

***Assessment on the Challenges of Urban Land Governance Practice in
Kaffa Zone:
Bonga Town Land Management and Development Office***

*A Thesis submitted to the Department of Management of Jimma University in
Partial Fulfillment of the Requirements for the Award of the Degree of Masters
in Public Management (MPM)*

By:

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**JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
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**JUNE 14, 2021
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Practice in Kaffa Zone:
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CERTIFICATE

This is to certify that the thesis prepared by Teshager Tadesse is entitled “Assessment on the Challenges of Urban Land Governance practice in Bonga Town Land Management and Development office in Kaffa Zone.” Submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Management complies with the regulation of the University and meets the accepted standards concerning originality and quality.

Approval of board of examiners

Internal Examiner Name

_____ Date _____ Signature_____

External Examiner Name

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DECLARATION

I hereby declare that this thesis “Assessment on the challenges of urban land governance practice in Kaffa Zone Bonga Town Land Management and Development office” is my original work that has been carried out under the Supervision of candidate Daniel Amente (Ph.D. candidate) and Firew Mulatu Department of Management, Jimma University during the year 2021 as part of the Degree of Master of Public Management following 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.

Researcher Name

Signature

Date

Teshager Tadesse

Abstract

Evaluating land management problems and directing sustainable solutions was very important for the sustainable development of urban cities. The study aimed at assessing the challenges of urban land governance practice in urban land development and management office in Bonga town, Kaffa Zone, South national Regional State Government. This research adopted a mixed approach in addressing the research question raised. The researcher selects a descriptive research design to describe the collected data reliably. Data were collected from primary and secondary sources. The methods of sampling techniques selected for this study are non-probability and probability sampling techniques were employed to select samples from the population. To gather sufficient and relevant information for the study, service user residents and employees of land management and development from Bonga town were included. As per the methods of analyzing data are concerned, the researcher applied descriptive statistics to analyze Quantitative data. In addition to this, Qualitative Content analysis is also used to address the qualitative information. The findings of the study revealed that there was a lack of transparency in land provision, weak citizen participation in the land development and management and unequal treatment of clients in the service provision were observed as key problems, service users were dissatisfied with the performance of land development and management officials in their service delivery for different needs and unwanted high political intervention and patronage network with the officials of the office that favors corruption. Based on the findings, to improve transparency and participation of the local community, enhancing institutional and organizational capacity, practicing accountability, equity-based land service delivery, establishing service standards to be effective and efficient which include all the elements of the service provided in the land management and development office are consistently stated as recommendations.

Keywords: *Urban Governance, Land Management, and Principles of Governance.*

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Acronyms

AUC	African Union Commission
CSA	Central Statistics Authority
ECA	Economic Commission of Africa
EPRDF	Ethiopian People’s Revolutionary Democratic Front
FAO	Food and Agriculture Organization
FDRE	Federal Democratic Republic of Ethiopia
FNG	Federal Negarit Gazeta
GURI	Global Urban Research Institute
LGAF	Land Governance Assessment Framework
MoUDHC	Ministry of Urban Development, Housing, and Construction
TGE	Transitional Government of Ethiopia
UGI	Urban Governance Index
UN	United Nation
UNDP	United Nation Development Program
UN-HABITAT	United Nations Human Settlements Program
USAID	United States Agency for International Development

CHAPTER ONE

1. Introduction

This chapter presents the background of the study focusing on the critical importance of urban land and the basic challenges of urban land management that convince the researcher to conduct a study on the issue. Moreover, the chapter presents the statement of the problem, research questions, objectives of the study, scope of the study, the significance of the study, limitations of the study, and organization of the paper.

1.1 Background of the Study

Cities are rising as important actors in the global political arena for sustainable development. More than 1/2 the global populace now lives in city areas and from 2015 to 2030 the city population will amplify by way of more than one billion people, more often than not in cities in Asia and Africa. Urbanization is a defining trait of the 21st century, and cities are decisive for the future of sustainable development, which has been identified through the definition of a stand-alone purpose for sustainable urban improvement (Voorst, 2016).

The land is a fundamental resource for the economic development of any country in the world (Burns and Dalrymple, 2010). As (Good and Land, 2012) Discussed, the land is an enormously valuable asset, typically accounting for 30-50% of national wealth in developing countries, globally, land governance is about the policies, processes, and institutions by which land, property, and natural resources are managed. As (Arko-adjei et al, 2010) Stated, “Land governance is basically about determining and implementing sustainable land policies and establishing a strong relationship between people and land. A well-planned and managed urbanization create a favorable platform for dealing with different societal problems, such as service delivery and poverty alleviation. The rapid population growth in urban areas followed by the need for housing and socio-economic expansions, on the other hand, increases the number of people-to-land relations and creates unprecedented pressure on urban land which is a major asset in urban areas. Failure to respond to the housing needs of the urban poor, either through providing houses or urban land, leads to slum formation and illegal land occupation.

Monitoring Local Well-Being in Environmental Interventions: A Consideration of Practical Trade-Offs, (2015)., cited in B. K. Alemie,(2015)., noted that when the needs for urban land are not met, urban poverty and unsustainable urban development are the results.

In Ethiopia under the FDRE, urban land is governed and administrated by the urban land leasehold law which has been amended three times since its first application in 1993. The first urban land leasehold law, (To et al., 1993)by the Transitional Government of Ethiopia (TGE) and the second (proclamation 272/2002) by FDRE were issued without underlying urban land policy. The third urban land leasehold law (FNG, 2011)was also issued following the acceptance of the first urban land management policy (FNG, 2011., B.K. Alemie, 2015).

The prevalence of good governance is a foundational institutional requisite for the development of effective, efficient, equitable, and well-functioning land and building a transparent and accountable land administration system (FNG, 2011). However, the reality of ensuring good land governance in Bonga town is still many more visible problems such as discrimination, corruption in land service delivery systems, rent-seeking, lack of skilled manpower, and the likes. On the other hand, there are competing interests in land such as residential, commercial, industrial, transportation, and other interests that need to be handled in a manner that secures benefits for all parts of the society. Land management serves the process of balanced competing demands on limited urban space. Therefore, a need for integrated management of land resources to reduce, if not eliminate, potential conflicting demands of the various land-based activities to ensure sustainable development. To Balance the issues in the study area conducting research are unquestionable. Hence, the purpose of this research is to assess the challenges of urban land governance practice in land management and development in kaffa zone Bonga town.

1.2. Statement of the Problem

In Ethiopia, urban land administration is often perceived as one of the most corrupt sectors in public administration (Yiadom, et al., 2014). Under the FDRE, urban land is governed and administrated by the urban land leasehold law which has been amended three times since its first enactment in 1993 (No. 80/1993, 272/2002, and 721/2011) without any assessment (FNG, 2015).

As Alemie, (2015) cited in Bjorn (2008) existing understandings and assessments of land governance are usually confined to national, city, and sub-national levels. The Land Governance Assessment Framework (LGAF) is good in this regard: it has, however, only considered the national context until recently.

For instance, (B.Alemie and Zevenbergen, 2015) have carried out research involving Bahir Dar, Dire Dawa, and Hawassa cities and stated that “land administration and land governance was generally surrounded with the aid of a growing wide variety of weaknesses and threats”. (Meseret, 2016), on analyzing land right registration in the Amhara region, got here to a finding that: “the economic cost of land proper registration in city areas includes informal transactions expenses (bribing), for example, land respectable costs, such as surveyors costs, transport, and material costs, photocopies and different costs extremely affect the poor”. Similarly, (Yiadom, et al., 2014) carried out a find about at Hawassa and concluded that, “governance in the town is vulnerable which leads to an ill-functioning land shipping system.”

Furthermore, in reviewing and testing against evidence obtained through discussion with the public and officials in land administration research covered three municipalities - Harar, Awash 7-kilo and Mekelle - across the country they concluded that “...administration of public land by municipal authorities has been poor and that, if the present trend continues, it is difficult to expect the increase of urban development without radical change to the system of land administration” (Takele. et al., 2014).

Although, the reality of ensuring good land governance at Bonga town is still many more visible problems such as discrimination, corruption in land service delivery systems, rent-seeking, lack of skilled manpower, and the likes. On the other hand, there are competing interests in land such as residential, commercial, industrial, transportation, and other interests that need to be handled in a manner that secures benefits for all parts of the society.

However, like, (Yiadom. et al., 2014) done different studies only considering the national context until recently. Although researchers like (Mesert. et al., 2016) were conducted regarding this title, they only paid great attention to the coverage of the cities, and sub-city level and only use good governance principles as a variable without considering institutional capacity, legal framework and the local emerging towns like Bonga. To fill this gap, study on

assessing the challenges of urban land governance practices in Bonga town is important since there is a high rate of urbanization in the town and supplying serviced land for the population is becoming a challenge to the urban administrators and the community at large, and no specific study on this issue based on governance principles and institutional capacity and legal framework as the main variable was conducted. Because of this, the researcher intends to conduct this study paper accordingly.

1.3. Research Questions

The study mainly inquires the relationships among land development and management systems, assessing urban land governance and challenges of implementation of good governance principles in Bonga town Administration. The research was attempted to answer the following specific questions;

- What are the principles of urban land governance practices manifest in urban land management and development office in Bonga town?
- What are the major challenges of urban land governance practice at Bonga townland management and development office?
- What are problems in urban land governance practice associated with customer service delivery in Bonga townland development and management office?
- What are the possible remedies that are used to solve the challenges?

1.4. Objective of the Study

1.4.1. General Objective

The general objective of the study was to assess the challenges of urban land governance practice in the land management and development office in Bonga town, Kaffa zone.

1.4.2. Specific objectives of the Study

- To assess the application of urban land governance principles in urban land management and development office in Bonga town.
- To identify the major challenges of urban land governance practice in comprehensive land development and management frameworks in Bonga townland administration.

- To identify problems in urban land governance practice associated with customer services in Bonga townland management and development office.
- To suggest recommendations on how to overcome the existing challenges of land management and development in the study area.

1.5 Scope of the Study

The study was delimited to evaluate the challenges of urban land governance at Bonga townland development and management office. The key concern of the study was assessing how the conventional principles of good governance are in place in the Bonga townland development and management office. The researcher was focusing on the office of urban land management and development. Under this major office, there are some core process owners. For example, under urban land management and development, there are urban landholding registration core processes and urban land banking.

The study was targeting service users of the residents and technical experts of the town. Besides, good governance criteria are many and wide in their scope. Because of time constraints and other factors, it is difficult to include all parameters that describe good governance in this study. Therefore, the researcher is delimiting five of them, such as transparency, accountability, participation, effectiveness and efficiency and equity would be considered as the main study variables. Because these elements are the most significant and they would be referred to as core elements of good governance and used by almost all stakeholders. However, good governance would be also assessed by other governance indicators.

1.6 Significance of the Study

Researches have plenty of importance for the respective stakeholders. As per the significance of this study is concerned, it provides the following importance: First and foremost, the study seeks to identify the main challenges hindering the efficient and effective land management of Bonga town as well as the respective solution for the existing problems. In addition to this, this study was contributing a great many input data for policy formulation on good governance of urban land management at the national. Moreover, this study was benefiting different stakeholders like Politicians at national, regional, municipal and local levels, Officials in land

administration and state land management at the national, regional and local, commercial investors (agriculture, forestry, mining, petroleum, etc.), Real estate agents or brokers, formal and informal Land developers and construction businesses and Civil society (international and national). Having known the absence of visible research conducted at the town relating to the title in hand, the researcher believes as the study can be an input to professionals and other individuals who will conduct further studies to examine issues related to Urban Land Management and Development as well.

1.7 Limitations of the Study

Some potential weaknesses were identified during the progress of completing this research study. A major problem during the study was the respondent's resistance. Lack of willingness to participate in the survey because answering the questionnaires will be time-consuming and perceived as it doesn't bring any benefit to them.

To overcome these challenges during the study the researcher use his own time and other resources effectively to have the expected information and to achieve the very objective of the study and convincing the respondents and make positive relationships and supporting the respondents by accessing materials that were used in the contact time.

1.8. Organization of the Paper

This study was organized into five chapters. The first chapter deals with the introduction, background of the study, statement of the problem, objective of the study, the scope of the study, the significance of the study, and organization of the paper. The second chapter includes various literature and research reviews. Chapter three focuses on the methodology and research design. The fourth chapter deals with the result and discussion of findings. Finally, the fifth chapter presents the summary of the major findings, conclusion, and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

This chapter deals with a related literature review, which includes; Theoretical review, Empirical review, and conceptual framework that discuss the details of the study topic.

2.1 Theoretical Review

2.1.1 The Concept of Governance

The concept of governance and its meaning have gone through changes over time due, notably, to its affinity to the word „government“. Initially, the concept was closely tied up with that of government and its utilization for a long period was limited to the traditional conceptualization of government (Jones, 2010).

Stoker (2011) described the governance method as a “new manner of governing; or changed situation of the ordered rule; the new method through which society is governed”. The “new approach” does not suggest novel, it builds on the previous by way of integrating new elements however not altering the whole ideas that have exists previously. The governance concept is, therefore, a shift from relying absolutely on the authorities to unravel public troubles to mobilizing different other actors in partnership with the state.

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

2.1.2 The Concepts of Good Governance

Good governance is the process and institution produces results that meet the need of the society, while making the best use of resources at their disposal. It is among other things participatory, transparent, and accountable. It is also an effective and equitable role that promotes rule of law (UNDP). Governance is the process of decision making and the process by which decisions are implemented or not implemented or administrative authority in the management of countries affairs at all levels (UNDP, 2012).

Governance comprises the complex mechanisms, processes, and institutions, through which citizens and groups articulate their interests, mediate their difference and exercise their legal rights and obligations. Governance is nothing else than the conduct of the government. Governance has become a concept that includes more and more phenomena related to the steering of societal development. Governance is a process of decision-making or the process in which decisions are implemented or not implemented (Adisalem, 2016).

According to Maya (2014), the term governance is not just on government but also on the private sector and civil societies. Governance is more about the process through which a decision is made, rather than the substance of the decision itself (M.Wesley, 2016) Good governance is the necessary word because it brings better economic achievement acceptability of a political system, and quality of life (Hall and Avenue, 2016).

Better governance is recognized as one of the targets of the millennium development goals, an agenda for alleviating poverty and bringing sustainable development that world leaders agreed on at the Millennium Summit in September 2000 (Hichaambwa and Beaver, 2013). Most African country leaders capitalize on governance agenda to emancipate their society from poverty.

According to (Maya, 2014) Good governance has been recognized as the crucial prerequisite for effective development and the concern of good governance especially at the local level has been increased since the wave of decentralization has pound some developing countries.

Good governance is among other things participatory, transparent, and accountable, effective, and equitable, and it promotes the rule of law. Good governance refers to the competent management of a country's resources and affairs in a manner that is open, accountable, equitable, and responsive to

people's needs. It generally implies the ability to perform efficiently, effectively, and responsibly guided by principles that are feasible and desirable at all levels of the society, not just at the political one (Baudouin, 2019).

Good governance as a basic development agenda has got significant momentum in the world especially in the last decade and has become the issue that attracts the attention of different economists, political scientists, lawyers, Politian, international, regional, and national organizations, and various donor agencies. The notion of good governance is relatively new. It surfaced in 1989 in the World Bank's report on Sub-Saharan Africa, which characterized the crisis in the region as a crisis of governance World Bank (1989). It then represented an important departure from previous policy, largely prompted by the experience in Africa. The main thrust behind its introduction in the Bank's corporate policies resides in the continuing lack of effectiveness of aid, the feeble commitment to reform of recipient governments, and the persistence of endemic corruption in developing countries.

According to (UNDP, 2012), right governance is described as the exercise of economic, political, and administrative authority to control a country's affairs through a participatory, transparent, accountable, effective, and equitable manner which promotes the rule of regulation ensures that social, political and monetary priorities are primarily based on wide consensus in society and that voices of the bad and the most vulnerable are heard in decision making over the allocation of development resources. (USAID, Ethiopia Land Policy and Administration Assessment, 2012) Refer to correct governance as the potential of government to enhance an efficient, effective, and in charge public management process.

