the government is not obliged to substantively deliver any public goods, it must ensure that the processes for the identification and delivery of such goods are concrete in terms of being responsive to public demands; being transparent in the allocation of resources and being equitable in the distribution of goods. Governance is more than government. It can be defined as the process, procedures, and manner in which the public and organizations participate with government in decision making around various issues in the society (Chowdhury and Skarstedt 2005, p.4). Good governance means the difference between a well-managed and Inclusive City and one that is poorly managed UN-Habitat, 2002, as cited in Thomas 2013, p.24. However the FAO defined good governance as well managed, inclusive and results in desirable outcomes FAO, 2007, as cited in Thomas, 2013, p.24.

To the contrary, FAO explains that governance can be poor if the government is inefficient, incompetent and tyrannical. Elsewhere FAO shows that weak governance is ineffective, incompetent and inefficient. World Bank, 'good governance' encompasses the form of a political regime; the process by which authority is exercised in the management of a country's economic and social resources for development; and the capacity of governments to design, formulate and implement policies and discharge functions (Anthony 2011, p.47).

2.7. Empirical Studies on Land Management Systems and Application of Governance Principles

Some related studies were conducted by different researchers in different parts of Ethiopia on land management systems from the 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 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, from 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 to manage land efficiently and fairly. The study also identified 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 and 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 NaederAdet 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 the 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 absence of guidelines, unclear land laws and the performance of the land administration with regard to responsiveness has also remained dissatisfactory. Absence clear service standards, attitudinal problems connected with corruption, poor documentation are among the major 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 the 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 research 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 2002-2011 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 a 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 analyses 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 region level, lack of underlying urban land policy, lack of coordination of the existing institutions, lack of societal participation and transparency, and weak capacity for 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 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 Feyera, 2005, p. 20).

The pre-1975 land tenure system which is sometimes called the imperial regimes was diverse 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 men (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 obstacles 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 landless 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 was 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 parcels due to the threat of evictions and insecure land tenure (Bacry, Sileshi and Admit, 2009, p. 15).

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due to the threat of evictions and insecurity land tenure (Bacry, Sileshi and Admit, 2009, p. 15).

The present government's land policy unlike that 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 liting, 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 development in urban areas which includes 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, regional and local 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 role 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.

2.8. Analytical Framework of the Study

Land management practices, from the perspective of good governance, can be evaluated by many governance principles and indicators. Various international organizations have developed a list of indicators to assess good governance in land administration. For the purpose of this study the practice of good governance in relation to Land Development

and Management in Yeka Sub City Administration can be measured from the perspectives of good governance framework indexes developed by UN- Habitat, World Bank and FAO.

Five good governance dimensions will be considered in this study for analysis of land development and management processes in Yeka sub city. These are efficiency and effectiveness, participation, equity, transparency and accountability. These variables are comprehensive, appropriate and most representative and found to be useful in understanding and measuring better good land governance issues based on the practices encountered in Yeka Sub city land development and management office. These variables as used in the study are defined as:

Participation implies that the act of engagement of stakeholders at various levels in decision making processes regarding land issues that affect their interest. The indicators of participation include: the extent of involvement of community members in the land delivery processes, Plan preparation, policy decisions, and implementations of laws and regulations. Takele, Kwame and Melese (2014, p.4).

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 freely and reliably accessible and available to those people who will be directly influenced by those decisions. The indicators of transparency include: clarity of land delivery processes, clarity and accessibility of the laws and rules regulating land delivery, free flow of and accessible land market information to all. A land management and development complying with the principle of transparency can deter the corruption effectively and the standardization of the service procedure. If service users are able to receive information about land related issues they get the opportunity to negotiate with land officials and even involve in the process of decision making and implementation to defend their rights. Once the process of land related service is transparent the chance of asking informal payment will be reduced Graham et al., 2009, as cited in Liyang, 2014, pp.28-29.

Accountability is one of the pillars of good governance in land development and management. It is answerability, responsibility, liability to the service users who have influenced by their decision and activity. The responsibility of the land officials has to be clearly defined and has to be answerable to its decisions and activities. The indicators of

accountability include: mechanism of reporting, mechanisms of declaration of financial statements, mechanisms for questioning and appeal mechanisms for conflict resolution. If there is no clear mandate who should take the responsibility of managing the activities performed in the land development and management office, they will not have enough consciousness to take the initiative. Meanwhile, once land service users are treated unequally, the responsible body has to be accountable for its misbehaved decisions and the negative act. Scott &Wilde, 2006,as cited in Liyang, 2014, p.29.

Equity is a way of providing equal opportunity for all to access land and land information without legal impediments and procedural difficulties. The indicators of equity include: equitable access to land and land information and fair compensation. Takele,Kwame and Melese(2014,p.4).

Efficiency and effectiveness implies that the quality of processes of managing land while making the best use of it to meet user needs (service levels and costs) without wastage. It is reflected by Customer satisfaction; risk of bribery; competency; land conflict resolution mechanisms; land registration systems; and time, affordable service cost and clarity of procedures to access land. Once land management and development system remains effective and efficient, the Sub- city is able to improve the service delivery to service users, Graham et al., 2009 as cited in Liyang, 2014, p.29. These principles of good governance within the land development and management system are the major dimensions to assess whether the existing land management system in Yeka Sub city is compiled with good governance principles. For further analysis of this work in detail each specific indicators of good governance principles on land development and management will be analyzed based on the information generated from the sample of the target population(beneficiaries and the staff of land development and management respondents)using the Likert scale.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. Research Methodology

The research methodology shows the logical framework that discusses research design, target population, sampling size and technique, methods of data collection and method of data analysis. The research methodology explains the following questions; Why research study has been undertaken, how the research problem has been defined, in what way the data have been collected, what data have been collected and what particular techniques has been adopted, why particular technique of analyzing data has been used and a host of similar other questions are usually answered concerning a research problem or study (Kothari, 1990, p.25). So having considering this the study has been presented under this; research design, sample size and sampling techniques, data sources and data collecting tools, data analysis and interpretation.

3. 2. Conceptual Framework for Land Management Systems and Application of Governance Principles

The primary objective of good governance in land administration is to assure: equality, accountability, transparency, participation, rule of law, responsiveness and consensus oriented system to all citizens. According to Wael, Babette and Mika-Petteri (200, 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 administration contributes to: inequitable land distribution, limited local revenue, reduces private sector investment, informal land transaction or informal property market and insecurity of tenure. There for, it have insignificant role in poverty reduction and holistic development of urban city.

