



Ethiopian Civil Service University
College of Leadership and Governance
Africa Institute of Governance and Development



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Title of Thesis:

**The Practices of Good Governance Principles in
Urban Land Administration: The Case of Oromia
Regional State “Shaggar” City Administration,
Sululta Sub-City**

By

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June, 2023

Addis Ababa, Ethiopia

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ID No. ECSU 1800752

A Thesis Submitted to the Africa Institute of Governance and Development of the Ethiopia Civil Service University in Partial Fulfillment of the Requirement for the Award of a Master’s Degree in Governance and Development

Advisor: Tesfaye Hirpasa (PhD.)

June, 2023

Addis Ababa, Ethiopia

Declaration

This is to declare that the thesis entitled “**The Practices of Good Governance Principles in Urban Land Administration: The Case of Oromia Regional State “Shaggar” City Administration, Sululta Sub -City**”, submitted in partial fulfillment of the requirements for the degree of Master of Arts in the Africa Institute of Governance and Development, Ethiopian Civil Service University, is a record of original work carried out by me and has never been submitted to any other institution to get any other degree or certificates. The assistance and help I received during the course of this investigation have been duly acknowledged.

Name of Candidate


Signature

Date

Approval

We, the undersigned, certify that we have and here by recommendation to the Ethiopian Civil Service University to accept the thesis submitted by **Wassihun Eshetu** entitled **“The Practices of Good Governance Principles in Urban Land Administration: The Case of Oromia Regional State “Shaggar” City Administration, Sululta Sub-City”** for the fulfillment of the requirement for the award of a master’s degree in Governance and Development Studies."

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List of Acronyms and Abbreviations

AfDB	African Development Bank
ADB	Asian Development Bank
AU	African Union
CSA	Central Statistical Agency
FDRE	Federal Democratic Republic Of Ethiopia
FAO	Food and agriculture organization
FIG	The international Federation of Surveyors
GTP	Growth and Transformation Plan
IFAD	International Fund for Agricultural Development
LA	Land Administration
OECD	Organization for Economic Cooperation and Development
PASDEP	Plan for Accelerated & Sustainable Development to End Poverty
SEMCOG	Southeast Michigan Council of Governments
UNDP	United Nations Development Program
UNECE	United Nations Economic Commission for Europe
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNGGIM	United Nations Global Geospatial Information Management
USAID	United States Agency for International Development
UN- HABITAT	United Nations Human Settlements Programme
WB	World Bank

Abstract

Good urban land administration needs the integration and practical implementation of Good Governance principles from local, country to global levels. With this assumption, this study aimed to assess the current practices of good governance principles in urban land administration; the case of Oromia Region “Shaggar” City Administration, Sululta Sub-city. Specifically, this research explored the existing practices and implementation of the five core elements of urban good governance and main challenges that hinder its implementation. Concerning the methodology, a descriptive cross sectional survey design with a mixed approach was employed to achieve the objectives of this study. Convenience and purposive sampling method was used to select 394 sample respondents that are land customers and land experts based on accessibility and availability of target population at a given study area. Descriptive analyses were employed to analyze the collected data by using narrations, tables, figures and percentages, mean, median, mode, and standard deviation. The findings of this study revealed that poor practices and weak implementation of good governance pillars; poor transparency in access to land and related services, low accountability mechanism, less responsiveness to the public needs and demand, less fair and inclusive service delivery system and less effective and efficient service process with poor quality service delivery system in general, in the study area. Likewise, corruption, lack of motivation or punishment mechanisms, Weak commitment and poor leadership, weak monitoring and evaluation system, and the like are the major challenges which impeded the overall practices and implementation of urban good governance in the study area. Finally, despite the agenda of good governance in the land administration of the Sub City seems getting a due emphasis, the overall practices was found low, which means we can conclude that there is no significant change contrary to the expectation hoped to be realized. Land and related information's and decisions need to be clearly accessible to the public, strong commitment, rewarding and accountability and effective service delivery mechanisms are suggested as recommendations.

Key words: *Good governance principles, urban land governance, Land customers, Land experts, Service delivery.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Good governance is increasingly recognized as crucial to effective development. Governments that demonstrate transparency, accountability, and responsiveness are more likely to attract investment, deliver quality public services, and manage resources more cost-effectively than governments whose activities are opaque and not subject to public scrutiny (Bell, 2007). Good governance is an emerging field in development discourse that has gained prominence since the 1980s. According to Gisselquist (2012), the World Bank is the first institution to introduce the good governance agenda into the development discourse. The World Bank's experiences with the failure of its economic policies in developing countries led it to characterize this failure as bad governance, i.e. poor governance, administrative inefficiency, corruption, lack of accountability and transparency, and setbacks in the development of these countries (Khan, 2008).

In general Good governance is essential for the efficient and effective stewardship of the environment and natural resources. Land is one of the invaluable assets or resources and a means of survival. Good governance in land administration is not a new issue and is just as important in developing countries as it is in developed countries. Efficient, effective, transparent and accountable land stewardship services are both about the stewardship of land and the public service that operates in each country. Typically, land governance reform in any country is a long-term prospect that requires decades of sustained commitment. It is a major investment of capital and human resources and requires strong and consistent leadership to deliver effective and sustainable results (Gisselquist, 2012). Land administration or in general land governance is concerned with the appropriate use of land for different activities.

According to the statement of FAO (2007) under the notion of land administration contains different features of arrangements and managing the property rights to land, economic aspects and land uses. Land administration can be defined as the activities that relate to organizing land tenure, land value, land use, and land development (Williamson, et al. 2010). This is abroad definition encompassing policy, legal, tenure, administrative,

technical, and capacity development elements. In addition to this, it can be also conceptualized as the processes of regulating land and property development and the use and conservation of the land, the gathering of revenues from the land through sales, leasing, and taxation, and the resolving of conflicts concerning the ownership and use of land (FIG, 2008).

Moreover, beyond economic value, land in many countries has social, cultural and religious implications which should not be treated simply like other resources or properties instead treatment should be technical or systematic and requires special attention of multiple stakeholders (Tuladhar, 2004). The way it is ruled and administered, therefore, has a significant impact on a country's future.

Accordingly, as many scholars and various stakeholders agreed upon, good governance in land administration is considered as the best tool to avoid the impact of weak governance such as inefficiency and ineffectiveness, absence or passive community participation, corruption, insecure tenure, and unfair distribution of social services.

The existence of good land development and management promotes the development of a city. In broader development endeavor of countries, good governance plays a vital role. As it is applied in an increasingly dynamic context of urbanization, and as urbanization is associated with development, adherence to good governance principles a core. FAO, WB, (2007). The principles of good governance such as transparency, accountability, and equity prevail and address urban land development and management when the executive organs adhere to these principles and when customers (citizens) enjoy from the prevailing principles.

In Ethiopia Urban land administration and governance system has passed through a lot reforms since Emperor Hailesilasse to the current constitution of FDRE that is still working (Lindner, 2014).

Likewise, Shimelis (2015) stated that different measures were undertaken to improve the implementation practices of good governance in various institutions and tiers of government so far; however its implementation is bounded by several deficiencies such as corruption, mainly in land administration.

Weak land governance causes insecurity of tenure, high transaction costs, informal land transactions or an informal property market, reduced private sector investment, illegal transfer of state land, limited local revenues, land conflicts, landlessness and inequitable land distribution, social instability, social exclusion and political instability, erosion of ethics and also standards of unsustainable natural resources management (Magel and Wehrmann, 2002).

Like any other urbanizing and growing towns and cities of the country urban land administration and land governance , particularly in oromia special zone surrounding Finfine towns and cities which now most of them are incorporated under “ Shaggar” City Administration that are near to the capital city-Addis Ababa, is more vulnerable to corruption and bad governance practices. Sululta Sub city administration, which is 23 km far from Addis Ababa, is one of these towns and cities that are vulnerable and impacted due to weak and poor governance practices (Abebe, 2019).

As personal observation of the researcher and public rumors and complains among resident and service seekers, even though local government particularly land administration of the sub city is striving to implement good governance in practice, there still exist problems in service delivery, corruption, lack of commitment, responsiveness and accountability that challenges the implementation good governance in the land administration sector in the study area. Thus, examining the application of good governance principles is necessary. The principles of, transparency, responsiveness, accountability, equity and effectiveness, and efficiency are chosen for measurement indicators and their contribution to good governance practice in the land administration office was taken for analysis. Because, the application of principles improve local institutional capacity and enables to achieve desired outcomes. Similarly, the implementation of good governance pillars in urban land administration is sensitive and challenging, and its analysis at lower tiers of government is essential.

Thus, the existing situations of land governance in the study area motivated the researcher to assess good governance practices in urban land administration in the study area.

1.2. Statement of the Problem

Urban land is the most expensive and limited resource, which is a means of economic, social and culturally valued expressions in any society. This limited natural resource needs to be managed appropriately in order to optimize its benefits for now and for the future through minimizing environmental and other social problems caused due to the poor management of urban land (Lindner, 2014).

Unless good governance is substantially established and assorted with existing national institutional frameworks, all effort to ensure development and democracy would remain in unattainable (Kassahun, 2010). Good Governance matters in any services in Africa even if land and land related services have ranked as one of the most corrupt area in delivering services. Increasingly the demand of urban land has fueled the problem. Thus its management and governance requires the integration and implementation of good governance principles (Qian, 2014). In addition, Engida (2013) mentioned that, urban areas mainly of African countries are growing rapidly by posing a number of serious challenges such as illegal land transactions and informal settlements.

According to the report of UN-Habitat (2012), many countries including Ethiopia has poor land administration because of the prevalence of incompetent and ineffective land institutions, and open an environment that might be very convenient for the rich and powerful who benefit from the absence of transparency in urban land administration. In line with this, Burns and Darlymple (2008) confirmed arguing that cities of developing countries are unable to provide affordable urban land particularly for the urban poor and other marginalized groups such as women and the aged because of inefficiency and ineffectiveness of urban land administration prevails. Additionally, as they argued weak governance in urban land administration would affect mainly the poor and even forced them outside the law as they lack the ability to protect their rights to land and other resources.

Likewise, According to Takele SN, et al. (2014) urban land administration in Ethiopia is often perceived as one of the most corrupt sectors in public administration. Besides, due to poor and weak governance in most towns and cities there exist a number of problems

and the delivery systems of land has failed to cope with the needs of the urban residents particularly the poor (Gondo, 2008).

So far, some studies have been conducted by different researchers in Ethiopia with regard to good governance practice in land administration. For instance, Abebe Sime (2019), has conducted a research regarding the challenges and prospects of good governance in urban land management with respect to accountability and transparency in Sululta City, which is the current study area, and the study indicated the lack of commitment of officials and officers, lack of willingness and lack of performing as per standards are the main challenges of good governance practices, but its detail and real picture are missing. Being familiar to the study area, the researcher observed that, many people are complaining on the service delivery of the land administration practices of The Sululta Sub- City that should be studied in detail in addition to accountability and transparency as indicators responsiveness, effectiveness and efficiency and equity are added to have a better and complete picture with regard to good governance principles. Moreover, the practical driving force to this research is related to alarming prevalence of major problems of good governance in urban land administration of the study area i.e. the gap between major principles of good governance and their implementations.

The application of good governance principles would improve local institutional capacity and enables to achieve desired outcomes. Similarly, the implementation of good governance pillars in urban land administration is sensitive and challenging, and its analysis at lower tiers of government is essential. Although efforts has been made by local Administration and urban lad administration of the city to improve the service delivery trends and to put into practice good governance concerning land related issues, public compliance and rumors of the customers and the local community on the city's land administration has been one of the major administrative and public problems yet not be resolved.

These and other un-described symptoms indicate that the service provision and administration of the city's land administration and management office need to be assessed. Thus, the researcher has motivated to assess the current governance practices in the land administration that has been implemented and the challenges that hinder to good

governance Implementation. Therefore, the purpose of this study is to assess the existing practices and gaps in the light of, the five above mentioned, good governance principles.

1.3. Research Objectives

1.3.1. General/ Main Objective

The overall objective of this study is to assess and understand to what extent principles of good governance (i.e., Transparency, Responsiveness, Accountability, Efficiency and effectiveness and Equity) are practiced currently in urban land administration at local level or in the study area.