2.1.3 Good Urban Governance

Urban governance is an important extension of the theory of governance. Its notion evolved from the work of the GURI (global Urban Research Institute) starting in the early 1990s. Focusing on the local level, The GURI's approach was to particularize the concept of governance in an urban context. Taking up the definition of governance, the GURI developed an urban-governance framework including elements mostly considered to lie beyond the public policy process. Thus illegal operators, informal-sector organizations, and social movements were incorporated, recognizing that these elements are nevertheless contributory in the development of third world cities as well as having a significant influence on the urban landscape (McCarey, 2010)The United Nations Human Settlements Program defines urban governance as:

“...the sum of many approaches persons and institutions, public and private, palm and control the frequent affairs of the city. It is a continuing procedure through which conflicting or diverse hobbies may additionally be accommodated and cooperative motion can be taken. It consists of formal establishments as properly as informal arrangements and the social capital of citizens.” (UNHABITAT, 2012)

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

The 21st century is going to be the first century in world history when more than half of humanity will live in cities. Even Sub-Saharan Africa is almost 50 percent urban. (The Institute of Internal Auditors, (2012) urban societies are much more challenging to govern than rural societies. In rural societies, people can grow their food, so they are less susceptible to a price increase for basic commodities. Rural societies do not require the complex infrastructure of potable water, electricity, and other things that urban societies have.

Urbanization widens the scope of error for leaders in the growing world while simultaneously narrowing the scope for success. It is harder to satisfy a city populace than a rural population, particularly when that population is developing in such leaps and bounds that governing institutions absolutely can't keep pace (Robert D. Kaplan, 2011). As giant cities grow in growing areas, the desires of their populations for regular services, such as ingesting water, sanitary services like trash series and sewerage, roads, housing, public transport, education, health, and land provision will become very insistent interventions. In the route of its Global Company on Urban Governance, UN-HABITAT promotes “good” city governance, for that reason adding a price judgment to the concept. Being aware of that, the employer identifies several concepts characterizing the very right city governance which is interdependent and together reinforcing (UN-HABITAT, 2016)

2.1.4 Urban Land Governance

Urbanization increases the demand for land: more land users and land interests are involved in urban land than rural areas. These new interests put enormous stress and challenges on urban land which needs a well-organized decision to harmonize these diverse interests (Alemie, 2015). (Burns & Dalrymple, 2010) commented, “That weak institution and the high land values lead corruption actions and informal settlement”. Related to these, (Yiadom, 2005) asserts that urban laws are often subject to constant change because actors are misinformed, confused, or untrusting. For instance, in Ethiopia, the urban land leasehold proclamation was modified three times since its inception in 1993 (Burns & Dalrymple, 2010). These indicate the institutional and organizational functions that are responsible for dealing with the issue of people-to-people relations are weak and fragmented. So, incorporating good governance into policymaking and implementation is central to tackling the challenges above. This is because the applying good governance concept creates a platform that encourages different actors to participate, various interests to be discussed and argued, and collaboration during policy-making and implementation to strengthen. As (Alemie,2015), applying good governance in urban land administration has at least three advantages: First, it pinpoints the exact causes of the urban people to an urban land problem such as urban land access and urban land uses at the local level. Second, a governance approach provokes discussions among diverse actors including urban people, to scrutinize alternative solutions to the problems identified. Third, it forms a shared platform to follow up the proper implementation of the solution is identified. And generalized as these combined lead to the achievement of the desired policy outcomes and thereby the goals of sustainable development.

Also, (Burns & Dalrymple, 2010) commented that contemporary urbanization and associated public service such as the provision of housing, utilities, infrastructures, waste management are related to urban land and they need the notion of urban land governance to improve the lives of urban poor and consequently support the realization of sustainable development in a country or nation more broadly.

2.1.5. Good Governance in Land Administration

International (TI) survey of 2002 in South Asia revealed that land has become the 2nd corruption-prone sector in Pakistan; 3rd in India, Bangladesh and Srilanka; and 4th in Thailand”. McAuslan (2012) has also pointed out that: “senior politicians and public servants

in cities all over the world manipulate or ignore the law and administration relating to land allocation and development to line their own pockets and those of their families, friends, and political allies”.

Another constraint to increasing land access for the poor and attracting the private sector to participate in land development is the lengthy administrative procedures. Research in many developing countries (Bolivia, India, Lesotho, South Africa, and Tanzania) found that administrative procedures imposed constraints to the urban poor to obtain land through the formal procedure (Payne, 2011). It is because of this factor that most people, including middle and high-income groups, have looked to informal means to obtain land.

There are many consequences of poor governance in land management that have direct and indirect impacts on cities, such as unplanned urbanization, land speculation, inequitable land distribution, and bribery in land allocation and development. Generally, most literature reflects as urban good governance practice in land administration is vital to solve the urban problem and bring urban development.

2.1.6 Overview of Land Administration in Ethiopia

Land administration is the process of determining, recording, and disseminating information about tenure, value, and use of land when implementing land management policies (Solomon and Rinfied, 2013). Land tenure in Ethiopia has undergone dramatic shifts from feudalistic systems under the monarchy of Emperor Haile Selassie (1930-1974) to socialist land policies under the Dergue military government (1974-1991), to the current system under the Ethiopian People’s Revolutionary Democratic Front (EPRDF) who took control in 1991. This has left peoples uncertain about their rights (Tetra Tech 2013). In Ethiopia; all land is under public/state ownership. While the land is not subject to sale or other means of exchange, the government does recognize use rights and holdings. On other hand, Ethiopia’s federal structure gives its regions a lot of autonomy, which, in turn, has led to the coexistence of different laws and institutions with unclear responsibilities at different levels (WorldBank, 2012).

As international transparency (2014) found out, urban land administration is delegated under the federal constitution to city governments and municipalities. However, there is no common system to administer land in urban areas. Urban land is provided through a lease system, a

perpetual permit system, and separate legislation for condominiums. According to this, the urban land lease holding proclamation stipulates that the leasing system will apply to all urban areas irrespective of how they were acquired, relevant authorities have yet to adopt the leasing system. This also asserted, there is no real system to record rights and restrictions and the registry faces capacity issues.

2.1.7 Institutional Capacity and Good Governance

In a good governance context, capacity refers to the ability of an institution of governance, the legislator, executive, and judiciary to perform its responsibility or politically mandated functions or roles efficiently and effectively (Byamugish, 2016). Politicians set desires and large strategic directions; however, sound institutional arrangements can decide the vision of political leaders. Democratic governance desires well-nurtured establishments especially the civil service. (UNDP, 1998), additionally outline institutional capability as the capability of character and companies or organizational devices to fragrance features effectively, efficiently, and sustainably. The definitions set through UNDP has three vital aspects (I) it shows that ability is now not a passive kingdom however is a phase of a continuing system (II) it ensures that human assets and how they are utilized central to capability improvement and (III) it requires that the overall context within which companies undertake their features will also be a key consideration in techniques potential development. So, from this issue, it is viable to deduce that a superb group is one of the elements that can assist in advertising good governance. Thus, if the public institutions are inefficient in the technique of service delivery, it is a huge venture to make sure top governance and can abate sustainable development and create mistrust between the government and the public at large.

2.1.8 Challenges of Good Governance

Despite its seemingly universal acceptance, the concept of good governance especially as advocated by western donor agencies and multilateral banks has faced serious criticisms. Michiels de Vries in his article, “The Challenges of good governance”, notes that the term good governance has been abused by attaching a myriad of confusing indicators to it and these so many indicators have made achieving it almost impossible (G.devries.et al, 2015)He further argues that “it is no longer self-evident that improving governance will result in a discount of the societal managerial problems. The improvements may additionally supply short period

responses to serious governance deficits, but may also now not grant long term options to them”

Other opponents of the good governance agenda also raise strong challenges. Critics, especially in aid-recipient countries, argue that the use of governance criteria in the allocation of foreign aid effectively introduces political conditionality and the values that impose Western liberal models of democracy by turning deaf ears to the peculiar social, cultural, political, and economic aspect of societies (G.devries.et al, 2015).

(Grindle, 2011) Points out that the good governance agenda is a poor guide for policy because it is ad hoc, „unrealistically long”, and not attuned to issues of sequencing and historical development. Along related lines, (Andrews.et al, 2011), (Pritchett and Wool cock, 2004) note that prevailing models of government effectiveness are „like telling developing countries that the way to develop is to become developed“ and that the „one-way best model“ of governance ignores institutional variation across well-governed states.

2.1.9 The Challenges of Addressing Land Governance

Why, then, has there not been extra progress in land governance? Three motives relate to: - (a) The technical complexity of land administration and the need to make coverage trade-offs; (b) the political sensitivity and, in many cases, institutional fragmentation of the land sector; and (c) the country-specific and now and again neighborhood nature of land tenure arrangements that make easy institutional transplants impossible. Land administration is technically complicated and cuts throughout many disciplines, such as law; information technology; geodesy; geomantic and surveying; economics; urban planning; anthropology; and environmental, social, and political sciences. Some of these fields are unexpectedly advancing, making it necessary not to remain with outdated options however rather to plan structures in a way that anticipates future improvements. A key undertaking is also to make trade-offs that help enhance standard device overall performance instead of the center of attention on over-engineered approaches that can also be splendid from a disciplinary standpoint however weigh down the system and subsequently make it unsustainable (Ladi, 2014) .

While these trade-offs are ultimately a policy decision, a framework for the land sector can help to identify key areas of concern and guide support for developing an integrated strategy.

Because control of land is a key determinant of economic and often political power, the land sector is intensely political. This explains the fact that in many countries, the sector is characterized by a high level of institutional fragmentation, in which, contrary to sectors such as education or health, the responsibility for the formulation and implementation of land policy is dispersed among ministries and institutions in different sectors (for example, lands, justice, finance, agriculture, forestry, environment, urban affairs and housing, and mining and energy). The division of responsibility between central and local government institutions adds further complexity that often results in uncoordinated actions and high transaction costs. To deal with this complexity, one must take a holistic view and focus on objectively measurable information based on technical issues rather than base assessments on value judgments and subjective perceptions that could be interpreted as politically motivated (Birdsall, 2012).

Land rights and tenure arrangements have evolved over long periods in response to ecological conditions and resource endowments and often reflect societies' values and norms. In many countries, external factors such as colonization have significantly affected land administration arrangements and institutions. Attempts to assess land institutions that fail to draw on local knowledge and instead try to impose one size fits all solutions are unlikely to be effective because the solutions may not be appropriate to the specific characteristics of a given location. Initiatives are undertaken without local knowledge or out of sequence (for example, surveying or titling without a policy framework to secure rights and ensure an accessible and transparent process) have often had undesirable impacts (Birdsall, 2012).

Several initiatives have aimed to mix current governance indicators in modern approaches to summarize these that are already of relevance to neighborhood governance (for example, the International Property Rights Index below the patronage of Hernando De Soto). But coming up with a wonderful device to check land sector governance that ought to serve as a groundwork for diagnosis and policy speak is likely to require greater precision and an awful lot more unique approach. Ideally, a device to assist with this would be based totally on a diagnostic assessment that generates facts in a replicable and most economical way, characterized by way of 4 criteria:

(a) ample standardization to permit qualitative assessment across countries and, greater important, identification of desirable practices that should be transferred between countries; (b) use of quantitative records as much as feasible to provide approaches to take away subjectivity, to confirm information, and to compare over time and (ideally) throughout places inside a country; (c) complete coverage of applicable troubles and a hyperlink to actionable policy prescriptions; and (d) applicability at a sufficiently low fee to generate debate and consensus among stakeholders to permit follow-up measurement and to make a contribution to great harmonization and coordination (Birdsall, 2012).

2.1.10 Challenges of Urban Service

Although the achievements in service delivery, key challenges continue to affect the efficient and effective delivery of services. Unable to address the constraints could affect the improvement made over the implementation period in the areas of service provision.

According to (Brown and Froemke, 2012) the fundamental problem though is not with the reform initiatives themselves, rather the view that there are comprehensive solutions that address all sides of change. The reality is that different approaches, processes and tools must often be deployed in tandem (rather than sequentially) if organizational performance is to be improved sustainably. This is why all of the components of reform are important and they should not be implemented as separate work-streams. He further noted that integrating them so that they complement each other is an art form rather than a science, which has not been practiced in Ethiopia. If it had, it is conceivable that the reform program might have been even further advanced than at present.

(Garcia and Rajkumar, 2012) discussed the challenges as for accountability mechanisms to be effective and service delivery to improve, the delegation of responsibilities must be matched by adequate finances especially at the local government level, and expenditure assignments of the different levels of government need to be fully and defined. This does not yet happen to a sufficient degree in Ethiopia's civil service. Lack of clear assignments can lead to duplication of effort and lack of coordination. It also makes it difficult to assign roles and budgets to meet functional objectives. Responsibilities in other areas are less clear. The cities are responsible for most of land administration services, with gaps in the legal framework (or fail to harmonize) of exactly what is expected of them, how they are supposed to complement each

other, or how much each level is supposed to contribute. Not only are these distinctions weak or not exist, but there is also no clear linkage to fiscal capacity and responsibility. Functional and fiscal assignments need to be tied and function cast as accurately as possible to create a clear junction between functional accountability and fiscal arrangements. Within each of the broadly assigned areas of responsibility, the exact roles of each level of government and organization need to be made clearer (Garcia and Rajkumar, 2012).

Many woredas have been limited by the lack of adequate staff to deal with the challenge of improvement in service provision (World Bank, 2011) and the 2014 report of the World Bank on staff turnover noted that there is high vacant position' in the public sector. Turnover and scarcity of staff are high in professional and technical areas where many staff is leaving away from public sectors. Strategic personnel management and compensation policies of service providers are key to the success of service delivery reforms as these strategies may help to retain professional staff in the public sector (Brown and Froemke, 2012). But personnel management is one of the least developed areas in the public sector (World Bank- ICR, 2013). This challenge has to be addressed urgently to improve the service provision. To conclude this section, in the process of discharging service delivery responsibilities and enhancing service provision and good governance to meet the demand of the customers, Both the World Bank report and Birhanu findings have summarized the following constraints and challenges as they are prevalent in most public sectors: lack of staff and organizational structure; lack of effectiveness and efficiency of operations of institutions; low quality of service provision; the problem of sustainability and implementation capacities of organizations dealing with a capacity-building; problems related to attitudinal changes; disparity in the efficiency and implementation of capacity building within organizations and spatial units; poor participation of the citizen on prioritization and decision making; weak accountability and responsiveness to service delivery; and others.

2.1.11 Factors Affecting Land Management

(Ndubueze, 2011) With his study to examine urban land use planning, policies, and management in sub-Saharan Africa using Akure, Nigeria as a case study to determine its effects on land accessibility identified several factors responsible for inadequate land-use planning and management in the city. Inadequate Spatial Information/data on Land Use; Non-adoption and Utilization of Modern Planning Approaches/Techniques; and Outdated and outmoded land-use Planning Policies, Laws, and Regulations were among the constraints he identified. (Ndubueze, 2011) Also concluded that for land use management to be effective, there is the need for an integrated land use approach. The disjointed and uncoordinated land-use practices can't be anticipated to provide the preferred outcome of sustainable metropolis development. Thus, for land use management to flourish and extra importantly to create handy and conducive surroundings for existing and future generations, there is the need for an extra critical rethinking of land use control mechanism, policy, and action.

(Encceja, 2018) In his consultancy report on Urban Planning and Land Management for Promoting Inclusive Cities in India also revealed that land policy implementation remains weak due to a lack of institutional capacity resulting in weak land management and urban planning. On the other hand, a study conducted to assess urban planning and land management challenges in emerging towns of Ethiopia taking Arba Minch as a case example revealed land management challenges such as land-related conflicts, archaic land information management, informal land acquisition, proliferation slums, and squatters and land speculation. (Dube, 2013) recommends that efforts need to be made to make the planning and implementation system participatory, all-inclusive, and collaborative. He additionally cited that there ought to be suitable monitoring and evaluation techniques in place for responding to the rising and evolving challenges of diagram implementation and land administration in the town.

2.2 Empirical Literature Review

Some associated studies have been carried out with the aid of distinct researchers in special components of Ethiopia on land administration systems from the software of accurate governance perspectives, (Yiadom. et al., 2014), researched Strengthening Good Governance in urban Land Management in Ethiopia a case-Study of Hawassa. The essential intention of

this learn about was once to focal point on evaluating the city land transport manner in Hawassa in opposition to the historical past of fundamental governance concepts to ascertain whether or not the practices adhere to desirable governance principles. The find out about was once a descriptive-study type that entails the narration of statistics concerning the problems under consideration. The data used originated, mainly, from an ongoing associated study, and additionally, direct consultations with land administration officials had been performed and secondary information has been collected. The authors have introduced an overview of the person variables investigated underneath the 5 governance ideas adopted for the study. The result indicates that land management in the city lacks transparency, accountability, equity, efficiency, and effectiveness without which the town could not be in a position to deliver land that can contribute to the normal development of the city. It can, thus, be concluded that governance in the metropolis is weak which leaks to an ill-functioning land shipping system. In general, the researchers describe in their conclusion that the city needs to build a system that will promote participation, equity, transparency, and accountability, and thus potentially meet good governance objectives in land management. Promoting the interactive participation of residents in all aspects of the decision-making process will reduce exclusion and increase transparency and accountability. The feedback sessions, regular and ad hoc meetings all help to make the institutions accountable to the residents of the city and also improve transparency in the decision-making processes. Therefore, measures that are intended to improve transparency, accountability, and efficiency and effectiveness can help the municipality's lack of competent human resources to attend to land administration and suggests proactive capacity-building measures to improve efficiency and effectiveness in the land delivery process is considered (Takele.et al, 2014)

Another researcher (Birehanu, 2015) in his doctoral dissertation conducted a study on urban cadaster for urban land governance: "A socio-technical analysis in Ethiopia." The research has employed different methods consisting of literature reviews, case studies, exemplary cases system thinking having four different research objectives such as examining urban land governance across different levels in Ethiopia, examining the evolution of Ethiopian urban cadasters in support of urban land governance across three governing regimes, develop an integrated conceptual model to understand urban land governance across a

continuum and develop and test a socio-spatial methodology for evaluating urban land governance and test it with case studies.

