



Addis Ababa University

**College of Business and Economics Department of Public Administration
and Development Management**

**The Effectiveness of Urban Land Management in Addis Ababa City
Administration: A Case Study Yeka Sub-city**

By: Solomon Asmamaw

June, 2019

Addis Ababa, Ethiopia

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Administration: Case Study Yeka Sub-city**

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**A Thesis Submitted to Department of Public Administration and Management of
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Addis Ababa, Ethiopia

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Department of Public Administration and Development Management

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

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Table of content

Contents

Acknowledgment.....	i
Table of content	ii
Acronyms	v
ABSTRACT	vi
CHAPTER ONE.....	1
Article XLIX.....	1
1.1 The Back ground of the study	1
1.2 Statemen of The Problem.....	2
1.3 Research Questions.....	3
3 The objective of the study	4
1.4 The specific objectives includes	4
1.5 Significance of the Research.....	4
1.6 Scope of the study.....	5
1.7 Limitationof the study	5
1.8 Organization/Structure of the Thesis	5
CHAPTER TWO	6
2 Literature review.....	6
2.1 Introduction.....	6
2.1.2 Theoretical Literature.....	6
2.1.3 Land Management and Governance: Conceptual Debates	6
2.1.4 Institutional and Legal Framework for Land Governance	10
2.1.5 Land Information System (LIS): A Land Management Tool	11
2.1.5 Decentralization and Governance in Land Administration.....	13
2.1.6 Informal Settlement and Land Management	14

2.2 Empirical Literature	16
2.2.1 Urbanization and Urban Land Management: Country Experiences	16
2.2.2 Vietnam — State Management of People’s Land.....	16
2.2.3 Factors Affecting Land Management	23
2.3 Conceptual Framework.....	25
CHAPTER THREE	28
research Design And Methodology.....	28
3.1 Research Design.....	28
3.1.1 Study Population	28
3.1.2 Sampling techniques	28
3.1.3 Sampling size	30
3.1.4 Source of data	30
3.2 Data collection Tools	30
3.2.1 Questionnaire survey.....	30
3.3 Methods of data Analysis.....	31
CHAPTER FOUR	32
Data Analysis And Interpretation.....	32
4.1 Profile of Respondents.....	32
4.1 Clarity of institutional mandates.....	33
4.3.1 Simplicity and Clarity of Procedures.....	35
CHAPTER FIVE	51
CONCLUSION AND RECOMMENDATIONS	51
5.1 Conclusion	51
5.2 Recommendations.....	52
References	
Appndix	

List of Tables

Table 3.1 ratio of the sample	29
Table 4.1 profile of the respondents	32
Table 4.2: Employees perception on the clarity of institutional procedures.....	34
Table 4.3: Employees’ perceptions on easy access to information	35
Table 4.4 Transparency of land related transaction and management	38
Table 4.5 the office level accountability related to urban land management	40
Table 4.6 what employees perceive about Limitations associated with the Implementation of urban land policy	41
Table 4.7 what employees perceive for the bottlenecks or factors affecting of Urban land management in Yeka Sub city.....	44
Table 4.8 To know the perception of employees in relation to mechanisms land management and development office of Yeka sub city manage and regulate illegal settlers	47

Acronyms

AACCSA	Addis Ababa Chamber of Commerce & Sectoral Associations
AfDB	African Development Bank
AUC	African Union Commission
CSA	Central Statistics Authority
FAO	Food and Agriculture Organization
FIG	Federation International des Geometers/International Federation of
LDP	Local Development Plan
MoUDHC	Ministry of Urban Development, Housing and Construction
ULG	Urban Local Government
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNECE	United Nations Economic Commission for Europe
UN-Habitat	United Nations Human Settlements Programme
USAID	United States Agency for International Development

ABSTRACT

This study examined effectiveness of urban land management practices and challenges in Addis Ababa City Administration using Yeka Sub-City as a case study. The study design was descriptive case study. Data was collected from primary and secondary sources. Primary data was obtained through questionnaire from 138 selected respondents using simple random sampling technique, and through interviews from key respondents. 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 that the existing land management and development office Yeka sub city are characterized by a lack of adequate capacity interms professional workers and advanced technologies and infra-structures. It also identified several challenges including, lack of complete inventory of land, , poor coordination among stakeholders, lack of aducate capacity interms workers and equipments, poor or un scientific land use plan, lack well organized land information,poor recording and controlling mechanisms of land resource,lack of clearly defined legal framework to control illegal settlement. The study recommends improving capacity of the land management; and clearly defining role, mandate, and coordination of offices involved in the land management process and scientifically designed land management system.

CHAPTER ONE

1.1 The Back ground of the study

Cities in Ethiopia are facing many challenges of land management. A recent study by Van Dijk M.P., and Fransen J, confirms that urban land management practices across the country highlights worrying signs and indication of serious problems infecting the system. In reviewing (and testing against evidence obtained through discussion with public and officials in land administration) research covered four municipalities - Harar, Awash7-killo, Bonga, and Mekelle - across the country, Van Dijk and Fransen concluded that "...administration of public land by municipal authorities has been poor and that if the present trend continues it is difficult to acceleration in urban growth without radical change to the system of land management" (2008:18). Solomon and Mansberger (2003:13) point out the same saying: "Land is not put to a very good use, though it holds tremendous promise to reduce poverty...." Berhanu and Fayera (2005), in examining land right registration in Amahara Region of Ethiopia, have come with the finding that: "The monetary cost of land registration in urban areas includes 'informal' transaction costs (like bribing) and official costs, such as costs of surveyors, their transport, material costs, photocopies, and other costs"(2005:12). Another study conducted by the Management Institute of Amhara Region (2012) in seven cities of different status has also witnessed that there is an inefficient land management system in those cities due to absence of transparency, accountability, equity, efficiency and effectiveness without which cities could not deliver efficient urban services that can contribute to overall development.

As it is common in many cities, the land management problem also prevails in the city of addis Ababa. Urban residents, particularly the poor, face severe affordability constraints in access to land – arguably, the single most important element in their effort to improve their living condition. They do not actively participate in the land delivery processes and, rather regrettably, there are no effective administrative mechanisms in place to engage them in the process. The recent assessment of public opinion on good urban governance in cities, including Hawassa, by the Southern Nations, Nationalities and People's Regional State/SNNPR (2012) indicates that urban land management practices attracted an unfavorable public opinion. Corruption, lack of

transparency and unfairness in land allocation on the part of municipalities are among the rising list of problems afflicting land administration. The situation has given rise to middlemen profiting from rent collection and illegal brokerage of public land resources in the cities. These problems, compounded with inadequate capacity, have totally rendered land management inefficient and ineffective.

1.2 Statement of The Problem

Urban development faces considerable challenges in the area of land administration, particularly, regarding land adequacy and allocation efficiency to cater for the needs of the market. The challenges invariably lead to costly land acquisition and the uncontrolled growth of informal settlements in the fringe of cities.

Most systems of land administration manifest serious inadequacies in their abilities to meet the needs of poor urban population for land tenure security, title registration and efficient and effective compensation for land taking.

And the obstacles to improvement are primarily governance and public administration issues rather than technical issues of management, documentation, and information management. Indeed, land administration systems in much of the region are often singled out as focal points for misgovernance and abuse of authority (FIG, 2007).

The boundary dispute is rising from time to time because of poor GIS and the necessary technological tools are lacking. The public is very aggrieved with the compulsory purchase process which is performed by land administration departments in sub-cities but above all the country is not administering the land with E-land administration tools as a result of low financial capacity and lack of skilled manpower (Daniel, 2006).

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

The other is informal settlement as Nabutola (2004) defined as dwelling put up without authority of the owner the land, usually without formal design and without conforming to any specification as laid down rules and regulations, planning standards generally accepted methods of workmanship, construction and is more often than not temporary. These would not have access to public like electric power, clean, running piped water, sewerage, and drainage.

Melese (2016) also assessed land development and management practices and challenges in Yeka Sub-City, Addis Ababa. Melese tried to assess land development and management practices and challenges in Yeka Sub-City by applying good governance principles under the five good governance dimensions and observed land development and management processes are not transparent, citizen participation is weak, unequal treatment of clients, and the service users are dissatisfied with the practice.

This paper believes that lack of good governance in land management in urban areas where ownership and management of land is controlled by government is largely to blame. In addis Ababa, specially Yeka sub city there is considerable dissatisfaction among citizens about governance practices in land management and this paper aims to examine the problem and propose some measures to improve service.

1.3 Research Questions

The research focuses to address the questions listed below:

1. What are limitations associate with implementing good governance in urban land management of Yeka Sub city?
2. What are the predominant shortcomings of urban land management in Yeka sub city?
3. What mechanisms should be designed toefficently and effectively manage illegal settlers in Yeka Sub-City?

3 The objective of the study

The general objective of this study is to assess the effectiveness of urban land management practices and challenges in Addis Ababa City Administration in Yeka Sub-City as a case study.

1.4 The specific objectives includes

1. To assess limitations associate with implementing good governance in urban land management of Yeka Sub city ?
2. To identify and describe the predominant shortcomings of urban land management in Yeka sub city.
3. To identify the action taken in minimizing illegal settlers in relation to managing urban land in Yeka sub city.
5. To identify what mechanisms should be designed to efficently and effectively manage illegal settlers in Yeka Sub-City?

1.5 Significance of the Research

The research explores land management practices and challenges of Addis Ababa City Administration using Yeka Sub-City as a case study. The research also concentrates on raising a variety of issues related to urban land management for consideration. Hence, it will benefit a wide audience of policymakers, academicians, and practitioners concerned with urban development and land management. Besides, not much research has been done in this area and thus it also contributes further knowledge on the economic and social importance of efficient urban land management in Ethiopia.

- It may use as a reference for other research in the subject area studies.

1.6 Scope of the study

The study focused only on the urban land management and practices in the city of Addis Ababa, particularly in Yeka Sub city. Geographically, the study focused in Yeka sub city in land management and development office, 2019

1.7 Limitation of the study

The researcher had faced different limitation in the process of collecting relevant information. Unavailability of organized data on the studied issue and inconsistency of data from different department units were the major challenges. The other limitation encountered during the data collection process that some individual respondents are not will to give or speaks about thieroffice information willingly.

1.8 Organization/Structure of the Thesis

Chapter one, gives the general background of the study area, followed by the statement of the problem, research questions, objectives of the study, significance of the study, scope and limitation of the study. Chapter two is review of literature, both theoretical and empirical background related to urban land management policy and issues and practices of land management. Chapter three, data discussion/description of the data is presented. Chapter four, this is the chapter where data interpretation/analysis is presented. Based on the data collected detail analysis is presented about the subject area studied. Chapter five presents summary, conclusion and recommendation which should be helpful in improving the implementation of the policy.

CHAPTER TWO

2 Literature review

2.1 Introduction

This chapter comprise of reviewed relevant literature on urban land management and urban policy implementation and challenges focusing on trends, concepts, processes and effects poor land management and policy practices. The chapter also includes gaps identified from previous research.

2.1.2 Theoretical Literature

The several concepts related to land management can sometimes be difficult to understand how they are used. Land can be linked with governance, policy, management, development, and planning. The highest level in a land hierarchy is land policy, which falls under the national development plans of a country (Dale & McLaughlin, 1998 cited in Mukupa 2011). Land policy is a governmental instrument that states the strategy and objectives for the social, economic and environmental use of the land and natural resources of a country.

UN-Habitat (2012) noted that for good land governance there should be a policy and legal framework in place. An urban land policy and corresponding legislation regarding land administration should exist and be operational. The policy and laws should cover aspects such as land ownership, property and land rights, development of land, land taxes, transfers, formal and informal land tenure and inheritance. According to UN-Habitat a decentralized government structure, in which local governments have a certain level of autonomy in decision-making over land management, is favored over a centralized government structure. Local governments are more directly in touch with communities and tend to better understand land related problems and how to deal with them.

