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ETHIOPIAN INSTITUTE OF ARCHITECTURE, BUILDING CONSTRUCTION AND CITY
DEVELOPMENT ADDIS ABABA UNIVERSITY

AN ASSESSMENT OF LAND MANAGEMENT PROBLEMS IN ADDIS ABABA:
THE CASE OF YEKA SUB-CITY

BY: KALEB TESFAYE

IDNO: GSE/8145/13

Jan, 2024

Addis Ababa, Ethiopia



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ADDISABABA: THE CASE OF YEKA SUB-CITY

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Masters of Science in Urban Planning

Jan, 2024

Addis Ababa, Ethiopia

Declaration

I, the undersigned, declare that this thesis is my original work, that it has not been submitted for a degree at any other university, and that all sources of materials used in the thesis have been properly cited.

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Approval page

This MSc. Thesis entitled ‘’ Assessment of land management problem in Addis Ababa: the example of Yeka sub-city has been approved by the following examiners in partial fulfilment of the requirement for the degree of Master of Science in Urban Planning

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ABSTRACT

The objective of this study was to assess the challenges of land management services delivery in Addis Ababa City Administration, The case of Yeka Sub-City. Therefore, the study design was descriptive case study. Data was collected from primary and secondary sources. Primary data was obtained through questionnaire from 82 selected respondents (customers) using simple random sampling technique and data from key respondents as such 133 experts and 14 process owners & managers through questionnaires and interviews from Landholdings registration information agency, Title administration transitional period service project office and Land development city renewal sub-city Branch Office. The key respondents were selected using non- probability purposive sampling technique. Secondary data involved reviewing relevant published and unpublished reports, procedural manuals and other relevant documents. Data collected through survey questionnaire was entered in to SPSS for statistical analysis, and data collected through interviews were analyzed using narrative description method. This study found out that the existing urban land management and service delivery process of Landholdings registration information agency, Title administration transitional period service project office and Land development city renewal sub-city Branch offices of Yeka sub-city are characterized by lack of clearly defined legal framework to control illegal settlement, weak organizational structure and implementation capacity, uncontained reforms, inefficient and unsatisfactory service delivery due to long waiting time and poor coordination among the offices, poor or un scientific land use plan and lack of well-organized land information system. The paper recommends on the need for strengthening capacity of the offices to enable them to develop clear and harmonized land policies and guidelines. Intensive capacity building activities should be carried out. Additional activities must also be implemented to promote urban land related services in a transparent, accountable, sustainable, effective and efficient manner with good land governance.

Key Words: Land Management and Land Management Service Delivery

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Lis of Abbreviation

AACA Addis Ababa City Administration

BoFED Bureau of Federal Education and Development

BPR Business process reengineering

CSA Central Stastics Agency

CSRP Central stastics of

EPRDF Ethiopia Federal democratic of Republic of People

FAO Farming of Agency

FDRE Federal Democratic Republic of Ethiopia

FUP Federal Urban Planning Institute

GDP Growth Development Program

LM land management

LMS land management system

ORAAMP Office for the Revision of Addis Ababa Master Plan Project

SNNPR South Nation Nationality People Region

SSA Sub Saharan Africa

CHAPTER ONE

1.INTRODUCTION

1.1 Background of the Study

Land has frequently been identified as a source of social unrest, and significant efforts have been made to develop systems for administering and delivering land. Land administration, whether urban or rural, is a fundamental factor in development. Land administration is defined by Burns et al. (2006) as the processes of determining, recording, and disseminating information about land tenure, value, and use when implementing land management policies.

Access to land is one of the most important factors for development and growth as part of the land administration process. The ability of urban governments to pursue land-use planning, including for promoting urbanization and industrialization, and to draw on land to generate public revenue, according to (World Bank, 2011), are pillars of administrative decentralization that are closely linked to transparency and good governance. It has manifested itself in the public sector's efficient provision of land-related services.

Cities in addis ababa are facing many land management challenges, with worrying signs and indications of serious problems infecting the system and administration of public land by municipal authorities being poor, and if the current trend continues, it will be difficult to accelerate urban growth without radical changes to the land management system.

According to Solomon and Mansberger (2003), land is not used very well, despite the fact that it holds tremendous promise for reducing poverty, and the monetary cost of land registration in urban areas includes bribing and costs of surveyors, their transportation, material costs, photocopies, and other costs. It has been observed that in those cities there is an inefficient land management system due to a lack of transparency, accountability, equity, efficiency, and effectiveness, without which cities cannot deliver efficient urban services that contribute to overall development.

According to a recent survey of public opinion on good urban governance in cities, including Hawassa, urban land management practices have garnered an unfavorable public opinion, and corruption, lack of transparency, and unfairness in land allocation on the part of municipalities are among the growing list of issues afflicting land administration (SNNPR, 2012). These issues,

combined with insufficient capacity, have rendered land management completely inefficient and ineffective. Land management and service delivery issues are prevalent in Addis Ababa, as they are in many other cities. Urban residents, particularly the poor, face severe affordability constraints in accessing land, and they do not actively participate in land service delivery processes. Regrettably, there are no effective administrative mechanisms in place to engage them in the process.

Regardless of its level of development, public service is the most important aspect of any country's governance practices (Ferguson, 2019). As a result of increased productivity, the state prospers and experiences economic growth. Effective government policies and their proper implementation are the driving forces behind prosperity, better government, effective governance, higher institutional quality, and more efficient public services for the masses. In developing countries, inefficient government practices, social pressures (population pressures), and political conditions all have an impact on public services (Zhang et al., 2018 & Zhang and de Dear, 2019). The quality of institutions is harmed as a result of these factors. An institution's quality is comprised of social, economic, legal, political, financial, and cohesion indicators

1.2 Statement of the Problem

The current legal framework has some gaps in the implementation process, as well as some inconsistencies in the harmonization of various laws and regulations (World Bank, 2011). As a result of the lack of clarity in service delivery, the institution's governance has deteriorated. According to a 2011 World Bank report, a lack of capacity and resources led to inefficient service delivery and ineffective land management. Institutional weaknesses have a negative impact on service delivery. Land-related technology, which was expected to benefit sectors such as land use planning and infrastructure service, has not been implemented in the institution (UGGP, 2006 as cited in World, 2014). The central institution does not assign clear roles to each institution and may delegate responsibilities without considering the capacity of the institutions.

As a result, the institutions are unable to deliver on their promises. Furthermore, the institutions are suffering from a lack of human resources coupled with lack of capacity of existing staffs, which aggravates the situation further.

Similarly, urban development faces significant challenges in the area of land administration, particularly in terms of land adequacy and allocation efficiency to meet market demands. Most land

administration systems are woefully inadequate in meeting the needs of the poor urban population for land tenure security. And the barriers to progress are primarily administrative rather than technical in nature. According to the World Bank's Ethiopian urbanization report (2016), Addis Ababa lags in areas such as land allocation and social inclusion quality.

Given all of these challenges, the city has recognized the need for land sector reform in order to provide effective urban land-related services. In this regard, it has implemented a number of reform measures, including modernizing land administration service delivery with increased accessibility to land, improving efficiency and timeliness of services (MoCB, 2010) in the areas of land administration, all of which have resulted in a number of positive outcomes. However, improvements in service delivery as a result of land administration reforms have not been sustained. Despite the progress made thus far, there are still concerns about the achievements of urban land management reforms, and in some cases, services have reverted to pre-reform status (Brown, 2012). These issues have to be attested by further assessments.

Various documents and studies on the subject were reviewed in order to identify knowledge gaps in the sector. For example, the World Bank report on options for strengthening land administration in 2011 was limited to reviewing the existing national land administration system and proposing some alternative options. It did not address the level of customer satisfaction with service delivery. Melese (2016) also assessed land development and management practices and challenges in Addis Ababa's Yeka Sub-City. The study, on the other hand, only attempted to assess land development and management practices and challenges in Yeka Sub-City by applying good governance principles across the five good governance dimensions.

Similarly, the majority of the related documents prepared in the area are by practitioners who are focused on normative ways of evaluating the sector's performance. Detailed academic studies continue to fall short of analyzing the impact of population pressure on the provision of quality services in the urban land sector.

Furthermore, given the sector's flexibility or dynamic nature, as well as new reform measures introduced at various intervals, scientific research on the sector is warranted. In fact, the office reviews the performance of the land administration's service delivery on a regular basis, but the sector requires detailed scientific research to assess the performance of the service delivery and what factors of population pressure affect it. Furthermore, with the goal of assessing customer satisfaction, it is worthwhile to check scientifically the progress made in the service delivery of the urban land sector as a result of the change and reform activities brought about by the political transition from EPRDF to Prosperity Party over the last two years. Specifically, the paper also will try to assess each component of the service delivery system in order to rate the level of customer satisfaction.

1.3 Objectives of the studies

The general objective of this studies is to evaluate the challenges of land management service delivery in Addis Ababa, specifically in the Yeka sub-city.

i. Specific Objectives

The study has the following specific objectives:

- To analyze the factors of population pressure that has an effect on the land service delivery process;
- To assess the level of customer satisfaction in the area of urban land administration and
- To assess the efficiency and effectiveness of service delivery in the Yeka sub-city urban land administration office
- To identify the major challenges that the sub-city faced in the delivery of land management services.

1.4 Research Questions

Given the above general and specific objectives, the basic research questions that need to be addressed through this study are the following:

1. What factors of population pressure have an impact on the delivery of land services?
2. To what extent are customers satisfied with the sub-city's land administration services delivery?
3. Is the service delivery performance of the Yeka sub-city urban land administration office efficient and effective?
4. What major challenges that the sub-city faced in the delivery of land management services?

1.5 Significance of the Study

The paper will be used by the Addis Ababa city administration, specifically the Yeka sub-city, to improve urban land administration services. The study will also assist the Yeka sub-city land development and management office in identifying major factors affecting land service delivery in order to address gaps by introducing relative capabilities in order to ensure viable service provision and build robust performance by maximizing on already existing capabilities.

1.6 Scope of the Study

The study's conceptual focus was primarily on two priority areas. First, on more demographic-conscious public management in order to adapt land management policy to changing population pressures and needs in terms of urban land management service provision; and second, on urban land management-related services in order to maintain a high level of service delivery performance, customer satisfaction, and resource utilization.

Geographically, the study concentrated on Addis Ababa City, and specifically on the administration of the Yeka sub-city.

1.7 Limitations of the Study

Other than individual respondents' unwillingness to speak about their office situation, the researcher encountered major challenges in collecting relevant information, including a lack of organized data and data inconsistency among different department units.

1.8 Organization of the documents

The first chapter provides a general background for the study, followed by the problem statement, objectives of the study, research questions, and significance of the study, scope, and limitations of the study. The second chapter is a review of the literature, including theoretical and empirical background on urban land management, service delivery, population, institutional and policy issues, and land management practices. The research design and methodology used for and during the study are presented in Chapter three. The fourth chapter briefly discusses the study's data collection, interpretation, and analysis. Finally, in Chapter 5, the conclusion and recommendations are presented.

CHAPTER TWO

2. REVIEW OF KNOWN LITERATURE

2.1 Concepts of Urban Land Administration

According to Garda (1995), highly centralized bureaucratic land management in urban areas results in squatting and the use of bulldozing as a tool of land management, as well as the establishment of many laws in land governance issues. Hierarchical management decision making steps at various levels to improve the overall quality of procedures leading to successful output (Toomanian and Mansourian, 2009). According to (Chimhamhiwa, Molen et al., 2009), existing land consolidations or subdivisions by formal land management (LM) in urban areas support housing development, infrastructure development, and the smooth operation of land and credit markets. Most developing countries' independent organizations frequently do not collaborate and cooperate in the most effective way. To evaluate a land management system (LMS), six parameters are considered: time, cost, society, customer satisfaction, technological innovation, and quality.

Cost: -Cost includes the cost of labor, knowledge, materials, and equipment consumed (process and activity costs), as well as the cost of delivering the revenues generated (Chimhamhiwa, Molen et al., 2009).

Quality: Poor quality work frequently causes approval delays and incurs external downstream costs, as jobs are frequently returned for corrections, resulting in slower decisions. Quality influences the total number of issued documents, the percentage of documents processed without errors, and the average number of times documents are returned for corrections (Chimhamhiwa, Mole et al., 2009).

Individual customer's satisfaction: According to Zevenbergen (2001), getting a land transfer finalized is a "pain in the neck" for most right holders. In their minds, land registration procedures are frequently expensive, slow, and bureaucratic. According to FIG (1995), satisfaction evaluation can have a significant impact on security, clarity and simplicity, timeliness, fairness, accessibility, cost, and sustainability.

Customer/society: According to Chimhamhiwa Molen et al. (2009), the purpose of land management (administration) is to serve society; thus, LM can be viewed as tools for achieving

social goals. They go on to say that while LMSs can be "very busy," they often accomplish little in the eyes of society because different customers have different expectations. To meet customer expectations, they advocate that organizations be measured in terms of customer satisfaction; as a result, they may be able to improve customer satisfaction. According to Enemark and van der Molen (2008), customer satisfaction is dependent on the customer's experience with the service being consistent with their expectations.

2.2 Land administration and Urbanization

2.2.1 Land administration and Urbanization from Global Perspective

The process of increasing the proportion of the population living in urban areas is referred to as urbanization (Sharma, 2006). There is a common understanding among various scholars that basic feature of urbanization is the transition in economic structure to non-agriculture sector from agricultural economies. The basic issues associated with urbanization, according to scholars, are high population density and diversity, a high level of spatial and economic interaction, technology-based production, and trade of goods and services. Urbanization is always regarded as a development indicator. According to Sharma, the concept of urbanization is linked to industrialization, specialization, and subsequent economic growth. The recent trend of localization and globalization will have a greater impact on the role of urban sectors in the broader economy. As a result, while the former is expected to promote decentralization and localization of political roles, the latter is expected to boost economic development, which is the driving force behind urbanization, while placing good governance at the center of urban administration (Tadesse and Shewaye, 2003).

Nowadays, the majority of the world's population (more than 52% in 2011) lives in cities (UNDECA, 2012). Furthermore, according to the 2011 World Urbanization Prospects, the majority of people will live in cities in the twenty-first century. In 2025, two-thirds of the world's population will be living in cities, including people from Sub-Saharan African countries. The projection also stated that the majority of this growth will come from developing countries, where there is currently little urbanization and growth is accelerating, and where the current level of urbanization is not commensurate with their development. According to empirical evidence, the urbanization

process in developed countries has resulted in greater structural improvements in the economies. As a result, there is a strong relationship between the level of urbanization and development, as measured by Gross National Product (Iimi, 2005).

Previously, the governments of most low-income countries were influenced to influence the level of urbanization due to concerns about the problems associated with the process (Tadesse). Shewaye and Shewaye, 2003). They have since changed their minds, realizing that it is an unavoidable process. They began to concentrate on how to create an appropriate framework and enabling environment to strengthen the capacity of municipal governments. It marks a shift in the government's decentralization and localization of political power.

In general, natural population growth, reclassification and addition of new urban areas due to the emergence of new towns, expansion of existing urban areas, and migration can all help to accelerate urbanization or urban growth (Sherma,2006). It is regarded as an irreversible and ongoing development process. Rural to urban migration, in particular, serves as a foundation for urbanization, as people move from poor to better-off areas. While urbanization is recognized as an unavoidable process, the question is how to best address the needs of future generations for critical infrastructure and services.

2.2.2 Land organization and Urbanization in Sub Saharan Africa

African cities are expanding at a faster rate than cities in the rest of the world. However, the current rate of growth is neither unprecedented nor necessarily indicative of rapid urbanization. SSA's urban population is growing at a rate of 4%. While it is tempting to believe that this is due to rural-to-urban migration, the majority of this growth is due to a high population growth rate. In the current decade, the annual rate of urbanization in SSA is 1.3%, which is significantly lower than the overall population growth rate of 2.6%. McGranahan and Satterthwaite (2014); Miller (2014). Individual country data confirm that net in-migration to urban areas was low across most of SSA. Although many people moved to cities, many others left.

According to the report (Locke and Henley, 2016), the majority of people in SSA live in urban settlements of fewer than 300,000 people, with the next largest group living in cities of one to five million people. As a result, the majority of urban Africans will remain in smaller cities rather than the continent's largest cities (UN HABITAT, 2014). Furthermore, the majority of migrants settle in

smaller towns and cities, with only 25% settling in major cities and the remainder in smaller settlements (UN HABITAT, 2014). However, growth in small urban centers is neither universal nor consistent, with many migrants moving in and out of cities (so-called "circular migration") and cities themselves expanding and contracting (Satterthwaite, 2006).

Although Sub-Saharan Africa has few large cities by global standards, many countries are distinguished by a single large (or "primate") city that is much larger than other cities and houses a significant portion of the national urban population (UN HABITAT, 2014; World Bank 2013). There are examples throughout Africa, including Nairobi, Kenya, Nouakchott, Mauritania, Lomé, Togo, and Dar es Salaam (UN HABITAT 2014). In many cases, capital cities are perceived to offer better employment opportunities and potentially better services; major cities have received more attention and spending (World Bank 2013)

The report also includes current urban land cover data and projections for the 15 African countries with the most urban land cover through 2030. South Africa, Nigeria, Ghana, Ethiopia and the Democratic Republic of the Congo have the most urban land cover (DRC). By 2030, all cities' urban land areas will have expanded.

Poor planning practices and the inability of land administration and governance institutions to keep up with the rapid pace of transition have resulted in slum development.

Although current rates of urbanization in SSA are lower than commonly assumed, the region is expected to urbanize at a faster rate than the rest of the world. Between 2010 and 2050, Africa's urban population is expected to grow from 400 million to 1.26 billion (UN HABITAT 2014). Africa-wide, the proportion of people living in urban areas is projected to reach 50% by around 2035, and almost 58% by 2050 under a moderate growth-rate projection (ibid). East Africa (which includes South Sudan) was the world's least urbanized region and is expected to experience rapid urban population growth of 5.35% over the next decade, by far the highest in the world (UN HABITAT, 2014). While there were 20.8 million new urban dwellers in East Africa between 2000 and 2010, at current growth rates, there will be 50% more by 2020, and five times that number by 2040.

Globally, the largest urban expansion rates over the coming decades are expected to be observed in sub-Saharan Africa, with a predicted 12-fold increase in urban land cover surface between 2000 and 2050 according to some current projections (Angel, Parent, Civco, & Blei, 2010). The greatest absolute growth is expected in countries with large populations but low urban populations:

Tanzania's urban population is expected to grow by 61.5 million between 2010 and 2050, while Ethiopia's is expected to grow by 41.9 million. The majority of this growth will continue to occur in mid-sized and smaller cities. Given their lack of institutional and infrastructure capacity, these cities' ability to cope will be called into question. As a result, the formation of informal settlements/slums in new cities will be an ongoing possibility.

The existence of agglomeration economies does not imply that urbanization will necessarily result in increased economic output. Negative externalities such as rising congestion, overcrowding, overloaded infrastructure, pressure on ecosystems (such as water courses and air quality), higher living costs, and higher labor and property costs in cities can offset the benefits of concentration. Sprawling urbanization raises business costs, reduces productivity, and discourages private investment by dispersing factors of production (UN HABITAT 2015).

There are also challenges that limit the distribution of high-growth benefits to the poorest, resulting in severe environmental and health costs and limiting the potential for social transformation. Unplanned urbanization has resulted in cities becoming more of an environmental and health hazard with significant implications for the poor and vulnerable who migrate to cities in search of jobs. The lack of basic amenities and a significant shortage of housing in unplanned and under-resourced urbanization exacerbates urban problems, resulting in more severe effects on health and safety, particularly for the poor and, within that group, women. Over one billion urban residents today live in such deplorable and overcrowded conditions that they are classified as slum dwellers (Revi and Rosenzweig 2013). For some authors, the rush of migrants into cities can overburden existing and not fully developed land market institutions and urban management and capabilities, so that formal sector housing and land markets cannot respond with adequate supply in the short-medium term (Henderson 2010). The result is the development and acceptance of a large informal sector, with lack of public facility servicing and public services.

2.2.3 Land Administration and Urbanization in Ethiopia

According to the Central Statistical Agency (2012), the urban population accounts for approximately 17% of the total population in the country. Despite the share of urban population is increasing rapidly, it is very low compared to most African countries including Sub Saharan African Countries (APRM, 2011).

This becomes more surprising as one can see the experiences of other countries which have large

populations and smaller per capita income. In those countries, urbanization is extremely high, sometimes even doubled (World Bank, 2007). However, Ethiopia's urbanization rate is 4 percent, which is higher than the African average of 3.6 percent (World Bank, 2007). The higher urban population growth rate of the country may result from the higher population growth rate of the country i.e. 2.4 percent per annum.

As indicated by Geiger and Goh's (2012) report on Ethiopia's monetary update, the metropolitan area represents over 58% of Gross domestic product development since it incorporates both industry and administration areas. A different universe Bank report (2007) on further developing human improvement results through decentralized help conveyance stressed the significance of the metropolitan area as it has a more steady economy than the country economy. As per similar record, government assistance misfortunes vary extraordinarily among metropolitan and provincial regions, with country regions being more heterogeneous than metropolitan regions.

As per the World Bank (2015), Addis Ababa is quickly urbanizing and is supposed to turn into a megacity of something like 10 million individuals by 2037. Late development has been rambling with low thickness, with the pace of spatial extension outperforming the pace of populace development. This has suggestions for the expense of framework and administration conveyance, gridlock, land the board, social consideration, and by and large risk. All the tensions of fast metropolitan development are additionally extending AACG's institutional limit and assets slim, and the city is attempting to offer fundamental types of assistance to its inhabitants.

Simultaneously, the city center has very high thickness (somewhere in the range of 15,000 and 30,000 individuals for each km), concentrating around 30% of Addis Ababa's populace on 8% of the land, with by and large unfortunate everyday environments. The high populace thickness, low quality of development materials, and unavailability of crisis benefits all add to the weakness of metropolitan flames.