The study result demonstrates that there had been tenure insecurity, inequity of land distribution, informal settlements which support the informal land market, lack of information access, weak local government capacity, lack of transparency, and rent-seeking.

The other descriptive survey study analysis conducted by (Tikue, 2016) conducted a study on, the performance of Good governance on Land Administration at the Local/Woreda level: The case of Naeder Adet Woreda, Tigray Region, Ethiopia. The study aimed to assess the performance of good governance about the principles of transparency and responsiveness in land administration of Naederadet woreda. The study indicates that some efforts were made to improve the service delivery; however, the lack of transparency in the land administration of the woreda concerning responsiveness has also remained dissatisfactory. The absence of clear service standards, attitudinal problems connected with corruption, poor documentation are among the major impediments of responsiveness in ensuring good governance in the woreda. By and on large, the research found the commitment towards ensuring good governance in the woreda is merely in talk than in practice. Its performance in land management is found low and disappointing in many rural communities. Good governance conferences, meetings, and public forums are scanty. In sum, the performance of good governance in land administration is hindered by lack of qualified manpower and inadequate resources; weak coordination among stakeholders; weak implementation capacity; weak public awareness coupled by weak education system; absence of strong monitoring and evaluation mechanisms, and corruption (Tikue, 2016).

(B. K. Alemie et al., 2015), did research on Assessing Land Governance in Ethiopian Cities (2002-2011): Lessons for the implementation of the 2011 urban Land Management Policy. The study set out to assess land governance in several cities of Ethiopia during 2002-2011 when proclamation 272/2002 was implemented and identify key areas of focus for the implementation of proclamation 721/2011. A descriptive research methodology was applied and an exploratory case study in several cities. The case study data were analyzed using the SWOT technique. The findings indicated that the land administration and land governance situation in Ethiopia from 2002-2011.

The SWOT analysis shows that land administration and land governance were generally weak and surrounded by a growing number of weaknesses and threats. Overall, the SWOT analysis helped to scrutinize the different shortcomings in land administration and land governance in the case study.

These include the absence of independent responsible institutions at the federal and regional level, lack of underlying urban land policy, lack of coordination of the existing institutions, lack of social participation and transparency, and weak capacity of implementation and monitoring of laws and spatial plans. Meanwhile, there were some opportunities to be used to improve land administration and land governance; however, efforts put to exploit these were low (B.Alemie and Zevenbergen, 2015).

Urban land management faces many problems in most developing countries as well as in countries in transition which hamper sustainable urban development (Magel and Wehrmann, 2011). There is rarely a clear urban land policy that considers the activities of all agencies involved in land management. Land administration and urban planning are often over-centralized. As an example, conventional centralized procedures limit the effects of regularization programs. This situation is worsened by the limited enabling capacity of central governments and the absence of a clear distinction of responsibilities between sector policies (ministries), between national, intermediate, and local levels as well as between State and Civil Society which leads to the duplication of some efforts while ignoring others. Besides the weak institutional and professional capacity to manage land, there is a lack of adequate financial resources, especially at the local level. Besides, complex land regulations and lengthy procedures, e.g. for land regularization are hindering fast and cost-effective solutions (ibid).

A study of informal land markets in Africa by (Garcia & Rajkumar, 2012)cited in FAO and UN-HABITAT (2013), indicated that in many African cities, formal land delivery models have been replaced by informal land markets. The study demonstrates that informal land delivery models are based on user-friendly characteristics and their socially accepted institutions for regulating transactions, based on (but evolved from) customary practice. These systems can deliver significant amounts of land, but sometimes inappropriate locations, with poor layouts and in the absence of infrastructure and basic services. Urbanization is a major change that is taking place globally. The urban global tipping point was reached in 2007 when over half of the world's population was living in urban areas: around 3.3 billion people. This

rapid growth of megacities (with more than 10 million inhabitants) causes severe ecological, economic and social problems. It is increasingly difficult to manage this growth sustainably. It is recognized that over 70% of the growth currently happens outside of the formal planning process and that 30% of the world's population live in slums or informal settlements, i.e. where vacant state-owned or private land is occupied illegally and used for illegal slum housing. In sub-Saharan Africa, 90% of all new urban settlements are taking the form of slums (UN-Habitat, 2009 cited in Enemark, 2012). The history of urban formation in Ethiopia dates back to the civilization of Axum and Yeha (Belachew K et al, 2003 cited in Habtamu, 2011). The political (military) and economic reasons are cited as the main reasons for the urban formation. Many urban centers in most parts of the country were established for administrative or as military garrison towns (Belachew K et al, 2003 cited in Habtamu, 2011).

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

The (FNG, 2011) defines urban land as “any land situated within the territory of an urban administration of any region.” Ethiopia's urban land market is divided into two: primary and secondary markets. While transactions in the primary land market are between the state and private land users, those land transactions in the secondary market are between private land users. While the state assumes a sole supplier of land in the primary market, it assumes a regulatory role in the secondary market. In the primary market, tender (auction) and allotment (land lease transfer without auction) are used as the two basic means of lease transfer from

government to citizens (Ambaye, 2015). In urban areas, land can be held only through a lease system. Concerning land ownership in Ethiopia, it is stated in the constitution (Article 40 (3)) that:

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

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

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

(Adisalem. M., 2016), performed a study on the performance of good governance about the principles of transparency and responsiveness in land administration in Naederadet woreda. The result of the find out used by the overall performance of proper governance in land administration used to be hindered through a lack of certified manpower and insufficient resources.

The study was not emphasizing accountability, participation, and equity of governance principles in their study. So this study will fill the gap by considering other principles that are not included. The rest research gaps may be studied by other researchers.

2.3 Conceptual Framework

The exercise of accurate governance in separate corporations and packages no longer satisfies citizens, politicians, economists, developmental planners, and even researchers. This is proper in city land administration which ranks surprisingly related to corruption. The proper exercise of correct governance enhances tremendous city land administration and leads to sustainable urban development.

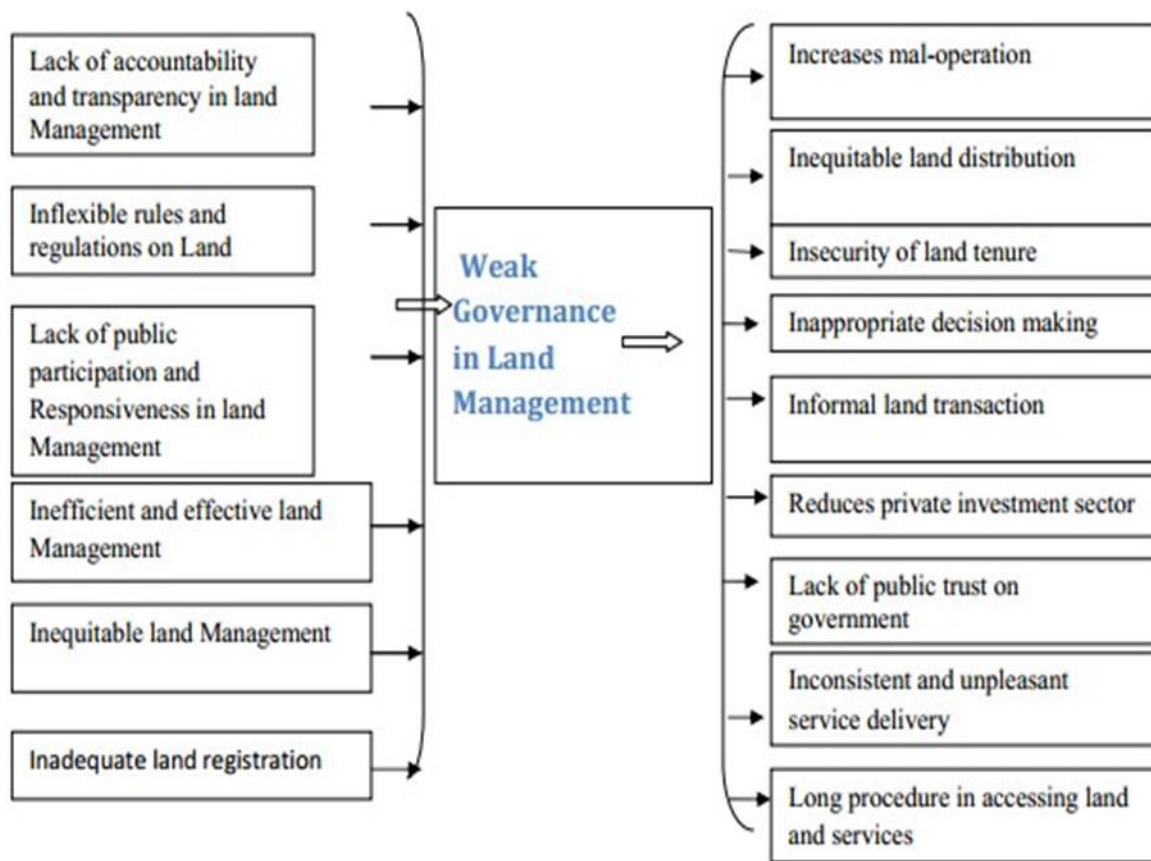


Figure 2.3.1: A Conceptual framework adopted from literature review and Own creation.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

This chapter is concerned with the way how the problems are assessed to get the result. It contains research methodology which includes; description of the study area, research design, source and type of data, data collection method and instrument, target population and sampling design, description of study variables, method of data analysis technique, Validity and reliability of the instruments, ethical consideration.

3.1 Description of the Study Area

The study was conducted in kaffa Zone, Bonga town administration. Bonga has located 449 km from the capital city Addis Ababa, 729 km away from the regional town of Hawassa, and 115 km away from Jimma City. Bonga town municipality was established in 1934 E.C, the town has one main municipality, two sub-municipally and each sub-municipally has 3 kebeles/Ketenas/, total six ketena are there. Based on the 2012 Central Statistical Agency on Population Projection has a total population of 51,279 live in Bonga town. In Bonga, the system of land management and development is very challenging. Bonga is one of the emerging towns and unexpected population growth with high rural to urban migration for the search of employment and better life. Because of these people to land relation become very high for residential land and housing. Managing land, balancing the computing demand of the residents to have land, and solving the challenges of land management and development in the town is unquestionable. In the current situation of the town studying about challenges of urban land management based on the governance, dimension is very important to adjust policy directions to handle the existing problems.

3.2 Research Design

The researcher was employing a descriptive research design. This is because to describe the challenges of city land governance exercise in land management and to find out the challenges involved. To acquire records from the office employees and managers, a researcher uses semi-structured interview and questionnaires whereas for carrier users or town resident uses questionnaires.

According to (Bhattacharjee, 2012) the lookup format is comprehensive blueprints, which specify the statistics collection process, the instrument improvement process, and the sampling process. About this, the lookup was carried out with mixed-mode designs that mix elements of qualitative and quantitative insights and acquire each type of data. According to (Creswell.J.W, 2003) the mixed-method approach is a relatively new approach that makes use of distinctive types of information that permit researchers to create an understandable design out of complex data.

This lookup adopts a blended approach in addressing the lookup question raised. The researcher used to be deciding on this method due to the fact it offers voice to learn about participants and make certain these learn about findings are grounded in members experience, to combine concept technology and speculation testing in a single learn about (Jogulu and pansori, 2011) and it can add insights and grasp that may be overlooked by using only a single approach. Research methods are strategies of inquiry that supply a unique path for the method in a lookup design. (Creswell.J.W, 2003)categorized scientific lookup methods into three: quantitative, qualitative, and mixed research. Qualitative research seeks to describe quite a several aspects of social and human conduct through particular strategies such as interviews, observation, and so on. Quantitative research is the systematic and scientific investigation of quantitative properties and phenomena and their relationships. Whereas, mixed lookup strategy involves accumulating and examining each quantitative (numeric) and qualitative (descriptive) form of fundamental statistics in a single study (Creswell.J.W, 2003).

3.3 Source and Type of Data

The relevant quantitative and qualitative data for the study were collected both from primary and secondary sources. The main primary data sources for this study were the employees and service users of the organizations identified above. The quantitative data were used to show the town's urban land governance practice with governance dimensions, the number of people-to-land relations, and employees' perception of the various aspects of the land management practices in the town. Qualitative data is also collected and used to assess land management practices related to how to land service was provided linked with conventional principles of urban land governance; Institutional and Legal framework/Arrangements; Institutional Capacity to Execute Land Management Functions in terms of clarity of responsibilities, coordination within and with other

stakeholders, and institutional capacities required to carry out these tasks. Secondary data were collected from published and unpublished reports, operation manuals, and other relevant documents.

3.3.1 Data Collection Method and Instrument

Quantitative and qualitative data were generated using a survey questionnaire and key informant interview, and review of published and unpublished reports, manual, and other relevant documents.

3.3.1.1 Key Informant Interview

Data were gathered from key informants through in-depth interviews by using guides consisting of semi-structured questions relevant to the research. The key informants include a senior reform and good governance officer from the Land Development and Management Office, the core process owner of Landholdings Registration and Information, and all process owners of each work position from Bonga town.

3.3.1.2 Survey Questionnaire

A questionnaire with five parts was designed and used to collect both qualitative and qualitative data from employees working in the selected offices and service users of the town. The first part of the questionnaire was designed to gather demographic information on respondents' general profiles. Their background information was gathered using questions designed under this part of the questionnaire. Statements/questions to evaluate how employees perceive the implementation of good urban land governance principles related to urban land management, obtaining land-related information and complaints on service standards were included under part two of the questionnaire.

Statements under part three of the questionnaires are meant to evaluate how service users perceive the implementation of good urban land governance principles related to urban land management. The institutional capacities and legal framework arrangement in terms of leadership competency and skill, technical and administrative human resources, and land information infrastructure to execute land management functions. Their perceptions on Institutional framework/arrangements are also captured under part four. Response choices to these parts of the questionnaire include a five-point Likert scale: Strongly agree (5), Agree (4), Neutral (3),

Disagree (2), and strongly disagree (1) as suggested by Bahia and Nantel (2000 cited in Tessema et al, 2016). Open-ended questions to collect qualitative data on challenges in managing urban land were included in part five of the questionnaire.

3.4 Target Population and Sampling Design

Bonga townland development and management office have 36 professional and administrative public servant staff. But the target population of the study has been purposively conducted by professional public servant officials; this is because the researcher believes that these people have better theoretical knowledge and information concerning the issues of the study. And in the study area of Bonga land administration, the target population which is included in the study is only those peoples who visit the office to get the service.

A total of 1000 service user's visit per month the office for different land-related reasons and 36 professional employees worked in the 2012 E.C fiscal year. And for this study, the researcher will select respondents to fill the questionnaire through a systematic random sampling method.

Sample Size Determination and Sampling Techniques

Non-probability and probability sampling techniques were employed to select samples from the population. Probability sampling techniques of systematic random sampling method were used for service users. The researcher purposely selected the key informants: mayor, technical staff of municipality, head of urban land development, and management office for interviews considering them all as valuable providers of information.

In addition to the nature of the service user's unavailability in fixed time and place. The total population of service users was 1000 per month. Out of this sample frame, a sample size of (333) was selected; i.e. the target sample size was set for (n=333). This sample size was determined by using the formula. 36 professionals are working in the Bonga townland management office. The number of professionals public officials in each department were included in the study was selected as a respondent-based non-probability purposive sampling technique was used to select 25 from 36 were included in the study. The total sample size of the population will be determined by the formula developed by (Yamane, 1967).

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

Where:-

N= total number of service providers

n= number of sample

e= margin of error size or precision level (5%) with confidence level of (95%)

n= 1000/1+1000(0.05)²

=1000/3=333

The total sample size of the study was 333 from service users and 25 from professional employees of the office.