2.1.3 Land Management and Governance: Conceptual Debates

Land Administration is the processes of recording and disseminating information about the ownership, value and use of land and its associated resources (UNECE 1996, cited in Ouna, 2016). It is basically about processes, not institutions. Dale & McLaughlin (1999, cited in FIG, 2008) define land administration as “the processes of regulating land and property development

and the the use and conservation of the land, the gathering of revenues from the land through sales, leasing, and taxation, and the resolving of conflicts concerning the ownership and use of land.

According to the AUC-ECA-AfDB Consortium (2010), an important factor in land administration is to foster good governance of land, natural resources and processes of land use change. Land administration systems provide a basic infrastructure for implementing land related policies and land management strategies to ensure social equity, economic growth and environmental protection (Enemark, 2009, cited in Ouna, 2016). Good land administration systems facilitate effective and efficient management of land and property rights and this is important in increasing the efficiency in the use of resources.

Property rights in urban areas is key in development of property markets which in turn affects urban development. Good management of property rights facilitates affordable and transparency of land transactions in the property markets. Lack of information on property rights is a disincentive to development in the property market. Due to the insecurity of tenure rights, land transactions will tend to operate informal land markets where costs of transactions are high and more resources spent in protecting rights to property.

Land markets are the way in which many people gain access to land, although other means of access, such as inheritance and land allocations through kinship, remain important in much of the world (FAO and UN-HABITAT, 2009). Land markets are mechanisms by which rights in land and housing, either separately or together, are voluntarily traded through transactions such as sales and leases. These transactions may take place on the formal land market, or may happen through informal channels such as informal land developers. According to FAO and UN-HABITAT (2009) in many cities in developing countries the formal land market delivers only a fraction of the serviced land required by growing populations. As a result, informal land development is often the most common way that poor people access land. This land is often poorly located, sometimes hazardous, and often with no access to infrastructure or services.

Information on land value entails the monetary value associated with a particular land or property. Information on value on property and land is also important in the functioning of land markets. It is one of the determining factors in the access of credit for development of land

especially in urban areas. Information on land and property values is important in the monitoring and regulation of land market performance. In this regard, the world bank (1996) identified three generally accepted justifications for government interventions into urban land markets:

1. Elimination of market imperfections and failures to increase operating efficiencies
2. Removing externalities so that the social costs of land market outcomes correspond more closely to private costs
3. Redistribute society's scarce resources so that disadvantaged groups can share in society's output

The World Bank (1996) in its policy paper on "A Framework for Reforming Urban Land Policies in Developing Countries" noted that efficiency-enhancing government interventions include increasing the level and transparency of information about land markets and removing market imperfections, failures, and externalities. A common governmental action is to increase the clarity of the land market by installing better titling and registration and more comprehensive land information systems (Holstein, 1991 cited in World Bank, 1996). For example, in cases where there is a poorly functioning land-registration system, buyers of land are often not sure if they are actually buying from the "real" owner.

As stated earlier, land management encompasses all activities associated with the management of land and natural resources that are required to achieve sustainable development. This involves the utilization of land resources with a goal to achieve a desirable social or economic objective. It directly involves all the processes and activities that have an effect on land information on rights, value, use and development. Land management also involves the formulation and implementation of land policies as a means of realizing the goals of development needs. Land management therefore, is the range of land administration functions that ensure proper management of rights, restrictions, responsibilities and risks in relation to property, land and natural resources (Enemark, 2005 cited in Ouna, 2016). Land management is broader than land administration. It covers all activities associated with the management of land and natural resources that are required to fulfill political objectives and achieve sustainable development (Dawidowicz and Żróbek, 2017). The major objective of land management is matching the land rights with land-use rights and land-use options for achieving sustainable development objectives (Zimmermann, 2008).

Land governance on the other hand, refers to the processes by which decisions regarding access to, and use of, land are made, the manner in which those decisions are implemented, and the way in which conflicting interests in land are managed/resolved or reconciled. Land governance is thus a techno-legal, procedural and political exercise (UNECA, 2009 cited in UN-Habitat, 2012). This is because the process of allocation and enjoyment of land rights cannot be separated from the civil, political and human rights, of the citizenry and are dependent on the political, administrative and professional will to ensure fair treatment and equal opportunities for all. In addition, because land governance entails control over land rights it is, in many African countries, a means of accumulating and dispensing political and economic power and privilege through patronage, nepotism and corruption. Land governance is about the policies, processes and institutions by which land, property and natural resources are managed (FIG 2009, cited in Ouna, 2016). This includes decisions on access to land, land rights, land use, and land development.

FAO and UN-Habitat (2009) proposed the following working definition for land governance:

Land governance concerns the rules, processes and structures through which decisions are made about access to land and its use, the manner in which the decisions are implemented and enforced, the way that competing interests in land are managed.

Land governance encompasses statutory, customary and religious institutions, as well as informal institutions. It includes state structures such as land agencies, courts, and ministries and municipalities responsible for land. It also includes informal land developers and traditional bodies. It covers the legal and policy framework for land, as well as traditional practices governing land transactions, inheritance and dispute resolution (FAO and UN-Habitat, 2009). The principles of good governance can be made operational through equity, efficiency, transparency and accountability, sustainability, subsidiarity, civic engagement and security” (FAO, 2007 cited in UN-Habitat, 2012). Many countries, however, have poor land governance mainly due to incompetent and ineffective land institutions, a situation that might be very convenient for the rich and powerful who benefit from the lack of transparency in urban land management.

If land governance is weak, urban development processes can only have a limited impact; the level of land information should be limited and related to what an urban development project can achieve. The realities of weak or ineffective governance include corruption, weak institutions, lack of horizontal and vertical coordination and integration among governmental agencies, limitations on the credit market, and low efficiency of land administration systems. These can block beneficial effects of a LIS from materializing (UN-Habitat, 2012). Poor land governance is primarily caused by lack of the basic conditions, or a weak “foundation”. This foundation consists of a policy framework, a legal framework, institutional capacity, primary geodetic network, education and training, funding and finance and stakeholder engagement (Burns, 2007 cited in UN-Habitat, 2012).

2.1.4 Institutional and Legal Framework for Land Governance

The role to be fulfilled by public institutions in the land sector is essentially threefold (World Bank, 2012). First, countries need a legal and institutional framework that clearly defines the rules for allocation of property rights and, by allowing cost-effective enforcement, encourages and facilitates land-related investment. Second, reliable and complete information on land and property rights needs to be freely available to interested parties. Access to land information would then allow for low-cost verification of land-ownership status, which in turn would form the basis for low-cost land transfers to more productive use or users and may facilitate the use of property as collateral in financial markets. Finally, regulations are needed to avoid negative externalities that may arise from uncoordinated action by private parties. Weak governance of the land sector and a failure to perform these functions effectively will negatively affect development by reducing investment levels, property transfers, financial sector activity, and the scope for meaningful decentralization.

The World Bank (2012) in its land governance assessment report also identified key areas of good land governance and land governance indicators. According to this report a good legal and institutional framework implies that long-standing rights by existing land users are recognized (not necessarily only for those holding a formal right, with a clear demonstration of the recognition of

rights evident in the eligibility for compensation in case of expropriation). Also, the state has institutions and policies in place that allow right holders to easily enforce their rights and exercise them in line with their values and aspirations and in ways that benefit society as a whole. Failure to recognize existing rights will create tenure insecurity.

Public sector functions related to land are normally performed by different institutions, and as long as capacity is available, routine administrative tasks should be decentralized. Unclear or overlapping mandates and functions increase transaction costs and can create opportunities for discretion that undermine good governance and can push users into informality. They can also create parallel structures that threaten the integrity and reliability of the documents and information provided by land sector institutions, rendering policy implementation difficult.

2.1.5 Land Information System (LIS): A Land Management Tool

Effective and efficient land administration requires a land information system which can be defined as a system for acquiring, processing, storing and distributing information about land. This requires a formal registration system which is accurate, current and accessible to the public (including online access). Without an information system/land registry no effective land administration can be expected. Land registration is carried out with the prime objective of providing safe and reliable foundation for the acquisition, utilization and disposal of rights on land (AACCSA, 2016). The need for information services creates the scope for another public good the state can provide: the maintenance of accurate records and information about land rights and obligations. The transfer of land and its use as collateral for credit requires that information concerning the assignment and the nature of land rights be available to all interested parties and the public in general. Because functioning land markets are important to ensure efficient allocation of resources, reducing associated transaction costs can have important benefits. In addition, publicly available information can help to better identify and inform decisions about externalities (ibid).

Land information systems (LIS) are not only a geo-database but are a combination of technology, data, people and institutional capacity. To create a LIS that is a useful way to support urban land management in developing countries, all these components should be in place, they should have equal attention and be developed at the same level (UN-Habitat, 2012). The fascination with and initial emphasis of LIS on technology (hardware and software) has

gradually been replaced with a focus on data. Web-based data sources, and especially the availability of high and very-high resolution satellite images, are important as a spatial data source for urban land management. Many exciting LIS and GIS platforms like Google Earth now exist to present land information that could assist decision-making on urban land management.

A land institution needs adequate levels of human resources to develop and operate a LIS. People should have the right mix of qualifications, for example some IT and administrative support staff, data operators, and staff with specific skills on surveying, database design, modeling, web-design, cartography and remote sensing. Also, the number of staff, their salaries (as part of motivation, incentives and dedication) and a positive and challenging work environment (training and career opportunities) are important for a functional LIS (UN-habitat, 2012). UN-Habitat also noted that a LIS needs a management structure with people who have technical and management skills and the ability to connect an institutional LIS with other spatial data sets developed and used in the country or city. It therefore, needs investment (staff, equipment, data, office building etc.) and this should be related to the benefits and services the LIS generates.

Land registration is the overall process of recording information about land parcels for the purposes of land ownership. This information is recorded on official registers of land transactions and real property rights. They may be solely concerned with private lands, with public lands, or with both. By recording a land transaction in a registration system open for inspection, the state gives public notice to the community that a transaction has taken place and that land rights have been exchanged (World bank, 1992).

One of the primary functions of land registration is therefore to facilitate the processes of transfer of property rights over land between parties. It serves to make information available to all parties in the transaction so as to lessen the risks they run in deciding to transact or not. It supports the task of proving legal title and allows notice to be given of encumbrances on a piece of land. The secondary function of land registration is to provide information. Many such registrations will produce cadastral maps that portray the legal parcel and framework of an area. It is generally recognized that efficiency in the property market is enhanced through government aiding security of title through the provision of reliable information about properties through land registration and cadasters.

Land registration may be used by the state as an inventory tool of the national land resources for fiscal purposes or it can be used to ensure the rights of the owner or occupier of land and to

enable him or her to conduct transactions safely, cheaply and quickly. This is an important consideration when thinking about improving the registration system. Grover and Elia (2011) argued that state land is potentially vulnerable to loss encroachment, land grabbing and adverse possession which could be protected through land registration. An issue is to what extent state and public-sector bodies are required to protect their title through registration. They further noted that for those countries in which the state owns the land, the issue of land registration and maintenance of cadasters is not one of the state protecting its interests against potential incursion by the private sector since by definition this is impossible. Rather, registration and cadasters are about the maintenance of records of the land rights of users.

2.1.5 Decentralization and Governance in Land Administration

UNDP (2004), in its Practice Note on Decentralized Governance for Development, defines decentralization as “the restructuring of authority so that there is a system of co-responsibility between institutions of governance at the central, regional and local levels according to the principle of subsidiarity”. Based on such principle, functions (or tasks) are transferred to the lowest institutional or social level that is capable (or potentially capable) of completing them (ibid).