The unprecedented rate of growth puts additional strain on the housing sector, particularly the lowest income segments. Poor quality housing built in Chika (a wood and mud mixture) makes up approximately 70-80% of the total housing stock. This includes informal housing but also the government-owned kebele housing which was built and extended informally before and while under government ownership. There is a high concentration of poor-quality housing in peri-urban areas and some city neighborhoods are comprised entirely of poor-quality settlements. Informal and kebele housing is often overcrowded, constructed of poor quality materials, and located in

relatively higher-risk areas such as along river banks. All of these factors make them extremely vulnerable to natural disasters such as fire and flooding. While attempts are being made by the city to provide condominium housing, the demand far exceeds the current supply (World Bank, 2015).

The quickness of populace development and land utilization, joined with irregularity or absence of information, makes development arranging and the executives troublesome. For instance, it was expressed that the CSA's true populace development pace of 3.8% each year misjudged reality; the World Bank predicts that populace development will surpass 5% each year. A huge variety could affect the quality and utility of arranging endeavors (World Bank, 2015).

Addis Ababa is home to 25% of the metropolitan populace in Ethiopia and is quite possibly of the quickest developing city in Africa. It is Ethiopia's development motor and a critical point of support in the country's vision of turning into a center pay, carbon-impartial, and versatile economy by 2025. The economy of Addis Ababa is developing at a 14% yearly rate. The city alone as of now contributes around half of the public Gross domestic product, featuring its essential job in the country's by and large financial turn of events. The city is additionally extending quickly, with metropolitan development outperforming populace development. Because of this extension, an expected 46% of land is empty or underutilized. Simultaneously, the downtown area has high thickness (up to 30,000 individuals for each km), concentrating around 30% of the populace on 8% of the land, by and large with unfortunate day to day environments (World Bank, 2015).

The business process reengineering (BPR):The brief review of changes discussed thus far aids in connecting the principles of BPR to those of the scientific management school, total quality management, and systems theory. The Ethiopian government regards BPR as a panacea for the problems associated with inefficiency in the performance of civil service organizations. As a result, it is critical to first discuss the concept of BPR before discussing its application to Ethiopian civil organizations.

Before Hammer and Champy developed the theoretical framework in the early 1990s, some corporations began to practice BPR in the mid-1980s. Many management consultants/scholars, during the 1970s and 1980s, had used operation management techniques to improve the efficiencies of the then business organizations by answering fundamental questions like "why do we do what we do? And why do we do things the way we do them?" For example, Monks (1987: 178) defined flow process charts as a tool to "facilitate analysis by asking why each activity is done, and whether it can be improved by eliminating a task, combining tasks, changing the sequences of tasks or simplifying tasks".

These are the same fundamental questions that must be addressed in today's BPR practice. BPR is defined by Hammer and Champy (1993: 32) as "the fundamental rethinking and radical design of business processes to achieve dramatic improvement in critical performance measures such as cost, quality service, and speed." According to Laudon and Laudon (1998: 407), business reengineering is the process of analyzing, simplifying, and redesigning a business process in order to significantly reduce the cost and quality of a product or service.

According to the previously mentioned literature, the theoretical and methodological foundations of BPR include scientific management, systems analysis and design, operations management, computer technology, and others. In two ways, BPR agrees with the scientific management school. The first is "rational thinking," which holds that money is the only motivator for employees. According to Hammer and Stanton (1995: 166), for example, "the way to people's hearts and minds is not through their ears, but through their wallets" (emphasis mine). The second belief is that "reengineering is deterministic, not probabilistic." (Hammer and Champy, 1993: 14) excludes environmental and human factors from the organizational design equation. However, for our further discussion, the fundamental issue to be noted is that system's theory is the foundation of BPR, because the characteristics of systems- input, processing and outputs- are essential at the time of reengineering a business process.

In general, some of the major principles of BPR, as discussed by Hammer and Champy (1993), are integrating horizontal activities end-to-end, organizing the process around the outcome, capturing information at the source, and putting the decision point where the work is performed.

These principles can be translated into four major areas of organizational structure. These are the Automation, authorizing the employee, bringing the employee to the front line, and providing services to ensure the highest level of customer satisfaction. Hence, it is essential to elaborate on two fundamental concepts- information control and decision-making power- in the management of organizations.

Is BPR MIS solution or organization redesign solution? Two options that influence an organization's design are MIS solutions and organization re-designs solutions. These options address the issue of reducing the distance between the location of information and the location of decision-making authority (Nault, 1998). Information is found at the operational level of a bureaucratic organization, whereas decision-making authority is found at the top level of the organization. A tall organizational structure increases information asymmetry when information

passes vertically from the bottom to the top level of the organization, whereas a flat organizational structure minimizes information asymmetry.

Favoring the organizational redesign solution entails shifting decision-making to the operational level, where the information is stored. As a result, the decision between the MIS solution and the organizational redesign solution is based on how to allocate information and decision-making correctly. In general, BPR can be concerned with determining the optimal point at which top management maximizes control through the use of ICT and employees maximize empowerment through organizational redesign solutions. In short, the optimal combination of the MIS solution and the organizational redesign solution results in the creation of a new process, which Hammer and Champy (1993) refer to as a "hybrid" of centralized and decentralized operations.

Venktraman's model for reengineering a business process: Venktraman spoke about five levels of ICT application in organizational design, whereas Laudon spoke about four stages of organizational transformation (Venktraman 1994, Laudon and Laudon, 1996). The following section discusses the five stages of Venktraman's model, which aid in determining why and how an organization should implement BPR.

1) Automation (local exploitation): Automation refers to the use of ICT to increase the productivity of office employees. Consider two interconnected work units: the inventory control system in the warehouse unit and the accounts payable system in the accounting unit. Each operational manager may be keen on automation in order to improve the operational efficiency of his or her unit. This is referred to as "localized exploitation" of ICT by Venkatraman (1994). To put it another way, automation is the use of ICT to improve the performance of a specific functional process.

2) Horizontal integration: Following the automation of functional units, the elementary activities are rearranged to form a higher-level work process. Venktraman (1994) discussed two major higher-level organizational integration activities. The first is the technical interconnections and interfaces of various systems and applications, which are handled by ICT. The second is the interdependence of business processes, which redefines organizational roles and responsibilities across functional lines. In other words, it is the process of streamlining standard operational procedures and eliminating bottlenecks in order for automation to improve operating procedures (Laudon and Laudon, 1998). This results in the elimination of functional boundaries through the

integration of horizontal activities. For example, performing the sales, store, and accounting functions would have necessitated assigning a seller to write invoices, a cashier to receive cash, a store clerk to record the shipment, and an accounting clerk to post the transactions to their respective accounts. However, computerizing these functional units enables the system to generate receipts for customers, post sales transactions to their proper accounts when they occur, and prepare financial statements as needed. This results in horizontally related tasks being defragmented and performed by an employee with knowledge of sales, storekeeping, and accounting. This is why, in modern organizations, generalists are preferred over specialists, particularly for operational level administrative tasks.

3) Business process redesign (reengineering): BPR does not imply the application of ICT to an existing business process; rather, it entails a complete renovation of the business process prior to the application of ICT to avoid the automation of inefficient process activities. The primary concerns of BPR are the rationality of the existing business process, the significant changes occurring in the competitive environment, and the cost of continuing with the existing process (Venktraman, 1994).

4) Business network redesign: This refers to the use of ICT to improve the interface and foster strategic alliances and cooperation among business network participants. Business network redesign includes everything from connecting the organization to its customers and suppliers via EDI (Electronic Data Interchange) to enabling unstructured tasks, strategic alliances, and knowledge control (Venktraman, 1994). Network technology has broken down barriers, shortened distances between organizations, and created opportunities for collaboration and partnership. For example, business enterprise networking technology has enabled bank customers to obtain banking services from any location and at any time.

5) Redefining the organization's scope: The main question here is what role ICT plays in influencing the business scope and business relationship logic (Vanktraman, 1994: 83). Scope redefinition entails rethinking the organization's mission, the business it is in, and the network it has with strategic partners and allies in order to bring about a paradigm shift in business activity.

If an organization is found to be doing BPR to seek efficiency, it is either at the automation or horizontal integration level of using information technology. As a result, the organization is discovered at the evolutionary level of transformation. If an organization is discovered to be at the strategic level, that is, at the stage of network redesign or scope redefinition, the organization undertakes BPR to enhance its capability and it is found at the revolutionary level of

transformation.

2.3 Public service delivery in Ethiopia

The Ethiopian public sector was characterized by weak structures, in efficient service provision, corruption, insufficient capacity, and the routine disregard for due process of law in matters of public concern. The government has developed a vision for the future of the public sector and is committed to overcoming the challenges of hampered weak institutional arrangements, outdated working processes and systems, low capacity, unethical behavior, and fraud (MoCB, 2010). As a result, the government has launched a series of reform initiatives across the public sector with the goal of increasing efficiency in service delivery while also increasing transparency and accountability to citizens for meeting service standards. Many results have been achieved by implementing reform tools to improve the efficiency and effectiveness of service delivery at the national level. Some of the outcomes observed include accessibility, timeliness, cost reduction, and so on. (MoCB, 2010).

According to the BPR reports, there are service standards for core services, and a significant reduction in service processing time has been recorded. The most significant improvements in service delivery have come from reducing processing time (MoCIS- ICR, 2013). When the reform tool was implemented, one of the key dimensions of service delivery improvement targeted by public offices was service process time (World Bank- ICR, 2013). Furthermore, data show that service accessibility has improved during the reform implementation periods. The number of local offices has grown in order to provide specific services (MoCIS- WCBS V, 2013).

As previously stated, the government has committed to implementing business process reengineering as a means of achieving the intended fundamental change during the implementation process (Belete et al, 2008). BPR has extended the service standard scheme to all services that institutions were responsible for providing, rather than just a few. By avoiding non-value-added steps, BPR has succeeded in simplifying service delivery processes (MoCB, 2010). Services could be delivered much more quickly and often in more convenient locations, increasing people's trust in the public sector and thus expanding access (MoCIS- WCBS V, 2013). Another BPR output that will have had a similar effect is having appropriately qualified front-line staff trained in customer service (Brown, 2012).

Although Brown (2012) mentions all of the above successes in service delivery reform, there is a

question of sustainability, and it cannot meet the full range of outcomes in efficiency, effectiveness, transparency, accountability, and responsiveness in the public sector. Some reversal situations have also been observed (Brown, 2012). However, it is reasonable to assume that having qualified front-line employees who are capable of meeting the needs of their customers will have a significant impact on levels of customer satisfaction.

Overall, the reforms have resulted in significant changes over the last few years. The reforms have been decentralized from the federal to the regional, city administration, woreda, and kebele levels, affecting the lives of all citizens across the country. Decentralized service delivery has increased opportunities for communities in almost every aspect in most cities (World Bank-ICR, 2013).

2.3.1 Challenges of Urban Service Delivery

Despite achievements in service delivery, key challenges continue to impede efficient and effective service delivery. Inability to address the constraints may have an impact on the improvements made in service provision during the implementation period. The fundamental problem, according to Brown (2012), is not with the reform initiatives themselves, but with the belief that there are comprehensive solutions that address all aspects of change. Different approaches, processes, and tools must frequently be deployed concurrently (rather than sequentially) if organizational performance is to be improved in a sustainable manner. This is why all reform components are critical and should not be implemented as separate work streams. He went on to say that integrating them so that they complement each other is an art rather than a science, and that it hasn't been done in even further than it currently is.

Garcia and Rajkumar (2008) discussed the challenges that must be overcome in order for accountability mechanisms to be effective and service delivery to improve. Delegation of responsibilities must be matched by adequate finances, particularly at the local government level, and expenditure assignments of the various levels of government must be fully and clearly defined. This does not occur to a sufficient extent in Ethiopian civil service. Duplication of effort and lack of coordination can result from a lack of clear assignments. It also makes assigning roles and budgets difficult in order to meet functional objectives. Other responsibilities are less clear. The cities are in charge of the majority of land administration services, but there are gaps in the legal framework (or a failure to harmonize) about what is expected of them, how they are supposed to complement each other, and how much each level is supposed to contribute. Not only are these

distinctions weak or absent, but there is no clear link between fiscal capacity and responsibility. To create a clear junction between functional accountability and fiscal arrangements, functional and fiscal assignments must be clearly linked and function costed as accurately as possible. The precise roles of each level of government and organization within each of the broadly assigned areas of responsibility must be clarified (Garcia and Rajkumar, 2008).

Many woredas have been limited by a lack of adequate staff to deal with the challenge of improving service provision (World Bank, 2011), and the World Bank's 2014 report on staff turnover noted a high number of vacant positions in the public sector. Turnover and staff scarcity are high in professional and technical fields, where many employees are leaving the public sector. Strategic personnel management and compensation policies of service providers are critical to the success of service delivery reforms because these policies may aid in the retention of professional staff in the public sector (Brown, 2012).

However, one of the least developed areas in the public sector is personnel management (World Bank- ICR, 2013). This challenge has to be addressed urgently to improve the service provision. To conclude this section, both the World Bank report and Birhanu findings have summarized the following constraints and challenges as they are prevalent in most public sectors: lack of staff and organizational structure; lack of effectiveness and efficiency of institutional operations; low quality of service provision.

2.3.2 Population Pressure and Public Service Delivery

It is necessary to consider that decisions made by politicians regarding the provision of services may be influenced by the characteristics of the population in order to understand and meet their needs. The capacity of a local government may be influenced by the different types of population, so citizen requests and services may differ (dependent population, immigrant population, and unemployed). In fact, local governments must ensure that citizens receive adequate services in terms of quantity and quality. The quality and quantity of services, in turn, may be affected by population characteristics as well as the global financial and economic condition of local governments (Santis, 2020).).

2.4 Urban Land Administration across the Globe

2.4.1 Land Administration in the World

Even though every country in the world has typically planned similar objectives in their land administration system, the mechanism that will be used to achieve those objectives is dependent on the countries' current situation. According to Burns, the land administration system in many developed countries is so tightly woven into citizens' economic and social fabric that it is almost completely ignored by the customers it serves. These countries' land administration systems can deliver the expected social and economic outcomes, as well as facilitate land-related service delivery that is efficient, fair, and transparent for all customers. Many scholars agreed that the efficiency and effectiveness of land management is affected by the performance of political, economic and social condition of the countries, and highly depend on the capacity of the public sector and the governments to implement the designed system.

One of the most difficult aspects of achieving an effective land administration system is the institutional structure. The lack of coordination among various organizations is a separate issue. The institutions' responsibilities frequently overlap, resulting in unnecessary bureaucracies that dissatisfy customers and citizens with service delivery. This could also lead to extra payment and corruption, which would have an impact on the legal system and efficient service delivery (Burns, 2006). As a result, all reform activities would be ineffective, and citizens would lose trust in the land administration's service delivery system.

Similarly, the legal ground of land administration is frequently characterized by discrepancies that are not harmonized one to the other. Despite efforts to improve land-related laws and proclamations, the situation has persisted and will result in inefficient land administration in most countries. Another issue observed in the land administration sector is a lack of skills and resources in civil service offices. Introducing new and modern technology is difficult, particularly in developing countries. This could be related to the financial capacity to invest in such large-scale technology.

However, there has been a shift in recent years, with countries recognizing that the land sector is one of the potential sources of revenue, and they are investing in the new technology that the sector requires. Most countries, for example, have implemented a system known as National Spatial Data Infrastructure to integrate information from various levels of land administration offices (Deininger

et al, 2010).

Reforming land laws and regulations with the help of modern systems is becoming increasingly important in order to achieve efficient and effective land administration in every part of the world and, as a result, to meet customer demand. Nonetheless, many governments around the world lack the political will or the capacity to design effective land administration reforms or implement them in an appropriate manner (Burns, 2006). As a result, governments should prioritize capacity-building activities, the introduction of land administration reforms and their implementation mechanisms, modern technologies, and systems for delivering land-related services that instill trust in citizens.

All of the aforementioned issues strongly support good land governance in all countries around the world. According to Burns (2006), effective land administration would be difficult without service-oriented organizations, unclear land-related laws and regulations, and an efficient and effective service delivery system.

2.4.2 Land Administration in Africa

African countries, like many developing countries around the world, are experiencing rapid urbanization, with an average urban population of about 39.6% in 2012 (UNDESA, 2012) and an average urban population growth rate of around 3.6%. (World Bank, 2007). Furthermore, the majority of the continent's population lacks access to land and lives in slum areas. According to Burns (2006), traditional or customary land administration systems are used in the majority of African countries' urban sectors.

Furthermore, because the continent is beleaguered by the complexities of cadastral and ownership powers, colonial land administration laws and guidelines remain in force in many African countries. In many cases, traditional ownership and informal land administration systems coexist with the formal system, rendering the formal system ineffective and inefficient. Furthermore, in most African countries, the official land administration system is frequently not functioning independently, and some land administration activities are carried out in a traditional manner, which jeopardizes the interests of customers (Deininger et al, 2010).

Many land administration systems in Africa are ineffective and inefficient, despite attempts to establish accurate and efficient land administration. There are some there are numerous obstacles to

having an effective administrative process in Africa's land sector. According to Deininger et al. (2010), the main issues with land administration information flow across various government offices, the private sector, and customers. In contrast to developed countries, only a few countries have implemented a comprehensive national spatial system that allows for the exchange of reliable land-related information.

Similarly, to the rest of the world, land administration laws and regulations in Africa lack clarity and overlap responsibilities. With all of these gaps in mind, many countries have implemented legal reform to address the issues and launch new initiatives. Tanzania, for example, has enacted new land laws since 1999, and other countries such as Uganda and Mozambique have also enacted new land laws and regulations. However, the expected outcome and coverage are high, but many reform initiatives could not be implemented on a large scale (Burns, 2006).

Many African countries face severe resource shortages in the land administration sector, including technical, financial, and human capacity. According to Burns (2006), existing systems lack resources, are mostly out of date, and have high and inefficient maintenance costs.

Because the colonial form is reflected in the system, which requires high skill to improve or change on a large scale. As a result, the administrative process suffers. Furthermore, the majority of the services are extremely time-consuming.

2.4.3 Urban Land Administration in Ethiopia

2.4.3.1 Historical Framework

As previously stated, land issues have played a significant role in Ethiopia's political and economic development. Understanding the history of land ownership and tenure systems for different regimes is critical for understanding the successes and failures, as well as the prospects, of land administration service delivery systems. Prior to 1974, Ethiopia's imperial government held a monopoly of political and economic power over land and other significant properties. The monopoly of land ownership lasted until the arrival of capitalism around the turn of the twentieth century. By then, some foreign business communities had gained access to land through government concessions or made purchases.

Contract agreement with landlords. The monopoly system of land ownership stifled production from smallholder and commercial farms, thereby increasing urban and agricultural land productivity. The majority of urban land was vacant and inoperable. The problem caused by this monopoly system necessitated land reform (Abuye, 2006).

In 1975, the Derg government arrived and declared that all land became government property (World Bank, 2011). During the government change, the main economic issue was the demand for land reform. Urban land, real estate, and extra houses were nationalized and turned into public property. The nationalization law effectively halted urban land marketing. Land was only provided through government allocation or inheritance of a building (Abuye, 2006).

Another aspect of the "land-to-the-tenure" ideology was that households that were unable to cultivate their land did not feel secure in their tenure and risked having their land reallocated to other households that demanded more land (Deininger et al, 2010). However, the changes made were insufficient to address the issues that were prevalent in both urban and rural areas. The challenges and stagnation of urban development have once again highlighted the critical need for urban land reform (Abuye, 2006).

This is significant because it may establish land market transactions, which promote market economy and urban development by balancing the interests of the private and public sectors.

Following the fall of the Derg regime, the EPRDF took power and maintained land as government property to which citizens have access rights through use rights (Ethiopia Constitution, 1995). While every citizen has the right to own private property (article 40 of the constitution), private ownership of land is not provided for.

As stated in Ethiopia's urban land lease proclamation No. 721/2011, the government retains control of the urban land and will distribute it to those who wish to use it solely through the leasing system. According to a 2011 World Bank report, one implication of the right of every citizen to use land has been the local redistribution of land to people or those in need of land.

Tenure insecurity may deter owners and investors from investing in land improvements, reducing land productivity. According to the same report, this is due to poor land redistribution and land-related service delivery by the public. Poor service delivery has an adverse effect on land users' perceptions of tenure security.

In fact, Ethiopia is not the only country with a law stating that the government owns all land in the country. People own land only through possession of use rights if the public owns all of the land in the country. As a result, performing well with a land use right system for the economy is only

possible if various relevant dimensions of land policy and administration are appropriate to development (World Bank, 2011).

2.4.3.2 Urban Land Administration in Addis Ababa

Addis Ababa has been in existence for over a century. Emperor Menelik II established it as the permanent capital of the then-emerging modern Ethiopian state in the late nineteenth century.

Following the process of modernization and economic development that Emperor Haile Selassie I zealously pursued in the aftermath of World War II, the city has grown into an important urban center over the years (Mehret 2002). The unprecedented increase in urban population in the majority of the developing world is causing an unusually rapid increase in demand for urban land.

The fundamental pressures toward higher urban land values stem from the increasing demands of a rapidly growing urban population, which are exacerbated by lengthy and costly processes of land transfer and title establishment, which have a particularly heavy impact on the supply of small plots for low-income groups. Addis Ababa is one of the world's fastest growing cities, plagued by problems common to most developing cities, such as widespread urban poverty, joblessness, insufficient housing, severe overcrowding and congestion, and underdeveloped physical infrastructure. Furthermore, rising social ills such as prostitution, beggary, homelessness, and mouth delinquency are harsh realities of city life. In recent years, urban problems in Addis Ababa have been compounded by poor urban management that has not been sufficiently responsive to its constituency (Mehret 2003).

The two main components of Addis Ababa's existing land use pattern are the freehold and leasehold land use systems. Currently, the city has adopted a double track system, which allows new land users the "use and benefit right," in contrast to the culturally dominant free holding system that has been in place for many years in the country's history. While previous landowners and those who will obtain a subsidized plot through the new bureaucratic allocation have been given priority, only the "use right" is granted, with no ability to transfer their property, use it as collateral, or receive compensation for the evicted land.

