DSpace Institution

DSpace Repository **http://dspace.org**

Land Administration Thesis and Dissertations

2020-10-13

Land Administration Practices from the Perspective of Good Governance Principles in Addis Ababa: The Case of Nifas Silk Lafto Sub City

Ketema Amare

http://hdl.handle.net/123456789/11364

Downloaded from DSpace Repository, DSpace Institution's institutional repository

BAHIR DAR UNIVERSITY

INSTITUTE OF LAND ADMINISTRATION

Department of Land Administration and Surveying

MSc Program in Land Administration and Management

Land Administration Practices from the Perspective of Good Governance Principles in Addis Ababa: The Case of Nifas Silk Lafto Sub City

By

Ketema Amare Alemu

July, 2020

Bahir Dar, Ethiopia.

BAHIR DAR UNIVERSITY
INSTITUTE OF LAND ADMINISTRATION
Department of Land Administration and Surveying
MSc Program in Land Administration and Management

Land Administration Practices from the Perspective of Good Governance Principles in Addis Ababa: The Case of Nifas Silk Lafto Sub City

By
Ketema Amare Alemu

A Thesis Submitted to the Institute of Land Administration in Bahir Dar University in Partial Fulfillment of the Requirements for the Degree of Master of Science in Land Administration and Management

Advisor: Achamyeleh Gashu (PhD) , Associate Professor

July, 2020
Bahir Dar
Ethiopia

Declaration

I hereby declare that this thesis is my original work that has been carried out under the Advisory of Dr. Achamyeleh Gashu, Associate Professor, Institute of Land Administration, Bahir Dar University during the year 2019/2020 as part of the Degree of Master of science in Land Administration and Management in accordance with the rule and regulation of the University. I further declare that this work hasn't been submitted to any other University or Institution for the award of any degree or diploma and all sources of materials used for the thesis have been duly acknowledged.

Ketema Amare ---------- ----------
Name Signature Date
July, 2020.
Institute of Land Administration,
Bahir Dar University,
Ethiopia

BAHIR DAR UNIVERSITY
INSTITUTE OF LAND ADMINISTRATION
Department of Land Administration and Surveying
MSc in Land Administration and Management

Approval of Thesis for Defense

I hereby certify that I have supervised, read, and evaluated this thesis title "Land Administration practices from the Perspective of Good Governance Principles in Addis Ababa: The Case of Nifas Silk Lafto Sub City" studied by Ketema Amare under my guidance. I recommend the thesis can be submitted for oral defense.

Achamyeleh Gashu (PhD.)	----------	----------
Advisor's name	Signature	Date

BAHIR DAR UNIVERSITY
INSTITUTE OF LAND ADMINISTRATION
Department of Land Administration and Surveying
MSc Program in Land Administration and Management

Approval of Thesis Defense Result

As members of the board of examiners, we examined this thesis entitled "Land Administration Practices from the Perspective of Good Governance Principles in Addis Ababa: The Case of Nifas Silk Lafto Sub City" studied by Ketema Amare. We hereby certify that the thesis is accepted for fulfilling the requirements for the award of the degree of "Master of Science in Land Administration and Management" with the regulation of the University and meets the accepted standards with respect to originality and quality.

Board of Examiners

External examiner name	Signature	Date
---	---	---
---	---	---

Internal examiner name	Signature	Date
---	---	---
---	---	---

Chair person's examiner name	Signature	Date
---	---	---

Dedicated to
My Wife Betelhem Girma

Abstracts

Good governance in land administration is an important tool for smooth progress and sustainable development of a nation as it deals with the ultimate resource of human beings. The government of Ethiopia has been attempting to modernize the land administration system so as to provide appropriate service with regards to land sector both in the urban and rural areas. Given that, government is the only service provider, the efficiency of land related services has been questionable. With this assumption, this research aims to evaluate the practice of land administration from the perspective of good governance principles in Nifas Silk Lafto sub-city of Addis Ababa City Administration. Mixed research approach was employed to achieve the objectives of this research. Both primary and secondary data sources were used to collect the research data. The primary data were collected by using questionnaire, interview and focus group discussions; whereas secondary data were gathered from various literatures and documents. Descriptive analysis has also used to get full understanding of the situation, which included tables, figures and percentages. The study found out that the organizational setup, administrative capacity and staffs commitment were major challenges to provide appropriate land administration services to the customers. The institutional arrangements of land administration are so complex, whereby mandates are duplicated and overlapping. The organizational setup and its capacity is so bureaucratic, corrupted and requires improvement in terms of resource allocation, reorganization, continuous capacity development and periodic evaluation. The paper recommends on the need to coordinate the fragmented institutions; intensive capacity building and training to satisfy land customers; decentralizing responsibilities and accountabilities to wereda level to promote land related services for dwellers in transparent, accountable, sustainable, effective and efficient manner for good land governance.

Key words: *land customers, services, fragmented institutions, capacity, corruption*

Acknowledgements

This research would never have become visible without the contribution of many people to whom I have the wish to express my appreciations and gratitude.

My deepest gratitude goes to my research advisor, Dr. Achamyeleh Gashu, Associate Professor, for his intellectual guidance and constructive comments at all stage of my work. I am grateful to him for his center of academic support and the advice that he always gave me during critical moments of distress while undertaking my research for my thesis.

I am extremely grateful to Nifas Silk Lafto Sub-city land development and management office staffs for the cooperation in providing the necessary information and facilitation to collect data from land customers and experts. My particular thanks go to land customers and experts who responded to this research paper and shared their views, feelings and opinions about the land administration processes.

I am thankful to my youngest sisters Banchaymolu Amare, Woinshet Amare and Helen Amare without their support this paper should not be finalized. Sisters, thanks for your priceless support.

I am indebted to my staff members Mr. Hailu Adere, Fasika Tesfaye, Meklit Degu, Mesfin Araya and Birhanu Sisay for their advice, help and encouragement from the start of my MSc. program to the completion of this thesis. Particularly, Fasika, without your honest support this paper would not be as it appeared. I wonder your positive response throughout my critical times.

I am grateful to my friends Sisay Terefe, Abebe Gashawbeza, Habtamu Tadesse and Minilik Gizachew for their friendship advice and invaluable support from the start of my study to the end. Friends your contribution was so great.

I am also grateful to my institution, Ministry of Urban Development and Construction for its support throughout my work. Here too, I would like to thank all those who assisted me directly or indirectly in this study.

My last gratitude goes to my beloved wife Betelhem Girma. Her constant encouragement and love given to me were an added energy to complete my study.

Ketema Amare Alemu
July, 2020

Table of contents

List of tables

List of figures

List of abbreviations

AA	Addis Ababa
AACA	Addis Ababa City Administration
EB	Ethiopian Birr
FAO	Food and Agriculture Organization
FGDs	Focus Group Discussions
Fr	Frequency
GG	Good Governance
GIS	Geographic Information System
IDC	Identification Card
LA	Land Administration
LAP	Land Administration Process
LAS	Land Administration System
LDM	Land Development and Management
LIS	Land Information System
MDG	Millinium Development Goals
NSLSC	Nifas Silk Lafto Sub City
SD	Standard Deviation
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Science
TI	Transparency International
UN-ECE	United Nations Economic Commission for Europe
WB	World Bank

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Land is the foundation of all forms of human activity; from it we obtain the food we eat, the shelter we need, the spaces to work, and the room to relax. The land is man's most valuable resource. It is the means of life without which man could never have existed and on which his continued existence and progress depend (F.Dale, 1987). This implies that there is a very strong connection between man and land and this relationship should have to be managed properly. Thus, land administration emerged to manage man to land relationship. These relationships tend to get more and more organized as they evolve. Land administration is the study of how people organize land. It includes the way people think about land, the institutions and agencies people build, and the processes these institutions and agencies manage. While the variations are considerable, organizational and administrational principles have a remarkable consistency across the globe. Use of maps, creation of concepts, and practical approaches to identifying land are virtually universal (Williamson.et.al, 2010).

From man to land relation point of view, land administration informs on the 'how', the 'what', the 'who', the 'when 'and the 'where' of land tenure, land use, land value, and land development (UN-GGIM, 2019). According to this and other definitions land administration has four functions. These functions include the areas of land tenure; land value; land use; and land development (Enemark, 2005). Land administration systems are the basis for recording the complex range of rights, restrictions and responsibilities related to people, policies and places. Effective land administration must be fit for-purpose, appropriate and adequate, interoperable and sustainable, flexible and inclusive, and able to accelerate efforts to document, record and recognize people to land relationships in all its forms (UN-GGIM, 2019).

Improving land administration process is key in assuring that land resources can be enjoyed by all parts of the population. When land governance is weak, the powerful are able to dominate the competition for scarce land resources. In an extreme form, corruption can occur on a grand scale through "state capture". The state can be "captured" by individuals, families, clans, groups or commercial companies who direct public policy for their own benefit. Those with power may illegally transfer state lands and common lands to themselves or their allies (David Palmer, 2009). People who work in land administration may be exposed to the temptation of corruption. They may corruptly enrich themselves by preventing land registration until bribes are paid (FAO, 2009). Similarly, UN-Habitat (2004) corruption in land administration in African countries emanates from different directions which include bribes, illegal payments for title registration, illegal acquisition of official documents and approval of building permits, among others, as a result of self-desires, favoritism, nepotism and clientelism. Here, the occurrence and extent of corruption depends on many factors: economic and social instability, undemocratic and autocratic regimes, the lack of appropriate legislation and regulations, lack of control, lack of

transparency, lack of professional ethics, the association centers of economic and political power, etc. (Brankov, 2013).

When we think of corruption, the state can play an important role in combating it in land administration. Building a well-functioning land administration system by both supporting the land administration actors' effort as well as engaging in international and multi-country initiatives. National capacity may be advanced and combine the activities in one conceptual framework supported by sophisticated ICT models. More likely, capacity will involve very fragmented and basically analogue approaches. Land Administration Systems are an important infrastructure, which facilitate the implementation of land policies in both developed and developing countries. Land administration system are concerned with the social, legal, economic and technical framework within which land managers and administrators must operate. These systems support efficient land markets and are, at the same time, concerned with the administration of land as a natural resource to ensure its sustainable development (Enemark, 2009).

Thus, the 1995 constitution of Ethiopia has paved the way for developments of urban and rural land administration legal framework at federal and regional levels. There are active legal instruments enacted by the Federal Government to administer and manage urban lands and urban development, which includes Condominium proclamation no.370/2003, Urban planning proclamation no.574/2008, Building proclamation no.624/2009, urban land lease holding Proclamation no. 721/2011 and urban land holding registration proclamation no. 818/2014. Moreover, the institutional setup is one of the most important factors contributing to the success of land administration systems through transforming legal tools and policies into practice. It is believed that institutional mandates shall emanate from legal provisions. At Federal Government level, the Ministry of Urban Development and Construction is mandated to oversee the urban land sector. The Ethiopian Geospatial Information Agency established at Federal level, is responsible for countrywide topographic mapping and for the establishment and maintenance of geodetic control points. It has also a responsibility to carry out aerial photography, surveying and Orthophotos map production, which can be used for rural and urban land cadastre (Hailu, 2016). Similarly, Addis Ababa City Administration has set up various institutional arrangements having a stake on land issues. These institutions include land development and management bureau, integrated infrastructure development authority, land holding registration, documentation, and information agency, construction bureau, and plan and development commission. These institutions have overlapping roles and mandates.

Of these various institutional arrangements established in Addis Ababa City Administration, this study aimed to assess the performance of the land development and management office at sub-city level form the perspective of good governance in land administration. According to AACA, 2019, the core mandates of land development and management office at Sub-city level include :are Support, coordinate, and supervise the Land Tenure Administration, Land Development and Urban Renewal, and Land Banking and Transfer offices; Deliver land administration services to

customers; Issue legal landholding certificates for legally recognized entities; Assigns the task of screening, organizing and maintaining tenure-related documents; Provide land information for permanently registered properties; Transfer landholding title; Prepare land for various social and economic development activities; Prepare and submit recommendations to the concerned body to undertake remedial measures by conducting various studies so as to balance the land supply and demand; undertake, in cooperation with the pertinent bodies, a compensation payment for expropriated customers; Register land for various development purposes in land bank and give a consistent identification number; Sign lease agreements with customers; Collect lease payments, and other related issues. Nifas Silk Lafto Sub City is selected as a case study area to examine the performance land administration sector practices from the perspective of good governance principles in Addis Ababa.

1.2. Statement of the Problem

Ethiopia is currently facing several social and economic problems. Its cities are confronted mainly with extensive poverty which is characterized, among others, by environmental problems and underdevelopment of physical infrastructures. Especially, Addis Ababa (AA), the capital city of Ethiopia (head quarter for African Union), accounting for about one third of the country's urban population, is experiencing multiple challenges to be addressed. One of which being the provision for a decent life to its residents. Its existing built-up area is characterized by dilapidated structures, congestion, environmental related problems and poor urban image, shortage and low quality infrastructure, basic services and inefficiencies in land utilization (Bekele, 2007). Furthermore, there is a strong pressure on urban fringe lands due to rapid horizontal urban expansion. A construction boom of the last years in it is not only a result of huge growth of population but also of growing demand of hotel services and housing in this home city of the African Union and many UN organizations. Here, land may not be obtained as sufficient as needed and demanded for many of the different economic activities. Even the available lands are properly delivered to the intended purposes due to limitations in the efficiency and effectiveness of land administration processes. The mismatch between the supply and demand of land is one of the biggest challenges of urban areas in developing countries like Addis Ababa (Wandera, 2017).

The effectiveness and efficiency of the urban land delivery system can be determined by the land governance system in place. According to Szeftel (2000) as cited by Taylor (2016) Governance is argued as both a cause of and a solution for the challenges inherent to contemporary urban environments, the former because many urban challenges are the result of weak governance and the latter because the challenges can be addressed through the so-called good governance, involving informed and transparent decision making, that results in prosperous and equitable cities (UN-HABITAT, 2012). In general, absence of good governance in land administration result in corruption, high transaction costs, land disputes, landlessness and inequitable land

distribution, social instability, social exclusion and political instability, reduction in private sector investment, land grabbing and other problems will result (FAO, 2007).

From good land governance point of view, land sector in Addis Ababa is highly criticized by its mal-governance due to many serious corrupted working situations in the land development and management business (Transparency International, 2007). Some years ago, the World Bank had indicated that payment of informal transaction fee is a common practice in the land sector in the city and it nearly impossible to get a plot of land without bribing city administration officials (WB, 2012). Furthermore, there is no transparent work process on acquisition of land and the accountability system had weakened due to none or spontaneous answerability to the public.

The trends of bad governance in land administration at city administration level are increasing every time. On the other hand, researches focused to evaluate the effectiveness and efficiency of land administration with a purpose to come up with solutions to the existing constraints are limited at national and City Administration level. That is why this study is aimed to assess the practice of land administration system from the perspective of good governance principles by taking Nifas Silk Lafto Sub City land development and management office as a case study area.

1.3. Objectives of the Research

1.3.1. General objective

The general objective of the research is to evaluate the practice of land administration from the perspective of good governance principles in Nifas Silk Lafto sub city.

1.3.2. Specific Objectives

The specific objectives of the research are to:

- Assess the efficiency and effectiveness of land administration practices in the study area.
- Identify the major constraints to apply good governance principles in land administration in the study area.
- Analyze the application of good governance principles in land administration in the study area.
- Forward recommendations as solutions for the identified challenges.

1.4. Research Questions

The key research questions are:

- Does the land administration functions and systems efficient, effective and appropriate to provide the required land related services in the study area?
- What are the major constraints that hinder the application of good governance principles in land administration in the study area?
- How do land customers feel about land administration services from good governance principles in the study area?

1.5. Scope of the Study

Population frame of this study were all land customers and experts of Nifas Silk Lafto Sub City land development and management office. Whereas the key concern of the study was evaluating the land administration practices from the Perspective of good governance Principle. The researcher has focused on the three offices found under land development and management office; Land Tenure Administration, Land Bank and Transfer, and Land Development and Urban Renewal offices. More focus of the study and proportion is intentionally, given to Land Tenure Administration office and its land customers because, this office during pre-research observation provides large number of service users.

Here, good governance criteria are many and wide in their scope. Because of time, money and other constraints, it is difficult to include all parameters that describe good governance in this study. Therefore, the researcher is delimited to five of them; Participation, Transparency, Accountability, Equity, and Efficiency and Effectiveness as the main study variables. Because these elements are the most significant and are referred as core elements of good governance, and used by almost all stakeholders.

1.6. Limitations of the Study

This research is a piece of effort to identify realities regarding the conventional principles of GG implementation at Nifas Silk Lafto Sub City land development and management office. It is confined to one sector only. Therefore, the findings can't be generalized for the entire institutions of NSLSC administration. In addition, lack of sufficient financial resource and time to use large samples, lack of properly quantified statically data or information, unwillingness of some respondents to give valid data, fear of respondents to provide genuine and accurate information and failure of some respondent experts to back questionnaires was some of the limitation of the research.

1.7. Significance of the Study

This study have a paramount importance by furnishing valuable information on the existing land administration practices and major challenges that hinder the application of good governance principles in land administration sectors. It can highlight possible recommendations and directions for interventions to take the necessary actions. It also highlights some success part of the sector that has been enhanced and failures that deserve the attention of concerned bodies to take corrective actions. The study could help as a secondary data for professionals and other individuals who want to conduct in-depth research in similar areas. Hence, the research will help the Addis Ababa City Administration, Nifas Silk Lafto Sub City land administration sectors as well as the whole community of the area and any other interested parties for the improvement of the land administration system of the city in general and the sub city in particular.

1.8. Operational Definition of Terms

- **Capacity development** is the processes whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time.
- **Land** includes resources and buildings as well as the marine environment—essentially, the land itself and all things on it, attached to it, or under the surface.
- **Land administration** is the processes of recording and disseminating information about the ownership, value and use of land and its associated resources."
- **Land Corruption** is the abuse of power for private gain while carrying out the functions of land administration and land management.
- **Land governance** is 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.
- **Peri-urban land** is understood as the peripheral land that is not yet classified as urban and/or urbanized, but represents potential areas for urban growth in the short, medium and long term.
- **Sustainable development** is a development that effectively incorporates economic, social, political, conservation and resource management factors in decision-making for development.
- **Urban land** refers to the urbanized area and artificially constructed land ('created land'), located within the urban perimeter.
- **Urban land governance** is the legal structures and decision-making processes concerning access to land and its use, the implementation of such decisions, as well as institution and stakeholder management and the way all of them can shape the development of a city.

1.9. Organization of the Paper

This paper is organized in five chapters. Chapter one deals with background of the study, statement of the problem, objectives of the research, research questions, and scope of the study and significance of the study. The second chapter reviewed literatures in which the concepts of land and land administration, importance of land administration, evaluation systems of land administration, the concepts of governance and land governance, and the land governance practices in urban Ethiopia were discussed. The third chapter described the design of the study, description of the study area, research approaches, participants of the study, sample size, sampling techniques, data sources, data collection tools, data collection procedures, data analysis, data presentation, data reliability test and research ethics. Chapter four contains demographic characteristics of respondents, the existing land administration practice of the study area, major problems facing in the application of good governance principles, and analysis of the implementation and status of good governance principles in land administration. Finally, the fifth chapter comprises the conclusion, limitations and recommendations of the research.

CHAPTER TWO: LITERATURES REVIEW

The literature review provides background information to the addressed in the research. It helps to give key concepts of LAS, the evaluation system and the land governance issues. The concepts are discussed below.

2.1. Land and Land Administration

Land is the habitat of man and animal; it is created for administrative and economic purposes. It is indeed the foundation of all forms of human and animal activities, from which the food, shelter, a space to work and even a room to relax emanates. It is the most valuable resource without which man could never exist and on which man's continued existence and progress depend on. The demand and it`s usage keep increasing every day. Subsequently, the space to build, to construct and to live is becoming unavailable because of the increased in the demand on the land, man builds up more interest in the way it should be managed. Every activity on earth takes place on the land; therefore, people began to look for ways to manage the land (Bablola, 2015).

Competing interests in land such as residential, commercial, industrial, transportation and other interests need to be handled in a manner that secures benefits both for the public and private sector of the society. Urbanization leads to increase in the value of land and these increases may lock out the poor and vulnerable members of society. This may constrain access to the property market by sections of the society. In return people transact in informal land markets which are difficult to regulate (OUNA, 2017). Here comes what we call land administration.

Land administration is the study of how people organize land. It includes the way people think about land, the institutions and agencies people build, and the processes these institutions and agencies manage. While the variations are considerable, organizational and administrational principles have a remarkable consistency across the globe. Use of maps, creation of concepts, and practical approaches to identifying land are virtually universal. In countries with a better capacity to organize, land administration is highly developed, professionalized, and institutionalized. The history of these well-organized systems is virtually the story of the development of land administration as a coherent, unique discipline (Williamson.et.al, 2010). However, the widely accepted definition of land administration given by UN-ECE, (1996) includes three basic elements of land administration as ownership, value and use of land, which signifies that land registration, land valuation and land use planning are the three components that summarize its objectives. Steudler, (2004) adds cadastral surveying and mapping as another component that provides a link to land information system.

According to UN-ECE (2005) Land administration is concerned with three interdependent components; ownership, Value and use of land. Ownership refers to the possession of rights in land but does not necessarily imply physical occupation since a leaseholder may be the actual occupant in the case of leased property (UN-ECE, 2005). Value refers to the actual or assessed capital or rental value at which the land may be sold or leased. Alternatively, value may be

equated with construction costs so that the value of a building for insurance purposes may be the cost of rebuilding if it were destroyed by fire (UN-ECE, 1996). Land use may refer to the use to which the land can be put or a description of land cover (Molen, 2006). It relates to the rights to use the land and the manner in which it is used to generate income or meet social needs (UN-ECE, 2005).

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) (Kumera, 2016). Here, an effective LAS is crucial for rapid urbanization. Cities depend on the system for effective urban planning, a dynamic land market, and the generation of local revenue. These elements are crucial for Ethiopia's transformation through rapid urbanization and industrialization. Generally, land administration informs the 'how', the 'what', the 'who', the 'when' and the 'where' of land tenure, land use, land value, and land development. It is considered responsible when it continuously aligns processes and resources with the dynamics of societal demands (UN-GGIM, 2019).