Political, fiscal, administrative, and divestment or market decentralization types are discussed in UNDP’s Practice Note on Decentralized Governance for Development (2004). Political decentralization transfers political power and authority to sub-national levels such as elected village councils and state level bodies. Where such transfer is made to a local level of public authority that is autonomous and fully independent from the devolving authority, devolution takes place. Under fiscal decentralization, some level of resource reallocation is made to allow local government to function properly, with arrangements for resource allocation usually negotiated between local and central authorities. Administrative decentralization involves the transfer of decision making authority, resources and responsibilities for the delivery of selected public services from the central government to other lower levels of government, agencies, and field offices of central government line agencies. There are two basic types. De-concentration is the transfer of authority and responsibility from one level of the central government to another with the local unit accountable to the central government ministry or agency which has been decentralized. Delegation, on the other hand, is the redistribution of authority and responsibility

to local units of government or agencies that are not always necessarily, branches or local offices of the delegating authority, with the bulk of accountability still vertical and to the delegating central unit. Finally, divestment or market decentralization transfers public functions from government to voluntary, private, or nongovernmental institutions through contracting out partial service provision or administration functions, deregulation or full privatization.

Decentralization has recently received more attention because it has been used to enhance public services in developing countries. It requires the transfer of land administration operational functions to the local or departmental level (Barnes, 2003 cited in Salfarina and McCluskey, 2014) and requires that delegation is made between governmental levels. Several researches also noted that a decentralized system reduces the need for co-ordination, creates more opportunities to the local people in the decision-making processes, promotes participatory and encouraging sustainability, offers more efficient and effective administration and management, and replaces inappropriate centralization management (Salfarina and McCluskey, 2014).

In Ethiopia Regional Governments are empowered to administer land and other natural resources in accordance with Federal laws (Ambaye, 2015). The power to enact laws for the utilization and conservation of land and other natural resources, historical sites and objects is provided, under the constitution, to the Federal Government. To this effect, the Federal Government enacted a “Land administration and Use Proclamation” (RLAUP) in 1997 (Proc. 87/1997), and then replaced it with the current legislation, proclamation No. 456/2005. Proclamation 456/2005 delegates regional states with the power to “enact rural land administration and land use law” which is consistent with it (Proc. 456/2005) in order to implement the FDRE RLAUP at regional level (ibid).

2.1.6 Informal Settlement and Land Management

Various definitions of informal settlement have been proposed in the literature. Nabutola (2004) defined an informal settlement as a dwelling put up without authority of the owner of the land, usually without a formal design and without conforming to any specification as to laid down rules and regulations, planning standards, generally accepted methods of workmanship, construction and is more often than not temporary. These would not have access to public utilities like electric power, clean, running piped water, sewerage, and drainage. Social services

(schools, hospitals, entertainment, churches, mosques, markets) public amenities like road and rail transportation are rare. Because of these constraints in their lives they are prone to defensiveness and need to survive by whatever means. They are prone to lawlessness and crime, ill health, general disharmony and no sanitation.

The definition of informal settlement suggested by the World Bank and the UN Habitat Programme is most widely applicable (Sofianou, 2015). According to it, informal settlements are: a) residential areas where a group of housing units has been constructed on land to which the occupants have no legal claim or which they occupy illegally; b) unplanned settlements and areas where housing is not in compliance with current planning and building regulations.

More specifically, the term 'informal' is used to refer to buildings or building extensions constructed without conforming to existing urban plans and without the necessary building or occupancy permits; buildings constructed prior to current control requirements; buildings constructed on state-owned land and lacking the necessary permission, e.tc. (Stanley, Hamilton, Srinivasan, & Adlington, 2007 cited in Sofianou, 2015). The United Nations Economic Commission for Europe (2009 cited in Sofianou, 2015) also described informal settlements as 'illegal' residential formations lacking basic infrastructure, security of tenure, and adequate housing.

Rapid urbanization, inefficient land administration and inadequate capability to cope with the housing needs of people in urban areas contribute to the development of informal settlements. The inability to satisfy demand for affordable land through formal channels leads to a growing number of informal settlements. Nabutola (2004) described informal settlements (often referred to as squatter settlements or shanty towns) as common features in developing countries and are typically the product of an urgent need for shelter by the urban poor. As such they are characterized by a dense proliferation of small, makeshift shelters built from diverse materials, degradation of the local ecosystem and by severe social problems. According to Nabutola, informal settlements occur when the current land administration and planning fails to address the needs of the whole community. These areas are characterized by rapid, unstructured and unplanned developments.

2.2 Empirical Literature

2.2.1 Urbanization and Urban Land Management: Country Experiences

Urban land is a limited resource that people plan, develop and use to shape local urban economies and societies, under given ecological, economic and political circumstances. Appropriate spatial planning and land usage should enable citizens to access services, facilities, and employment and livelihood opportunities. In developing cities around the world, the demand for land for urban use is large and growing. Accommodating this growth is critical; cities need a planning and development framework that ensures orderly spatial development. Poor spatial patterns can cause diseconomies of agglomeration. Under poor spatial patterns, traffic congestion, pollution, and landdegradation impose external costs on enterprises and cancel-out the beneficial effects of agglomeration economies (World Bank, 1996).

Urban land management faces many problems in most developing countries as well as in countries in transition which hamper a sustainable urban development (Magel and Wehrmann, 2002). There is rarely a clear urban land policy that considers activities of all agencies involved in land management. Land administration and urban planning are often over-centralized. As an example, conventional centralized procedures limit the effects of regularization programs. This situation is worsened by the limited enabling capacity of central governments and the absence of a clear distinction of responsibilities between sector policies (ministries), between national, intermediate and local level as well as between State and Civil Society which leads to the duplication of some efforts while ignoring others. Besides the weak institutional and professional capacity to manage land, there is a lack of adequate financial resources, especially at the local level. In addition, complex land regulations and lengthy procedures, e.g. for land regularization are hindering fast and cost-effective solutions (ibid).

2.2.2 Vietnam — State Management of People's Land

Land administration in Vietnam is carried out in accordance with the basic tenets laid out in the 1992 constitution and the Land Law of 1993 as amended in 1998. In 1994 the General Department for Land Administration, in collaboration with the Ministry of Construction, started issuing land use rights and construction permits. In line with the collaboration of the two institutions at the central level local departments under their respective supervisions were merged to issue building ownership and land use certificates. The fundamental principles governing the

system of land administration is “people’s ownership” and “state management”. Land, being owned by the people is said to have deprived it of any market value, officially at least. So, access to land is affected through allotment, leasing and transfer. Allotment, carried out under the auspices of city people’s committees, is the most important mechanism that grants beneficiaries the highest form of land use rights. It accords perpetual rights to the holders to transfer, lease, and mortgage or bequeath. Allotted lands are only those that are made available to individuals, households or non-commercial entities. Since most of urban land is already occupied, allotments can only be made with the availability of opportunities to subdivided large parcels of state land. Except for the initial allocation fee that, in most cases, amounts to about four percent of the price of the land, no payment is ever made.

Organizations or household’s intent on using a land for commercial purposes can be granted lease for a period of up to 20 years. The maximum that a lease period can last is 50 years. The total rental may either be paid up front or in annual installment. Those with a prepaid rental are granted rights to sublease their holding or contribute it as a capital in a joint venture undertaking with foreign partners whereas those who pay the rent annually can only enjoy the right to mortgage or transfer the lease for the remaining period of the lease.

Those with a prepaid rental are granted rights to sublease their holding or contribute it as a capital in a joint venture undertaking with foreign partners whereas those who pay the rent annually can only enjoy the right to mortgage or transfer the lease for the remaining period of the lease. In Vietnam there is no de jure selling and buying of land. Therefore, any changing of hands as regards land and access to residential land is a mere transfer of use rights. Nevertheless, quite a lot of unregistered and even registered lands are bought and sold at market price. Commercial leases which have duration of between 20 and 50 years cannot be transferred without official approval.

The transfer approval is only given after the establishment of concurrence with the overall state planning objectives because commercial land is considered a “special means of production”. On the other hand, residential land transfer is conducted without much difficulty. The only thing required is the payment of a transfer fee.

Companies engaged in commercial activities must strictly limit themselves to utilize the leasehold for the business they were given permission to operate. Failure to meet this obligation would definitely lead to repeal of their right. Foreign owned enterprises can only lease land from state agencies. Under conditions where land is thought to have no value and in the absence of recognition of market forces, pricing land is obviously beset by serious problems.

This has not, nonetheless, prevented the State from enacting statutory pricing formula for calculating some form of workable land prices. Still, prices in the “shadow market” could be much more in excess of the ones fixed by the State.

The people’s committees are, however, authorized to raise or lower by up to 50 percent of the price fixed by the central government in order to adjust it to market conditions. During certain times, dubbed as periods of “land

fever”, the market prices can reach to as much as 300-400% in excess of the statutory price.

Such huge differences in price have proven to be impediments to the acquisition of farmland for urban expansion, mainly because farmers are the acquisition of farmland for urban expansion, mainly because farmers are unwilling to dispose of their land on the basis of the officially sanctioned land price. Urban land prices are determined on the basis of the classification of the city or town in which it is found, its potential for profitable use and its location. On the other hand, companies are often heard airing their misgivings about the duration of the lease which they see as too short to make long term investment decisions

They also complain about the loss of opportunity to develop and sell the business, should a commercially attractive term materialize. As pointed out earlier, the principles of the Land Law revolve around the contention that land belongs to the people. They also include such elements as the land being uniformly administered toward the state’s promotion of effective and economical usage. The protection of agricultural land and encouragement of investment on land is also incorporated in the list of the principles.

The central government in Hanoi is bestowed with the ultimate control over any policy issue and legislation on land. But it has devolved land management responsibilities to people’s committees at provincial, district and city levels. For instance people’s city committees are entitled to broad discretionary powers to grant land-use rights. Other local authorities have the responsibility to

issue regulations on such matters as zoning, land use details, registration and settlement of land disputes.

According to the AUC-ECA-AfDB Consortium (2010) the stages of urbanization with only 38% of the people classified as urban, the rate of change of this transition is currently and will continue for several decades to be the highest in the world. By 2050, for example, half of Africa's population, or at least 1.2 billion people, will live in urban areas thus accounting for one quarter of the world's urban population. Much of this growth will be evident in Africa's capital cities where an aggregate of over 10% of the urban population of most countries often reside. Although the extent of urban concentration will continue to vary from country to country with South Africa, Zambia, Mauritius, Gabon and Egypt already at between 40% and 58% and others generally below 20% of their total populations, urbanization throughout Africa is still essentially driven by large scale migration from the country side as a result of a variety of factors including poverty, famine, drought, disaster, conflict and the general perception that the cities offer a better quality of life. An important factor to note, however, is that urbanization in Africa will continue to be characterized by informal settlement developments where over 60% of urban residents currently live (ibid). This is a phenomenon which will continue to compound inequalities in access to development resources in these areas; a factor which in turn has a direct impact on social and economic stability particularly in primary cities that are important drivers in national economies.

A study of informal land markets in Africa by Rakodi (2005), cited in FAO and UN-HABITAT (2009), indicated that in many African cities, formal land delivery models have been replaced by informal land markets. The study demonstrates that informal land delivery models are based on user friendly characteristics and their socially accepted institutions for regulating transactions, based on (but evolved from) customary practice. These systems are able to deliver significant amounts of land, but sometimes in inappropriate locations, with poor layouts and in the absence of infrastructure and basic services.

Urbanization is a major change that is taking place globally. The urban global tipping point was reached in 2007 when over half of the world's population was living in urban areas: around 3.3 billion people. This rapid growth of megacities (with more than 10 million inhabitants) causes severe ecological, economic and social problems. It is increasingly difficult to manage this

growth in a sustainable way. It is recognized that over 70% of the growth currently happens outside of the formal planning process and that 30% of the world's population live in slums or informal settlements, i.e. where vacant state-owned or private land is occupied illegally and used for illegal slum housing. In sub-Saharan Africa, 90% of all new urban settlements are taking the form of slums (UN-Habitat, 2009 cited in Enemark, 2012).