Because of the relatively large size and population of the newly defined sub cities and woredas, as well as the dictum of decentralization, administrative units were given broader service delivery mandates. As a result, institutions with land management mandates are organized at the city, sub-city, and woreda levels as part of the city's comprehensive municipal reforms. Particularly,

institutions with land management responsibilities at the sub city and woredas levels are well defined, and the city has devolved the majority of its urban land management responsibilities to the sub city level. Nonetheless, a lack of adequate urban land management capacity and rampant corruption at the city and sub-city levels became the hallmarks of the city's reform program.

The responsibility of land management institutions at the city and sub-city levels is as follows: The Urban Land Development and Management Bureau administers the city's land in accordance with policies and laws, ensures the city's development is in accordance with approved plans, and ensures that due compensation is paid in accordance with the appropriate law.

Similarly, while the Urban Land Bank and Transferring Office facilitates land development activities in collaboration with interested developers through contractual arrangements, follow up and supervise the arrangement and implementation of proper land for different activities and transfer accordingly, and expropriate land properties and pay due compensation in accordance with land issue certificate for land developer, supervise same, the Building Permit and Control Authority rescinds the Building Permit and Control Authority rescinds the Building Permit and Control Authority rescinds the Building Permit and Control Authority.

Similarly, the Land Development and City Renewal Agency conducts studies, develops preferred land, and prepares details for lands for development, whereas the Title Administration and Transitional Period Service Project Office is tasked with the preparation of land and property valuation indexes; direct studies on land for improved investment development. Finally, the Urban Plan Institution is responsible for developing land use standards and implementing them after approval, as well as causing the study of local development plans while considering the socioeconomic situation of preferred land (Eticha, 2017).

2.5 Land Policy and Strategy

During Ethiopia's brief urban planning experience over the last few decades, most local plans were implemented using the master planning approach. The National Urban Planning Institute (NUPI) (later renamed the Federal Urban Planning Institute (FUPI)) has prepared Master and Development plans for more than 120 urban areas, with planning periods of 20 and 10 years, respectively (Soressa, 2017).

These plans served as key urban development instruments, contributing significantly to the management and regulation of development activities, despite being criticized for being rigid and

focusing solely on physical aspects as they attempted to address existing gaps and future demands. Participatory planning was viewed as a simple familiarization of stakeholders with already finalized urban plans in these plans. Recent planning efforts, such as the Addis Ababa plan, have demonstrated a shift to a strategic, prioritized, and flexible issue-based and participatory planning approach, as opposed to master planning's wholesale un-prioritized land use approach. The emphasis was on social, economic, and other development issues.

Regional governments established planning institutions, and the role of cities and private consultants in the preparation of urban plans expanded, despite differences in naming and planning approaches. The former FUPI, now known as the Urban Planning, Sanitation, and Beautification Bureau, shifted its focus to support and regulatory functions. Since the founding of Addis Ababa, various master plans have been planned and implemented.

A master plan for Addis Ababa was prepared to serve the city for 20 years (1986-2006), with the goal of directing and controlling the city's development (Erena et al, 2006). (2017).

The master plan's land use zoning was so strict that plots could only be used for their designated purposes. The regulation had an impact on the city's land supply system because developed sites were left vacant in order to maintain the regulation. To make matters worse, the city administration failed to properly administer and control these vacant plots, leaving them vulnerable to illegal subdividing.

From 1999 to 2002, the Office for the Revision of Addis Ababa Master Plan Project (ORAAMP) prepared the structure/master plan that was used in the city for ten years, until 2012. ORAAMP initiated the revised master plan to allow for flexibility in land use zoning.

It has widely implemented mixed-use zoning in order to provide a comprehensive and flexible approach. Nonetheless, its implementation appears ineffective due to insufficient capacity and the deep-rooted zoning tradition that remains active among technicians. As a result, the land provision procedure has been influenced while attempting to interpret the land use regulations. The Lease Department cannot afford to set the minimum level for the tender price under this regulation. The price criterion used does not consider the cost of land in the informal market. As a result, in the absence of a true land market, setting the benchmark price based on these criteria and tendering it in the face of a scarcity of land supply created distortions that made land prices unaffordable to citizens.

2.6 Land Ownership

Land has been declared public property in Ethiopia since 1975, under the terms of Proclamation No.31/1975, which nationalized rural land, and Proclamation No.47/1975, which nationalized urban land and extra houses. Both proclamations effectively ended private land ownership in the country. Land ownership remained in the hands of the state, and its disposition was determined by a lease agreement between a person or company on the one hand and the city government on the other, in accordance with the Federal Lease Holding Proclamation No.80/1993.

Proclamation 80/1993 is repealed and replaced by Proclamation 272/2002, which provides for the administration of all urban land through the lease system and imposes various restrictions on the transfer of properties attached to the land, according to Erena et al, (2017). Citizens' land ownership and use rights are thus prohibited. Proclamation No. 272/2002 is repealed and replaced by Proclamation No. 721/2011, which also states that urban land must be allocated through tender and allotment rather than negotiation in order to avoid corruption. The city administration cabinet decides on allotment, which includes public residential housing, government-approved self-help housing constructions, and substitute land. Within the framework of the Federal proclamation, Addis Ababa City Administration (AACA) has adopted its own lease Regulation No. 3/1994. Land development and supply is controlled through this regulation. The benchmark prices are fixed by the urban houses.

Despite their concern for equity, the policies in Proclamation No. 47 of 1975 created serious bottlenecks in the housing sector during the period (1986-91), and the lion's share of housing need went unmet. The government Proc. No. 92/1986 housing policy document and the associated regulations were responses to these problems. There were issues, particularly in Addis Ababa, with providing serviced land and obtaining construction materials. The provision of housing standards, as well as the promotion of housing cooperatives and co-dwelling, were used as instruments to achieve the policy guidelines' goal

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In the last thirty years, all land and housing policies, strategies, rules, and regulations have been adopted in light of the public and government's basic land ownership right. The majority of the regulations' goals have been to ensure equitable access to land and housing, as well as to eliminate speculation. In terms of planning constraints, the content of the title deed that enforces building construction is based on land use zoning. In 2003, the government enacted a condominium housing regulation to limit horizontal expansion and improve the economic use of serviced land. A condominium is a communal building structure in which each household has its own room or rooms on a flat.

Informal settlements were also given due consideration in Regulation No.1/2000, which recognizes a portion of informal/squatter settlements, specifically those built up to the date of the AACA's title deed survey in May 1996. However, the regulation states that settlements in this category will only be legalized if they are found to be in accordance with the master plan (Daniel, 2006 as cited in Erena et.al, 2017).

2.7 Good Governance in Land Administration

In comparison to advanced countries, land governance in Ethiopia is still in its early stages of development (World Bank, 2011). Significant efforts and improvements are required to improve the efficiency and effectiveness of land administration. According to Kaganova (2005), three areas appear to be especially important for good land governance: introducing some fundamental principles of good governance; clear distribution of decision-making power and overall responsibilities of the government system; and deploying additional resources.

More principles that would be applied in every urban service delivery, including land administration services, were mentioned in the urban good governance package document (2005). One of the principles stated that all municipal governments should be able to provide services at all levels in an efficient, transparent, and accountable manner, as well as continue to improve in order to satisfy service recipients.

Deininger et al. (2010) properly praised good land governance in their document. In a number of ways, they believe it is critical as a requirement for long-term development. For example, good land governance can facilitate long-term land investments, protect vulnerable groups' livelihoods,

provide low-cost land service, boost private sector development by using land as collateral for loans, and increase government revenues through land taxation and land service fees to facilitate effective decentralization and promote local government accountability. Land administration services are expected to be delivered in an efficient and effective manner based on these principles. However, this is not the case. Deininger et al. (2010) discussed how land has been identified as one of the sectors most affected by poor governance.

Poor governance manifests itself in the difficulty of gaining access to land administration institutions in order to obtain land ownership information, transfer property, or obtain other land-related services. This issue can be tracked using standard corruption indicators in the public sector. The land sector was identified as one of the potential areas for corruption in a 2012 World Bank report on diagnosing corruption in Ethiopia. Different literatures, such as the UNECA Economic Report on Africa (2002), have also confirmed that this story is shared by the majority of African countries. The reason given for this conclusion is the public sector's inefficiency in delivering services, given that it is the sole provider of urban land-related services. The public sectors that deliver land related services to the customers are not transparent and accountable so that they may not be free from corruption.

2.8 Problems in Urban Land Administration

The city administration's 2013 report discussed the major issues confronting the land administration sector. The majority of them concentrated on institutional and human capacity to implement laws and provide efficient services. Tigstu (2011) summarized the challenges faced in implementing an urban land administration system as policy and regulatory gaps; technical issues; a lack of organizational capacity, insufficient financial resources, and a lack of capacity building activities and participation.

Policy and proclamation gaps: There are a gap in the legal framework regarding assigning clear responsibility among various parallel and horizontal organizations. The World Bank report from 2011 identified these gaps between various regulations and guidelines, as well as their implementation. In some cases, these legal frameworks are not harmonized.

Technical issues: A number of technical issues must be addressed in order to develop compatible land administration methodologies and approaches. Technically, the sector lacks a consolidated

land registry for urban sectors, a proper land information system, public access to land information, and a general lack of urban planning.

Weak organizational capacity: institutional capacity issues limit the city land administration offices' ability to meet increased customer demand for land-related services. Belachew (2010) also discussed how institutions are not properly empowered (working manuals, equipment, manpower).

Inadequate Financial Resources: Tigstu (2011) discovered a link between low institutional capacity and insufficient financial resources. The financial resources of the institutions heavily influence their performance capacity.

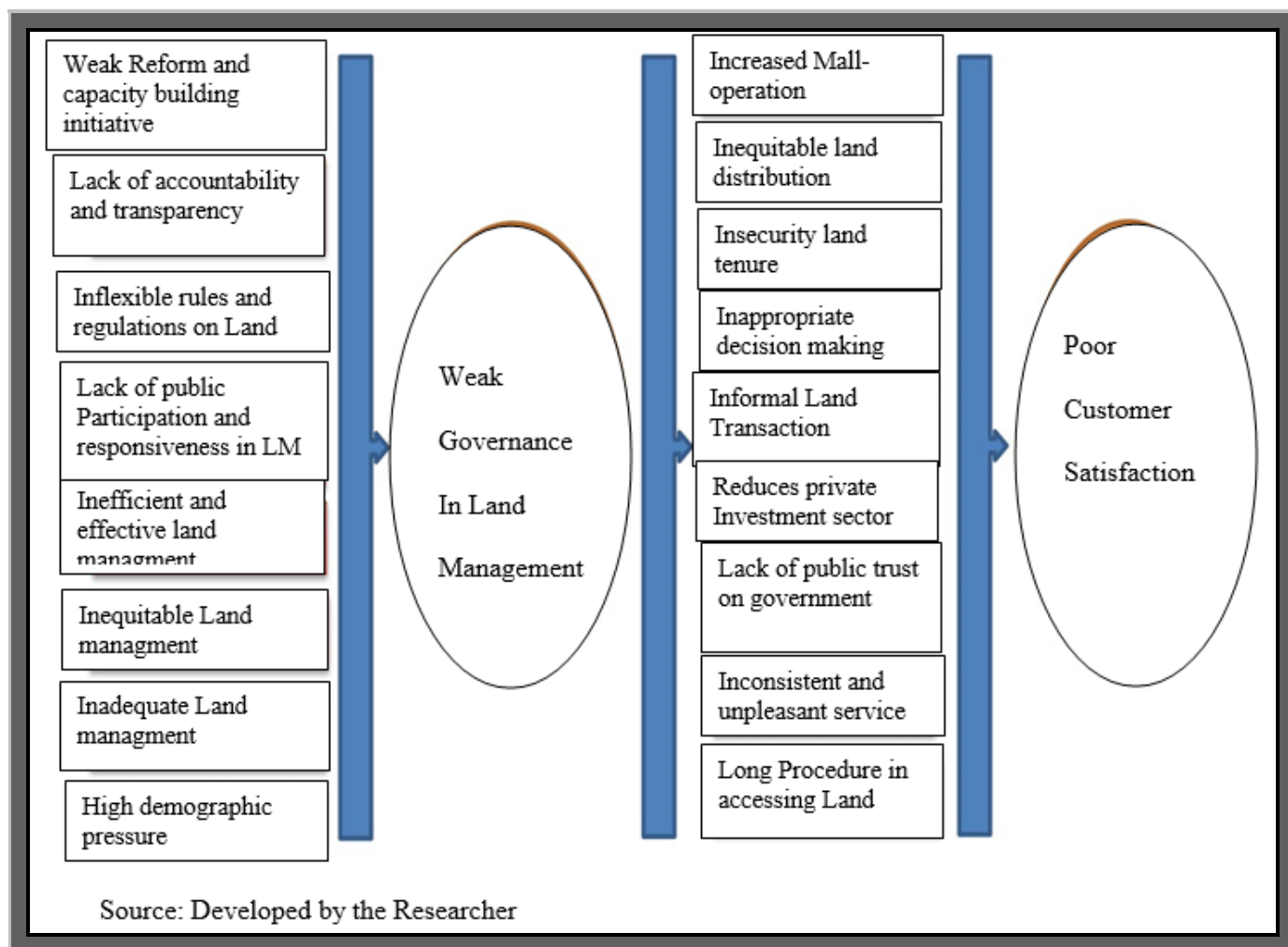
Poor capacity building activities and participation: According to a 2011 World Bank report, the majority of land administration experts are not trained in land administration, but rather in other urban natural resource subjects. The city's 2013 evaluative training module also stated that there is a lack of public awareness' about urban land policy and service delivery reforms, so people are unable to participate in their own issues. Stakeholder participation through community awareness programs, according to Burns et al (2006), is a critical implementation factor for the reform approach.

2.9 Conceptual Framework for Urban Land Management and Application of Reform

In accordance with the aforementioned objectives and methodology, the research created an analytical framework to examine the impact of implementing reform tools and good governance principles on improving service delivery in the land administration sector. The analysis was centered on the perception and opinion of customers and employees, with the focus on delivering quality services and customer satisfaction. Customer satisfaction was one of the key indicators for this research paper based on this. It assessed customer perception in the delivery of land-related services.

This was a base for analyzing whether implementation of different reform tools could increase customer satisfaction by providing quality services. As shown in the figure below, the major theories and concepts to be used in this research paper were analysis of land related services, reform tools & governance principles, service delivery and customer satisfaction. The implementations of reform tools could help to restructure organizational set up and to improve service delivery. In principle, the customers can be satisfied by receiving quality service.

Furthermore, the primary goal of good governance in land administration is to provide all citizens with equality, accountability, transparency, participation, rule of law, responsiveness, and a consensus-oriented system. According to Meles (2016), the existence of good land administration practices is very important in achieving economic development and poverty reduction in urban cities. It also improves land tenure security, reduces land conflicts, makes citizens feel more secure and confident in their institutions, reduces transaction costs and corruption, and encourages private sector investment. Increasing the quality of good governance will improve the quality of services provided to the public, resulting in a greater sense of ownership and public trust in government. Poor land administration, on the other hand, contributes to inequitable land distribution, limited local revenue, reduced private sector investment, informal land transactions or informal property market, and tenure insecurity. As a result, it plays a minor role in poverty reduction and urban city development.



Source: developed by the Researcher

Figure 1 Conceptual framework adopted from literature review and Own

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Study Area

Addis Ababa, founded in 1887, has served as the capital of several regimes. According to Proclamation No. 87/1997, the city of Addis Ababa was granted chartered city status following the establishment of the FDRE in 1995, which is administered by an elected council. The city administration reports to the Prime Minister's office, which adds to the city's dual nature (as both a Region and a city). Numerous embassies, international and regional organizations are located in the city, all of which contribute to the city's diverse socioeconomic characteristics.

Due to its diverse manufacturing and commercial sectors, Addis Ababa has long been the country's economic center, accounting for roughly a quarter of the country's GDP. Addis Ababa has a higher concentration of financial institutions, transportation, and other businesses, storage, communication, construction, and real estate than other urban centers.

Administratively, Addis Ababa is divided into eleven sub-cities, 117 woredas, 842 sub-woredas, and 9,009 blocks, according to a World Bank (2015) report. Following elections, administrative power shifts every five years. Sector bureaus, agencies, and authorities are established at the city level, with offices at the sub-city level. The bureaus, agencies, and authorities are responsible for implementing infrastructure development, promoting investment, providing economic and social services, and performing other regulatory functions as needed.

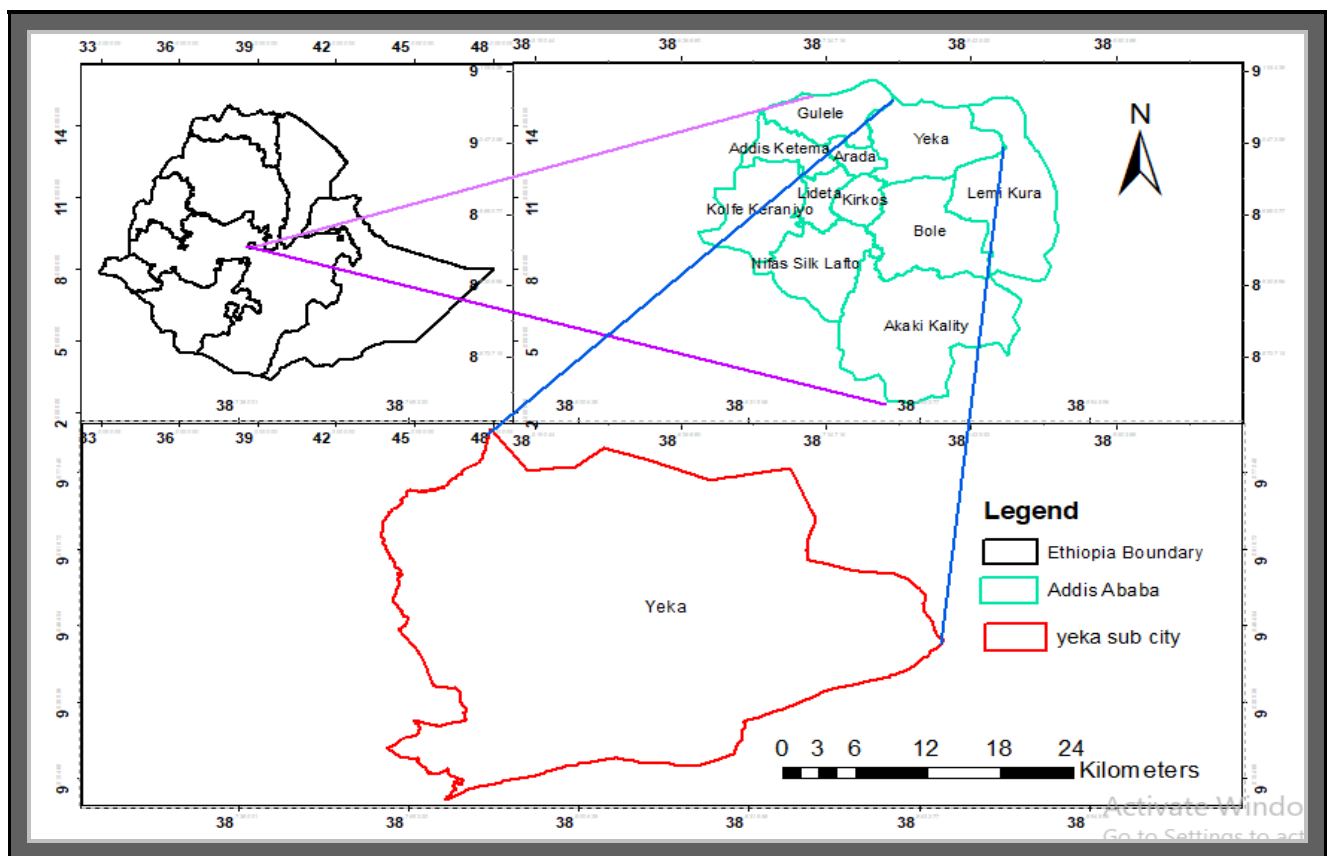
According to (CSA, 2013), the most recent population estimate for Addis Ababa in July 2015 was 3,201,000 people, with 1,503,214 men and 1,698,448 women. The improved road network is likely to increase the number of commuters from neighboring towns in Oromia Region, resulting in a higher daytime population than stated.

The city accounts for approximately 3.71% of the country's urban population. According to official CSA figures, Addis Ababa's population growth rate is estimated to be 2.1% (for the years 2007-2037), implying that the city's population will more than double in less than 30 years (BoFED, 2014 as cited in World Bank, 2015).

According to the city's age structure, approximately 24 percent of the population is under the age

of 15, while approximately 29 percent is between the ages of 15 and 25. Addis Ababa has a very young population, with 53% of residents under the age of 25. (World Bank, 2015).

Addis Ababa is an ethnically diverse city. According to the same report, 47.04 percent, 19.51 percent, and 16.34 percent are Amhara, Oromo, and Gurage, respectively. The concentration of people ethnically identifying as Tigray, Silte, and Gamo is noteworthy, accounting for 6.18 percent, 2.94 percent, and 1.68 percent of the city's population, respectively. The city takes pride in being economically and ethnically diverse, with recent renewal and redevelopment activities resulting in gated communities. Yeka sub-city, with a population of 346,484, is one of the city's expansion areas, located in the northwestern part of Addis Ababa. Yeka sub-city has an area of approximately 8213.1 hectares and a population density of 42.18 people per hectare. The sub-city is currently divided.



Source: Prepared by ARC GIS by the Researcher

Figure 2 0 Map of the Study Area

3.2 Research Design

To describe the population pressure factors, urban land management practices, and urban policy practices of Yeka Sub City, as well as the challenges involved in the land management service delivery process, the descriptive case study research technique was used. To provide a complete picture of the offices' service delivery performance, the research used both qualitative and quantitative data from customers and key respondents from the land development and management office, the director of landholdings registration and information agency, and the Land development city renewal offices.

3.3 Source of Data

This research paper's information came from both primary and secondary sources. The primary data came from two sources: service providers and service recipients. The former group's (service providers') goal was to gather information about land administration service delivery from the Yeka sub city urban land development and management office, as well as the Landholdings and information agency Sub city branch office heads, staffs, and managers.