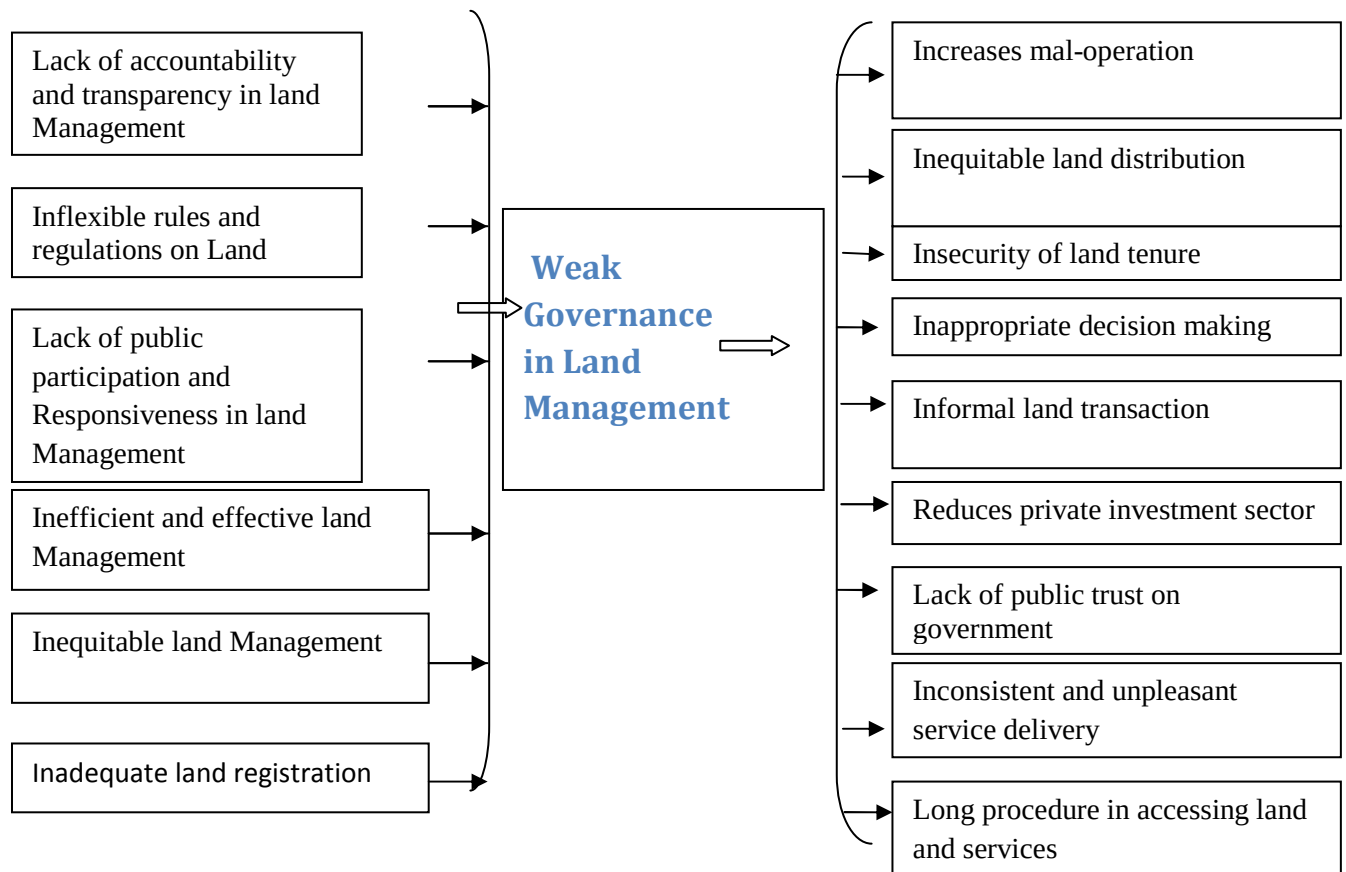


Figure 1: A Conceptual framework adopted from literature review and Own creation which shows cause-effect relationship.

3.3. A Mixed Methods Approach and Design

The study was employed both qualitative and quantitative methods of data collection and analysis. The qualitative method was used for conceptual development at the early stage and for interpretation, clarification and illustration of the findings as well as the collection and analysis of subjective opinions, attitudes and views of people during interview. The qualitative information extracted from interview was grouped into thematic categories and has been analyzed qualitatively. This could support quantitative data which has been collected using questioner and analyzed using simple descriptive statistics. This together could support the line of arguments and strength the data sets from various sources by cross checking evidence. The reason for using this method is to maximize the strength of each method by enabling the researcher to gather dependable information.

The study could mitigate the problems of credibility by using the qualitative data sets. In terms of weighting, the study was focus on qualitative data and use quantitative data for few variables of interest. This is because good governance principles are not quantifiable variables but variables on management practice can be quantified. Yeka sub-city

administration, land development and management office was used as case and the employers and leaders has been used as samples to administer the survey questionnaires. In terms of sequence, qualitative data from secondary sources could be collected. Then survey was administered by instruments developed from the understanding of the secondary evidence. The survey response were then be analyzed to see outstanding data for detail qualitative research. Hence, the study was employed both descriptive and explanatory research design; which was used in combination to collect evidence by multiple methods, tools of data collection and analysis. The analysis was also be phased in order to come up with issues of discussion, conclusion and recommendation.

3.4. Sources and Types of Data

In this study, both primary and secondary sources of data were used. The primary data has been collected from department heads, team leaders, experts of Yeka sub-city 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 official documents to enrich the study with secondary data as well as to ensure the sequence of the use of methods.

3.5. Sample and Sampling

3.5.1. Target Population

Yeka sub city land development and management office have a total of 235 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 peoples have better theoretical knowledge and information concerning the issues of the study. And in the study area of Yeka sub city administration according to Central statistical Agency of Ethiopia population projection (2015,p.9),there are about 346484 residents of which 161480 are males and 185004 are female, But 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 375 service users per week visited the office for different land related reasons and for the purpose of this study every other three visitors of respondents has been conducted

to fill the questionnaire. This is because of resources and time constraints; it is difficult to include all population under the study.

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. Thus, from a total of 375 service users for the purpose of this study ever other three visitors of respondents have been conducted to fill the questionnaire. Thus, sample of 125 public service users who were found executing their activities in each department in different days has been conducted in the study to fill the questionnaire. The number of professional 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 40 have been included in the study. Therefore, a total sample of 165 respondent was conducted 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 institution. 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 services in Yeka 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 for 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. Likert scale was employed for this study in the data collection instrument. Therefore, in this study respondents have

been asked to rate each item on a Likert five point scales by assigning a value: 1 = strongly disagree, 2 = agree, 3 = neutral, 4 = disagree and 5 = strongly agree.

Data was collected for around 4 weeks in March of 2016. 165 questionnaires were distributed for individual beneficiaries and the staff of land development and management.

3.6.1. Interviews

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 key experts in the study area.

3.6.2. Questionnaires

In this study, questionnaire is not only prepared for questionnaire method but also for interview. Both open ended and close ended questionnaires were prepared and distributed to a total of 165 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 sources and annual reports. Legal and policy documents of Addis Ababa City Administration on land development and management and other land related documents of the sub-city of the study area was used.

3.7. 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, charts and figures to facilitate the presentation of the result. In analyzing of the primary data, SPSS version 20 was used for simple averages, percentages, tables and graphs and frequency. The qualitative secondary data was analyzed using narration explanations.

3.7.1. 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. It is mainly important to make some general observations about the data gathered for general or demographics questions.

3.8. 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 coefficients vary between -1.00 and +1.00 with the former showing that there is a perfect negative reliability and the latter shows that there is perfect positive reliability (Admasu, 2012).

The reliability of a research instrument 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 the instrument 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 consistency of 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 Yeka sub city land development and management office and it can be seen in the data analysis and discussion part.

The total average interitem correlation/Cronbach alpha coefficient of Good Governance from land officers and service users side was computed to be ($\alpha = 0.959$) and ($\alpha = 0.951$). The values of alpha is close to one indicating a salient level of reliability and well beyond the cutoff point ($\alpha \geq 0.7$) (Leary, 2004).

3.8.1. Result of Reliability Test from land officers side

Table 3.8.1.1 Case Processing Summary (expertise side)

		N	%
Cases	Valid	34	100.0
	Excluded ^a	0	.0
	Total	34	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.959	24

3.8.2. Result of Reliability Test from service users' side

Table 3.8.2.1 Case Processing Summary from service user side

		N	%
Cases	Valid	114	100.0
	Excluded ^a	0	.0
	Total	114	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.951	24

Source: SPSS output

3.8.3. Ethical considerations

The researcher first informed participants about the nature of the study and requested their consent to participate. The researcher considered the research values of voluntary participation, anonymity and protection of respondents from any possible harm that could arise from participating in the study. Thus, the researcher introduced the purpose of the study as a fulfillment of master degree program and not for any other hidden agenda by the researcher and requested the respondents to participate in the study on a voluntary

basis and refusal or abstaining from participating was permitted. The researcher also assured the respondents of confidentiality of the information given and protection from any possible harm that could arise from the study since the findings would be used for the intended purposes only. The researcher also committed to report the research findings in a complete and honest fashion, without misleading others about the nature of the findings.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPRETATIONS

This chapter deals with a detailed presentation and analysis of the data collected from service users and employees of Yeka sub city land development and management office. The data collected through the means of Questionnaires were analyzed & interpreted using the SPSS version 20 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 procedure described in the previous chapters 165 questionnaires were distributed to service users and employees of professional experts in Yeka sub city land development and management office. However, only 90% questionnaires were returned and analyzed.

4.1. Demographic Data of Respondents from Land management officials side

The profiles of respondents' analysis here mainly focused on six 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 34 respondents.

Table4.1.1 depicts the gender distribution of the respondents. Accordingly about 61.8% of the respondents are males and the rest 38.2% are females. This shows that the majority of the respondents are males and the number of female employees in the sub city land 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	Valid Percent	Cumulative Percent
Male	21	61.8	61.8	61.8
Female	13	38.2	38.2	100.0
Total	34	100.0	100.0	

Source: Own Survey Result (March 2016)

With regard to the educational qualification, as can be observed from Table4.1.2 below, 14 respondents 41.2% were diploma holders; whereas 26.5% respondents were first degree holders and 32.4% have masters and above. This indicates that most of the

respondents are educated and further enhances 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 competence that could be a sign of good land governance.

Table 4.1.2: Respondents educational level

Educational Background	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	14	41.2	41.2	41.2
BSC Degree	17	50.0	50.0	91.2
MSC and above	3	8.8	8.8	100.0
Total	34	100.0	100.0	

Source: Own Survey Result (March 2016)

As clearly shown in Table 4.1.3. below, most of the respondents 61.8% were married; 35.3% of the respondents were unmarried and 2.9% of the respondents were divorced. This implies that those who are married take the lions share from the whole sample of respondents. It can also be deduced that marriage may have a profound influence on the consistency and responsibility of the employee there by enhancing the practice of the overall good governance.