The history of urban formation in Ethiopia dates back to the civilization of Axum and Yeha (Belachew K et al, 2003 cited in Habtamu, 2011). The political (military) and economic reasons are sited as the main reasons for the urban formation. Many urban centers in most parts of the country were established for administrative or as military garrison towns (Belachew K et al, 2003 cited in Habtamu, 2011). According to the MoUDHC (2014) report about 20 percent of the population of Ethiopia lives in urban areas. This figure makes Ethiopia among one of the least urbanized countries in sub-Saharan Africa. It is also indicated in the report that despite the low level of urbanization, Ethiopia has one of the highest rate of urbanization which is estimated at 4.1 percent. The level of urbanization has been only 6 per cent in the 1960, which has increased to 11

per cent in 1984 and 14 per cent in 1994, which is estimated to have already reached 17.2 per cent by 2013 and projected to account for 30 per cent of the total population in the year 2025 (ibid).

The most urbanized countries in Africa include Gabon (87.2 per cent), Libya (78.6 per cent), the Democratic Republic of the Congo (77.3 per cent), Djibouti (77.3 per cent), Algeria (70.7 per cent), Cabo Verde (65.5 per cent), Tunisia (66.8 per cent), the Congo (65.4 per cent) and South Africa (64.8 per cent). On the contrary, the least urbanized are Burundi (12.1 per cent), Uganda (16.1 per cent), Malawi (16.3 per cent), the Niger (18.7 per cent), South Sudan (18.8 per cent), Ethiopia (19.5 per cent), Swaziland (21.3 per cent), Chad (22.5 per cent), Kenya (25.6 per cent) and Lesotho (27.3 per cent) (UNECA, 2016).

According to the World Bank (2015, cited in UN-Habitat, 2017) Ethiopia's urban population more than doubled from 4.87 to 11.86 million between 1984 and 2007 and, growing at a rate of 3.8% annually, is expected to triple by 2037. The CSA July 2015 estimate (UN-Habitat, 2017), indicated Ethiopia's total population is about 90 million people. Of the total population 19.5% (17.5 million people) live in urban areas. Addis Ababa hosts an estimated 3.238 million people, which is a 17% share of Ethiopia's total urban population (ibid). Applying annual estimated

population growth rate of 3.8%, Addis Ababa is estimated to reach 4.7 million inhabitants by 2030. The city of Addis Ababa's current population growth rate is estimated at 3.0% by the CSA and 3.8% by the World Bank (UN-Habitat, 2017).

Based on the 2016 population and land area estimates, the Demographia World Urban Areas annual report (13th Annual Edition (2017.04) revealed that Addis Ababa covers a total of about 474 km², giving an average population density of 7,500 people per km². Demographia annually published inventory of population, corresponding land area and population density for urban areas with more than 500,000 population. Its 13th Annual Edition (2017.04) contains population, land area and population density for 1,040 identified built-up urban areas (urban agglomerations or urbanized areas) in the world. Addis Ababa is ranked as 321 out of the 1,040 built-up urban areas based on population per Square kilometer while Dhaka, Bangladesh ranked as first and Knoxville, TN, United States last with population density of 45,700 and 500 people per km² respectively. An assessment made by AACCSA (2011) also revealed that Addis Ababa has already used over 75% of its potential expansion area for development within its administrative boundary.

According to UN-Habitat (2017) it's green areas and the urban ecosystem in particular remain far below desirable standards. Trends show that the built up areas are increasing at a speed of 4-5 km² per year. The scarce green areas and poor ecosystem in the city negatively affect pollution mitigation, run-off regulation and the provisioning of clean water. This in turn triggers costs while impacting negatively on the wellbeing of the Addis Ababa residents. Neighbourhoods accommodating the more vulnerable communities have the least access to green areas and the benefits of an adequate ecosystem (ibid).

Addis Ababa was established by emperor Menelik II and it is said that in the beginning it was a collection of camps where the royal camp was located in a tent at the center of the high ground. The imperial camp was surrounded by his servants and other nobility were rushing for land grabbing in various part of the city. This can be stated as the first act of informal settlement for they settle on government land without permission of the emperor. Because of the insecurity they felt over the land they held, they made a request for Menelik to promulgate a land charter in 1907. This gave property holders greater security and a stake in the fate of the city. Not only did the land charter become the most prized certificate of any urban household but it also contributed

to activating the urban economy through sales and mortgages (Bahiru 2008: 490 cited in Ambaye, 2011).

After the imperial regime the first land legislation in Ethiopia was proclamation 31/1975 that transferred all rural land to the hand of the state while the second was proclamation 47/1975 that puts all urban land and extra houses in the hands of the state (Ambaye, 2011). The urban land proclamation nationalizes all urban land and extra rentable houses without any compensation. The law provides 500 square meter of land area for each family to construct a dwelling house and also promised a plot of land for business house (ibid). The sale, mortgage, lease, construction of additional houses on the same plot, and inheritance of urban land was prohibited by the state. Ambaye further argued that this action by the state has, no doubt, contributed to the shortage of urban residential houses in the country. After the down fall of the Derg, in 1991, the current government has shown no policy change on land ownership in the country. The 1995 Ethiopian constitution under article 40(3) affirms the state and public ownership of land in Ethiopia and hence land is not subject to sale and exchange.

The Federal Negarit Gazeta No. 85 (2011) defines urban land as “any land situated within the territory of an urban administration of any region.” Ethiopia’s urban land market is divided into two: primary and secondary markets. While transactions in the primary land market are between the state and private land users, those land transactions in the secondary market are between private land users. While the state assumes a sole supplier of land in the primary market, it assumes a regulatory role in the secondary market. In the primary market tender (auction) and allotment (land lease transfer without auction) are used as the two-basic means of lease transfer from government to citizens (Ambaye, 2015). In urban areas, land can be held only through lease system. Concerning land ownership in Ethiopia, it is stated in the constitution (Article 40 (3)) that:

The right to ownership of rural and urban land, as well as of all natural resources, is exclusively vested in the State and in the peoples of Ethiopia. Land is a common property of the Nations, Nationalities and Peoples of Ethiopia and shall not be subject to sale or to other means of exchange.

The constitution also states means of land acquisition for peasants and pastoralists of the lowland areas (Article 40 sub-article 4 and 5). However, the constitution said nothing explicit about the acquisition and transfer of land by urban dwellers.

Land management in urban Ethiopia during the last decade was in transition and has faced many interrelated challenges simultaneously (MoUDHC, 2014). Key sources of inefficiencies of land management and transaction have remained the major impediments in land management in the urban centers due to the absence of an independent system of registering or recording real estate transactions, where City Administrations are in charge for recording transactions, certifying property rights, and maintaining records and files; City Administrations are directly involved in routine transactions: where each transaction requires “no objections” from several departments; lack of integrated urban level address system, which created enormous obstacles to identification of properties and availability and reliability of information about prices and professions are at an initial stage of development (ibid). Lack of key information needed for land management is a major obstacle for a further efficiency increase. There are no street addresses, and cities generally do not have current land use maps or inventories of vacant land. Moreover, there is some general confusion in cities about what can and can't be expected from the federal cadastre project, and when.

2.2.3 Factors Affecting Land Management

Aribigbola (2007) with his study to examine urban land use planning, policies and management in sub Saharan Africa using Akure, Nigeria as a case study with a view to determining its effects on land accessibility identified a number of factors responsible for inadequate land use planning and management in the city. Inadequate Spatial Information/data on Land Use; Non-adoption and Utilization of Modern Planning Approaches/Techniques; and Outdated and outmoded land use Planning Policies, Laws and Regulations were among the constraints he identified. Aribigbola (2007) also concluded that for land use management to be effective, there is the need for an integrated land use approach. The disjointed and uncoordinated land use practices cannot be expected to provide the desired outcome of sustainable city development. Thus, for land use management to flourish and more importantly to create convenient and conducive environment for present and future generations, there is the need for a more fundamental rethinking of land use control mechanism, policy and action.

Beltrão (2013) in his consultancy report on Urban Planning and Land Management for Promoting Inclusive Cities in India also revealed that land policy implementation remains weak due to a lack of institutional capacity resulting in weak land management and urban planning. On

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

The major aim of this paper is not to deal extensively with the issues of most efficient system of land ownership but to deal with the performance of the present urban land policy of Ethiopia. The Federal government of Ethiopia enacted laws and regulations on issues of urban land tenure. Article 8 of the Economic policy of the Transitional period of Ethiopia is devoted to urban land and house construction policy. Sub-article 1 to 4 of the same article define the role of the government with respect to urban land and houses. As resources permit government agencies are to construct low cost houses for rent or sale to consumers. The government was given the role of issuing directives governing the relationship between owners and renters to direct and control the benefit of both parties. Governmental construction institutions are to be restructured with a view to ensure their profitability and operation in a free market economy competing with private construction enterprises.

2.3 Conceptual Framework

The basic conditions or foundations for land governance consists of a policy framework, a legal framework, institutional capacity, primary geodetic network, education and training, funding and finance and stakeholder engagement (Burns, 2007 cited in UN-Habitat, 2012). The lack of these basic conditions, or a weak “foundation will cause poor land governance. Legislations on land administration and management should properly identify institutions concerned with land administration functions as well as clear mandates that do not overlap or conflict within the institutional framework. The responsibility for land policy formulation and the responsible institution, and the implementing authority needs to be clearly laid out.

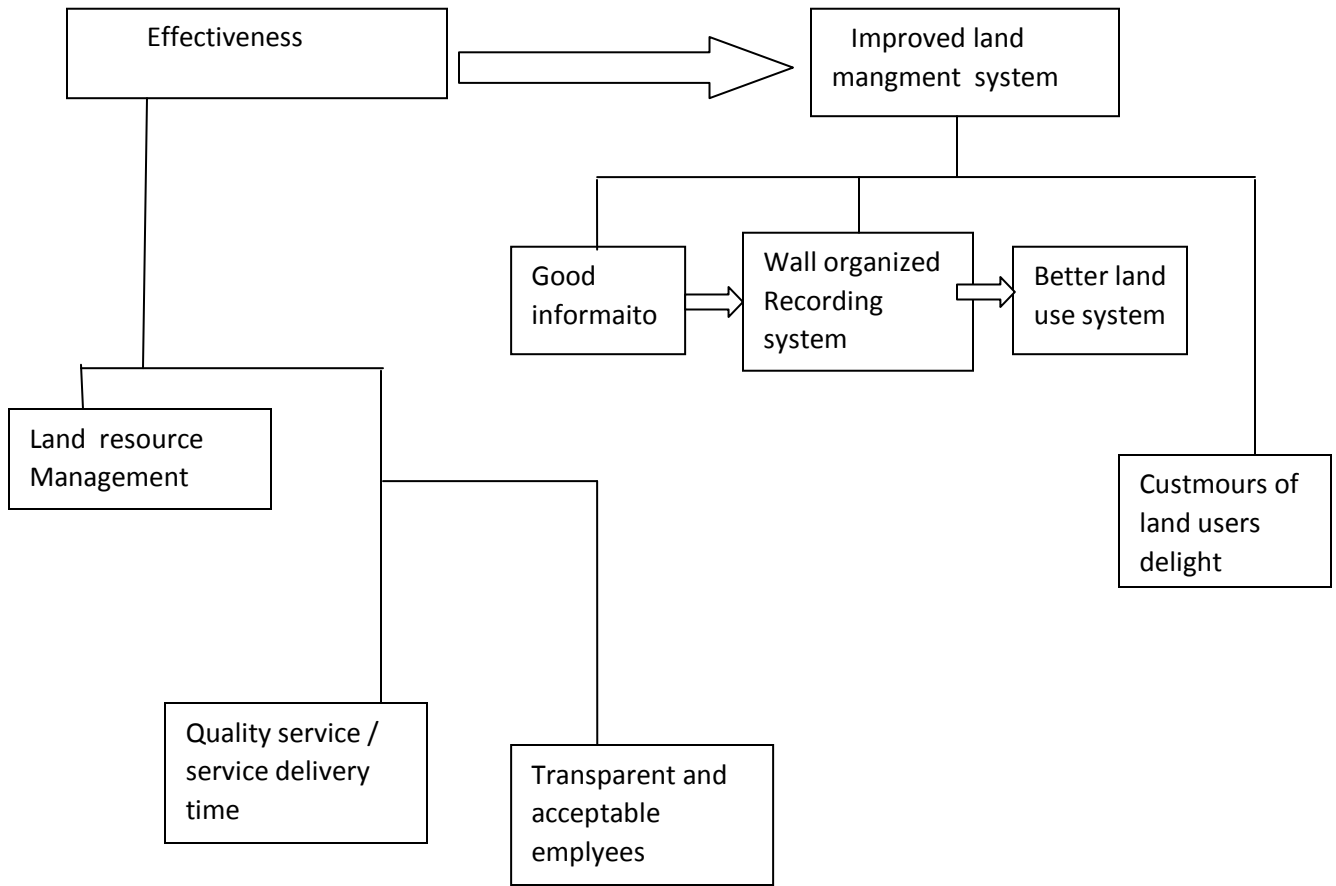
Enemark (2005, 2007) noted that the organizational structures for land management differ widely between countries and regions throughout the world, and reflect local cultural and judicial settings. The institutional arrangements may change over time to better support the implementation of land policies and good governance. Enemark described the land management activities, within this country context, by the three components: Land Policies, Land Information Infrastructures, and Land Administration Infrastructures in support of Sustainable Development. The operational component of the land management paradigm is the range of land administration functions that ensure proper management of rights, restrictions and responsibilities in relation to property, land and natural resources. These functions include the areas of land tenure (securing and transferring rights in land); land value (valuation and taxation of land and properties); land-use (planning and control of the use of land and natural resources); and land development (utilities, infrastructure, construction planning, permits, and implementation). The land administration functions are based on and are facilitated by appropriate land information infrastructures (idid).