A checklist and questionnaire were used to guide the interviews with experts and officials. The latter group, i.e. service recipients, on the other hand, captured customers' perspectives, perceptions, and levels of satisfaction in receiving efficient and high-quality services. The tool assessed citizens' access to land administration services as well as their understanding of the capacity of service providers to actually provide the services. The study includes empirical tools such as questionnaires distributed to customers, officers, and managers, as well as a checklist distributed to land office managers. Customers were asked quantitative and qualitative questions about the performance of land administration service delivery and the behavior of service providers from their point of view in the questionnaire. Whereas the questionnaires or checklists prepared for officers and managers were expected to ascertain the supply side's perspective.

Secondary sources were also used for the research paper. Reviewing government policies and strategies, documents on land administration, various reform materials, related research, and review reports on the subject yielded the information.

The review aided in gaining a general understanding of the state of service delivery in the urban

land administration sector. Several other documents that could aid in the development and improvement of understanding of the subject matter were also reviewed. These documents were obtained through appropriate offices, libraries, and the internet. The research analysis also included personal observation

3.4 Sampling design

3.4.1 Sampling population

Administratively, Addis Ababa is divided into eleven sub-cities, 117 woredas, 842 sub-woredas, and 9,009 blocks, according to a World Bank (2015) report

According to (CSA, 2013), the most recent population estimate for Addis Ababa in July 2015 was 3,201,000 people, with 1,503,214 men and 1,698,448 women. The improved road network is likely to increase the number of commuters from neighboring towns in Oromia Region, resulting in a higher daytime population than stated.

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According to the city's age structure, approximately 24 percent of the population is under the age of 15, while approximately 29 percent is between the ages of 15 and 25. Addis Ababa has a very young population, with 53% of residents under the age of 25. (World Bank, 2015). Addis Ababa is an ethnically diverse city. According to the same report, 47.04 percent, 19.51 percent, and 16.34 percent are Amhara, Oromo, and Gurage, respectively. The concentration of people ethnically identifying as Tigray, Silte, and Gamo is noteworthy, accounting for 6.18 percent, 2.94 percent, and 1.68 percent of the city's population, respectively. The city takes pride in being economically and ethnically diverse, with recent renewal and redevelopment activities resulting in gated communities

3.4.2 Sample Size

when we begin a study to estimate a population parameter, we typically have an idea as how confident we want to be in our results and within what degree of accuracy. This means we get started with a set level of confidence and margin of error. We can use these pieces to determine a

minimum sample size needed to produce these results by using algebra to solve for n

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

3.4.3 Sampling Techniques

Key respondents were chosen using non-probability purposive sampling techniques from the urban land development and management office and the Landholdings and information agency Yeka Sub City branch office.

A simple random sampling technique was used to collect data via questionnaire. The functions of the various departments/offices under the Land Development and Management Office and the Landholding and Information Agency Sub-City Branch Office were described. Landholdings registration and information agency, Title administration transitional period service project office, and Land development city renewal offices were specifically chosen from among these offices for data collection via questionnaire. 330 sample size used for to have large sample .Total Simple random selection was used to identify 133 employees for data collection via questionnaire. The flowing formula is used to calculate the proportional sampling size for each office. The sampling size was calculated as follows:

$$n = N / (1 + Ne^2) = 330 / (1 + 330 * 0.06^2) = 133$$

Table 1 Sample Ratio

Name of the office selected	Total No. Employee in Each Office	No. of Samples	Percent
Landholdings registration information agency	127	67= (127/253*133)	50%
Title administration transitional period service project office	68	36= (68/253*133)	27%
Land development city renewal sub- city Branch Office	58	30= (58/253*133)	23%
Total	253	133	100%

Source: Field Survey, 2022

WERE

n = number of sample (67 employees or (50%) of the total from the landholding's registration information agency, (36 employees or (27%) of the total from Title administration transitional period service project office and 30 employees (23%) from Land development city renewal office.

N= Total population 253 employees

e = error tolerance, standard confidence level is 90%-95%

The researcher uses 90% for better accuracy which will give margin of 90%

In addition, the study used probability sampling techniques in a systematic approach for service users. Each office's service users were chosen using a systematic random sampling method. The number of service user respondents in each office was determined proportionally due to the nature of the service user's unavailability at a specific time and location. As a result, from a total of 247 service users for the purposes of this study, every other three respondents were required to fill out questionnaires. Thus, a sample of 82 service users who were observed carrying out their activities in each office on different days during the research completed the questionnaires.

3.5 Method of data collection and tools

In general, staff and customer interviews and questionnaires were conducted at the three offices, followed by data analysis. A checklist of structured and semi-structured questions guided the interviews and discussions, while standard questionnaires were designed for additional data collection.

Both service providers and service recipients completed the questionnaire, which included both closed-ended and open-ended questions. Following the completion of the questionnaire design, a thorough discussion with the advisor was held to determine the feasibility of data collection and the questions that should be redesigned, included, and modified for ease of data collection in the field. The final questionnaire was translated into Amharic for respondents' ease of comprehension and then back into English for research analysis. Related literatures from various sources were also reviewed to strengthen the ideas obtained from the field or primary sources.

Finally, the study began with a kick-off discussion with an advisor and some practitioners, was followed by a desk review of various literature reviews, and primary data were collected from field visits later on using a questionnaire. To alleviate the situation, three data collectors (one for each location) were assigned to collect data from customers while being closely monitored.

The data collectors were more than capable of completing the task and understanding the problem. They were instructed on the specific data requirements for the purpose after being identified. Finally, all of the data gathered was triangulated in order to perform data analysis and interpretation.

Questionnaire Survey: The Questionnaire survey was created to collect information about population pressure and its impact on urban land management and service delivery for the city and its residents. A structured questionnaire was used to gather information on the fundamental reasons for how and what city residents' attitudes are toward current land service delivery performance and management, land policy, and implementation practices. Key informant interviews were used to double-check the veracity of the information obtained from respondents. Obtained from respondents was cross-checked with key informant interviews.

Data collected from service recipients, on the other hand, will capture customers' perspectives, perceptions, and levels of satisfaction in receiving efficient and high-quality services. Customers will be asked quantitative and qualitative questions about the performance of land administration. service delivery and the behavior of service providers in the eyes of the customers in the questionnaire. The tool will evaluate citizens' access to land management services as well as their

understanding of the capacity of service providers to provide those services.

Key Informants Interview: In order to exhaust the primary sources, data will be collected from two dimensions: service providers and service recipients. The service providers' goal will be to learn about the service delivery functioning of land urban land management from sub-city offices, staff, and managers.

A checklist and questionnaire will be used to guide the interviews with land management experts and officials.

3.6 Methods of Data Analysis

The study then moved on to data compilation and analysis after the data collection process was completed. The advantage of compiling the data was that it revealed missing data, allowing gaps to be filled before the analysis began. The information gathered from various sources was then triangulated. Descriptive analysis is commonly used to examine both primary and secondary data. Descriptive analysis is useful for summarizing field data and discussing research findings in a clear and concise manner. It contributes to a clear picture of the type and characteristics of the chosen samples.

In this research paper, descriptive statistics and the analytical method were used to discuss the findings of the primary and secondary data. Descriptive statistics such as percentage, graphs, and frequency of appearance, charts, and tables were used to examine and comprehend the general conditions of the sample respondents. In that case, you can contrast and compare.

Different variables and sample unit characteristics must be compared in order to draw important conclusions. For proper data analysis and interpretation, the SPSS (version.20) software was used. This application helped generate the expected data for the research findings.

3.7 Methods of Data Presentation

This chapter comprises of two major parts. The first parts presents the qualities of respondents. Whereas, the second part manages the examination of information which are gathered from respondents to look for addresses for the fundamental inquiries those are brought up in the explanation of issues. Under this segment the back ground and attributes of respondents, the aftereffect of surveys and meetings, the overall appraisal and discoveries are examined.

Researcher other 2 people were enlisted as information enumerator during the field work. Before really starting the study, the enumerator were providing direction on the motivation of the examination overall and specific in survey and how to contact the respondents. The Assortment of the information was conveyed in the accompanying way. After obviously making sense of the motivation behind the overview for respondents the poll were either field by the enumerator pr by the actual respondents depending of the inclination of the respondent

3.8 Validation Methods

The gathered raw data information were deliberately organized, counted, confirmed and Tabulated. In the perspective on a blended sort of the exploration, the information was examined both in qualitative and quantitative terms. A few information were introduced and described through the narrative description relying upon the sort of information rates, tables and ratio

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

4.1 Demographic description of response rate of the respondents

4.1.1 Demographic description

The finding of this research paper indicated that 98% of the Landholdings registration participant, 94% of the Title administration and 97% of the Land development positions are staffed.

Table 1 The number of approved and actual position by service and category

NO	Categories	Landholdings registration information agency participant	Title administration transitional period service project office participant	Land development city renewal sub-city Branch Office participant	Total
1	Sample size	67	36	30	133
2	Response rate	66	34	29	129
	%	98	94	97	96
3	Gender	67	36	30	133
	Male	47	25	21	93
	Female	20	11	9	40
	Total				

Source: field data analysis

4.1.2 Response rate

Response rates are calculated by dividing the number of usable responses returned by the total number eligible in the sample data.

response rates in graph show what respondent say. results showed a significant trend from the Landholdings registration participant, 94% of the Title administration and 97% of the Land development positions. comparison revealed an increase in survey response rates in three office respondents (M = 47%, 25% ,21%) when Female respondent (F = 20%, 11%,9%). Figure 1 includes mean response rates from our study in three. As shown in this figure, the answer to Research Question 1 is that the overall average response rate 93 %.

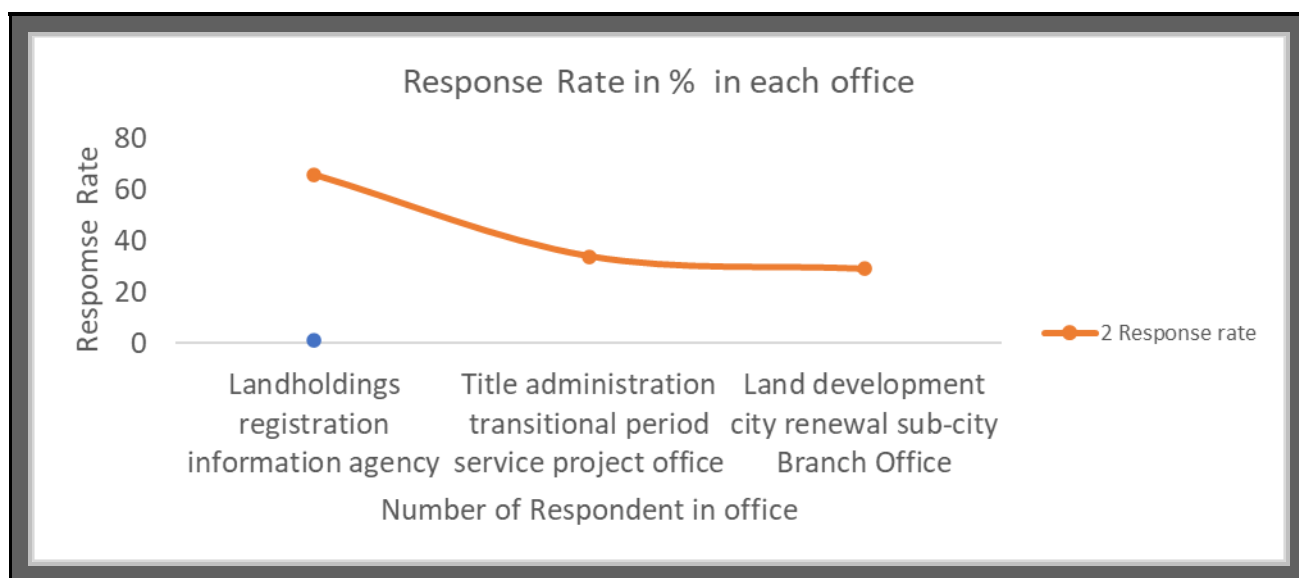


Figure 2 Demographic and response rate

4.2 Factors of population pressure on service delivery

According to (CSA, 2013), the most recent population estimate for Addis Ababa in July 2015 was 3,201,000 people, with 1,503,214 men and 1,698,448 women. The improved road network is likely to increase the number of commuters from neighboring towns in Oromia Region, resulting in a higher daytime population than stated. Yeka sub-city, with a population of 346,484, is one of the city's expansion areas, located in the northwestern part of Addis Ababa. The current metro area population of Addis Ababa in 2024 is 5,704,000, a 4.45% increase from 2023, 4.43% increase from 2021. , 4.42% increase from 2020. According to the World Bank (2015), Addis Ababa is rapidly urbanizing and is expected to become a megacity of at least 10 million people by 2037.

The rapidity of population growth and land consumption, combined with inconsistency or lack of data, makes growth planning and management difficult. For example, it was stated that the CSA's official population growth rate of 3.8% per year underestimated reality; the World Bank predicts that population growth will exceed 5% per year. A large variation could have an impact on the quality and utility of planning efforts (World Bank, 2015).

The capacity of a local government may be influenced by the different types of population, so citizen requests and services may differ (dependent population, immigrant population, and unemployed). In fact, local governments must ensure that citizens receive adequate services in terms of quantity and quality. The quality and quantity of services, in turn, may be affected by population characteristics as well as the global financial and economic condition of local

governments (Santis, 2020).

Service standards are indicators that can be expressed in time, quantity, quality, or cost, or one in relation to the other, and are used to measure the level of performance in service delivery. In general, the government has adopted BPR, and later BSC and Kaizen, as internationally acceptable management tools to achieve the desired paradigm shift.

The BPR and BSC tools have been implemented in all city administration, sub-city, and woreda offices in accordance with the implementation strategy. According to officials from the selected land offices, the redesign of customer focus processes began a long time ago.

As a result of the BPR and BSC initiatives, which were developed in consultation with clients, the offices have also implemented service standards.

Table 2 Customers awareness about the service standard time

Customers awareness about the service standard time of the offices	Frequency	Percentage
Yes	63	77%
No	19	23%
Total	82	100%

Source: Own survey, 2022

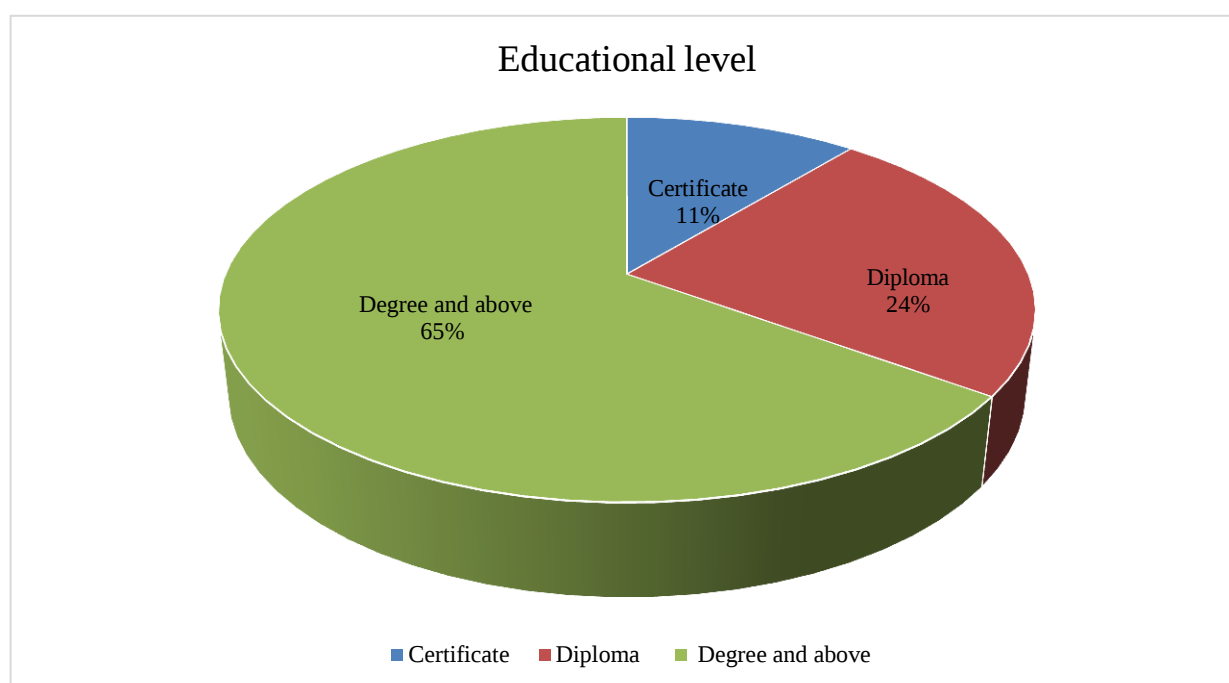
However, as shown in table 2, only 77% of the sample respondents are aware that service standards have been established. Even among customers who are aware of the office's service standard time, 43% are not receiving services in accordance with the standard, as shown in table 3 below. It denotes a discrepancy between the standard time and the actual performance. Officers and managers have also confirmed this.

Table 4 Service provided based on the standard time

Customers served based on the standard time mentioned in the information/ bulletin board	Frequency	Percentage
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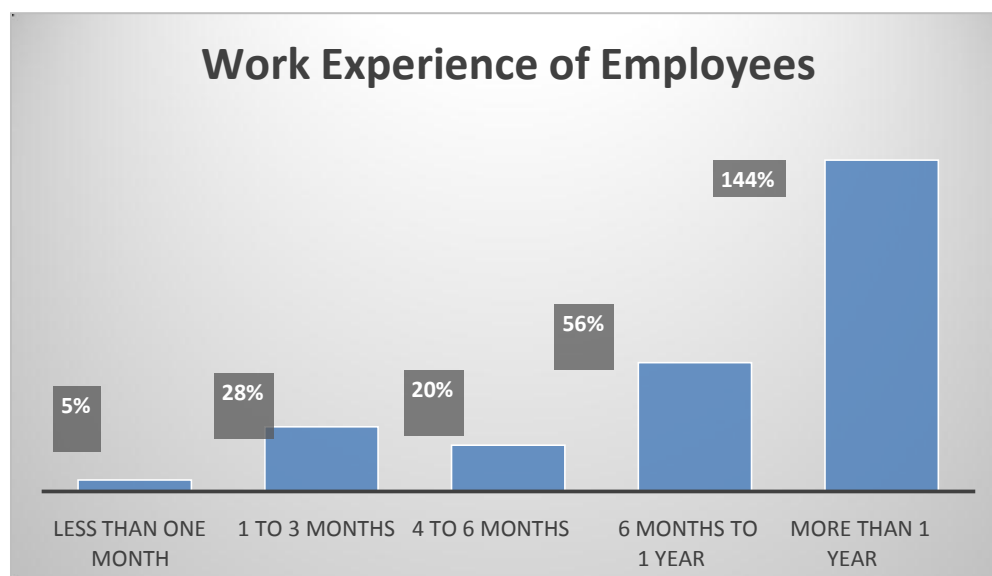
Yes	36	57%
No	27	43%
Total	63	100%

Source: Own survey, 2022



Source: Own survey, 20

Figure 3 Education level of the interviewed staffs

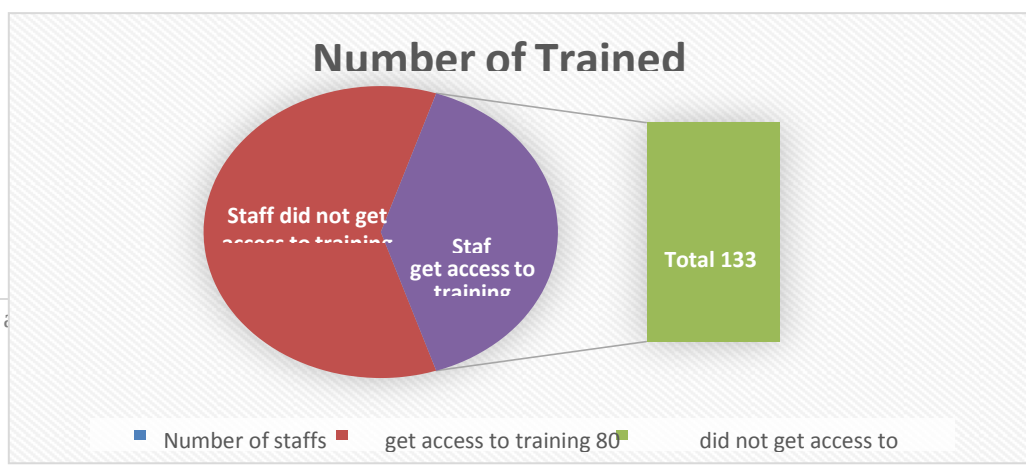


Source: Own survey, 2022

Figure 4 Work experiences of the interviewed staffs

Despite such educational backgrounds and work experiences, customers have assumed that the experts have a limited understanding of the legal framework of the land sector and lack the technical skills required to provide efficient services.

According to data from officers and managers, the majority of the staff had no prior skill development training to improve their capacity. As shown in the graph below, 32% of the existing staff did not receive any land administration-related skill training. The figure is insignificant because the industry is constantly changing and requires frequent technical and managerial skill upgrades.



Source: Own survey, 2022

Figure 5 Trained staffs through the training opportunities

Although some land administration training is provided to staff, skills at the office level remain limited. The officers also believed that the officers and managers' capacity to carry out their roles and responsibilities was limited. Technical skills are an important issue in the land office because most field work requires them.

Although a number of trainings for officers were conducted, it is impossible to say how effective these trainings were because the training impact was not evaluated. There have been no assessments of behavior change, customer satisfaction, or organizational impact. Officers and managers, on the other hand, saw the value in attending periodic skill development trainings.

A large training scheme for the offices is required for employees to deliver effective land administration services.

Strengthening capacity to provide land administration services necessitates trainings in the application of new working systems and modern technology, as well as specialized training opportunities to ensure a steady flow of skilled personnel to establish and maintain the working system. These should be followed by refresher training or training reviews to ensure that the new knowledge and skills developed are being applied appropriately in the office and have improved working processes or implementation performance.

A second issue that must be addressed is ensuring that the experts receive the appropriate training. Training would include specialized instruction in the administrative, technical, and urban management aspects of land administration. According to the data gathered, the officers received

technical training on land administration laws and manuals, lease policy, Geographic Information System (GIS), Cadastral Information System (CIS), surveying, and other topics. Furthermore, employees were trained in administrative aspects of service delivery such as BPR, BSC, Kaizen government policies and strategies, civil service proclamation, and so on. Despite being trained in these areas, the skill gaps remain significant.