3.5 Description of Study Variables

The dependent variable in this study was Good Urban Land Management. The existence of good urban land Management depends upon the following independent variables such as participation, Transparency, Accountability, Equity, Effectiveness and Efficiency and institutional capacity, and legal framework arrangements. These principles of good urban land governance affect both negatively or positively the practice of good governance in urban land management.

The variables in the study were measured by the Likert Scale. A measurement scale with usually five response categories ranging from “strongly agree” to “strongly disagree”, or a value: 1 =strongly disagree, 2 = agree, 3 = neutral, 4 = disagree and 5= strongly agree.

3.6 Method of Data Analysis Techniques

The collected data has been coded, tabulated, categorized, and organized according to the nature of the data. Then the data were converted to percentages, tables, and charts. The information obtained has been incorporated and presented through narrative descriptions. Both primary and secondary data were analyzed and presented. In analyzing quantitative data, SPSS version 20 was used. The qualitative data were analyzed using narrative explanation, and used for triangulation. The main objective of the study is to assess the challenges of urban land governance practice in land development and management. To assess the challenges of urban land governance descriptive

analysis is more convenient. Because it allows the researcher to study a wide variety of research methods to investigate one or more variables.

3.7 Validity and Reliability of the Instrument

To assure the validity of instruments for data collection, expert opinion was solicited from different scholars regarding the development of the questionnaires. The pilot study was conducted on 10% of the sample who believe to be in a position to provide relevant inputs regarding the improvement and revision of the data collection instrument from employees and service user's done to make the instrument reliable. The researcher was used triangulation to cross-check different data collected via questionnaires, interviews, and document review.

The reliability of a standardized test is usually expressed as a correlation coefficient, which measures the strength of association between variables. Such coefficients vary between -1.00 and +1.00 with the former showing that there is perfect negative reliability and the latter shows that there is perfect positive reliability (Admasu, 2012).

There are different methods of reliability tests, 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 the service user's side and employee side of townland development and management office.

The total average inter-item correlation/Cronbach alpha coefficient of Good urban land Governance from land officers and service users side was computed to be ($\alpha= 0.847$) and ($\alpha= 0.837$) respectively. The values of alpha are close to one indicating a salient level of reliability and well beyond the cutoff point ($\alpha \geq 0.7$) (Leary, 2004).

3.8 Ethical Considerations

Although there are no risks of participating in this study, all of the participants have been treated following the ethical guidelines of qualitative research. Throughout the study, the researcher has provided an appropriate focus for ethical issues like other kinds of scientific researches. Namely:- everyone who has participated in this study has freely consented; personal identities have been kept confidential; moral standards have been applied to decisions made in planning, conducting, and

reporting of the results; and there has been no deliberate misrepresentation of the purpose of the study and overstatement or understatement of the findings.

Moreover, the research has been conducted following all the necessary steps to make it methodologically thorough as much as possible; all kinds of results and findings whether good or bad have been reported; the researcher has remained impartial throughout the study to avoid interjections of personal feelings or bias; and finally submitting unreliable data, distorting opposing views and most importantly plagiarism have been avoided.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

Introduction

This chapter deals with a certain dialogue on the facts collected from employees and carrier customers of the Bonga townland development and administration office. The facts accumulated via the means of questionnaires had been analyzed and interpreted with the use of the SPSS version 20 software. A certain evaluation of the result derived from this analysis is introduced in this chapter. It took the researcher three weeks the distribute and series of questionnaires. Based on the sampling approaches described in the preceding chapters 333 questionnaires were allotted to provider users and 25 for expert employees in the Bonga townland development and management office. From this 88.88% for service customers and 11.11% for employees, all questionnaires were lower back and analyzed. In this study, respondents have been asked to tick one from 5 options on each query and had been requested to tick their priorities, and interview questions had been introduced to key informants of the office.

4.1 Demographic Data of Respondents from Land Management Officials Side

A summary of the survey questionnaire respondents' profile focused on five variables about demographic information. It covers the personal data of respondents, such as sex, age composition, educational status, and service year. The following subsequent tables will reveal the total demographic characteristics of the respondents. The analysis was based on 25 respondents.

Table 4.1.1 depicts the gender distribution of respondents. Accordingly, about 80% of respondents are males and the rest 20% are females. This shows that the majority of the respondents are males and the number of female employees in the townland development and management office was insignificant as compared to males.

Table 4.1.1 Gender Distribution of Respondents

Sex	Frequency	Percent
Female	5	20
male	20	80
Total	25	100

Source; own survey Result (June 2021)

Figure: 4.1.1 below illustrates that most of the respondent’s ages are ranged 31-40 years old 52 % and 24% of respondents have an age ranged from 41-50 years old. About 12% of the respondents have ages ranging from 51-60 years old. 8% of the respondents have ages ranging from 20-30 years old and 4% of the respondents have ages ranged from 61-70 years old respectively. The majority of the respondents fall under the age group of 31-40 and 41-50. Thus, it can be implied that the purposively selected respondents were matured enough which can ensure the value of the study. It is a general fact that maturity has a positive impact in bringing good urban land governance to any institution.

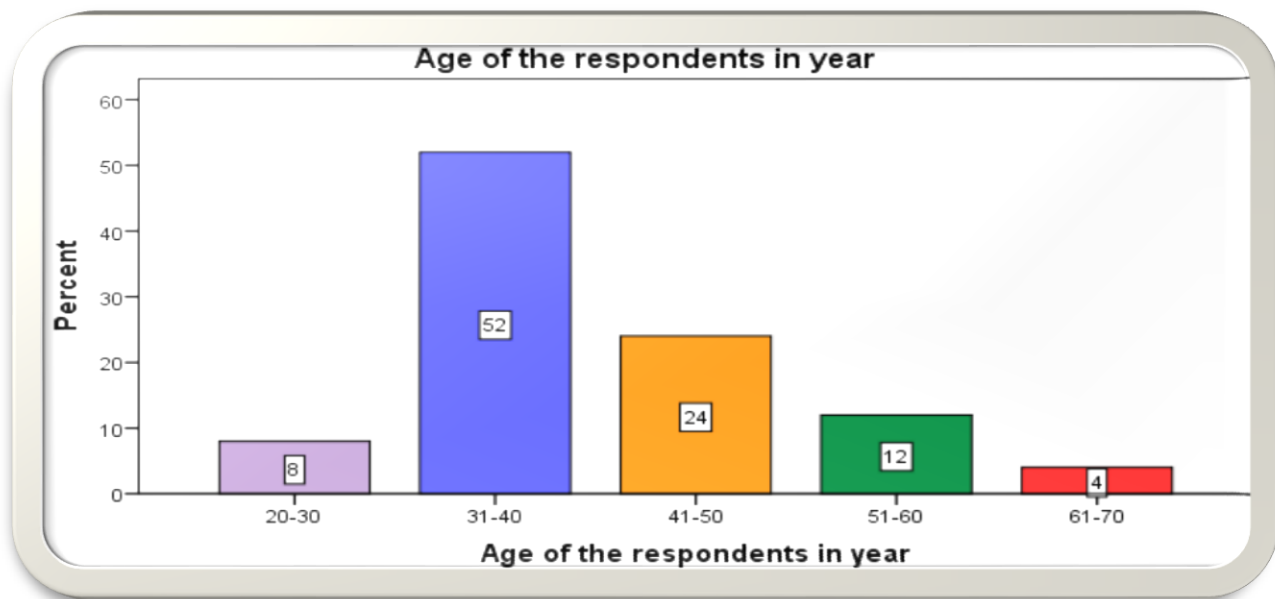


Figure: 4.1.1 Age of the Respondents in Year

Concerning the educational qualification, as can be observed from table 4.1.2 below, 19 respondents 76% were diplomas; whereas 6 respondents 24% were degree holders. This indicates that most of the respondents are educated and further enhance the quality of expected responses that ultimately increase the quality of the study. Even though education level does

not necessarily translate into competent service, high or low education level would be a good indicative factor to determine the competency of an officer. In this case, a medium number of qualified land officers observed in the data suggests medium competency that could be a sign of medium urban land governance.

Table 4.1.2. The educational level of the Respondent

Educational level	Frequency	Percent
diploma	19	76.0
degree	6	24.0
Total	25	100.0

Source; own survey Result (June, 2021)

Figure: 4.1.2 below indicates 12% of respondents have a work experience of less than one year, 56% have been serving for 1-5 years, 12% have been serving from 6-10 years, 16% have been serving from 11-15 years and 4% of the respondents served the office for more than 15 years. The composition of work experience of the representative samples may have a positive effect on the quality of the findings of the study as it incorporates the views of each group. It can be argued that work experience may be considered as one of the key elements to foster organizational development. Majority of the respondent have experience, it implies that it has positive impact on the quality of the data.

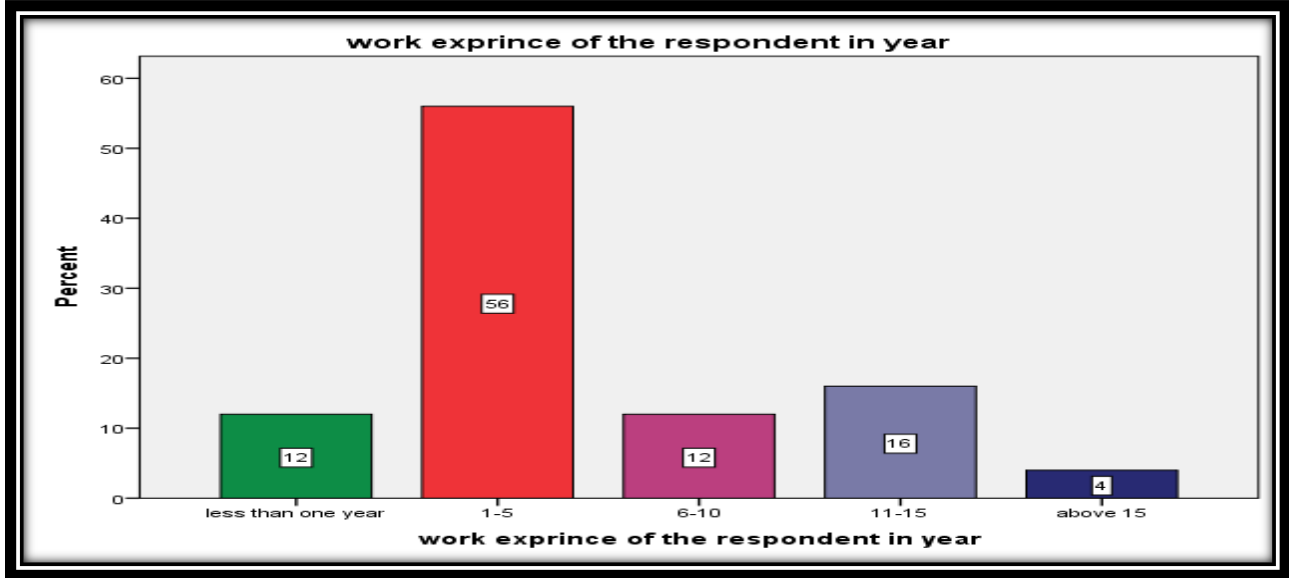


Figure 4.1.2 Work experience of the respondents

Figure: 4.1.3 below indicated that 25 % of the respondents are single, 70.83% of the respondents are married, and 4.167 of the respondents are divorced and widowed. The data shows that the majority 70.83%of the respondents are married.

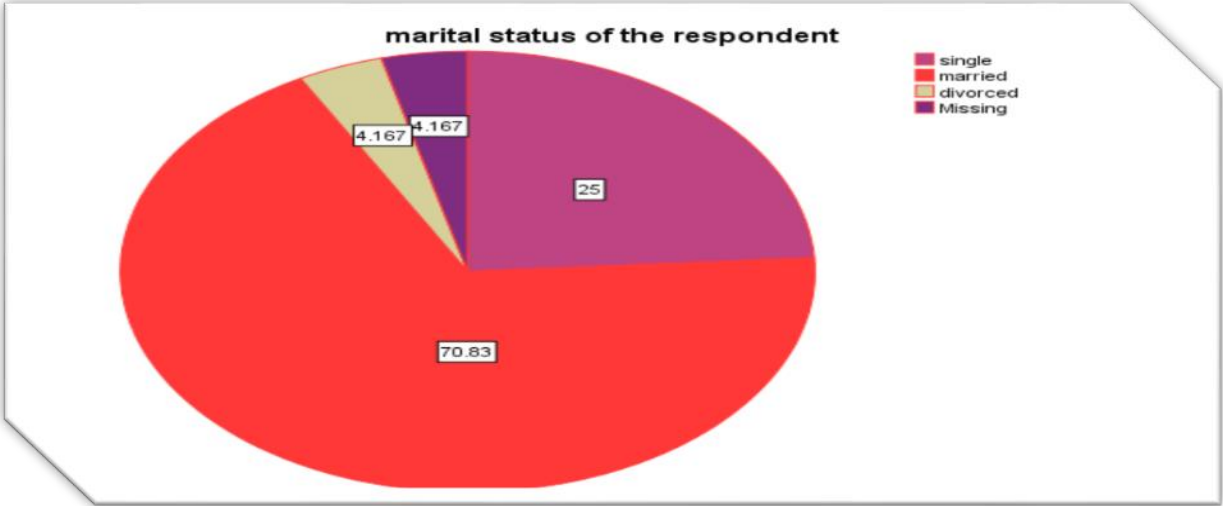


Figure 4.1.3.Marital status of the respondents

4.2. Analysis of Urban Land Governance Principles of Land Management and Development from Employees’ Side

4.2.1 Transparency related to Urban Land Management

Transparency implies that the process of decision making and implementation has to be done sincerely and the information of decision making and implementation should freely and reliably accessible and available to those people who are directly influenced by those decisions. The collected data from the respondents on the elements of good urban land governance are below expressed in the table with percent and frequency.

Questions to assess transparency in the process of land management in the town were included in the survey questionnaire and interview guide.

Table 4.2.1 Transparency related to Urban Land Management.

Variables	Choices	Frequency	%
Residents coming for any land-related services can easily access information regarding a list of required documentation, procedure to follow or to visit all at one window.	Disagree	18	72
	Agree	7	28
	Total	25	100
A written document in the form of a broacher, which is clear , easy to understand that can guide residents on the procedure accessible to anyone who needs it	Strongly Disagree	9	36
	Disagree	12	48
	Neutral	2	8
	Agree	2	8
	Total	25	100
Land related information (ownership, previous transactions....) is easy to access/obtain by any citizen if they need it	Strongly Disagree	5	20
	Disagree	19	76
	Agree	1	4
	Total	25	100

Source; own survey Result (June 2021)

Through the survey questionnaire, respondents had been requested for their grasp on the statement “Residents coming for any land-related services can easily get right of entry to records related to a listing of required documentation, and the system to comply with and/or places of work to go to (all at one window)” Accordingly, 18 (72%) of the respondents disagree, 7 (28%) agree. They had been additionally asked if “Written document in the shape of broacher, which is clear and effortless to understand, that can inform residents on the procedure/process is available and available to all of us who wishes it.” 5 (20%) strongly disagree, 13 (52%) disagree, 6(24%) impartial and 1 (4%) of the respondents agree. Regarding “Land related facts (ownership, preceding transactions....) is effortless to access/obtain by any citizen if they want it” The evaluation of the responses printed that 5 (20 %) strongly disagree, 19 (76%) disagree, 1 (4%) agree on the statement. The whole number of respondents who disagree and strongly disagree consists of 24(96%). This result suggests that the service given by the office is no longer access able to service users. Transparency issue used to be the primary assignment to personnel as properly as clients associated to the response of the employees.

4.2.2 Accountability related to Urban Land Management

Accountability is a process in which government officials are accountable or responsible for their actions and decisions. Accountability is the process in which someone answerable for one's performance. It is an identified employee obligation for the conduct of a specific task or duty where performance is evaluated through the applications of specific criteria.

The accountability of local authorities to their citizens is a fundamental tenet of good governance. Similarly, there should be no place for corruption in towns if services are to be provided to bring about desired outcomes in socio-economic development. Corruption can undermine the credibility of local governments thereby deepen urban poverty. The other set of questions relevant to assess accountability and addressed to the key informant was, "How the office monitor and evaluate efficient and effective service delivery to residents? From the response, it was noted that the management group cannot meet every week to evaluate service delivery performances as expected. Because the management team most of the time waits for politicians, high interference of political directions and they are not effective to monitor and evaluate their activities. The most critical reason for the failure of the above core activities of the office was the rapid turnover of the municipal managers and employees through corruption and political decisions. According to interviewed respondents, this leads to a high practice of corruption in the town and the abuse of official responsibilities for private gain rather than discharging their officially assigned responsibilities as per the rules and regulations. Nepotism and favoritism by which officials use their influence to favor their families, political associates, and friends are especially rife in the town.