2.1.1. Importance of Land Administration

Considering that an estimated seventy percent of humanity do not enjoy secure land and property rights, there is a need to accelerate efforts to document, record and recognize people to land relationships in all their forms. This land administration gap or the 'cadastral divide 'occurs within increasingly stressed and integrated global and national contexts regarding social, economic and environmental sustainability. People to land relationships cut directly and indirectly across all the SDGs. The interlinkages and integrated nature of the 2030 Agenda for Sustainable Development and its 5Ps (People, Planet, Prosperity, Peace and Partnership) find direct resonance with effective land administration and management, realized through integrated geospatial information, for land tenure, land value, land use, and land development (UN-GGIM, 2019).

According to Molen (2006) land administration is the appropriate instrument for implementing national land policies. It performs a number of functions including supporting the establishment of the land market, land use organization, setting land taxes, and management of state land. The goal of land administration processes is to support the implementation of land policies using the aspects of land management. LAS evolve in response to changes in people-to-land relationships primarily driven by the development of land markets. But increasingly, these changes come about because of pressures on the environment caused by population increases, use and misuse of resources, reorganization of national, state, and local agencies, and advancements in technology (Williamson.et.al, 2010).

Building effective and enduring land administration systems requires long-term investment and continuing support. Although land records are expensive to compile and to keep up to date, a good land administration system produces many benefits. In simple terms, secure title and an

efficient land market lead to more credit and investment leading to greater productivity and economic growth and hence to higher incomes and less poverty (UN-ECE, 2005).
Ingredients of land administration systems relevant to countries in the Asia Pacific Region include

- Sustainable development objectives within land management;
- Spatial enablement technologies;
- Achievements in land administration in theory and practice.

Building markets is but one aspect of modern land administration. Now the accepted theoretical framework for all land administration systems is delivery of sustainable development - the triple bottom line of social, environmental and economic development, together with a fourth requirement of good governance**.** The 'triple bottom line' of economic, environmental and social sustainability is now expanded with the inclusion of governance standards to ensure institutional and corporate ethical performance in the longer term (Williamson, 2007). According to Kumera (2016) the elements of land administration could facilitate land management process which is associated with the management of land as a resource. Similarly, Williamson.et.al, (2010) another equally important consideration is the need to link the performance of LAS with public confidence in government. If land administration is tied to democratic performance, enhanced civil peace and good governance in general will result.

2.1.2. Core Processes of Land Administration

Land administration is basically about processes, not institutions. An examination of the processes a nation uses for tenure, use, valuation, and development, not its institutions and agencies, reveals its administrative approach. Simply put, land administration systems cannot be understood, built, or reformed unless the core processes are understood. If the processes are well organized and integrated, the structure of agencies and institutions that manage them is much less important. Once they are broken down, processes tend to take on similar characteristics, even though the institutions and agencies are highly variable (Williamson.et.al, 2010).
Three kinds of land-administration tasks are undertaken in all settled societies: identifying land, defining interests in land, and organizing information or inventories. Land administration theory encompasses the variety of processes countries use to undertake these tasks, but the discipline focuses on the way these tasks are undertaken in market economies where they are now associated with the core functions of tenure, use, valuation, and development (Williamson.et.al, 2010). These:

- **Land tenure:** the processes and institutions related to securing access to land and inventing commodities in land, and their allocation, recording and security; cadastral mapping and legal surveys to determine parcel boundaries; creating new properties or altering existing properties; the transfer of property or use from one party to another through sale, lease or credit security; and the management and adjudication of doubts and disputes regarding land rights and parcel boundaries.

- **Land value:** the processes and institutions related to assessment of the value of land and properties; the calculation and gathering of revenues through taxation; and the management and adjudication of land valuation and taxation disputes.
- **Land use:** the processes and institutions related to control of land use through adoption of planning policies and land use regulations at national, regional and local levels; the enforcement of land use regulations; and the management and adjudication of land use conflicts.
- **Land development:** the processes and institutions related to building of new physical infrastructure and utilities; the implementation of construction planning; public acquisition of land; expropriation; change of land use through granting of planning permissions, and building and land use permits; and the distribution of development costs.

All the four functions are interrelated. The interrelations appear because the conceptual, economic, and physical uses of land and properties serve as an influence on land values. Land values are also influenced by the possible future use of land determined through zoning, land-use planning regulations, and permit-granting processes. And land-use planning and policies will, undoubtedly, determine and regulate future land development (Saltykon, 2014). According to Dale, P., and McLaughlin, (2000), as cited by Saltykon (2014) recognition that these functions share common information requirements led to the concept of the multi-purpose cadastre (LIS) as a community-oriented, parcel based system for integrating land related information collected and managed by different agencies.

2.2. Evaluation of Land Administration Systems

Evaluation became a field of interest in the early 1960s in the USA mainly for evaluating development aid projects. It is concerned with questions such as: are we doing the right thing, are we doing things right, and what lessons can we learn from the experiences (Daniel Steudler, 2005).

According to Steudler (2004), the performance of LAS are currently being evaluated by different international organizations, national aid agencies as well as LA agencies themselves in order to assess the systems for planning, sponsoring, or carrying out reform projects. There is, however, no internationally accepted or standardized method for evaluation; evaluation depends very much on the organization itself that carries out the evaluation, its agenda, its aims, and the commissioned consultants with their professional backgrounds and experiences. As Giff and Crompvoets (2008) cited by Ali (2013), the performance of LAS can be evaluated in terms of efficiency and effectiveness. An efficiency assessment refer to the evaluation of LASs to determine if they are achieving their objectives in the most economical manner. On the other hand effectiveness refers to the evaluation of LASs to determine if they are achieving their goals, along with, having the predicted impact on society (Ali, 2013). Similarly, performance evaluation has been tied to the way organizations are governed. This is no exception in the case of land administration institutions (Nyika, 2010). Any organization is structured into different

divisions, subdivisions and sometimes also external units, each with separate functions. Regardless of the organization, the three levels of the organizational pyramid can generally be distinguished, representing the different organizational tasks and responsibilities. The three levels are the policy level, the management level, and the operational level (Steudler, 2004).

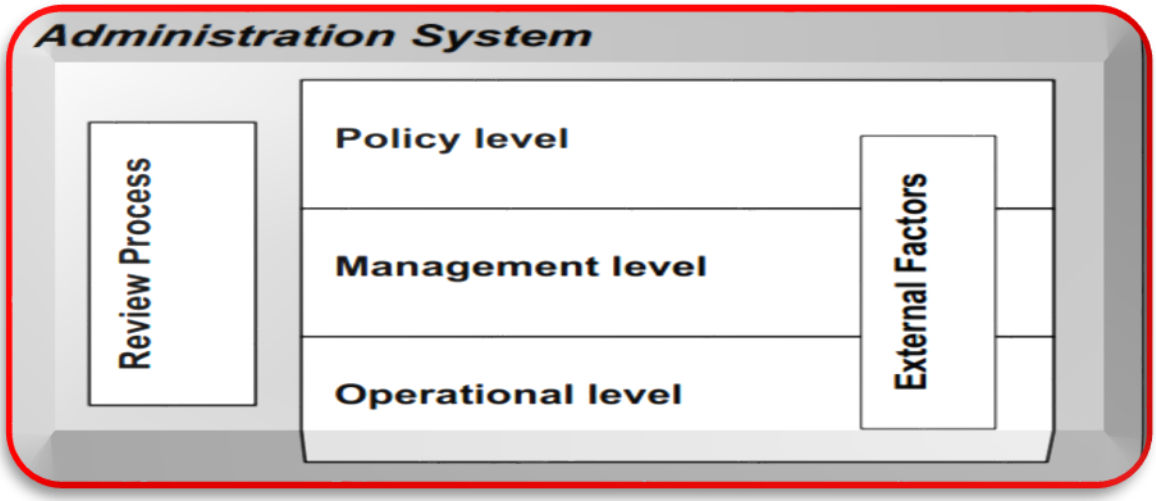


Figure 1: Evaluation areas for land administration system
Source: Daniel Steudler, 2005

The elements influencing the performance of deteriorated LASs largely depend on two strategic elements. The first element is about analysis of users' requirements including their roles. The second element is the adaption of latest technologies on LA processes/service to achieve high quality of products that are easily accessible and reliable for land data supply. Both these elements would then bring system architecture that needs to be aligned with the elements of institutional aspect specifically on land policy, and laws for property rights and privacy issues. Elements for improving the performance of LASs in this regard would be: the adaptability of technologies in the organization, involvement of users', needs and their roles, use of quality standards, development and understanding of system architecture for LASs, and availability and use of a strategic plan (Stig Enemark, 2008). Therefore, as Steudler (2004) the policy level can be related with the objectives, of which the government or the executive board irresponsible.

The important elements of a framework for improving the performance of LAS at management level would be the system development approach, systems/data/process models, distributed databases, resource allocation, data standards, service quality, and spatial and non-spatial data quality (Ali, 2013). These as Steudler, the management level includes the definition of the strategy, for which the administration or management of the organization is responsible.

The operational level includes the process and techniques for data capture, data maintenance, data access, data storage, and data dissemination. These can be considered as the backbones for quality data products and services at the operational level. Workflow management and secured databases are basic components of functional LASs. Standard operating instructions for each step of workflow should be developed and implemented as a part of total quality framework. Important elements of such operational systems and workflows are those concerning steps

required for the workflows, involvement of users in land transaction, amount of land transaction in a day, time required for registration and surveying, availability of services in case of fraud or conflicts, and a timely availability of data (Ali, 2013).

2.3. Governance

Governmental organizations can be seen as complex, adaptive systems, interacting with and within a dynamic environment of other organizations. By themselves, they are nested systems: agencies are part of ministries, which are part of the larger central government, which is part of a political system, which as such is part of international systems. Public organizations try to influence each other and actors within society in order to realize their policy ambitions. The difficulty of realizing collective action and implementing policy can be explained through the logic of complex systems. Agents, or actors, within a policy system act according to their own schemata with which they interpret external messages. They can choose to respond to the messages in a number of ways. Sometimes, their response reinforces steering attempts of governmental organizations (positive feedback), sometimes they extinguish them (negative feedback). Governance, then, is dealing with the complexity of coevolving agents and systems (Bevir, 2007).

Governance is the process of governing (Williamson.et.al, 2010). Governance is the exercise of political, economic and administrative authority in the management of a country's affairs at all levels. The growth of cities, through the process of urbanization, delivers both positive and negative outcomes. Cities are engines for economic and technological transformation; however, they are also the places where slums, informal sectors, inefficient urban services, and conflict over land resources manifest (UN-HABITAT, 2012). The duality of outcomes draws attention to improving urban land governance. According to Szeftel (2000) as cited by Taylor (2016) Governance is argued as both a cause of and a solution for the challenges inherent to contemporary urban environments, the former because many urban challenges are the result of weak governance and the latter because the challenges can be addressed through the so-called good governance, involving informed and transparent decision making, that results in prosperous and equitable cities.

Governance refers to establishing policies and continually monitoring proper implementation of policies by the governing body of an organization. It includes the processes that are necessary to balance the powers of the leaders and their duty to enhance the prosperity and sustainability of the organization. It encourages efficient use of resources and accountability for the stewardship over those resources. One of the key components of governance is to align the interests of individuals, the organization, and society. It encompasses setting goals and objectives, determining ethical standards, establishing the intended culture, ensuring compliance, and designing and implementing the governance framework (Eisenstein, 2019).

2.4. Land Governance

Land governance from the traditional sense can be loosely defined as the range of political, organizational and administrative processes through which communities articulate their interests, their input is absorbed, decisions are made and implemented, and decision makers are held accountable in the administration, development and management of land rights and resources and the delivery of land services (Dalrymple, 2008).

In our case, urbanization is unstoppable. Alongside this development trend is the tremendous challenge of the so-called "mushrooming" of informal settlements inside and around the city proper at a relatively rapid rate. It is transforming city landscapes and setting the tone to another emerging phenomenon – the urbanization of poverty. By 2030, 60% or about 5 billion of the world's population will live in urban areas; 78% will be dwelling in less developed regions, and the urban slum population is expected to increase to 1.4 billion by 2020. While there are renewed commitments by governments and urban champions around the world to address these issues through the adoption and implementation of the Sustainable Development Goals (SDGS) and New Urban Agenda, these issues will most likely remain 'pending' for a long time if we are not able to address the pressing land governance challenges.

Sustainable urban development is impossible to achieve without responsible land governance. Land governance cuts across most of the key requirements for inclusive, safe, resilient, and sustainable cities and human settlements. Without land tenure security, there is no point of investing in adequate shelter for hundreds of millions of people and in basic infrastructure and services. Without reliable land information, there is no point in planning cities and human settlements, road networks, urban services, city extensions, and ecological improvements. Without land as an economic asset, there will be little progress in financially sustaining cities' growth and expansion. Indeed, land (governance) is key for success and sustainability.

According to FIG (2010) as sighted by Tatjana Brankov (2013), land governance is about the policies, processes and institutions by which land, property and natural resources are managed. This includes decisions on access to land, land rights, land use, and land development. Land governance is basically about determining and implementing sustainable land policies and establishing a strong relationship between people and land. As a system, land governance is ultimately centered on how people use and interact with land. Sound land governance is fundamental in achieving sustainable development and poverty reduction and therefore a key component in supporting the global agenda, set by adoption of the MDGs. The land management perspective and the role of the operational component of LAS therefore need high-level political support and recognition (Brankov, 2013). According to Burns & Dalrymple (2012) as cited by Kumera (2016) if land governance is weak, urban development processes can only have a limited impact; 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 LAS.

The New Urban Agenda considers urban land governance as one of the main pre-requisites for realizing its overall goal of sustainable urban development. How land is governed determines

how well all kinds of land institutions function, such as tenure systems and property rights, land markets, the rule of law, LAS and land-based revenue generation. Land governance is fundamentally about understanding power and the political economy of land. It involves the 'rules, processes and structures through which decisions are made about the use of and control over land, the manner in which the decisions are implemented and enforced, and the way that competing interests in land are managed'. Land governance encompasses different decision-makers, processes and structures, including statutory, customary and religious institutions. When taken together as a system, land governance is ultimately centered on how people use and interact with land (FAO, 2011). As Taylor (2016) governing urban land, and the urbanization process, is about dealing with urban people to urban land relationships. Information regarding the people to land relationships such as descriptions of ownership, types of land rights, values, and uses is pertinent in this respect. In other words, the support of cadastre, land registers, and administration systems is crucial.

Urban land governance, as a concept, grows in significance due to the rapidity of contemporary urbanization processes. Urbanization increases the demand for land: more land users and land interests are involved than in rural areas. The new interests can put enormous stress on land (Thuo, 2013). Well-organized decision-making processes regarding urban land are vital. However, this is often a challenge in developing countries: the new actors and interests are diverse and not easily harmonized; weak institutions and high land values mean land is the focus of corrupt actions; the rapid and often unplanned the decision-making process, for example, in Ethiopia; urban land laws are often subjected to constant change, meaning actors are misinformed, confused, or untrusting (e.g., the urban land leasehold proclamation was modified three times since being incepted in 1993, and in China land policies have changed dramatically since 1949; the growth of cities and associated land demands are supported by obsolete spatial plans; the laws are usually formulated and implemented without an underlying policy; the institutional and organizational functions that are responsible for dealing with issues of people to land relationships are weak and fragmented (Williamson.et.al, 2010); and cadastre are not pro-poor and may serve only more elite social groups. These issues combined undesirable outcomes (Taylor and Francis Group, 2016).

Reforming the organizations and practices responsible for land administration is one of the most difficult governance challenges in the land sector. Legal or policy reforms in any other area ultimately must be operationalized through the system of land administration. Or, efforts to improve land governance may directly target the land administration system. In either case, reform may require the transformation of systems that have been operational in their current form for a long time and changes to an organizational culture that has developed around existing rules and procedures (David Palmer, 2009)

Much of the urban governance reform advocated over the past twenty years in the context of the Urban Local Governance Program in Ethiopia, funded by the World Bank and implemented by the Ministry of Urban Development and Construction, has largely focused on increasing the effectiveness of municipal services delivery. The ULGP aimed at strengthening the policy

formulation and implementation competence of local government institutions through capacity building and training initiatives. Despite these efforts, poor service delivery is still observed, mainly due to the inability of public institutions to retain their most qualified professionals because of their low wages and limited career mobility opportunities. The high staff turnover in the public administration continues to hamper the overall institutional efficiency and good urban governance in particular (UN-HABITAT, 2017)

2.4.1. Good Governance in Land Administration

Good governance means that government is well managed, inclusive, and results in desirable outcomes. The principles of good governance can be made operational through equity, efficiency, transparency and accountability, sustainability, subsidiarity, civic engagement and security. Governance can be poor if government is incorruptible but tyrannical, or is democratic yet incompetent and ineffective (FAO, 2009). According to Palmer (2009) good governance can be characterized by principles of universality of tenure security, equitable participation, adherence to the rule of law, sustainability, and effectiveness and efficiency.

Here, reforming the organizations and practices responsible for land administration is one of the most difficult governance challenges in the land sector. Efforts to improve land governance may directly target the LAS. In either case, reform may require the transformation of systems that have been operational in their current form for a long time and changes to an organizational culture that has developed around existing rules and procedures (David Palmer, 2009).Land Governance in urban areas is concerned with various aspects of land tenure especially in the management of property rights. Without good land governance, land as a key vehicle for investment will not be productive because land forms a huge portion of the assets of the poor. Good land governance is important in reducing opportunities for corruption because corruption thrives where there is no transparency in LA and management functions. Public lands which are critical in provision of public goods are more likely to be lost through corruption. Good land governance is a critical precondition for sustainable development (OUNA, 2017). The United Nations Department of Economic and Social Affairs identified four key elements that are vital to the achievement of the MDGs:

- enabling policy environment
- suitable institutional framework with technical and partnership capabilities
- improvement in service delivery
- More money.

Of these, the first three are key indicators of good governance. All three are especially relevant to land administration (C.BELL, 2007). Ethiopia, in this regard has increasingly been improving in ensuring good governance, as reflected in various policy and strategy documents. Although the term ‘governance’ is a broad concept and subject to interpretation. In the Ethiopian context it refers to “the efficiency, effectiveness and accountability of public institutions in service provision, transparency and participatory interaction between the public sector and diverse stakeholders in decision-making” (UN-HABITAT, 2017). Good governance in land

administration provides more equitable access to the rule of law and protects the rights of citizens, especially those vulnerable societal groups such as women and widows, orphans, ethnic minorities and the general poor. It prevents illegal evictions from land of the vulnerable groups in society and protects the inheritance rights of widows and orphans (C.BELL, 2007).

2.4.2. Weak Governance in Land Administration

As Roy (2008) cited by Alemie (2015) 'Weak' governance is the situation where policy formulation and implementation fails to achieve its desired goals. Different factors could contribute here. These include weak and fragmented institutional and organizational frameworks being instilled; weak participation of stakeholders being evident; and there existing a lack of qualified and competent experts and officials. These combined obviously lead to prevailing of tenure insecurity, weak service delivery, and informal urban land markets. Consequently this leads to corruption. Almost no country is free from corruption. More than two-thirds of the 159 nations surveyed in Transparency International's 2005 Corruption Perceptions Index scored less than 5 out of a clean score of 10, indicating serious levels of corruption in a majority of the countries surveyed. Corruption that occurs in public administration and government services is a common feature in the land sector. It can take the form of small bribes that need to be paid to register property, change or forge titles, acquire land information, process cadastral surveys, and generate favorable land use plans. Such bribery is facilitated by complicated processes and limited information about available services and any applicable fees. For example, a recent World Bank study on LA in Vietnam found that incomplete and unclear information about administrative procedures was made available to the public. It also noted that the processes for issuing property rights and certificates were complicated and expensive (FAO, 2011).

Studies on Uganda reveal that land corruption and illegitimate demand for money both in LA and dispute resolution is tremendously high, and on the increase. However, corruption in land administration is a phenomenon that is not unique to the developing world as it also occurs in many developed countries, where civil service remuneration is often very reasonable. In developed countries, corruption in land administration is more likely to be concerned with circumventing government land planning regulations to enable certain types of development to proceed, rather than the payments of informal fees on a transactional basis (C.BELL, 2007).

According to Antwie, (2000), Burn and Dalrymple, (2008) as sighted by Dinka Tessema, Girma Defere & Ermias Admas (2016) studies conducted in developing countries have witnessed that cities of developing countries were unable to provide affordable urban land in sufficient quantities, particularly for the urban poor, because of inefficiency and ineffectiveness of land management. Regarding this, Burnes and Dalrymple (2008) pointed out that "Weak governance will affect the poor in particular and may leave them marginalized and outside the law. Good governance in land administration is central to achieving good governance in society". One of the reasons for the prevalence of inefficiencies in public land management is the lack of good governance (Rajack, 2009). Rajack (2009) has argued that"if public authority or the land market fail to provide land for housing and economic activities due to weak land governance, it is

inevitable to emerge informal land market.'' Therefore, poor governance is the main factor for the in-efficient and in-effective land management in the cities (Tessema, 2016). According to TI's (2011) as sighted by Tatjana Brankov (2013) in Mexico, a recent study reveals that illegal payments to land authorities ranked among the top 10 services plagued by bribery in the country. The survey's results show that a bribe has to be paid at least once out of every 10 times that a person solicits a land permit. Another public opinion survey, conducted in Bangladesh, estimates these figures to be much higher. Findings from a national household survey show that land administration ranks among the top three institutions in Bangladesh with the worst rates of bribery (71.2%) based on people who have had contact with the service (WIickberg, 2012). A study in India estimates that US$ 700 million worth of bribes are paid annually by users of the country's land administration services.

According to survey work in Kenya, the average bribe paid by those dealing with government land agencies was US$ 65 in 2011, a figure that had been rising in the last two years but which has since fallen. The same survey also finds that Kenya's Ministry of Lands is the fourth most corrupt public administration body in the entire country. Nearly 58% of people who have sought land services from the ministry have been asked to pay a bribe; of those requested to make an illegal payment, more than one-third did. In TI's latest Corruption Perception Index, Uganda was ranked 151st out of 176 countries evaluated (Wandera, 2017). In Ethiopia corruption is perceived to be a serious problem. It is ranked 111th out of 177 countries in TI's 2013 Corruption Perceptions Index, with a score of 33 out of an achievable 100. On the 2013 Ibrahim Index of African Governance, Ethiopia scores 47.9% - lower than the continental average 51.6% (TI, 2013a).To sum up, weak governance and corruption restrict development (FAO, 2011). According to C.BELL (2007) a failure in governance does not mean that corruption has occurred. Conversely, success in governance may not mean that corruption does not exist. Failures in governance may be due to any number of other causes including:

- Laws which may be poorly designed or implemented, inconsistent or outdated
- Inappropriate policies and procedures
- Complex institutional structures, where mandates are unclear, overlapping/duplicated
- Incorrect/inadequate information, especially spatial data, to support decision making
- Inadequate civil service resources
- Lack of capacity in the civil services.