Surprisingly, no management skill development trainings were organized for the targeted respondents. The majority of managers have received evaluative training, which primarily focuses on performance evaluation. While managerial training is critical, managers' capacity building in technical areas should not be overlooked: technical skill upgrading training should be provided to managers in addition to officers. 86% of the officers polled complained that the managers assigned to land offices were technically inept and couldn't understand the technical issues with manual implementation. The data also revealed that the majority of managers are barred from such technical trainings. The ethics of the offices has a significant impact on the delivery of services in the public sector.

Knowing this, the government has included an ethical component in the service delivery reform to improve civil servant ethics. According to reports, the ethics of civil servants has improved since the implementation of BPR, BSC, and other reform tools.

Employees have also begun to regard themselves as servants to customers or citizens. To prevent unethical behavior on the part of the staff, the offices have established and strengthened discipline committees.

Customers were polled for this study to assess the officers' capacity and behavior in providing effective land-related services. Although some outputs have been documented in the above reports, there are still problems in reversing the old situation; not internalizing the attitude of serving the citizens and the staffs could not develop ethical values. These facts are supported by data gathered from customers. 59% of respondents thought the experts' behavior was extremely bad or very bad.

	Very good	Good	Satisfactory	Bad	Very bad
attitude/ behavior of staff	8	5	21	32	16

Source: Own survey, 2022

Figure 6 Customer Views toward Officer's Behavior

The reason for classifying them as bad behavior is that the employees are not present at the workplace during working hours. According to customer responses, 29% of respondents experienced difficulties due to staff availability in working places during their visit to the office. Furthermore, the experts are not treating the customers with respect. It is due to the officers' bad attitude toward customers or a lack of capacity, as 42% of respondents who are considered experts do not have the capacity to satisfy customer needs.

Table 3 Customers View Toward Employees Performance

Were the experts readily available in the office or in their working place?	Frequency	Percentage
Yes	58	71%
No	24	29%
Total	82	100%

Was the staff able to address your question/problem to Your satisfaction?		
Yes	47	58%
No	35	42%
Total	82	100%

Source: Own survey, 2022

Horizontal and Vertical Coordination :One of the weakest links in the public sector is a lack of emphasis on developing institutional structures with clear roles and responsibilities. It is widely acknowledged that the security of land ownership, as well as the efficiency and effectiveness of land service delivery, play important roles in any land-related policy and strategy. The activities are dependent on some aspect of land administration, which allows for the identification and management of a complex range of rights and responsibilities as a foundation for policy formulation and implementation. The establishment of an appropriate land administration system and ensuring long-term capacity of trained personnel to perform the system are critical aspects of capacity building.

Roles and responsibilities that are not clearly defined can result in overlap across various land offices and organizational structures. Uncertain definitions of responsibilities for various offices, as well as a mismatch between capacity and responsibility, raise transaction costs and reduce the quality of land-related services. The existing structure of the chosen offices suffers from a lack of coordination across horizontal and vertical relationships. Customers, officers, and managers are all witnesses to this.



Source: Own survey, 2021

Figure 7 Coordination among the working processes and offices

According to the above figure, the coordination of land offices is found to be below average: 78%, 84%, and 87% from the perspectives of customers, officers, and managers, respectively.

Surprisingly, even the supply side (officers and managers) are dissatisfied with the coordination of different land administration offices. Furthermore, neither managers nor customers receive a single rating. Percentage for very good coordination among the working processes and offices of the land administration.

Improving coordination would entail identifying key functions and responsibilities for each service to be performed by the offices. As a result, the responsibility of coordinating land offices should be handled with care. It should be necessary to clarify responsibilities across different land offices. In other words, increased central leadership and coordination efforts are required to harmonize standards and define roles for land-related services provided by various land administrative offices.

Harmonization of land Regulations and Manuals Specific laws clarify land security rights, regulate transactions, land leasing, building permit regulations, and design regulations for taking land from the owner and compensating for such actions. However, officers have repeatedly stated that there are gaps or conflicts in land-related regulations and implementation guidelines, or that there is no harmonization between regulations and guidelines. Furthermore, some guidelines are unclear or difficult to understand, affecting service delivery and reducing good land governance.

In other words, in addition to a lack of quality service delivery, a lack of harmonization of land-related laws and regulations has hampered efficient service delivery, resulting in ineffective land management. Officials from the three offices also confirmed that land-related regulations and guidelines are unclear and not fully harmonized in order to provide efficient land administration services.

According to field data, while 53% of officers believe the current guidelines are difficult to understand and implement, 64% of managers believe the existing land proclamations and guidelines are clear and harmonized to make the service efficient. Although there are many land-related laws, regulations, and guidelines, as well as working manuals, officers and managers are sometimes confused to understand or align these legislations and manuals because the documents create ambiguity when referring to one another and creating ambiguity when implementing.

Table 4 Managers and officers’ perception toward the existing guidelines & regulation

Officers’ opinion towards the understanding and implementation of the guidelines	Frequency	Percentage
Yes	63	47%
No	70	53%
Total	133	100%
Managers opinion towards the harmonization and implementation of the regulations and		

guidelines		
Yes	7	64%
No	4	36%
Total	11	100%

Source: Own survey, 2022

These are the root causes of poor service and customer dissatisfaction. The majority of the documents mentioned by officials in such cases are building permits proclamation and manual, with a gap in lease proclamation No. 721/ 2011 and urban lease implementation manual No. 11/ 2012. The main reasons given for this lack of harmonization are an inability to consider the practical situation during the design phase, as well as an inability to involve citizens and technical people in the document design process. To address the current issue, it is critical to complete the drafting and ensure the consistency of land proclamations and regulations. The city administration is expected to respond to increased demand and the need for an effective and harmonized land administration legal framework.

4.3 level of customer satisfactions toward land administrations

As previously stated, the implementation of reform tools such as BPR, BSC, and Kaizen has resulted in improved processing times for service provision, as well as some effects on customer satisfaction. Although measuring satisfaction with direct indicators is difficult, customers were asked to express their overall satisfaction with the service they received from the land office. On average, 68% of respondents are dissatisfied with the service provided by the offices, as shown below. In general, the research findings revealed an unfavorable outcome for customer satisfaction. It is heavily skewed to the negative side. This will be another critical area to investigate further.

Table 5 Customer satisfaction level

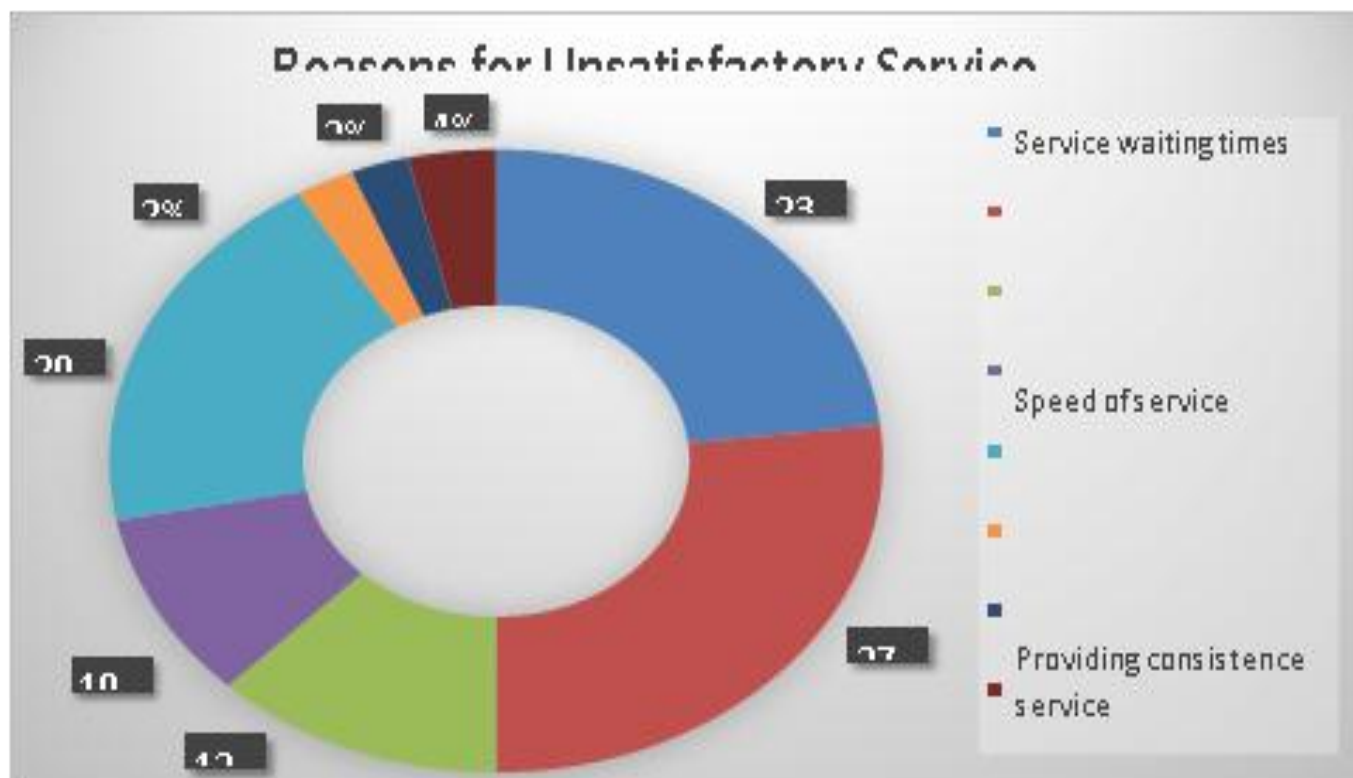
Offices		Level of Customer Satisfaction				
		Strongly satisfied	Quite satisfied	Fair	Quite dissatisfied	Strongly dissatisfied
Landholdings registration information agency	Frequency	2	5	4	10	9
	Percentage	7%	17%	13%	33%	30%
Title administration transitional period service project office	Frequency	0	2	2	10	16
	Percentage	0%	7%	7%	33%	53%
Land development city renewal sub-city Branch Office	Frequency	2	5	9	3	3
	Percentage	9%	23%	41%	14%	14%

Total average		5%	15%	20%	27%	32%
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Source: Own survey, 2022

There is some variation in the result when comparing the satisfaction level of the customers between the offices (i.e. Title administration transitional period service project office and Land development city renewal sub-city Branch Office). According to the above table, Land development city renewal sub-city Branch Office is in a better position to satisfy its customers than Title administration transitional period service project office, but it still receives a low percentage. In other words, 23% of customers in the Land development city renewal sub-city Branch Office are very satisfied, whereas only 7% of customers in the Title administration transitional period service project office are very satisfied. The table above also shows, Title administration transitional period service project office customers are more dissatisfied than the other two offices especially Land development city renewal sub-city Branch Office.

Surprisingly, despite this high level of customer satisfaction, the offices have not reviewed the performance of service delivery to improve the situation. 90% of the officers polled said they had never conducted a customer satisfaction survey to gauge how satisfied customers were with the service delivery performance. Even those 10% who respond because a satisfaction survey was conducted at least a year ago. It suggests that the office is not reviewing customer satisfaction with the service they receive. As previously stated, customer satisfaction in the selected offices is extremely low. Customers have explained why they gave a low rating to service satisfaction. Most of the customers (27%) have put reason as 'speed of service' in first place.

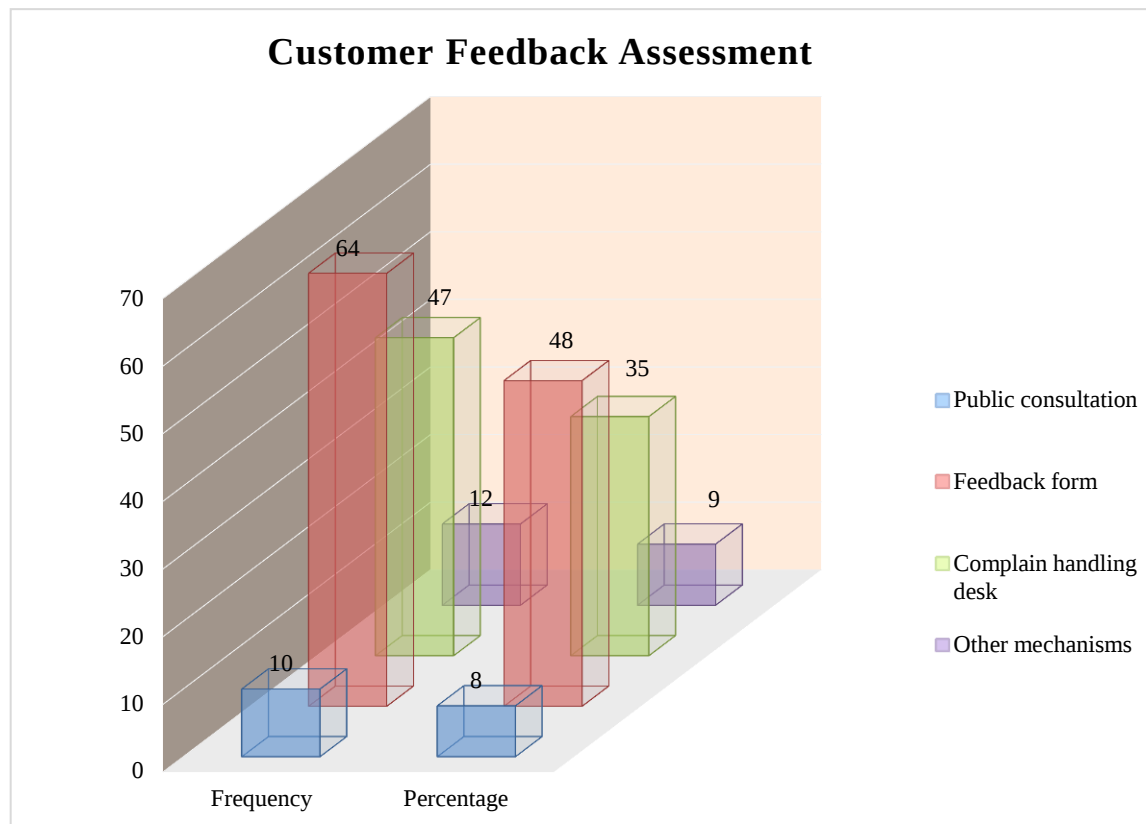


Source: Own survey, 2022

Figure 8 Reason for perceiving the service delivery as Unsatisfactory

The second reason for the low satisfaction rate is "service waiting times" in land offices. 23% of the target groups mention it. Customers (2%) have also stated that bribes or extra money requested by some staff members do not pose significant barriers to receiving service from land offices. This factor may be related to the corruption case, which people may not need to disclose in public.

Customers Feedback Soliciting Methods If the office did not conduct a satisfaction survey to determine customer perceptions of land office service delivery performance, they were asked how they received feedback from customers on their performance. 48% of officers stated that they obtain and review customer feedback from the feedback form/book located in the land office. They ranked the complaint handling desk second with 35%.



Source: Own survey, 2022

Figure 9 Customer feedback soliciting methods

4.4 Efficiency of service delivery in the land admiration

Service Delivery Improvement after the Implementation of Change Tools All of the above findings indicated that service delivery efficiency and customer satisfaction are low in all three offices. Customers, on the other hand, have noticed that service provision has improved in recent years when compared to previous years. BPR and other change tools introduced have yielded some

impressive results in simplifying service delivery working processes by eliminating unnecessary or non-value adding steps. This is one justification for improved service delivery in the land office following the implementation of BPR and BSC. However, there is now evidence of some reversal situations in the land office's service delivery process.

a) Service Processing Time

Various reports found that the introduction of BPR and BSC resulted in a significant improvement in service processing time. However, years later, either the pace is slowed to reverse the improvements, or customer demand is insufficient to compensate for the provider's performance. This study identified some situations that the sub-city administration should consider in order to restore the tempo and achieve faster processing times.

Table 6 Comparison of processing time (before and after BPR & BSC)

better service processing time than previous years	Frequency	Percentage
Yes	54	66%
No	28	34%
Total	82	100

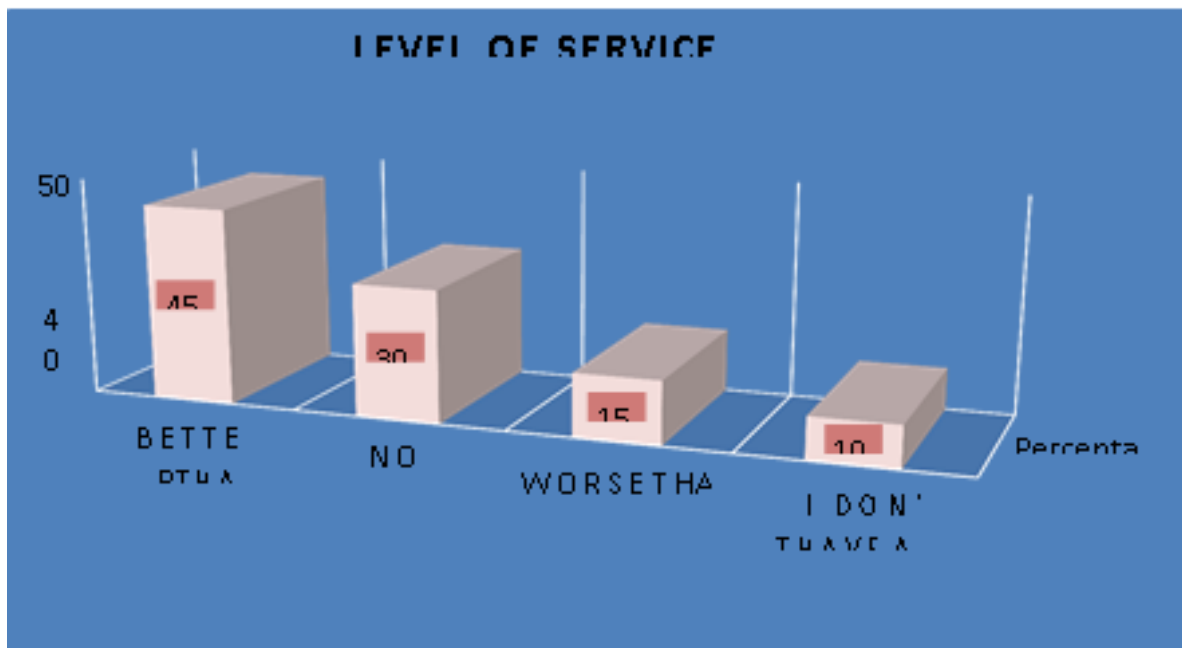
shown Source: Own survey, 2022

As graph above, 66% of customers thought the processing time for service delivery was faster than in previous years. This advancement should not be overlooked because higher expectations, which frequently occur when service begins to improve, have a negative impact on customer satisfaction rates. Although service processing time has been reduced in

b) Service Quality

As previously stated, it may be difficult to directly measure the quality-of-service delivery. However, the effectiveness of a public office can be measured by how well the mission is carried out and how well the objectives are met within the constraints of the service standards. Their effective accomplishment can reveal many characteristics of the quality of service they provided to

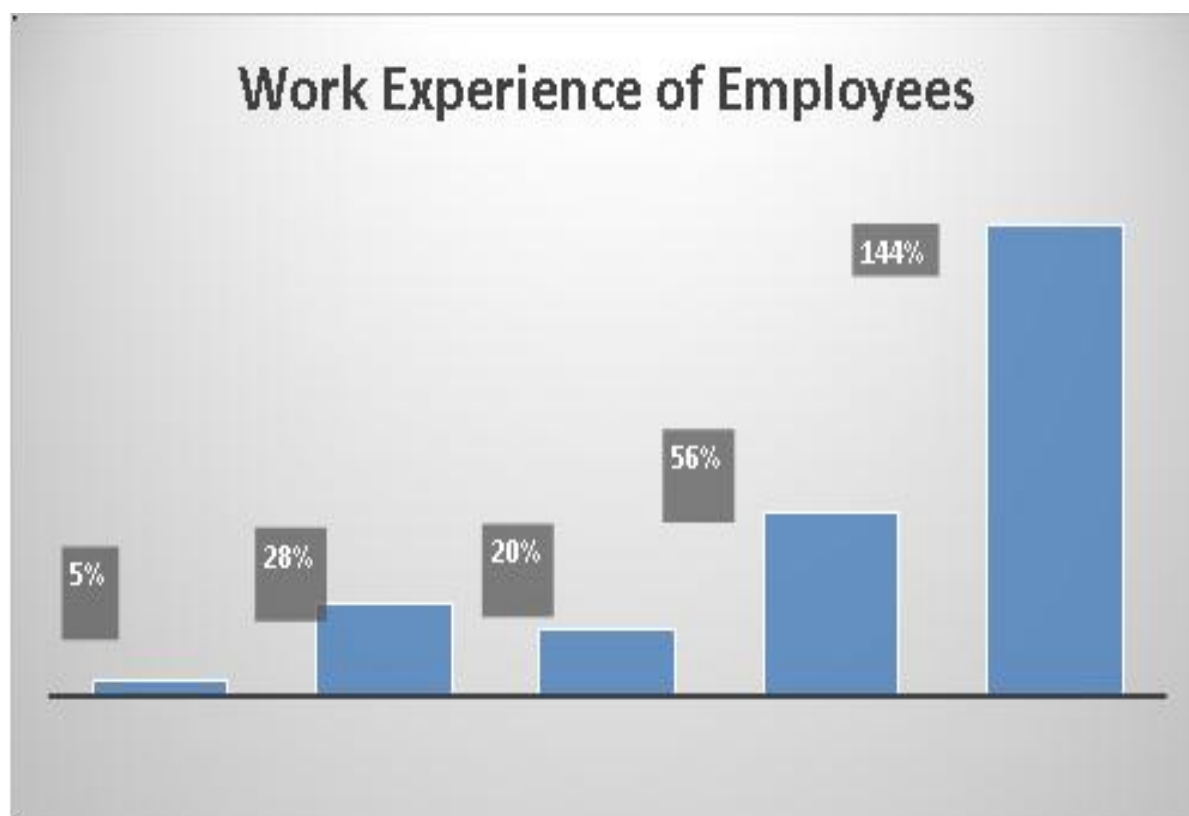
citizens. Customers were asked their general perceptions of the quality of service they received from the land administration office for this study. According to the graph below, 45% of respondents believe that the quality-of-service delivery by land offices is better than in previous years.