1.3.2. Specific Objectives

The specific objectives or sub problems mainly focused on:

1. Assessing the existing or the current practices of land administration in the view of the above five good governance principles
2. Identifying the main challenges that hinder the implementation of good governance in urban land administration in the study area.
3. To assess the evaluation of participants on the level of implementation of good governance principles in urban land administration office of the study area.

1.4. Research Questions

This study answers the following research questions:

1. How do good governance principles practiced and implemented in urban land administration in the study area?
2. How do respondents evaluate level of Implementation of good governance principles in urban land administration in the study area?
3. What are the main challenges that hinder good governance practices in urban land administration in the study area?

1.5. Scope of the Study

The study is confined or delimited to assess the current level of good governance practices in urban land administration office of Sululta Sub-City Administration in light with good governance principles. Even though, the issues of good governance is broad and touches all sectors of the study area, it is difficult to carry out on all offices that are found in the study area. Sululta Sub-City Land Administration office which is selected because the office is one of the main pillars of the City's administration and the most vulnerable for corruption in the service provision process and the study cannot cover all kinds of service delivery within city, prioritizing is must with the set period available. Besides, the notion of good governance is so bulky and its principles are so various 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.

Thus, the study mainly focused on and delimited assessing transparency, responsiveness, accountability, effectiveness and efficiency and equitability practices as key principles of good governance indicators in the study area. Here these elements are the most significant and are referred as core elements of good governance, and used by almost all stakeholders. This is to mean that, this study used five Good governance principles to assess the current good governance practices in urban land administration in the study area.

According to the data obtained from the Sub-City's land administration and management office the total number of land holders who have registered land holding certificate and legal ownership card is 24674. Taking into account this data, 394 respondents who are part of the research from the total 24674 urban land holders having registered land holding certificate are the sample frame that are the resident , clients or service seekers , and service providers and experts who has direct relation with land related services in the Sub city's urban land administration and management office, are selected as representative sample. Thus, using Yamanes' formula (1967), out of the registered total urban land holders of town which is 24674, the study employed 394 sample sizes.

Moreover key informants based on their working experience, position, and profession to get detail and reliable data on the practices and challenges of good governance in urban

land administration considering them all as valuable providers of information. Accordingly, District governor, technical staffs of urban land administration (urban planner and the head of the office), Woreda (sub districts) administrators are interviewed considering them all as valuable providers of information. In addition FGD discussion was made with local community members like elders', religious leaders, urban poor, women, and youth to get sufficient data and Employees of land administration Office of the town.

1.6. Limitation of the Study

This research is a piece of effort to assess the realities regarding the conventional principles of Good Governance implementation at Sululta Sub City land development and management office. It is confined to one sector only. Therefore, the findings can't be generalized for the entire institutions of the Sub-City administration. In addition, lack of sufficient financial resource and time any of the analysis of findings is specific solely to land administration. The study is cross sectional, where data were collected at appoint in a time and the analysis of the findings is made solely on the land administration sector of the study area. Moreover, some Key informants being busy by office work and unable to arrange appropriate time for interviewing is also another challenge that the researcher has got difficulty throughout data collection process in the study area.

1.7. Significance of the Study

Nowadays, good governance in land sector has been attracting the attention of scholars and development partners (Cosmas, 2013). However, still its implementation is found at early stages mainly in urban land administration of developing countries including Ethiopia. Additionally, the main problems that are related with good governance in developing countries like Ethiopia are corruption, economic crisis, and poor service delivery among others. Most developing countries like Ethiopia are striving to alleviate poverty and enhance the living conditions of their people. Good urban land administration will also mitigate and resolve land related conflicts that arise due to illegal eviction, lack of clear owner ship record and documentation, and cadastral coordinates.

Therefore, studies conducted on good land governance practices can play a crucial role in improving the quality of governance. The study has a dominant significance in furnishing valuable information on the real picture of urban good governance practices for the existing knowledge and fills the gap of theoretical and empirical evidences in the urban land administration of the study area. Consequently, this study opened a chance to know and understand the level of good governance practices of urban land administration in the study area and the main challenges in implementing and performing the principles for better service delivery and it addressed different mechanisms on how to minimize those factors.

In addition the study identified respondents evaluate level of Implementation of good governance principles in urban land administration in the study area. More over the study helped to identify the main challenges that hinder good governance practices which are the expressions of weak and poor governance in the land sector. The study also forwarded possible recommendations based on the findings that would solve hindering challenges. Moreover, local government officials and land administration officials would have clear public perceptions regarding the service provision and administration in the land sector so as to improve the quality of governance particularly in land related issues at the local level. Generally, this study could benefit a wide audience of policymakers, academicians, and practitioners concerned with good governance practice in urban land administration and governance. Therefore, in order to know the extent of good governance practices in land administration and the gap in its implementation at local governance level, this kind of study has a lot benefit.

1.8. Definition of Key Terms

Governance is all the process of governing. Governance is “the set of traditions and institutions by which authority in a country is exercised” (WB, 2007).

Good governance is participatory, consensus oriented, accountable, transparent, responsive, equitable and inclusive, effective and efficient, and follows the rule of law (Zakout, et al 2006, P 7 and Cited in Bell K.C Bell, 2007, P 12).

Land Administration: is “the process of determining, recording and disseminating information about ownership, value and use of land and its associated resources” (UNECE, 1993).

Land Governance: refers to the process by which decisions concerning land access and use of land are made and the manner in which those decisions are implemented (UNECA, 2009).

Accountability:- Accountability in land administration can be improved through the implementation of uniform service standards that are monitored, codes of conduct for staff (as well as mechanisms of sanction) and incentives such as awards for outstanding employees (Zakout, et al 2006, P 7 and Cited in Bell K.C Bell, 2007 ,P 12).

Transparency:-Transparent recruitment of staff and transparent service standards and costs of services will contribute to higher efficiency, accountability, fairness and confidence in agency integrity (Zakout, et al 2006, P 7 and Cited in Bell K.C Bell, 2007, P 12).

Responsiveness: - Client orientation and responsiveness in land administration can be achieved through improved access to information, customer surveys to measure customers’ satisfaction and hotlines to enable customers to report corruption and misconduct (Zakout, et al 2006, P7 and Cited in Bell K.C Bell, 2007, P 12).

Equity, fairness and impartiality: - All people should have the same access to service and receive the same service standards independent of their political or economic status. The introduction of counter offices and a numbering system for customers’ arrival (“first come first served”) may achieve this objective stability (Zakout, et al, 2006 P 7 and Cited in Bell K.C 2007, p12).

Efficiency and Effectiveness: - Procedures to register property transactions should be short and simple. The fewer steps there are, the less opportunity for informal payments .And the effectiveness of land administration depends on capacity building and financial provision, as well as on the general socio-political conditions, such as political will and commitment, the rule of law, regulatory quality and political stability (Zakout, et al, 2006 P 7 and Cited in Bell K.C 2007, p12).

1.9. Organization of the Paper

This study is compiled in to five chapters. The first chapter deals with introduction, background, statement of the problem, research questions, objective of the study, Scope of the study, significance of the study, limitation of the study, and organization of the study. The second chapter focuses on discussing governance and good governance and land urban land administration with its component parts like; Concept of good governance in the land administration , empirical studies in urban land governance , elements of good governance, best experience of urban land administration from selected countries, urban land policy in Ethiopia, lessons adopted from other countries experiences, good governance in land administration and conceptual frame work of the countries. Research design and the methodology are presented in the third chapter. It provides details on the Sample Size and Sampling Technique, Source and Type of Data as well as the instruments used in collecting data for the study. It also discusses the data collection procedures and method of data analysis. Facts, figures and findings are obtained from both primary and secondary sources are covered under the fourth chapter. In the last chapter conclusion are drawn. Possible recommendations are also forwarded for concerned bodies and stakeholders.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

Land is the single greatest resource in most countries. Accesses to land, security of tenure and land management have significant implications for development. Governance in land management and administration cannot be separated from governance of other sectors. Accordingly, the study of implementation and practices of good governance in the land arena, particularly urban land administration and governance, in general, is becoming the focus of development studies. This chapter consists the concepts, theories, models of governance, examines what is meant by good governance from different development institutions perspectives with their elements of measurement or indicators, and reviews of scholars in the development of land administration and governance. Additionally, it discusses trends of good governance in land administration with its benefits and consequences of weak or bad land administration, best practices of good land administration systems around the world, and empirical literatures and findings on the practices and implementations of good governance in land administration and management sector in Ethiopian context and challenges that hinder its implementation in land administration in general .Finally, as land related governance and administration issue is one of the main concerns and priorities of local governments in the process of implementing and practicing good governance. The study focuses on transparency, responsiveness, accountability, efficiency and effectiveness and equity as key principles of good governance indicators and assesses the current governance practices in the land sector in the study area. This is to mean that, this study used these five principles to assess good governance practices in urban land administration in the study area.

2.2. Theoretical Literature /Review of Theories

2.2.1. Concepts of Land Administration

The term Land administration was established by the United Nations Economic Commission (UNECE) in its Land administration Guidelines Adopted in 1996. The these guidelines the UNECE defines land administration as the “process of determining, recording and disseminating information about the ownership, value and use of land when implementing land management policies” . These processes include determination to have access to land, security of tenure and land management which have significant implications for development. Land administration provides important parts of the infrastructure for an efficient economy, which means that it touches all aspects of how people earn a living. Another definition as FAO (2002) defines land administration as “the way in which the rules of land tenure are applied and made operational”. As it is described by FAO (2002), the processes of land administration include the transfer of rights in land from one party to another through sale, lease, loan, gift and inheritance; the regulating of land and property development; the use and conservation of the land; the gathering of revenues from the land through sales, leasing, and taxation; and the resolving of conflicts concerning the ownership and the use of land. Also, its functions are divided into four components: Juridical, regulatory, fiscal, and information management.

Likewise, Dale and McLaughlin (1999) define land administration as “the processes of regulating land and property development and the use and conservation of the land, the gathering of revenues from the land through sales, leasing, and taxation, and the resolving of conflicts concerning the ownership and use of land”. Land administration through taxes on land plays a significant role in raising revenue for public finances. Through registration and cadastre systems, land administration provides security of tenure and allows people to obtain loans through mortgages.

In addition, UNECE (2005) explained the concept as the process of determining, recording and disseminating information about ownership, value, and use of land when implementing land management policies. Likewise, Williamson, et al., (2010), define the concept as the processes run by government using public- or private-sector agencies

related to land tenure, land value, land use, and land development. Besides, this Author expresses it as the study of how people organize land. It includes the way people think about land, the institutions and agencies people build, and the processes these institutions and agencies manage. Furthermore, according to United Nations Committee of Experts on Global Geospatial Information Management UN-GGIM (2015), land administration comprises the three main components. The first component is land rights that include the allocation of rights in land, the delimitation of boundaries of parcels for which the rights are allocated the transfer from one part to another through sale, lease, loan, gift or inheritance; and the adjudication of doubts and disputes regarding rights and parcel boundaries. Secondly, land-use regulation that includes land-use planning, enforcement, and the adjudication of land use conflicts. Thirdly, land valuation and taxation as component it involves gathering of revenues through forms of land valuation and taxation, and the adjudication of land valuation and taxation disputes. According to Enemark, et.al.(2008), whatever the case, Operational definitions in land administration and management paradigm share at least a range of functions that ensure proper management of rights, restrictions, responsibilities and risks in relation to property, land and natural resources. These functions include:-

Land Tenure:- the allocation and security of rights in lands; the legal surveys to determine the parcel boundaries; the transfer of property or use from one party to another through sale or lease; and the management and adjudication of doubts and disputes regarding rights and parcel boundaries.

Land Value: - the assessment of the value of land and properties; the gathering of revenues through taxation; and the management and adjudication of land valuation and taxation disputes.

Land-Use: - the control of land-use through adoption of planning policies and land-use regulations at national, regional/federal, and local levels; the enforcement of land-use regulations; and the management and adjudication of land use conflicts.

Land Development: - the building of new infrastructure; the implementation of construction planning; and the change of land-use through planning permission and granting of permits; and the distribution of developing costs (Enemark, et al. 2008).