Table4.1.3. Marital statuses of Respondents

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Married	21	61.8	61.8	61.8
Unmarried	12	35.3	35.3	97.1
Divorced	1	2.9	2.9	100.0
Total	34	100.0	100.0	

Source: Own Survey Result (March 2016)

Table 4.1.4 below illustrates that most of the respondents' age is ranged from 20-30 years old 44.1% and 35.3% of respondents have the age ranged from 31-40 years. About 14.7% and 5.9% of the respondents have the age ranged from 41-50 years and greater or

equal to 51 years respectively. The majority of the respondents fall under the age group of 20-30 and 31-40. 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 4.1.4: Age of respondents

Age	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	15	44.1	44.1	44.1
31-40	12	35.3	35.3	79.4
41-50	5	14.7	14.7	94.1
51-60	2	5.9	5.9	100.0
Total	34	100.0	100.0	

Source: Own Survey Result (March 2016)

Table 4.1.5 below indicates that 6% of the respondents have a work experience of 2 years and less, 55.9 % have been serving for 2 to 5 Years, 23.5 % have been serving from 5 to 10 years, and 2.9 % 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.

Table4.1.5: Service year of respondents

Service Year	Frequency	Percent	Valid Percent	Cumulative Percent
Below 2 year	6	17.6	17.6	17.6
2-5 year	19	55.9	55.9	73.5
5-10 year	8	23.5	23.5	97.1
Above 10 year	1	2.9	2.9	100.0
Total	34	100.0	100.0	

Source: Own Survey Result (March 2016)

Table4.1.6 below shows the respective respondents by their professional expertise. Accordingly, 5.9% of the respondents were urban planners. About 8.8% of the

respondents by profession were developmental studies. The remaining respondents 85.5% were from natural science studies such as engineering, architecture and surveying. From these, we can understand that the key role of the urban planners and other social science experts in the sub-city land development and management is extremely low. Had the sub-city land development and management been organized by interdisciplinary professions, it would have been possible to bring effective urban land development in the sub-city.

Table4.1.6: Respondents Professional Expertise

Expertise	Frequency	Percent	Valid Percent	Cumulative Percent
Urban planning	2	5.9	5.9	5.9
Developmental studies	3	8.8	8.8	14.7
Others	29	85.3	85.3	100.0
Total	34	100.0	100.0	

Source: Own Survey Result (March 2016)

4.2. Analysis of good governance dimension from experts' side

Table 4.2.1: Descriptive statistics on participation

Variable	Response option	Frequency	Percent	Mean	Standard Deviation
Public participation maintain good governance system in land management	Strongly Agree	5	14.7	3.35	1.15
	Disagree	4	11.8		
	Neutral	10	29.4		
	Agree	12	35.3		
	Strongly Disagree	3	8.8		
Residents participate in the land delivery processes	Strongly Agree	12	35.3	4.00	.98
	Disagree	1	2.9		
	Neutral	7	20.6		
	Agree	13	38.2		
	Strongly Disagree	1	2.9		
Public Participation in land management system Adequate	Strongly Agree	2	5.9	2.44	1.26
	Disagree	12	35.3		
	Neutral	4	11.8		
	Agree	7	20.6		
	Strongly Disagree	9	26.5		

Make Land policy decisions by consulting residents & incorporating feedbacks	Strongly Agree	5	14.7		
	Disagree	9	26.5		
	Neutral	7	20.7		
	Agree	6	17.6		
	Strongly Disagree	7	20.6	2.79	1.37
Participation total		34	100%	3.14	1.19

Source: Own Survey Result (March 2016)

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

The participants’ response with regard to the first statement in the above table shows that 8.8% of the respondents strongly disagree to the statement, 11.8% of the respondents disagree to the statement; about 29.4 of respondents were neutral to the statement and 35.5% of the respondents agree to the statement. The remaining 14.7% of the respondents strongly agree to the statement. From this it is possible to understand that “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 very good level.

With regard to the question “the significance of residences involvement in the land delivery process”, equal number of respondents strongly disagrees and disagrees with the statement, i.e. 2.9%. However, about 38.2% and 35.2% of the respondents agree and strongly agree to the statement respectively. Whereas the remaining 20.7% of the respondents are neutral to the statement. Based on the above finding it is possible to conclude that to some extent employees perceived that involvement of residents in the land delivery processes is significant.

According to the third question raised on the above table concerning the level of citizen’s participation within land Management system, the majority of the respondents 35.3% or 12 out of 34 disagree to the statement. On the other hand, 26.5% of the respondents strongly disagree, 20.6% of the respondents agree and 5.9% of the respondents strongly agree. But, 11.8% of the respondents were unable to decide on the question forwarded.

According to this finding, one can infer that the experts believe that the level of citizen's participation within land Management system is not enough.

The last question raised in the items of participation were whether land policy decisions are based on consultation with residents and their feedback sought and incorporated in the resulting policy employees involved in decisions that affect their work. Accordingly, the majority 26.5% of the respondents disagree to the statement and 20.7% of the respondents strongly disagree to the statement. Whereas, 17.6% and 14.7% of the respondents agree and strongly agree to the statement respectively. However, about 20.7% of the respondents were unable to decide on the question. This implies that experts of the land office in the sub city did not need involvement of citizens consultation with residents and their feedback sought and incorporated in the resulting policy. In general the total mean score of participation results 3.14 which is high level of scale and the standard deviation is still low in comparison to each of the mean values, i.e. it scores 1.19.

Table4.2.2. Descriptive statistics on transparency

Variable	Response option	Frequency	Percent	Mean	Standard Deviation
Employees in the office deliver their service transparently	Strongly Agree	2	5.9	2.58	1.28
	Disagree	11	32.4		
	Neutral	4	11.8		
	Agree	9	26.5		
	Strongly Disagree	8	23.5		
Clarity and accessibility of the laws and rules are good in providing land service delivery	Strongly Agree	1	2.9	2.55	1.26
	Disagree	9	26.5		
	Neutral	5	14.7		
	Agree	10	29.4		
	Strongly Disagree	9	26.5		
Land related information services are provided in a good manner	Strongly Agree	12	35.3	3.62	1.45
	Disagree	4	11.8		
	Neutral	2	5.9		
	Agree	11	32.4		
	Strongly Disagree	5	14.7		
Land market information are accessible to all community members	Strongly Agree	6	17.6	3.29	1.47
	Disagree	6	17.6		
	Neutral	2	5.9		
	Agree	12	35.3		
	Strongly Disagree	8	23.5		
Transparency Total		34	100	3.01	1.36

Source: Own Survey Result (March 2016)

It is indicated in Table 4.2.2 that the levels of agreements to access good governance dimensions in relation to transparency 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 32.4% of the respondents disagree to the statement. On the other hand, the second largest respondents 26.5% agree to the statement. However, 11.8% of the respondents are neutral to the aforementioned question. Whereas, 5.9% and 23.5% of the respondents strongly agree and strongly disagree to the statement respectively. Thus, from this discussion one can conclude that experts of the sub city have positive perception regarding the transparency of land service delivery process in the sub city.

The second question in the above table is with regard to the clarity and accessibility of the laws and rules in providing land service delivery. In this regard, about 14.7% of the respondents are unable to decide whether there is clarity and accessibility of laws and rules in providing land service delivery. On the other hand, about 29.4% and 2.9% of the respondents agree and strongly agree to the statement respectively. The rest equal numbers of respondents 26.5% disagree and strongly disagree to the statement. This implies the transparency level of clarity and accessibility of the laws and rules in providing land service delivery of sub city is very low.

Table4.2.3 Descriptive statistics on Accountability

Variable	Response option	Frequency	Percent	Mean	Standard Deviation
There is accountability System in the office that makes employee answerable for their a action	Strongly Agree	10	29.41	3.02	1.59
	Disagree	5	14.7		
	Neutral	3	8.8		
	Agree	8	23.5		
	Strongly Disagree	8	23.5		
There is mechanism for questioning and explaining regarding land activities	Strongly Agree	3	8.8	2.64	1.27
	Disagree	8	23.5		
	Neutral	9	26.5		
	Agree	6	17.6		
	Strongly Disagree	8	23.5		
There is appeal mechanism for Conflict resolution in land service delivery process	Strongly Agree	7	20.6	3.32	1.47
	Disagree	1	2.9		
	Neutral	4	11.8		
	Agree	14	41.2		
	Strongly Disagree	8	23.5		

There is Periodic monitoring and evaluation system of service delivery in the office	Strongly Agree Disagree Neutral Agree Strongly Disagree	2 13 3 9 7	5.9 38.2 8.8 26.5 20.6	2.58	1.25
Accountability Total		34	100	2.89	1.39

Source: Own Survey Result (March 2016)

As can be seen in Table4.2.3, regarding the experts argument on the first question, about 29.41% and23.5% of the respondents strongly agree and agree.

Whereas, about 14.7% and 23.5% of respondents disagree and strongly disagree to the statement respectively. While about 8.8% of respondents were unable to decide to the statement. The results indicate that to some extent respondents argue that there is accountability system that makes the employees responsible for their action.