Table 4.2.2 Accountability related to Urban Land Management.

Variables	Choices	Frequency	%
In the office, there is the availability of code of conduct for staff	Strongly Disagree	3	12
	Disagree	11	44
	neutral	7	28
	agree	4	16
	Total	25	100
	In the office, there is the availability of performance evaluation of	strongly disagree	8

employees	Disagree	14	56
	neutral	3	12
	Total	25	100
In the office, there is the availability of employees motivation based on their performance ;accountability of officials for the effect of their decisions	strongly disagree	8	32
	Disagree	7	28
	neutral	2	8
	Agree	8	32
	Total	25	100

Source; own survey Result (June 2021)

Respondents have been additionally requested to rate their appreciation of employees' accountability for their movements at all levels. In the workplace there is the availability of code of conduct for staff, 3(12%) of the respondents strongly disagree, 11(44%) of the respondents disagree, 7(28%) of the respondents neutral, and 4(16%) of the respondents agree on the issues. From the result of table 4.2.2, the majority of the respondents conclude that there is no availability of code of behavior in the office. The second query "in the workplace there is the availability of performance evaluation of employees" 8(32%) of the respondents strongly disagree, 14(52%) of the respondents disagree, 3(12%) of respondents impartial with the ideas. Almost all respondents spoke back that employee's performances are now not properly evaluated. This suggests that the work endeavor of the office was now not effective.

About "in the office, there is the availability of employee's motivation primarily based on their overall performance and accountability officers for the effect of their decisions" 8(32%) of the respondents strongly disagree, 7(28%) of the respondents disagree with the ideas of the questions. From this intention, personnel had been now not influenced with their performance. Overall shows that how long ways the officials are not in charge on their action. Moreover, the service provided to the patron used to be very poor. In addition to this, urban land management was below question. Furthermore, in the town urban land administration things to do had been suffered malpractice such as bribes, corruption, and nepotism. Also, the result of service customers supports these findings from their analysis.

4.2.3 Effectiveness and efficiency related to urban land management

Effectiveness and Efficiency imply that the quality of the process of managing urban land while making the best use of it to meet user needs without wastage. The efficiency and effectiveness are reflected by customer satisfaction in service delivery, the office locations, availability of new technology, cost of urban land, and the skills of managers.

Table 4.2.3 effectiveness and efficiency related to urban land management

Variables	Choices	Frequency	%
In the office, there is a satisfactory land delivery process that needs to achieve expected organizational goals.	Strongly disagree	1	4
	Disagree	16	64
	neutral	3	12
	Agree	5	20
	Total	25	100
There is skilled, knowledgeable, and appropriate manpower that can deliver land services	Strongly disagree	3	12
	disagree	13	52
	neutral	4	16
	agree	5	20
	Total	25	100
The service performing in the best possible manner inland Administration by providing short, simple land registration system, land ownership cost, land transfer system, provide services as per the standard workers perform their duties without bribes.	strongly disagree	12	48
	Disagree	9	36
	Agree	4	16
	Total	25	100

Source; own survey Result (June 2021)

Effectiveness as indicated in Table 4.2.3 one of the core elements of precise city land governance frequently used as an indicator in governance measurement. An indicator of true urban land governance can be considered from one statement which addresses the satisfaction of land delivery process, ability building, financial provision, and bureaucratic lengthen and the organization achieves its desires as expected. The response published that 1(4%) of the respondent strongly disagree, 3(12%) of the respondents grew to become neutral, 16(64%) of the respondents disagree

with the idea, 5(20%) of the respondents agree. The majorities 64% disagree with this result one can conclude that the land delivery process and the capacity of the office were very poor.

The second query in the table above regarding effectiveness was the question of skilled, knowledgeable, and appropriate manpower that can deliver land service. The response indicates that 3(12%) of the respondents strongly disagree, 13(52%) of the respondents disagree, 4(16%) of the respondents neutral and 5(20%) of the respondents agree with the issue. Generally, effectiveness in the office was underneath the question. This implies that supplying services as per the capacity to achieve the goal in the office used to be very poor.

Efficiency as indicated in Table 4.2.3 is any other core element of appropriate urban land governance often used as an indicator in governance measurement. As an indicator of proper city land governance, effectively can be considered from the announcement which addresses the brief and easy land registration system, easy land ownership cost, switch system, supply offerings as per transport standards, and officials function their duties without bribes. As indicated in desk 4.2.3above, 12(48%) of the respondents strongly disagree, 9(36%) of the respondents disagree and 4(16%) of the respondents agree with the idea. According to the results, officers of the workplace perceived that service users have been no longer comfy regarding the provision of offerings as per shipping requirements and the fee of land possession was now not fair. The case learns about taken place by way of (Asfaw. et al., 2014) in Hawassa city, the result shows that land administration in the city lacks effectiveness barring which the town should no longer be in a function to deliver land that can contribute to the ordinary development of the city. The result of the overview coincides with this study.

4.2.4 Participation related to Urban Land Management

Participation is the act of engagement of stakeholders at various levels in decision-making and implementation regarding land issues that affect their interests.

Table 4.2.4 participation related urban land management

Variables	Choices	Frequency	%
Residents are participated in townland management practice through consulting and giving feedback	Disagree	16	64
	neutral	3	12
	Agree	6	24
	Total	25	100

Employees are participated in townland management practice by encouraging the residents to participate in the public forum	Disagree	17	68
	neutral	2	8
	Agree	6	24
	Total	25	100
Citizens are participated in townland management practice through the decision-making process and involved in land delivery	Strongly disagree	4	16
	Disagree	17	68
	Agree	4	16
	Total	25	100

Source; own survey Result (June 2021)

As found from Table 4.2.4 above, the levels of agreement to access excellent governance concerning citizen participation can be seen from the opinions: Residents are participated in townland administration practice through consulting and giving feedback, Employees have participated in townland administration exercise through encouraging the residents to take part in a public forum, citizens are participated in townland administration practice via the decision-making system and involving inland delivery.

The participants' response regarding the first statement in the above table suggests that 16(64%) of the respondents have disagreed with the concept and 6 (24%) of the respondents agree. From this, it is viable to apprehend that "Consultation and feedback incorporated" of residents at town level to keeping desirable city land governance machine in land administration had been judged at a very low level.

About the question "Employees have participated in townland administration exercise via encouraging the residents to take part in a public forum" 17(68%) of the respondents disagree and 6(24%) of the respondents agree to the statement. Based on the above finding it is viable to conclude that employees perceived involvement of residents in the land delivery methods is no longer significant.

For the closing statement "Citizens are participated in townland management practice through the selection making process and worried inland delivery" 4(16%) of the respondent strongly disagree and 17(68%) of the respondent disagree with the statement. From this, the researcher finds that in the townland management procedure the participation of the residents is very poor to convey

desirable city land management and essential challenge. Other researchers like (Takele. et al. 2014) describe in their conclusion that the city wishes to construct a system that will promote participation to meet wonderful governance in land management. Similarly, the results of this find out about shows that participation of the citizen in city land troubles was very bad to restore suitable urban land management.

4.2.5 Equity related Urban Land Management

Equity is a way of providing equal opportunity for all to access land and land information without legal implements and procedural difficulties.

Table 4.2.5 equity-related to urban land management

Variables	Choices	Frequency	%
The office provides an opportunity for all through impartiality in providing services	strongly disagree	8	32
	Disagree	15	60
	neutral	2	8
	Total	25	100
The office providing the opportunity for all through providing reasonable cost for service delivered ;equal access to land information without discrimination	strongly disagree	12	48
	Disagree	9	36
	neutral	4	16
	Total	25	10
The office provides an opportunity for all through fair compensation paid to all residents who are losing their land holdings	strongly disagree	6	24
	Disagree	17	68
	neutral	2	8
	Total	25	100

Source; own survey Result (June 2021)

From desk 4.2.5 to analyze fairness, three statements have been stated. From this “The office supplying a probability for all via impartiality in offering services”⁸ (32%) of the respondents strongly disagree and 15(60%) of the respondents disagree with the statement. This implies that offering service in the workplace was once now not honest and favors impartiality and unequal remedy in the course of carrier provision.

From the 2d statement” The workplace imparting the chance for all via supplying reasonable value for provider delivered and equal get entry to land statistics barring discrimination” 19(76%) and 6(24%) of the respondents disagree and strongly disagree respectively on the idea. This implies that from the respondent's factor of view the typical manner of service transport in the workplace was very discriminatory and no equal get admission to land information.

Concerning” The workplace gives a probability for all thru fair compensation paid to all residents those who are dropping their land holdings” 12(100%) of the respondents strongly disagree and 9(36%) of the residents disagree with the idea. It implies that by way of evaluating the responses of the relaxation two factors it is feasible to conclude that in the office there is impartiality, unequal access to land information, discrimination, and no honest compensation to residents.

4.2.6 Institutional capacity and legal framework related to Urban Land Management

Institutional capacities are defined by the human resources skill and knowledge, materials, and budget capabilities of the organization able to perform the list of statements in the table below and to perform their respective mandated functions. The legal framework is defined in terms of rules, processes, procedures, structures, and mechanisms in place to address the organizational activities on a legal basis.

Table 4.2.6 Institutional capacity and legal framework related to urban land management

Variables	Choices	Frequenc y	%
The role/mandates and responsibilities of different organizations, departments involved in land management are clearly defined and understood among their respective staff	Disagree	2	8
	neutral	5	20
	Agree	18	72
	Total	25	100
The rights people might have on land is sufficiently transparent	strongly disagree	7	28
	Disagree	18	72
	Total	25	100
There are well-defined rules, processes, and mechanisms in place to address grievances, manage disputes, and enforce agreements	strongly disagree	7	28
	Disagree	12	48

	neutral	3	12
	Agree	3	12
	Total	25	100
The Management at all levels in the office is competent, ethical and motivate others to follow better ways to serve residents	strongly disagree	3	12
	Disagree	11	44
	neutral	9	36
	Agree	2	8
	Total	25	100
Managers are skilled and trained in the various systems to help employees when needed to provide excellent customer service	strongly disagree	3	12
	Disagree	19	76
	neutral	1	4
	Agree	2	8
	Total	25	100
Managers continually monitor the workforce to ensure ongoing employee development and process improvement	strongly disagree	4	16
	Disagree	11	44
	neutral	2	8
	Agree	8	32
	Total	25	100
The land management office has a sufficient mix of qualified technical and administrative staff	Disagree	14	56
	neutral	8	32
	Agree	3	12
	Total	25	100
Employees are continually developed through training, education, and opportunities for promotion	Disagree	12	48
	neutral	10	40
	Agree	3	12
	Total	25	100
The office has qualified and experienced human resource capable of serving residents' needs	Disagree	14	56
	neutral	7	28
	Agree	3	12
	strongly agree	1	4
	Total	25	100
The roles and responsibilities of every employee are well defined	Disagree	9	36
	neutral	5	20
	Agree	10	40

	strongly agree	1	4
	Total	25	100
The town has sufficient technologies consisting of hardware, software, networks ;support technology (UPS, air-conditioning, back-up storage facilities) to assist the day to day tasks	strongly disagree	9	36
	Disagree	4	16
	neutral	7	28
	Agree	5	20
	Total	25	100

Source; own survey Result (June, 2021)

As located from Table 4.2.6 the employee's response regarding the first statement shows that most 18(72%) of the personnel agree to the statement. It implies that the role/mandates and duties of exclusive organizations, departments involved in land management are described and understood among their respective staff.

About “The rights human beings may have on land is sufficiently obvious “18(72%) and 7(28%) of the respondents disagree and strongly disagree respectively with the statement. Therefore, primarily based on the response of this specific item the rights of human beings on land had been not sufficiently transparent.

In the announcement “There are well-defined rules, processes, and mechanisms in the region to address grievances, manipulate disputes and to enforce agreements” 12(48%) and 7(28%) of the respondents disagree and strongly disagree respectively from desk 4.2.6. This implies that the office cannot supply due attention to grievances and dispute dealing with mechanisms. In the query “The Management at all ranges in the office is competent, ethical and motivates others to follow higher ways to serve residents” 11(44%) and 3(12%) of the respondents disagreed and strongly disagreed with the thought of the statement. Most of the listed 56% of the respondent’s administration is not competent, ethical, and encouraged to serve the residents. The different 36% of respondents were neutral ability that unable to determine the performance.

On the different point “Managers are professional and trained in the range of structures to assist personnel when wished to supply amazing consumer service”19(76%) and 3(12%) respondents replied disagree and strongly disagree respectively. This implies that managers have been now not experts to grant gorgeous patron service.

One of the administrative skills used to be that “Managers consistently reveal the body of workers to make sure ongoing employee improvement and technique improvement” 11(44%) and 4(16%) of respondents disagree and strongly disagree respectively with the idea. Therefore, the way the managers reveal to make certain ongoing worker development and enhancement to serve society were very weak.

Concerning “The land Management workplace has ample combine of certified technical and administrative staff” 14(56%) and 8(32%) of respondents disagree and impartial on the announcement respectively. From the above list, 56% disagree and 32% neutral potential that the land administration office used to be not occupied with excellent manpower. Only personnel were asked about persistent improvement via training, education, and opportunities for promotion. Accordingly, 12(48%) and 10(40%) of respondents disagree and impartial respectively on the statement. This suggests that employee education and promotion possibility was once very poor.

About “The workplace has qualified and experienced human aid successful in serving residents’ needs”14(56%) and 7(28%) of respondents disagree and neutral with the idea. From the observation, 56% disagree and 28% impartial resembles that the office was once not occupied with the aid of in a position human resources to serve the wants of the residents. On the statement “Roles and duties of each worker are properly defined”9(36%), 5(20%), 10(40%), and 1(4%) of respondents disagree, neutral, agree, and strongly agree respectively with the idea. From the observed data, 36% disagree and 20% impartial in the office every employee’s position and responsibilities were no longer well defined.

Transformation of the land administration system employing records verbal exchange science is essential to supply wonderful and environment-friendly offerings for customers. The last question rose in the items of institutional potential and legal framework where the focal point on the availability of ample technologies likes hardware, software, and networks to assist the day-to-day tasks. Accordingly, 9(36%), 4(16%), 7(28%), and 5(20%) of respondents strongly disagree, disagree, neutral, and agree on the statement. The data determined that 36% strongly disagree and 16% disagree suggests that nevertheless the activities of the workplace can't be transformed into IT.

Different students researched this problem and established exclusive results. From these, (B. Alemie & Zevenbergen, 2011) have conducted studies involving Bahir Dar, Dire Dawa, and Hawassa cities and noted that “land administration and land governance used to be usually surrounded via a growing wide variety of weaknesses and threats. From the above findings table 4.2.1 up desk 4.2.6 the effects coincide with the findings of this study. Moreover, (Meseret, 2016), on inspecting land proper registration in the Amhara region, came to a discovering that: “the economic value of land right registration in city areas consists of informal transactions prices (bribing), for example, land authentic costs, such as surveyors costs, transport, and fabric costs, photocopies and other costs extraordinarily affect the poor”. Concerning this, in desk 4.2.2 of accountability and 4.2.5 equity, the outcomes have been comparable and support each other. Furthermore, in reviewing and testing against proof received through dialogue with the public and officers in land administration research blanketed three municipalities - Harar, Awash 7-kilo and Mekelle - throughout the country, they concluded that “...administration of public land by municipal authorities has been bad and that, if the present style continues, it is tough to anticipate the extent of city development except for radical exchange to the system of land administration” (Yiadom. et al., 2014). The result of the find out about additionally coincides with them as in desk 4.2.6.

4.3 Demographic Data of Respondents from Service Users Side

The profiles of respondents’ analysis here mainly focused on five items about demographic information. It covers the personal data of respondents, such as sex and age composition, educational status, marital status, and Tenure ownership. The following subsequent tables will reveal the total demographic characteristics of the respondents. The analysis was based on 333 respondents.

Table 4.3.1 Gender Distribution of Respondents

Sex	Frequency	Percent
female	115	34.5
male	218	65.5
Total	333	100

Source; own survey Result (June 2021)

Table 4.3.1 depicts the gender distribution of the respondents. Accordingly, about 65.5% of the respondents were males and the rest 34.5% are females. This shows that the majority of the respondents are males and the number of female service users in the town was insignificant as compared to males. Thus, male’s dominance over females was observed in using service.