2.2.2. Governance Theories and Models

The concept governance is not new, but rather as old as the civilization or the human history. As a concept, governance incorporates with the very long history of governing, rule, authority structures, and domination (Tiihonen, 2004). Currently, it not only occupies the central stage of development discourse but it is also considered as the fundamental component to be incorporated in the development policy of both developed and developing nations (Hye, 2000).

The World Bank(1994) defines governance as the manner in which power is exercised in the management of a country's economic and social resources for development. In fact, in its definition, World Bank highlights the administrative aspects of governance, which emphasizes the following major issues: civil service reform, public sector downsizing, service delivery, contracting out public interventions, as well as institutional capacity building.

In the same way, Organization for Economic Co-operation and Development's (OECD) (1995) definition of governance includes public administration and the institutions, methods and instruments of governing and also incorporates relationship between government and citizen (including business and other citizen groupings) and the role of the state. In the same vein, March and Olsen (1995) presented a framework for democratic governance from a new-institutional perspective of political science. Their perspective is that the enhancement of democracy improves political governance. The task demands developing: democratic identities; capabilities for appropriate political action among citizens, groups, and institutions; accounts of political events; and an adaptive political system, which copes with changing demands and environment.

Moreover, analyzing and criticizing the role of traditional public administration, Stoker (1998) discussed the theory of governance under five broad propositions, which are complementary rather than contradictory.

These five propositions are: Governance refers to a set of institutions and actors that occupy government bodies and the private sector.

- Governance identifies the blurring of boundaries and responsibilities for tackling social and economic issues.
- Governance identifies the power dependence involved in the relationships between institutions involved in collective actions.
- Governance is about autonomous self-governing networks of actors.
- Governance recognizes the capacity to get things done which does not rest within the power of government to command or use its authority (Stoker 1998).

Henry (1996), one of the leading management scholars of the last century, develops with five governance models. These are as follows:

The government-as-machine model: According to this model, government is viewed as a machine dominated by rules, regulations, and standards of all kinds. Although this model gained popularity earlier in this century, it lacked flexibility and responsiveness to individual initiatives.

The government-as-network model: This model is contrary from the earlier one. This model suggests government as an intertwined system, a complex network of temporary relationships fashioned to work out problems as they arise and linked by informal channels of communication. It intends to connect, communicate, and collaborate. However, this model is also holographic in that the parts function like the whole: Individual projects function within a web of interrelated projects.

The performance-control model: According to this model government is more like business. This model assumes that the overall organization consists of business units, which are assigned performance targets for which their managers are held accountable. On the other hand, performance model decentralizes in order to centralize; it loosens up in order to tighten up. This comes at the expense of flexibility, creativity, and individual initiative.

The virtual-government model: in order to overcome the limitations of machine model and provide better services to the people, virtual government model intends to privatize, contract, and negotiate. According to this model, the microstructures would no longer

exist within government rather all that kind of work would take place in the private sector.

The normative-control model: Compared to other models, this model is more values and norms oriented rather than structure and systems. This model has five important elements such as: -

- i. Selection: people are chosen by values and attitudes rather than just credentials;
- ii. Socialization: this element ensures a membership dedicated to an integrated social system;
- iii. Guidance: guidance is by accepted principles rather than by imposed plans
- iv. (iv. Responsibility: all members share responsibility; and
- v. Judgment: performance is judged by experienced people, including recipients of the service

Another “governance model” provided by Peters (2001), who has presented four renowned models of governance in his scholarly book, “The Future of Governing”, these models are:

The market model:-according to which the private sector can provide better services than the traditional public sector.

The participatory state model: - which is different from the market model as it puts more emphasis on greater individual and collective participation by segments of government organizations that have been commonly excluded from decision-making.

The flexible government model:-according to this model the government should be contextual and flexible. In order to face environmental challenges and changes, and to meet the people’s demands, appropriate and suitable policies should be made by the government.

The deregulated government model: - which focuses on less bureaucratic control, more managerial freedom, and recommendation based on societal needs and collective decision-making.

Finally, according to Heady (2001), who recognizes – as a leading theorist of comparative public administration – underlines the usefulness of three theoretical approaches which are deployable when assessing the role and nature of governance. These are as follows:

Organizational theory: - this is a finely ordered system of super ordination and subordination, in which higher offices supervise lower ones. In fact, this theory grounds heavily on the Max Weber’s concept of rationality and bureaucracy. During the twentieth century, organizational theory evolved and multiplied to the extent that from the current perspective the notion of one single organizational theory would be a huge oversimplification.

Cultural theory: - this theory is associated with the Rigg’s theory of Prismatic Society. According to Heady, Rigg’s theory of Prismatic Society is the most notable single contribution in comparative public administration. Cultural theory is a particularly prominent approach to scrutinize semi-feudalistic system of government. This theory is also influenced by the work of Parsons (1951), who described a “traditional way of life” as including ethnocentricity; primordial rather than functional associations; the sanctification of customs, beliefs, and practices; the discouragement of individualism; an emphasis on authority by birth rather than merit; customary rather than contractual relations; supernaturalism; the unwillingness to accept personal responsibility for development; and social rather than legal sanctions.

Structural-functional theory:-this theory argues that the success of political systems in maintaining political support depends on political structures’ capacity to perform various functions, including interest articulation, interest aggregation, rulemaking, rule application, rule adjudication, and communication (Heady, 2001).

By and large, despite its colossal recognition and importance, a universal or acceptable theory of governance has not yet been emerged. Debates prevail and conceptual differences exist in respect of its theoretical formulations, policy prescription, and conceptualization across the world (Hye, 2000).

Adding “good” with governance has paid much attention to the international aid agencies since 1990s. Good governance becomes an official aid agenda for the aid recipient countries of Africa and Asia. In fact, it has become a common phenomenon in the literature of international aid agencies as a precondition for aid receiving countries (Rhodes 1997). Therefore, it is difficult to find a single ideal model and theory of governance applicable to all nations and communities across the world (Farazmand, 2013). It is important to keep in mind that the condition of any development model may remain unrealized given the social economic, political, and cultural complexities of a particular society that “local regional and cultural distinctiveness demands application of governance models that are suitable to local conditions” (Farazmand, 2013). To sum up, different theories and models of governance have been practiced for different purpose. For any national governance system to succeed in an increasingly interconnected, rapidly changing world, it needs to develop a governance system based on a learning and decision-making process, in order to be able to grow and adapt to citizens’ expectations, as well as to operate effectively across shifting boundaries (Jreisat, 2004).

2.2.3. Governance and Good Governance: Overview

Stoker (1998) identified the concepts of governance as a new process of governing; or a changed condition of ordered rule; or the new method by which society is governed. According to Graham et al (2003), Governance (not good governance yet) has become a “hot” topic, as evidence mounts on the critical role it plays in determining societal well-being (Graham et al, 2003). As Grindle (2005) description, Governance is seen as the manner in which power is exercised in the management of a country’s economic and social resources for development.

On the other hand, the term good governance characterized as participatory, transparent and accountable is generally understood as referring to the quality of public institutions and the provision of public goods to the community at large (Anello, 2008; Imminak, 2010). Hence, from this it can be inferred that good governance is about the real practice of the principles of transparency and accountability, responsiveness, effectiveness, and efficiency to bring development by avoiding all setbacks of governance (Kenedy, 2005). Governance and Good Governance are sometimes used interchangeably albeit they are

not alike. There is no consensus in using these terms rather they are defined and conceptualized, differently by different organizations and scholars. Despite that, the two terms are increasingly being used in development literature. As UNDP (1997) notified, 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.

As a concept, “good governance” does not have a straightforward definition, though it has been expanding rapidly in the discourse of development (Zakout, et al. 2007). In general, good governance is associated with efficient and effective administration in a democratic framework. Here the proposes to review the definitions and elements of the good-governance policies so far developed by a number of multilateral development institutions is to overview the perspectives and purposes of these institutions and the criteria elements they use as an indicators and measurements of good governance in the development sectors or arenas.

2.2.4. Definitions and Elements of Good-Governance by Multilateral Institutions

2.2.4.1. The World Bank

Definition of Good governance According to The World Bank

In the 1992 report entitled “Governance and Development”, the World Bank set out its definition of good governance. This term is defined as “the manner in which power is exercised in the management of a country’s economic and social resources for development”. The report stated that the World Bank’s interest in governance derives from its concern for the sustainability of the projects it helps finance.

The World Bank has identified three distinct aspects of governance: (i) the form of political regime;(ii)the process by which authority is exercised in the management of a country’s economic and social resources for development ;and (iii)the capacity of governments to design ,formulate, and implement policies and discharge functions.

Elements of Good Governance According to the World Bank

In the 1994 report entitled “Governance: The World Bank’s Experience”, the recent progress made by the Bank in this area is set out under four different aspects, which provide a template against which its governance work can be assessed:

(i) Public-sector management. This is the most readily identified dimension of the World Bank’s governance work. The language of public-sector management is predominantly technical, changing the organizational structure of a sector agency to reflect new objectives, making budgets work better, sharpening civil-service objectives and placing public-enterprise managers under performance contracts.

(ii) Accountability. Governments and their employees should be held responsible for their actions.

(iii) Legal framework for development. Appropriate legal systems should be created that provides stability and predictability, which are the essential elements in creating an economic environment in which business risks may be rationally assessed.

(iv). Transparency and information. The themes of transparency and information pervade good governance and reinforce accountability. Access to information for the various players in the market is essential to a competitive market economy (Cited in IFAD 1999 and, Gisselquist, 2012).

2.2.4.2. The Asian Development Bank (AsDB)

Definition Good Governance According to AsDB

In an October 1995 policy paper called “Governance: Sound Development Management”, the AsDB outlined its policy on this topic. Good governance is defined as “the manner in which power is exercised in the management of a country’s economic and social resources for development”. Further, in a separate opinion issued by the AsDB General Counsel, it was explained that governance has at least two dimensions: - Political (e.g., democracy, human rights); and, Economic (e.g., efficient management of public resources). Given that the AsDB’s concept of good governance focuses essentially on the ingredients for effective management, the institution is concerned only with these aspects of governance.

Elements of Good Governance According to AsDB

(i) Accountability. Public officials should be answerable for government behavior and responsive to the entity from which they derive authority. The accountability of public-sector institutions is facilitated by evaluation of their economic performance. The suggested specific areas of action would be in the building of government capacity through, for example, public-sector management, public-enterprise management and reform, public financial management and civil-service reform.

(ii) Participation. Government structures should be flexible enough to offer beneficiaries and others affected the opportunity to improve the design and implementation of public programs and projects. The specific areas of action would be in the development of participatory development processes through empowerment of local government and cooperation with non-governmental organizations (NGOs).

(iii) Predictability. Laws and policies should exist that regulate society and that are applied fairly and consistently. Predictability requires the state and its subsidiary agencies to be bound by and answerable to the legal system in the same way as private enterprises as individuals. The specific area of action could be the development of predictable legal frameworks for private-sector development.

(IV) Transparency. Information should be made available to the general public and there should be clarity as to rules and regulations. Access to timely information on the economy can be vital to economic decision-making by the private sector and can also serve to inhibit corruption. All the above elements are interlinked, and mutually supportive and reinforcing. Accountability is often related to participation and is also the ultimate safeguard of predictability. Transparency and predictability in the functioning of a legal framework would serve to ensure the accountability of public institutions (Cited in IFAD 1999 and, Gisselquist, 2012).

2.2.4.3 The African Development Bank (AfDB)

Definition of Good Governance According to AfDB

Currently, the AfDB is in the process of preparing an institutional policy on good governance. The draft policy paper, dated April 1999, defines governance as a process referring to the way in which power is exercised in the management affairs of a nation. It is stated that the AfDB has decided to give due recognition to good governance because, in its opinion, governance is central to creating and sustaining an enabling environment for development, and sound development (including good governance) is inextricably linked to the efficacy of the investment it helps finance.

The AfDB's development policy on good governance is in line with its vision for sustained African development into the 21st century.

Elements of Good Governance According to AfDB

The AfDB's interventions in support of good governance will focus on the following elements, which will be translated into specific activities.

(i) Accountability. Elected individuals and organizations charged with a public mandate should be held accountable for specific actions to the public from which they derive their authority. In a narrow sense, accountability focuses on the ability to account for the allocation, use and control of public assets in accordance with legally accepted standards. In a broader sense, it is also concerned with the establishment and enforcement of rules of corporate governance.