The other question asked to respondents whether there is a mechanism for questioning and explaining regarding land activities in the sub city. Accordingly, equal number of respondents 23.5% disagrees and strongly disagrees to the statement. Also, 8.8% of the respondents strongly agree the statement. About 26.5% of the respondents were unable to decide to the statement. On the other hand, 12.6% of the respondents agree to the statement. Most of the respondents argue that the mechanism for questioning and explaining regarding land activities in the sub city has weak accountability system.

The other important question was asked whether there is an appeal mechanism for conflict resolution regarding land service activities. It can be observed from the above table that 20.6% and 41.2% of the respondents strongly agree and agree to the statement respectively. Whereas as, 11.8% of the respondents were not sure to answer the statement. On the other hand, about 23.5% and 2.9 % of the respondents strongly disagree and disagree to the statement respectively. These results reveal that the majority of respondents argue that there is an appeal mechanism for conflict resolution regarding land service in the sub city.

For the question asked whether there is a periodic monitoring and evaluation system in the sub city to assess the status of service delivery and good governance, 38.2% and7 20.6% of the respondents disagree and strongly disagree to the statement respectively. Also, about 26.5% and 5.9% of the respondents agree and strongly agree the question.

However, about 8.8% of the respondents were not sure whether there is there is a periodic monitoring and evaluation system in the sub city to assess the status of service delivery and good governance .In general the total mean score and Standard Deviation of four items of accountability dimension have gained scores of 2.89 and 1.39 respectively. The score implies that the office has weak accountability system.

Table 4.2.4 Descriptive statistics on Equity

Variable	Response option	Frequency	Percent	Mean	Standard Deviation
All community members in the sub-city have equal access to Housing land	Strongly Agree	1	2.9	1.94	1.04
	Disagree	15	44.1		
	Neutral	2	5.9		
	Agree	3	8.8		
	Strongly Disagree	13	38.2		
All community members in the sub city have equal access to land information without discrimination	Strongly Agree	3	8.8	2.67	1.36
	Disagree	8	23.3		
	Neutral	5	14.7		
	Agree	9	26.5		
	Strongly Disagree	9	26.5		
Employees in the office deliver their service impartially	Strongly Agree	7	20.6	3.35	1.88
	Disagree	4	11.8		
	Neutral	3	8.8		
	Agree	14	41.2		
	Strongly Disagree	6	17.6		
Fair compensations paid to all community members who are losing their land holdings	Strongly Agree	1	2.9	1.41	1.03
	Disagree	15	44.1		
	Neutral	1	2.9		
	Agree	3	8.8		
	Strongly Disagree	14	41.2		
Equity Total		34	100	2.34	1.32

Source: Own Survey Result (March 2016)

As it is indicated in Table 4.2.4.above, 44.1% and 38.2% of the majority of the respondents disagree and strongly disagree to the question respectively that all community members in the sub city have no equal access to housing land. On the other hand, about 2.9% and 8.8% of respondents strongly agree and agree the statement. Whereas, 5.9% of the respondent had neutral feeling. This implies that the majority of respondents argue that there is weak accessibility of housing land in the sub city.

The second question in the table above is accessibility of land information without discrimination. To this end, about 14.7% of the respondents are unable to decide their agreement. On the other hand, about 26.5% and 8.8% of the respondents agree and strongly agree to the argument respectively. In contrast, 23.3% of the respondents disagree while the rest 26.5% of the respondents strongly disagree to the argument. The result shows that there is discrimination to access land information at the sub city.

The third question was concerning whether the requirements to obtain land, to transfer ownership/use right and building permit are clear and free from impartiality. Accordingly, about 20.6% of the respondents strongly agree 41.2% of the respondents agree, 8.8% of respondents were unable to decide. On the other hand 11.8% and 17.6% of the respondents disagree and strongly disagree with the statement. Thus, the majority experts in the land management office argue that there is no service impartiality seen regarding to obtain land and to transfer ownership/use right and building permit.

Lastly the respondents were asked whether there is fair compensations paid to all community members who are losing their land holdings. It can be observed from Table4.2.10 that about 44.1% and 41.2% of the respondents were disagree and strongly disagree to the statement. On the other hand, about 8.8% and 2.9% of the respondents were agree and strongly agree the statement and about 2.9% of respondents were unable to decide.

The total descriptive statistics of equity mean and standard deviation was computed to be 2.34 and 1.32 respectively. This implies that the equity dimension shows that the office provides its service inequitably.

Table 4.2.5 Descriptive statistics on Efficiency and Effectiveness

Variable	Response option	Frequency	Percent	Mean	Standard Deviation
All residents are satisfied in the land delivery process	Strongly Agree Disagree Neutral Agree Strongly Disagree	4 7 7 11 5	11.76 20.59 20.59 32.35 14.71	3.05	1.27
Requirements to obtain land, to transfer ownership/use right and building permit are clear and accessible	Strongly Agree Disagree Neutral Agree Strongly Disagree	9 4 2 13 6	26.47 11.76 5.88 38.24 17.65	3.44	1.46
The cost of land access is affordability to most applicant community members	Strongly Agree Disagree Neutral Agree Strongly Disagree	- 14 1 1 18	- 41.18 2.94 2.94 52.94	1.55	.704
All applicants transfer ownership/use right and building permit decision in a short period	Strongly Agree Disagree Neutral Agree Strongly Disagree	5 7 2 16 4	14.71 20.59 5.88 47.06 11.76	3.32	1.25
Officials and workers perform their duties diligently and objectively without seeking bribes	Strongly Agree Disagree Neutral Agree Strongly Disagree	10 1 4 15 4	29.41 2.94 11.76 44.12 11.76	3.76	1.25
There are competent staffs in the office	Strongly Agree Disagree Neutral Agree Strongly Disagree	12 2 1 17 2	35.29 5.88 2.94 50 5.88	4.02	1.08
Proper land registration system and records kept on all land transactions	Strongly Agree Disagree Neutral Agree Strongly Disagree	6 8 4 11 5	17.65 23.53 11.76 32.35 14.71	3.14	1.37

Services are provided as per indicated on the service delivery standards in the office	Strongly Agree	4	11.76	2.41	1.43
	Disagree	10	29.41		
	Neutral	2	5.88		
	Agree	6	17.65		
	Strongly Disagree	12	35.29		
Efficiency and Effectiveness Total		34	100	3.08	1.22

Source: Own Survey Result (March 2016)

Effectiveness and Efficiency as indicated in Table 4.2.5 is one of the core elements of good governance frequently used as indicators in governance measurement. As an indicator of good governance, effectiveness and efficiency can be seen from seven statements which address the satisfaction of service users, clarity of procedures, bureaucratic delay, ease of transfer of use right, proper land registration and good documentation system and service delivery standards.

As it is indicated in Table 4.2.5 above, concerning the satisfaction of the service users, 14.7% and 43.9% of the respondents strongly disagree and disagree respectively. On the other hand, 20.59% of the respondents were remained neutral. The rest of respondents 32.35% and 11.7% were agree and strongly agree to the statement respectively. According to the result, experts of the office to some extent perceived that service users were satisfied regarding the performance of land officials in their service delivery for different needs.

The other question in the table above regarding efficiency and effectiveness was the question of service delivery standard. To this end, 29.4% of respondents disagree, 35.29% of respondents strongly disagree. On the other hand 17.65% and 11.76% of respondents agree and strongly agree to the argument. While the rest small portion of respondents 5.88% were remained neutral. This implies that providing service as per the indicated service delivery standards in the office board was very low.

Regarding bureaucratic delay and much process in the service provision, about 47% and 14.7% respondents agree and strongly agree to the statement respectively. On the contrary, about 20.59% of respondents disagree and 11.76% strongly disagree. Whereas apportion of 5.88% of the respondent were remained neutral. The result shows that half of the respondents of land officials perceived that service users in the sub city did not face bureaucratic delay and long process in the service provision. However almost the rest of

respondents argue there were bureaucratic delay and long process in the service provision that was highly hurting the service users.

The other questions were raised focusing on whether there were proper land registration system and good documentation system in the office. Accordingly, 23.53% of respondents disagree and 35.29% strongly disagree. While 32.35% and 17.65% of respondents agree and strongly agree, respectively. The rest of respondents were unable to decide. The result implies that experts of the land office believed that even if the problem exists and the service users claim the existing practices of documentation and registration system was very weak, to some extent the documentation and registration system was satisfactory.

Regarding the good governance dimension of effectiveness and efficiency was whether requirements to obtain land, to transfer ownership/use right and building permit are clear and accessible. Accordingly, more than half of the respondents 38.24% and 26.47% agree and strongly agree respectively. In contrast, about 17.65% of respondents strongly disagree and 11.76% disagree. Whereas 5.88% were neutral to respond. According to respondents in the above table, experts of the land office believed that requirements to obtain land, to transfer ownership/use right and building permit are clear and satisfactory. Regarding the competency of the staff, as indicated in the above table, the majority of the respondents argue that there is skilled manpower in their office and they perceived that employees are competent on their work.