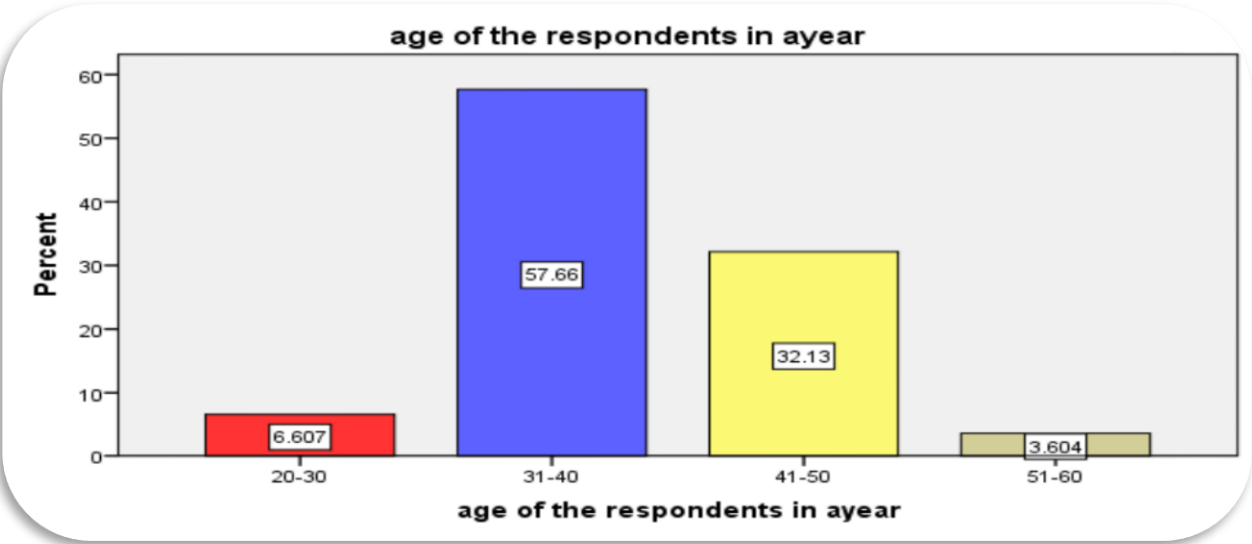


Figure: 4.3.1 Age of Service User Respondents

Figure 4.3.1 illustrates that most of the respondents of urban land service users are between the ages of 31-40 having 57.7% of the total respondents and the next dominant respondent users of service are between ages of 41-50 having 32.1 % from the total urban land service users. The majority of the respondents fall between the ages of 31-40 and 41-50. This implied that they are matured enough to understand and respond to the questionnaires to have the right output.

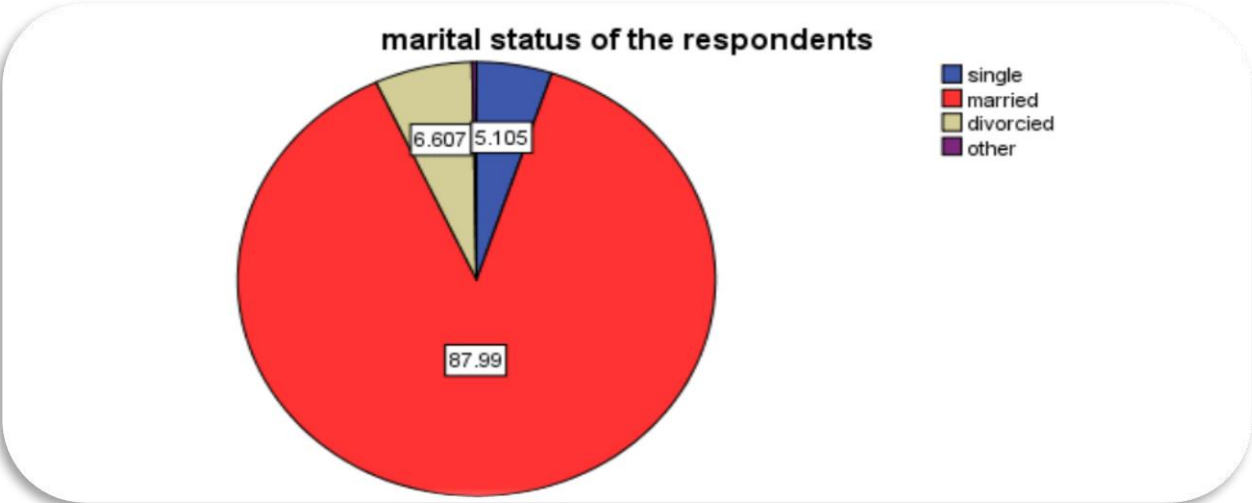


Figure: 4.3.2 Marital Status of the Respondents

The above figure 4.3.2 indicates that from the total urban land service users the highest majority of the respondents are married having 87.99%. As compared to the other respondents' married respondents are more committed to give real responses to the study.

Table: 4.3.2 Educational Background of the Respondents

Educational Level	Frequency	Percent
illiterate	34	10.2
1-8	173	52
9-12	34	10.2
certificate	19	5.7
diploma	44	13.2
degree	25	7.5
above degree	4	1.2
Total	333	100

Source; own survey Result (June 2021)

Table 4.3.2 illustrates that from the total urban land service users 52% of the respondents were from 1-8 and 13.2% of the respondents are in diploma level, 7.5% of the respondents are degree and 1.2% of the respondents are above degree. This implied that most of the respondents are educated and further enhances the quality of expected responses that ultimately increase the quality of the study.

Table 4.3.3 Descriptive statistics of Tenure ownership

ownership	Frequency	Percent
Documented owner	186	55.9
Non-documented owner	147	44.1
Total	333	100.0

Source: Own survey (June 2021)

As indicated in the above frequency table 4.3.3 the analysis was based on 333 valid/ respondents and out of which 186 (55.9%) of them were Documented tenure holders and the rest, 147 (44.1%) were Non-documented tenure holders. As it was indicated on the sample size determination based on probability proportionate to size/PPS/, the sample proportionate is maintained with insignificance deviation. This representation enables the researcher to assess the service.

4.4 Analysis of Urban Land Governance Principles of Land Management and Development from Service User's Side

4.4.1 Transparency related to Urban Land Management

Transparency implies that the process of decision making and implementation has to be done sincerely and the information of decision making and implementation should freely and reliably accessible and available to those people who are directly influenced by those decisions.

Table 4.4.1 Frequency statistics on Transparency related to urban land management

Variables	Choices	Frequency	%
The office posts at clear points schedules of fees , other payments, required documents, procedures to follow, and the standard time it takes for each service requested	strongly disagree	101	30.3
	disagree	140	42
	agree	84	25.2
	strongly agree	8	2.4
	Total	333	100
The office provides printed documents/broachers with schedules of fees , other payments, required documents, procedures to follow, and the standard time it takes for each service requested	strongly disagree	139	41.7
	disagree	141	42.3
	neutral	41	12.3
	agree	12	3.6
	Total	333	100
The office indicates on its website schedules of fees and other payments, required documents, processes to follow, and the standard time it takes for each service requested	strongly disagree	150	45
	disagree	141	42.3
	neutral	33	9.9
	agree	9	2.7
	Total	333	100

Source; own survey Result (June 2021)

The above table 4.4.1 illustrates that the degrees of agreements to get admission to top city land governance dimensions concerning transparency can be considered from three statements. The first “The workplace posts at clear factors schedules of fees and different payments, required documents, procedures/processes to follow, and the popular time it takes for each provider requested .“ The majority of a hundred and one (30.3%) and 140 (42%) of respondents strongly

disagree and disagree respectively with the statement. On the other hand, 84 (25.2%) and 8 (2.4%) of the respondents agree and strongly agree respectively to the statement. Thus, from this discussion one can conclude that 72.3% of carrier customers of the town have a terrible understanding regarding the transparency of the land carrier transport procedure in the town.

About the second statement 139 (41.7%), 141(42.3%), 41(12.3%) and 12(3.6%) of respondents strongly disagree, disagree, neutral, and agree with the thought respectively. This implied that the service customers can't get general service from the service provider and transparency in townland management used to be at risk.

About the 1/3 announcement service, users' understanding indicated 150(45%) and 141(42.3%) nearly all of the respondents strongly disagree and disagree respectively. The rest 33(9.9%) and 9(2.7%) of the least range of respondents neutral and agree respectively with the idea. This implied that the transparency level of accessible service provision through the use of technology was very poor. The interview consequences from the employees confirm that the interviewees spoke back as now not that enough science in the office. It wishes the latest additive technologies. The service fine was very poor. As we see the results of each aspect recognize that service exceptional used to be very poor.

4.4.2 Accountability related to urban land management

Accountability is a process in which government officials are accountable or responsible for their actions and decisions. Accountability is the process in which someone answerable for one's performance.

Table 4.4.2 Frequency statistics on Accountability related to urban land management

Variables	Choices	Frequency	%
Employees are regularly oriented/trained/familiarized with the requirements and procedures for serving clients	strongly disagree	134	40.2
	disagree	188	56.5
	neutral	8	2.4
	agree	3	.9
	Total	333	100
Employees at all levels are held very accountable for their	strongly		

actions at work	disagree	146	43.8
	disagree	170	51.1
	neutral	8	2.4
	agree	9	2.7
	Total	333	100
Employees at all levels follow and respect rules and regulations in all circumstances	strongly disagree	131	39.3
	disagree	168	50.5
	neutral	20	6.0
	agree	14	4.2
	Total	333	100

Source; own survey Result (June 2021)

Table 4.4.2 illustrates accountability associated with exact urban land governance in land administration from the service user's viewpoint. From this the first statements "Employees are many times oriented/trained/familiarized with the requirements, and methods for serving purchasers" 134 (40.2%), and 188(56.5%) all most all respondents strongly disagree and disagree with the idea. One can conclude from this commentary was once that personnel of the townland administration can't instruct and replace their ability to improve service provision. For the 2nd thought "Employees at all stages are held very accountable for their moves at work" 146(43.8%) and 170(51.1%) of respondents strongly disagree and disagree with the idea. This implied that carrier customers are now not served as they expected. This result coincided with the finding of table 4.2.2 that employees and different officers had been not to blame for the consequence of their actions.

Concerning the third statement" Employees at all stages observe and admire policies and policies in all circumstances" 131(39.3%) and 168(50.5%) of service customers answered strongly disagree and disagree with the idea. In general, the whole three gadgets of the accountability dimension have gained poor implications from the respondents respectively. This implies that the office has a vulnerable accountability gadget and there were robust accountability problems. According to the interview from the expert's facet additionally, accountability problems had been one of the challenging areas in the office.

4.4.3 Effectiveness and Efficiency related to urban land management

Effectiveness and Efficiency imply that the quality of the process of managing urban land while making the best use of it to meet user needs without wastage.

Table 4.4.3 Frequency statistics on Effectiveness and Efficiency related to urban land management

Variables	Choices	Frequency	%
There is a speedy and effective service delivery system in the urban land management to the town residents.	strongly disagree	123	36.9
	disagree	166	49.8
	neutral	25	7.5
	agree	19	5.7
	Total	333	100
The office uses different new technologies to give effective and efficient service	strongly disagree	142	42.6
	disagree	160	48
	neutral	25	7.5
	agree	6	1.8
	Total	333	100
The cost of the land access is affordable to most applicant community members	strongly disagree	137	41.1
	disagree	142	42.6
	neutral	15	4.5
	agree	21	6.3
	strongly agree	18	5.4
	Total	333	100
The office has qualified and experienced human resource capable of serving residents	strongly disagree	66	19.8
	disagree	168	50.5
	neutral	44	13.2
	agree	55	16.5
	Total	333	100
The roles and responsibilities of every employee are well defined	strongly disagree	67	20.1
	disagree	164	49.2

	neutral	49	14.7
	agree	53	15.9
	Total	333	100
The office has sufficient technologies like hardware, software, and networks, to assist the day to day tasks	strongly disagree	66	19.8
	disagree	164	49.2
	neutral	50	15
	agree	53	15.9
	Total	333	100

Source; own survey Result (June 2021)

Effectiveness and Efficiency as indicated above the Table 4.4.3 .is one of the core elements of top governance often used as symptoms in city land governance measurement. As an indicator of appropriate governance, effectiveness and efficiency can be viewed from six statements. The first one” There is a rapid and advantageous carrier delivery gadget in the city land administration to the city residents.” 123(36.9%) and 166(49.8%) of respondents strongly disagree and disagree respectively with the idea. The rests that a lot have no longer implication to misuse the conclusion. So, from this one can conclude that carrier users can't acquire the speedy and fantastic provision of services. As a result, clients might waste their time and be uncovered to distinct circumstances. As the result of the interview from experts’ aspect carrier pleasant in the office was very terrible and it coincides with the perceptions of the customers.

Second statement” The office makes use of exceptional new applied sciences to provide fantastic and environment-friendly service.” 142 (42.6%) and 160 (48%) in coordination 90.6% of the respondents strongly disagree and disagree respectively with the idea. This implied that nevertheless the office did its work manually barring gone through technology. As a result provider, customers can't satisfy with the offerings of the office. The outcomes of the interview guide the findings of the residents. They stated that there was once no sufficient technology to supply fine service.

The third notion “The cost of the land access is low priced to most applicant community members.” 137(41.1%) and 142(42.6%) majority of respondents strongly disagree and disagree on the issue respectively. According to the result, the respondents perceived that there is unfair land fee recognition/decision barring thinking about the majority residing well-known in the town.

About the fourth idea, 66(19.8%) and 168(50.5%) of respondents strongly disagree and disagree with the point. Totally in coordination 73.3% of service customers direct that in the office there was no skilled and well-educated manpower. As a result, one can conclude that the provider transport system was very poor.

The other question on the desk above related to the roles and obligations of every employee was once nicely defined. To this end, 67(20.1%) and 164(49.2%) of respondents strongly disagree and disagree. On the other hand, 53(15.9%) of the respondents agree. The relaxation element 49 (14.7%) of the respondents neutral. More than 69% of the respondents replied as the role and responsibility of the employees are no longer properly described to serve the customers. This implied that the land management and improvement office was once no longer fine as the function and duties of employees are no longer properly defined.

The other question raised on the technology used to help the everyday tasks. 66(19.8%) and 164(49.2%) of respondents strongly disagree and agree. On the different hand, fifty-three (15.9%) and 50 (15%) of the respondents agree and impartial with the idea. This implied that the usage of science to aid the everyday project to grant fantastic carrier was once very poor. This conclusion coincides with table 4.2.6 of the worker side result utilization of IT technology was very low.

The case finds out about taken region through (Asfaw. et al., 2014) in Hawassa city, the result suggests that land administration in the town lacks effectiveness except which the town could now not be in a position to deliver land that can contribute to the normal development of the city. The consequences of the review coincide with this study.

4.4.4 Participation related to urban land Management

Participation is the act of engagement of stakeholders at various levels in decision-making and implementation regarding land issues that affect their interests.

Table 4.4.4 Frequency statistics on Participation related to urban land Management

Variables	Choices	Frequency	%
Town residents are participating in the urban land service delivery process	strongly disagree	123	36.9
	disagree	135	40.5
	neutral	46	13.8

	agree	29	8.7
	Total	333	100
There is a public forum for maintaining good urban land governance for disadvantaged groups.	strongly disagree	120	36
	disagree	136	40.8
	neutral	28	8.4
	agree	49	14.7
	Total	333	100
The residents openly oppose the townland managers on the lack of good urban land management issues.	strongly disagree	123	36.9
	disagree	134	40.2
	neutral	28	8.4
	agree	48	14.4
	Total	333	100
The townland managers make land policy decisions by consulting the residents and incorporating their feedback.	strongly disagree	113	33.9
	disagree	135	40.5
	neutral	34	10.2
	agree	51	15.3
	Total	333	100
The employees of the land management and development office are interested in solving customer's problems on urban land management by participating in the residents	strongly disagree	111	33.3
	disagree	140	42
	neutral	35	10.5
	agree	47	14.1
	Total	333	100

Source; own survey Result (June 2021)

As can also be determined from Table 4.4.4 above, the degrees of agreements to access top urban land governance concerning citizen participation can be viewed from 5 opinions: the extent of involvement of beneficiaries in maintaining excellent urban land administration in a land shipping system, the magnitude of citizen participation in the land provider transport machine and mechanisms of clients 'consultation for the implementation of insurance policies and programs. The participants' response concerning the first statement in the above table 4.4.4 shows that 123(36.9%) and 135(40.5%) strongly disagree and disagree respectively to the statement, 46(13.8%) and 29(8.7%) neutral and agree to the states respectively. One can conclude that the

townland administration and improvement office contain the residents in the land carrier system at a very low level.