(ii) Transparency. The policies of the government should be publicly available and confidence developed in its intentions.

(iii) Combating corruption. Assistance should be provided to fight the abuse of public office for private gain.

(iv) Participation. Stakeholders should exercise influence over public policy decisions and share control of resources and institutions that affect their lives, thereby providing a check on the power of government. This process occurs at various levels: at the grass

roots, local government and regional and national levels through flexible and decentralized forms of government.

(v) **Legal and judicial reforms.** A pro-governance and pro-development legal and judicial system should be created in which the laws are clear and are uniformly applied through an objective and independent judiciary (Cited in IFAD 1999 and Gisselquist, 2012).

2.2.4.4. The United Nations Development Programme (UNDP)

Definition of Good Governance According to UNDP

The United Nations Development Programme's (UNDP) definition of good governance is set out in a 1997 UNDP policy document entitled "Governance for Sustainable Human Development". The document states that governance can be seen as the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It is explained that governance has three dimensions: economic, political and administrative. Economic governance includes the decision-making processes that affect a country's economic activities and its relationships with other economies. Political governance is the process of decision-making to formulate policy. Administrative governance is the system of policy implementation.

Encompassing all three, good governance defines the processes and structures that guide political and socio-economic relationships. Governance includes the state but transcends it by taking in the private sector and civil society, all of which are critical in sustaining human development.

Elements of Good Governance according to UNDP

Good governance comprises the existence of effective mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. Its essential characteristics are: -

(i) **Participation.** All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such

broad participation is built on freedom of association and speech, as well as on the capacity to participate constructively.

(ii) Rule of law. Legal frameworks should be fair and enforced impartially, particularly the laws on human rights.

(iii) Transparency. This concept is built on the free flow of information. Processes, institutions and information should be directly accessible to those concerned, and enough information should be provided to render them understandable and monitor able.

(IV) Responsiveness. Institutions and processes should serve all stakeholders.

(v) Consensus orientation. Good governance should mediate differing interests in order to reach broad consensus on the best interests of the group and, where possible, on policies and procedures.

(vi) Equity All men and women should have equal opportunity to maintain or improve their well-being.

(vii) Effectiveness and efficiency. Processes and institutions should produce results that meet needs while making the best use of resources.

(viii) Accountability. Decision-makers in government, the private sector and civil-society organizations should be accountable to the public as well as to institutional stakeholders. This accountability differs depending on the organization and whether the decision is internal or external to an organization.

(ix) Strategic vision. Leaders and the public should have a broad and long-term perspective on good governance and human development, together with a sense of what is needed for such development. There should also be an understanding of the historical, cultural and social complexities in which that perspective is grounded (Cited in IFAD 1999 and, Gisselquist, 2012).

Almost all major development institutions today say that promoting good governance is an important part of their agendas. Yet good governance means different things not only to different organizations, but also to different actors within these development institutions.

The difficulty in defining and measuring good governance is that theoretical, methodological and empirical approaches each conceptualize the term " Good governance" differently (Andrews, 2008). However, as long as the term good governance is widely used, attempts to define and measure it are important, despite the differences.

2.4. Some of the Best Practices of Good Land Administration Systems around the World

A) El Salvador's Web-based land information system (ICT)

Web based land information system significantly increases transparency and efficiency of land administration and management. Due to this, In Salvador, the National Registry Center which was founded in 1995 by legislative decree has become a recent decentralized organization which consolidates in to one single agency the function of property registration, cadaster and mapping, there by facilitating simultaneous access to judicial and cadastral information for each parcel and increasing security by avoiding overlaps.

Service standards have been greatly improved and response times to client requests, registrations of standard real estate transactions, the average number of visit service uses need to pay, the amount of time needed to process sharply was reduced. Besides, a certification process has been established for national registry Center office which will be used as a guarantee for improved quality, transparency and accountability as well as well-organized consumer feedback mechanisms (Zakout, et al, 2006).

B) Thailand's one day standard time for land registration

In Thailand, land administration is one of the most efficient in the world. This is because; the government of Thailand established a one day service standards to register transactions of property. The office employees are instructed not to leave the office before finishing the processing of all documents submitted by clients on the given day. The number of staff of each office is determined based on the average number of transactions which prevents work overflow. In addition to this, in the land offices of the country, each office is limited to 100,000 titles. When the number of land titles go

beyond 100,000, the office will be divided and new branch will be established (Zakout, et al, 2006).

C) Moscow's Front office functions

Having well-organized front offices in combination with clean and short procedure can contribute significantly to the reduction of corruption and to increase in efficiency in registering transactions and thus, customer satisfaction. In line to this, in Moscow's cadastre offices, serving the customers have been acknowledged as a crucial element to improve the agency's image and to reduce corruption. The workflow has been recognized and state-of-the art technology installed. As client comes to be served, the information about registration property rights, such as procedures and forms needed, is displayed on computer panels clearly. Clients get a ticket and wait for their turn. The whole workflow is supervised by the chief to ensure the clients do not stay there longer than the specified time. By doing so, the access of service provided will be equal to all customers which significantly reduced incentives for informal payments (Zakout, et al, 2006).

D) Albania's Small steps towards state land reforms

A number of countries have taken first step of state land reform. In Albania, a law on state land and a law on the transfer of state public land to local governments have been passed recently. The laws regulate the type of properties that will be transferred the nature of local governments right over these properties and the process of transfer from central to local governments. When we look the process, initially, the local government presents to the council of ministers a list of properties that they want to have transferred. The council will react with the preliminary decisions. After that, within 3 months, the local government can oppose the lists of contents. The council of ministers will then definitely decide on the property transfer. Also, all properties that will be transferred will be registered in the immovable property registration office. In general, the measures are aimed at improving transparency on the existence, administration and use of state land, thereby reducing illegal lease and sale of state land (Zakout, et al, 2006).

E) Access to digital cadaster and land registry through internet in Croatia

In Croatia, it is possible to search cadaster as well as land registry on internet. Regarding cadaster, the available data are parcel number; address/location, area, land use and name of the land use; the search is possible by choosing the local cadastral authority and entering the cadastral district and either the parcel number or the user's sheet number. Regarding the land registry, the available data are: cadastral number, address /location, area, land use, owners name, all properties listed in a single owner's sheet, all mortgages and charges. The search is possible by choosing the local municipal court and entering the cadastral district and the parcel number, the search is not possible by the name of the owner, the owner's sheet number or the address of the property. This is an important security measure to guarantee data protection. The purpose of this website is to allow users to look up their own information as it is currently given in the land registry, though for an official extract they still need to visit the land registry office (Zakout, et al, 2006).

2.5. Empirical Review Literatures on Land Administration Practices from Good Governance Perspective in Ethiopian context

Studies were conducted by different scholars in different parts of Ethiopia on land administration systems from the application of good governance principles. Accordingly, Berihu Asgele (2022) a study on, Practice and challenges of urban land governance: an empirical study in Tigray region comes up with the finding that showed the elements of good urban governance (participation, responsiveness, accountability, transparency, equity, and efficiency and effectiveness) are not practiced appropriately. In addition, Berhanu and Fayera (2005) did a study on examining land right registration in the Amhara region, came to a finding that: "the monetary cost of land right registration in urban areas includes informal transactions costs (bribing), for example and official costs, such as surveyors costs, transport and material costs, photo copies and other costs extremely affect the poor". Likewise, Takele SN, et al. (2014) conducted a study on, strengthening Good governance in Land Administration: in case of Hawassa and concluded that, "governance in the city is weak which leads to an ill-functioning land delivery system."

Also, Haimanot (2009) conducted a study on, “Assessment of Land lease policy implementation in Ethiopia at particular study of Bahir Dar town” and come up with that of the land lease policy in the study area suffered from lack of accountability and transparency, clarity of procedures, lack of accessibility to land lease process. However, the detail discussion of the study from perspectives of good governance is missing.

Furthermore, Adisalem, (2015) conducted a study on, “The Performance of Good Governance on Land Administration at Local Level: The Case of Naeder Adet Woreda, Tigray Region, Ethiopia”. The aim of the study was to assess the performance of good governance pertaining to the principles of transparency and responsiveness in the land administration of Naeder Adet woreda, Tigray Region. He employed survey, cross-sectional, exploratory and descriptive research designs. The study indicates that some efforts was made to improve the service delivery however land administration of the woreda has remained dissatisfactory due to lack of transparency, absence of clear rule of law to the community, absence of supervision, and responsibilities, lack of top-down policy implementation, poor accountability, lack of responsiveness which featured by absence clear service standards, poor documentation. By and large, the research found the commitment towards ensuring of good governance in the woreda simply a theory rather than a practice. Even though the researcher tried to assess the challenges of good governance in urban land administration, his study was did not fully explore the gap. For instance, the essential principles of good governance in urban land administration such as effectiveness and efficiency, equity and inclusiveness as challenges of good governance in land administration were not finger pointed. In addition, he did not say anything about urban land administration.

Moreover, Zevenbergen, et al. (2015), did another research on Assessing Urban Land Governance in Ethiopian Cities (2002-2011): Lessons for 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. Exploratory and descriptive research designs were applied for the study. The case study data was analyzed using a SWOT technique and data were collected through observations, questionnaires,

interviews, and group discussions. The findings indicated that land administration and land governance were generally weak and surrounded by a growing number of weaknesses and threats. Overall, the SWOT analyses helped to scrutinize the different shortcomings in the land administration and land governance in the case study.

These include: the absence of independent responsible institution, lack of underlying urban land policy, lack of coordination of the existing institutions, lack transparency, and weak capacity for implementation and monitoring of laws and spatial plans. Meanwhile, there were a number of opportunities to be used to improve land administration; however, efforts put to exploit these were low. However, in their study the researchers did not consider the lack of participation, inefficiency and ineffectiveness, absence of equity and inclusiveness as hindering factors of good urban land administration.

Another research was done by Belay (2018) on assessing transparency practice in urban land administration in case of Abi Adi town of Tigray and concluded that decisions on land delivery; land acquisition (who gets what) and areas reserved for different purposes were not clear. However, the researcher overlooked other indicators of good governance.

A research done by Abebe Sime (2019) on assessing the challenges and prospects of good governance in urban land management in the case of Sululta town focusing on accountability and transparency as a measurement of good governance practice concluded that among the challenges related to good governance of land administration in Sululta town are; lack of performing as per to standard, lack of commitment of officers and officials' in urban land management in Sululta town. It was also noted that, there was no or minimal local community involvement in land related decision while Sululta town land administration office decides on land issue, even if the decision strike the life of the community. There was also no frequent supervision trend of Sululta town Land Administration office to ensure good governance in urban land administration. Thus, accountability and transparency issues were not monitored by the municipal according to the findings.

Besides, Berhanu Kefale (2015) conducted a study on urban cadaster for urban land governance on his doctoral dissertation: A socio- technical analysis in Ethiopia. The study result demonstrates that there had been tenure insecurity, inequity of land

distribution, informal settlements which support informal land market, lack of information access, weak local government capacity, lack of transparency and rent-seeking. However, he did not see good governance via the lens of good governance rather the role of cadaster in urban land administration. To see the perspective of good governance in line with urban land administration is prerequisite and point of reference to know the problem of urban land and its related issues.

In the same manner like other researches on urban towns and cities, Olira Kebede (2017) also conducted a research on urban land administration practice in emerging cities of Ethiopia the case of Shashemene city of oromia regional state and the finding showed that there was inefficient and ineffective land administration system.

2.6. Good Governance in Land Administration, Its Benefits and Consequences of Weak (Bad) Land Administration

According to FAO reported in 2006 among the many benefits that result from better land administration there are categorized under six areas that may be considered to be significant:-

Pro-poor Support - Good governance in land administration provides more equitable access to the rule of law and protects the rights of citizens, especially those vulnerable societal groups such as women and widows, orphans, ethnic minorities and the general poor. It prevents illegal evictions from land of the vulnerable groups in society and protects the inheritance rights of widows and orphans.

Public Confidence – Good governance in land administration enables greater public confidence, both from individuals and business, which are more likely to invest in property (FAO, 2006).

Economic Growth – Good governance in land administration increases the overall security of land tenure which enables better access to credit and wealth generation. Transparent, accountable public administration ensures that transaction costs are regulated and taxation is more equitably borne (FAO, 2006).