In general, the descriptive statistics average mean value of good governance dimension of effectiveness and efficiency was 3.08 with a standard deviation of 1.22. According to the analysis result shown in the table above, the land delivery practice 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 six 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 114 respondents.

Table 4.3.1 depicts the gender distribution of the respondents. Accordingly, about 68.4% of the respondents were males and the rest 31.6% are females. This shows that the majority of the respondents are males and the number of female respondents in the sub city land management office was insignificant as compared to males. Thus, male's dominance over females was observed. .

Table 4.3.1: Gender distribution of the respondents

Sex	Frequency	Percent	Valid Percent	Cumulative Percent
Male	78	68.4	68.4	68.4
Female	36	31.6	31.6	100.0
Total	114	100.0	100.0	

Source: Own Survey Result (March 2016)

Table 4.3.2 below illustrates that most of the respondents' age (37.7%) is between 41 and 50 years old and 35.1% of respondents have the age ranged from 31-40 years. About 15.8% and 7% of the respondents have the age ranged from 20-30 years and between 51 & 60 years respectively. 4.4% of the respondents are with the age range of greater than or equal to 60 years. The majority of the respondents fall under the age group of 41-50 and 31-40. 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

Age	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	18	15.8	15.8	15.8
31-40	40	35.1	35.1	50.9
41-50	43	37.7	37.7	88.6
51-60	8	7.0	7.0	95.6
More than 60	5	4.4	4.4	100.0
Total	114	100.0	100.0	

Source: Own Survey Result (March 201

As clearly shown in Table 4.3.3 below, most of the respondents 63.2% were married but about 18.4% of the respondents were unmarried, around 14.9% of the respondents were divorced from their marriage and 3.5% of respondents were widowed. Thus, the majority

of respondents were married, 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 4.3.3 Descriptive statistics of Marital Status

Marital status	Frequency	Percent	Valid Percent	Cumulative Percent
Married	72	63.2	63.2	63.2
Unmarried	21	18.4	18.4	81.6
Divorce	17	14.9	14.9	96.5
Widowed	4	3.5	3.5	100.0
Total	114	100.0	100.0	

Source: Own Survey Result (March 2016)

With regard to the educational qualification, as can be observed from Table 4.3.4 respondents 50% were less than or equal to 12, about 37.7% were diploma holders, whereas 9.6% respondents are first degree holders and the rest 2.6% have masters and above. This indicates that most of the respondents are educated and further enhances the quality of expected responses that ultimately increase the quality of the study.

Table 4.3.4: Educational background of the respondents

Academic qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Less than or equal to 12	57	50.0	50.0	50.0
Diploma	43	37.7	37.7	87.7
Bachelors Degree	11	9.6	9.6	97.4
Masters Degree and above	3	2.6	2.6	100.0
Total	114	100.0	100.0	

Source: Own Survey Result (March 2016)

4.4. Analysis of good governance dimension from service users' side

As indicated in the Table 4.4.1, study investigated participation in terms of five indicators: the extent of involvement of beneficiaries in maintaining good governance in land delivery system, comment receiving mechanism from citizen regarding land service delivery process, interest of responsiveness in solving problem, public forum for maintaining good governance in the disadvantaged groups and mechanisms of customers consultation for the implementation of policies and programs.

Table 4.4.1 Descriptive statistics on participation

Variable	Response option	Frequency	Valid Percent	Mean	Standard Deviation
Is there beneficiaries involvement in maintain good governance system	Strongly Agree	1	0.9	1.40	.80
	Disagree	23	20.2		
	Neutral	2	1.8		
	Agree	5	4.4		
	Strongly Disagree	83	72.8		
There is comment receiving mechanism from citizen regarding land service delivery	Strongly Agree	3	2.6	1.93	1.10
	Disagree	38	33.3		
	Neutral	9	7.9		
	Agree	13	11.4		
	Strongly Disagree	51	44.7		
Employees are Interested in solving customers problem	Strongly Agree	7	6.1	2.16	1.16
	Disagree	43	37.7		
	Neutral	16	14		
	Agree	11	8.8		
	Strongly Disagree	37	33.3		
There is public forum for maintaining good governance in the disadvantaged groups	Strongly Agree	1	.9	1.62	.86
	Disagree	36	31.6		
	Neutral	8	7.0		
	Agree	5	4.4		
	Strongly Disagree	64	56.1		
There is customers consultation mechanism for the implementation of policies and program	Strongly Agree	10	8.8	2.41	1.28
	Disagree	49	43		
	Neutral	6	5.3		
	Agree	17	17.5		
	Strongly Disagree	32	25.4		
Participation total		114	100	1.90	1.04

Source: Own Survey Result (March 2016)

The participants' responses with regard to the involvement of citizens at sub -city level to maintain good governance system in land management scored 72.8% for strongly

disagree, 20.2% for disagree, 4.4% for agree, 1.8% for neutral and the remaining 0.9% of the respondents strongly agree to the question. From this it is possible to understand that service users perceived the level of citizen involvement at sub city level to maintain good governance system in land management were insignificant.

Key experts during interview also strengthened this idea that the sub city land development and management office didn't develop participating programs at a 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 comment receiving mechanism from citizen in the land service delivery process, more than half of the respondents 44.7% strongly disagree, about 33.3% disagrees, 11.4% agree, 2.6% strongly agree and the remaining 7.9% of the respondents are neutral. 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 feed back. It can be argued that there is lack of awareness creation made to citizens in promoting good governance in the office.

Concerning employee's interest of responsiveness in solving problem, the majority of the respondents 37.7% disagree, 33.3% of the respondent strongly disagree, 14% of the respondents were unable to decide on the question forwarded, 8.8% of the respondents agree and 6.1% of the respondents strongly agree on the question forwarded. According to the analysis result, one can infer that the majority of respondents were not satisfied due to the employee's lack of interest to solve their problem. From this we can argue that the difficulties encountered in the interest of employees in solving problems may be traced to the lack of commitment and customer handling techniques or it may be lack of appropriate skill.

The other question raised in the items of participation was whether there was the existence of customers' consultation for the implementation of policies and program in the office. Accordingly, 43% of the respondents disagree to the statement and 25.4% of the respondents strongly disagree, 17% agree, 8.8% of the respondents strongly agree and the rest 5.3% of the respondents were unable to decide on the question forwarded. This implies that 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. From this, we can conclude that the formulation of policies and programs 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.

The last question regarding participation was whether there was special attention given for the disadvantaged groups in maintaining good governance. As indicated in Table 4.5.1, the result shows that about 56.1% of the respondents strongly disagree, 31.6% disagree, 7.0% were remained neutral, about 4.4% agree and lastly insignificant portion of respondents 0.9% strongly agree on the question forwarded.

In general, the research revealed that the participation of the sub city service user in land related issues resulted average mean value and standard deviation 1.9 and 1.07 respectively which indicated unsatisfactory evaluation and shows the negative perceptions of service users on the good governance dimension of participation.

Table 4.4.2 Descriptive statistics on transparency

Variable	Response option	Frequency	Valid Percent	Mean	Standard Deviation
Easy to obtain information on laws and regulations of service provider	Strongly Agree	3	2.6	2.05	1.00
	Disagree	60	52.6		
	Neutral	6	5.3		
	Agree	12	10.5		
	Strongly Disagree	33	28.9		
The service provider timely and transparently inform whenever changes in service provision are made	Strongly Agree	7	6.1	2.39	1.21
	Disagree	44	38.6		
	Neutral	15	13.2		
	Agree	19	16.7		
	Strongly Disagree	29	25.4		

There is clear and open service procedure	Strongly Agree	6	5.3		
	Disagree	41	36.0		
	Neutral	11	9.6		
	Agree	7	6.1		
	Strongly Disagree	49	43.0	1.95	1.12
Transparency Total		114	100	2.13	1.11

Source: Own Survey Result (March 2016)

Transparency, which is the core ingredient of good land governance, here, means clarity and accessibility of the laws, openness of the land delivery processes, accessibility to land market information, and free and open flow of information service from Land development and management office to service users.

The first question is concerning to obtain easy information on laws and regulations of service provider in the sub city. Accordingly, 52.6% of the majority of the respondents disagree to the statement. In addition, the second largest respondent 28.9% strongly disagree to the question forwarded. However, 5.3% of the respondents are undecided to say or neutral to the aforementioned statement. Whereas, 2.6% and 10.5% of the respondents strongly agree and strongly disagree to the statement respectively. From this result, one can conclude that the majority of respondents have negative recognition regarding the transparency of land laws and regulations in service delivery process in the sub city. This result clearly shows that, in the sub city land development and management office, information couldn't be shared equally to employees. As a result, service users might waste their precious time unnecessary in searching information.

The second question in the above table is with regard to the clarity and openness of procedures in providing land service delivery. To this statement about 9.6% of the respondents are unable to decide whether there is clarity and openness of procedures in providing land service delivery. On the other hand, about 6.1% and 5.3% of the respondents agree and strongly agree to the statement respectively. In contrast, the majority of respondents 36.0 and 43% were disagree and strongly disagree to the statement. This implies the transparency level of clarity and openness of procedures in providing land service delivery the sub city is very low.