2.5. Land Governance in Urban Ethiopia

Article 40 (3) of the 1995 constitution states:

> *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.*

This gives citizens to receive permanent or long-term rights to access and use land (WB, 2012). National land policy formulation is the most fundamental level of decision-making with respect

to land. In this sense it represents the ultimate land governance process. All major land governance issues should be discussed and debated, including access to land, tenure security, control of natural resources, women's land rights, institutional roles and responsibilities, resolution of disputes, etc. (David Palmer, 2009).But so far, Ethiopia has not adopted a single and unified land use policy. One has to look into the different land legislations and development related policies to fully understand the county's land policy. As long as urban land is concerned, the country has introduced urban land development and management policy in 2011 before the adoption of the existing lease system in October 2011 (Tigabu, 2016). Urban land is governed and administered by the urban land leasehold law (Alemie, 2015). The leasehold system is introduced for the first time in 1993 (Kumera, 2016). The urban land leasehold proclamation was modified two times since its first introduction in 1993 i.e. in 2002 and 2011. In 2011, a first urban land management policy was issued. Following this, proclamation 272/2002 was replaced by proclamation 721/2011. However, the practice in Ethiopia shows that proclamations are changed without any prior assessment of the strengths and weaknesses of the previous proclamation (Berhanu Alemie, 2015).

According to Proclamation No. 721/2011, the period of lease shall vary from 15-99 years depending on the level of urban development and sector or type of development activity on which land is held by lease. The Launching of construction is regulated by city/regional governments. Any leasehold possessor may transfer, or undertake a surety on his rights of leasehold, and he may also use it as a capital contribution to the amount of the lease payment he has made. That means, lease right can be transferred and can mortgaged.

Tigabu (2016) stated that well advanced urban land administration system may ensure tenure security as it can provide integrated land information system through cadaster and land register. Establishment of the urban legal cadastre is governed by Proclamation No. 818/2014, which provides only for the adjudication and registration of urban landholding rights. Significant activity may therefore be required to adopt a domain model for land administration. A mapping of the various types of tenures present in urban areas of Ethiopia has been undertaken and strategies are devised for the inclusion of these tenure types in the legal cadastre (Solomon Kebede, 2018). But such tenure security will not, by its own, reduce poverty and bring about sustainable development. Historically, weak or nonexistent central institutions, wide variation in capacity across regions, and a virtually complete institutional separation between rural and urban institutions have made effective policy implementation and service delivery very difficult. The Government has recognized the importance of this issue and has taken decisive steps to overcome it. At the federal level, the Bureau of Land Development & Management, and Land & Landed property Registration and Information Agency under the Ministry of Urban Development & Construction are responsible for urban land matters (policy, planning, capacity building, and guidelines). Regional institutions handle the lion's share of the day-to-day work on land administration. These institutions largely mirror the federal arrangements, including the separation of rural and urban land administration. Dealing with land administration at the local level is the responsibility of the cities, which have substantial discretion, woreda (district) and

towns. In sum, the institutional set-up for land administration is complex, varying by region and divided between a rural and an urban sector (WB, 2012).

Here, ordinary citizens, business men, associations, governmental organizations, NGOs and other forms of institutions eagerly look for urban land for different purposes. There are different sections of the society with different interests in urban areas would mean that the urban land use laws and policies should be accommodative and responsive to various land demands. A rigid form of land transfer and management system may force some section of the society out of the land market and a tremendously flexible form of landholding permission may result in endemic corruption and that in turn could result in bad governance (Tigabu, 2016).

The World Bank report indicates, the current land registration system is paper based. Solomon (2018) has strengthened this; today most Ethiopian cities lack a comprehensive and well-organized land administration system. The paper files containing the documents of land parcels are poorly organized in the city archives. In some cases, even the basic documents as those showing the rights on the land and landed property are not in a position to administer urban land. Some initiatives have been made to introduce computerization of the system. However, realistically, the majority of registration offices will have a paper-based system for a long time. Nevertheless, it makes sense to prepare for the eventual computerization of all offices. Changing to a uniform unique parcel identification number, which does not include the holding number, is an important change that would facilitate computerization. Defining clear business processes to be followed consistently and written down is another improvement, which will help introduce computers.

Article 33 of the Proclamation No. 721/2011 states that, Regions and City administrations shall have the powers and duties to issue regulations and directives necessary for the implementation of the Proclamation. According to Asfaw (2014) as cited by Melaku and Kumera (2016), the land lease policy has failed to achieve its goals in Hawassa. Comparison made among Addis Ababa, Amhara and Oromia National Regional State reveals that in Addis Ababa case, the minimum lease rate would be fixed by the City Administration and the prevailing lease rate is set through public tender. In Oromia, the minimum rate is defined based on land rent and house tax and cost of infrastructure, and through public tender for the city center. In the Amhara case the minimum Lease rate to be set by former land rent. In regards to land transfer, In Addis Ababa case, land is allocated through allotment or auction. Whereas in Oromia up to $200m^2$ through rent system, and above $200m^2$ leasehold applicable and in Amhara National Regional State, Auction and Negotiation applicable (Kumera, 2016).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Design of the Study

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (C.K.Kothari, 1990). For this study descriptive research design is used. This can describe the existing land administration practice and the major challenges, and used to identify the perception of respondents towards the application of good governance principles.

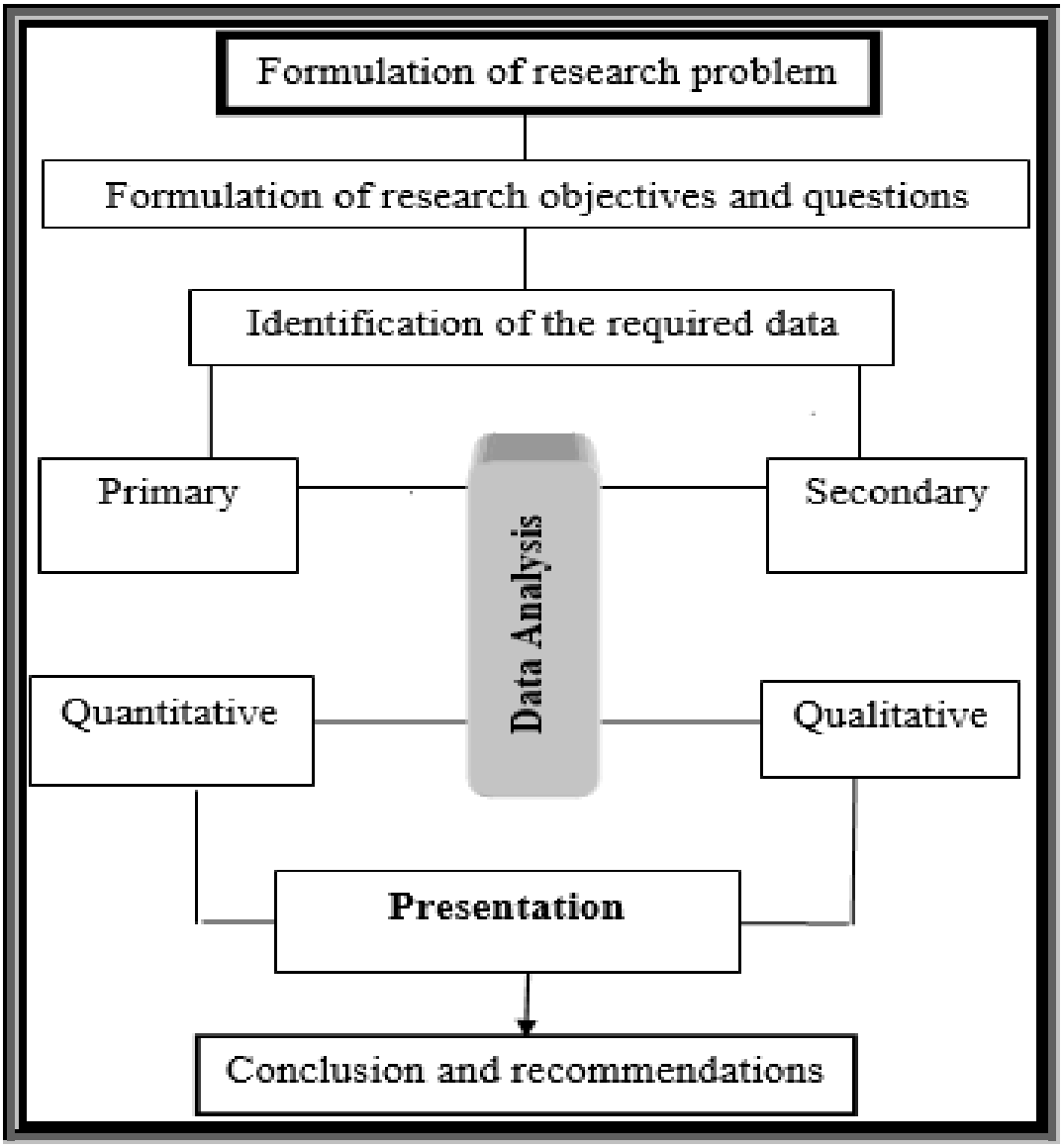


Figure 2: Design of the study

3.2. Description of the Study Area

Addis Ababa is situated on a plateau at an altitude of 2,408 meters above sea level covering an area of 527km^2. It has an annual rainfall of 1,161mm, hosting 30% of the urban population of Ethiopia. Addis Ababa, the capital city of Ethiopia and the diplomatic center of Africa, is one of the fastest growing cities on the continent. Its population has nearly doubled every decade. In 1984 the population was 1, 412, 575, in 1994 it was 2,112, 737, and it is currently thought to be 4 million. UN-HABITAT estimates that this number will continue to rise, reaching 12 million in 2024. Its geographic location, combined with its political and socio-economic status have made it a melting pot to hundreds of thousands of people coming from all corners of the country in search of employment opportunities and services (UN-HABITAT, 2008).

This study was performed to evaluate the land administration practice from the perspective of good governance principles in Nifas Silk Lafto Sub City land development and management office. The researcher has selected Nifas Silk Lafto Sub City purposely. The Sub City has a total population of 368,883, an area of 5,821.64 ha, 13 Weredas, and 35,230 households. It has 11.2% area coverage, and 11.54% population size of the Addis Ababa city administration (UN-HABITAT, 2017). It is experiencing horizontal urban expansion to Oromiya region. This horizontal expansion is affecting the livelihood of peri-urban areas, especially farmers. In order to address the needs of affected communities due to this expansion, participation of the community such as in preparation, planning, and implementation and evaluation stages is vital. These, first, there were many activities in the land administration institutions of the study area. These enabled to get sufficient number of respondents to evaluate the land administration practices from the perspective of good governance principles. Second, the sub city enabled the researcher to minimize the resources like money and time. Figure 3 below indicates the map of the study area.

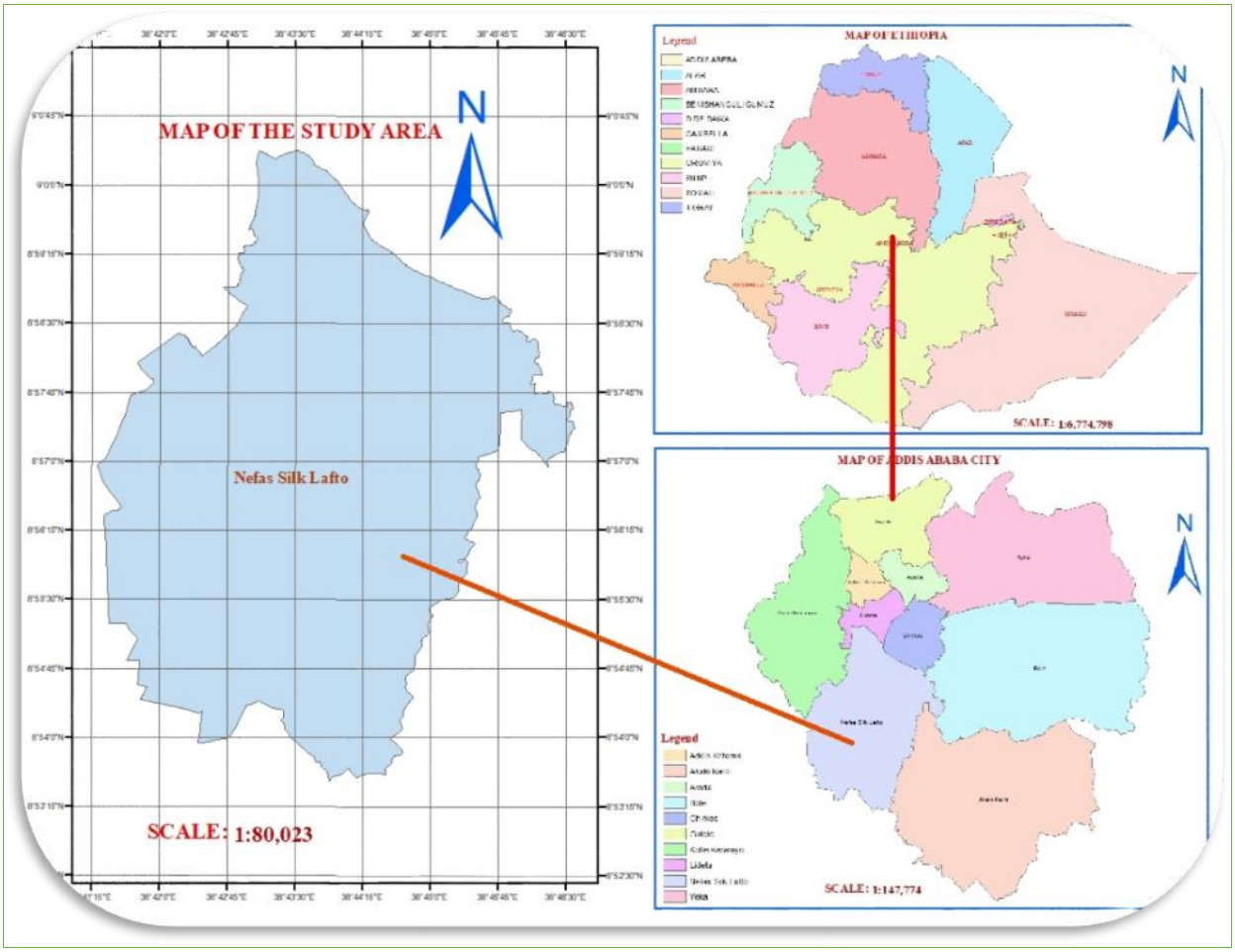


Figure 3: Map of study area

3.3. Research Approach

To meet the research objectives, the approach of the research was mixed. A mixed approach is one that uses both qualitative and quantitative methods. The use of more than one method can enhance the findings of research by providing a fuller and more complete picture of the thing that is being studied (Denscombe, 2010). The benefit of the mixed approach in this instance is that the data produced by the different methods can be complementary. They can provide alternative perspectives that, when combined, go further towards an all-embracing vision of the subject than could be produced using a mono-method approach.

3.4. Participants of the study

According to pre-research observation from the customer daily registration agenda in the front office information desk, a total (average) of 600 land customers per week have been visiting (120 per day) the office for different land related issues. Out of these, 240 has been selected using Yamane (1967) formula for the participation of the study. Moreover, a total of 250 staffs were in the office. This number includes office heads, department leaders, professional experts and supportive staffs. For the purpose of this study, office heads, team leaders, professional experts and supportive staffs were included and named as experts for the participation.

3.4.1. Sample size

The research has used both land customers and experts to achieve the research objectives. These, the overall sample size for this study was 240 land customers and 30 land sector experts.

3.4.1.1. Land customers

As publicly available statistics do not allow to determine the exact size of the study population, the Yamane (1967) sample size formula was used as the basis to obtain the size of the sample for land customers, with a confidence level of 95% and a margin error of 5%. Using the Yamane (1967) formula the sample size is calculated in the following box.

$$n = \frac{N}{1 + N(e^2)}$$ *Where:*

n = designates the sample size

N = designates total number of land customers who came to the sub city per week (600)

e= designates maximum variability or margin of error 5 %(0.05).

1= designates the probability of the event occurring. Therefore:

$$n = \frac{N}{1 + N(e^2)}$$

$$n = \frac{600}{1 + 600(0.05^2)}$$

$$n = \frac{600}{2.5}$$

$$n = 240$$

3.4.1.2. Land Sector Experts

As indicated in table 4 below a total of 250 staffs were in the office. From the 250 total staffs, 205 were professionals while 45 were supportive staffs. From the 205 professionals the office heads, team leaders, advisories and professional experts were included. From these, 40(19.5%) experts were selected for the study. From the 40 experts, 30 has replied the response.

3.4.2. Sampling Techniques

The study was undertaken on a non-probability sampling technique to obtain the required data and achieve the objective of the research. Land customers were coming to the office only to get the service and they were concentrating on their issue. Therefore, convenience sampling was used; because target population were accessibility and availability at a given place for the researcher. The populations were situated in one area where the researcher was conducting the research. Convenience was affordable to the researcher. The main difference from others sampling methods was the willingness of the respondents to participate in the research. Participants were eager to finish their tasks. Most of the participants were not voluntary to respond for the questionnaires' and hence willingness was vital. It was also affordable to the researcher. Customers of each office were selected based on their convenience. The number of

customers were calculated with Yemane (1967) sample size formula and proportionally decided to each office. Here the land customers' questionnaire were converted into the local language (Amharic) for the simplicity and common understanding. The researcher conveniently select the customers and fill their response following the questionnaire. Similarly, the number of experts in each office (tenure administration office, land development and urban renewal office, and land bank and transfer office) was included in the study. About 40 experts were selected for the study as a respondent based on a non–probability sampling techniques. The questionnaire were given to be filled by themselves and backed to the researcher.

3.5. Data sources

The study was based on both primary and secondary sources of information. Primary data were collected through questionnaires, interviews, FGDs, and observations; whereas secondary data were collected from reports, journals, books, literature, regulations and internet web sites.

3.5.1. Primary Data Sources

Primary data was collected with questionnaires, interviews, focus group discussions and observations. About 39 questionnaires were prepared for land customers and 40 questionnaires for experts. The researcher purposely select the customers and fill their response following the questionnaire. With regard to the experts, the questionnaire were given to be filled by themselves and backed to the researcher. About 240 land customers, and 30 experts were responded the questions. Regarding to the interview, in depth interviews with the selected 4 key land customers and 4 key experts were undertaken. Similarly, focus group discussions were undertaken with four experts for half day in the land development and management head office to get detail information about the service delivery of the office. At last, observations were undertaken in land development and management office to have understanding about the organizational structures and customer handling mechanisms. In addition, observation was undertaken in Integrated Infrastructure, Building Permit, and Control Office, Land Holding Registration, Documentation, and Information Agency, and Plan and Development Commission to have knowledge and understanding about their organizational structures.

3.5.2. Secondary Data Sources

Secondary data was collected to analysis the land administration system and the organizational structural arrangements. The secondary source of information includes annual reports, proclamations, journals, books, literatures, internet web sites, regulations, and previous research papers,

3.6. Research Data Collection Tools

A researcher requires many data gathering tools. Tests are the tools of measurement and it guides the researcher in data collection and also in evaluation. Tools may vary in complexity, interpretation, design and administration. Each tool is suitable for the collection of certain type of information (Pandey, 2015). The researcher used questionnaires, interviews, formal and informal discussions, and observation as research tools. A list of questions related to the research topic were systematically compiled and submitted to the sampling population from which information is desired.

3.7. Data Collection Procedures

Before the actual survey, a pilot study were made with three land customers and two experts on the questionnaires. This has helped the researcher to consider possible changes and adjustments were done to the questionnaires. The questionnaire of experts were distributed to the selected 40 experts. Out of the 40(who were received the questionnaire), 30 of them were returned the response after two weeks. About 4 key land customers and 4 key experts' interviews were employed for the research purpose. The questions for interview of land customers and experts were similar. One focus group discussion was conducted with 4 experts for half day after finishing customers' questions and interviews. There was also six weeks observations on the land development and management office to gather information. The researcher has put over himself on the sub city LDM office for six weeks to understand the practice and perception of land customers about the service delivery of experts.

3.8. Data Analysis

Once the data collection process has completed it followed by data compilation and coding. Compiling and coding was to identify the missing data so that it was possible to fill the gaps before the analysis. The researcher has employed both quantitative and qualitative data analysis methods. The quantitative data were analyzed through statistical tools. Whereas the qualitative data were compiled, organized, summarized and interpreted qualitatively. Moreover, with regard to discussion of results with key informants the data were analyzed both qualitatively and quantitatively. Thus, the 240 land customers and 30 staffs' response were analyzed with SPSS version 21 for the statistical analysis. In analyzing of the primary data, SPSS version 21 software was used for simple percentages, tables, narrative explanations, and frequencies. The qualitative secondary data was analyzed using narration explanations.

3.9. Data Presentation

The collected data has been coded, tabulated, categorized and organized according to the nature of the data. Then the data was converted to percentages and tables. The information obtained has been incorporated and presented through narrative descriptions. Both primary and secondary data was presented using statistical tools like tables and figures to facilitate the presentation of the result.

3.10. Data Reliability Test

The reliability of a research instrument concerns the extent to which the instrument yields the same results on repeated trials. The research is reliable because it used valid strategies and techniques appropriate to the research objectives. It has been tried to present method of sample selection, instruments used and its implementation in the methodology section to assure the study's reliability. Pilot-testing of the questionnaires was done in order to make it reliable. It also

captures important comments and suggestions from the respondents that enable the researcher to improve efficiency of instruments, adjust strategies and approaches to maximize response rate.
There are different methods of reliability test; for this study the internal consistency (Cronbach alpha) technique was considered to measure the consistency of respondents' response and it is the most common measure of reliability. Accordingly, the reliability test was conducted from customers' and experts' side. The total average Cronbach alpha coefficient from land customers and experts side was computed to be (α= 0.863) and (α= 0.935) as indicated in table 1 below. The values of alpha is close to one indicating a salient level of reliability and well beyond the cutoff point ($\alpha \geq 0.7$) (Leary, 2004).