Stewardship of the Environment – Government becomes more responsible and accountable for its management of the environment and natural resources. Reliable and accessible spatial data underpins good environmental stewardship (FAO, 2006).

Protection of State Assets – Transparent state land management helps to protect state assets from illegal exploitation. It also enables legitimate use of state land for social and economic concessions (FAO, 2006).

More Effective and Efficient Public Administration of Land – Weak governance and corruption in public land administration increases the cost of doing business both to the general public and business sectors and leads to loss of confidence in the land registration system and a higher level of informal land transactions. Good governance underpins the formal land market and the wider use of the formal land registration system, the more reliable the system and the return of benefits from taxation and revenue sharing to public services (FAO, 2006).

Consequences of Weak (bad) land administration or governance

According to Zakout, et al. (2006) in their book “Good Governance in Land administration: Principles and Good Practices” identified the following expressions of weak and bad land administration and its adverse consequences:-

Insecurity of tenure .The absence of transparency, accountability, responsiveness, equity, legal security and the rule of law in land administration can easily lead to land transfers through which legitimate land users loose their possession or ownership rights.

High transaction costs. Informal payments that have to be made in addition to the existing taxes and fees for registering property transactions increase transaction costs.

Informal land transactions /property market: - High transaction costs provide disincentives for people especially the poor to register property transactions, which in turn increase informality and insecurity.

Reduced private sector investment. Insecure property rights and high transaction costs are disincentives for private sector investment. In addition, reputable international business will avoid countries where they have to compromise their integrity and principles.

Land Conflicts. Tenure insecurity as a consequence of weak governance often increases land conflicts –both between individuals and between individuals and the state.

Landlessness and inequitable land distribution .The systems that are corrupted often marginalize the poor, who may not be able afford to legalize their transactions, leaving them with little or no protection under the law-often making them vulnerable to eviction by political elites.

Social Instability Social exclusion and Political instability: - Administrative corruption and state capture reduce confidence in the government and may generate land conflicts, land poorness and landlessness. This may undermine the political stability of the nation.

Erosion of ethics and standards of behavior :- A decreasing sense of obligation to pay tax, to apply for proper titles and building permits or to stick to zoning regulations are all indirect consequences from weak governance in land administration.

Unsustainable natural resources management :- Due to transfers of property rights in forests, biosphere reserves ,national parks, catchment areas of water reservoirs ,protected areas and the like ,natural resources are harmed or even devastated.

2.7. Challenges of Implementing Good Governance in Land Administration

Not like other sectors land administration both in developed and least developed countries has been challenged by different factors. Among others, the following the main militating factors that may researchers agree up on it.

Corruption: - Corruption is one common factor in governance problems. Land administration is often perceived as one of the most corrupt sectors in public administration (Burns, T and Darlymple, K., 2008). According to World Bank report of 2006 in many developing countries, civil servants are poorly paid and this is often seen as a contributing factor to corruption. However, the corruption in land administration is a phenomenon that is not unique to the developing world. It also occurs in many developed countries, where civil service remuneration is often very reasonable. In developing countries, corruption is often common place in day-to-day transactions when people are required to pay informal fees for transfer and registration of property rights. They may pay informal fees to avoid paying higher transaction fees and capital gains taxes. Other

forms of corruption include the illegal access to state land for economic concessions. In many countries, land grabbing is common place, and often takes place with the support of the military, police and government officials (WB, 2006).

According to FAO (2007) corruption in land administration is manifested in two forms. These are state capture and administrative corruption. The later one is the most rampant problem in local government land administration. The relation between weak governance and administrative corruption to is manifested by bribery, fraud, nepotism and favoritism, misconduct in public office and employment of facilitators (FAO, 2007).

However, failure in governance does not mean that corruption has occurred. Conversely, success in governance may not mean that corruption does not exist. Failures in governance may be due to any number of other causes including laws which may be poorly designed or implemented, inconsistent or outdated, inappropriate policies and procedures, complex institutional structures, where mandates are unclear, overlapping or duplicated incorrect or inadequate information, especially spatial data, to support decision making and inadequate civil service resources(Bell,2007).

Lack of qualified or competent staff: In many developing countries, where land administration reform is being undertaken, lack of technical and management capacity is commonly found(Bell,2007).Those responsible for achieving good governance may lack qualifications, skills or experience. Insufficient qualified staff may be available. Regulations may not be translated into local languages or those responsible for land administration may have a poor command of the local languages (FAO, 2007). Lack of capacity, indeed competence, in the civil service is a cause of weak governance, which may be completely unrelated to corruption issues. In many developing countries, where land administration reform is being undertaken, lack of technical and management capacity is commonly found (WB, 2006).

In adequate of institutional capacity: Inadequate institutional capacity limits federal and regional land administration agencies' ability to cope with the demands of an expanded land administration development program (Tigistu,2011).This author further argued that institutional capacity at the federal level to implement and continuously improve and amend the federal land administration and use laws and to provide technical

support to and coordinate land administration programs in the regional state needs to be built. The capacity of the regional land administration and use laws and preparing the regional level land use plans is likewise weak. Likewise World bank stated in its report of 2006 that frequently encountered challenge is inadequate resourcing, in addition to budget and staffing, available to government land administration agencies. As a result the provision of efficient and effective services is difficult and achievement of reform challenging, even with donor support (WB, 2006).

Weak Monitoring and Evaluation: the task of land administration in most developing countries is executed by unqualified and incompetent individuals. Thus, to ensure good land governance beyond giving trainings and awareness a robust monitoring and evaluation is vital. Despite that, monitoring and evaluating has been remained weak and reactive in most local governments of the developing countries (Mardiasmo, et al. 2008).

Incentives to facilitate working conditions: Surprisingly, land administrators at local level are unpaid. In many developing countries, civil servants are poorly paid and this is often seen as a contributing factor to corruption (WB, 2006). As a result, many of them remained to perform their activities reluctantly and commit bribe and other rent seeking activities. Lack of rewards and punishments systems is a concern in local government's officials, as its felt that the absence of such system de motivates local officials from discipline, innovation and compliance from current rules and regulations (Mardiasmo, et al. 2008). Thus, the existence of such system by local governments can ensure good governance by motivating the good performers in one way and punishing the bad performers in the other way

To sum up, in the developing countries in addition to the above mainly mentioned challenges, there are number of factors often hamper sustainable urban land governance in general. These include, among other things, weak commitment and leadership , lack of a comprehensive land policy taking on board all agencies, over-centralization of land administration and urban planning, limited enabling capacity, lack of adequate financial resources at the local level, complexity in land regulations and procedures, multiple land tenure systems and lack of information (Magel and Wehrmann, 2002).

2.8. Conceptual Framework of the Study

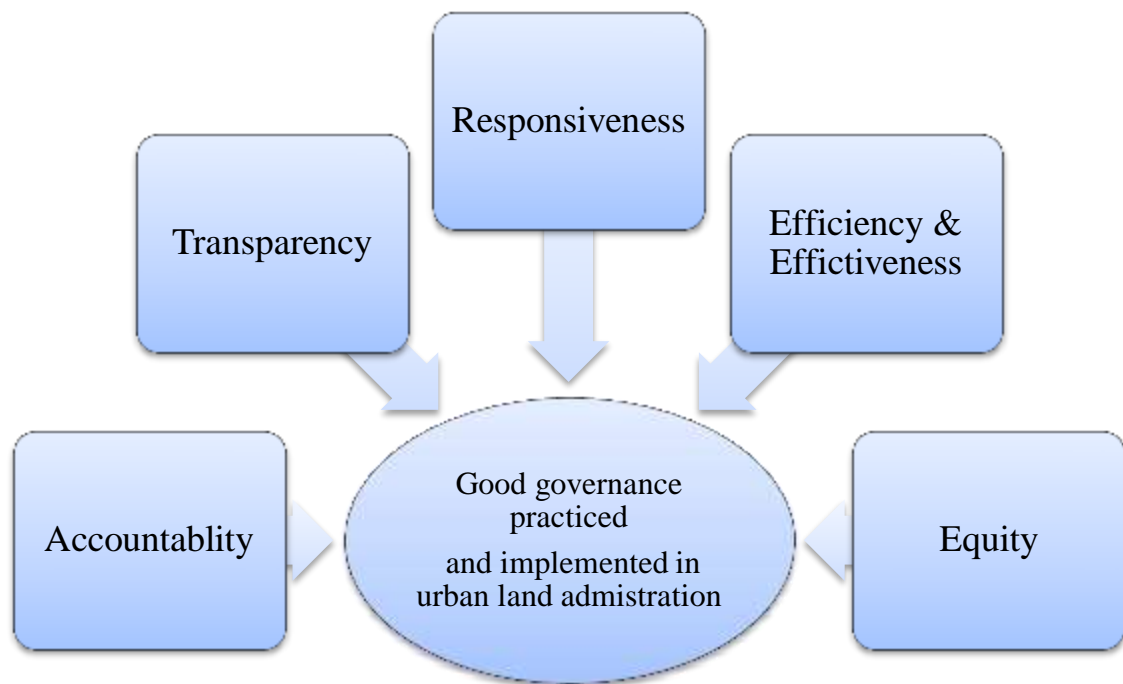


Figure 1: Conceptual framework for the relationship among variables of the study, Source from review literatures. “Good Governance in Land Administration, Principles and Good practices”. (Zakout, et al 2006) Washington, D.C.: World Bank and FAO.

For this study the researcher used, Zakout et al (2006) eight key principles of good governance for land administration which is summarized as follow:-

Efficiency:-Procedures to register property transactions should be short and simple. The fewer steps there are, the less opportunity for informal payments.

Effectiveness:-The effectiveness of land administration depends on capacity building and financial provision, as well as on the general socio-political conditions, such as political will and commitment, the rule of law, regulatory quality and political stability.

Transparency, consistency and predictability:- Transparent recruitment of staff and transparent service standards and costs of services will contribute to higher efficiency, accountability, fairness and confidence in agency integrity.

Integrity and accountability: - Accountability in land administration can be improved through the implementation of uniform service standards that are monitored, codes of conduct for staff (as well as mechanisms of sanction) and incentives such as awards for outstanding employees.

Subsidiarity, autonomy and depoliticization: - Increasing the autonomy of local land administration, while introducing checks and balances at the national level, can improve services and reduce corruption.

Civic engagement and public participation: - Client orientation and responsiveness in land administration can be achieved through improved access to information, customer surveys to measure customers' satisfaction and hotlines to enable customers to report corruption and misconduct.

Equity, fairness and impartiality: - All people should have the same access to service and receive the same service standards independent of their political or economic status. The introduction of counter offices and a numbering system for customers' arrival ("first come first served") may achieve this objective.

Legal security and rule of law: - Good governance in land administration requires a consistent and coherent legal framework, a fair and transparent judiciary and general prevalence of the rule of law to protect property rights.

CHAPTER THREE

RESEARCH METHODOLOGIES

3.1. Introduction

This chapter describes briefly the research approach, research design, data type and source, sampling design, data collection instruments, method of the data analysis, and data validity and reliability analysis, and finally it also explains the ethical consideration of the study.

3.2. Description of the Study Area

3.2.1. Location and Administration

The study is conducted within the Sululta Sub-city administration, situated in the North West Shewa Oromia, Ethiopia. Its geographical coordinates are 9° 11' 0" North, 38° 45' 0". The Sub city has two woredas (sub-districts) that are "Abba Gada", Previously Known as "Sululta 01 ",and ,"Wale Lube" and "Wasarbi" woreda which includes the pervious "Nonno Mana Abbichu" kabele. Both woreda's have rural villages currently. All " Woreda's" or (sub-districts) are selected because human population is increasing rapidly in those areas due to nearness to the capital City of the country –ADDIS ABEBA. Sululta city is 23km far from Addis Abeba to north direction of Addis Ababa, and relatively cheap land price. According to the 2007 National Statics Census report a total population for this town is 129,000, of whom 64,516 were men and 64,484 were women; 15,145 or 11.74% of its population were urban dwellers.

The agro-climatic Zone that the town can be termed as typical woynedega which is comfortable for residential, agriculture and other service. The annual average of temperature about 18oc while the average annual rain falls expected to between 800-1200mm. the town is probably finds about 2600m-3230m above sea level. The major soils in Sululta town/city administration are red clay, and black cotton soils. Sululta is considered as one of the growing towns of Ethiopia. It is one of the secondary grades-A town of Oromia Regional states that striving hard to improve its status. According to New Structural plan of the town currently the area of sululta city is 26,000 hectares.