Source: Own survey, 2022

Figure 10 Comparing the level of service quality (before and after BPR)

The figure also shows that a significant number of customers believe the quality-of-service delivery in the land office has not changed or has made no difference in comparison to previous years. They account for approximately 30% of respondents in the target groups. As the quality-of-service delivery has deteriorated in recent years, 15% of customers have responded. According to them, the gains made through the implementation of various reform tools, including BPR, could not be sustained over time. They raised concerns about the results' long-term viability and consistency. As a result, the city administration must continue to intervene strategically.



Source: Own survey, 2022

Figure 11 Work experiences of the interviewed staffs

Despite such educational backgrounds and work experiences, customers have assumed that the experts have a limited understanding of the legal framework of the land sector and lack the technical skills required to provide efficient services.

According to data from officers and managers, the majority of the staff had no prior skill development training to improve their capacity. As shown in the graph below, 32% of the existing staff did not receive any land administration-related skill training. The figure is insignificant because the industry is constantly changing and requires frequent technical and managerial skill upgrades.

Reasons for Improving Service Delivery :Regarding the managers' reflections on what reasons have led to improved service delivery, many reasons were mentioned, and the majority of them agreed on the

implementation of various reform tools (such as BPR & BSC) as the main reasons for improved service efficiency. delivery.

It is discussed that some of the reasons for service delivery improvement include properly addressing customer demand, empowered employees, eliminating non-value adding steps in working processes, and decentralization of decision-making power and empowerment to the lower level. Another important factor identified for improvement is that service delivery is supported by computer or technology. It demonstrates the benefit of incorporating modern technology into the land office's service delivery process.

Complaint Handling: In Customers who are treated inappropriately or do not receive services as specified in the standard have the right to complain, according to the BPR and BSC documents. The city administration has created a template for a complaint handling mechanism based on the BPR, which has been implemented at the sub-city and central levels. The central administration is in charge of overall management and oversight of the complaint handling mechanism system. In practice, however, the majority of the positions are vacant and unfilled.

If they have a land administration case, the majority of respondents (41%) said they appeal to the office's complaint resolving expert/committee or the office managers. According to the research findings, 27% of respondents intend to forward their complaints to the sub-city or city administration complaint handling system. People also attend the local public meeting to appeal their land-related complaints. These people account for 11% of those polled.

Table 7 Channel to forward customer complaints

Channels	Frequency	Percentage
Complain to offices complaint resolving expert/committee	34	41%
Complain to sub city Administration/City administration	22	27%
Complain by attending in a local public meeting	9	11%
Take some other action	2	2%

Do nothing; I would not take any action	15	18%
Total	82	100%

Source: Own survey, 2022

However, a number of customers are not using this complaint handling mechanism because they believe it is inefficient and non-responsive to address their land-related complaints. 18% of the sample population did not take any action in response to their mistreatment or dissatisfaction with service delivery. The main reason given by this group is that the customers are not confident in the office's decision and believe it is a waste of time.

Furthermore, the office managers have stated that a complaint handling system has been established, despite the fact that there are gaps in the implementation process. First and foremost, some of these positions have not been assigned with experts; or the capacity and quality of the assigned experts is inadequate and may not be able to handle such exercises; and the rent seeking behavior of the officers or managers is also a concern. Furthermore, they stated that the system's accessibility is still questionable, as most customers do not use it even when they have serious cases. As a result, they regarded the mechanism as inefficient or not functioning properly.

Customer Participation in Service Delivery System: Citizens can be confident that their demands are met if they participate directly in the process or through their representatives on issues that are important to them. The lack of a mechanism for institutionalizing citizen participation and consulting with appropriate stakeholders is a major source of the existing good governance issues in land administration offices.

It has rendered the services provided by these land offices inappropriate and unresponsive to customer demands, resulting in widespread dissatisfaction among customers. According to data obtained from the demand side, more than half of the interviewed customers have no experience

participating in public meetings organized by the offices or sub-city regarding land or any other related development activities. There are approximately 57% of people who do not attend public meetings for various reasons, which could be one of the reasons for poor service delivery. It indicates that there is limited public participation in the service delivery system as a result of inadequate organizational structures for involving citizens for consultation.

Furthermore, customers' capacity to actively participate in their concerned issues using the existing mechanism is limited. The majority of customers are silent during the city administration's public meeting. Although some customers have attended at least one local public meeting, only 21% have witnessed to land issues being one of the meeting's discussion agendas.

The managers, on the other hand, claimed that the offices had implemented a good governance package that included citizen participation at the office and sub-city levels. The majority of the officers interviewed for this study in the land administration office confirmed that the sub-city or woredas did not provide such consultation or participatory meeting on land services. Only 24% of all respondents said there was land-related consultation with citizens in the previous year.

Similarly, managers confirmed that most offices did not hold public meetings to engage citizens, particularly in land administration issues, unless the central body organized a general meeting at the city level. In other words, there could be a general meeting with the public about local development activities, and land issues could be on the agenda.

The managers may consider the inputs obtained from such meetings to be part of their action plan. Managers, on the other hand, have argued that there is also a system for public participation through the local development committee. It is assigned and approved by the sub-city, which meets once a quarter. As a result, the office managers conclude that citizens are participating in the service delivery process to some extent.

4.5 Challenge in land administrations

During information assortment, the whole objective gathering for this examination paper (clients, officials, and supervisors) were gotten some information about unambiguous issues that existed in the land organization office's administration conveyance framework. There are various issues connected with the legitimate system, execution, specialist co-op limit, and client mindfulness. These troubles are talked about exhaustively underneath.

The rules and working manuals made for the land organization have made a few boundaries to offering effective types of assistance. Officials and chiefs have communicated disappointment with the recurrence with which functional manuals and rules are modified. They likewise need clearness and consistency across different reports, which fundamentally affects the nature of land administration conveyance.

One of the consequences of BPR and BSC execution is that the necessities for getting explicit administrations are all unveiled. The necessities were posted on a notification board in the workplace compound. These were steadily eliminated and supplanted to mirror the evolving conditions.

During an individual visit, it was found that clients were experiencing issues because of an absence of important data. They, as well, experienced issues finding the important data. It powers clients to get back to the workplace on different occasions just to bring or finish the expected reports

66% of the clients surveyed additionally expressed that the data given by the workplace is inadequate and that they experienced issues acquiring total data. By and large, to get a particular help.

This demonstrates that there is a ton of to and fro to the workplace for a solitary help. Clients have likewise raised worries about the openness of administrations. They are disappointed with the sub-city level assistance. Concentrating administrations to the sub-city level has brought about expanded responsibility for staff and significant delays for clients. This affects administration quality and availability.

One more issue raised by clients is the presentation of the representatives at the land office. Clients are worried about the staff's absence of specialized skill and moral way of behaving. The representatives create superfluous organization and extended arrangements. They are likewise

inaccessible during working hours and abuse clients.

Coordination between different working cycles and workplaces is very poor. Regardless of utilizing similar working manuals, the workplaces couldn't adjust. They might designate jobs to another body that isn't answerable for the action, or they might take part in exercises that are not their obligation. Some of the time a choice made by one office might be switched by another. The other office disavowed it. These cases show an absence of coordination and a muddled meaning of liability among the workplaces.

One more issue raised by clients is unfortunate information the executives. In the workplaces, document the board in the record office is marginally deficient. Printed version documents and information are kept in an unreliable way and are undependable or secure. As per them, the workplaces have unfortunate information and record the board. Most clients are abused on the grounds that they can't acquire their documents from the workplace record. It can likewise allude to the inability to stretch out current innovation to all workplaces at all levels. In spite of the fact that there is a pattern toward involving innovation for administration conveyance, more innovation and mechanization are expected to make administration arrangement more proficient.

As per the discoveries of the review, there is a defilement propensity among officials and chiefs. Assuming that there is a great deal of to and fro to get the help, or on the other hand assuming they have been delegated from now onward, indefinitely quite a while, the clients might think that the officials and supervisors are bad. It will prompt separation between clients who pay additional cash and the individuals who don't. Clients may not be dealt with effectively in the event that there is a propensity for debasement. A few clients are grumbling that the functioning system is as yet extensive and wasteful. Albeit the help would be acted in a brief timeframe and by a solitary or a couple of individuals, the ongoing framework has an extensive cycle and the contribution of various individuals, which consumes time and cash. As per the information, there is a critical staff deficiency in the three workplaces. The quantity of staff individuals accessible in the city organization's property organization is essentially not exactly the all out number of supported positions. The quantity of endorsed positions depends on the BPR and BSC studies, as opposed to a nitty gritty investigation of the quantity of specialists expected to proficiently uphold the land organization framework. Besides, there is an issue with supplanting specialists who have previously left.

CHAPTER FIVE

5.CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Land is the property of the state in Ethiopia, and people can only enjoy the use right of land under their control. It is a valuable resource for the citizens, and the landowner can manage it in a variety of ways. Access to land-related services and the overall performance of administration services affect spatial aspects of land and how it is allocated to people, which in turn affects economic development.

Given Ethiopia's rapid urbanization, urban management faces numerous challenges, with the government playing a leading role. The fundamental problems of urban land administration systems are the result of poor performance by the civil service, local offices, or both in implementing the reform. As a result, the government has recognized the importance of promoting service delivery. It stems from the need to improve the efficiency and accessibility of service delivery in order to meet customer demands. In most cases, a solid legal foundation, organizational capacity, and political commitment are required. In light of this, the city administration has been implementing fundamental reforms in the service delivery system, including the land administration sector. The main goal of the reform is to make land administration service delivery more transparent, accountable, efficient, and effective, thus contributing to urbanization and economic development policy.

As a result, the efficiency and effectiveness of land administration are heavily influenced by institutional and human capacity in the service delivery system, and heavily rely on the officers' and managers' ability to implement land-related policy and working manuals. It has been observed that the offices either do not adhere to the legal framework or lack the necessary capacity to carry out regulatory activities related to land administration. The officers also claimed that the laws and regulations governing land service delivery are unclear and contradictory, rendering service delivery inefficient and ineffective. According to them, the legal framework is inconsistent both practically and conceptually. The data collected also revealed that the working processes had been reorganized and non-value adding steps removed in the process of designing an effective service delivery system. However, there has been a lack of coordination between working processes, sub-city and city administration levels. There is a complex design of overlapping institutional roles and

responsibilities in some offices. There is no clear manual or structure that effectively coordinates the offices to provide efficient services. It is one of the most serious issues with inefficient service delivery.

According to the data, significant improvements in land-related service delivery in terms of processing time have been made. The processing time for services is faster than in the previous period. According to the data, the office delivers title transferring service within 5 days, despite the office's standard of 3 days. Customers, however, are dissatisfied with the service quality, citing processing time as an indicator of service quality. However, the majority of customers responded that they were not informed about the service standard time to obtain the services. Some of them perceived that they were not receiving land-related services in accordance with the standards specified in the office board or BPR document.

According to officers and managers, most complaints are about administrative and service delivery issues, rather than corruption and rent seeking. This is because most customers are unwilling to discuss corruption openly. As a result, public participation experiences in service delivery should be enhanced, as should participation in the complaint handling system.

5.2 Recommendations

The reform has been undertaken in the government office in order to build the capacity of institution and human resource as well as provide services in an efficient, effective, transparent and accountable manner. During the implementation period, remarkable outcomes and lessons have been recorded. Although there are progresses, there are a number of other activities can be considered to promote the important conditions for service delivery improvement in the land administration sector. For this research purpose, the paper is going to suggest the possible recommendations based on its findings in order to improve the urban land service delivery of the sub city.

The research findings show that the existing legal framework in the selected offices is unclear and non-harmonized, with limited understanding and capability to apply the laws and guidelines.

The gaps and limitations jeopardize good land administration and management while encouraging informality. The shortcomings are most visible in the effectiveness of land-related service provision. As a result, while developing the legal framework, a detailed analysis of the existing gaps and the performer capacity to understand and implement the laws in a situation appropriate to

the citizen must be carried out. Much work must be done to simplify urban land laws and regulations and to align the relationship with other laws. Clarifying and aligning urban land regulations and manuals, as well as amending the legal framework, would pave the way for greater effectiveness and efficiency in service delivery.

Customers should also be made aware of the service standard time through awareness creation activities. The offices can use a notice board, pamphlets, brochures, a website, a public meeting, and other methods to inform customers about service standards. In this manner, it can provide customer-oriented service. Customer-focused services can be promoted in offices by indicating the service delivery process and the requirements to obtain the service, maintaining an active and functional information desk, displaying service processing time and fees, and providing suggestion boxes and comment books. In fact, some of these outcomes were previously achieved, and they should now be revamped and reinforced. Customer satisfaction surveys can be used to gauge progress.

In addition to organizational capacity building, the human and technical capacities of the implementing offices must be considered when developing efficient service delivery for the offices. System development should include capacity-building strategies and initiatives, such as short- to long-term trainings. Short-term training can help to address immediate problems, whereas long-term training can help to provide trained and qualified officers in administrative, technical, and managerial positions indefinitely.

Finally, the Yeka Sub-city Administration, as well as the Landholdings Registration Information Agency, the Title Administration Transitional Period Service Project Office, and the Land Development City Renewal Sub-City Branch Office, should consider strong measures to combat corruption and handle customer complaints.

In fact, current measures such as citizen charters and asset registration and disclosure have the potential to reduce corruption, but only if there is a strong system in place to hold service providers accountable for what they promised in the charter and what they registered as an asset. And the values mentioned in code of ethics and posted in the notice board should be translated into behaviors and practices. Community awareness should be raised through ethics education to encourage citizens to have a zero tolerance for corrupt behavior.

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Annexes

Annex-1: Questionnaire

Questionnaire 1: To be filled by the Customers

Dear,

I, Kaleb Tesfaye, am a student of Ethiopian institution of Architectural and building construction and city development EiABC. As part of MSc Program in urban and regional Planning, I have to do a study as part of partial fulfillment of my MSc Degree Program. The topic of my thesis is *"The Assessment of land management problems in Addis Ababa. In the Case of Yeka Sub City Administration"*.

At first, I would like to thank you for taking few minutes to be a part in this study. This questionnaire is designed to gather data from individual customers who come to the sub city land management offices to receive land related services. This study is being done purely for academic purpose and all information provided by you will be used purely for academic analysis and knowledge. Your answers and suggestions shall be kept confidential and not disclosed to anyone for public consumption.

The information gathered through this questionnaire shall help me understand customer views on the status of service delivery in land administration offices. I request you to provide an honest opinion/ perception which help me greatly to carry out this study with ingenuity and do justice to the task in my hand. Thanks once again.

• Please use an 'X' mark for your response.

1. Sex of respondent:

☐ Male ☐ Female

2. For which services you are here?

- ☐ Title Administration (including issuance of certificate, land transaction) (1)
☐ Landholding Registration (2)
☐ Land Development (3)
☐ Other services _____

3. How many times did you have to come to the office for this service?

- ☐ One times (1)
☐ Two times (2)
☐ Three times (3)
☐ Forth times (4)
☐ Fifth times or more (5)

4. How do you rate the coordination of different working processes in the office? (The rating ranges from 1 to 5 denoting 1 as a very bad and 5 as an excellent.)
 - ☐ Availability of qualified and ethical staffs
 - ☐ Customers complaint addressed properly/ good complaint procedures
 - ☐ No discrimination in terms of gender, wealth/poverty status, ethnicity, etc. Extra payments are not requested
 - ☐ Frequent awareness creation activities among people about law and service delivery and aware them regarding new land related issues
5. When you compare the quality of land service that you are currently getting with service you got in the previous years, it is
 - ☐ Better than before
 - ☐ No different
 - ☐ Worse than before
 - ☐ I do not have any idea
6. If you are not satisfied with services provided by the land administration office, what do you do?
 - ☐ Complain to office complaint handling desk (1)
 - ☐ Complain to sub city Administration/ City administration (2)
 - ☐ Complain by attending in a local public meeting (3)
 - ☐ Take some other action (Please specify _____) (4)
 - ☐ Do nothing; I would not take any action (5)
7. If the response to the above question is (5) i.e. 'do nothing', why?
 - ☐ I don't know what to do (1)
 - ☐ I don't know who to speak (2)
 - ☐ I don't know where to go (3)
 - ☐ Others _____ (4)- please specify
8. If the answer to question 21 is anyone of the (1), (2), (3), then has any action been taken in the past based on your approach?
 - ☐ Yes ☐ No
9. Have you ever attended a public consultation/feedback meeting organized by woreda office in general or land administration office in particular?
 - ☐ Yes ☐ No
10. If 'yes', have you or any participants raised land related issues (including service delivery) and discussed?
 - ☐ Yes ☐ No
11. What challenges did you have to come across while attaining the services? Describe any three? _____
12. What do you think can be done to improve the services? _____

Questionnaire 2: To be filled by the officers

Dear,

I, Kaleb Tesfaye, am a student of Ethiopian institution of Architectural and building construction and city development EiABC. As part of MSc. Program in urban and regional Planning, I have to do a study as part of partial fulfillment of my MSc Degree Program. The topic of my thesis is *"The Assessment of land management problems in Addis Ababa. In the Case of Yeka Sub City Administration"*.

At first, I would like to thank you for taking few minutes to be a part in this study. This questionnaire is designed to gather data from land management office officers who provides land related services to the customers. This study is being done purely for academic purpose and all information provided by you will be used purely for academic analysis and knowledge. Your answers and suggestions shall be kept confidential and not disclosed to anyone for public consumption.

The information gathered through this questionnaire shall help me understand service provider views on the status of service delivery in land administration offices. I request you to provide an honest opinion/ perception which help me greatly to carry out this study with ingenuity and do justice to the task in my hand. Thanks once again.

• Please use a 'X' mark for your response.

1. Sex of respondents?

☐ Male ☐ Female

2. Educational level?

☐ Certificate ☐ Diploma ☐ Degree and above

3. In which offices you are working for?

☐ Landholdings registration information agency

☐ Title administration transitional period service project office

☐ Land development city renewal sub-city branch office

4. For how long have you been in this office?

☐ Less than one month

☐ 1 to 3 months

☐ 4 to 6 months

☐ 6 months to 1 year

- ☐ More than 1 year
5. Have you received any training for providing the services?
☐ Yes ☐ No
6. If 'yes', please mention the type of the trainings?_____.
7. Are you aware of the time taken and steps required (service standard) for the services you provide?
☐ Yes ☐ No
8. If 'yes', what is the time taken to provide the service?_____.
9. If there is variation between the service standard and the actual deliverable time, please explain why this happen?_____.
10. How will you rate the coordination between various working process/offices, with the sub city and city administration? (the rating ranges from 1 to 5 denoting 1 as a very bad and 5 as an excellent,)
☐ Very good ☐ Good ☐ Satisfactory ☐ Weak ☐ Very weak
11. Do you think that the services are easily accessible to the customers?
☐ Yes ☐ No
12. How do you rate the quality/ efficiency of service delivery in your department? (the rating ranges from 1 to 5 denoting 1 as a very bad and 5 as an excellent.)
☐ Very good ☐ Good ☐ Fair ☐ Poor ☐ Very poor
13. Has your department undertaken any service delivery satisfaction or customer satisfaction survey in the past?
☐ Yes ☐ No
14. If your answer for the above question is 'yes', when was it conducted?
☐ 1-3 months ago
☐ 4-6 months ago
☐ 6 months to 1 year ago
☐ years ago
☐ More than 2 years ago
15. How do you receive feedback on your services?
☐ Public consultation (1)
☐ Feedback form (2)
☐ Woreda Complain handling desk (3)
☐ Other mechanisms (4)-please specify_____.
16. What does the feedback reflect? Can I look at some of the feedbacks in the suggestion box?_____.
17. How do you analyze the feedback obtained from the customers? Can I look at some sample feedback forms?_____.
18. Have you organized community consultation meetings/ citizen feedback meetings in the recent past?

☐ Yes ☐ No

19. If you responded 'yes', when was the time?

- ☐ months ago
☐ 4-6 months ago
☐ 6 months to 1 year ago
☐ 1-2 years ago
☐ More than 2 years ago

20. Do you have the guidelines/ manuals related to the service you are supposed to provide?

☐ Yes ☐ No

21. Do you think the guidelines are easy to understand and can easily be operational?

☐ Yes ☐ No

22. Please describe the workflow in your department? Just mention the number of steps that the customers are expected to go through to get a specific service? The time it takes?

23. What is the difference between the old and the revised BPR? In terms of expertise, relevancy and what does the revised BPR provides for customers?

24. What are the major challenges and problems to the land related service delivery?
Describe any three?

25. What can be done to improve the service delivery and address those challenges?

26. Dose customers ask their right in accordance with rule and regulation of the land administration?

27. What major problems do you observe with respect to customers, employees, land laws and interference from the top officials?

28. What is your opinion regarding the impact of population increase on the land services delivery?

29. Any other information that you want to share?

Questionnaire 3: To be filled by the Managers

Dear,

I, Kaleb Tesfaye, am a student of Ethiopian institution of Architectural and building construction and city development EiABC. As part of MSc. Program in urban and regional Planning, I have to do a study as part of partial fulfillment of my MSc Degree Program. The topic of my thesis is *"The Assessment of land management problems in Addis Ababa. In the Case of Yeka Sub City Administration"*.

At first, I would like to thank you for taking few minutes to be a part in this study. This questionnaire is designed to gather data from land management office officials who manage the land management office. This study is being done purely for academic purpose and all information provided by you will be used purely for academic analysis and knowledge. Your answers and suggestions shall be kept confidential and not disclosed to anyone for public consumption.

The information gathered through this questionnaire shall help me understand service provider views on the status of service delivery in land administration offices. I request you to provide an honest opinion/ perception which help me greatly to carry out this study with ingenuity and do justice to the task in my hand. Thanks once again.

• Please use a 'X' mark for your response.