The last questions raised in the dimension of transparency were whether the service provider informs their customers timely and transparently whenever changes in service provision are made. Accordingly, 38.6% of the respondents disagree and 43% of the

respondents strongly disagree to the question forwarded. Whereas, 6.1% and 16.7% of the respondents agree and strongly agree respectively. However, about 13.2% of the respondents were unable to decide on the question. 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 unsatisfactory result of average mean value (2.13) with standard deviation of (1.11) shows that 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 not transparent to all service users. Indeed, the sub city was failed in being transparent to the service users and lacks openness, clearness in its land management related procedures. A few of the technical staffs of the sub city land development and management explained during the interview that the degree of transparency regarding land and land related issues were not as much satisfactory. The situation has also resulted full of service users' complains most of the time. The secondary data obtained from 2015 annual budget year performance evaluation document also strength's this idea and stated that the major problem that the sub city land development and management office encountered was lack of clearness's and accessibility of the land delivery process.

We can generalize, from the above results that the office is not in conformity with transparency principles due to the failure to deliver timely, easy, and as much information as needed. This is because either the office lacks a capacity or loses its higher officials political commitment.

Table 4.4.3 Descriptive statistics on Accountability

Variable	Response option	Frequency	Valid Percent	Mean	Standard Deviation
Asked irregular payments by land officials to accomplish tasks	Strongly Agree	27	23.7	3.56	1.20
	Disagree	14	12.3		
	Neutral	22	19.3		
	Agree	42	36.8		
	Strongly Disagree	9	7.9		
There is periodic monitoring and evaluating on the performance of land officials in place	Strongly Agree	4	3.5	2.35	.99
	Disagree	41	36.0		
	Neutral	38	33.3		
	Agree	7	6.1		
	Strongly Disagree	24	21.1		

There is mechanism that enables the service user's to questioning and controlling of land officials	Strongly Agree	10	8.8	2.27	1.31
	Disagree	35	30.7		
	Neutral	14	12.3		
	Agree	14	12.3		
	Strongly Disagree	41	36.0		
Land officials are accountable for their action or decision	Strongly Agree	14	12.3	2.32	1.45
	Disagree	28	24.6		
	Neutral	8	7.0		
	Agree	17	14.9		
	Strongly Disagree	47	41.2		
There is clear ethical standard for land officials	Strongly Agree	4	3.5	2.12	1.07
	Disagree	47	41.2		
	Neutral	16	14.0		
	Agree	11	9.6		
	Strongly Disagree	36	31.6		
Accountability Total		114	100	2.52	1.20

Source: Own Survey Result (March 2016)

As can be observed from Table 4.4.3, the level of respondents argument regarding the question of answerability for their action shows about 12.3% and 14.9% of respondents strongly agree and agree and the majority of respondents (41.2%) and (24.6%) were strongly disagree and disagree. While about (7.0%) of respondents were unable to decide to the statement. 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 question asked to respondents was whether there is a mechanism for questioning and explaining regarding land activities in the sub city. Accordingly, about 12.3% of respondents agree to the statement. Also, 12.3% of the respondents were unable to decide to the statement the statement. About 8.8% of the respondents were strongly agreeing the statement. On the other hand, 36.0% and 30.7% were strongly disagree and disagree to the statement. The findings revealed that most of the respondents argue that mechanism for questioning and explaining regarding land activities in the sub city has weak accountability system..

However, currently there is a progress which is taken by Addis Ababa city administration which insures answerability of officials for their action and achieving good governance in land development and management sector is one of the main agendas in Addis Ababa city

administration and different efforts on the part of the government has been conducted to achieve good governance.

The other important question was asked whether there is irregular payments insisted by land officials to accomplish tasks. It can be observed from Table 4.5.2 that 36.8% and 23.7% of the respondents agree and strongly agree to the statement respectively. Whereas as, 19.3% of the respondents were not sure to answer the statement. On the other hand, about 7.9% and 12.3 % of the respondents strongly disagree and disagree to the statement respectively. These results reveal that the majority of respondents argue that service user was asked irregular payments by land officials to accomplish tasks unnecessarily. As a result it affects the relationship expected between government and customers. It has also resulted in loss of people's trust since it mitigates public confidences on the rule of law. This strongly suggests that the existing land development and management office has serious problems in bringing good governance.

The last question raised was whether there is presence of clear ethical standard for land officials. The result showed that more than half of the respondents 41.2% and 31.6% were disagree and strongly disagree to the statement. On the other hand about 9.6% and 3.5% of respondents agree and strongly agree to the statement. Whereas 14.0% of respondents were remained neutral. The result shows that the office has weak accountability system to maintain good governance. As explained earlier, service user were asked irregular payments by land officials to accomplish tasks unnecessarily and there were also weak Periodic monitoring and evaluation on the performance of land officials in place and no mechanism that enables the service user's to questioning and controlling of land officials. 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 and management to apply the principles of good governance practices.

Table 4.4.4 Descriptive statistics on Equity

Variable	Response option	Frequency	Valid Percent	Mean	Standard Deviation
Equal access to land information without discrimination	Strongly Agree	4	3.5	2.18	1.06
	Disagree	51	44.7		
	Neutral	16	14.0		
	Agree	12	10.5		
	Strongly Disagree	31	27.7		
Employees deliver their service impartially	Strongly Agree	2	1.8	2.03	1.09
	Disagree	37	32.5		
	Neutral	15	13.2		
	Agree	14	12.3		
	Strongly Disagree	46	40.6		
Fair compensations paid to all resident members who are losing their land holdings	Strongly Agree	6	5.3	2.34	1.24
	Disagree	30	26.3		
	Neutral	22	19.3		
	Agree	19	16.7		
	Strongly Disagree	37	32.5		
Providing reasonable cost for services delivered	Strongly Agree	18	15.8	2.95	1.38
	Disagree	26	22.8		
	Neutral	20	17.5		
	Agree	28	24.6		
	Strongly Disagree	22	19.3		
Equity Total		114	100	2.38	1.19

Source: Own Survey Result (March 2016)

As indicated in Table 4.4.4, 44.1% and 27.7% of the respondents disagree and strongly disagree the statement respectively that all community members in the sub city have no equal access to housing land. On the other hand about 3.5% and 10.5% of respondents strongly agree and agree the statement. Whereas, 14.0% of the respondent had neutral feeling. This implies that the majority of respondents argue that there is discrimination to access land information at the sub city.

The second question regarding equity is about service impartiality. To this end, about 13.2% of the respondents were unable to decide their agreement. On the other hand, about 12.3% and 1.8% of the respondents agree and strongly agree to the statement respectively. In contrast, 40.6% of the respondents disagree to the statement. In addition, 32.5% of the respondents strongly disagree to the statement.

The other question raised to respondents was whether there is fair compensations paid to all community members who are losing their land holdings. Accordingly it can be observed from Table 4.4.4 that about 26.3% and 32.5% of the respondents disagree and strongly disagree to the question forwarded. On the other hand, about 16.7% and 6(5.3%) of the respondents agree and strongly agree. The rest 19.3% of respondents were unable to decide.

The last question regarding equity dimension was in relation to services cost. Accordingly, about 24.6% and 15.8% of respondents agree and strongly agree to the statement. Whereas 22.8% and 19.3% of respondents disagree and strongly disagree. On the other hand, about 17.5% of respondents were remained neutral.

This shows that to some extent the service provided by the office is relatively low. However, the descriptive statistics of the average mean value and standard deviation of equity dimension was (2.38 and 1.19) respectively. Thus, the respondents result shows that service users in accesses sing land information was treated unequally and respondents feel that fair compensation was not paid to resident members who were on losing their land holdings and there is also employee service impartiality shown in the office while performing the service delivery process.