Table 1: Reliability statistics

Respondent	Case Processing Summary			Reliability Statistics	
	Cases	N	%	Cronbach's Alpha	N of Items
Land customers	Valid	240	100.0	0.863	35
	Excluded [a]	0	.0		
	Total	240	100.0		
Land sector experts	Valid	30	100.0	0.935	34
	Excluded [a]	0	.0		
	Total	30	100.0		

a. List wise deletion based on all variables in the procedure.
Source: SPSS output

3.11. Research Ethics

There are a number of ethical principles that should be taken into account when performing master's level research. The researcher first informed respondents about the nature of the research and requested their consent to respond. He considered the research values of voluntary participation, anonymity and protection of respondents. Thus, he introduced the purpose of the research as a fulfillment of master degree program and not for any other hidden agenda and requested the respondents to respond on a voluntary basis and refusal or abstaining from responding. He also assured the respondents of confidentiality of the information given and protection from any possible harm that could arise from the research since the findings would be used for the intended purposes only. He also committed to report the research findings in a complete and honest manner, without misleading others about the nature of the findings.

CHAPTER FOUR: FINDINGS AND ANALYSIS

This chapter focused on findings and analysis of the study. It deals with a detailed presentation, discussion and analysis of the data collected from land customers and experts of the study area. The data collected through the means of questionnaires were analyzed and interpreted using SPSS version 21 software. It took the researcher six weeks in the distribution and collection of the questionnaires. Based on the sampling procedures described in the previous chapter, 39 questionnaires were distributed to land customers and 40 to experts. From these 240 land customers and 30 experts were given the response. In this study respondents were asked to choose and describe accordingly.

4.1. Demographic Characteristics of Respondents

4.1.1. Demographic Characteristics of Respondent Land Customers

The profile of respondent land customers' analysis mainly focused on five issues related to demographic information's. It covers the personal data of sex, marital status, age, educational level, and occupation. Table 2 below reveals all these demographic characteristics of the respondents. About 65 %(156) respondents were males and the remaining 35 %(84) females. This shows that the majority of the respondents were males and this indicates dominance over females was observed. With regard to the marital status of the respondents, table 2 shows that 66.7 %(160) married, 16.3 %(39) single, 13.3 %(32) divorced whereas 3.8 %(9) of the customers were widowed. This indicates that most of the land customers were married.

When we come to the age distribution of the respondents, 55.8%(134) were from 31-40 years, 13.3%(32) were from 18-30 years, 12.9%(31) were from 51-60 years, 10.8%(26) were from 41-50 years and the remaining 7%(17) were above 60 years. This indicates that most of the land customers were matured enough who can ensure the study. It is believed that maturity is one to assure GG in any society. Table 2 also indicates us 48.8 %(117) of the respondents were high school complete, 20.8 %(50) were degree and above, 18.8 %(45) were illiterate, 6.7 %(16) were primary school complete and the remaining 5 %(12) were diploma. This indicates that most of the customers' were educated and support to enhance the study. With regard to the occupation of the respondents 50.4 %(121) were private employee, 17.1 %(41) were other employees (home takers, baby carrier, retired, etc.), 17.1 %(41) were farmers, 10 %(24) were traders, whereas 2.5 %(6) of them were government employees.

Table 2: Demographic characteristics of respondent land customers

Items	Responses	Fr	%
Sex	Male	156	65
	Female	84	35
Marital Status	Married	160	66.7
	Single	39	16.3
	Divorced	32	13.3
	Widowed	9	3.8
Age in years	31-40	134	55.8
	18-30	32	13.3
	51-60	31	12.9
	41-50	26	10.8
	Above 60	17	7.1
Education level	Secondary school	117	48.8
	Degree and above	50	20.8
	Illiterate	45	18.8
	Primary school	16	6.7
	Diploma	12	5
Occupation	Private employee	121	50.4
	Others	48	20
	Farmer	41	17.1
	Trader	24	10.0
	Government employee	6	2.5

Source: Own survey result March 2020

4.1.2. Demographic characteristics of Respondent Land Sector Experts

The profile of respondent experts' analysis here mainly focused on six items of demographic information's. It covered the personal data of sex, marital status, age, educational level, position and year of stay in the office. Table 3 below reveals all these demographic characteristics of the respondent experts. Accordingly, about 70 %(21) respondents were males and the remaining 30 %(9) were females. This shows that the majority of the respondent experts were males and this indicates dominance over females was observed. With regard to the marital status of the respondents, 63.3 %(19) married, 30 %(9) single, 3.3 %(1) divorced whereas another 3.3 %(1) of the expert was widowed. This indicates that most of the experts were married.

When we came to the age distribution of the respondents, 46.7%(14) were from 18-30, 36.7%(11) from 30-40, 13.3%(4) from 41-50, and the remaining 3.3%(1) was from 50-60 . This indicates that most of the experts were maturated enough. Table 3 indicates us 63.3% (19) of the respondent experts were degree, 26.7 %(8) are masters, 6.7 %(2) diploma and the remaining 3.3 %(1) was certificate. This indicates that most of the experts were educated and support to

enhance the study. With regard to the position of the respondents 30% (9) were junior experts, 26.7 %(8) of them were team leaders, 26.7 %(8) were senior experts, 10 %(3) were supporting staffs, 6.7 %(2) were office heads. With regard to the work experience, Table 3 also indicates us 36.7% (11) of the respondent experts were stayed from 2-5 years, 36.7% (11) were stayed from 5-10 years, 20 %(6) below 2 years of experience and the remaining 6.7 %(2) were stayed above 10 years.

Table 3: Demographic characteristics of respondent land sector experts

Items	**Responses**	**Fr**	**%**
Sex	Male	21	70
	Female	9	30
Marital status	Married	19	63.3
	Single	9	30
	Widowed	1	3.3
	Divorced	1	3.3
Age in years	18-30	14	46.7
	31-40	11	36.7
	41-50	4	13.3
	51-60	1	3.3
Education	Degree	19	63.3
	Masters	8	26.7
	Diploma	2	6.7
	Certificate	1	3.3
Position	Junior expert	9	30
	Team leader	8	26.7
	Senior expert	8	26.7
	Supportives	3	10
	Office head	2	6.7
Year of stay in the office	2-5	11	36.7
	5-10	11	36.7
	below 2	6	20
	Above 10	2	6.7

Source: Own survey result March 2020

4.2. Existing Land Administration Practices

4.2.1. Organizational Structure

The land development and management office is organized in four major offices. These offices are Land Tenure Administration, Land Bank and Transfer, Land Development and Urban Renewal, and Finance and Administration. Figure 4 below indicates the organizational structure of the study area.

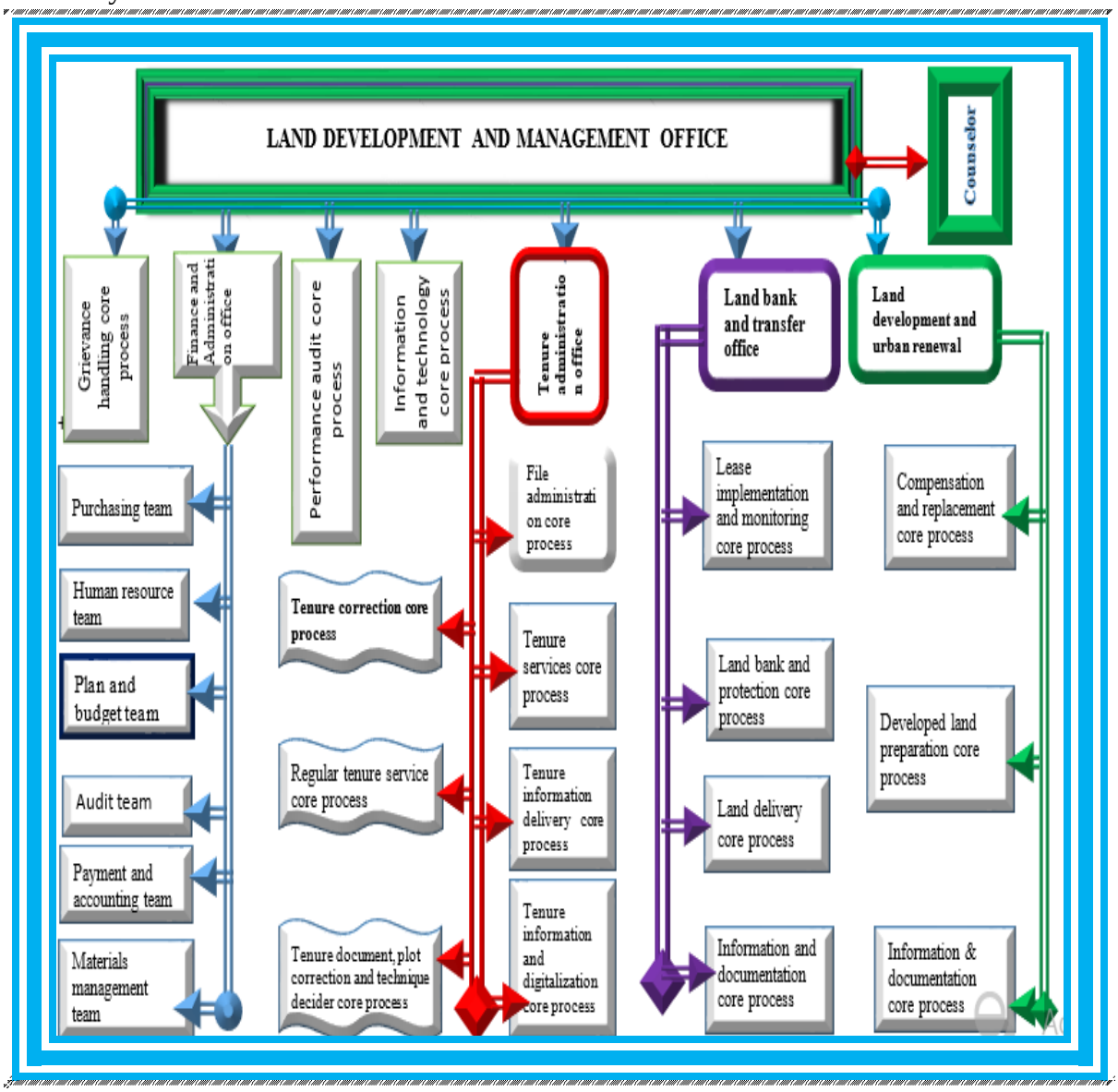


Figure 4: Organizational structure of the study area

The objective of the organization is to make the Addis Ababa city an investment city by investing in the state-of-the art of LAS within the sub city, deliver land transparently, equitably, efficiently and effectively to dwellers and developers; Implementation of the city modern LIS, and provide land and land related services to customers (AACA, 2013).

As Enemark (2003) LA has four functions. These functions include the land tenure (securing and transferring rights in land and natural resources); 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 (implementing utilities, infrastructure and construction planning). A global perspective is needed to share experiences in designing LAS and diagnose trends in design and implementation of local systems. According to this view, LAS ideally sit within the land management paradigm as the core infrastructure for achieving sustainable land management. The global LA perspective is shown by enlarging the role of the LA functions at the center of the paradigm, then linking them with each other to support efficient land markets and effective land-use management. In turn, market and management activities must work to promote sustainable development (figure 5).

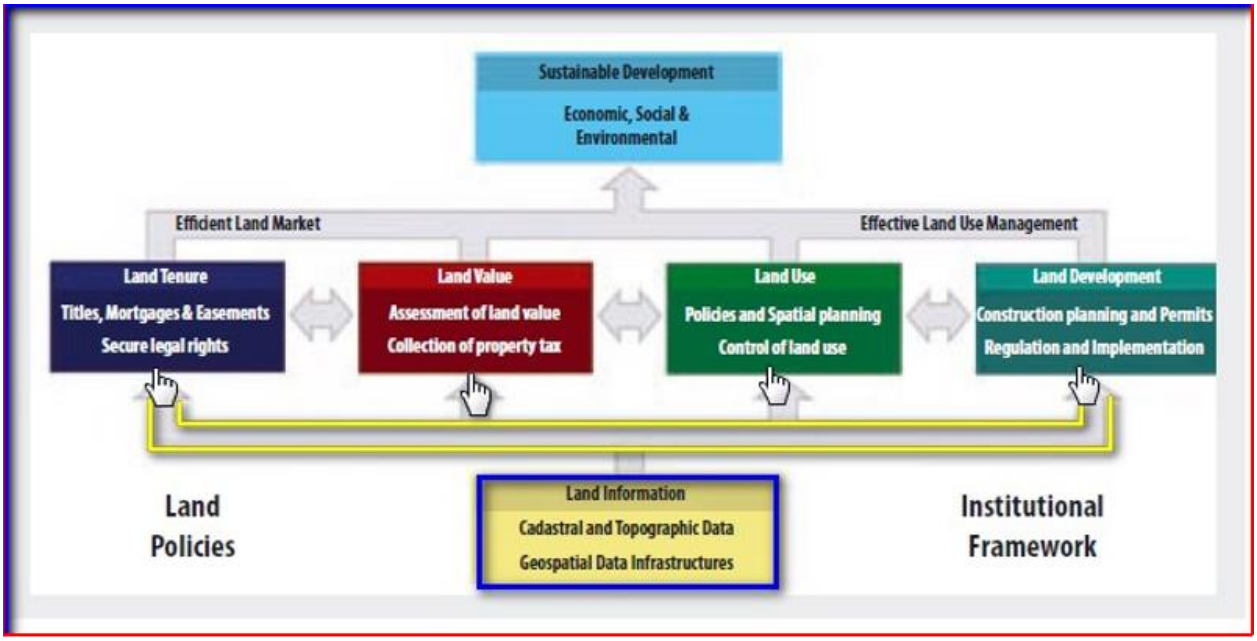


Figure 5: A global land administration perspective
Source: Enemark, 2004

As observed in figure 4, the existing office has the Land Tenure, and Land Development core processes while lacks land use, and land value core processes in its structural arrangement. When we compared the modern LAS with the existing, there are weakness and duplication of mandates in the existing arrangement. The mandates of each core process/office are clearly articulated in proclamation number 64/2019 and the major tasks and gaps between the two (the modern and existing arrangement) were identified.

4.2.1.1. Land Tenure Administration Office

The land tenure administration office was performing mainly the activity of tenure core process in the modern arrangement. The major services given and listed as mandates of this office in proclamation number 64/2019 of the city administration are:

- Issue landholding certificate for legally recognized holdings;
- Exclude evidence of unauthorized occupation of land/house ownership;
- Transfer land ownership title from one entity to the other;
- Register title of mortgage as well as restraining order issued by courts or authority;

- Prevents the transfer of ownership without the issuance or expiration of the restrain order;
- Act as a registrar for the property of the Bank with respect to the possession of the Bank in the form of securities;
- Carry out administrative decision making in accordance with the plan, in case of boundary disputes between parties;
- Provide land information service to applicants regarding occupancy and/ or house ownership by charging service fees;
- Periodically certify that changes to occupancy information are lawful and approved by the competent authority;
- Organize, maintain, and transmit copies of new property documents to the office of the city's property administration;
- Estimate land use right and housing taxes; evaluate properties during transaction;
- Submit evidence of land and housing tax estimations to the weredas.

4.2.1.2. Land Development and Urban Renewal Office

The land development and urban renewal office mainly perform the tasks of land development core process. The major responsibilities of this office are:

- Carryout land development activities; negotiate with relevant public or private organizations that undertake land development as deemed necessary; monitor their performance;
- Develop a detailed implementation strategy for the sub-plot of land for the sub division, taking into account the actual development plan of the city;
- Carryout property valuation tasks for expropriated areas;
- Vacate the place for reasonable requests made by the City Administration and place on a substitute basis, as determined by the city, or sub-city, as may be appropriate;
- Prepare compensation document for houses arising for development;
- Make compensation payments, provide a replacement house;
- Carryout surveying performance on compensated and released or open areas; prepare the places for development; prepare and submit performance report, and budget for land preparation ; and execute upon approval;
- Collect information needed for replacement area, replacement housing and/ or cash compensation; concludes; analyses and presents; applies when decided upon;
- Prepare a replacement place and proposes map of the appropriate area for the replacement;
- Prepare a replacement house for eligible dwellers;

4.2.1.3. Land Bank and Transfer Office

The land bank and transfer office perform the following major activities:

- Give identification number to the developed land;
- Preserve lands on land bank;
- Temporary transfer of vacant land through lease for different purposes;
- Transfer land for construction determined by the city council; contract: deliver the place;

- Ensure that construction is performed in accordance with the signed lease agreement and the approved building plan; take corrective action in accordance with the lease law; if construction is not started/completed in accordance with the applicable law and the time;
- Collect lease payments;
- Ensure that lease payments are made in a timely manner with the signed lease agreement;
- Provide performance report on areas designated for lease development;

4.2.1.4. Major Gaps between the Existing and Modern Land Administration Systems

As observed and obtained from primary and secondary data source, there are major difference between the existing land development and management office, and the modern land administration system.

- The existing structural arrangement lacks the two core process; land use and land value;
  - The land use core process activities were given to the "plan and development commission (branch office in the sub city)";
  - The land valuation core process mandates, such as land tax estimation, property valuation for transaction were performed under land tenure administration office;
- The building permit and control office is out of the existing structure; but it is under the same structure in the modern theory it is under land development core process;
- There is no land bank and transfer core process in the modern structure;
- Some activities of the land development core process are found in other offices (the integrated infrastructure, building permit and control has taken many of the land development responsibilities in the existing arrangements).

In general the existing organizational structures of the land sectors are fragmented. The fragmentation of the organizations is asking customers additional time and cost. There is no single institution that complete land and land related services. Moreover most of the land and land related services are concentrated at the sub-city. Of course, the sub city has done a reform on July 2019. But, according to David (2009) reforming organizations and practices responsible for land administration is one of the most difficult governance challenges in the land sector.

4.2.2. Human Resources

According to Enemark (2003) Land Administration is about people – from politicians, senior professionals and managers, middle managers and administrators, to office and field personnel, whether in public or private sector. At the senior level a broad vision and understanding is required. At the more practical level the players in the system need to have some understanding of the overall system but will have much more detailed and specific skills that need to be developed. This is the individual level.

The human resources of the study area was under the Finance and Administration office; which was mainly responsible to support the land sector and other offices with logistics and recruiting human resources. NSLSC LDM office has undergone a reform on its human resource to assign qualified and ethical staffs (officials, professionals, and supportive staffs). According to UN

(1996), the success of any LAS is dependent on the availability of skilled staff at all levels. The study area has 348 positions. About 72 %(250) of the positions were covered by human resources. Because of the expansion of the study area, there were rumors from the insiders that some of the human resources were not voluntary and competent enough to give quality and standardize services. Because of this 16(10 female and 6 male) daily laborers were recruited in tenure administration office, and another 10 (4 female and 2 male) in land bank and transfer office. The process of daily laborer recruitment is illegal (it is out of the civil service rules and regulations) by the decision of the sub city administration as obtained from interview of key experts. They (daily laborers) were getting and working with 100.00 EB daily payment in the documentation/archive departments and hence files of customers may be lost; because they did not have any accountability for the lost files consequently it leads to customers' dissatisfaction. Table 4 below indicates the number of the human resource of the office.

Table 4: Human resource of the study area

Offices	Number of Staffs on structure			Number of Staffs on jobs					
				Professionals					
	Professionals	Supportive	Total	Office heads	Team leaders	Experts	Supportives	Total	Daily Laborers
Land Tenure Administration	121	8	129	1	7	93	1	**102**	16
Land Development and Urban Renewal	48	3	51	1	4	28	2	**35**	
Land Bank and Transfer	74	1	75	1	3	56	1	**61**	10
Land Development and Management	22	1	23	1	4	6	1	**12**	
Finance and Administration	-	70	70			-	40	**40**	
Total	265	83	348	**4**	**18**	**183**	**45**	**250**	26

Source: NSLSC Finance and administration office, March 2020

4.2.3. Land Administration Service Delivery Process

The services that were needed by each customer differ, although a common theme was the ownership, value, use, and development of the land. This part of the study reviewed the accessibility, service types, the procedures and customers feeling on the major LA services based on information compiled from primary and secondary sources.

Table 5: Frequency of the existing LAP from customers' perspective

Questions	Responses	Fr	%
What kind of services do you need?	Others	130	54.2
	Demarcation	53	22.1
	land certificate	36	15
	tax estimation	18	7.5
	Transfer of land title	3	1.3
Are the forms of the services easily understandable and accessible?	Yes	121	50.4
	No	71	29.6
	there is no form	48	20
Time to complete the services.	very long	94	39.2
	Long	67	27.9
	Medium	40	16.7
	Short	30	12.5
	very short	9	3.8
For how long you came here?	more than four times	147	61.3
	for the first time	42	17.5
	for the second time	24	10
	for the third time	16	6.7
	for the fourth time	11	4.6
Is there enough number of experts to respond to your needs?	not sure	116	48.3
	No	66	27.5
	Yes	58	24.2
How do you evaluate the level of LAP?	Poor	163	67.9
	Fair	45	18.8
	good	30	12.5
	very good	2	0.8

Source: Own survey result March 2020

Based on the respondent customers' response on the existing LA practice as indicated in table 5, about 54.2 %(130) of the customers came to get different services such as landholding certificate copy, land merging, land sub-division, cancelling warranty and suspension, property valuation, in need of evidence to different entities, lease contract, and payment of compensation to mention few. 22.1 %(53) and 15 %(36) of the respondent customers came for boundary demarcation and issuance of new land certificate respectively; whereas 7.5 %(18) and 1.3 %(3) of the respondents need land tax estimation and transfer of land title respectively. These services (boundary demarcation and dispute resolution, land holding certification, transfer of land title and land tax estimation) need service request forms to be filled by customers. Most of the respondents (50.4%) replied that the forms are understandable and accessible. With regard to the

time to complete the services as indicated in table 5 above, 39.2 %(94) of the respondents take very long time to get the service; while 27.9 %(67) of the respondents take long time. Customers feel discomfort with this as obtained from the interview. The long waiting time indicates the presence of bureaucracy even for simple tasks in service delivery. In addition, each wereda has given one day service program (except wereda 01 two days per week i.e. Friday and Monday).
Similarly, majority of the respondents, 61.3 %(147) came to the office for more than four times for the unaccomplished tasks. About 48.3%(116) of the respondent customers were not sure about the presence of enough number of experts; while 27.5%(66) of them think that as there is no enough number of experts to respond to their needs and this leads them to wait for long period of time. Of course, the office has service delivery standard; but services were not given according to the standard, and hence services, processes and performances were not measured against standards and targets. Because of this, 67.9 %(163) of the respondents were saying "*the performance/level of the land administration was poor*". On the other hand, 18.8 %(45) and 12.5 %(30) of them were saying the level of the LAP is fair and good respectively in order not to interrupt their services.