SHAGGAR CITY



Figure 2: Location Map of Sululta Sub City Source: Shaggar City Administration (2015)

3.3. Research Design

The main objective of this study is to assess good governance practices in urban land administration in the study area. In order to attain the intended objectives the researcher has used a descriptive cross sectional survey research design with limited time frame which doesn't extend more than a month to over all data collecting process. As Kothari (2004) described, descriptive research design is concerned with describing the characteristics of phenomena as it exist at present situation. Additionally, the researcher has used descriptive research design because it enables the researcher to assess the update and actual practices and progress of an event on transparency, responsiveness, accountability as well as efficiency and effectiveness and equity as a core and critical principles of good governance in urban land administration in the study area. In addition the researcher has used cross sectional survey design because cross-sectional studies are generally quick, easy, and cheap to perform and there is no loss to follow-up because participants are interviewed only once. Therefore, the study has employed descriptive cross sectional survey design that last from February20- end of March 2023 –for about a month for the data gathering process.

3.4. Research Approach

The researcher employed both qualitative and quantitative research approach to conduct this study. This is because using mixed approach enables to offset the weakness of using only either qualitative or quantitative methods or it helps for triangulation of data from different point of view and boosts the credibility of research findings, and to get sufficient data via questionnaire, semi-structured interview and FGDs (Creswell, 2009). Therefore, for this study, a descriptive cross sectional survey design with a mixed approach has been employed.

3.5. Sampling Techniques and Sample Size Determination

3.5.1. Sampling Technique

Non-probability sampling techniques were used are convenience and purposive sampling methods. Accordingly, Sululta Sub- City is selected purposively due to its highly growing of informal land transaction and informal settlements and familiarity of the researcher

with the study area. The total population of the town according to national statics census reported in 2007 was 129,000, of whom 64,516 were men and 64,484 were women; 15,145 or 11.74% of its population were urban dwellers. In addition the city administration has two woredas (sub-districts) that are “Abba Gada”, Previously Known as “Sululta 01 ”,and ,”Wale Lubee ” and “Wasarbi” woreda which includes the pervious ”Nonno Mana Abbichu” kabal. Moreover, according to the data obtained from the city land administration and management office the total number of land holders who have registered land holding certificate and legal ownership card is 24674 which is the sample frame of the study. Besides, according to Sululta sub city Land Administration and Management Office the current number of employees is 137, however, workers who has direct land related expertise skill and educational back ground that are working in department of land administration currently is 59 employees. Due to the total “Household” and customers (Clients) of the city’s urban land administration office is not clearly known, the number of population under the sample frame were considered is “urban land holders” who have registered land holding certificate and legal ownership and employees of urban land administration and management office card is 24674 .

Furthermore, non- probability sampling is also used in selecting the key informants and participants of the FGD that were purposefully selected. In selecting individuals for the FGDs and interview, educational status, experience, social status has taken into account to keep the heterogeneity of the study population.

3.5.2. Sample Size Determination

The study of urban land administration is both a policy and development issue that directly or indirectly affects the entire population in the town. Conversely, within this large population size, it is difficult to conduct this study, as it is expensive and time consuming and may lag completion of the study on time. Taking into account this, sample respondent from the whole population or “urban land holders” who have registered land holding certificate and legal ownership card and employees of urban land administration and management office is 24674. Using Yamanes’ formula (1967), out of the registered total urban land holders of town which is 24674, the study used 394 sample

sizes as representative sample. Therefore, the total sample respondents that used in this study were 394.

Thus,

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

Where n is the sample size,

Where N is the population size

Where e is the level of precision, we get...

$$n = N / (1 + N(e)^2) = 24,674 / (1 + 24,674(0.05)^2) = \underline{393.61888809} = \underline{394}$$

i.e., when there is 394 sample could be taken as a representative sample with 5% precision level, Yamane's' (1967). Here 50% or half of the 59 i.e., about 30 workers who are professionals and experts and working in the land administration currently were selected purposely and the rest of 364 respondents out of 394 sample respondents were clients and service seekers in the land administration office.

3.6. Data Type and Sources

The researcher has used both Primary and secondary data sources. Data of primary source has been collected through Questioner, interview and Key informants group discussion and Data of secondary source has been collected through reading book, Annual reports, magazine, browsing internet and previous research papers. About 32 questionnaires were prepared for land customers and for experts. The researcher purposely and conveniently selects the customers and to fill their response following the questionnaires. With regard to the experts, the questionnaire were given to be filled by them and backed to the researcher.

3.7. Methods/Tools of Data Collection

To keep the validity and reliability of data, different and integrated approaches of data collection tools and techniques has been used. According to Biggam (2008), using multiple data collection instruments allows to triangulate results which helps to fill the gap or weakness of one or single data collection instrument. Hence, by considering this

rationale, in this study the researcher has employed questionnaires, interview (semi-structured interview) and focus group discussions to amplify the reliability of the findings. Before the actual survey, a pilot study has been made with five land administration service clients (customers) and two experts on the questionnaires. This has opened to consider besides the local language Oromifaa there is a need to translate the questioners for clients who write and speak Amharic and the possible changes and adjustments that had been done to the questionnaires.

3.7.1. Survey Questionnaire

It is an important data collection tool for this research as it is usually employed for descriptive survey to conduct wider range data collection and to make depth study. The questionnaires for the data collection method of this study have incorporated four parts, part one is concerned with the demographic information of respondents including gender, age, and education background.

Part two has questions that related with the five good governance principles with their indicators that are extracted and adopted from Land Governance Assessment Frameworks and Guidelines using Likert scale as a measurement for this study in the data collection instrument.

Part three has questions intended to assess the perception of respondents on the level of implementation of transparency, accountability, responsiveness, efficiency and effectiveness and equity in Land Administration in Sululta sub- city administration.

Part four has questions challenges that hamper the implementation of Good governance with in the land administration in the study area using Likert Scale as measurement. Both part three and part four has used close ended questionnaires that contain five-point Likert scale types (strongly disagree, disagree, neutral, agree, strongly agree).

In line with this, the researcher has employed close-ended questionnaires for the total respondents of 394 to fill it. In the very beginning, the questionnaire has been prepared in English language and translated to Oromo language (Oromiifaa) which is the official language of the study area and Amharic to those clients who are unable to read and understand “Oromifaa” so as to enable the researcher to get enough data from

respondents. To ensure the consistency of the data, the translated questionnaire had been translated back again to its original format (English) during data entry and processing.

3.7.2. Interview

Interview is one of the other important data gathering method that is used in this study. According to Windson (2001), Interview is important tool to obtain relevant information from the respondents that helps to achieve the research objectives by describing, predicting or explaining the phenomenon based on emotions, feelings, and experiences.

For this study, semi-structured interview has been employed. Semi- structured interviews are flexible in process, allowing the interviewee's own perception to be explored (karim, 2013). The objective of semi-structured interview is to understand the respondent's point of view rather than generalize about behavior. This type of interview gives more freedom to modify the wording and order of questions. Thus, for this study, the researcher used semi structured interview to obtain the relevant information from key informants concerning the practices of good governance and challenges to its implementation in urban land administration and recommendations to minimize and solve hindering challenges as well as cross-checked the responses that were obtained through questionnaire. Therefore, the researcher purposively selected seven (7) key informants based on their working experience, position, and profession to get detail and reliable data on the practices and challenges of good governance in urban land administration at local level and their possible recommendations so as to minimize and solve the hampering challenges in the implementation of good governance considering them all as valuable providers of information. Accordingly, Head of the town (1), technical staff of urban land administration ,i.e. one urban planner and the head of the office (2),head of Urban Development and Construction Office(1), head of Urban Investment Office(1) and Head of woreda Administrators (2) were interviewed considering them all as valuable providers of information.

3.7.3. Focus Group Discussion

(FGD) Focus group discussion is one of the data collection tools that provide a detailed set of data about perceptions, thoughts, feelings and impressions of people in their own

words. Besides, FGD is predominantly beneficial when a researcher intends to find out the peoples understanding and experiences of the issue and reasons behind their particular pattern of thinking. As to Kit zinger (1995),Focus group discussion allows deeper examination of complex issues than other forms of survey research, because when people hear others talk, it often generate responses or ideas that did not think before .

Thus, for this study, One FGD were used to gather information from respondents concerning the practices and challenges of good governance in urban land administration and recommendations that could minimize and solve hindering challenges, and then crosschecked the data that were collected through survey and interviews. At this point, the researcher has used some guiding questions for further clarification on the practices and challenges of good governance and possible recommendation to its implementation in urban land administration in the study area.

For this study, one group were organized for discussions to be conducted with participants that compose local elders, religious leaders, urban poor, women, youth and adult men to get sufficient data from different points of view. The participants have been selected purposively by researcher and willing and helpful officials.

3.7.4. Data Collection Procedures

In order to administer questionnaires and collect data in a desired way, first, the researcher had selected four enumerators and gave them half day training regarding the purpose and questionnaire collection procedures. Second, forty questionnaire papers was used for pretesting to measure language appropriateness, flow and sequencing of questions, length of time, consistency, clarity of questions and ethical consideration. Then, based on the results obtained, the questionnaire was administered in the selected departments during work hours of the land administration office. Then, the interview and FGDs were logically followed one after the other.

3.8. Methods of Data Analysis

After the data collection process has completed it followed by data compilation and coding. Compiling and coding was to identify the missing data so that it was possible to fill the gaps before the analysis. This study involves both qualitative and quantitative data

analysis techniques. The data which was collected through questionnaire was organized, edited, and entered right after the field data.

Then, Statistical Package for Social Science (SPSS version, 26) was used to analyze data collected through questionnaire. Thus, the 364 land customers and 30 staffs' response were analyzed with SPSS version 26 for the statistical analysis. The statistical results are reported and analyzed by the descriptive statistics, such as frequency, percentages; mean, Median, mode, standard deviation, as well as the data are presented in tables and graphs or figures. The analysis and results were interpreted and presented based on the objectives of the study. The qualitative data which was collected through semi-structured interview and focus group discussion and different documents are organized and categorized into different themes and analyzed qualitatively using description, narration, and interpretation to triangulate the quantitative finding.

3.9. Data Reliability Test

The reliability of a research instrument concerns the extent to which the instrument yields the same results on repeated trials. The research is reliable because it used valid strategies and techniques appropriate to the research objectives. It has been tried to present method of sample selection, instruments used and its implementation in the methodology section to assure the study's reliability. Pilot-testing of the questionnaires was done in order to make it reliable. It also captures important comments and suggestions from the respondents that enable the researcher to improve efficiency of instruments, adjust strategies and approaches to maximize response rate.

Table 3.1: Reliability Case Summary

Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Transparency.	.814	4
Accountability	.889	4
Responsiveness	.837	3
Equity	.867	4
Efficiency and Effectiveness	.843	5
Overall level of GG implementation	.854	6
Challenges of GG	.833	6

Source: SPSS output

3.10. Ethical Considerations of the Study

It is obvious that any research could take in to consideration of ethical issues throughout the study. In light of this study, important ethical considerations have been taken in to account, throughout the study. Basically, some of the expected principle of ethical consideration that widely accepted within the scientific community is voluntary participation, harmlessness, anonymity, confidentiality, disclosure, analysis and reporting (Bhattacharjee, 2012). During data collection the principle of laws and regulation of public service, community culture and norms of study area were respected and respondents had been informed carefully. The researcher tried to clearly inform to the respondents about the purpose of the study i.e., purely for academic purpose. In addition, all the secondary data sources, such as books, journals, reports and policy documents, research thesis, and other important published and unpublished sources utilized in this study were dully recognized, conceptualized, and free of plagiarisms as well. In general, this study was conducted by taking due consideration of important ethical matters by discharging expected academic, social and personal ethical responsibilities in relation to the study problem of the research.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Introduction

Under this chapter the results and discussion regarding the existing good governance practices in urban land administration pertaining to the principles of transparency, accountability, Responsiveness, Equity, and effectiveness and efficiency of Sululta Sub City were presented and discussed. To assess the current good governance Practices in land administration sector at the Sub-city level and Three hundred and ninety four (394) service seekers (Clients) and service provider employees were surveyed. From the 415 distributed questionnaires, 394 of them were collected, because enumerators have handled the data collection with close supervision of the researcher.