About the question "There is a public forum for keeping excellent urban land governance for disadvantaged groups." one hundred twenty (36%) and 136 (40.8%) of respondents strongly disagree and disagree respectively with the statement, the rest 28(8.4%) and 49(14.7%) of the respondents neutral and agree respectively to the statement. According to this finding, one can infer that the deprived crew of peoples was no longer benefited and the level of citizen's participation within the land Management machine is not enough.

The different questions "The residents brazenly oppose the townland managers on the lack of appropriate city land management issues." 123(36.9%) and 134(40.2%) of respondents strongly disagree and disagree with the states respectively, 28(8.4%) and 48(14.4%) of respondents impartial and agree respectively with the idea. From the observation, one can infer that the townland administration gadget was once undemocratic, did no longer choose the carrier users' opinions, and limits the freedom of the residents to categorize their ideas.

According to the fourth query raised in the above table 4.4.4 regarding with "The townland managers make land policy choices through consulting the residents and incorporating their feedback." 113(33.9%) and 135(40.5%) of respondents strongly disagree and disagree respectively, 34(10.2%) and 51(15.3%) of respondents neutral and agree to the statement. This implied that the townland management and development workplace made land policy decisions besides the will of the residents and did now not need the involvement of citizen's session and their feedback sought and incorporated in the ensuing policy. The interview result from the experts' side additionally confirms that there used to be no such sturdy encouragement of residents to take part in formulating and updating plans and policies.

The final question raised in the gadgets of participation used to be solving customer's troubles on urban land administration through the participation of the residents. 111(33.3%) and 140(42%) of respondents strongly disagree and disagree with the statement, the relaxation minimum 35(10.5%) and 47(14.1%) of respondents impartial and agree respectively to the statement. Based on the above findings it is possible to conclude that the existed urban land troubles of customers may additionally be solved solely with the way of the office.

To sum up, the outcomes of participation of service users to promote desirable urban land administration in the townland management and improvement as of respondents was exceptionally constrained and it desires reform. Because barring the energetic participation of the city land service users, or customers the typical economic, social, and political environments of the city became spoiled/not improved. It needs integral attention. . Other researchers like (Takele Necha Sungena. et al., 2014) describe in their conclusion that the city desires to build a gadget that will promote participation to meet exquisite governance in land management. similarly, the result of this study suggests that participation of the citizen in city land difficulty was very poor to fix suitable city land management.

4.4.5 Equity related to urban land management

Equity is a way of providing equal opportunity for all to access land and land information without legal implements and procedural difficulties.

Table 4.4.5 Frequency statistics on Equity related to urban land management

Variables	Choices	Frequency	%
The town managers and employees equally treat all the town residents without partiality on the issues of land.	strongly disagree	113	33.9
	disagree	134	40.2
	neutral	44	13.2
	agree	42	12.6
	Total	333	100
All the town residents got an equal chance to compete for housing and business land distribution.	strongly disagree	54	16.2
	disagree	2	.6
	neutral	126	37.8
	agree	151	45.3
	Total	333	100
There is equal access to urban land information	strongly disagree	105	31.5
	disagree	124	37.2
	neutral	43	12.9
	agree	61	18.3
	Total	333	100
	strongly	115	34.5

The legal framework on urban land is non-discriminatory	disagree		
	disagree	112	33.6
	neutral	60	18
	agree	46	13.8
	Total	333	100
Women's property rights in lands as accrued by relevant laws are recorded	strongly disagree	107	32.1
	disagree	121	36.3
	neutral	50	15.0
	agree	55	16.5
	Total	333	100

Source; own survey Result (June 2021)

As indicated in desk 4.4.5 to consider the equity of land management five questions were raised. For the first statement, 113(33.9%) and 134(40.2%) of respondents strongly disagree and disagree with the announcement respectively. The rest did not have the power to bind the decisions. This implied that there was unequal therapy inland service management. The interview result from the experts' side can aid the finding. They affirm in one word that there was once the hassle of discrimination.

About the 2d statement 54(16.2%), 126(37.8%), and 151(45.3%) of respondents strongly disagree, neutral, and agree with the idea. One can conclude from this commentary there used to be an equal risk of competing on housing and enterprise land. The interview result from the expert's side justifies that information is on hand to the public in formal or informal ways. But access to have housing and enterprise land was very tough in the realistic implementation of the land lease coverage to the majority of poor residents.

In the third question, 105(31.5%) and 124(37.2%) of the respondents strongly disagree and disagree with the announcement respectively. This indicates that there were no equal accesses to land information in the townland administration system. The interview results also coincide with the result.

The fourth question rose on "The legal framework on urban land is non-discriminatory" 115(34.5%), and 112(33.6%) of respondents strongly disagree and disagree respectively on the statement. On the different hand, only 46(13.8%) of the respondents agree with the idea. This

implied that the criminal framework of the city land management system in the city used to be very discriminatory. The interviewee supports the result using integrating the sensible urban land hire policy.

The ultimate question raised was about “Women’s property rights in lands as collected through relevant legal guidelines are recorded.” 107(32.1%) and 121(36.3%) of respondents strongly disagree and disagree, 55(16.5%) of respondents agree with the statement. From the result, one can infer that in the townland administration device women’s property rights in lands are very low.

4.5 Qualitative Data Analyses

To recognize the perception of technical personnel towards the utility of suitable governance dimensions in land development and management, institutional capacity, and legal framework association eleven questionnaires were prepared, and the interview used to be carried out. Accordingly, the following narrative analyses are made by way of looking at each question and each answer responded to by respondents.

From the qualitative analysis, the question forwarded used to be concerning the predominant challenges in the office to put into effect proper governance principles to control land. To this end, there are several challenges from this essential challenges raised employing most of the respondents so as not to implement true governance principles encompass human resource and capability constructing problems and turnovers, Political intervention, the high practice of corruption, patronages network to have unfair benefit, lack of modernized documentation and recording system (shortage of technology), lack of service quality, talent gap, lack of personnel integrity, lack of believing between worker and residents, lack of land statistics accessibility, discrimination, unfair costs, the velocity of provider with client delight and troubles related to citizens recognition offerings that are no longer within the regulations and rules of the office. The 2d query forwarded to interviewees was “land development and management office have in a position and capable personnel to supply high-quality services” most of the respondents did no longer agree because in the office there are about 67 job positions that require professional personnel however only 25(37.3%) exist that cannot in a position to handover all activities as of anticipated service standards. The normal competency and functionality to supply high-quality land improvement and management have limitations. In this regard, obstacles are generally related to a

scarcity of knowledgeable manpower, choice-making, and the problem of identifying key roles, incapable to appreciate true governance troubles associated with land development and management, and the lack of commitment.

The third question used to be about service transport standards. From the qualitative analysis, it is observed that the office has already put a clear and open provider shipping trendy regarding each exercise for every core process. However, most of the respondents believed that there was extraordinary trouble when it comes to implementation.

The fourth question forwarded to interviewees was once “the procedures, rules, and policies are clear and comprehensible to all” in this regard the respondents believed that the rules and policies are not clear to all because there is a transparency problem in the office.

Another query forwarded was whether there is customer participation in the formula and updating of plans and policies. In this regard, even though there are some initiations currently, it is concluded that there was no such sturdy encouragement of residents to participate in formulating and updating plans and policies.

The six-questions forwarded was once about “a mechanism for evaluating of performance, questioning and explaining and fighting resolution inland offerings in your townland management” in the office-based on reform tools requires semi and annual overall performance assessment in accordance to BSC codecs employees performance was evaluated as standards simple not to carry extensive alternate on carrier quality. Most of the time in the townland carrier conflicts can be solved through surveyors of the office through excessive professional payment. That can't satisfy the desires of each party.

The subsequent question was once concerning “the Customers have equal access to housing land, land records, and other offerings without discrimination” the respondents underlined that as precept men and women are competing in the same area in collaborating in urban land auctions. But the values of the public sale fall on the hands of the rich and the riches have extra than one city land by the identity of their relatives in criminal city land auctions repeatedly. So, terrible city dwellers are discriminated against for proudly owning land in this systematic way. In addition to this information are on hand to the public informal or casual ways. But get the right of entry to have

housing land was once very difficult in the practical implementation of the land lease policy. The land lease policy discriminates legally against the negative from the land competition. The eighth question was concerned about “sufficient applied sciences consisting of hardware, software program, and networks, and assistive technology in the office.” the interviewees responded as Not that ample science in the office. It wants current additional technologies. The service nice was once very poor.

The ninth question forwarded was “rules, processes, and mechanisms in the area to address grievances, manipulate disputes, and implement agreements” the respondents perceive that it was now not common but there are methods to manage disputes.

The tenth question was once that” Is the current city land law recognizes the rights to environment friendly makes use of the land for an individual?” most of the respondents stated that the concept used to be very exceptional to use efficaciously city land for individuals. But practically land is a non-renewable useful resource as examine to the populace explosion in this century. A small number of peoples can have a massive location of land in the town, majority of the people have a very small sized land plot in the town and the other most productive section of the society does not have city land for housing, commercial and industrial uses. The demand of the residents and the aid is not balanced in specific mechanisms of the office and the effort to do such activities used to be very poor. Still, dwellers have a lot greater complaints on these issues.

The ultimate question forwarded used to be “the major areas for improvement on the institutional and felony arrangement” From the evaluation result, most of the interviewee believed that at the institutional stage the number of gurus was once not adequate so it wishes different recruitment, technological know-how like computer, hardware, accessories, budget are required to give the first-rate carrier to the customers. In the felony association the role, responsibilities, test, and stability system, building how the responsible our bodies to be guilty in their actions, the collaboration of different sectors should be mandated. Unless, it used to be very hard to assume a desirable transformation. In general, nearly all qualitative descriptions are coinciding with evaluation effects which were discussed in tables.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

This chapter summarizes the results of the study and forwards possible recommendations.

5.1 Summary of findings

The followings are the major findings of the study.

- ❖ The majority of the survey result 72.8 % of the respondents from both employee's and service user's side confirm that applying principles of excellent urban land governance dimension in land management and development in the town was at high risk. In addition to this, urban land-related services were not transparently delivered to the customer; residents did not participate in urban land decision-making processes. Furthermore, the results revealed that officials are not accountable for their actions and discrimination was seen as one of the crucial problems in office performance.
- ❖ The result from the survey and interview of the majority of the respondents revealed that the major challenges of urban land management and development in the study area were lacking access to land information, lack of accountability, lack of citizen's participation on urban land issues, nepotism and favoritism, unwanted political interventions, patronages network, corruption, poor service delivery, lack of knowledge and skill in the officials, discrimination, high land ownership cost, lack of code of conduct in the office, a poor commitment of employees in their work, lack of in-service training for employees about how to handle customers during service delivery on the issues of good urban land governance dimensions and poor institutional capacity are founded during the analysis of the study.
- ❖ From the qualitative analysis, it was found that the office has already put a clear and open service delivery standard concerning each activity for each core process. However, most of the respondents believed that there was a great problem when it comes to implementation. In addition to this, survey results confirm that 90.6% of the majority of respondents responded that, they cannot obtain speedy and effective service delivery due to poor

technology utilization and shortage of skilled manpower in the office. Furthermore, it was found that there is the poor institutional capacity (human resources, finance, and necessary materials) and weak implementations of rules, regulations, and responsibilities.

5.2 Conclusions

This study was conceived to assess the challenges of excellent urban land governance practice in land management and development office in Bonga town. The application of top governance standards in the use of comprehensive land development, and management frameworks. It was once tried to check the hassle through making use of accurate governance concepts underneath the 5 good urban land governance dimensions and institutional capacity, and Legal framework arrangements, such as the standards of participation, transparency, accountability, equity, effectiveness, efficiency. To obtain the above-mentioned objectives, the study used a mixed research approach. Among the methods of quantitative approach survey questionnaire method of data collection and qualitatively interview for key informants was adopted. A descriptive research design was employed in this study. To organize questionnaire data for analysis, SPSS model 20 statistical software was utilized. Besides qualitative statistics can be analyzed using narrative explanation, and used for triangulation.

Based on the results obtained, the following conclusions are made:-

- ❖ Greater parts of respondents did not have attention to land laws, regulations and they were perceived that laws regulating land administration were no longer clear and accessible. Besides, the land transport procedure in the town was once found to be now not obvious to all service users. Indeed, the town was failed in being transparent to the provider users and lacks openness, clearness in its land management-related procedures. Weakness in transparency can result in negative urban land governance which in turn affects the predicted performance and implementation of correct urban land governance principles as a whole.
- ❖ There are several land management and development problems in the town. From these, besides others lacking access to land information, lack of accountability, lack of citizen's participation on urban land issues, nepotism and favoritism, unwanted political interventions, patronages network, corruption, poor service delivery, lack of knowledge and

skill in the officials and discrimination are critical problems of land management and development office.

The other splendid mission which might impact the performance of suitable urban land development and management used to be the excessive turnover of the key officials.

- ❖ The study published that carrier customers had been upset about the overall performance of land officials in their service shipping for special needs. There was additionally bureaucratic delay and the lengthy manner in the carrier provision and that was surprisingly hurting the provider users. In addition to this, there was once no customer carrier shipping below one window, and the procedure was prolonged had many steps. So the technique is very monotonous and this, in turn, affects rapid carrier delivery and implementation of top governance to achieve institutional targets and goals. The learn about additionally recognized lack of in a position human resources to improve efficient and superb in the land transport process. Furthermore, Concerning institutional potential and felony framework personnel perception, the position /mandate /responsibilities of exclusive organization used to be simply described understood with their respective staff. But in the carrier users, facet matters are on the paper have been no longer carried out to satisfy the wishes of the customers.
- ❖ In well-known, the townland management and improvement workplace lack the required urban land governance dimensions of participation, transparency, accountability, equity, efficiency and effectiveness, and institutional capacity and criminal framework. It can, thus, be concluded that governance in the town is weak which leads to an ill-functioning land management device and

5.3 Recommendations

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

- ❖ 72.8% of the majority confirms that making use of ideas of incredible city land governance dimension in land administration and development in the town used to be at excessive risk. Because of the result, it is recommended that the government should giving training on customer handling strategies and consciousness creation regarding the exact governance issues desires to assemble a machine that will promote participation, equity, transparency, accountability, and institutional capacity.

- ❖ The survey questionnaire and interview diagnosed that there are many bottlenecks in the work overall performance of the townland administration and improvement workplace and the most important troubles are listed in the summary of findings. To enhance and overcome the challenges it is recommended that avoid unwanted political interventions and patronage systems that spoils the overall activities of the office seriously by concerned government bodies.
- ❖ 90.6% of the total common respondents confirmed that there was a remarkable service delivery problem in the office. It is recommended that rules of ethics and professional integrity by the land management officers should be put into operation and monitored. The system should consider awarding highly efficient land officers and take corrective measures against officials found to have been involved in malpractices through concerned government bodies in the study area.
- ❖ The researcher recommended that concerned government bodies need to use the study as a benchmark to formulate policies and to take reform in urban land administration and improvement system in the study area.

5.4 Future Research Directions

From the evaluation of this study, there are interesting avenues for future research. Such as; with the same theme by using increasing the pattern size and obtaining empirical pieces of evidence regarding what belongs to city land management, gender fairness in getting right of entry to land, Land registration, Landlessness, Improving service nice in city land management, and the influence of institutional capability in city land management are crucial priorities to lengthen the research.

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Appendix I
JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
QUESTIONNAIRES

Dear Respondent,

Thank you in advance for taking your precious time to complete the questionnaire!!!

This questionnaire has been developed to help collect data to study the Land Management Practices in Bonga town Administration using as a case study example. Information obtained through this questionnaire will only be used for academic purposes and shall be kept strictly confidential. The study is to be submitted to the Department of Public Management, Jimma University in partial fulfillment of the requirement for the Degree of Masters in Public Management.

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

Teshager Tadesse

Thank you for your cooperation in advance!

Part one: Profile of Respondent from Land management and Development office Employees

1. Gender: Male Female
2. Age: 20-30 31-40 41-50 51-60 61-70 others
3. Please indicate the number of years you have been in your current position Less than 1 Year
1-5 Years 6-10 Years 11-15 Years More than 15 years
4. Education: 1-8 9-12 Certificate Diploma Degree Above
5. Marital Status: Married Single Divorced Widowed

Part two: The following statements are meant to evaluate how you perceive the simplicity and clarity of processes/procedures, on the principles of urban land governance, and to what extent do you agree or disagree with the following statements?