1. Sex of respondents?
☐ Male ☐ Female
2. Educational level?
☐ Certificate ☐ Diploma ☐ Degree and above
3. In which working process/ unit you are working for?
☐ Landholdings registration information agency
☐ Title administration transitional period service project office
☐ Land development city renewal sub-city branch office
4. For what time have you been in this position?
☐ Less than one month
☐ 1 to 3 months
☐ 4 to 6 months

- ☐ 6 months to 1 year
- ☐ More than 1 year
5. Do you think land related regulations and guidelines are clear and harmonized to make the service efficient?
- ☐ Yes ☐ No
6. If you respond 'No' for the above question, in which documents you observed the gaps?_____.
7. Were the regulations and guidelines preparing in consultation with
☐ citizens?☒ Yes ☐ No I do not know
8. If 'yes', did you incorporate people ideas for further improvement?
- ☐ Yes ☐ No ☐ I am not sure
9. How will you rate the coordination between various working process and with the sub city?
- ☐ Very strong ☐ Strong ☐ Fair ☐ Weak ☐ Very weak
10. If it is 'good', how it works? Or if it is 'weak', why?_____.
11. Have you established service standards for the land office?
- ☐ Yes ☐ No
12. If your answer is 'yes' for the above question, are you providing services based on the standard indicated in the document?
- ☐ Yes ☐ No
13. If you respond 'No' for the above question, please indicate the major reasons from the below lists?
- ☐ Service standard guideline developed but not implemented
- ☐ Not yet developed
- ☐ Other reasons, please specify_____
14. What do you think are the basic urban land management services delivery problems?
- _____.
15. What major problems do you observe with respect to customers, employees, land laws and interference from the top officials?
- _____.
16. What is your opinion regarding the impact of population increase on the land services delivery?
- _____.

Questionnaire 4: Checklist: Discussion Points with the Managers

1. How many positions do you have in each of the three working processes? How many active and how many vacant? (for the active staffs, please indicate with their sex)
2. Have your staffs been trained? In what? When?
3. Do you have a complaint handling mechanism that is accessible to all customers? If yes- what is it and how is done? Can I look at woreda complaint handling register? If no, why?
4. Who evaluates these complaints? At what intervals- Is it quarterly, semi-annually, annually, in ad-hoc basis, or any other?
5. How have addressed/ evaluated to these complaints? If you didn't address, why?
6. Have you experienced the complaints related to corruption? How do you handle it?
7. Do you have a consultative mechanism with staffs and customers on the improvement of service delivery? How do you consider participants inputs?
8. Do you think the service delivery is transparent and accountable for the customers? If yes, please justify? If not, what shall be done?
9. What are the major challenges and problems to the land administration service delivery?
- 10.** Any suggestions for improvement or to address those challenges.

STUDY OF AN ASSESSMENT OF LAND MANAGEMENT PROBLEMS IN ADDIS ABABA: THE CASE OF YEKA SUB-CITY

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ABSTRACT

The objective of this study was to assess the challenges of land management services delivery in Addis Ababa City Administration: The case of Yeka Sub-City. Therefore, the study design was descriptive case study. Data was collected from primary and secondary sources. Primary data was obtained through questionnaire from 82 selected respondents (customers) using simple random sampling technique and data from key respondents as such 133 experts and 14 process owners & managers through questionnaires and interviews from Landholdings registration information agency, Title administration transitional period service project office and Land development city renewal sub-city Branch Office. The key respondents were selected using non-probability purposive sampling technique. Secondary data involved reviewing relevant published and unpublished reports, procedural manuals and other relevant documents. Data collected through survey questionnaire was entered in to SPSS for statistical analysis, and data collected through interviews were analyzed using narrative description method. This study found out that the existing urban land management and service delivery process of Landholdings registration information agency, Title administration transitional period service project office and Land development city renewal sub-city Branch

offices of Yeka sub-city are characterized by lack of clearly defined legal framework to control illegal settlement, weak organizational structure and implementation capacity, uncontained reforms, inefficient and unsatisfactory service delivery due to long waiting time and poor coordination among the offices, poor or unscientific land use plan and lack of well-organized land information system. The paper recommends on the need for strengthening capacity of the offices to enable them to develop clear and harmonized land policies and guidelines. Intensive capacity building activities should be carried out. Additional activities must also be implemented to promote urban land related services in a transparent, accountable, sustainable, effective and efficient manner with good land governance.

Key Words: Land Management, Service Delivery and Land Management Service Delivery

INTRODUCTION

1.1 Background of the Study

Land has frequently been identified as a source of social unrest, and significant efforts have been made to develop systems for administering and delivering land. Land administration, whether urban or rural, is a fundamental factor in development. Land administration is defined by Burns et al.

(2006) as the processes of determining, recording, and disseminating information about land tenure, value, and use when implementing land management policies.

Access to land is one of the most important factors for development and growth as part of the land administration process. The ability of urban governments to pursue land-use planning, including for promoting urbanization and industrialization, and to draw on land to generate public revenue, according to (World Bank, 2011), are pillars of administrative decentralization that are closely linked to transparency and good governance. It has manifested itself in the public sector's efficient provision of land-related services.

Cities in Ethiopia are facing many land management challenges, with worrying signs and indications of serious problems infecting the system and administration of public land by municipal authorities being poor, and if the current trend continues, it will be difficult to accelerate urban growth without radical changes to the land management system

Regardless of its level of development, public service is the most important aspect of any country's governance practices (Ferguson, 2019). As a result of increased productivity, the state prospers and experiences economic growth. Effective government policies and their proper implementation are the driving forces behind prosperity, better government, effective governance, higher institutional quality, and more efficient public services for the masses. In developing countries, inefficient government practices, social pressures (population pressures), and political conditions all have an impact on public

services (Zhang et al., 2018 & Zhang and de Dear, 2019). The quality of institutions is harmed as a result of these factors. An institution's quality is comprised of social, economic, legal, political, financial, and cohesion indicators

1.2 Statement of the Problem

The current legal framework has some gaps in the implementation process, as well as some inconsistencies in the harmonization of various laws and regulations (World Bank, 2011). As a result of the lack of clarity in service delivery, the institution's governance has deteriorated. According to a 2011 World Bank report, a lack of capacity and resources led to inefficient service delivery and ineffective land management. Institutional weaknesses have a negative impact on service delivery. Land-related technology, which was expected to benefit sectors such as land use planning and infrastructure service, has not been implemented in the institution (UGGP, 2006 as cited in World, 2014). The central institution does not assign clear roles to each institution and may delegate responsibilities without considering the capacity of the institutions.

Furthermore, given the sector's flexibility or dynamic nature, as well as new reform measures introduced at various intervals, scientific research on the sector is warranted. In fact, the office reviews the performance of the land administration's service delivery on a regular basis, but the sector requires detailed scientific research to assess the performance of the service delivery and what factors of population pressure affect it. Furthermore, with the goal of assessing customer satisfaction, it is worthwhile to check scientifically the progress made in the service

delivery of the urban land sector as a result of the change and reform activities brought about by the political transition from EPRDF to Prosperity Party over the last two years. Specifically, the paper also will try to assess each component of the service delivery system in order to rate the level of customer satisfaction.

1.3 Objectives of the studies

1.3.1 General Objective of the studies

The primary goal of this research is to assess the challenges of land management service delivery in Addis Ababa, specifically in the Yeka sub-city.

1.3.2 Specific Objectives of the studies

The study has the following specific objectives:

To analyze the factors of population pressure that has an effect on the land service delivery process;

To assess the level of customer satisfaction in the area of urban land administration and

To assess the efficiency and effectiveness of service delivery in the Yeka sub-city urban land administration office

To identify the major challenges that the sub-city faced in the delivery of land management services.

1.4 Research Questions

Given the above general and specific objectives, the basic research questions that need to be addressed through this study are the following:

1.What factors of population pressure have an impact on the delivery of land services?

2.To what extent are customers satisfied with the sub-city's land administration services delivery?

3.Is the service delivery performance of the Yeka sub-city urban land administration office efficient and effective?

4.What major challenges that the sub-city faced in the delivery of land management services?

1.5 Significance of the Study

The paper will be used by the Addis Ababa city administration, specifically the Yeka sub-city, to improve urban land administration services. The study will also assist the Yeka sub-city land development and management office in identifying major factors affecting land service delivery in order to address gaps by introducing relative capabilities in order to ensure viable service provision and build robust performance by maximizing on already existing capabilities.

1.6 Scope of the Study

The study's conceptual focus was primarily on two priority areas. First, on more demographic-conscious public management in order to adapt land management policy to changing population pressures and needs in terms of urban land management service provision; and second, on urban land management-related services in order to maintain a high level of service delivery performance, customer satisfaction, and resource utilization.

1.7 Limitations of the Study

Other than individual respondents' unwillingness to speak about their office

situation, the researcher encountered major challenges in collecting relevant information, including a lack of organized data and data inconsistency among different department units.

1.8 Organization of the Thesis

The first chapter provides a general background for the study, followed by the problem statement, objectives of the study, research questions, and significance of the study, scope, and limitations of the study. The second chapter is a review of the literature, including theoretical and empirical background on urban land management, service delivery, population, institutional and policy issues, and land management practices.

2.REVIEW OF THE RELATED LITERATURE

2.1 Concepts of Urban Land Administration

According to Garda (1995), highly centralized bureaucratic land management in urban areas results in squatting and the use of bulldozing as a tool of land management, as well as the establishment of many laws in land governance issues. Hierarchical management decision making steps at various levels to improve the overall quality of procedures leading to successful output (Toomanian and Mansourian, 2009).

Customer/society: According to Chimhamhiwa Molen et al. (2009), the purpose of land management (administration) is to serve society; thus, LM can be viewed as tools for achieving

2.2.1 Land administration and Urbanization from Global Perspective

The process of increasing the proportion of the population living in urban areas is referred to as urbanization (Sharma, 2006). There is a common understanding among various scholars that basic feature of urbanization is the transition in economic structure to non-agriculture sector from agricultural economies.

African cities are expanding at a faster rate than cities in the rest of the world. However, the current rate of growth is neither unprecedented nor necessarily indicative of rapid urbanization. SSA's urban population is growing at a rate of 4%. While it is tempting to believe that this is due to rural-to-urban migration, the majority of this growth is due to a high population growth rate. In the current decade, the annual rate of urbanization in SSA is 1.3%, which is significantly lower than the

Although Sub-Saharan Africa has few large cities by global standards, many countries are distinguished by a single large (or "primate") city that is much larger than other cities and houses a significant portion of the national urban population (UN HABITAT, 2014; World Bank 2013). There are examples throughout Africa, including Nairobi, Kenya, Nouakchott, Mauritania, Lomé, Togo, and Dar es Salaam (UN HABITAT 2014). In many cases, capital cities are perceived to offer better employment opportunities and potentially better services; major cities have received more attention and spending (World Bank 2013)

2.2 Land administration and Urbanization

Land administration and Urbanization in Ethiopia. According to the Central Statistical Agency (2012), the urban population accounts for approximately 17% of the total population in the country. Despite the share of urban population is increasing rapidly, it is very low compared to most African countries including Sub Saharan African Countries (APRM, 2011).

The city is also expanding rapidly, with urban expansion outpacing population growth. As a result of this expansion, an estimated 46% of land is vacant or underutilized. At the same time, the city center has high density (up to 30,000 people per km), concentrating around 30% of the population on 8% of the land, generally with poor living conditions (World Bank, 2015).

2.3 Public Service Delivery in Ethiopia

The Ethiopian public sector was characterized by weak structures, in efficient service provision, corruption, insufficient capacity, and the routine disregard for due process of law in matters of public concern. The government has developed Despite achievements in service delivery, key challenges continue to impede efficient and effective service delivery. Inability to address the constraints may have an impact on the improvements made in service provision during the implementation period. Population Pressure and Public Service Delivery receive adequate services in terms of quantity and quality. The quality and quantity of services, in turn, may be affected by population characteristics as well as the global financial and economic condition of local governments (Santis, 2020).

2.4 Urban Land Administration across the Globe

2.4.1 Land Administration in Africa

African countries, like many developing countries around the world, are experiencing rapid urbanization, with an average urban population of about 39.6% in 2012 (UNDESA, 2012) and an average urban population growth rate of around 3.6%. (World Bank, 2007). Furthermore, the majority of the continent's population lacks access to land and lives in slum areas. According to Burns (2006), traditional or customary land administration systems are used in the majority of African countries' urban sectors.

2.5 Land Policy and Strategy

During Ethiopia's brief urban planning experience over the last few decades, most local plans were implemented using the master planning approach. The National Urban Planning Institute (NUPI) (later renamed the Federal Urban Planning Institute (FUPI)) has prepared Master and Development plans for more than 120 urban areas, with planning periods of 20 and 10 years, respectively (Erena, Berhe, Hassen, Mamaru, and Soressa, 2017).

2.6 Land Ownership

Land has been declared public property in Ethiopia since 1975, under the terms of Proclamation No.31/1975, which nationalized rural land, and Proclamation No.47/1975, which nationalized urban land and extra houses. Both proclamations effectively ended private land ownership in the country. Land ownership remained in the hands of the state, and its disposition was determined by a lease agreement between a person or company on the one hand and the city government on the other, in accordance

with the Federal Lease Holding Proclamation No.80/1993.

2.7 Good Governance in Land Administration

In comparison to advanced countries, land governance in Ethiopia is still in its early stages of development (World Bank, 2011). Significant efforts and improvements are required to improve the efficiency and effectiveness of land administration. According to Kaganova (2005), three areas appear to be especially important for good land governance: introducing some fundamental principles of good governance; clear distribution of decision-making power and overall responsibilities of the government system; and deploying additional resources.

2.8 Problems in Urban Land Administration

The city administration's 2013 report discussed the major issues confronting the land administration sector. The majority of them concentrated on institutional and human capacity to implement laws and provide efficient services. Tigstu (2011) summarized the challenges faced in implementing an urban land administration system as policy and regulatory gaps; technical issues; a lack of organizational capacity, insufficient financial resources, and a lack of capacity building activities and participation.

2.10 Conceptual Framework for Urban Land Management and Application of Reform and Governance Principles

In accordance with the aforementioned objectives and methodology, the research

created an analytical framework to examine the impact of implementing reform tools and good governance principles on improving service delivery in the land administration sector. The analysis was centered on the perception and opinion of customers and employees, with the focus on delivering quality services and customer satisfaction. Customer satisfaction was one of the key indicators for this research paper based on this. It assessed customer perception in the delivery of land-related services.

3.RESEARCH METHODOLOGY

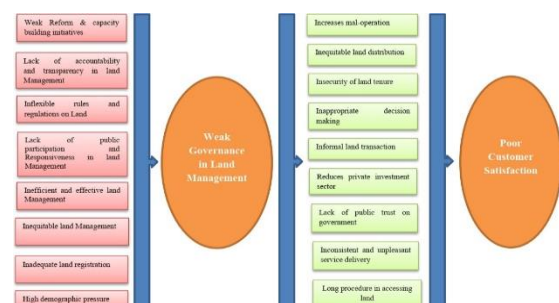
This chapter went over research designs and methods, population and sample size, data collection instrument, data collection procedure, and data analysis methods.

3.1 Research Design

To describe the population pressure factors, urban land management practices, and urban policy practices of Yeka Sub City, as well as the challenges involved in the land

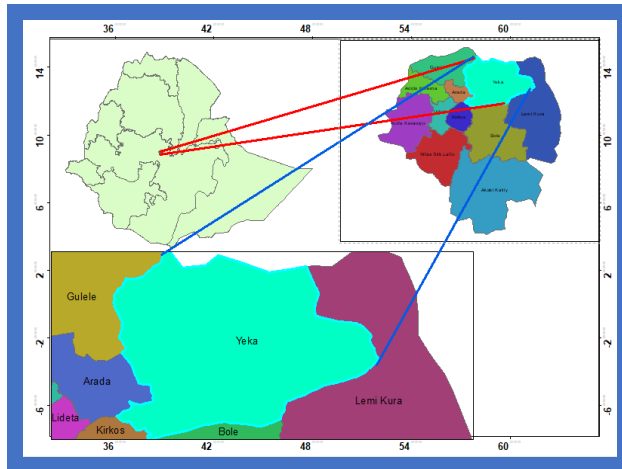
3.2 Background of the Study Area

Addis Ababa, founded in 1887, has served as the capital of several regimes. According to Proclamation No. 87/1997, the city of Addis Ababa was granted chartered city status following the establishment of the FDRE in 1995, which is administered by an elected council. The city administration reports to the Prime Minister's office, which adds to the city's dual nature (as both a Region and a city). Numerous embassies, international and



regional organizations are located in the city, all of which contribute to the city's diverse socioeconomic characteristics.

Figure 1: - Map of the Study Area



Source: Prepared by ARC GIS by the Researcher

3.3 Sample Size and Sampling Techniques

Key respondents were chosen using non-probability purposive sampling techniques from the urban land development and management office and the Landholdings and information agency Yeka Sub City branch office.

Simple random selection was used to identify 133 employees for data collection via questionnaire. The following formula is used to calculate the proportional sampling size for each office. The sampling size was calculated as follows:

$$n = N / (1 + Ne^2) = 330 / (1 + 330 * 0.062) = 133$$

Table 1: -Sample Ratio

Name of the office selected	Total No. Employee in Each Office	No. of Samples	Percent
Landholdings registration information agency	127	67= (127/253*133)	50%
Title administration transitional period service project office	68	36= (68/253*133)	27%
Land development city renewal	58	30= (58/253*133)	23%
sub-city Branch Office			
Total	253	133	100%

Source: Field Survey, 2022

WERE

n = number of sample (67 employees or (50%) of the total from the landholding's registration information agency, (36 employees or (27%) of the total from Title administration transitional period service project office and 30 employees (23%) from Land development city renewal office.

N= Total population 253 employees

e = error tolerance, standard confidence level is 90%-95%

The researcher uses 90% for better accuracy which will give margin of 90%

In addition, the study used probability sampling techniques in a systematic approach for service users. Each office's service users were chosen using a systematic random sampling method.

3.4 Key Informant Interview

Senior technical personnel, department heads from the urban land development and management office and the Landholdings Registration and Information Agency Sub-city branch office, one staff member from the integrated land information office: land

information coordination, two senior officers from the reform and good governance office, the director of land registration and information, and one staff member from the integrated land information office: land information coordination. The system establishment team leader and senior officers from integrated land information were interviewed.

3.5 Source of Data

This research paper's information came from both primary and secondary sources. The primary data came from two sources: service providers and service recipients. The former group's (service providers') goal was to gather information about land administration service delivery from the Yeka sub city urban land development and management office, as well as the Landholdings and information agency Sub city branch office heads, staffs, and managers.

managers, as well as a checklist distributed to land office managers. Customers were asked quantitative and qualitative questions about the performance of land administration service delivery and the behavior of service providers from their point of view in the questionnaire. Whereas the questionnaires or checklists prepared for officers and managers were expected to ascertain the supply side's perspective.

3.6 Data Collection Tools

In general, staff and customer interviews and questionnaires were conducted at the three offices, followed by data analysis. A checklist of structured and semi-structured questions guided the interviews and discussions, while

standard questionnaires were designed for additional data collection.

3.7 Questionnaire Survey

The Questionnaire survey was created to collect information about population pressure and its impact on urban land management and service delivery for the city and its residents. A structured questionnaire was used to gather information on the fundamental reasons for how and what city residents' attitudes are toward current land service delivery performance and management, land policy, and implementation practices. Key informant interviews were used to double-check the veracity of the information obtained from respondents. Obtained from respondents was cross-checked with key informant interviews.

3.8 Key Informants Interview

In order to exhaust the primary sources, data will be collected from two dimensions: service providers and service recipients. The service providers' goal will be to learn about the service delivery functioning of land urban land management from sub-city offices, staff, and managers.

A checklist and questionnaire will be used to guide the interviews with land management experts and officials.

3.9 Methods of Data Analysis

The study then moved on to data compilation and analysis after the data collection process was completed. The advantage of compiling the data was that it revealed missing data, allowing gaps to be filled before the analysis began. The

information gathered from various sources was then triangulated. Descriptive analysis is commonly used to examine both primary and secondary data. Descriptive analysis is useful for summarizing field data and discussing research findings in a clear and concise manner. It contributes to a clear picture of the type and characteristics of the chosen samples.

4. DATA ANALYSIS AND INTERPRETATION

4.1 Standard Set for the Services

Service standards are indicators that can be expressed in time, quantity, quality, or cost, or one in relation to the other, and are used to measure the level of performance in service delivery. In general, the government has adopted BPR, and later BSC and Kaizen, as internationally acceptable management tools to achieve the desired paradigm shift.

Table 2: - Customers awareness about the service standard time

Customers awareness about the service standard time of the offices	Frequency	Percentage
Yes	63	77%
No	19	23%
Total	82	100%

Source: Own survey, 2022

However, as shown in table 2, only 77% of the sample respondents are aware that service standards have been established. Even among customers who are aware of the office's service standard time, 43% are not receiving services in accordance with the standard, as shown in table 3 below. It

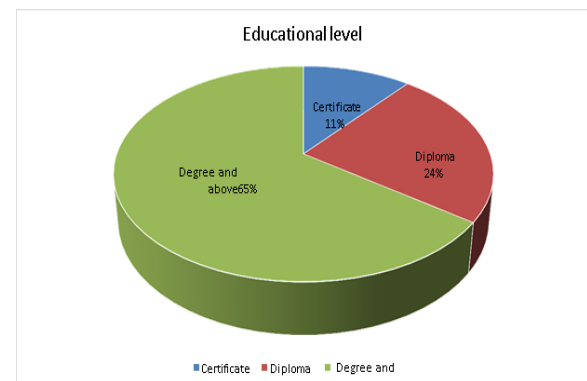
denotes a discrepancy between the standard time and the actual performance. Officers and managers have also confirmed this.