Table 6: Frequency statistics on existing LAP from experts' perspective

Questions	Responses	Fr	%
How frequent land cases come to you?	Very often	12	40
	often	11	36.7
	less often	4	13.3
	none	3	10
How do you evaluate the level of LAP before the organizational reform?	Bad	16	53.3
	Very good	8	26.7
	Very bad	4	13.3
	Medium	2	6.7
How do you evaluate the level of LAP after the organizational reform?	Very bad	13	43.3
	Very good	8	26.7
	Medium	5	16.7
	Bad	4	13.3
When do you monitor and evaluate the LAP in your organization?	Daily	17	56.7
	Weekly	6	20
	Annually	5	16.7
	Quarterly	2	6.7
How do you assess the coordination between your organization and others to bring good land governance?	Bad	12	40
	Fair	8	26.7
	Very well	7	23.3
	Very bad	2	6.7
	Well	1	3.3

Source: Own survey result March 2020

Table 6 indicates the respondent experts' perception on the existing LAP of the study area. About 40 %(12) of the respondents replied that land cases came to them very often. The organization has implemented a reform to improve the service quality. Before the reform, about 53.3 %(16) of the respondents replied the level of LAP was bad while 26.7 %(8) of them were saying very well. The objective of the reform was to assign the right person with the right position due to the dissatisfaction of customers. After the reform 43.3 %(13) of the experts were replied as very bad while 26.7 %(8) were replied as very good. This indicates that there is certain improvement after the reform. But from the FGDs 50% of the respondents were not satisfied with the reform. This is because there is no any incentive, salary increment and any motivational activities in the office. According to the FGDs, some of the experts were suspended, misbehaved experts has given good position and some others were misplaced from their previous position. Experts shall be passionate to give good services otherwise they deliberately create corruption on customers' consequently bad governance in the land administration process.

To improve the service quality, increase customers satisfaction, identify strengths and weaknesses; experts evaluate their performance periodically. As indicated in table 6 about 56.7 %(17) of the experts replied that the LAP were evaluated daily whereas 20 %(6) of the respondents evaluate weekly. The daily evaluating system is named *"morning briefing"*. According to one key insider expert interview morning briefing is designed as a strategy to evaluate previous activities for the improvement of the service quality by assessing the strengths and weaknesses. The observation and FGDs indicate that the morning briefing is not practically implemented. Experts were not performing it well; rather write notification as they discussed on issues. One expert prepare the notification and other group members sign on it. Due to this there is no morning briefing and as such improvement on the service delivery. Evaluating the performance of LAP can improve GG otherwise it can be weak.

On the other hand the coordination among organizations of the different LA sectors to bring good land governance were assessed from the experts view. Courts, police offices, planning commissions, construction permit agencies, and wereda and city administrations are among the many sectors of the stalk holders'. Thus, 40 %(12) of the respondent experts were replied that the coordination is bad while 26.7 %(8) of them were saying fair. During observation many customers were moving from wereda administrations to sub city, from sub city to city administrations, from one office to the other with in the sub city. According to the findings from the FGDs, there is no any legal ground that binds the sub city and wereda administration. Customers were feeling bad on it. Team leaders were appreciating their strengths and complaining others. They were not internalizing problems; they say that problems belong to others.

According to the observation, about fourteen types of services need service request forms to be filled by customers and approved by the information desk officers. These are: copying variety of documents, land tax estimation, transfer of possession, ensure the legality of holdings, mixing holdings, dividing holdings, copy of map, cancelling warranty and suspension, land tax

estimation, land use change, court evidence on contentious claims, boundary demarcation, resolution of ownership/home ownership/territorial dispute, and conflict resolutions.

Most of these services need different pre-requisites. The major pre-requisites are copy of identification card, copy and original documents of land holding certificate and if the customer is representative, representation letter. The major services are discussed in this part as follows.

4.2.3.1. Boundary Demarcation and Dispute Resolution

As indicated in table 5 above, 22.1 %(53) of the land customers came for boundary demarcation. The procedures of boundary demarcation are indicated in figure 6 below. Thus, customer fill the service request forms and deliver to the information desk officers. The information desk officers receive the customers question, check all fulfillment of the prerequisites and transfer to the documentation to search customers file. The documentation staffs search the customers file with the help of map number and deliver to the relevant team leader. The team leader then led to the surveyor and/or lawyer for the evaluation and legality of documents. The technical expert (mostly surveyors) went to the site with the customer to take x-y coordinates, visit the site and related activities. After the field work the expert prepare field report. The field report document then be attached with customers file, and then the customer can did according to the rules and regulations.

As obtained from the key customer's interview, the urban expansion of the area occurs both formally, informally, horizontally, which includes a wide range of public, private and social actors. Peripheral informal private house constructions with varying densities were creating poor housing quality; while the informalities were observed with mass land grabbing. The open spaces, green areas, and public spaces were already occupied and encroached illegally. Especially after the political reform of the country, there was mass land grabbing by group of people, and hence the office was unable to protect them. This led land conflict between dwellers and the state. The standard time set to solve is 183', but in the study area as obtained from customers, it may take months and even more.

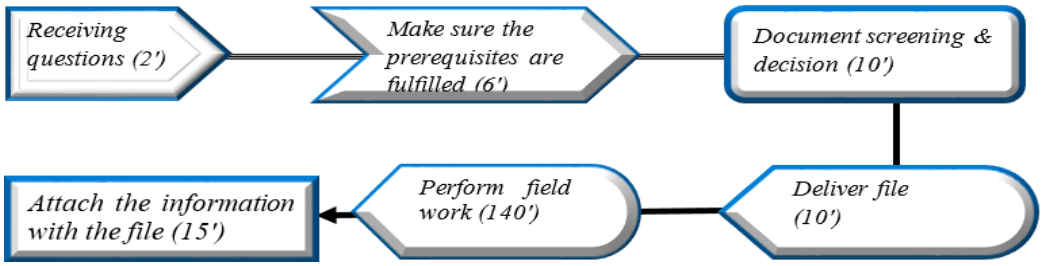


Figure 6: Procedures in boundary demarcation

Source: AACA land customers' service delivery manual number 1/2013

Disputes over land are common over world: for example, neighbors disagreeing over boundaries, two parties disputing ownership over a piece of land, conflicts between landlords and tenants, disputes over use rights on common property or collective land, intra-household disputes, inheritance disputes, etc. The critical governance issue regarding disputes, however, is not whether there are disputes, but rather what rules, processes and mechanisms are in place to address grievances, manage disputes and to enforce agreements (David Palmer, 2009).

According to key informant interviews, conflict resolution was handled by administrative and judicial mechanisms. An important source of conflict were due to land grabbing, informal settlement, and illegal construction. Moreover, friction and fractures were found at the borders of urban and rural, common and private, neighbors and neighbors. Disputes arising from these were unlikely to be solved unless clearer standards and better LAS is established. The challenge was to do so without losing the accessibility and relative transparency of the land registration system. The lack of poor recording system (manual/paper based), mechanisms to monitor land registration processes and resolve disputes remains a serious problem in the study area. Figure 7 below shows the procedure that land customers follow to solve conflicts and land disputes. The standard time set to solve is 230' and 2 days, but in the study area it may take even years. This lengthy time made customers to loss trust of the land sector.

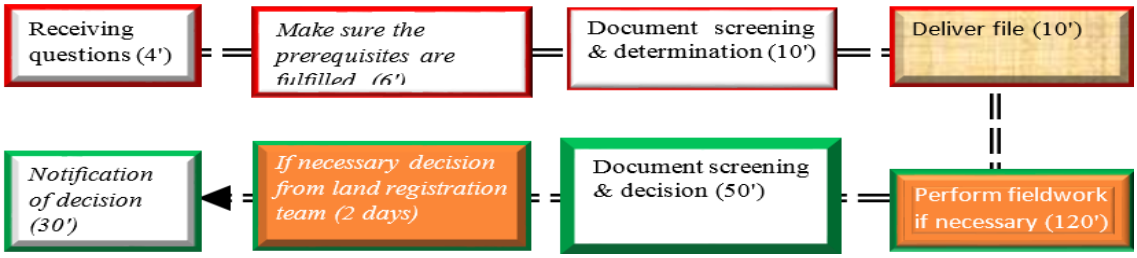


Figure 7 : Procedures in conflict resolution

Source: AACA land customers' service delivery manual number 1/2013

4.2.3.2. Issuance of New Land Title

There are different way of accessing land in the study area. The most common means of accessing was inheritance, sale and gift. Another alternative way of accessing land was through lease. As obtained from key interview, the mandate of leasing/bidding is to the city administration; but there was no bid for the last two years.

As indicated in table 5 above, 15 %(36) of the respondent customers came for issuance of new land title. Here the first step was fulfilling all the prerequisites of the new land holding certificates. The procedures start from the wereda. The wereda shall approve valuable documents and referred to the sub city LDM office. The sub city office information desk officers receive the customers' questions. The information desk officers check the documents and transfer these to the archive. In the archive, the good thing observed was, each woreda has one documentation staff at sub city level. The staffs search the customers file and provide to the relevant team leader with the help of daily laborers for screening. The team leader will lead to the surveyor for map preparation. The technical expert (mostly surveyors) went to the site with the customer to take x-y coordinate and site observation. After field work the expert prepare report and the map. At last, the expert, lawyer and the team leader approve and deliver the certificate to the customer.

Format of the map has to fulfil these: full name of the landholder with photographs, type of tenure (old possession or lease), serial number of the landholding certificate, name of the sub city, name of the wereda, block number, parcel number, built up area, area of the land, x-y coordinates, land grade value, base map number, issue date, type of land use, name of neighborhoods, name and signatures(technical expert, lawyer, office/department head), and

registration number. The standard set on the service delivery manual was 67'; but need four fivefold of time to serve customers.

In the issuance of new land title, the process are very long and complex to accomplish tasks. Most of the respondent customers pointed out difficulties in access to their new land title. During survey, there was long queue of customers waiting experts at early morning. The customers said that the present system did not provide valuable service according to their needs. One reason for its complexity was the land registration system is paper based; not computerized system and experts need of bribes for surveying and approval.

New land holding title were provided for:

- Farmers: maximum 500m^2 from his/her holding with old possession tenure system.
- Son (above 18 years old) of farmers: from his/her family holding maximum of 150m^2 with old possession tenure system.
- For those individuals who have the 1995 and 2004(before May) line map holdings (aerial map).

This was to regularize the informalities and peri-urban of the area which are included in the city boundary. But the delivery of landholding certificate, especially farmers and their son were blocked for a month. Nobody known why they stopped to deliver the certificate to farmers. The office was not transparent to the experts as obtained from the FGDs. This may be the malpractice of staffs including officials; because at that time, the head of the four office were replaced and the farmers file were displaced from the archive to the head office.

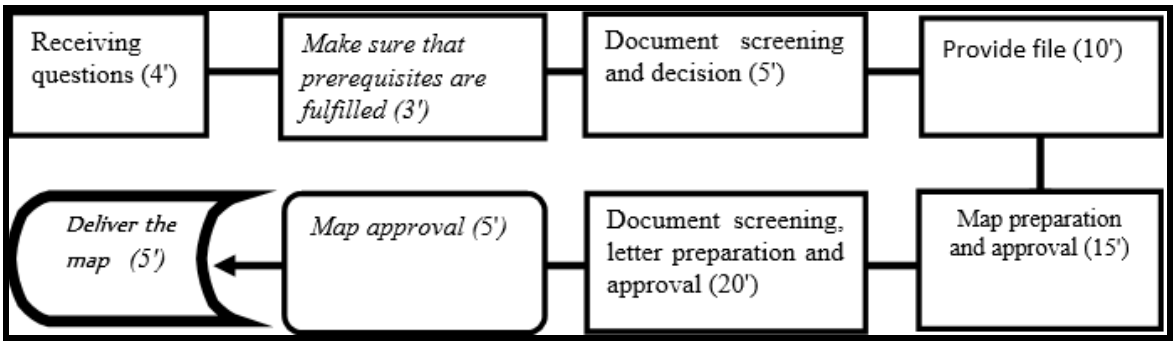


Figure 8: Procedures in the issuance of new land title

Source: AACA land customers' service delivery manual number 1/2013

4.2.3.3. Land Tax Estimation

Land use and housing tax estimation method was adopted whereby characteristics of the house and locality were assessed to calculate the tax value, which was then translated into an imputed annual value through a software. Land taxes was paid at woreda level. This tax was to be paid once annually. As described in table 5 above, 7.5 %(18) of the respondent customers came for the payment of land use and housing tax from all 13 weredas of the sub city. Before 2018, land tax for land use and housing was estimated by committee members' at local level and collected by its revenue office. After 2018, it was estimated at sub city level with the help of software and the estimated amount was paid at wereda revenue office. The customer shall fulfil all the prerequisites of the tax. The information desk officer receive the customer question(documents)

and make sure on its fulfillment and then deliver to the archive for screening and search of customers file. The documentation staffs search the customers file with the help of map (landholding certificate) number and provide to the tenure information delivery core process team leader. The team leader instruct the technical experts to serve customers. Then, the expert may go to the field if the landholding certificate has no x-y coordinates and identification number on the map. The technical expert then, organize and write a tax estimation letter to the wereda revenue office taking into account the land grades, built up area and area of the site.

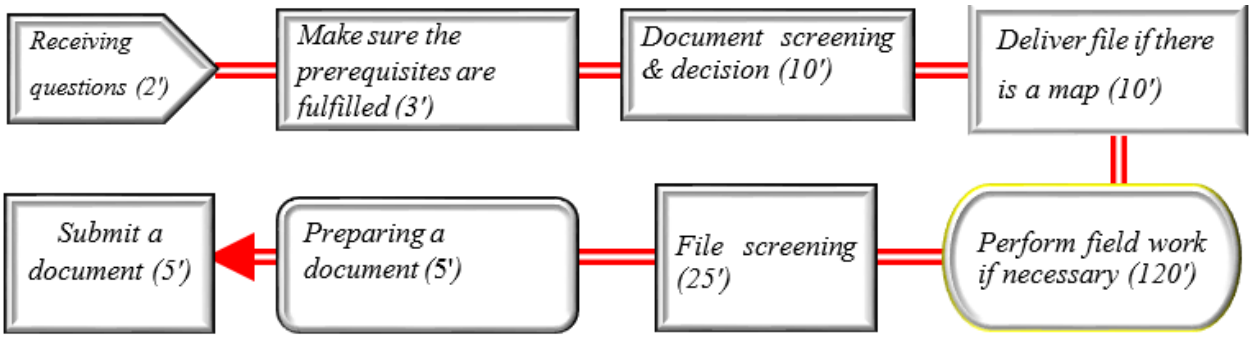


Figure 9: Procedures in land tax estimation

Source: AACA land customers' service delivery manual number 1/2013

The land tax estimation activity is the fastest one as compared to other services of the office. Here, the amount estimated by the software was less than the amount written on the letter in one customer (as observed); of course, this was not deliberate. According to the key informants, land tax estimation takes a minimum of 2 days to complete (which is below the standard, 180′).

4.2.3.4. Transfer of Land Title

In the study area, land rights circulate between actors through different forms of transfer, which evolve according to their particular context. According to the survey, only 1.3 %(3) of the respondent customers came for transfer of land title. It is assumed, however, that this low figure is partly due to the informal transfer of land rights. Transfer of land title may be through sale, gift, inheritance and lease. The land market may facilitate the circulation of rights among actors, but it is not always a sign of economic efficiency. The standard set for the transfer of land title was long as compaired to other services. There were many prerequisite for the transfer from one entity to another. Here the customer shall fulfil all the requirements for the transfer of the title. The information desk officers receive the customers question and check the prerequisite and deliver to the archive. The archives search and find out the file and provide to the concerned team leader. The team leader deliver the documents to a technical expert for further screening. The technical expert went to the field for verification and prepare field report. The purpose of the field visit was for the evaluation of the built up (the building should at least be 50% complete for the transfer of the title) and assessment of market value. After field work, the customer go to the lease office for contractual agreement while the technical expert prepare report about the property.

According to the key informant interview, in lease office the contractual agreement process takes from 15 days to 3 months. The observation indicated as there was weak coordination among

offices within LDM and make customers to loss trust and became hopeless to complete the process. After the lease agreement the expert prepared the new map and register on hard copy (large recording book format for real estate properties). Sometimes the transfer may be performed with the previous certificate by stamping at the back with restrictions to save printings. This process was very long and tedious for the customers. Figure 10 indicates the major steps for the transfer of land title from one entity to another. This process takes a minimum of 270' as indicated on the service delivery manual. But, this standard was not practical as obtained both from land customers and experts.

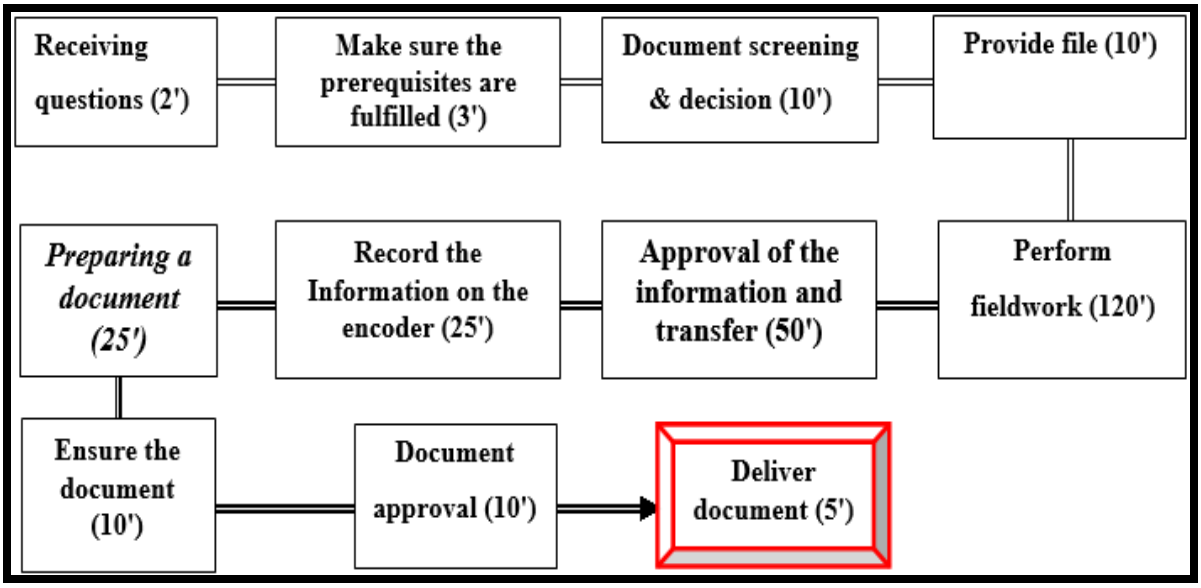


Figure 10: Procedures for transfer of land title

Source: AACA land customers' service delivery manual number 1/2013

4.2.3.5. Other Services

Other services which were delivered by the LDM office were; ensuring the legality of holding documents, land merging, land sub-division, copy of land holding certificate, providing security only for possession of legal documents of landholdings, cancelling warranty and suspension, property valuation, giving evidence to different entities(e.g. court, police, banks, etc.) on contentious claims, lease contract, and payment of compensation. According to the survey data indicated in table 5 above, 54.2 %(130) of the respondent customers came for these land and land related services. The procedure and prerequisites were almost the same as the previous services. Her, as obtained from the key interview, land customers were worrying about the amount of money they pay for bribing for their task accomplishment.

To summarize section 4.2, the land administration functions and systems were not appropriate to provide the required land related services in the sub city. The coordination among offices and teams was very weak, inefficient and ineffective with long waiting time to accomplish tasks. They may transfer responsibilities to other body which was not responsible to the activities or they may represent in the activities which were not their responsibilities.

4.3. Major Land Administration Problems

In this study an effort is made to identify major gaps and challenges of LA in the study area. The three key issues were considered for analysis. These three key issues were:

i. Organizational set-up;
ii. Administrative capacity and
iii. Staffs commitment

4.3.1. Organizational Set-up

According to UNECE (2005) land administration should ideally be under the supervision of a single authority referred as the lead agency. Such an arrangement will guarantee the best possible coordination between the various parts of the whole process. The lead agency should set and monitor standards and take care of national interests. Centralization can lead to economies in administrative procedures, standardization in documentation and the exchange of information between users, and economies of scale in which large and powerful systems can be used with mass production techniques. Fragmented institutions, and poor coordination among institutions arrangement have made ineffective the service delivery. According to proclamation no. 64/2019, the sub city LDM office is politically accountable to the chief executive of the sub city; whereas tasks in coordination with planning, operation, monitoring of the city structure or other executive bodies. There are many institutions which have direct impact on the LA services in the sub city. The majors were:

i. Land Development and Management Office;
ii. Integrated Infrastructure, Building Permit, and Control Office;
iii. Land Holding Registration, Documentation, and Information Agency;
iv. Plan and Development Commission (Branch Office at sub city level); and
v. Construction Office.

As observed, the main task of each institution is clearly articulated on the proclamation. But, there is duplication of tasks (e.g. as obtained from key interview of the experts the tasks of the land tenure administration office under LDM office, and Land Holding Registration, Documentation, and Information Agency in the sub city were almost similar. Integrated Infrastructure, Building Permit, and Control Office is mainly responsible for the building permits, monitoring and its control; whereas, the Plan and Development Commission is responsible with the land use core process mandate in the modern administration system. According to Enemark (2005), land administration should ideally be under the supervision of a single authority that acts as the lead agency. Such an arrangement will guarantee the best possible coordination between the various parts of the whole process and provide the necessary framework for establishing a unified land information system and service. The lead agency should set and monitor standards. But, in the study area this principle of land administration is violated and there is no single organization that coordinates the unarranged land sectors. This fragmentation of institutions were confusing the land customers during observation.