Furthermore, the chapter is divided into five main sections. In the first section, an attempt has been made to describe the social and demographic information of the respondents using descriptive statistics such as frequency and percentage. The second section deals with assessing the extent of transparency practices in urban land administration by using descriptive statistics such as frequency, percentage, mean, and standard deviation. The third section deals with investigating the exiting practices of accountability in urban land administration by using descriptive statistics such as frequency, percentage, mean, and standard deviation.

The fourth section deals with responsiveness of land administration in the study area by using descriptive statistics such as frequency, percentage, mean, and standard deviation. The fifth section deals with equitability and inclusiveness of the sector by using descriptive statistics such as frequency, percentage, mean, and standard deviation.

The six section deals with effectiveness and efficiency in urban land administration using descriptive statistics such as frequency, percentage, mean, and standard deviation.

The seventh section deals with the perceptions of the respondents on the level of implementation of Good governance principles and the level of quality of services provided in the land administration in the study area by using descriptive statistics such as frequency, percentage, mean, standard deviation, median and mode.

The last section identified the main challenges that hinder good governance practices in urban land administration using descriptive statistics such as frequency and percentage, median and mode, mean, standard deviation. In addition, data collected through semi-structured interview and focused group discussion were analyzed qualitatively using narration for triangulation.

In this study the respondents are divided in to three groups namely; service user households, land officials (key persons) and residents were treated with questionnaire, interview and focus group discussions respectively. Out of the total questionnaires (415) distributed for urban land holders having registered land holding certificate and service users and service providing employees, 394 (100%) respondents filled and returned the questionnaire and their responses were analyzed.

4.1.1. General Background of Respondents

This section of the study presents the general background of the respondents, i.e. demographic (sex or Gender, age, marital status) and socio-economic (Educational status, and Tenure ownership) characteristics. The results are presented in Tables.

Table 4:1 Background Characteristics of urban land Holders and Employees

Variables	Categories	Frequency	Percent (%)
Gender			
	Female	112	28.4
	Male	282	71.6
	Total	394	100.0
Age of participants			
	20-30	68	17.3
	31-40	189	48.0
	41-50	89	22.6
	51-60	37	9.4
	more than 60	11	2.8
	Total	394	100.0

Marital status of participants		
Married	252	64.0
Un married	96	24.4
Divorced	22	5.6
Widowed	24	6.1
Total	394	100.0

Variables	Categories	Frequency	Percent (%)
Educational status of participants			
	1-4 Grade	19	4.8
	5-8 Grade	52	13.2
	9-10	154	39.1
	Preparatory and Certificate	57	14.5
	Diploma and Degree	90	22.8
	Master and PhD	22	5.6
	Total	394	100.0

Status of Land Tenure Ownership		
Private /Inherited	43	10.9
Rented	29	7.4
Government Allocated	110	27.9
Lease	203	51.5
Any other means	9	2.3
Total	394	100.0

Source: Own Field Survey, April 2023

As depicted in Table 4.1, the majorities (71.6%) of respondents were males and the rest (28.4%) were females. The result indicated that in the study area the number of female household heads is fewer than male household heads. The result in Table 4.1 shows that 48% of sample respondents were in the age range of 31-40 years, 22.6% of them were in the age range of 41-50 years and 17.3% of them found in the age range of 20-30 years. Finally, small numbers of respondents, i.e. only 9.4% were found 51-60 and 2.8% above

60 years. This shows that almost all sample respondents are in the productive age group. The study result on marital status of respondents indicated that the majority (64%) of them were married. And there was 24.4% single household heads. The remaining, 5.6% and 6.1% were divorced and widowed households, respectively.

The result indicated that majority of respondents participated on the study were married. As the result in Table 4.1 presents, 39.1% of respondents attended secondary school (Grade 9-10), and 22.8% had diploma and degree. Similarly, 14.5 % of them were attended preparatory and had certificate, and 13.2% attended secondary school (grade 5-8). Furthermore, primary school (Grade 1-4) accounted for 4.8%, 5.6% were Master and PhD holders. However, the total sampled respondents were those who can read and write those who did not attend formal education (illiterate) were not part of the research. Therefore, the result indicated that more half of the respondents in the study area had passed secondary and preparatory level with certificate and diploma and first degree holders were the second large participants of the study.

4.2. Land Administration Institutional Structure of the Office

4.2.1 Organizational structure of the office

According to Williamson (2001), Land administration system develops over time and varies from place to place, and region to region with in a country as a result of changing relationship of humankind to land and the global situations such as population growth, urbanization, globalization, economic reform and technology. As like most of other urban cities around Addis Ababa the so called “Shaggar” City administration, Sululta sub - city land administration office is organized in to four major sub-offices. These offices include; Land Tenure Administration, Land Banking and Transfer, Land Development and Urban Renewal, and Land Valuation.

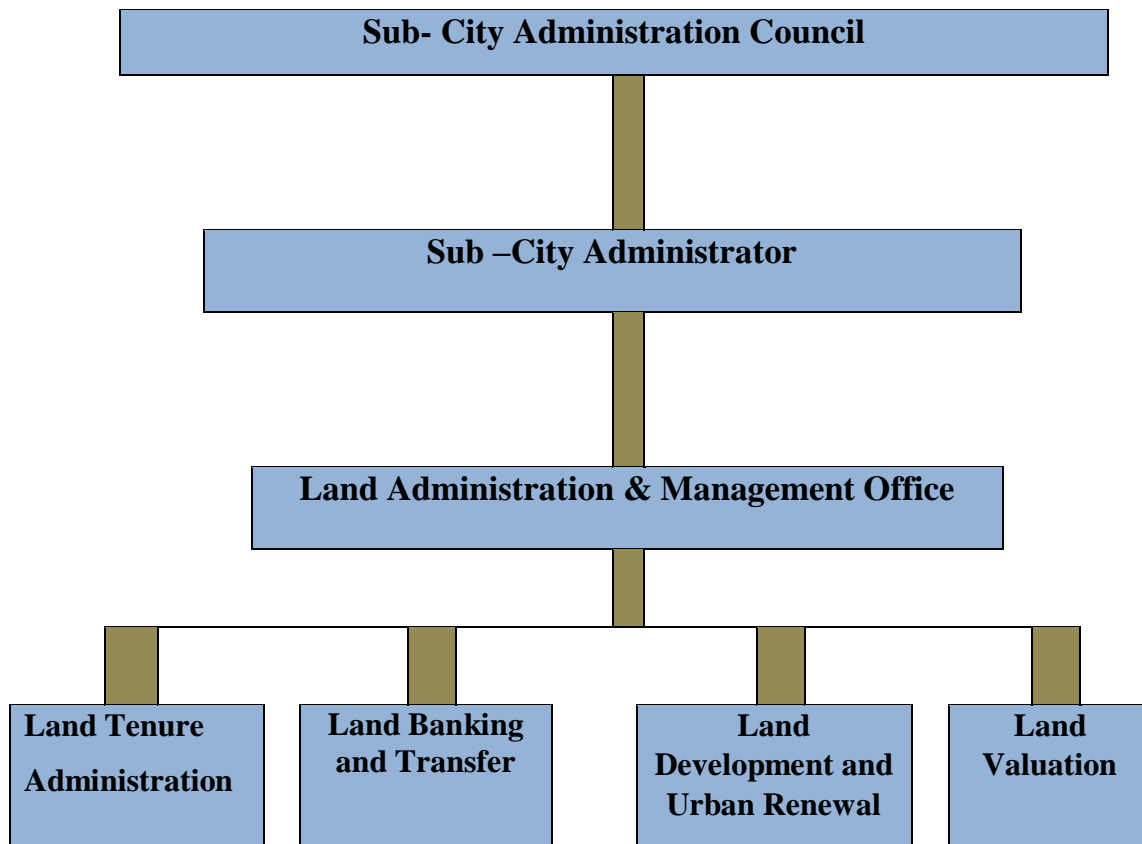


Figure 3: Structure of LA Office. Source: Sululta Sub -City Land Administration and management office.

4.3. Descriptive Analysis of the Practices of Good Governance Principles in Urban LA in the study area

This sub-section discussed the major elements of good governance practices in the Sub - city land administration office. It assesses the existing practice of urban land governance in the study area from the respondents of land customers and the office land experts with respect to the principles of Good Governance. This sub-portion is also a wide-detailed, where the ideas of all the participants are laid out in detail.

4.3.1. The Practices of Good Governance Principles in Urban LA in the study area in view of Transparency

Transparency means providing a right of access to full, reliable and timely social and economic information, for use by all relevant stakeholders (Fraser and Ellis, 2009). Transparent recruitment of staff and transparent service standards and costs of services

will contribute to higher efficiency, accountability, fairness and confidence in agency integrity (Zakout, et al 2006). Under this section, Good Governance practices in urban land administration system was presented and discussed. Therefore, the results were presented in Table 4.2- 4.6 as follow: NB: To make the analysis easy, for the questions that were collected using a Likert scale, the researcher used Erol Sözen and Ufuk Güven (2019) proposed a technique of mean score ranges and summarized in Table.

Scoring range for Five Scale Likert’s Response

Response	Value	Mean
Strongly Disagree	1	1.00-1.80
Disagree	2	1.81-2.60
Neutral	3	2.61-3.40
Agree	4	3.41-4.20
Strongly Agree	5	4.21-5.00

Source: Sözen and Güven (2019).

Range	Agreement	Classification
4.21-5.00	Strongly Agree	Positive
3.41-4.20	Agree	
2.61-3.40	Neutral	Neutral
1.81-2.60	Disagree	Negative
1.00-1.80	Strongly Disagree	

Source: Sözen and Güven (2019).

Table 4:2. Respondents Response Related to Transparency Practices in LA in The study area

Variables Related to Transparency									
Transparency	Transparent Distribution and Allocation of land to the public/local community/		Clarity and Standard in the cost of services provided known by service users		Access and Clarity of land related information to the customers		Public Awareness on Appointment or Dismissal of LA officials or workers		Transparency Total
Categories/Cases	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	Percent (%)	
Strongly Disagree	247	62.7	209	53.0	176	44.7	314	79.7	
Disagree	92	23.4	84	21.3	153	38.8	53	13.5	
Undecided	29	7.4	33	8.4	6	1.5	19	4.8	
Agree	21	5.3	47	11.9	39	9.9	6	1.5	
Strongly Agree	5	1.3	21	5.3	20	5.1	2	.5	
Total	394	100.0	394	100.0	394	100.0	394	100.0	
Mean	1.59		1.95		1.92		1.30		
Median	1.00		1.00		2.00		1.00		
Mode	1		1		1		1		
Std. Deviation	.929		1.254		1.145		.677		

Source: Own survey, 2023.

The table above stated four different items of survey questionnaires to assess the current practice or implementation of good governance principle in terms of the transparency in the sub city land administration office.

In line with the transparent distribution and allocation of land to the local community (Public), as summarized in Table 4.2.,62.7% and 23.4 % of respondents were strongly disagreed and disagreed respectively that there is no transparent practice of the distribution and allocation of land to the public or local community in the office of urban land administration, Only 5.3% and 1.3 % of the respondents confirmed that there is transparent distribution and allocation of land to the public in the study area and 7.4 % were neutral or undecided.

Furthermore, their average response (Mean = 1.59, SD = 0.929) showed that respondents disagreement on the transparency of the distribution and allocation of land. This indicated that the majority of respondent argued against that distribution and allocation of land in

the office of urban land administration to the public or to the residents is not transparent and clear. The result of focus group discussion informed that in the study area people were not informed, or get information how to the office is distributing and allocating land to the public and the local community.

Concerning the clarity and standard in the cost of services, provided known by service users, the 53%, and 21.3% strongly disagree and disagree and 8.4% neutral or undecided respectively. The respondent that confirmed there is clarity and standard in the cost of services provided known by service users 11.9% and 5.3% responding agree and strongly agree respectively. Respondents average response (Mean = 1.95, SD = 1.254) showed that respondents disagreement on the clarity and standard of the cost of services provided in urban land administration office of the study area.