Transparent decision making regarding land, decentralized land administration based on the principle of subsidiarity, i.e. taken at the lowest appropriate level and based on accountability, and effective and efficient land administration are some of the principles of good governance (FAO and UN-HABITAT, 2009). Land Administration services should be responsive to the needs of citizens.

Costs of acquiring services should be affordable, and procedures should be clear and simple As part of the ongoing local government reform, and in line with the government policy of decentralization, local authorities need to be allowed to assume greater responsibilities in the land area (ibid). There should be also a commitment to design and implement effective land administration infrastructures that may be described as the organizations, standards, processes, information and dissemination systems and technologies required to support the allocation, transfer, dealing and use of land (UN-FIG,1999 cited in Enemark, 2005).

It is also important that land use planning provides for proper utilization of land resources both in the present and for future land use practices. Failure to effectively enforce land use regulations and monitoring land development by enforcing development standards (e.g., site planning, design, and construction standards) and performance standards may result in unwanted results such as environmental degradation and pollution in urban areas. As economic development continues to affect and impact land use activities it is imperative that land use plans are efficient for such changes to benefit the society. Based on all these facts and principles the following conceptual framework is developed to guide the study.

Conceptual Frame Work



Chapter Three

Research Design And Methodology

3.1 Research Design

Descriptive case study research technique is used to describe the urban land management and urban policy practices of Yeka Sub city and its challenges involved in land management process. Types of data used for the research is both qualitative and quantitative types of information from different sources such as key respondents from land development and management office, director of landholdings registration and information agency and Land development city renewal offices are considered as source for both qualitative & quantitative data of the study.

3.1.1 Study Population

Yeka sub city Urban land development & management office had created to facilitate land administration at city administration level with its mission improving the efficiency and transparency of land registration & transfer, to improve the service delivery on land, to undertake urban renewal and to facilitate decentralize of service etc. the urban land development and management office also play role of coordination other four offices under its oversees. These offices are: The land development and city renewal, Land bank transfer and integrated land information and title administration transitional period service project offices.

Among these offices indicated above three offices are proposed purposely for primary data collection through questionnaire these are: The landholdings registration information agency, Title administration transitional period service project office and Land development city renewal offices. The offices have the following number of employees respectively 160, 65, 50 under each office and the total population 275.

3.1.2 Sampling techniques

Non-probability purposive sampling techniques was used to select key respondents from urban land development & management office, and Landholdings and information agency Yeka Sub City branch office.

For data collection through questionnaire, the researcher used simple random sampling techniques to identify respondents. The various departments/offices under the Land Development and Management Office, and the Landholding and Information Agency Sub-City Branch Office were described in terms of their functions. From these offices, Landholdings registration and information agency, Title administration transitional period service project office and Land development city renewal offices were selected purposely for data collection through questionnaire.

138 staffs identified by simple random selection for data collection through questionnaire. The proportional sampling size for each office is determined by using the slovin formula. The sampling size calculated as $n = N / (1 + Ne^2) = 275 / (1 + 275 * 0.06^2) = 138$

Table 3.1 ratio of the sample

Name of the office selected	Total no of the employee in each office	No Sample	percent
Landholdings registration information agency	160	$80 = (160/275 * 138)$	59%
Title administration transitional period service project office	65	$32 = (65/275 * 138)$	23%
Land development city renewal offices sub-city Branch Office	50	$25 = (50/275 * 138)$	18%
Total	275	138	100%

source : field survey,2019

WHERE

n = number of sample (81 employees or (59 %) of the total from the landholdings registration information agency, (32 employees or (23%) of the total from Title administration transitional period service project office and 25 employees (18%) from Land development city renewal office.

N= Total population 275 employees

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

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

3.1.3 Sampling size

Key respondents including senior technical staffs, department heads at urban land development and management office and Landholdings Registration and information Agency Sub-city branch office were selected for interview.

One staff members from the integrated land information office: land information coordination. From land development and management office: two from reform and good governance senior officers, director of land registration and information and also one staff from integrated land information senior officer, system establishment team leader.

For data collected through questionnaire, a total of 138 staff members working at three offices namely landholdings registration information agency, Title administration transitional period service project office and Land development city renewal offices sub-city Branch Office were randomly selected

3.1.4 Source of data

In this study, both primary and secondary sources of data were used. The primary data collected from Yeka sub city urban land development & management office, and Landholdings and information agency Sub city branch office by using questionnaires and interviews.

The secondary data collected from relevant books both published and unpublished, journals, articles, annual reports and appropriate official documents to enrich the study with secondary data as well as to ensure the validity of the research.

3.2 Data collection Tools

Primary and secondary data gathering tools were employed to collect the necessary data for the purpose of this research paper. In an attempt to assess the land management and policy implementation, the paper used both primary and secondary data sources. With regard to primary data, first hand data was collected through questionnaire survey, personal interview and field observation.

3.2.1 Questionnaire survey

The Questionnaire survey was intended to draw information on the land management policy implementation and the overall effect on the economic development of the city and the people. Structured questionnaire has been used to collect information on the basic reason how and what

is the attitude of the people towards land management, land policy and the implementation practices. The accuracy of the information obtained from the respondents has been verified through cross checking with verbal interview and observation notes that had been made during field visit.

3.3 Methods of data Analysis

In the study operated SPSS (version.20) software package to conduct quantitative data, which has been using to analyzed using descriptive statistical tools (frequencies and percentage).

In this study both quantitative and qualitative approaches were adopted. A qualitative method provides enrichens and detail to the data and view of alternative explanation. Qualitative approaches employ open ended questions emerging approaches, text or image data, interview data, observation data document data and audio visual data text and image analysis. quantitative approaches employee closed indeed instrument based question, performance data, attitude data, observational data and censuses data statistical analysis and mixed methods approaches use open and closed ended questions, both emerging and predetermined methods and both quantitative and qualitative data and analysis (Creswell; 2003). The data collected from employees were used structured questionnaire and the data were analyzed quantitatively. The data collected through unstructured interview, and open ended questionnaire with key informants, respective officials, managers, administrators and professionals were analyzed quantitatively. The qualitative data analysis was clustered based on concepts. The data alternation was classified in to different steps in order to get better complied information. The data analysis started with response transcript, followed by clustering similar and identical responses based on concepts and then key words were used to clustered responses and develop determined indicators. These determined land management practice indicators are presented in the following table below:

CHAPTER FOUR

Data Analysis And Interpretation

4.1 Profile of Respondents

A summary of survey questionnaire respondents' profile along three variables: gender, age and work experience is presented below in table 4.1

Table 4.1 profile of the respondents

Variables	Category	Frequency	Percent
Gender	Male	75	54.35
	Female	63	45.65
	Total	138	100
Age	20-25years	28	20.3
	26-30years	36	26.1
	31-35years	25	18.1
	36-40years	19	13.8
	41-45years	16	11.6
	More than 46 years	14	10.1
	Total	138	100
Work experience	Less than 1 year	16	11.6
	1-5 years	35	25.4
	6-10 years	38	27.5
	11-15 year	22	15.9
	More than 16 years	27	19.6

majority of the respondents were Male with 75 (54.3%) and 63 (45.65%) female respondents. Twenty-eight (20.3%) between the age 20-25 years, thirty-six (26.1%) 26-30years, twenty-five (18.1%) 31-35, nineteen (13.8%) 36-40 years, sixteen (11.6%) 41-45 years, the rest fourteen (10.1%) of the respondents were more than 46 years.

Thirty-eight (27.5%) of the respondents have work experience of 6-10 years. Those who have work experience of 1-5 years 35 (25.4%), the respondents who have work experience, 11-15 years 22 (15.9%) the remaining 27 (19.6%) of the respondents were have work experience more than 16 years.

4.1 Clarity of institutional mandates

The key respondent was asked whether the roles, mandates and responsibilities of the different organizations, offices and departments involved in land development and management clearly defined with written document. They all believed that the citizens charter defined the roles and responsibilities of the various office involved in the sub-city's urban land development and management. The charter also defines coordination among the various offices and other stakeholders. As indicated in table 4.2 below around 81 (58.7 %) of the respondents also agree that the roles and responsibilities of the different organizations/departments involved in land management is clearly defined and understood among their respective staff. Those disagree on this statement are 36 (26.1%) and neutral 21 (15.2%).

During my interview, I was able to understand that the right people have on land is clearly defined in the Citizens Charter. As the key respondent indicated that the document, in the form of a manual, has been used to create awareness of rights on land among the residents. Awareness programs also made with different social groups by the sub-city's land development and management office. Even though lack of awareness creation given time to time the challenge in the sub-city. It's believed that work procedure to define the role mandates and coordination of each office involving in the land development and management process is not available in a printed copy for easy references. Except for draft BPR documents which is only available in soft copy and with few individuals, there is no organized written document that can be easily accessed.

Table 4.2: Employees perception on the clarity of institutional procedures

Variables	Choice	Frequency	Percent	Valid percent	Accumulation
The roles/mandates/responsibility of different departments involved in land management is clearly defined and understood by their staffs	Disagree	36	26.1	26.1	26.1
	Neutral	21	15.2	15.2	41.3
	Agree	81	58.7	58.7	100
	Total	138	100	100	
The workers sufficiently transparent	disagree	25	18.1	18.1	18.1
	Neutral	58	42	42	60.1
	Agree	35	25.4	25.4	85.5
	Strongly agree	20	14.5	14.5	100
	Total	138	100	100	
There are well defined rules procedures and there are mechanisms in place compliant	Disagree	22	15.9	15.9	15.9
	Neutral	49	35.5	35.5	51.4
	Agree	36	26	26	76.4
	Strongly agree	31	22.5	22.5	100
	Total	138	100	100	

Procedure manuals, organizational structure, and other guidelines are not easily accessible to the public. Internet options are not used to share information. Lack of this information sharing ways Limit the ability of the sub-city to create awareness among the residents. On the other hand, the level of fees payable for services is determined centrally by the city administration. The sub-city does not have a decisive role in determining the level of fees payable to the services provided.