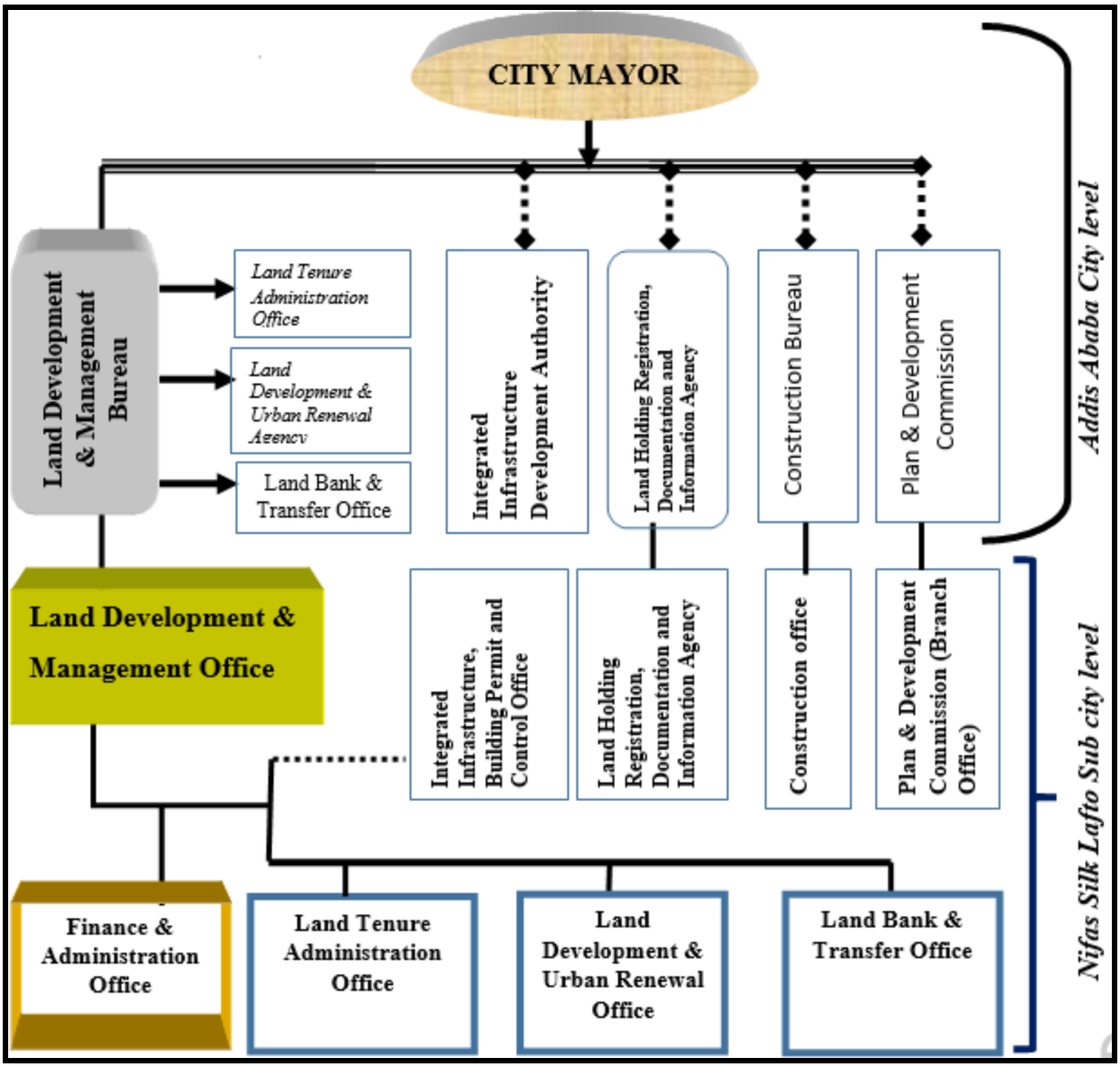


Figure 11: Land administration institutions

Source: Developed from AACA Proclamation number 64/2019

Moreover there is no responsible and accountable organization at wereda level. According to UN-ECE (1996), "from a political perspective, bringing government closer to the people through decentralization has considerable appeal. From a practical point of view, placing LA offices at the district or local government level tends to ensure greater accuracy and effectiveness. If these offices are located a long way from the land for which they hold records, then landowners might not visit them. Transfers would then take place without notification to the LA authorities". This fragmentation of institutions brought bad governance in the study area; consequently this is inconvenient especially for the vulnerable customers. Informalities were observed in the area. As discussed earlier, the sub city is an expansion area of the city. There are many farmers around the periphery. Here, the main sources of inefficiencies of LA is due to the absence of an independent institution and system of registering or recording and controlling land transactions. Because of

this the issuance of new landholding title for the periphery farmers were blocked for a month and their files were displaced from the archive to the head office of land tenure administration. Moreover, the head of four office (land development & management, land tenure administration, land development & urban renewal, and land bank & transfer) leaders were changed on January 2020. This indicates as there was misconducts in the area.

The organizational set-up of the LA in Addis Ababa is limited only at city and sub city level. There is no any responsible LA institution at local level. Customers are obliged to go to the city and/or sub city to get land related services. Even the sub city LA institutions are very fragmented as observed in the above figures (figure 4 and 11).

Table 7: Frequency of LAP problems from customers' perspective

Questions	Responses	Fr	%	mean	SD
The setup of the office structure & its compound is good-looking.	Disagree	212	88.3	2.08	.43
	Neutral	15	6.3		
	Strongly disagree	7	2.9		
	Agree	6	2.5		
The office uses modern technology for its service.	Disagree	212	88.3	2.09	.43
	Neutral	16	6.7		
	Strongly disagree	6	2.5		
	Agree	6	2.5		
The commitment of experts and their leadership is good.	Strongly disagree	211	87.9	1.24	.68
	Neutral	16	6.7		
	Disagree	7	2.9		
	Agree	6	2.5		
Procedures about new property formation are simple and clear.	Strongly disagree	210	87.5	1.24	.69
	Neutral	16	6.7		
	Disagree	8	3.3		
	Agree	6	2.5		
Procedures governing land transactions are simple.	Strongly disagree	211	87.9	1.24	.68
	Neutral	16	6.7		
	Disagree	7	2.9		
	Agree	6	2.5		
The recording system of land information is secured.	Strongly disagree	212	88.3	1.24	.70
	Neutral	16	6.7		
	Agree	7	2.9		
	Disagree	5	2.1		
The responsiveness of the experts is satisfying.	Disagree	213	88.8	2.10	.42
	Neutral	16	6.7		
	Agree	6	2.5		

	Strongly disagree	5	2.1		
The treatment of the experts is satisfied.	Strongly disagree	212	88.3	1.24	.69
	Neutral	17	7.1		
	Agree	6	2.5		
	Disagree	5	2.1		

Source: Own survey result March 2020

4.3.2. Administrative Capacity

According to UNDP (1998) as cited by Williamson (2004) capacity can be defined as the ability of individuals and organizations or organizational units to perform functions effectively, efficiently and sustainable". The capacity of the land development and management office the study area were not addressing the need of land customers. One indicator for this can be its paper based land registration and absence of modern technology for its service delivery in the capital city of the country. Long queue of customers in all working days from early morning. The presence of duplicated responsibilities among land sectors of the area create ambiguity on the service delivery.

As obtained from the FGDs, staffs were not getting training. As Enemark (2003) as cited by Williamson (2004) capacity is seen as a development outcome in itself and distinct from other Programme outcomes such as building technical and professional competence in certain fields through human resource development activities. Measures such as education and training become a means to an end while the end itself is the capacity to achieve the identified development objectives over time - such as to establish and maintain national LA infrastructures for sustainable development LA services are part of day to day activities for public services.

In the sub city these services were usually provided only by government offices and it is a major concern of the government that public service delivery is sluggish and sometimes contaminated with acts of corruption. Organizations providing LA services still need to monitor and evaluate their performance and quality of service provided to the public. An outline of some best ways to manage or enhance service delivery, access to land information, reliability, transparency, performance, cost effectiveness and capacity gaps are identified in this study.

From the FGDs findings there were experts who were not working with their profession due to capacity problem (e.g. GIS expert). Specialized technical institutions provide quality service to customers in a timely way and based on the demand. The city administration is not supporting the sub city as interviewed from key experts. During survey, there were not papers, computers, chairs, tables, flash discs, and copy machines as needed; which have higher value for experts to perform their tasks properly.

As observed most of the services of the LA were given at sub city level. The LDM office in NSLSC was not using modern technology for its services. The use of modern technology can improve the effectiveness of LAP, making processes simpler, cheaper, faster and more transparent. Technology can also standardize processes, removing opportunities for human discretion and, thus, decreasing corruption risks. Since there is no technology in the study area, data is stored manually. As obtained from one insider, the administrative capacity limits to use

the modem technology. Within the compound there was no any network infrastructures that support the LAS.

The manual system of data storage was inefficient. Because of this, customers were waiting for very long time. Files were often "lost" deliberately or unknowingly. Key informants revealed that files were misplaced. This creates loopholes for corruption. Many experts agree on it. This is done because all files are kept in one place and so one can easily be took that his or her files is lost and hence one is forced to bribe the expert so that he/she creates a file for them or finds the lost file. This phenomenon was further supported by another insider key informant that certain files are simply pulled out or hidden by experts in order to trap customers to pay unofficial fees for their files to be recovered. Moreover, during survey the files of farmers of the peri-urban area were displaced from the documentation to the office head shelfs to protect from the misbehaved experts.

The organizational capacity should be seen with the infrastructure by the LDM office to provide all the services at sub city level to all customers. This also helps to collect the taxes and land related revenues and manage the land information effectively. The use of information technology such as internet and web services can be used to improve the service delivery. Similarly the information and front desk services can also help in improving the quality of the services at customers end to get their desired needs in an easy way.

According to Enemark (2005) in many countries, and especially developing countries and countries in transition, the national capacity to manage land rights, restrictions and responsibilities is not well developed in terms of mature institutions and the necessary human resources and skills. In this regard, the capacity building concept offers some guidance for analyzing and assessing the capacity needs and for identifying an adequate response to these needs at societal, organizational and individual levels.

Table 8: Frequency of LAP problems from experts' perspective

Questions	Responses	Fr	%	mean	SD
The compound and the office are attractive and clean.	Disagree	17	56.7	2.24	.91
	Strongly disagree	5	16.7		
	Neutral	4	13.3		
	Agree	4	13.3		
The setup of the LA office is good.	Agree	11	36.7	3.23	1.19
	Disagree	8	26.7		
	Neutral	5	16.7		
	Strongly agree	4	13.3		
	Strongly disagree	2	6.7		
Rules and regulations are well implemented.	Agree	15	50	3.10	1.03
	Disagree	8	26.7		
	Neutral	5	16.7		
	Strongly disagree	2	6.7		
The office uses modern	Agree	14	46.7	3.13	1.07

Questions	Responses	Fr	%	mean	SD
technology.	Disagree	8	26.7		
	Neutral	5	16.7		
	Strongly disagree	2	6.7		
	Strongly agree	1	3.3		
The leadership of the LAP is good.	Agree	14	46.7	3.07	1.01
	Disagree	8	26.7		
	Neutral	6	20.0		
	Strongly disagree	2	6.7		
. The experts are committed to serve customers.	Agree	16	53.3	3.13	1.04
	Disagree	8	26.7		
	Neutral	4	13.3		
	Strongly disagree	2	6.7		
Materials are available to provide good service.	Disagree	13	43.3	2.73	.98
	Agree	9	30		
	Neutral	6	20		
	Strongly disagree	2	6.7		
There is enough budget allocation to provide good service.	Neutral	13	43.3	2.77	.86
	Disagree	9	30		
	Agree	6	20		
	Strongly disagree	2	6.7		

Source: Own survey result March 2020

4.3.3. Staffs Commitment

According to the World Bank document (2008), human resources are essential for any administrative activities. Staffs need to be (1) sufficient in number (but not too many), (2) trained, (3) motivated, and (4) prepared to stay in his/her job for a reasonable length of time. Clearly, some LA offices have staff shortages. Managers and staffs are the key to successful LA. It is clear that commitment usually evokes a strong sense of intention and focus to the duties and responsibilities. With regard to the commitment of experts and their leadership in the study area to give sustainable services, 87.9%(211) of the customers strongly disagree, 6.7% neutral and 2.9% disagree on it as indicated in table 8 above. The quality of the LAS is dependent on the quality of the civil service, including the legal and institutional frameworks. In many developing countries, civil servants are poorly paid and this is often seen as a contributing factor to corruption (C.BELL, 2007). As obtained from key customer's interview, the experts made promises to customers and involve in misbehavior activities. They delay at the entry time and went out before. According to the key informant interviews, those customers who were not acting with informal payment would be ignored from the process. Because of this 88.8 %(213) of the respondents were not satisfied with the responsiveness of the experts. The same number of them strongly disagree on their treatment. While few, 2.5 %(6) agree that the responsiveness and

treatment of the experts was satisfied (table 8). On the other hand experts were complaining on many issues for absences of their commitment as obtained from the FGDs. Absence of motivational factors, manual documentation system, poor salary payment, inconvenient office arrangement, budget & material shortage were mentioned as a reason. Here, about 43.3 %(13) of the experts agree that materials are not available and 30 %(9) of them say there is no enough budget allocation to provide good services. Shortage of budget and materials led to a complex and weaken land governance. Leaders of the office must have a long-term, strategic vision of sustainable human development and the ability to reconcile divergent interests to provide good services.

As observed during the survey, the compound of the study area was not good-looking. The offices were not attractive and clean. The toilets and its sittings were quite bad for customers. This was also supported by 88.3% of the customers and 56.7% of the experts. Concerns were not given to the toilets and the compound. From the FGDs, it seems that staffing was a challenge at all departments and levels. For instance as discussed previously, in documentation department there were 26 daily laborers. On the other hand there were also technical experts who were idle due to the lack of awareness on their responsibilities. Some others were working with representing the one who may be absent from the office officially/or not. Experts were not motivated and loving their jobs. This can lead to the poor quality of services and weak governance. From the key informant interviews, this is because of low salary scales, budgetary constraints, lack of adequate political commitment, and scarcity of trained personnel in the office.

Generally key informants elaborated that manual system has failed and the responsiveness of the experts was disappointing. This indicates that experts and their leadership were incapable to take action for correction and the improvement of the services quality. During FGDs, this was performed by inefficient, corrupted and misbehaved experts. The office has lost its trust and these made it inefficient and ineffective.

4.4. Analysis of the Implementation and Status of Good Governance Principles in Land Administration

Good land governance ensures participatory, transparent, accountable, equity, and effective and efficient LA by all. To realize fully the potential contribution of communities to economic, environmental and social development, the LAP shall have to be undertaken through the joint and coordinated efforts of the government, private sector, and the public. When LA activities are carried out, the potential to satisfy the public to create a wide range of trust and satisfy customers, should always be taken into consideration. These, the five key principles of GG were assessed in detail here under.

4.4.1. Participation

Table 9: Frequency on participation from customers' perspective

Questions	Responses	Fr	%	mean	SD
Customers participate in maintaining good	Disagree	204	85	2.11	.463

land governance system.	Neutral	22	9.2		
	Strongly disagree	8	3.3		
	Agree	6	2.5		
Customers significantly participate in land delivery process.	Disagree	183	76.3		
	Neutral	27	11.3		
	Strongly disagree	18	7.5	2.14	.61
	Agree	12	5		
Customers participate in the performance evaluation of LA.	Disagree	193	80.4		
	Neutral	27	11.3		
	Agree	12	5	2.18	.56
	Strongly disagree	8	3.3		
There is customers' consultation for implementation of policies and programs.	Disagree	173	72.1		
	Neutral	28	11.7		
	Strongly disagree	27	11.3	2.10	.65
	Agree	12	5		
Participation Total				**2.13**	**0.53**

Source: Own survey result March 2020

As may be observed from table 9 above, the participation of customers were measured from four basic dimensions: maintaining good land governance system, participation in land delivery process, participation in the performance evaluation of LA, and customers consultation for implementation of policies and programs. The customers response with regard to the first statement shows that 85 %(204) of the respondents were disagree. The remaining 9.2 %(22), 3.3 %(8) and 2.5 %(6) of respondents were neutral, strongly disagree and agree on this statement respectively. From this it is possible to recognize that customer's involvement in maintaining good land governance system is neglected by the office. With regard to the statement "Participation of customers in land delivery process" 76.3 %(183) were disagree on it. Based on this finding it is possible to say that there is no customers' participation in land delivery process. With regard to the statement customers consultation for implementation of policies and programs is important to build and sustain trust among customers and the land sector. About 72.1 %(173) of the respondents replied as there was no consultation of customers. Only 5 %(12) of the respondents agree on the customers' consultation for implementation of policies and programs.

During survey this was only observed in land development and urban renewal office in case of expropriation for public purpose during payment of compensation. At this time, there was certain consultation of customers and hence the expropriated dwellers in the area participate at each

stage. The most important element of the participation was the establishment of committee, with 5-7 members from the displaced dwellers, to represent the affected communities in the process of relocation. The compensation was both in kind (replacement land) and cash. The law says that any land holder whose holding has been expropriated for public purpose shall be provided with a replacement land with access to similar public infrastructure and services. But the truth was not like this in the study area. About 163 affected communities has not taken a replacement land who were expropriated before three years for highway construction (around Haile Garment in front of the LDM office of Nifas Silk Lafto Sub City). Moreover, 94 million Birr was not paid in cash for farmers who were expropriated for industries before a year. This has raised the issue of bad governance and there was no full customers' participation as obtained from the key customers and experts interview.

In general, the research revealed that the participation of the sub city customers in land related issues resulted average mean value and standard deviation 2.13 and 0.53 respectively which indicates unsatisfactory evaluation and shows the negative perceptions of customers on the GG measurement of participation.

4.4.2. Transparency

Table 10: Frequency on transparency from customers' perspective

Questions	**Responses**	**Fr**	**%**	mean	SD
There is free flow of information on laws and regulations.	Disagree	143	59.6	2.67	.95
	Agree	73	30.4		
	Neutral	17	7.1		
	Strongly disagree	6	2.5		
	Strongly agree	1	0.4		
Land information are directly accessible to customers.	Disagree	122	50.8	2.75	.94
	Agree	73	30.4		
	Neutral	37	15.4		
	Strongly disagree	7	2.9		
	Strongly agree	1	0.4		
The institution provide the service timely and transparently,	Strongly disagree	143	59.6	1.48	.66
	Disagree	82	34.2		
	Neutral	13	5.4		
	Agree	1	0.4		
	Strongly agree	1	0.4		
There is clear and open service procedure in the LAP.	Disagree	163	67.9	2.52	.90
	Agree	57	23.8		
	Neutral	13	5.4		
	Strongly disagree	6	2.5		
	Strongly agree	1	0.4		
Transparency Total				**2.35**	**0.7**

8

Source: Own survey result March 2020

According to UN-ECE (2005) the operations of the land administration system must be transparent, with safe and easy access to the land information for all participants to minimize the opportunities for corruption. Here, in the study area the first statement about transparency is about the flow of information on laws and regulations. As indicated in table 10 above 59.6 %(143) of the customers agree that there is no free flow of information on laws and regulations. Several reasons were given for this. These include; bureaucratic and unclear, overdependence on the manual system of LAP, lack of defined timelines for each services, inconsistence LA organizational reforms and lack of political willingness. The second statement provided to customers were about the land information accessible to customers. These, 50.8 %%(122) disagree that as there is no accessibility of land information to customers. About 30.4 %(73) of the respondent customers agree that there is accessibility of land information to customers. During observation, land information were provided in information desk.

The third statement was with regarding to the institution time management on the service delivery; these 59.6 %(143) of the customers strongly disagree while 34.2 %(82) disagree with their response. This was because the experts start their work lately and exit early after and before time respectively. The last statement was on the clarity of service procedures. About 67.9 %(163) of the respondents disagree while 23.8 %(57) agree on it. The procedures as the respondents replied were tedious and tiresome. About 63.3 %(19) of the experts were neutral on the clarity and accessibility of the laws and rules in providing land services. From the FGDs, every time a new direction comes out from the politicians, while the experts do not know about the direction; some customers were allowed by written paper which was out of the rule, the next day the letter will be blocked and then the coming customers complain. Even the coordination within the departments of the same office was weak and not transparent.

In general, the office is not in conformity with transparency principles due to the failure to deliver timely, easy, and as much information as needed. This is because either the office lacks a capacity or loses its higher officials political commitment.

4.4.3. Accountability

Table 11: Frequency on accountability from customers' perspective

Questions	Responses	Fr	%	mean	SD
There are informal payments to experts to accomplish tasks.	Strongly agree	169	70.4	4.35	1.14
	Agree	24	10		
	Disagree	23	9.6		
	Neutral	17	7.1		
	Strongly disagree	7	2.9		
There is a periodic monitoring and evaluation system of experts.	Agree	173	72.1	3.56	.79
	Neutral	31	12.9		

	Disagree	30	12.5		
	Strongly disagree	5	2.1		
	Strongly agree	1	0.4		
There are mechanisms that enables to question and control land experts.	Disagree	182	75.8	1.89	.48
	Strongly disagree	42	17.5		
	Neutral	16	6.7		
Decision makers are accountable for their actions or decisions.	Disagree	187	77.9	1.89	.46
	Strongly disagree	40	16.7		
	Neutral	13	5.4		
Accountability Total				**2.92**	**0.62**

Source: Own survey result March 2020

Accountability is a mechanism designed to ensure that the experts and the offices are conducted with due regard to the interests of customers. Accountability guarantees actions and decisions taken by public officials regarding government initiatives and respond to the needs of the community thereby contributing to better governance and poverty reduction. It also means their decisions and actions are subject to oversight so as to guarantee that their stated objectives are met. The GG recognizes accountability in terms of improving the delivery of services, measuring performance and providing incentives to achieve targets and sanctions in case of non-performance.

As can be observed from table 11 above regarding the informal payments to experts to accomplish tasks 70.4 %(169) of the respondents strongly agree. On the other hand, 9.6 %(23) and 7.1 %(17) of the respondents have disagree and neutral to this statement respectively. The results indicate that the majority of respondents argue that there are informal payments to experts to accomplish tasks. As obtained from the key experts' interview, there were forgery landholding certificates for informal residents in the study area.

The second statement asked to respondents whether there was a periodic monitoring and evaluation system of experts. Accordingly, about 72.1 %(173) of the customers and 63.3 %(19) of the respondent experts have agreed to this statement. Also, 12.9 %(31) and 12.5 %(30) of the respondents' customers replied as neutral and disagree on it respectively. Thus, the findings revealed that most of the respondents argue as there was a periodic monitoring and evaluation system of experts even though there was no improvement on the service quality. The other important point raised to the customers were on the mechanisms that enables to question and control land experts on their activities. With this, 75.8 %(182) disagree on it. The experts have weak accountability system. According to the key informant interview, after the new national governments came to power many vacant places and green areas were occupied illegally and hence there was many destruction of illegally constructed housings before a year. These were paralyzing the land governance system of the sub city. As observed the absence of accountability was paralyzing the LAS.