Table 4.4.5 Descriptive statistics on Efficiency and Effectiveness

Variable	Response option	Frequency	Valid Percent	Mean	Standard Deviation
Beneficiaries are satisfied inland delivery process	Strongly Agree	2	1.8	1.68	.84
	Disagree	50	43.9		
	Neutral	4	3.5		
	Agree	4	3.5		
	Strongly Disagree	54	47.4		
provide its service as per indicated on the service delivery standards in the office board	Strongly Agree	9	7.9	2.34	1.19
	Disagree	50	43.9		
	Neutral	11	9.6		
	Agree	11	9.6		
	Strongly Disagree	33	28.9		
Faced bureaucratic delay and much process in the service provision	Strongly Agree	65	57.0	4.42	.85
	Disagree	4	3.5		
	Neutral	3	2.6		
	Agree	40	35.1		
	Strongly Disagree	2	1.8		
Have standardized service quality.	Strongly Agree	3	2.6	2.25	1.09
	Disagree	46	40.4		
	Neutral	17	14.9		
	Agree	17	14.9		
	Strongly Disagree	31	27.2		

Proper land registration system and good documentation system	Strongly Agree Disagree Neutral Agree Strongly Disagree	11 40 14 19 30	9.6 35.1 12.3 16.7 26.3	2.49	1.31
Have a special service delivery mechanism for women and the disadvantaged group	Strongly Agree Disagree Neutral Agree Strongly Disagree	1 30 36 9 38	.9 26.3 31.6 7.9 33.3	2.17	1.01
Simple land registration and ownership transfer system	Strongly Agree Disagree Neutral Agree Strongly Disagree	2 34 6 12 60	1.8 29.8 5.3 10.5 52.6	1.79	1.06
Efficiency and Effectiveness Total		114	100	2.45	1.05

Source: Own Survey Result (March 2016)

Effectiveness and Efficiency as indicated in table 4.4.5 is one of the core elements of good governance frequently used as indicators in governance measurement. As an indicator of good governance, effectiveness and efficiency can be seen from seven statements which address the satisfaction of service users, clarity of procedures, bureaucratic delay, ease of transfer of use right, proper land registration and good documentation system and service delivery standards.

As it is indicated in Table 4.4.5, regarding the satisfaction of the service users, more than half of the respondents 47.4% and 43.9% were strongly disagree and disagree to the statement respectively. About 3.5% respondents were remained neutral while the rest of respondents 1.8% and 3.5% were strongly agree and agree to the statement respectively. According to the result service users were dissatisfied regarding the performance of land officials in their service delivery for different needs.

The second question regarding efficiency and effectiveness was the question of service delivery standard. As indicated in Table 4.5.5, about 43.9% of respondents disagree to the statement and 28.9% of respondents strongly disagree. On the other hand, 9.6% and 7.9% of respondents agree and strongly agree to the statement. While 9.6% were remained neutral. This implies that providing its service as per the service delivery standards in the office board were very low.

The other question was regarding bureaucratic delay and long processes in the service provision. As a result, the majority of respondents 57.0% and 35.1% were strongly agree and agree to the statement respectively. In contrast, about 3.5% of respondents disagree and 1.8% strongly disagree. Whereas, about 2.6% of the respondents remained neutral. The result shows that service users in the sub city faced bureaucratic delay and lengthy process in the service provision and that was highly hurting the service users. The secondary data obtained from the sub city 2014 annual report strengthens the service user's argument that there was complaints related to bureaucratic delay in the land 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.

Regarding the question of providing service quality standard, the analysis result in Table 4.4.5 shows that offices have no standardized service quality. According to key official's response during interview and the secondary data obtained from of 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.

The other questions were raised focusing on whether there were proper land registration system and good documentation system in the office. Accordingly, 35.1% of respondents disagree and 26.3% strongly disagree. While, 16.7% and 9.6% of respondents agree and strongly agree to the statement. The rest of respondents were unable to decide. The result implies that service users claim that the existing practices of documentation and registration system was very weak. From this we can argue that without proper land registration and good documentation system, the sub city cannot deliver the service effectively and this inevitably affects the good governance practice of the office.

The last question rose to respondents was regarding the good governance dimension of effectiveness and efficiency and whether there is simple land registration and ownership transfer system. Accordingly, more than half of the respondents 52.6% and 29.8 strongly disagree and disagree to the question forwarded respectively. On the other hand, about 10.5% of respondents agree and very small portion of respondents 1.8% strongly agree. Whereas, 5.3% were neutral to respond. According to respondents, the land registration

and property transfer procedure was tedious, meaning it takes more steps and has been taking much time. During field work, it was observed that there was no customer service delivery under one window and process was lengthy and 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. From this we can argue that lack of commitment and motivation of employee's leads to service users complain and lengthy procedure rather than providing quick service delivery. This in turn has a great impact on the sub city land development and management on the application of good governance.

In general, the descriptive statistics average mean value of good governance dimension of effectiveness and efficiency was 2.45 with a standard deviation of 1.05. The standard deviation shows how diverse are the responses of customers for a given item in proportion to the mean value. According to respondents result shown in Table 4.5.5, the land delivery practice in the sub city did not receive a favorable opinion from respondents.

4.5. Good governance practice in general

As indicated in Table 4.5.1, the overall good governance practice in the Yeka Sub City land development and management office was evaluated. About 43.9% strongly disagree and 41.2% of the respondents disagree with the question forwarded. On the other hand, about 8.8% agreed, about 4.4% were neutral to respond and lastly very small portion of respondents strongly agreed. The result shows that the entire practice of good governance in the sub city land development and management office was unsatisfactory.

Generally, the mean value of 1.83 and standard deviation of 0.98 in Table 4.6.1 shows that the application of good governance principles in the office has not been successfully implemented.

Table 4.5.1 Descriptive statistics on Good Governance practice in general

Variable	Response option	Frequency	Valid Percent	Mean	Standard Deviation
The practice of good governance in general is judged at a very good level	Strongly Agree	2	1.8	1.83	.98
	Disagree	47	41.2		
	Neutral	5	4.4		
	Agree	10	8.8		
	Strongly Disagree	50	43.9		

Source: Own Survey Result (March 2016)

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 relationships between variables. Pearson correlation coefficients were computed for each relationship between the good governance dimensions and the overall good governance.

Table 4.6.1 Pearson Correlation between good governance in general and good governance dimensions							
		Participation	Transparency	Accountability	Equity	Efficiency & Effectiveness	Sub-city Good Governance practice in general
Participation	Pearson Correlation	1	.859**	.801**	.769**	.842**	.895**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	114	114	114	114	114	114
Transparency	Pearson Correlation	.859**	1	.784**	.858**	.871**	.612**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	114	114	114	114	114	114
Accountability	Pearson Correlation	.801**	.784**	1	.785**	.671**	.842**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	114	114	114	114	114	114
Equity	Pearson Correlation	.769**	.858**	.785**	1	.829**	.525**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	114	114	114	114	114	114
Efficiency & Effectiveness	Pearson Correlation	.842**	.871**	.671**	.829**	1	.657**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	114	114	114	114	114	114
Sub-city Good Governance practice in general	Pearson Correlation	.795**	.542**	.672**	.525**	.557**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	114	114	114	114	114	114

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

Source: SPSS output, Own research

The Pearson correlation coefficient shows that all the five good governance dimensions significantly and positively correlate with the general practice of good governance assessment. Dimensions of Customer participation and Accountability have the highest correlation with overall Good Governance ($r=0.895$ & $r=0.842$ respectively). The rest dimensions show poor association with overall good governance.

4.7 Qualitative Data Analyses

So as to know the perception of technical staffs towards the application of good governance dimensions in land development and management, seven questionnaires were prepared and interview was carried out. Accordingly, the following narrative analyses is made by looking at every question and every answer replied by respondents.

From the qualitative analysis, it was observed that most of the respondents agreed that even though improvements are seen, the overall competency and capability to provide effective land development and management has limitations. In this regard, limitations are mainly related to decision making, problem of identifying key roles, incapable of understanding good governance issues related to land development and management, and lack commitment.

The second question forwarded to interviewees was whether there is evaluation mechanism for the implementation of good governance. To improve the main service delivery systems, five in one group arrangement has been implemented and continuous discussions were carried out on capacity building, ethics and how to maximize customer satisfaction. However, as per the respondents' understanding, the five in one group arrangement and discussion was not that much effective in bringing the expected positive impact.

Another question forwarded was regarding comment receiving mechanism from customers. From the response of the questionnaire, it was observed that there is indeed a comment receiving mechanism including complaint receiving format, suggestion box and log of registration book. However, it was understood that most of the customers didn't have the custom to give suggestions and comments after getting their service.

The forth question was about service delivery standards. From the qualitative analysis, it is found that the office has already put a clear and open service delivery standard concerning each activity for each department. However, most of the respondents believed that there is still a problem when it comes to implementation.

The other question forwarded was regarding the major challenges in the office to implement good governance principles. To this end, the major challenges raised by most of the respondents so as not to implement good governance principles include: human resource and capacity building problems and turnovers, lack of modernized documentation and recording system, lack of service quality, speed of service in relation to customer satisfaction and problems related to citizens awareness services that are not within the rules and regulations of the office.

The six question forwarded to the interviewee was whether there is a customer participation on formulation and updating of plans and policies. In this regard, although there are some initiations currently, it is concluded that there was no as such strong encouragement of citizens to participate in formulating and updating of plans and policies.

The last question forwarded was whether Yeka Sub City land development and management office provided service based on customers need. From the analysis result, most of the interviewee believed that the Sub City land development and management office is trying to provide services to the satisfaction of customer needs. However, it is understood that full satisfaction of customers couldn't be achieved within a short period of time as it is a gradual process.

Chapter Five: Conclusions and Recommendations

5.1 Conclusions

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 related legislations, unpleasant and unwillingness service delivery from officials, etc. Thus keeping these facts in mind, this study was conceived with an objective to assess land development and management practices and challenges in Yeka Sub-City administration from the application of good governance principles and in the use of comprehensive land development and management frameworks. It was tried to assess the problem by applying of good governance principles under the five good governance dimensions such as the principles of participation, transparency, accountability, equity and effectiveness and efficiency.