The researcher also tried to obtain employees perception on how sufficiently transparent the rights people have on land. Accordingly, 20 (14.5%) of the respondents strongly agree, and 35 (25.4%) agree that rights people have on land is sufficiently transparent. Those respondents who do not believe that these rights are not sufficiently transparent were 22 (15.9 %). The remaining 58(42%) of the respondents prefer to be neutral in their perception.

Grievance handling mechanisms and suggestion boxes exist at each of the offices under the Supervision of the Land Development and Management Office. Each office has complaint hearing committee consisting of 3-5 members. A common complaint hearing desk at the Land

Development and Management Office, higher level, is also available to address complaints that couldn't be solved by the complaint hearing committee of respective offices. Around 36 (26%) of the respondents also agree that rules, processes and mechanisms in place to address grievances, manage disputes and to enforce agreements are well defined. On the other hand, 49 (35.5%) of the respondents were neutral to experience their perception while 31 (22.5%) strongly agree and 22 (15.9%) of the respondents disagree.

4.3.1 Simplicity and Clarity of Procedures

A set of statements meant to evaluate how employees perceive the simplicity and clarity of procedures specific to landholding registration, obtaining land related information, and filing complaints on service standards were included in the survey questionnaire for respondents to indicate to what extent do they agree or disagree with those statements. Accordingly, table 4.3 presents the views of respondents.

Table 4.3: Employees' perceptions on easy access to information

Variables	Choice	Frequency	Percentage	Valid percentage	Accumulation
Residents coming for any land related service can easily access information regarding list of required documents, and the procedure	Disagree	40	29	29	29
	Neutral	28	20.2	20.2	49.2
	Agree	39	28.3	28.3	77.5
	Strongly	31	22.5	22.5	100
	Total	138	100	100	
The procedure and process for land registration is short and clear and does not create confusion for residents	Disagree	50	36.2	36.2	36.2
	Neutral	28	20.3	20.3	56.5
	Agree	40	29	29	85.5
	Strongly agree	20	14.5	14.5	100
	total	138	100	100	
All the requirements in place to register land are appropriate to the customers	Disagree	54	39.1	39.1	39.1
	Neutral	20	14.5	14.5	54.6
	Agree	40	29	29	83.6
	Strongly agree	24	17.4	17.4	100
	Total	138	100	100	

There are no overlapping and unnecessary/redundant processes in the overall land management practices of the sub-city	Strongly disagree	29	21	21	21
	Disagree	27	19.6	19.6	40.6
	Neutral	10	7.2	7.24	47.80
	Agree	37	26.8	26.8	74.6
	Strongly agree	35	25.4	25.4	100
	Total	138	100	100	
The forms to be completed/filled in by residents are clear, understandable and simple and contains only relevant information	Disagree	32	23.2	23.2	23.2
	Neutral	21	15.2	15.2	38.4
	Agree	59	42.7	42.7	81.1
	Strongly agree	26	18.9	18.9	100
	Total	138	100	100	
The land administration offers affordable cost and does not require longer time and expensive services for land registration	Disagree	25	18.11	18.11	18.1
	Neutral	27	19.6	19.6	37.70
	Agree	58	42	42	79.70
	Strongly agree	28	20.3	20.3	100
	Total	138	100	100	
The office increased automation of services and reduced staff-client interaction to the minimum level	strongly Disagree	12	8.7	8.7	8.7
	Disagree	32	23.2	23.2	31.9
	Neutral	22	15.9	15.9	47.8
	Agree	48	34.8	34.8	82.6
	Strongly agree	24	17.4	17.4	100
	Total	138	100	100	

40 (29%) of the respondents disagree on the statement “residents coming for any land related services can easily access information regarding list of required documentations, and the procedure to follow and/or offices to visit (all at one window)”. The remaining 28(20.2) are neutral, 39 (28.3) agree, and 31 (22.5%) strongly agree on the same statement. A total of around 70 (50.7%) of the respondents believed that clients can easy access information on requirements when coming for any land related services. On the other hand, for the question the procedure and

process for land registration is short and clear and does not confuse for residents, 50 respondents (32.2%) disagree, 40 (29%) agree and 20 (14.5%) of the respondents strongly agree on the statement. All the requirements in place to register land are appropriate to the customer. 54 (39.1%) the respondents are disagreeing. About 40 (29%) of respondents were agree, those who have about 17.4% of the respondents strongly agree. The remaining 20 (14.5%) neutral.

On the other side of questionnaire survey for question there are no overlapping and unnecessary/redundant processes in the overall land management practices of the sub-city, about 29 (21%) strongly disagree, 27 (19.6%) of the respondents, were disagree, 37 (26.8%) agree, 35 (25.4%) strongly agree and 10 (7.2%) remain neutral. From this survey about 52% confirmed that not unnecessary/redundant processes. The key informant was also asked to explain if he thinks there exists

Overlapping processes and excessive requirements, lengthy and confusing procedures. According to the response, there exists no overlapping process and confusing procedure. However, there are few documentations that the office requires clients to present while requesting for service which are already available and can be retrieved from office files including tax payment evidences, lease agreements, and few more. The key respondent also suggests that the work flow registration of new holdings usually take long process because of passes multi steps.

The forms to be completed/filled in by residents are clear, understandable and simple and contain only relevant information, for this question about 32 (23.2%) were disagree, about 21 (15.2%) were neutral 59 (42.7%) of the respondents agree

42.7% responses were forms to be completed/filled in by residents are clear, understandable and simple and contain only relevant information. The other is the question for affordability of cost was the researcher learn some points from the response. this is about 62.2% of the response were said affordable, about 18.1% disagree and the remaining 27.7% prefer to be neutral. As the researcher get information from the survey question office tried at minimum level to reduce the interaction between the client and the staff.

Table 4.4 Transparency of land related transaction and management

Variables	Choice	Frequency	percent	Valid percent	accumulation
The office posts at clear points schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested	disagree	31	22.5	22.5	22.5
	neutral	19	13.8	13.8	36.3
	Agree	52	37.7	37.7	74
	Strongly agree	36	26	26	26
	Total	100	100	100	100
The office provides with printed documents/broachers with schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested	Disagree	37	26.8	26.8	26.8
	Neutral	36	26	26	52.8
	Agree	39	28.2	28.2	81
	Strongly agree	26	19	19	100
	total	138	138	138	
The office indicates on its website schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested	Disagree	38	27.5	27.5	27.5
	Neutral	45	32.6	32.6	60.1
	Agree	36	26	26	86.1
	Strongly agree	19	13.9	13.9	100
	Total	138	100	100	
There is a comprehensive and clear guideline and standard for anyone to follow in land acquisitions	Disagree	29	21	21	21
	Neutral	31	22.5	22.5	43.5
	Agree	42	30.4	30.4	73.9
	Strongly agree	36	26.1	26.1	100
	Total	138	100	100	
The office encourages clients to report cases of rent seeking behavior by staff of the land sector agencies	Strongly	38	27.5	27.5	27.5
	Disagree	48	34.8	34.8	62.3
	Neutral	10	7.3	7.3	69.6
	Agree	25	18.1	18.1	87.7
	Strongly agree	17	12.3	12.3	100
	Total	138	100	100	

Through the survey questionnaire respondents were requested for their perception on the statement “the office posts at clear point’s schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested.” Accordingly, 31 (22.5%) of the respondents disagree, 52 (37.7%) agree, and 36 (26%) strongly agree. The remaining 19 (13.8%) of the respondents were neutral on the statement.

They were also asked if the office provides, with printed documents/broachers, schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested. Thirty-nine (28.2%) agree, 37 (26.8%) disagree, and 26 (19%) of the respondents strongly agree. Regarding the platform where the land management office at all levels and the Landholding Registration and Information Agency provide information to citizens, respondents were requested to express their perception on the statement that says, “The office indicates on its website schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested.” The analysis of the responses revealed that 38 (27.5%) disagree, 36 (26 %) agree, 45 (32.6%) neutral, on the statement. the total number of respondent who disagree and consists of 38 (27.5%). This result suggests that either the office is not using websites to disseminate such information or the respondents are not familiar with the office’s website. However, the information obtained from the key informant on the office’s website and the researchers observation of the contents of the website though being managed centrally, supports the respondents’ perception.

Forty-two (30.4%) of the respondents agree that the guideline and standard for anyone to follow in land acquisition is comprehensive and clear. 36 (23.1%) of the respondents also strongly agree on this. However, a significant number of the respondents, 29 (21%) disagree, the statement. As the data collected from the respondents were thirty-eight (27.5%) of the response were strongly disagree, 48 (34.8%) of the responses are disagree, twenty-five (18.1%) of agree, seventeen (12.3%) strongly agree and the remaining ten (7.3%) prefer to be neutral. As the researcher understood the office does not put the platform of the way the client report about rent seeking or the respondents have not clear information about it

Table 4.5 the office level accountability related to urban land management

variables	choice	Frequen cy	Percent	Valid percent	accumula tion
Employees are regularly oriented/trained/familiarized with the requirements and producers for serving clients	Strongly disagree	25	18	18	18
	disagree	30	21.7	21.7	39.7
	Neutral	20	14.5	14.5	54.2
	Agree	38	28	28	28
	Strongly agree	25	18	18	100
	total	138	100	100	
The office focuses on providing excellent customer service	Strongly disagree	28	20.3	20.3	20.3
	disagree	35	25.4	25.4	45.7
	Neutral	15	10.9	10.9	56.6
	Agree	38	27.55	27.5	84.1
	Strongly agree	22	15.9	15.9	100
	Total	138	100	100	
The office highly emphasis providing prompt assistance to resolve enquiries or customer complaints	Strongly disagree	19	13.8	13.8	13.8
	Disagree	32	23.2	23.2	37
	Neutral	22	16	16	53
	Agree	40	29	29	82
	Strongly agree	25	18	18	100
	Total	138	100	100	

According to the above table for the question “Employees are regularly oriented/trained/familiarized with the requirements and procedures for serving clients, among the respondents about twenty-five (18%) of were strongly disagree, thirty (21.7%) of the respondents disagree, and thirty-eight (28%), twenty-five (18%) of the response were agree and strongly agree respectively. The rest 14.5% remain neutral. As the data indicates the employees are regularly oriented to be familiarize with the procedure by the office. Another questions raised by survey question were,” the office focuses on providing excellent customer service “for this question from the total respondents 45.7% were disagreed and 43.4% were agree and the rest 10.9% preferred to be neutral. As the researcher observed a lot of customers of the office were make line to get service, and some of the customer were complaining the service. This shows the office has less attention for customer in giving excellent service.

Table 4.6 what employees perceive about Limitations associated with the implementation of urban land policy

variables	Choice	frequency	percent	Valid percent	accumulation
Land management and development office of Yeka Sub city has clarity of institutional mandates and legal framework to implement effectively the existing land policy.	Strongly disagree	15	10.9	10.9	10.9
	Disagree	20	14.5	14.5	25.4
	Neutral	31	22.4	22.4	47.8
	Agree	45	32.6	32.6	80.4
	Strongly agree	27	19.6	19.6	100
	Total	138	100	100	
The shortage of professional workers on land management hinders the office in realizing rules, regulations, and procedures the existing land policy	Strongly disagree	12	8.7	8.7	8.7
	Disagree	17	12.3	12.3	21
	Neutral	35	25.3	25.3	46.3
	Agree	47	34	34	80.3
	Strongly agree	27	19.7	19.7	100
		138	100	100	

Lack of Scientifically designed Urban and rural land policy may cause for illegal land invention in the Sub city	Strongly disagree	5	3.6	3.6	3.6
	disagree	17	12.3	12.3	16
	Neutral	35	25.3	25.3	41.3
	Agree	57	41.3	41.3	82.9
	Strongly agree	24	17.4	17.4	100
	Total	138	100	100	
The current Urban land policy needs amendment for its practical implementation	strongly	2	1.4	1.4	1.4
	Disagree	11	8	8	9.4
	Neutral	39	28.2	28.2	37.6
	Agree	58	42	42	79.8
	Strongly disagree	28	20.2	20.2	100
	Total	138	100	100	
The office have sufficient professionals and financial resources to undertake its day to day activities	Strongly disagree	19	13.8	13.8	13.8
	disagree	28	20.3	20.3	34.1
	Neutral	18	13	13	47.1
	Agree	50	36.2	36.2	83.3
	Strongly agree	23	16.7	16.7	100
	Total	138	100	100	
Yeka Sub city land management and development office uses advanced technologies to automate its land information	Strongly disagree	38	27.5	27.5	27.5
	disagree	36	26	26	53.5
	Neutral	31	22.5	22.5	76
	Agree	30	21.7	21.7	97.7
	Strongly agree	3	2.3	2.3	100
	Total	138	100	100	

As responses of respondents are indicated for the survey question yeka sub city land management and development office has clear institutional mandates and legal frame work:

Fifteen (10.9 %) of selected respondents were strongly disagree, twenty (14.5%) were disagree for the case. About forty-five (32.6%) the respondents agree and twenty-seven (19.6%) strongly agree and the remaining thirty-one (22.4%) were preferred to be neutral.