The other important issue was the accountability of experts for their actions or decisions. It can be observed from the above table that 77.9% (187) of respondents disagree on this statement.

The results indicate that the majority of respondents argue that there was weak accountability system that makes the experts responsive for their action. On the other hand about 63.3 %(19) of the respondent experts agreed that there was accountability on their actions or decisions (table 14). But during FGD, only few experts in LA were accountable. Only few are performing according to the need of customers. There were also high level of political intervention on the process of LA in favor of their private interests. Land rights which were supported by rules and regulations were rejected by letters; whereas rights which were prohibited by rules and regulations were permitted by mails. Some respondents in FGDs explained that the experts often simply told customers to wait and when they got tired they were told to pay an unofficial fee to have their documents processed faster than usual. Technical thing were politicized because of this, experts are paralyzing the LAP rather than serving the customer.

In general, the office has weak accountability system to maintain GG. Customers were asked irregular payments by experts and agents (brokers) to accomplish tasks. However, during observation that in each of the LDM offices, bill boards composing ethical standards were posted. But in reality, there was no practice of clear ethical standard and as such accountability of experts for their action or decision. Thus, it can be argued that all these inefficiencies hindered the sub city LDM to apply the principles of good governance practices.

4.4.4. Equity

Table 12: Frequency on Equity from customers' perspective

Questions	**Responses**	**Fr**	**%**	**mean**	**SD**
There is equal access of services without discrimination.	Disagree	170	70.8	2.25	.56
	Neutral	55	22.9		
	Strongly disagree	8	3.3		
	Agree	7	2.9		
The experts deliver their service impartially	Disagree	175	72.9	2.25	.56
	Neutral	50	20.8		
	Agree	8	3.3		
	Strongly disagree	7	2.9		
There is fair compensation to all customers who lost their land holding.	Disagree	152	63.3	2.25	.62
	Neutral	64	26.7		
	Strongly disagree	17	7.1		
	Agree	7	2.9		
The LA service delivery fee is reasonable.	Disagree	164	68.3	2.43	.80
	Agree	40	16.7		
	Neutral	29	12.1		
	Strongly disagree	7	2.9		
Equity Total				**2.29**	**0.59**

Source: Own survey result March 2020

According to C. BELL (2007) all people should have the same access to service and receive the same service standards independent of their political or economic status. The introduction of counter offices and a numbering system for customers' arrival ("*first come first served")* may achieve this objective. As can be observed from table 12 above, regarding access to service, 70.8 %(170) of the respondents disagree on the equal access of services without discrimination. About 50 %(15) of the experts were also replied that all customers have no equal access to land information. This indicates the presence of discrimination among customers. Discrimination due to races, sex, and relatives were also taking place in the study area. The experts deliver their services partially. It was observed that the previous staff members who were punished due to their malpractice, are working being as agent for customers. These agent individuals were well communicated with experts inside. Some other customers are vulnerable to pay bribes. This was also supported by 72.9 %(175) of respondent customers.

With regard to the compensation payment to customers who lost their land holding due to public purpose, most, 63.3 %(152) agree that there is no fair compensation. About 76.7 %(23) of the respondent experts were also replied as there is no fair compensation. From the key insiders interview, before 4 years the minimum payment of compensation was 51,000.00 EB; but now the minimum payment is 703,805.13 EB. The minimum payment per m^2 EB 4,136.40 for G +0 up to G +4, EB 5,515.25 for G +5 up to G +10 and EB 6,066.74 for G +10 and above. Legally entitled landholders were entitled to financial compensation and replacements in cases when their holding is taken for public purpose. The compensation is for immovable property legally built on the land. As indicated in table 12 above 68.3 %(164) of the respondent customers agree on the LA service delivery fee is not reasonable while 16.7 %(40) of them say it reasonable. The displaced landholders' expectation and the practical payment has great variation. It was also seen that long queue of customers waiting for payment of compensation. Some of the expropriated customers were not voluntary to respond for the study. They said that "*government and private media, higher official and other have discussed with us; but there is no solution".* This is because they are not getting the money and the replacement land due to shortage of both budget and land.

As observed, the primary concern of the government is to prepare land for leasing. Citizens access land through lease system. They bid for leases in an open auction, but the AACA always has the option to prepare and/or cancel the leases. Concerning the bid, as obtained from key informant interview there was no any new bid for the last two years. With regard to the service delivery fee reasonability, 68.3 %(164) of the respondent customers disagree on its reasonability. About 76.7 %(23) of the respondent experts agree that the cost of the LAP is not affordable for customers.

In general, the services provided by the office was relatively low. However, the average mean value and standard deviation of equity dimension is 2.29 and 0.59 respectively. Thus, the respondents result shows that service users in accesses land information was treated unequally and respondents feel that fair compensation was not paid to expropriated dwellers who were on losing their land holdings and there was also experts' impartiality.

4.4.5. Efficiency and Effectiveness

Table 13: Frequency on Efficiency and Effectiveness from Customers' perspective

Questions	Responses	Fr	%	mean	SD
The experts provide its services as per the service delivery standards.	Disagree	199	82.9	2.12	.544
	Neutral	18	7.5		
	Strongly disagree	12	5		
	Agree	11	4.6		
The LAP and the results of the office meet the need of customers.	Disagree	202	84.2	2.10	.53
	Neutral	15	6.3		
	Strongly disagree	12	5		
	Agree	11	4.6		
The LA office has standardize service quality.	Disagree	200	83.3	2.10	.54
	Neutral	15	6.3		
	Strongly disagree	14	5.8		
	Agree	11	4.6		
There is special service delivery mechanisms for disadvantaged group.	Disagree	202	84.2	2.10	53
	Neutral	15	6.3		
	Strongly disagree	12	5		
	Agree	11	4.6		
Efficiency and effectiveness Total				**2.10**	**0.53**

Source: Own survey result March 2020

Efficiency and effectiveness is one of the core element of GG frequently used as indicators in governance measurement. As an indicator of GG, efficiency and effectiveness can be seen from one statement which addresses the successful implementation of services. As indicated in table 13 above, the first statement raised to respondents was whether the experts provide services as per the service delivery standards or not. Accordingly, about 82.9 %(199) of the respondent customers were disagree on it. On the other hand, 4.6 %(11) of them agree. According to the result, majority of the respondents perceived that the experts were not providing its services as per the service delivery standards. This was also supported by 60 %(18) of the respondent experts as indicated in table 14 below. The secondary data obtained from the 2018 sub city annual report strengths the customers' argument that there were complaints related to bureaucratic delay in the service delivery process. From this, we can argue that bureaucratic delay and long processes in the service provision resulted in dissatisfaction of customers; and ultimately brought negative effect on the overall organizational efficiency and effectiveness.

The second statement regarding efficiency and effectiveness was the LAP and the results of the office meet the need of customers. To this end, about 84.2 %(202) of the respondents were disagree on it. On the other hand, 4.6 %(11) of the respondents agree. According to the result, LAP and the results of the office were not meet the need of customers. The other statement was

regarding the LA office has standardize service quality. About, 83.3 %(200) of the respondents were disagree on it. While, 4.6 %(11) agree. According to the result the office has no standardize service quality and this made inefficient. The last statement rose to respondents was regarding service delivery mechanisms for disadvantaged group. Accordingly, 84.2 %(202) of respondents disagree on it. According to the result of respondents, there were no special service delivery mechanisms for disadvantaged groups. As observed the office was not comfortable for them, the only that obtained from the 2019 annual report and interview of experts was "the office was supporting them in transport service when experts went for boundary demarcation with vulnerable groups of the society".

With regard to the interviewers' response, most of their answers approved customers and experts perception. There was inefficiency related to accurate, integrated and computerized LA and successful implementation of land policies. Issues related to the experts' incompetency was due to the office's ignorance on capacity building. The experts also have an impact on the efficiency; and the influence of inefficiency on the service delivery pose a negative impact on the effectiveness of the office's service delivery. The researcher also observed inconsistencies at the time of data collection. The study revealed that in some places the number of staff does not match the workload, which also delayed the service delivery. For example, while the sub city organizational structure provides for a total of 348 staffs, but the available total staffs were 250 which was lesser by 28%. There should be a minimum of 5 staff members per department; while the desk research found that in many departments considered in this study, there were 2 staff in place. Here, 26 daily laborers were recruited illegally to fill this gap.

In general, average mean value of GG principle of effectiveness and efficiency was 2.10 with a standard deviation of 0.53. The standard deviation shows how diverse are the responses of customers for a given item in proportion to the mean value. According to respondents result shown in table 13, the LDM office has poor service quality and did not receive a favorable opinion from respondents.

Table 14: Frequency on GG principles from experts' perspective.

Principles	Statements	Responses	Fr	%	mean	SD
Participation	There is participation of customers in LA plans.	Neutral	21	70	2.57	.73
		Disagree	5	16.7		
		Strongly disagree	4	13.3		
	Customer's participation in the evaluation of LA is enough.	Neutral	17	56.7	2.43	.73
		Disagree	9	30.0		
		Strongly disagree	4	13.3		
	The involvement of customers	Strongly agree	20	66.7	4.47	1.04

Principles	Statements	Responses	Fr	%	mean	SD
	in the land service delivery process is significant.	Agree Strongly disagree	8 2	26.7 6.7		
	The land policy are based on consultation with customers and their feedback**.**	Strongly agree Neutral Strongly disagree	18 10 2	60 33.3 6.7	4.07	1.26
	Participation Total				**3.38**	**.88**
Transparency	There is transparency of LAP in the sub city.	Neutral Agree Strongly disagree	17 11 2	56.7 36.7 6.7	3.23	.77
	The clarity and accessibility of the laws and rules are good in providing land service.	Neutral Agree Strongly disagree	19 9 2	63.3 30.0 6.7	3.17	.75
	The land and land related information service are provided at the sub city level.	Neutral Agree Strongly disagree	19 9 2	63.3 30 6.7	3.17	.75
	There is accessibility of land transactions to all residents.	Neutral Agree Strongly disagree	20 8 2	66.7 26.7 6.7	3.13	.73
	Transparency Total				**3.17**	**.73**
Accountability	There is an accountability system in the office.	Agree Strongly agree Strongly disagree	15 13 2	50 43.3 6.7	4.23	1.01
	There is a mechanism for questioning and explaining regarding land services.	Agree Strongly agree Strongly disagree	16 12 2	53.3 40 6.7	4.2	.99
	There is an appeal mechanism for conflict resolution regarding land service.	Agree Strongly agree Strongly	19 9 2	63.3 30 6.7	4.1	.96

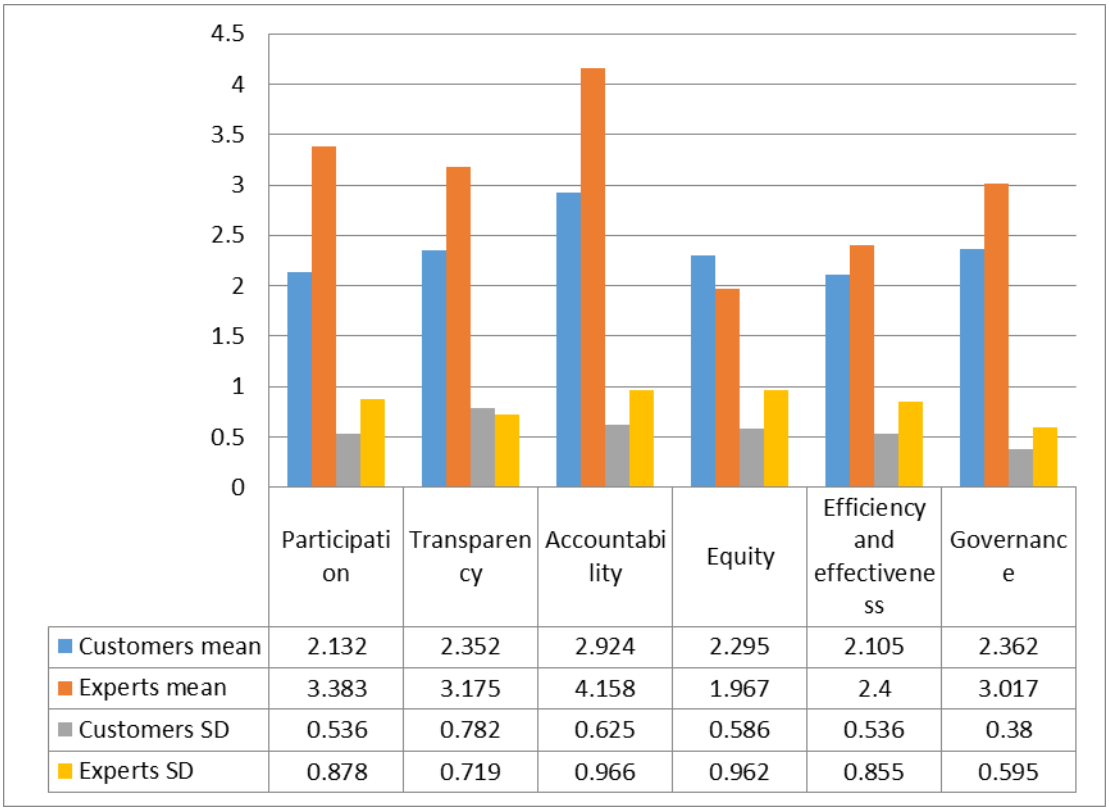
Principles	Statements	Responses	Fr	%	mean	SD
		disagree				
	There is a periodic monitoring and evaluation system to assess service delivery and good land governance.	Agree Strongly agree Strongly disagree	19 9 2	63.3 30 6.7	4.1	.96
	Accountability Total				**3.17**	**.71**
Equity	All customers have equal access to housing land.	Strongly disagree Neutral Agree Disagree	17 10 2 1	56.7 33.3 6.7 3.3	1.9	1.09
	All customers have equal access to land information without discrimination	Strongly disagree Neutral Agree	15 13 2	50 43.3 6.7	2.07	1.11
	The experts deliver their services impartially.	Strongly disagree Disagree Neutral Agree	16 6 5 3	53.3 20 16.7 10	1.83	1.05
	Fair compensation is paid to all customers who are losing their holdings.	Disagree Strongly disagree Agree Neutral	14 9 4 3	46.7 30 13.3 10	2.07	.98
	Equity Total				**1.97**	**.96**
Efficiency and effectiveness	The cost of LA process is affordable to customers.	Disagree Neutral Strongly disagree	23 5 2	76.7 16.7 6.7	2.1	.48
	All customers receive decision in a short period for their service.	Disagree Agree Strongly disagree	17 10 3	56.7 33.3 10	2.57	1.07
	The experts perform their duties diligently and	Disagree Agree	18 8	60 26.7	2.53	.97

Principles	Statements	Responses	Fr	%	mean	SD
	objectively without seeking bribes**.**	Strongly disagree	2	6.7		
		Neutral	2	6.7		
	There is proper land registration system and records.	Disagree	14	46.7	2.33	1.12
		Agree	8	26.7		
		Strongly disagree	7	23.3		
		Neutral	1	3.3		
	The office provide its service as per indicated on the service delivery standards.	Disagree	18	60	2.47	1.01
		Agree	8	26.7		
		Strongly disagree	3	10		
		Neutral	1	3.3		
	Efficiency and effectiveness Total		**30**	**100**	**2.4**	**0.85**
Good governance Total					**3.017**	**0.38**

Source: Own survey SPSS result April 2020

The mean values and standard deviation shows that the application of GG principles in the office has not been successfully implemented.

4.5. Overall Governance of the Study Area



	Participation	Transparency	Accountability	Equity	Efficiency and effectiveness	Governance
Customers mean	2.132	2.352	2.924	2.295	2.105	2.362
Experts mean	3.383	3.175	4.158	1.967	2.4	3.017
Customers SD	0.536	0.782	0.625	0.586	0.536	0.38
Experts SD	0.878	0.719	0.966	0.962	0.855	0.595

Figure 12: Overall land customers' response on GG principles

The mean value of 2.362 and standard deviation of 0.38 in case of customers, and the mean value of 3.017 and standard deviation 0.595 in case of experts in figure 12 shows that the application of GG principles in the office has not been successfully implemented.

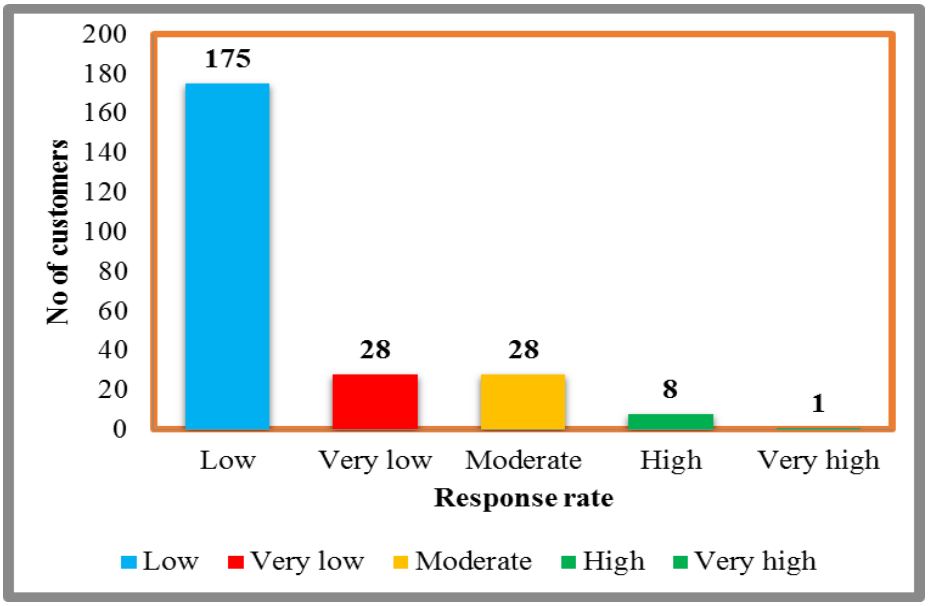


Figure 13: Overall response rates of land customers' on satisfaction

From the above ratings(figure 13) on the overall service delivery of the land development and management office , over 73% of the respondents felt that the service delivery is low, and 11.7% very low, citing low levels of completion of the work, the lengthy processes and waiting time, unfair compensation payments, and poor reception of the office. This, it was noted, acts as a trigger towards corruption, as customers need short-cuts to have their applications approved. This leads to low morale amongst customers and impacts negatively on the land administration institutions of the study area.

Generally, the mean value of 2.3617 and standard deviation of 0.38025 in case of customers, and the mean value of 3.0167 and standard deviation of 0.38025 in case of experts in the figure 12 shows that the application of good governance principles in the land development office has not been successfully implemented. Good governance is the result of a successful implementation, a proper arrangement, and an optimal interaction of policies, laws and institutions by guaranteeing the principles: public participation, transparency, accountability, equity, and effectiveness and efficiency (R. Mansberger, 2012:29). As obtained from the interviews and observations services of land development and management office were not fulfilling the needs of land customers and they were not providing efficiently, effectively and transparency. The institutional set-ups, the administrative capacity of the offices and the commitment of experts to implement the laws and regulations were the major identified problems in the study area. Similarly, the level of customers' satisfaction as indicated in figure 13 above is disappointing. About 67% of the respondents were waiting for long time to get land and land related services; it was observed that, five days per week long queue of customers with unhappy faces. The land and land related services were delivered and concentrated at sub-city level in unarranged institutions.

The other notable challenge which might influence the performance of good LA to be low was poor coordination among entities. The researcher also observed that, most customers came to the office redundantly to settle their unfinished cases, majority of services delivered with overdue tie, customer's rumors due to inconsistencies on interpreting land related legislations, inconvenient working environment and experts serve their customers abusively. These and other un-described symptoms indicate that the service delivery of the sub city LA need to be diagnosed and the root cause of the problem shall be revealed with the appropriate remedial action.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

The general purpose of this study is to assess the practice of land administration from the perspective of good governance and modern conceptual framework of land administration by taking Nifas Silk Lafto Sub-City form Addis Ababa City Administration. To achieve the objective of the study, mixed research approach was employed. Both primary and secondary data sources were used to collect appropriate and relevant data on the existing practice and major challenges of urban land administration.

The findings of this study show that the existing organizational structure established to administer land is so fragmented. Different functions of land administration which supposed to be together are mandated to various institutional arrangements. It is common to see that the same land sector activities are mandated to different Land Administration institutions. On the other hand some land activities are given to no one. Therefore mandate overlap is one the gaps that exhibited in the urban land administration sector.

The existing structure is quite different from the modern Land administration conceptual framework and theory. According to the modern theory of land administration, there are four functions. These functions are land tenure, value, use and development and all these four functions are integrated by land information infrastructure. However, the practice in Addis Ababa shows that the land use and value part is given little emphasis and structured as separate function mandated to separate institution. On the other hand boundary demarcation and dispute resolution, issuance of new land title, land tax estimation, transfer of land title, and others were services are organized as separate functions in the sub city which makes the organizational set-up a bit complex. Moreover, all these functions are not properly equipped by trained man power which in turn resulted in very low commitment of the staff and weak administrative capacity.

Regarding the participation of stakeholders in the decision making process, the customers perceive that the involvement of the customers/stakeholders in the decision making process is almost null against the principles of good governance in land administration. Land administration experts participated in the questionnaire survey also confirmed that level of customers' participation in land administration process is very low. Thus, absence of stakeholders' participation resulted in poor performance and many complaints every time. The sub city land offices were very weak in its administrative capacity. This leads to unsatisfactory performance and shows the negative perceptions of customers on the good governance dimension of participation.

With regards to transparency, this study confirmed that the level of clarity and openness of procedures, rules and regulations in providing land service delivery in the sub city was found to be very low. Most of the respondents did not have awareness on land laws, rules and regulation

and they were perceived that laws regulating LA were not clear and accessible. Besides the land delivery process in the sub city was failed to be transparent to its customers. Failure to be transparent can result in poor land governance which in turn affect the expected performance and implementation of GG principles. Moreover, from the accountability point of view, there is a weak system that makes the experts responsible for their action. It is also reported that customers were asked illegal or irregular payments by experts to accomplish tasks unreasonably. Besides, there is no clear ethical standard for the accountability of experts for their action or decision. However, currently there is slight progress which is taken by AACA which ensures accountability of officials for their action and achieving good governance in LA.