In order to achieve the above mentioned objectives, 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 a feasible methodology was evolved. In order to organize questionnaire data for analysis, SPSS version 20 statistical software was utilized. Besides qualitative data was analyzed using narrative explanation.

Based on the analyses findings regarding participation, service users perceived that the level of citizen 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 of responsiveness in solving 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 evaluation 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 found to be not transparent to all service users. Indeed, the sub city was failed in being transparent to the service users and lacks openness, clearness 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.

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 and 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 insures accountability of officials for their action and achieving good governance in land development and management sector. Different efforts on the part of the government 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 feel that fair compensation was not paid to resident members who were on losing their land holdings and there is also employee service impartiality shown in the office while performing the service delivery process. There was also no equal access to land to build houses.

Regarding the efficiency and effectiveness, 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 service 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 and 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 and effectiveness in the land delivery process.

In general the Sub City land management and development office lacks the required good governance dimensions of participation, transparency, accountability, equity, efficiency and effectiveness. It can, thus, be concluded that governance in the sub city is weak which leads to an ill-functioning land delivery system and needs to build a system that will promote participation, equity, transparency and accountability.

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 practices 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.

5.2 Recommendations

From the results of the present study, the following recommendations are forwarded;

- 5.2.1. It is recommended that rules of ethics and professional integrity by the land management officers should be put into operation and monitored. The system should consider awarding highly efficient land officers and take corrective measures against officials found to have been involved in malpractices.
- 5.2.2. It is advisable to timely and transparently informing service users whenever changes are made in services provisions. This enables service users to adjust themselves on time and avoid confusions they face.
- 5.2.3. Sound land registration and documentation system can significantly contribute to implement good urban land development and management. To this effect Yeka Sub City should be more proactive by pursuing efforts in modernizing the

information systems. In addition, the efficiency of the system should be periodically checked, monitored and evaluated.

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

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

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Appendix I

Addis Ababa University

College of Business and Economics

Department of Public Administrations and Development Management

Dear respondent,

The purpose of this questionnaire is to collect data regarding Good Urban Governance In Land Development And Management System in Yeka sub city Land Management for the partial fulfillment of the requirements for Master's Degree in Development Management in Addis Ababa University. Your genuine response for the following questions is extremely important for the successful completion of this work. The information you provide is used only for academic purpose and will be kept highly confidential.

I would like to thank you in advance for your cooperation and for scarifying your precious time.

To be filled by land management officials:

Please put a tick mark (√) for the answers you choose in the provided box.

Part I: General Background

1. Sex: Male ☐ Female ☐
2. Age: 20-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ More than 60 ☐
3. Educational qualification: Less than or equal to 12 ☐ Diploma ☐
 Degree ☐ Master ☐ PhD ☐
4. Marital status: Married ☐ Unmarried ☐ Divorced ☐ Widowed ☐
5. Professional expertise: Urban planning ☐ Development Studies ☐ Economics ☐
Others, please specify.....
6. Year of stay in the land management office: Below 2 year ☐ 2 – 5 year ☐
 5 – 10 years ☐ above 10 year ☐
7. Key land development and management problems you observed in your stay and work in the land development and management office (please rank in priority):
 - a.
 - b.
 - c. ,.....
 - d.

Part II. Please select a single answer from the option given in each question that you feel best describes the statement.

		Response options				
S.No	Questions on “Participation”:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Do you agree that participation of citizens at sub - city level to maintain good governance system in land management is judged at a very good level?					
2	Do you agree involvement of residents in the land delivery processes is significant?					
3	Do you think level of citizen’s participation within land Management system is enough?					
4	Do you agree that land policy decisions are based on consultation with residents and their feedback sought and incorporated in the resulting policy?					
	Questions on “transparency”:					
5	Do you agree that there is transparency of land service delivery process in the sub city?					
6	Do you agree that the clarity and accessibility of the laws and rules are good in providing land service delivery?					
7	Do you agree that land related information service provided at the sub-city?					
8	Do you agree that accessibility of land market information to all?					
	Questions on “Accountability”:					
9	Do you think that there is an accountability System in your office that makes the employees answerable for their action?					
10	Do you agree that there is a mechanism for questioning and explaining regarding land activities in the sub city?					
11	Do you agree that there is an appeal mechanism for conflict resolution regarding land service in your office?					
12	Do you agree that there is a periodic monitoring and evaluation system in your office to assess the status of service delivery and good governance?					
	Questions on “Equity”:					
13	Do you agree that all community members in the sub-city have equal access to Housing land?					
14	Do you agree that all community members in the sub- city have equal access to land information without discrimination?					
15	Do you believe that employees in your office deliver their service impartially?					
16	Do you agree that fair compensations paid to all community members who are losing their land holdings?					
	Questions on “Efficiency and Effectiveness”					
17	Do you agree that residents are satisfied in the land delivery process?					
18	Do you agree that requirements to obtain land, to					

	transfer ownership/use right and building permit are clear and accessible?					
19	Do you agree that the cost of land access affordable to most applicant community members?					
20	Do you agree that all applications for transfer of ownership/use right and building permits receive a decision in a short period?					
21	Do you agree that officials and workers perform their duties diligently and objectively without seeking bribes?					
22	Do you agree that that there are competent staffs in your office?					
23	Do you agree that proper land registration system and records kept on all land transactions?					
24	Do you agree that the office provide its service as per indicated on the service delivery standards in the office board?					

Thank you once again for your kind response to each question.

Appendix II

Addis Ababa University

College of Business and Economics

Department of Public Administrations and Development Management

Dear respondent,

The purpose of this questionnaire is to collect data regarding Good Urban Governance In Land Development And Management System in Yeka sub city Land Management office for the partial fulfillment of the requirements for Master's Degree in Development Management in Addis Ababa University. Your genuine response for the following questions is extremely important for the successful completion of this work. The information you provide is used only for academic purpose and will be kept highly confidential.

I would like to thank you in advance for your cooperation and for scarifying your precious time.

To be filled by beneficiaries:

Please put a tick mark (✓) for the answers you choose in the provided box.

Part I: General Background

1. Sex: Male ☐ Female ☐
2. Age: 20-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ More than 60 ☐
3. Marital status: Married ☐ Unmarried ☐ Divorced ☐ Widowed ☐
4. Educational qualification: Less than or equal to 12 ☐ Diploma ☐
 Degree ☐ Master ☐ PhD ☐
5. The status of your land tenure ownership: Private ☐ Rented ☐

Part II. Please select a single answer from the option given in each question that you feel best describes the statement.

		Response options				
	Questions on “Participation” and “Responsiveness “	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Beneficiaries involvement in maintain good governance system					
2	Comment receiving mechanism from citizen regarding land service delivery					
3	Interest of responsiveness in solving problem					
4	Public forum for maintaining good governance in the disadvantaged groups					
5	Mechanisms of customers ‘consultation for the implementation of policies and program					
	Questions on “transparency”:					
6	Easy to obtain information on laws and regulations of service provider					
7	The service provider timely and transparently inform whenever changes in service provision are made					
8	Clear and open service procedure					
	Questions on “Accountability”:					
9	Asked irregular payments by land officials to accomplish tasks					
10	Periodic monitoring and evaluating on the performance of land officials in place					
11	Mechanism that enables the service user’s to questioning and controlling of land officials					
12	Accountability of land officials for their action or decision					
13	Presence of clear ethical standard for land officials					
	Questions on “Equity”:					
14	Equal access to land information without					

	discrimination					
15	Employees deliver their service impartially					
16	Fair compensations paid to all resident members who are losing their land holdings					
17	Providing reasonable cost for services delivered					
	Questions on “Efficiency and Effectiveness”					
18	Beneficiaries are satisfied inland delivery process					
19	provide its service as per indicated on the service delivery standards in the office board					
20	Faced bureaucratic delay and much process in the service provision					
21	Have standardized service quality.					
22	Proper land registration system and good documentation system					
23	Have a special service delivery mechanism for women and the disadvantaged group					
24	Simple land registration and ownership transfer system					

25	Do you agree that the practice of Good Governance in general is judged at a very good level?					
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Thank you once again for your kind response to each question.

APPENDIX III

Interview questions for key land officials

1. Does the sub-city land development and management office have competent and capable staff to provide effective land administration?
2. Does the sub-city land development and management office have evaluating mechanism for the implementation of good governance?
3. Is there any comment receiving mechanism from customers regarding service delivery?
4. Did the office provide its service as per indicated on the service delivery standards in your office?
5. What are the major challenges in your office to implement good governance principle?
6. Do the procedures, rules and regulations are clear and understandable?
7. Is there any customer participation on formulation and updating of plans and policies?
8. Do you think that the sub city land development and management office provided service based on customers need?