The result shows that yeka sub city land management and development office has institutional mandates and legal frame work and established in accordance with Proclamations no. 15/2009, 1/2008, 21/2010, 28/2012, and 35/2012 were also issued to re-establish Addis Ababa City Government's executive and municipal service organs. The Immovable Property Registration and Information Agency was established with head office at the City level and branch offices at sub city level with proclamation no. 22/2010 and later re-establish as Land

Holding Registration and Information Agency with Proclamation no. 45/2015 to undertake the duties and responsibilities of land registry institutions mentioned under the Federal Urban Land Holding Registration Proclamation no. 818/2014. It was stated in proclamation no. 22/2010, under sub-article (3) of article 4, that board of the Agency shall be accountable to the City Manager. However, with proclamation no. 24/2010 the accountability arrangement was amended and the board of the Agency was made accountable to the Mayor of the city.

The Land Development and Management Bureau was re-established with the Addis Ababa City Government Executive and Municipal Service Organs Re-establishment Proclamation No. 35/2012 and has the power and function to direct, coordinate and integrate the Land Development and City Renewal Agency, Land Bank and Transfer Office, Building Permit and Control Authority, Urban Plan Institute, Land Information and Technology Centre, Integrated Land Information System Installation Project Coordination Office, Immovable Property Registration and Information Agency, Title Administration Transitional Period Service Project Office. Land preparation and related activities (including land acquisition & compensation) is the responsibility of the Land Development and Management Bureau through offices under it.

The next survey question was, shortages of professional workers that hindrance of the land management and development office to undertake and implement the rule and regulations of the existing land policy. For this question selected respondents react as the following. Twelve (8.7%) strongly disagree, seventeen (12.3%) were

disagree, and Forty-seven (34%) agree twenty-seven (19.6%) strongly agree and the remaining thirty-five (25.3%) of the respondents were preferred to be neutral.

The above result indicates that shortages of professional workers are one the problem in management processes of the land management office of Yeka sub city.

For the survey question, Lack of Scientifically designed Urban and rural land policy may cause for illegal land invention in the Sub city

Twenty-two (15.9%) of the respondents were disagree, thirty-five (25.3%) were neutral for the question and Eighty-one (58.7%) agree for the case. It also indicates un scientifically designed urban and rural land policy are the major issue for the problem.

Table 4.7 what employees perceive for the bottlenecks or factors affecting of Urban land management in Yeka Sub city.

variables	Choice	frequen cy	percent	Valid percent	accumulatio n
The land management and development office of Yeka sub city has a complete inventory of vacant land and public owned urban land with its adequate information.	Strongly disagree	36	26.1	26.1	26.1
	Disagree	38	27.5	27.5	53.6
	Neutral	25	18.1	18.1	71.7
	Agree	20	14.5	14.5	86.2
	Strongly agree	19	13.8	13.8	100
	Total	138	100	100	
	Disagree	27	19.6	19.6	31.2
	Neutral	35	25.4	25.4	56.6
	Agree	38	27.5	27.5	84.1
	Strongly agree	22	15.9	15.9	100
TOTAL	138	100	100		
The high rate of rural to urban migration especially to Addis Ababa has impact in relation	Strongly disagree	11	8	8	8

to land management and urban policy implementation.	disagree	16	11.6	11.6	19.6
	Neutral	37	26.8	26.8	46.4
	Agree	47	34	34	80.4
	Strongly agree	27	19.6	19.6	100
	Total	138	100	100	
Yeka Sub-City land management and development office fully authorized to make decision in relation to land issues without any interference.	strongly	25	18.11	18.11	18.11
	Disagree	25	18.11	18.11	36.22
	Neutral	30	21.78	21.78	58
	Agree	39	28.2	28.2	86.2
	Strongly disagree	19	13.8	13.8	100
	Total	138	100	100	
None clearly defined roles and mandates within different departments that involved in land management.	Strongly disagree	12	8.7	8.7	8.7
	disagree	21	15.2	15.2	23.9
	Neutral	36	26.1	26.1	50
	Agree	46	33.3	33.3	83.3
	Strongly agree	23	16.7	16.7	100
	Total	138	100	100	
Weak Managerial role in exercise imperative leadership for the implementation of urban land policy.	Strongly disagree	18	13	13	13
	disagree	19	13.8	13.8	26.8
	Neutral	38	27.5	27.5	54.3
	Agree	45	32.6	32.6	86.9
	Strongly agree	18	13.1	13.1	100
	Total	138	100	100	

Another question raised for selected respondents in relation to factors affecting yeka sub city LMDO was, the land management and development office of Yeka sub city has a complete inventory of vacant land and public owned urban land with its adequate information.

Thirty-six (26.1%) of selected respondents were strongly disagree, and thirty-eight (27.5%) of the respondents were disagree. Thirty-eight (27.5%) and twenty-two (15.9%) were agree and strongly agree respectively. The significant number of employees or about 53.6% disagree or said LMDO of yeka sub city has no complete inventory of vacant land.

The next raised survey question: The high rate of rural to urban migration especially to Addis Ababa has impact in relation to land management;

Eleven (8%) of the respondents strongly disagree, sixteen (11.6%) were disagree, and forty-seven (34%) agree and twenty-seven (19.6%) strongly agree.

And the remaining 26.8% of the total remain neutral. The researcher observed from this the high rate of migration from rural to urban especially to addis is one of the problem in managing land resource in the sub city.

Mechanisms to regulate and manage illegal settlers

For the question what mechanisms are used to control illegal settlers? As the key informants indicated that awareness creation had been made to different social classes about illegal settlement and its impact on a country economy, social, and political perspectives, the other mechanisms to tackle the problem increasing the capacity of enforcement service of the sub city to protect and enforce the emergence and development of illegal construction. The best and third step we followed was by identifying the vacant plots in the sub city and collect to land banking system. By its nature most illegal settlers use the night time to construct illegal construction because of this reason its difficulty to control this activity. when this types situation faces us we obliged to bulldozing illegal constructed sites.

Table 4.8 To know the perception of employees in relation to mechanisms land management and development office of Yeka sub city manage and regulate illegal settlers

variables	Choice	frequency	percent	Valid percent	accumulation
The current high building standards of legal houses, delay responses in request of housing plot,policy and procedural problems are the cases for illegal settlements	Strongly disagree	15	10.9	10.9	10.9
	Disagree	25	18.10	18.10	29
	Neutral	38	27.5	27.5	56.4
	Agree	46	33.3	33.3	89.7
	Strongly agree	14	10.1	10.1	100
	Total	138	100	100	
The Sub City land management and development office play pivotal role in establishing enforcing land use policy, development permits ,controlling and monitoring mechanisms	Strongly disagree	5	3.6	3.6	3.6
	Disagree	25	18	18	21.6
	Neutral	38	27.5	27.5	49.1
	Agree	51	37	37	86.1
	Strongly agree	19	13.8	13.8	100
		138	100	100	
The existing land policy marginalized the low income groups because of its high standards of housing and delay responses in providing legal housing plots	Strongly disagree	10	7.2	7.2	7.2
	disagree	22	16	16	23.2
	Neutral	15	10.9	10.9	34.1
	Agree	68	49.3	49.3	83.4
	Strongly agree	23	16.66	16.66	100
	Total	138	100	100	
The reason for illegal settlements are less government control of open spaces and limited capacity enforcement service on illegal	strongly	6	4.3	4.3	4.3
	Disagree	9	6.5	6.5	10.8
	Neutral	35	25.4	25.4	36.2

construction of housing and other	Agree	70	50.7	50.7	86.9
	Strongly disagree	18	13.1	13.1	100
	Total	138	100	100	
Lack of comprehensive & clearly defined legal framework to control the emergence & development of squatter settlements causes in Yeka Sub city	Strongly disagree	11	8	8	8
	disagree	16	11.6	11.6	19.6
	Neutral	36	26	26	45.6
	Agree	72	52.2	52.2	97.8
	Strongly agree	3	2.2	2.2	100
	Total	138	100	100	
Corruption and the practice of land sale by land speculators of profit making may facilitate to the emergence of squatter settlements.	Strongly disagree	2	1.4	1.4	1.4
	disagree	15	10.9	10.9	12.3
	Neutral	39	28.3	28.3	40.6
	Agree	79	57.2	57.2	97.8
	Strongly agree	3	2.2	2.2	100
	Total	138	100	100	

For the question: The current high building standards of legal houses, delay responses in request of housing plot, policy and procedural problems are the cases for illegal settlements. Forty (29%) dis agree, sixty (43.4%) agree and the remaining 27.5% remain neutral. This indicates the government focuses on high buildings standards less attention low income society in responding for their request for housing plots in addition poor implementation of land policy are reasons for illegal settlements.

Yeka sub city LMDO play a role in establishing enforcing land use policy, development permits, controlling and monitoring mechanisms: five (3.6%) strongly disagree, twenty-five of the respondents or (18%) disagree and Fifty-one (37%) agree and Nineteen 13.8% of the respondents were strongly agree and the remaining 27.5% preferred to be neutral.

The existing land policy marginalize the low income groups since it focuses in high raising buildings and displaces the poor society less attention to provide housing plots and delay response for their request are facilitates illegal settlement or individuals prefer illegal way to realize their demand on housing.in addition to this factor less government control on open spaces low enforcement mechanisms on illegal settlers and corruption and practices land sale for make profit play its development of illegal settlement.

Limitations and factors affecting urban land management and development office of Yeka sub- city

As the key informants indicates even though, the office established legally with clear institutional mandates and legal frame work has weakness in realizing and implementing land management procedures and policy. Because of this problem there is delay for the customer's request of housing plots.

Lack of scientifically designed urban and rural land policy, this makes difficulty to manage the vacant land resource in the sub city. For this reason, conflicts happened with the neighbor or border society especially Oromia.

Poor recording and controlling mechanisms, lack of professional experts in relation to managing land in the sub city.

Weakness in using advanced technology to enhance land management process and to reduce staff client interaction.

Lack of comprehensive and clearly defined legal frame work to control the emergence and development of illegal settlers

Limitation of capacity to enforcement service on illegal construction.

The bureaucracy of land management officers in customer serving and delaying response in providing legal housing plots.

Corruption and practice of land sale by land sale by land seculars as means of profit making.

In efficient and ineffective land management system. Lack of coordination, low cost recovery.

Lack of participation in spatial planning, guideline revision and decision making.

Lack of transparency at all level No. accountability

Non uniform land lease price, non-uniform management system. Lack of enforceability.

Lack of completeness, details and clear spatial plan and guidelines and directives are unavailable
big confusions between customers and actors on the guidelines and standards.

Lack of equal access of information and unfair land allocation and management

In adequate financial and skill manpower high staff turnover, lack of means of achieving staff efficiency and effectiveness, corrupted system of administration

Unfair distribution of resource, intervention, non-transparent land lease price reduction lacks of lease agreement enforceability, favors, high speculation, and encroachment.