Table 3: - Service provided based on the standard time

Customers served based on the standard time mentioned in the information/ bulletin board	Frequency	Percentage
Yes	36	57%
No	27	43%
Total	63	100%

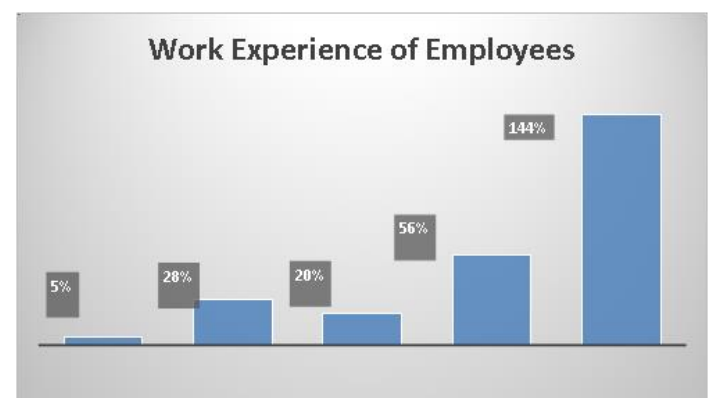
Source: Own survey, 2022

Figure 3: Education level of the interviewed staffs



Source: Own survey, 2022

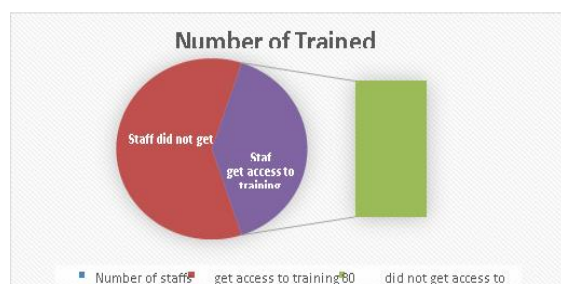
Figure 4: - Work experiences of the interviewed staffs



Source: Own survey, 2022

Despite such educational backgrounds and work experiences, customers have assumed that the experts have a limited understanding of the legal framework of the land sector and lack the technical skills required to provide efficient services.

Figure 5: - Trained staffs through the training opportunities



Source: Own survey, 2022

Strengthening capacity to provide land administration services necessitates trainings in the application of new working systems and modern technology, as well as specialized training opportunities to ensure a steady flow of skilled personnel to establish and maintain the working system. These should be followed by refresher training or training reviews to ensure that the new knowledge and skills developed are being applied appropriately in the office and have improved working processes or implementation performance.

Figure 6:- Customer Views toward Officer's Behavior



Source: Own survey, 2022

The reason for classifying them as bad behavior is that the employees are not present at the workplace during working hours. According to customer responses, 29% of respondents experienced difficulties due to staff availability in working places during their visit to the office. Furthermore, the experts are not treating the customers with respect. It is due to the officers' bad attitude toward customers or a lack of capacity, as 42% of respondents who are considered experts do not have the capacity to satisfy customer needs.

Table 4: - Customers View Toward Employees Performance

Were the experts readily available in the office or in their working place?	Frequency	Percentage
Yes	58	71%
No	24	29%
Total	82	100%
Was the staff able to address your question/problem to Your satisfaction?		
Yes	47	58%
No	35	42%
Total	82	100%

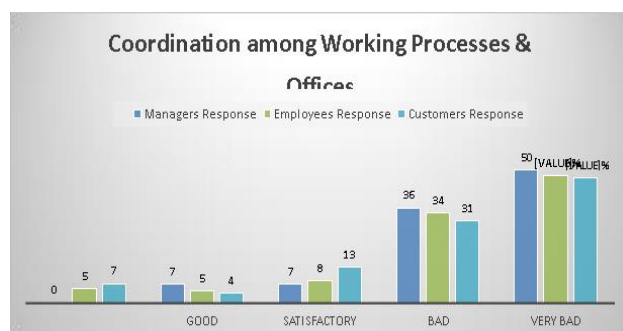
Source: Own survey, 2022

4.2 Horizontal and Vertical Coordination

One of the weakest links in the public sector is a lack of emphasis on developing institutional structures with clear roles and responsibilities. It is widely acknowledged that the security of land ownership, as well as the efficiency and effectiveness of land service delivery, play important roles in any land-related policy and strategy. The activities are dependent on some aspect of land administration, which allows for the identification and management of a complex range of rights and responsibilities as a foundation for policy formulation and implementation. The establishment of an

appropriate land administration system and ensuring long-term capacity of trained personnel to perform the system are critical aspects of

Figure 7: - Coordination among the working processes and offices



Source: Own survey, 2021

According to the above figure, the coordination of land offices is found to be below average: 78%, 84%, and 87% from the perspectives of customers, officers, and managers, respectively.

4.3 Harmonization of land Regulations and Manuals

Specific laws clarify land security rights, regulate transactions, land leasing, building permit regulations, and design regulations for taking land from the owner and compensating for such

According to field data, while 53% of officers believe the current guidelines are difficult to understand and implement, 64% of managers believe the existing land proclamations and guidelines are clear and harmonized to make the service efficient. Although there are many land-related laws, regulations, and guidelines, as well as working manuals, officers and managers are sometimes confused to understand or align these legislations and manuals because the documents create ambiguity when referring to one another and creating ambiguity when implementing.

Table 5: - Managers and officers' perception toward the existing guidelines & regulations

Officers' opinion towards the understanding and implementation of the guidelines	Frequency	Percentage
Yes	63	47%
No	70	53%
Total	133	100%
Managers opinion towards the harmonization and implementation of the regulations and		

guidelines		
Yes	7	64%
No	4	36%
Total	11	100%

Source: Own survey, 2022

These are the root causes of poor service and customer dissatisfaction. The majority of the documents mentioned by officials in such cases are building permits proclamation and manual, with a gap in lease proclamation No. 721/ 2011 and urban lease implementation manual No. 11/ 2012.

4.4 Good Governance in Urban Land Service Delivery

4.4.1 Transparency and Accountability

Table 6: Customers opinion towards transparency and accountability

Parameters	Choice	Frequency	Percent
The performance of the offices in terms of providing transparent services	Very good	6	7%
	Good	8	10%
	Satisfactory	15	18%
	Poor	33	40%
	Very poor	20	24%
	Total	82	100%
The performance of the offices in terms of accountability	Very good	5	6%
	Good	2	2%
	Satisfactory	10	12%
	Poor	27	33%
	Very poor	38	46%
	Total	82	100%

Source: Own survey, 2022

Customers rated the offices as less than satisfactory, as shown in the table above. It's easy to see how the two parameters scored nearly the same, indicating that they're skewed in the wrong direction. As a result, they require special consideration from the administration.

4.4.2 Perception of Corruption

Transparency and accountability have a close relation with corruption. This study has also found some indication that there is practice of corruption in the land sector.

Table 7: - Corruption tendency

Did you have to pay something in the form of bribe to the staff to receive the service?	Frequency	Percentage
Yes	18	22%
No	64	78%
Total	82	100%

Source: Own survey, 2022

In general, people are hesitant to discuss corruption directly, but they can discuss it indirectly.

As previously stated, 22% of respondents confirm that they paid something extra to the staff in order to receive the intended service. In a situation where people are constantly afraid to speak openly about corruption, the percentage is insignificant.

4.5 Performance of Service Delivery

4.5 .1 Performance of Land Administration Office

The finding of this research paper indicated that 89% of the Landholdings registration, 92% of the

Title administration and 95% of the Land development positions are staffed.

Table 8: - The number of approved and actual position by service and category

Categories	Approved	Active	Percentage
Landholdings registration information agency	140	127	89%
Title administration transitional period service project office	72	68	92%
Land development city renewal sub-city Branch Office	60	58	95%
Total			

Source: Human resource administration working process of the sub city

The above table shows that there are some gaps between actual and required staff numbers in the offices. When comparing the number of active employees between the offices, the Land Development City Renewal Sub-City Branch Office has 95% more than the others. It is also possible to comprehend that there is a staff shortage, which places additional strain on the existing staff in the effort to fill the roles of the vacant position. The reasons for the vacancy are staff turnover and the inability to immediately assign staff in place of already resigned staff. The office managers also cited budget constraints as a reason for their inability to fill vacant positions.

4.5 .2 Service Accessibility

BPR and BSC have definitely achieved in shortening processing times in the service provision process, and it has also had some results on customer satisfaction and service accessibility by citizens. By considering service accessibility as one of the indicators for customer satisfaction, customers have also mentioned accessibility as one of the reasons for service dissatisfaction. According to field data, 78% of officers believe that service provision is not easily

accessible to customers due to the centralization of services to the sub-city level.

The administration anticipates that the change will help to reduce corruption in the land sector while also increasing its potential to generate more revenue. However, according to field data, customers are dissatisfied with the centralization of most services to the sub-city level because there is inefficiency in service delivery at the central level due to work burden and long waiting times.

Decentralization, on the other hand, can increase service provision expenses and inefficiency due to a lack of coordination across various offices. There are direct costs associated with delivering

4.5.3 Customer Satisfaction

As previously stated, the implementation of reform tools such as BPR, BSC, and Kaizen has resulted in improved processing times for service provision, as well as some effects on customer satisfaction. Although measuring satisfaction with direct indicators is difficult, customers were asked to express their overall satisfaction with the service they received from the land office.

On average, 68% of respondents are dissatisfied with the service provided by the offices, as shown below. In general, the research findings revealed an unfavorable outcome for customer satisfaction. It is heavily skewed to the negative side. This will be another critical area to investigate further.

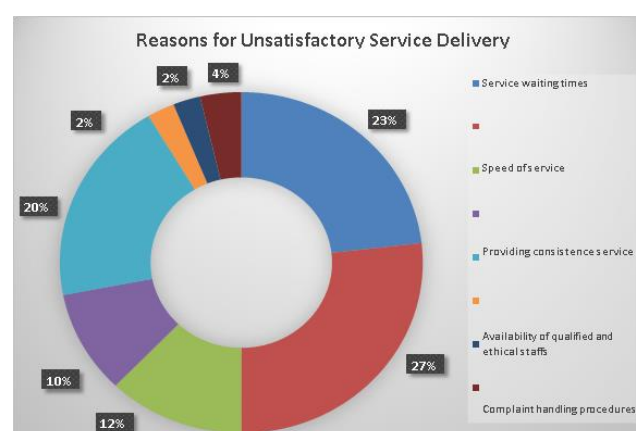
Table 9: - Customer satisfaction level

Offices		Level of Customer Satisfaction				
		Strongly satisfied	Quite satisfied	Fair	Quite dissatisfied	Strongly dissatisfied
Landholdings registration information agency	Frequency	2	5	4	10	9
	Percentage	7%	17%	13%	33%	30%
Title administration transitional period service project office	Frequency	0	2	2	10	16
	Percentage	0%	7%	7%	33%	53%
Land development city renewal sub-city Branch Office	Frequency	2	5	9	3	3
	Percentage	9%	23%	41%	14%	14%
Total average		5%	15%	20%	27%	32%

Source: Own survey, 2022

There is some variation in the result when comparing the satisfaction level of the customers between the offices (i.e. Title administration transitional period service project office and Land development city renewal sub-city Branch Office).

Figure 8: - Reason for perceiving the service delivery as Unsatisfactory

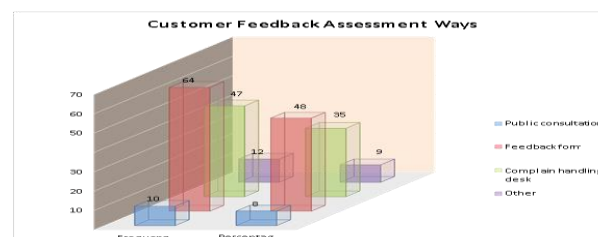


Source: Own survey, 2022

4.5.4 Customers Feedback Soliciting Methods

If the office did not conduct a satisfaction survey to determine customer perceptions of land office service delivery performance, they were asked how they received feedback from customers on their performance. 48% of officers stated that they obtain and review customer feedback from the feedback form/book located in the land office. They ranked the complaint handling desk second with 35%.

Figure 9: - Customer feedback soliciting methods



Source: Own survey, 2022

4.5 .5 Service Delivery Improvement after the Implementation of Change Tools

a) Service Processing Time

Various reports found that the introduction of BPR and BSC resulted in a significant improvement in service processing time. However, years later, either the pace is slowed to reverse the improvements, or customer demand is insufficient to compensate for the provider's performance. This study identified some situations that the sub-city administration should consider in order to restore the tempo and achieve faster processing times.

Table 10: - Comparison of processing time (before and after BPR & BSC)

better service processing time than previous years	Frequency	Percentage
Yes	54	66%
No	28	34%
Total	82	100

shown Source: Own survey, 2022 As graph above, 66% of customers thought the processing time

for service delivery was faster than in previous years. This advancement should not be overlooked

because higher expectations, which frequently occur when service begins to improve, have a negative

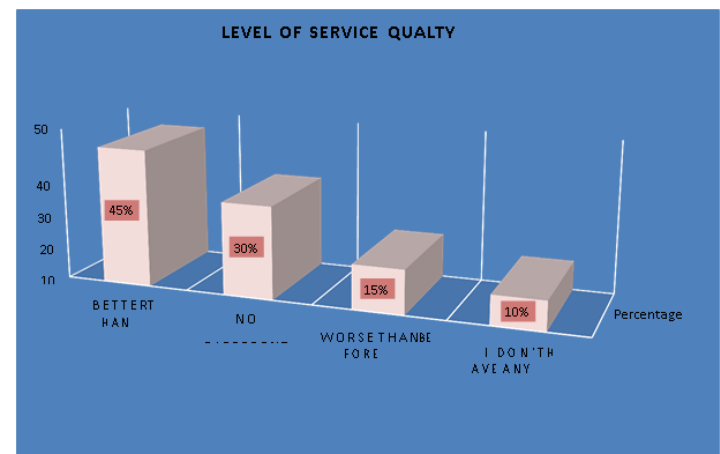
impact on customer satisfaction rates. Although service processing time has been reduced in

comparison to previous periods, customers believe that more can be done to improve the sector.

b) Service Quality

As previously stated, it may be difficult to directly measure the quality-of-service delivery. However, the effectiveness of a public office can be measured by how well the mission is carried out and how well the objectives are met within the constraints of the service standards. Their effective accomplishment can reveal many characteristics of the quality of service they provided to citizens. Customers were asked their general perceptions of the quality of service they received from the land administration office for this study. According to the graph below, 45% of respondents believe that the quality-of-service delivery by land offices is better than in previous years.

Figure 10: - Comparing the level of service quality (before and after BPR)



Source: Own survey, 2022

The figure also shows that a significant number of customers believe the quality-of-service delivery in the land office has not changed or has made no difference in comparison to previous years. They account for approximately 30% of respondents in the target groups. As the quality-of-service delivery has deteriorated in recent years, 15% of customers have responded. According to them, the gains made through the implementation of various reform tools, including

BPR, could not be sustained over time. They raised concerns about the results' long-term viability and consistency. As a result, the city administration must continue to intervene strategically in the land sector to improve service delivery and ensure its long-term sustainability.

4.5 .6 Reasons for Improving Service Delivery

Regarding the managers' reflections on what reasons have led to improved service delivery, many reasons were mentioned, and the majority of them agreed on the implementation of various reform tools (such as BPR & BSC) as the main reasons for improved service efficiency. delivery.

It is discussed that some of the reasons for service delivery improvement include properly addressing customer demand, empowered employees, eliminating non-value adding steps in working processes, and decentralization of decision-making power and empowerment to the lower level. Another important factor identified for improvement is that service delivery is supported by computer or technology. It demonstrates the benefit of incorporating modern technology into the land office's service delivery process.

4.6 Complaint Handling

In Customers who are treated inappropriately or do not receive services as specified in the standard have the right to complain, according to the BPR and BSC documents.

Table 11: - Channel to forward customer complaints

Channels	Frequency	Percentage
Complain to offices complaint resolving expert/committee	34	41%
Complain to sub city Administration/City administration	22	27%
Complain by attending in a local public meeting	9	11%
Take some other action	2	2%
Do nothing, I would not take any action	15	18%
Total	82	100%

Source: Own survey, 2022

However, a number of customers are not using this complaint handling mechanism because they believe it is inefficient and non-responsive to address their land-related complaints. 18% of the sample population did not take any action in response to their mistreatment or dissatisfaction with service delivery. The main reason given by this group is that the customers are not confident in the office's decision and believe it is a waste of time.

Furthermore, the office managers have stated that a complaint handling system has been established, despite the fact that there are gaps in the implementation process. First and foremost, some of these positions have not been assigned with experts; or the capacity and quality of the assigned experts is inadequate and may not be able to handle such exercises; and the rent seeking behavior of the officers or managers is also a concern. Furthermore, they stated that the system's accessibility is still questionable, as most customers do not use it even when they have serious cases. As a result, they regarded the mechanism as inefficient or not functioning properly.

4.7 Customer Participation in Service Delivery System

Citizens can be confident that their demands are met if they participate directly in the process or through their representatives on issues that are important to them. The lack of a mechanism for institutionalizing citizen participation and consulting with appropriate stakeholders is a major source of the existing good governance issues in land administration offices.

The managers may consider the inputs obtained from such meetings to be part of their action plan. Managers, on the other hand, have argued that there is also a system for public participation through the local development committee. It is

assigned and approved by the sub-city, which meets once a quarter. As a result, the office managers conclude that citizens are participating in the service delivery process to some extent.

4.8 Challenges Faced in Land Administration Service Delivery

The guidelines and operating manuals created for the land administration have created some barriers to providing efficient services. Officers and managers have expressed dissatisfaction with the frequency with which operational manuals and guidelines are revised. They also lack clarity and consistency across various documents, which has a significant impact on the quality of land service delivery.

During a personal visit, it was discovered that customers were having difficulties due to a lack of necessary information. They, too, had difficulty locating the necessary information. It forces customers to return to the office multiple times just to bring or complete the required documents. 66% of the customers polled also stated that the information provided by the office is insufficient and that they had difficulty obtaining complete information. In addition, the data obtained from the customers shown that most of the customers are back to land office nine times, on average, to get a specific service.

Coordination between various working processes and offices is extremely poor. Despite using the same operating manuals, the offices were unable to align. They may delegate roles to another body that is not responsible for the activity, or they may participate in activities that are not their responsibility. Sometimes a decision made by one office may be reversed by another. The other office revoked it. All of these cases demonstrate a lack of coordination and an unclear definition of responsibility among the offices.

5.CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Land is the property of the state in Ethiopia, and people can only enjoy the use right of land under their control. It is a valuable resource for the citizens, and the landowner can manage it in a variety of ways. Access to land-related services and the overall performance of administration services affect spatial aspects of land and how it is allocated to people, which in turn affects economic development.

Given Ethiopia's rapid urbanization, urban management faces numerous challenges, with the government playing a leading role. The fundamental problems of urban land administration systems are the result of poor performance by the civil service, local offices, or both in implementing the reform. As a result, the government has recognized the importance of promoting service delivery. It stems from the need to improve the efficiency and accessibility of service delivery in order to meet customer demands. In most cases, a solid legal foundation, organizational capacity, and political commitment are required. In light of this, the city administration has been implementing fundamental reforms in the service delivery system, including the land administration sector. The main goal of the reform is to make land administration service delivery more transparent, accountable, efficient, and effective, thus contributing to urbanization and economic development policy.

As previously stated, the activities undertaken to reform the land sector have focused on efficient and effective service delivery as well as good land governance. However, data obtained by the sub-city administration revealed that service delivery is inefficient in meeting customer demand, given that the public sector is the sole provider of land-related services.

As a result, the efficiency and effectiveness of land administration are heavily influenced by

institutional and human capacity in the service delivery system, and heavily rely on the officers' and managers' ability to implement land-related policy and working manuals. It has been observed that the offices either do not adhere to the legal framework or lack the necessary capacity to carry out regulatory activities related to land administration. The officers also claimed that the laws and regulations governing land service delivery are unclear and contradictory, rendering service delivery inefficient and ineffective. According to them, the legal framework is inconsistent both practically and conceptually. The data collected also revealed that the working processes had been reorganized and non-value adding steps removed in the process of designing an effective service delivery system. However, there has been a lack of coordination between working processes, sub-city and city administration levels. There is a complex design of overlapping institutional roles and responsibilities in some offices. There is no clear manual or structure that effectively coordinates the offices to provide efficient services. It is one of the most serious issues with inefficient service delivery.

Transparency and accountability are important factors in providing efficient land-related services. They have a strong connection to the risk of corruption and rent-seeking in the service delivery process. Customers stated that the current system of land service provision is not accountable or transparent and that they do not trust the service delivery system because it is vulnerable to rent seeking and corruption. Even 22% of customers pay extra money to officers or managers in order to receive service.

5.2 Recommendations

The reform has been undertaken in the government office in order to build the capacity of institution and human resource as well as provide services in an efficient, effective,

transparent and accountable manner. During the implementation period, remarkable outcomes and lessons have been recorded. Although there are progresses, there are a number of other activities can be considered to promote the important conditions for service delivery improvement in the land administration sector. For this research purpose, the paper is going to suggest the possible recommendations based on its findings in order to improve the urban land service delivery of the sub city.

The research findings show that the existing legal framework in the selected offices is unclear and non-harmonized, with limited understanding and capability to apply the laws and guidelines.

In addition to organizational capacity building, the human and technical capacities of the implementing offices must be considered when developing efficient service delivery for the offices. System development should include capacity-building strategies and initiatives, such as short- to long-term trainings. Short-term training can help to address immediate problems, whereas long-term training can help to provide trained and qualified officers in administrative, technical, and managerial positions indefinitely.

In collaboration with the offices, the Sub-city must develop a comprehensive land policy and legal framework with broad stakeholder and citizen participation, which can be a suitable condition for efficient service delivery. Furthermore, citizen participation in the service delivery process would increase transparency within the system, which would aid in the reduction of corruption. A transparent system to encourage participation in urban land administration is required for this purpose. In addition, the offices should work aggressively on awareness creation activities to improve citizen's attitude with respect to their perception and interest toward participation. In general, involving citizens in the government system and

making the system transparent should be emphasized throughout the process.

In fact, current measures such as citizen charters and asset registration and disclosure have the potential to reduce corruption, but only if there is a strong system in place to hold service providers accountable for what they promised in the charter and what they registered as an asset. And the values mentioned in code of ethics and posted in the notice board should be translated into behaviors and practices. Community awareness should be raised through ethics education to encourage citizens to have a zero tolerance for corrupt behavior.

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