This study has also found out that inaccessibility of the land information system and unequal treatment of the customers is one of the gaps seen in the urban land sector. Respondents participated in the questionnaire survey confirmed that access to land information is not treated equally and fairly. Regarding the efficiency and effectiveness, the study revealed that customers were dissatisfied on the performance of experts in their service delivery for different needs. In addition, providing service as per the services delivery standards in the office was very low. There was also bureaucratic delay and lengthy process in the service provision. Customers claim that the existing practices of documentation and registration system were very weak; the land registration and property transfer process was tiresome. The study revealed that there was no customer service delivery under one window. The process was lengthy and had many steps. So the procedure was very repetitive and this in turn has an impact on quick service delivery and implementation of good governance in order to achieve institutional objectives and goals. There is also lack of skilled human resources to improve efficiency.

Finally, this study has identified major gaps of urban land administration sector which need to be addressed. These gaps which need to be addressed include fragmentation of institutions, weak administrative capacity of institutions, corruption, lack of trained and committed experts, unpleasant customer handling practice and lack of proper documentation and recording system. The other notable challenge which might influence the performance of good LA was poor coordination among offices. The researcher also observed that, most customers came to the office redundantly to settle unfinished cases, majority of services delivered with overdue tie, customer's rumors due to inconsistencies on interpreting land related legislations, no conducive work environment and experts serve their customers abusively. These and other un-described symptoms indicate that the service delivery of the sub city LA need to be diagnosed and the root cause of the problem shall be revealed with the appropriate remedial action.

5.2. Recommendations

The following points are recommended based on the findings of the study so as to improve the land administration system of the Nifas Silk Lafto Sub City of Addis Ababa City Administration.

- The land administration functions should have to be integrated and structured based on the modern and scientific approaches of land administration structural arrangement.

- Addressing urban land governance issues would mean dealing with corruption and malpractices, questioning the current system for the future benefit. It is not only a must for us to address land governance challenges, it is also the right thing to do, and has to be done in a most effective and efficient manner. Therefore, the solution lies with the people in power and in politics. The fragmented land sectors should be well coordinated and apply the existing laws and regulations to bring customer-centered solutions in the study area.
- Land governance problems requires good intentions and genuine partnerships, responsive and capable institutions, qualified staffs, and shared resources and responsibilities. If not addressed soon in the study area, inequalities will continue, and the goals of the office will be delayed/collapsed or not be achieved at all; and hence, the existing land sectors in the study area should coordinate and capacitate themselves in order to satisfy the need of customers. Moreover, responsibility with accountability should be given to the wereda administrations in order to serve the community properly.
- People are the principal wealth of cities; they are means of sustainable development. People must actively contribute to the development of their cities. Customers must be empowered to participate effectively, and get land information's transparently in the implementation of activities and evaluation of performances.
- It is advisable to timely and transparently inform customers to go with the vibrant program of the office for services provisions. This enables to adjust themselves, reduce costs, save time and avoid confusions. Moreover, there were many people who were coming to the office and creating crowded conditions for their personal benefits (e.g. land agents, brokers, etc.). These should be screened at the gate/before the reception, and the crowded situation of the office can be maintained.
- Skilled man power is more crucial than ever, and at the same time dealing with staffs makes them happy and committed at work. Committed staffs bring added value, proactive, relatively highly passionate, display positive behavior within the organization. Appreciate highly efficient experts, conduct continuous training for staffs on customer handling techniques, improve the working environment both for staffs & customers, and legalize the recruitment of the 26 daily laborers and use effectively the human resources that is already at hand.

REFERENCES

AACA, 2013. *Addis Ababa Land Tenure Service Delivery Manual.* Addis Ababa: AACA.

AACA, 2019. *Addis Ababa City Administration Proclamation 64/2019.* Addis Ababa: AACA.

Abera, A., 2012. *Factors Affecting the Performance of Micro and Small Enterprises in Arada and Lideta Sub-Cities, Addis Ababa,* Addis Ababa: s.n.

Alemie, B., 2015. Integrating the layers: An analysis of urban land governance in contemporary Ethiopia. *Journal of Land Administration in Eastern Africa,* July, 3(2), p. 393.

Ali, Z., 2013. *Developing a framework to apply total quality management concepts to land administration: The Case of Islamic Republic of Pakistan.* University of Twenty: s.n.

AUC-ECA, 2010. *Land Policy in Africa: A Framework to Strengthen Land Rights, Enhance Productivity and Secure Livelihoods.* Addis Ababa: AUC-AfDB.

Bablola, A. S., 2015. A Brief Review of Land Administration Domain Model and Its Temporal Dimension. *Journal of Advanced Review on Scientific Research,* p. 6.

Bekele, A. B. a. G., 2007. *Investors" Willingness to pay for Urban Lands: The Case of Addis Ababa.* Kalamazoo, USA, Center for African Development Policy Research, p. 2.

Berhanu Alemie, j. Z. a. R. B., 2015. *Assessing Land Governance in Ethiopian Cities(2002-2011): Lessons for the Implimentation of the 2011 Urban Land Management Policy,* Sofia, Bulgariya: FIG.

Bevir, M., 2007. *Encyclopedia of Governance.* California: SAGE Publication.

Brankov, T. P., 2013. *Corruption in the land sector,* s.l.: Research Gate.

C.BELL, K., 2007. *Good Governance in Land Administration.* s.l.:s.n.

C.K.Kothari, 1990. *Research Methodology: Methods and Techniques.* Second Revised Edition ed. Jaipur, India: New Age International Publisher.

Dalrymple, T. B. a. K., 2008. Conceptual Framework for Governance in Land Administration. *FIG working paper,* August , pp. 16-17.

Daniel Steudler, A. R. a. I. P. W., 2005. A Framework for the Evaluation of Land Administration System.

David Palmer, S. F. a. B. W., 2009. *Towards Improved Land Governance.* s.l.:FAO.

Denscombe, M., 2010. *The Good Research Guide for Small Scale Social Research Project.* New York, USA: Open University Press.

Enemark, S., 2005. Understanding the Land Management Paradigm. 19-25 June.p. 3.

Enemark, S., 2009. *Land Administration System-managing rights, restrictions and responsibilities.* s.l.:Aalborg University.

F.Dale, P., 1987. *Land Information Management: An Introduction with Special Reference to Cadastral Problems in Third World Countries.* London: ELBS.

FAO, 2009. *Governance in Land Tenure and Administration.* Rome, Italy: FAO.

FAO, 2011. *Corruption in the land sector ,* s.l.: Transparency International .

Fitru, S., 2016. *Assessment of Quality Service and Customer Satisfaction Land Development and Urban Renewal Office: The Case of Akaki Kality Sub City.* Addis Ababa: s.n.

Hailu, Z., 2016. *Land governance assessement framework implimentation in Ethiopia: Final Country Report,* Addis Ababa: s.n.

Kumera, M. T. a. E., 2016. *A Study on the Impact of the Current Land Lease Law on the Business and Investment expansion.* Addis Ababa: Chanber of Commerce and Sectorial Association.

Mathewos, T., 2015. Assessement of the challenges and prospects of good governance: The Case of Gedeo Zone Municipalities.

Molen, P. v. d., 2006. Tenure and Tools, two aspects of innovative land administration. *ResearchGate.*

Nyika, W. M. &. D., 2010. *The impacts of poor Governance on Land Development Applicatio process,* Nairobi: s.n.

OUNA, V., 2017. *Land governance in urban areas: Case of Nairobi city county,* Washington DC: s.n.

Pandey, P., 2015. *Research Methodology: Tools and techniques.* Romania(Bridge Center): Europian Union.

R. Mansberger, G. N. G. M. a. C. T., 2012. Is Good Governance in Land Administration Measurable and comparable?. 5 June, Volume 63(1), p. 29.

Rajack, R., 2009. *Improving land governance in urban settings: Approaches and experience.* Copenhagen, Denmark, FIG and WB.

Saltykon, N. S. a. K., 2014. *Innovative Land Administration Approach for Sustainable Development: Belarusian Success Factors,* Minsk,Belarus: s.n.

Solomon Dargie, W. T. a. G. B., 2020. An Evaluation Framework for Urban Cadastral System Policy in Ethiopia. *MDPI.*

Solomon Kebede, N. O. C. D., 2018. *Land governance in an interconnected world: Ethiopian land administration domain model:Annual Wold Bank Conference on land and poverty(Draft).* Washington DC, World Bank.

Steudler, D., 2004. Evaluation of Land Administration System. *Journal for Land Use Policy,* p. 2.

Stig Enemark, D. a. v. d. M., 2008. *Capacity Assessment in Land Administration.* Copenhagen, Denmark: FIG.

Taylor and Francis Group, 2016. *Advance in Responsible Land Administration.* Boka Rotan London New York: CRC PRESS.

Tessema, D., 2016. An Assesement of the Challenges and Prospects of Good Urban Governance Practice in the Land Administration System: The case of Shambu Town, Oromiya Region, Ethiopia.. *Journal of Good Governance and Sustainable Development,* p. 3.

Thuo, A., 2013. Impacts of urbanization on Land Use Planning, Livelihood and Environment in the Nairobi Rural-Urban Fringe, Kenya. *ResearchGate,* 2(7).

Tigabu, L., 2016. Urban Land Acquisition and Social Justice in Ethiopia. *ResearchGate,* p. 131.

Transparency International, 2007. *Global Corruption Report 2007,* New York: Cambridge University Press.

Transparency International, 2013a. *Overview of Corruption in Land Administration in Ethiopia,* s.l.: s.n.

UN-ECE, 1996. *Land Administration Guideline: With Speccial Reference to Countries in Transition.* New York: United Nations Publication.

UN-ECE, 2005. *Land Administration in the UNECE Region: Development Trend and Main Principles.* New York and Geneva: United Nations.

UN-GGIM, 2019. *Framework for Effective Land Administration: A reference for developing, reforming, renewing, strengthening or modernizing land administration and management system.*. Addis Ababa: Expert group on land administration and management.

UN-HABITAT, 2008. *Addis Ababa Urban Profile,* Addis Ababa: UN-HABITAT.

UN-HABITAT, 2012. *Innovative Tools for Land Governance and Secure Tenure.* Nairobi, Kenya: s.n.

UN-HABITAT, 2017. *The State of Addis Ababa,* Addis Ababa: UN-HABITAT.

Wandera, P., 2017. *Land and Corruption: A stalkeholders guide in the fight against corruption in Uganda land sector.* Kampala, Transparency International.

WB, 2012. *Federal Democratic Republic of Ethiopia Options for Strengthening Land Administration,* Addis Ababa: World Bank.

WIickberg, S., 2012. *Overview of corruption and anti-corruption in Bangladesh,* s.l.: s.n.

Williamson.et.al, l., 2010. *Land Administration for Sustainable Development.* Redlands, California: Esri Press Academic.

Williamson, l., 2007. New Roles of Land Administration System. *ResearchGate,* pp. 2-3.

Williamson, S. E. a. l., 2004. Capacity Building in Land Administration- Aconceptual Approach. *ResearchGate,* October.p. 2.

Appendix 1: Questionnaires to be filled by customers

BAHIR DAR UNIVERSITY
INSTITUTE OF LAND ADMINISTRATION
DEPARTMENT OF LAND ADMINISTRATION AND MANAGEMENT

Dear respondent,

The purpose of this questionnaire is to collect data regarding the Evaluating the land administration process with respect to good governance principles in Nifas Silk Lafto sub city Land Development and Management office for the partial fulfillment of the requirements for Master's Degree in Land Administration and Management in Bahir Dar University. Your genuine response for the following questions is extremely important for the successful completion of this work. The information you provide is used only for academic purpose and will be kept highly confidential.

I would like to thank you in advance for your cooperation and sacrifice of your precious time. If you have any inquiry, please don't hesitate to contact me and I am available as per your convenience *(Mobile*; +2519 13 35 64 96 *or e-mail; **ketemamare2007@gmail.com**)*

TO BE FILLED BY LAND CUSTOMERS

1. Questionnaire number……..
2. Date of data collection ……

Part I: General Information

Please circle the answer you choose.

1. Sex a) Male b) Female
2. Marital status a) Married b) Single c) Widowed d) Divorced
3. Age in years a) 18-30 b) 31-40 c) 41- 50 d) 51- 60 e) above 60
4. Education a) illiterate b) primary school c) secondary school d) Diploma e) degree and above
5. Occupation a) Farmer b) trader c) private employee d) government employee e) others specify-----

Part II: Land Administration and Governance Related Questions

A. Questions related to the existing land administration process

Please circle a single answer for each question that you feel best describes.

1. What kind of services do you need? A) demarcation b) land certificate c) tax estimation d) transfer of land title e) others specify----------
2. Are the forms of the services easily understandable and accessible? a) Yes b) no c) there is no form.
3. Time to complete the service. A) Very short b)short c) medium d) long e) very long
4. For how long you came here? A) for the first time b) for the second time c) for the third time d) for the fourth time e) more than four specify it please---------
5. Is there enough number of professionals to respond to your needs? a) yes b) no c) not sure
6. How do you evaluate the level of land administration process? a) poor b)fair c) good d) very good e) excellent

B. Questions related to the major land administration problems

Please put your answer by using "**X"** sign for each question that you feel best describes on the scale, where 1="Strongly disagree"; 2="Disagree" 3="Neutral"; 4="Agree" 5="Strongly agree"

№	Questions on major land administration problems	1	2	3	4	5
1.	The setup of the office structure and its compound is good-looking.					
2.	The office uses modern technology for its service.					
3.	The commitment of experts and their leadership is good.					
4.	Procedures about new property formation are simple and clear.					
5.	Procedures governing land transactions are simple.					
6.	The recording system of land information is secured.					
7.	The responsiveness of the experts is satisfying.					
8.	The treatment of the experts is satisfied.					

Any other additional issues on the land administration problems----------
---

C. QUESTIONS ON GOOD LAND GOVERNANCE PRINCIPLES

Please put your answer by using "X" sign for each question that you feel best describes on the scale, where 1="Strongly disagree"; 2="Disagree" 3="Neutral"; 4="Agree" 5="Strongly agree"

№	Questions on Participation	1	2	3	4	5
1.	Customers participate in maintaining good land governance system.					
2.	Customers significantly participate in land delivery process.					
3.	Customers participate in the performance evaluation of land administration.					
4.	There is customers' consultation for implementation of policies and programs.					

Any other additional issues on participation ----------

№	Questions on Transparency	1	2	3	4	5
1.	There is free flow of information on laws and regulations.					
2.	Land information are directly accessible to customers.					
3.	The institution provide the service timely and transparently,					
4.	There is clear and open service procedure in the land administration process.					

Any other additional issues on transparency----------

№	**Questions on Accountability**	1	2	3	4	5
1.	There are informal payments to experts to accomplish tasks.					
2.	There is a periodic monitoring and evaluation system of experts.					
3.	There are mechanisms that enables to question and control land experts.					
4.	Decision makers are accountable for their actions or decisions.					

Any other additional issues on accountability ----------

Nº	**Questions on Equity**	1	2	3	4	5
1.	There is equal access of services without discrimination.					
2.	The experts deliver their service impartially.					
3.	There is fair compensation to all customers who lost their land holding.					
4.	The land administration service delivery fee is reasonable.					

Any other additional issues on equity ----------

№	**Questions on Efficiency and Effectiveness**	1	2	3	4	5
1.	The experts provide its services as per the service delivery standards.					
2.	Process and the results of the office meet the need of customers.					
3.	The land administration office has standardize service quality.					
4.	There is special service delivery mechanisms for disadvantaged group.					

Any other additional issues on efficiency and effectiveness----------
---

Overall, how do you rate the level of your satisfaction on the services provided by the land administration process?

a. Very low ☐
b. Low ☐
c. Moderate ☐
d. High ☐
e. Very high ☐

"THANKS FOR YOUR KIND RESPONSE"

Appendix 2: Questionnaires to be filled by customers

BAHIR DAR UNIVERSITY
INSTITUTE OF LAND ADMINISTRATION
DEPARTMENT OF LAND ADMINISTRATION AND MANAGEMENT

Dear respondent,

The purpose of this questionnaire is to collect data regarding the evaluation of land administration process with respect to good governance principles in Nifas Silk Lafto Sub city Land Development and Management office for the partial fulfillment of the requirements for Master's Degree in Land Administration and Management in Bahir Dar University. Your genuine response for the following questions is extremely important for the successful completion of this work. The information you provide is used only for academic purpose and will be kept highly confidential.

I would like to thank you in advance for your cooperation and sacrifice of your precious time. If you have any inquiry, please don't hesitate to contact me and I am available as per your convenience *(Mobile*; +2519 13 35 64 96 *or e-mail;* ***ketemamare2007@gmail.com)***

TO BE FILLED BY LAND ADMINISTRATION EXEPERTS

1. Questionnaire number……
2. Date of data collection……

PART I: Background Information

Please circle the answer you choose.

1. Sex a) Male b) Female
2. Marital status a) Married b) Single c) Widowed d) Divorced
3. Age in years a) 18-30 b) 31-40 c) 41- 50 d) 51- 60 e) Above 60 years
4. Education a) certificate b)Diploma c) Degree d) Masters e) PhD
5. Position a) Office head b) team leader c) senior expert d) junior expert e) supporting staff
6. Year of stay in the office a) below 2 b) 2-5 c) 5-10 d) Above 10

PART II. Please Give the Appropriate Answer for Each Question

A. Questions on the Existing Land Administration Process

Please choose and circle a single answer for each question that you feel best describes.

1. How frequent land cases come to you? a) None b) less often c) often d) Very often
2. How do you evaluate the level of land administration process before the organizational reform? a) Very bad b) bad c) medium d) good e) very good
3. How do you evaluate the level of land administration processes after the organizational reform? a) Very bad b) bad c) medium d) good e) very good
4. When do you monitor and evaluate the land administration process in your organization? a) Daily b) weekly c) monthly d) quarterly e) annually
5. How do you assess the coordination between your organization and others(such as city and wereda administrations, courts, revenue office) to bring good land governance? a) Very bad b) bad c) fair d) well e) very well.

B. Questions on Major Land Administration Problems

Please put your answer by using **"X"** sign for each question that you feel best describes on the scale, where 1="Strongly disagree"; 2="Disagree" 3="Neutral"; 4="Agree" 5="Strongly agree"

№	Questions on major land administration problems	1	2	3	4	5
1.	The compound and the office are attractive and clean.					
2.	The setup of the land administration office is good.					
3.	Rules and regulations are well implemented.					
4.	The office uses modern technology.					
5.	The leadership of the land administration process is good.					
6.	The experts are committed to serve customers.					
7.	Materials are available to provide good service.					
8.	There is enough budget allocation to provide good service.					

Any other additional issues on the land administration problems----------
---

C. Questions on Good Land Governance Principles

Please put your answer by using **"X"** sign for each question that you feel best describes on the scale, where 1="Strongly disagree"; 2="Disagree" 3="Neutral"; 4="Agree" 5="Strongly agree"

№	Questions on Participation	1	2	3	4	5
1.	There is participation of customers in land administration plans.					
2.	Customer's participation in the evaluation of land administration is enough.					
3.	The involvement of customers in the land service delivery process is significant.					
4.	The land policy are based on consultation with customers and their feedback.					

Any other additional issues on participation ----------

№	Questions on Transparency	1	2	3	4	5
1.	There is transparency of land administration process in the sub city.					
2.	The clarity and accessibility of the laws and rules are good in providing land service.					
3.	The land and land related information service are provided at the sub city level.					
4.	There is accessibility of land transactions to all residents.					

Any other additional issues on transparency ----------

№	Questions on Accountability	1	2	3	4	5
1.	There is an accountability system in the office.					
2.	There is a mechanism for questioning and explaining regarding land services.					
3.	There is an appeal mechanism for conflict resolution regarding land service.					
4.	There is a periodic monitoring and evaluation system to assess service delivery and good land governance.					

Any other additional issues on accountability----------

№	Questions on Equity	1	2	3	4	5
1.	All customers have equal access to housing land.					
2.	All customers have equal access to land information without discrimination.					
3.	The experts deliver their services impartially.					
4.	Fair compensation is paid to all customers who are losing their holdings.					

Any other additional issues on equity ----------

№	Questions on Efficiency and Effectiveness	1	2	3	4	5
1.	The cost of land administration process is affordable to customers.					
2.	All customers receive decision in a short period for their service.					
3.	The experts perform their duties diligently and objectively without seeking bribes.					
4.	There is proper land registration system and records.					
5.	The office provide its service as per indicated on the service delivery standards.					

Any other additional issues on efficiency and effectiveness ----------
---

Would you like to add anything related to the land administration processes of the sub city? ------
---

"THANK YOU FOR YOUR KIND RESPONSE TO EACH QUESTION!!!

Appendix 3: Focus group discussions

1. What is the mission and goal of the sub city land development and management office?
2. Is the office achieving its targets from the point of its establishment?
3. Who are the stakeholders of your organization?
4. What are the differences of your organization from other land sectors?
5. What are the major strengths of the office?
6. What are the major weaknesses of the office?
7. There was a reform in your organization in July/2019. How is the performance of the office before and after the reform?
8. As observed, customers are complaining on the service delivery of the office. What do you say about their compliance?

"THANKS FOR YOUR KIND RESPONSE"

Appendix 4: Interview questions for key land customers and experts

Interview questions for key land customers and experts

Name of interview ----------
Role and affiliation ----------
Telephone ----------
Email----------

Date of interview—----------
Time of interview----------
Place of interview----------
Interviewer----------

1. How is the organizational structure of the land administration institution in the sub city?
2. Do you think that there is no overlapping on the duties and responsibilities of departments?
3. Do you think that all land administration offices are under one umbrella?
4. Do you think that there is clear, fair and transparent rules and regulations, free access to information to land customers?
5. Are there simple procedures and fast processing services in the for land administration?
6. Do you believe that there is periodical performance evaluating system for the land administration process?
7. How do you think the implementation of uniform services standards that are monitored, codes of conduct for staff (as well as mechanisms of sanctions) and incentive such as awards for outstanding employees?
8. Is there any customer participation on formulation and updating rules, regulations and laws in the sub-city level?
9. Does the sub-city land administration have accurate, integrated and computerized land administration system and successful implementation of land policies?
10. Is there interest of participation in solving problems and evaluation of overall services quality?

"THANKS FOR YOUR KIND RESPONSE"