Low attention, unwise decision delay, and absence of check and balance

The majority 80 out of 138 of the individual customers, responded that land allocation was highly bureaucratized, delayed, lacking of confidence to give timely decision by administrators and lacking transparency in land allocation and land related management, uniformity in terms of information delivery, lease price and requirements and lacking enforceability on available laws resulted in high speculation were the main problem. Land allocation decisions and land management system based on rent-seeking by public officials are likely to benefit for their own uses. Rent seeking behavior is widespread, both in cities and sub cities employees of land management and development office. It was also observed that the measures taken so far for unethical individuals were insufficient.

This shows that the implementation of land policy was not implemented based on the guidelines. Lack of timely corrective measures and weak monitoring system Over all means of staff handling de-motivated the best performers and affected the sense of ownership and competition, which contributed to lower performance. Massive land leasing and land management activities created opportunities for corruption as well as for unexpected and illegal wealth accumulation, for land speculators facilitated opportunities to capture public officials who engaged on possessing the land management process in order to take part in “rent seeking” activities.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The research has tried to explore land management practices and challenges of Addis Ababa City Administration using Yeka Sub-City as a case study. It raised and described a variety of issues related to the sub city's land management practices and challenges. Simplicity and clarity of procedures; and accountability and transparency of land management specific to registration, obtaining land related information, and complaints on service standards; and capacities required to carry out land management related tasks.

The existing land management office in Yeka Sub-City are characterized by a lack of adequate capacity in terms of adequate staffing and operating equipment necessary for them to carry out their work, and. The other is even though, the office established legally and has clear institutional mandates to make land related decision, it has weakness in realizing and implementing the existing land policy. For example, the sub city has little or no role and influence in some activities and decisions including setting levels/amounts of service fees, developing environmental development plans, establishing standards, and developing and maintaining websites. These are operated only by the central government of city administration.

The research also revealed that Land is a key resource for mankind and to manage land effectively, it is important to set well equipped and favorable condition to manage it and use information about this crucial resource. In this regard, lack of scientifically designed urban land policy to manage vacant land in the sub city, there is no well-organized land information, poor recording and controlling mechanism of land resource in the sub city, lack of comprehensive and clearly defined legal frame work to control the emergence and development of squatter settlements, lack of inventory about vacant land, lack of professional expertise in relation to land management processes.

These makes managing the land sector complex and challenging. The citizen charter believed to define the role, mandates and coordination of each offices involving in the land development and management process is not available in a printed copy for easy references. Employees are not made familiar about it either. There is no organized written/published document that can be

easily accessed. Internet options are not well used to share information. Lack of these information sharing limits the ability of the sub-city to create awareness among the residents. On the hand, the land management offices post process/workflows on boards/walls, and there is also an attempt to use screens to announce procedures and other requirements to help citizens guided accordingly.

The study has also attempted to explore the challenges that the sub city faces in managing land and its use. The difficulty to manage the vacant lands because of the dynamic expansion of new development sites by illegal settlers in the sub city, informal settlements, and poor coordination among stakeholders were among the challenges identified with this study. lack of staff integrity, unstable land use plan, inconvenient office set-ups, corruption, unstable organizational structure, high employee turnover, lack of trust between office and residents, and lack of awareness of residents on the requirements and procedures were also among those challenges identified.

5.2 Recommendations

Based on the findings of this study, the following recommendations are made for consideration to help improve land management and development office and to carve challenges that Yeka Sub-City faces in its land management processes.

1. Building the capacity of the land management sector is important in enhancing the land management process and realizing the implementation of land policies, development strategies and social equity issues. So that the land management and development office capacity should be built by stake holders in terms of skilled man power, infrastructures, and equipment's necessary to carry out its day to day activities.
2. The role, mandate, and coordination of offices involved in the land development and management process should be clearly defined and employees at all levels in the sector should be know about it role and mandates.
3. The existing office set-up especially in those offices with high employee-client interactions should be re-designed in a way that could allow employees to concentrate on their work and ensure maximum quality services.
4. Procedure manuals, guidelines, service fee schedules, and other land related information should be easily accessible to the public. During this study it was noted that most of these

documents were not easily accessible either in a printed copy or in the sub-city's web site and other platforms for easy references. The land management offices in the sub-city should utilize the internet option to share information and create public awareness in addition to the attempts being made by posting workflows on office boards and walls.

5. Mechanisms that can be employed to improve the efficiency and Transparency of land management include: -

A) Improved mechanisms for land transfer (cadastral Mapping, land titling, and registration);

B) Land information systems should be improved for the benefit of private and government

C) Land management should be transparent the residents and facilitate the way residents getland for housing .

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Questionnaire to be filled by Yeka Sub city Land Management and Urban Development office target respondents

Dear respondent:

I would like to thank you first of all for taking your precious time to complete this questionnaire!!

This questionnaire has been developed to help collect data study the land management and Urban policy practices in Addis Ababa city government using Yeka Sub city as a case study example. Information obtained through this questionnaire will be used for academic purpose and shall be kept strictly confidential. The study is to be submitted to the department of public administration and development management, Addis Ababa University in partial fulfillment of the requirement for Degree of Masters in public management and policy.

You don't need to write your name and you can provide your answer by putting tick mark (√) On the boxes of your choice

Part I: Background of the Respondent

1. Gender:

Male

2. Please indicate the number of years you have been in your current position

Less than 1 year 1-5 years 6-10 years 11-15y
 More than 15 years

3. Age

20 -25 years 26-30 years 31-35 years 36-40years
 41-46 years more than 47 58

Part two: **Questions Related with Simplicity and Clarity of Processes/Procedures, and Accountability and Transparency specific to the land management practices**

The following statements are meant to evaluate how you perceive the simplicity and clarity of processes/procedures, and accountability and transparency of land management specific to land registration, obtaining land related information, and complaints on service standards. To what extent do you agree or disagree with the following statements?

(Key for Response Categories: Strongly agree =5; Agree =4; Neutral= 3; Disagree=2; and strongly disagree =1) Please put tick mark (√) on your choice boxes

S/ no	Description					
1	Simplicity and Clarity of processes and procedures related to land registration, obtaining land related information, and complaints on service standards	5	4	3	2	1
1.1	Residents coming for any land related services can easily access information regarding list of required documents (all at one window)					
1.2	The procedure and process for land registration is short and clear and does not create confusion for residents					
1.3	All the requirements in place to register land are appropriate to the customer					
1.4	There are no overlapping and unnecessary/redundant processes in the overall land management practices of the sub-city					
1.5	The forms to be completed/filled in by residents are clear, understandable and simple and contains only relevant information					
1.6	Land related information (ownership, previous transactions....) is easy to access/obtain by any citizen if they need it					

1.7	There are no overlapping and unnecessary/redundant processes in the overall land management practices of the sub-city					
1.8	The forms to be completed/filled in by residents are clear, understandable and simple and contain only relevant information.					
1.9	The land administration offers affordable cost and does not require longer time and expensive services for land registration					
1.10	The office increased automation of services and reduced staff-client interaction to the minimum level					
2	Transparency of land related transactions and management	5	4	3	2	1
2.1	The office posts at clear points schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested					
2.2	The office provides with printed documents with schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested					
2.3	The office indicates on its website schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested					
2.4	There is a comprehensive and clear guideline and standard for anyone to follow in land acquisitions					
2.5	There is transparency in the service standards and costs of services and other payments					
2.6	The office encourages clients to report cases of rent seeking behavior by staff of the land sector agencies					

3	Accountability related to urban land management	5	4	3	2	1
3.1	Employees are regularly oriented/trained/familiarized with the requirements and producers for serving clients					
3.2	Employees at all levels are held very accountable for their actions at work					
3.3	The office focuses on providing excellent customer service					
3.4	The office highly emphasis providing prompt assistance to resolve in equities or customer complaints					
3.5	Employees at all levels follow and respect rules and regulations in all circumstances					
3.6	The office has established clear objectives to be achieved					
3.7	The office has regular reporting system on achievements and results against objectives					

PART THREE: The following statements are meant to evaluate how you perceive the Limitations associated with the implementation of urban land policy

Please show challenges, if any, on the following areas related to the Sub city urban land management practices. *Key for Response Categories: Strongly agree =5; Agree =4;Neutral= 3; Disagree=2;and strongly disagree =1*) Please put tick mark (√) on your choice boxes

4	The Limitations associated with the implementation of urban land policy	5	4	3	2	1
4.1	Land management and development office of Yeka Sub city has clarity of institutional mandates and legal framework to implement effectively the existing land policy.					
4.2	The shortage of professional workers on land management hinders the office in realizing rules, regulations, and procedures					

	the existing land policy					
4.3	Lack of Scientifically designed Urban and rural land policy may cause for illegal land invention in the Sub city					
4.5	The current Urban land policy needs amendment for its practical implementation					
4.6	The office have sufficient professionals and financial resources to undertake its day to day activities					
4.7	Yeka Sub city land management and development office uses advanced technologies to automate its land information					

Part IV: Factors affecting the urban land management

Instructions: Please indicate what you perceive on factors affecting (the bottlenecks) of Urban land management in Yeka Sub city. *Key for Response Categories: Strongly agree =5; Agree =4; Neutral= 3; Disagree=2; and strongly disagree =1* Please put tick mark (√) on your choice

		5	4	3	2	1
5	The land management and development office of Yeka sub city has a complete inventory of vacant land and public owned urban land with its adequate information.					
5.1	Yeka Sub City land management and development office play role in establishing enforcing land use policy, controlling and monitoring mechanisms.					
5.2	The high rate of rural to urban migration especially to Addis Ababa has impact in relation to land management and urban policy implementation.					
5.3	Yeka Sub-City land management and development office fully authorized to make decision in relation to land issues without any interference.					

5.4	None clearly defined roles and mandates within different departments that involved in land management.					
5.5	Weak Managerial role in exercise imperative leadership for the implementation of urban land policy.					
5.6	The poor execution of existing land policy hinders in minimizing housing problem in the sub city.					

PART V. Mechanisms to regulate illegal settlers

Instruction: the following sections are to collect data in relation to the ways how the land management and development office of Yeka sub city manage and regulate illegal settlers Please, indicate what you perceive in the causes of illegal settlement. *Key for Response Categories: Strongly agree =5; Agree =4; Neutral= 3; Disagree=2; and strongly disagree =1)* Please, *Key for Analysis: Strongly agree =5; Agree =4; Neutral= 3; Disagree=2; and strongly disagree =1)*

	Items	5	4	3	2	1
6.1	The existing high building standards of legal houses, delay responses housing plot and policy and procedural problems are the cases for illegal settlements					
6.2	The Sub City land management and development office play pivotal role in establishing enforcing land use policy, development permits ,controlling and monitoring mechanisms					
6.3	The existing land policy marginalized the low income groups because of its high standards of housing and delay responses in providing legal housing plots					
5.4	The reason for illegal settlements are less government control of open spaces and limited capacity enforcement service on illegal construction of housing and other					
6.5	Lack of comprehensive & clearly defined legal framework to control the emergence & development of squatter settlements may causes in Yeka Sub city					
6.7	Corruption and the practice of land sale by land speculators of profit making may facilitate to the emergence of squatter settlements.					

Interview guide

Interview guiding questions for key respondents from **land management and development office** in relation to challenges in managing Urban Land in Yeka Sub City

1. What is the common challenges in managing Urban Land in the following dimension

A. Institutional Capacity

B. Mandates and responsibility

C. Legal framework

1. Do you think your office institutionally capable to implement the existing land policy and program?

If your answer is no, what can be done to improve the problem?

2. What do you think are bottlenecks associating with urban land management in your sub city?
3. How do you perceive the availability of sufficient human and material resources to undertake its daily activity?
4. To what extent the power of your office in making decision independently on land related issues?
5. How do you see the conditions of illegal settlement in Yeka sub city? Is there any dispute in relation to squatter settlement in your boarder? If your answer is yes, what measures took to solve the problem?