(Key for Analysis: Strongly agree =5; Agree =4; Neutral= 3; Disagree=2; and strongly disagree1,

#	Description	Please put tick mark (√)				
		<i>Strongly disagree</i>	<i>disagree</i>	<i>Neutral</i>	<i>agree</i>	<i>Strongly agree</i>
1	Transparency related to Urban Land Management					
A	Residents coming for any land-related services can easily access information regarding the list of required documentation, the procedure to follow and/or offices to visit (all at one window)					
B	A written document in the form of a broacher, which is clear and easy to understand, that can guide residents on the procedure/process is available and accessible to anyone who needs it.					

C	The procedure, process for land service are short, clear and do not create confusion for residents.					
2	Accountability related to Urban Land Management					
A	In the office, there is the availability of a code of conduct for staff, Performance evaluation of employees, Employee motivation based on their performance, and answerability of officials for the effect of their decisions.					
3	Effectiveness and Efficiency related to Urban Land Management					
A	In the office, there is a Satisfactory land delivery process, capacity building, financial provision, no bureaucratic delay, the organization achieves its goals as expected.					
B	The services performing in the best possible manner in land administration by providing: Short and simple land registration system, Simple land ownership land transfer system, Provide services as per delivery standards, Officials and workers perform these duties without bribes and rational use of scarce resources.					
C	There is skilled, knowledgeable, and appropriate manpower that can deliver land					
4	Participation related to Urban Land Management					
A	Employees are participated in townland management practice through consulting and giving feedback, encouraging the residents to participate in public forums, in decisions making process, and involving inland delivery.					
5	Equity related to Urban Land Management					

A	The office provides an opportunity for all through employee impartiality in providing services, fair compensations paid to all residents those who are losing their landholdings, Providing reasonable cost for services delivered, and equal access to land information without discrimination					
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Part three: Institutional capacity and legal framework/Arrangements

#	Description	<i>Strongly disagree</i>	<i>disagree</i>	<i>Neutral</i>	<i>agree</i>	<i>Strongly agree</i>
1	Institutional capacity and Legal framework/Arrangements related to urban land management in the town					
A	The roles/mandates / responsibilities of the different organizations/departments involved in land management are clearly defined and understood among their respective staff					
B	The rights people might have on land is sufficiently transparent					
C	There are well-defined rules, processes, and mechanisms in place to address grievances, manage disputes, and enforce agreements					
D	The Management at all levels in the office is competent, ethical and motivates others to follow better ways to serve residents					
E	Managers are skilled and trained in the various systems to help employees when needed to provide excellent customer service					
F	Managers continually monitor the workforce to ensure ongoing employee development and process improvement					
G	The land administration office has a sufficient mix of qualified technical and administrative staff					
H	Employees are continually developed through training, education, and opportunities for promotion					
I	The office has qualified and experienced human resource.					

J	The roles and responsibilities of every employee are well defined					
K	The town has sufficient technologies consisting of hardware, software, networks, and support technology to assist the day to day tasks					

Part Four: Questions on Good Urban Land Governance Principles filled by service users

Part One: Personal Information

1. Gender: Male Female
2. Age: 20-30 31-40 41-50 51-60 61-70 others
3. Education: 1-8 9-12 Certificate Diploma Degree Above
4. Marital Status: Married Single Divorced Widowed

Part two: The following statements are meant to evaluate how you perceive the simplicity and clarity of processes/procedures, on the principles of urban land governance, and to what extent do you agree or disagree with the following statements?

(Key for Analysis: Strongly agree =5; Agree =4; Neutral= 3; Disagree=2; and strongly disagree1,

#	Description	Strongly disagree	disagree	Neutral	agree	Strongly agree
1	Transparency of land-related Urban Land Management					
A	The office posts at clear points schedules of fees and other payments, required documents, procedures/processes to follow, the standard time it takes for each service requested					
B	The office provides printed documents/broachers with schedules of fees ,other payments, required documents, procedures/processes to follow, the standard time it takes for each service requested					

C	The office indicates on its website schedules of fees and other payments, required documents, procedures/processes to follow, and the standard time it takes for each service requested					
D	There are a comprehensive and clear guideline and standard for anyone to follow in land acquisitions					
E	There is transparency in the service standards and costs of services and other payments					
F	The office encourages clients to report cases of rent-seeking behavior by a staff of the land sector agencies					

#	Description	<i>Strongly disagree</i>	<i>disagree</i>	<i>Neutral</i>	<i>agree</i>	<i>Strongly agree</i>
2	Accountability related to Urban Land Management					
A	Employees are regularly oriented/trained/familiarized with the requirements and producers for serving clients					
B	Employees at all levels are held very accountable for their actions at work					
C	The office focuses on providing excellent customer service					
D	The office highly emphasis providing prompt assistance to resolve inquiries or customer complaints					
E	Employees at all levels follow and respect rules and regulations in all circumstances					
F	The office has established clear objectives to be achieved					
G	The office has a regular reporting system on achievements and results against objectives					

#	Description	<i>Strongly disagree</i>	<i>disagree</i>	<i>Neutral</i>	<i>agree</i>	<i>Strongly agree</i>
3	Effectiveness and Efficiency related to Urban Land Management					

A	There is a speedy and effective service delivery system in the urban land management to the town residents.					
B	The office locations are conducive for service delivery to town residents					
C	The office uses different new technologies to give effective and efficient service.					
D	The cost of the land access is affordable to most applicant community members					
E	Town managers have enough knowledge to manage the urban land effectively					
F	The land administration office has complete competent staff					
G	The office has qualified and experienced human resource capable of serving residents'					
H	The roles and responsibilities of every employee are well defined					
I	The office has sufficient technologies like hardware, software, and networks, to assist the day to day tasks					
J	The office follows all land laws, proclamations, and regulations.					

#	Description	<i>Strongly disagree</i>	<i>disagree</i>	<i>Neutral</i>	<i>agree</i>	<i>Strongly agree</i>
4	Participation related to Urban Land Management					
A	Town residents are participating in the urban land service delivery process.					
B	There is a public forum for maintaining good urban land governance for disadvantaged groups.					
C	The residents openly oppose the townland managers on the lack of good urban land management issues.					
D	The townland managers make land policy decisions by consulting the residents and incorporating their feedback.					

E	The employees of the land management and development office are interested in solving customer's problems on urban land management by participating in the residents.					
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	Description	<i>Strongly disagree</i>	<i>disagree</i>	<i>Neutral</i>	<i>agree</i>	<i>Strongly agree</i>
5	Equity related to Urban Land Governance					
A	The town managers and employees equally treat all the town residents without partiality on the issues of land.					
B	All the town residents got an equal chance to compete for housing and business land distribution.					
C	There is equal access to urban land information					
D	The legal framework on urban land is non-discriminatory					
E	Women's property rights in lands as accrued by relevant laws are recorded					

Appendix II
Interview guiding questions for key informants from Land
Management and Development Office

Key land Officials

Part Five

1. What are the major challenges in your office to implement good governance principles?
2. Does the townland development and management office have competent and capable staff to provide effective services?
3. Did the office provide its service as indicated on the service delivery standard in your townland management?
4. does the procedures, rules, and regulations are clear and understandable to all?
5. Is there any customer participation in the formulation and updating of plans and policies in your townland management?
6. Is there a mechanism for evaluating performance, questioning and explaining, and conflict resolution inland services in your townland management?
7. Does the Customers have equal access to housing land, land information, and other services without discrimination?
8. Does the town have sufficient technologies consisting of hardware, software and networks, and support technology?
9. Are there rules, processes, and mechanisms in place to address grievances, manage disputes, and enforce agreements?
10. Is the existing urban land law recognizes the rights to efficient use of land for an individual?
11. What do you think are the main areas for improvement in the institutional and legal arrangement?

ጂማ ዩኒቨርሲቲ

ቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

ማኔጅሜንት ዲፓርትመንት

ድህረ ምረቃ በህዝብ አመራር

የጥናት እና ምርምር መጠይቅ

ይህ መጠይቅ ዓላማዉ በቦንጋ ከተማ መሬት አስተዳደር፣ መሬት አመራር እና ልማት ዙሪያ የሚታዩ የአተገባበር ተግዳሮቶችን እና ችግሮችን በቀጣይ ለመፍታት ታስቦ የተዘጋጀ የጥናት እና ምርምር መጠይቅ ነዉ። መጠይቁም በከተማ ልማት ፣ በከተማዉ ማዘጋጃ ሴክተር ባለሙያዎች እና አገልግሎት ተጠቃሚ የህ/ሰብ ክፍሎች የሚሞላ ነዉ። ይህ መጠይቅ ከትም/ታዊ ጥናት እና ምርምር ዉጭ ሌላ ምንም ዓላማ የሌዉም። በመሆኑም የተሳታፍዎች ምስጥር የተጠበቀ እና ምንም ስም መጻፍ አያስፈልገዉም። ለዚህ ጥናት እና ምርምር መሳካት የእናንተ የጎላ ተሳትፎ ወሳኝ በመሆኑ ለጥያቄዎቹ ተገቢዉን ምላሽ በመስጠት እና የነቃ ተሳትፎ በማድረግ ምርምሩ የታለመለትን ዓላማ እንድያሳካ በማድረጋችሁ ልባዊ ምስጋናዬን አቀርባለሁ።

በአገልግሎት ተጠቃሚ የህ/ሰብ ክፍሎች ብቻ የሚሞላ

በመልሶቹ ላይ (✓) ምልክት ብቻ በመልሶቹ ሳጥን ዉስጥ ያስቀምጡ

ክፍል አንድ:-አጠቃላይ መረጃ

1/የታ: ወ ሴ

2/ዕድሜ: 20-30 31-40 41-50 51-60 61-70 ሌላ

3/ የጋብቻ ሁኔታ : ያገባ ያላገባ ፈት ሌላ

4/ የትም/ት ደረጃ: ያልተማረ 1-8 9-12 ሴርተፍኬት ዲፕሎማ ዲግሪ ከዲግሪ በላይ

5/ የመሬት ባለቤትነት: የግል ኪራይ

ክፍል ሁለት

ስለ መሬት አስተዳደር፣አመራር እና ልማት ቀላል፣ግልጽ እና ሂደቶችን በተመለከተ ከታች በቀረቡ ሃሳቦችን ምንምም እንደምትስማማ እና እንደማትስማማ (✓) በሳጥኑ ላይ በማድረግ ምላሽ ስጥ።

ተ/ቁ	መግለጫ	በጣም እስማማለሁ	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም አልስማማም
1	ስለ መሬት አመራር ያለው ግልጽነትን በሚመለከት					
1.1	መ/ቤቱ ስለ ከተማ መሬት አገልግሎት ግልጽ በሆነ ሁኔታ የግዜ ሰሌዳ፣የሚያስፈልጉ ክፍያዎች፣መያዝ ስላለበት መረጃ ፣ሊንከተላቸው የሚገቡ ሂደቶችን እና የሚፈፀሟበትን ግዜ በግልጽ አሳውቋል።					
1.2	መ/ቤቱ ስለምሰጣቸው አገልግሎቶች በጽሑፍ ቢሮሾችን በማዘጋጀት ለተጠቃሚው ግንዛቤ ያስጨብጣል።					
1.3	መ/ቤቱ ስለምሰጠው አገልግሎት እና ከተገልጋዩ ስለምጠበቀው መረጃ በድህረ ገጹ ያሳውቃል።					
1.4	ሁሉም ነዋሪ መሬት ማግኘት እንድችል የተቀመጠ ግልጽ መመሪያ እና ደንብ አለ።					
1.5	ግልጽ የሆነ የአገልግሎት አሰጣጥ እና የክፍያ መጠን አለ።					
1.6	መ/ቤቱ ተገልጋዮች ሙሰኝነትን እንድታገሉ የሚያስችል እና ጥቆማ እንድሰጡ የሚያስችል አሰራር ስረዓት አለው።					
2	ከመሬት አመራር ጋር ተያይዞ ያለ ተጠያቂነትን በሚመለከት					
2.1	የመ/ቤቱ ሰራተኞች ተገልጋዩን በብቃት ማገልገል እንድችሉ ስልጠና እና ከሁኔታዎች ጋር የማስተዋወቅ ስራ ይሰራል።					
2.2	የመ/ቤቱ ሰራተኞች በምፈጽሙት ተግባር ተጠያቂነት አለባቸው።					
2.3	መ/ቤቱ ለተገልጋይ ምርጫ አገልግሎት መስጠት ላይ ትኩረት ያደርጋል።					
2.4	መ/ቤቱ የተገልጋይ ቅሬታን ለመፍታት ቅድሚያ ይሰጣል።					
2.5	የመ/ቤቱ ሰራተኞች በሁሉም ደረጃ ህግና መመሪያን ተግባራዊ ያደርጋሉ።					
2.6	መ/ቤቱ የተቋቋመበትን ግልጽ ዓላማ ተግባራዊ እያደረገ ነው።					

2.7	መ/ቤቱ በየግዜው መደበኛ የሆነ የአፈጻጸም ሪፖርት ያቀርባል ድክመቶቹንም ያርማል					
3	የመሬት አመራር ዉጤታማነትና ቀልጣፋነት በሚመለከት					
3.1	መ/ቤቱ ከመሬት አኳያ ፈጣን እና ዉጤታማ አገልግሎት ለነዋሪዎች እየሰጠ ይገኛል።					
3.2	መ/ቤቱ የሚገኝበት ቦታ ለነዋሪዉ አገልግሎት ተጠቃሚነት አመቺ ነዉ።					
3.3	መ/ቤቱ አገልግሎት ለማቀጠፍ አዳድስ ቴክኖሎጂዎችን ይጠቀማል።					
3.4	የመሬት ማግኛ ወጪዎች ለሁሉም አመልካቾች ፍትሐዊ ናቸዉ።					
3.5	የከተማዉ አመራሮች የከተማዉን መሬት የማስተዳደር እዉቀቱም ሆነ በአፈጻጸማቸዉ ዉጤታማ ናቸዉ።					
3.6	መ/ቤቱ ብቃት ያለዉ እና ተወዳዳሪ የሆነ የሰዉ ሃይል አለዉ።					
3.7	መ/ቤቱ ጥራት እና ልምድ ባላቸዉ ነዋሪዉን ማገልገል በሚችሉ የሰዉ ኃይል የተሞላ ነዉ።					
3.8	የመ/ቤቱ ሰራተኞች ኃላፊነት እና ተግባር በተገልጋዮች ዘንድ የታወቀ ነዉ።					
3.9	ተቋሙ የዕለት ተዕለት ተግባሩን በኮምፒዩተር በመታገዝ ይፈጽማል።					
3.10	ተቋሙ ሁሉንም የመሬት ህጎች በፍትሐዊነት ተግባራዊ ያደርጋል።					
4	በመሬት አመራር የነዋሪዉ ተሳትፎአዊነት በሚመለከት					
4.1	የከተማዉ ነዋሪዎች ስለመሬት አገልግሎት አሰጣጥ ተሳትፎ ያደርጋሉ።					
4.2	የተጎዱ የሀ/ሰብ ክፍሎችን የመሬት ተጠቃሚ ለማድረግ እንድቻል የሀዝብ ፎሬምች ይደረጋሉ።					
4.3	የከተማዉ ነዋሪዎች እየተፈጸሙ ስላሉ የተሳሳቱ የመሬት አገልግሎት ስርዓቶች በግልጽ መቃወም ይችላሉ።					
4.4	የከተማዉ አመራር የመሬት ፖሊሲዎች እና ዉሳኔዎች ከመወሰኑ በፊት ከነዋሪዎች ምክር ፣አስተያየት እና ግብረመልስ ተቀብሎ አካታች ዉሳኔ ይወስናል።					
4.5	የመ/ቤቱ ሰራተኞች የሚፈጠሩ የመሬት አስተዳደር ችግሮችን ሀ/ሰቡን በማሳተፍ በጋራ ለመፍታት ፍላጎት አላቸዉ።					
5	የመሬት አመራር ትክክለኛነት በሚመለከት					
	የከተማዉ አመራር እና ባለሙያ ስለመሬት					

5.1	ሁሉንም ተገልጋይ ይለ አድሎ እኩል ያገለግላሉ።					
5.2	ሁሉም የከተማዉ ነዋሪዎች ለመኖሪያ ቤትም ሆነ ለንግድ አገልግሎት መሬት ለማግኘት እኩል የመወዳደር ዕድል አላቸዉ።					
5.3	ሁሉም ነዋሪ ስለመሬት ባለመገለል መረጃ ያገኛል።					
5.4	የከተማዉ የመሬት አመራር ህግ አግላይ አይደለም።					
5.5	ሴቶች የከተማ መሬት ተጠቃሚነት እና ንብረት የማፍራት መብት በከተማዉ መሬት ህግ የተደነገገ ነዉ።					