As clearly indicated in the above table 4.2 item three , 44.7 %,38.8 %,9.9 %, 5.1%,and 1.5 % of the respondents replied disagree, strongly disagree, agree, strongly agree, and neutral, respectively to the statement. Respondents average response (Mean = 1.92, SD = 1.145) showed that respondents disagreement on the access and clarity of land related information to the service users and clients of urban land administration office of the study area. This data implied that majority of the respondents are disagreed about access and clarity of land related information to the service users and clients. Key informant interview participants confirmed that even if there is information desk in the land administration it is not functioning well and don't have all of the service information provided under the office.

At the same time, focus group discussion participants confirmed that there is a gap in having an access and clarity of land related information to the service users.

As illustrated in the above table 4.2 item four, 79.7%, and 13.5%, 1.5%, 0.5%, and 4.8% of the respondents replied strongly disagree, disagree, agree, strongly agree, and neither agree nor disagree, respectively to the statement. This statistical data revealed that the majority of the respondents disagree regarding public awareness or knowledge on Land administrator officials or workers appointment or dismissal in the study area. Respondents average response (Mean = 1.30, SD = 0.677) also showed that respondents disagreement on public awareness officials or workers appointment or dismissal in the study area. Moreover, focus group discussion participants confirmed that public has no say on

and even not aware of how officials and workers in the city's land administration office are appointed and dismissed.

To sum up the current transparency practice in the land administration in the study area as depicted from respondents most frequent response in the above four variables that the transparent distribution and allocation of land, clarity on the cost of services, access of land related information's and public awareness on employees and officials appointment or dismissal, is very weak (Median = 1.00, Mode = 1, Median = 1.00, Mode = 1, Median = 2.00, Mode = 1 Median = 1.00, Mode = 1) respectively. Based on the overall mean (i.e. 1.69) it can also be concluded that the majority of the respondents strongly disagree the existence of the practical implementation of good governance principle in terms of transparency which shows the office service delivery system is poor and has a gap to be open and accessible to the public.

Table 4:3. Respondents Response Related to Accountability Practices in LA in The study area

Variables Related to Accountability									
Accountability	Regular Monitory in the Application of Uniform service Standards		Clear Mechanisms of Punishment and Reward for Employees Conduct		Land administrator officials or workers are Answerable to the Public Down ward		Land administrator officials or workers are Answerable to Upward ,party or political leaders		Accountability Total
	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	Percent (%)	
Strongly Disagree	227	57.6	264	67.0	206	52.3	259	65.7	
Disagree	131	33.2	106	26.9	159	40.4	86	21.8	
Undecided	16	4.1	13	3.3	19	4.8	23	5.8	
Agree	17	4.3	3	.8	8	2.0	16	4.1	
strongly Agree	3	.8	8	2.0	2	.5	10	2.5	
Total	394	100.0	394	100.0	394	100.0	394	100.0	
Mean	1.57		1.44		1.58		1.56		1.5375
Median	1.00		1.00		1.00		1.00		
Mode	1		1		1		1		
Std. Deviation	.823		.777		.724		.956		

Source: Own survey, 2023

As shown in the above table 4.3 item one, 57.6%, 33.2%, 4.3%, 0.8%, and 4.1% of the respondents responded strongly disagree, disagree, agree, strongly agree and neutral or undecided, respectively to the statement. Respondents average response (Mean = 1.57, SD = 0.823) also showed that respondents disagreement on regular monitory in the use or application of uniform service standards so as to implement accountability in the land administration in the study area. This statistical data implied that the majority of respondents disagreed about regular monitory on the use and application of uniform service delivery standards in the land administration at the study area.

Application and implementation on the use of service standard and its regular monitory could install accountability in service delivery of land administration (Zakout, et al 2006).

Therefore, quality service delivery is not provided for the client in the required time. Semi-structured interview participants said that there is a gap in the use and application of service standards and confirmed that there is great gap in its monitoring.

As a data obtained from the above table item two, 67%, 26.9%, 0.8%, 0.2%, and 3.3% of the respondents responded strongly disagree, disagree, agree, strongly agree and neutral, respectively to the statement.

Respondents average response (Mean = 1.44, SD = 0.777) also showed that respondents disagreement with having clear Mechanisms of punishment and reward for employees conduct that could strengthen the sense of accountability. And, key informant interview participants also confirmed that even if there exist rewarding and punishing mechanisms as a positive or negative motivation, its clarity on implementation and using as means for workers conduct and output lags a lot. Similarly, FGD participants argue that there is no clear and known means of punishment and rewarding that the public or the client can witness the existence of accountability in this regard.

With regard to table 4.3 item three depicted above, 52.3%, 40.4%, 2%, 0.5%, and 4.8% of the respondents responded strongly disagree, disagree, agree, strongly agree and , undecided, respectively to the statement. Respondents average response (Mean = 1.58, SD = 0.724) also showed that respondents disagreement that land administrator officials or workers are answerable to the public downward. Similarly focus group discussion participants confirmed that there is no practical means that employees and land administration officials made answerable to the public in which it express the practices of accountability.

With the fourth statement in the table depicted above, 65.7%, 21.8% ,4.1%, 2.5% and 4.1% of the respondents responded strongly disagree, disagree, agree, strongly agree and, undecided, respectively to the statement. Respondents average response (Mean = 1.56, SD = 0.956) also showed that respondents disagreement that land administrator officials or workers are answerable to upward, party or political leaders. To conclude that the current accountability practice in the land administration in the study area as depicted from respondents most frequent response for the above four variables that the existence of regular monitoring in the application of uniform service standards, mechanisms of

punishment and reward for employees conduct, answerability of land administrator officials and workers to the public down ward and upward to party or political leaders, is very weak (Median = 1.00, Mode = 1, Median = 1.00, Mode = 1, Median = 1.00, Mode = 1 Median = 1.00, Mode = 1) respectively.

The cumulative mean score (i.e. 1.5375) has indicated clearly that the practical implementation of good governance principle in terms of accountability is very poor in the land administration which one could understand there is a gap in the practices of accountability in the study area and the office has to work to strengthen the accountability system to maintain answerability of officials and employees for their doings.

Table 4:4. Respondents Response Related to Responsiveness Practices in LA in The study area

Variables Related to Responsiveness							
Responsiveness	Willingness to Respond to the Public or Customers Need and Demand		Mechanisms to Receive Compliant and Report of Corruption and Misconduct		Land related Decisions are made with Reasonable time frame work		Total Responsiveness
	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	Percent (%)	
Strongly Disagree	230	58.4	271	68.8	217	55.1	
Disagree	125	31.7	109	27.7	145	36.8	
Undecided	4	1.0	8	2.0	6	1.5	
Agree	34	8.6	5	1.3	21	5.3	
strongly Agree	1	.3	1	.3	5	1.3	
Total	394	100.0	394	100.0	394	100.0	
Mean	1.61		1.37		1.61		1.53
Median	1.00		1.00		1.00		
Mode	1		1		1		
Std. Deviation	.900		.617		.862		

Source: Own survey, 2023

As illustrated in the above table item one , 58.4%, 31.7%, 8.6%, 0.3% and 1% of the respondents responded strongly disagree, disagree, agree, strongly agree and, undecided, respectively to the statement. Respondents average response (Mean = 1.61, SD = 0.900) also showed that respondents disagreement with that there is willingness to respond to the public or customers need and demand in the land administration office in the study area.

In the same manner focus group discussion participants confirmed that there is lack of interest to respond to the need of the client and the public in the land administration office in the study area.

The second statement was with regarding to the practice of responsiveness that there is mechanisms to receive compliant and report of corruption and misconduct the land office, 68.8%, 27.7% ,1.3%, 0.3% and 2% of the respondents responded strongly disagree, disagree, agree, strongly agree and, undecided, respectively. Respondents average response (Mean = 1.37, SD = 0.617) also showed that respondents disagreement with statement that there is mechanisms to receive compliant and report of corruption and misconduct the land office. Similarly, key informant interview and FGD participants there is a gap on implementing means of compliant receiving mechanisms and providing timely response and corrections based on the request raised by client and the public at large.

As depicted in the above table 4.4 item three, 55.1%, 36.8% ,5.3%, 1.3% and 1.5% of the respondents responded strongly disagree, disagree, agree, strongly agree and, undecided, respectively to the statement . Respondents average response (Mean = 1.61, SD = 0.862) also showed that respondents disagreement on decisions related to land are made with reasonable time frame work in the study area. To conclude that the current responsiveness practice in the land administration in the study area as depicted from respondents most frequent response for the above three variables that the existence of willingness to respond to, the public needs and demand, compliant and report of corruption or misconduct and timely decisions to the public is very weak (Median = 1.00, Mode = 1, Median = 1.00, Mode = 1, Median = 1.00, Mode = 1 Median = 1.00, Mode = 1) respectively. The grand mean score of overall responsiveness is computed as $m= 1.53$ which shows the office is less responsive to the need and demands of the public at large. Likewise, Focused group discussion participants affirmed that land related decisions took long time and in the clarity of the decisions made didn't take into account the demand and interest of the public.

Table 4:5. Respondents Response related to the Practices of Equity & Inclusiveness in LA in The study Area

Variables related to Equity & Inclusiveness									
Equity & Inclusive	Equal Access to Land allocation and Distribution Independent of economic and political Status		Reasonable and Standard cost for Service Delivered		Fair and Reasonable Compensations Payment for losing Holdings or Eviction of land		Special Service Delivery Mechanism for Women and the Dis advantaged Group		Total Equity
	Categories/Cases	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	
Strongly Disagree	296	75.1	203	51.5	279	70.8	318	80.7	
Disagree	84	21.3	130	33.0	106	26.9	65	16.5	
Undecided	10	2.5	11	2.8	4	1.0	4	1.0	
Agree	3	.8	48	12.2	3	.8	4	1.0	
strongly Agree	1	.3	2	.5	2	.5	3	.8	
Total	394	100.0	394	100.0	394	100.0	394	100.0	
Mean		1.30		1.77		1.33		1.25	1.4125
Median		1.00		1.00		1.00		1.00	
Mode		1		1		1		1	
Std. Deviation		.580		1.013		.591		.599	

Source: Own survey, 2023

As indicated the above table 4.5 item one depicted, 75.1%, 21.3% ,0.8%, 0.3% and 2.5% of the respondents responded strongly disagree, disagree, agree, strongly agree and, undecided, respectively to the statement of the practice of equity and inclusiveness in terms of access to land and its distribution in the land administration in the study area.

Respondents average response (Mean = 1.77, SD = 1.013) also showed that respondents disagreement on equal access to land allocation and distribution independent of economic and political status of the public.

In addition to this, the focus group discussants added that due to the absence of making information clear to the residents how land allocated and distributed periodically using publicizing means and awareness problems regarding the size of land and time for allocating the service users could think that there is a transparency and fairness problem and unwillingness to provide the necessary information.

As depicted in the above table item two, 51.5%, 33.0% ,12.2%, 0.5% and 2.8% of the respondents responded strongly disagree, disagree, agree, strongly agree and, undecided, respectively to the statement . Respondents average response (Mean = 1.77, SD = 1.013) also showed that respondents disagreement on the fairness and standard cost for service delivered in the land administration office.

The above Table 4.5, item three also illustrates that 70.8%, 26.9% ,0.8%, 0.5% and 1% of the respondents responded strongly disagree, disagree, agree, strongly agree and, undecided, respectively to the statement of the practice of equity and inclusiveness in terms of compensation payment. Respondents average response (Mean = 1.33, SD = 0.591) also showed that respondents disagreement on fairness and reasonability of compensation Payments for losing land holdings or eviction of land. In addition to this, the focus group discussants added that compensation payment procedures and evaluation of land and property is not proper and fair that did not take into account the market value of the land and property.

Related to fourth statement in the above table, 80.7%, 16.5%, 1%, 0.1% and 1% of the respondents responded strongly disagree, disagree, agree, strongly agree and, undecided, respectively to the statement. Respondents average response (Mean = 1.25, SD = 0.599) also showed that respondents disagreement on the existence of special service delivery mechanism for women and the dis advantaged group of the community and service users. Likewise, the current equity and inclusiveness practice in the land administration in the study area as depicted from respondents most frequent response in the above four variables that the existence of equal access to land independent of economic and political status, standard and reasonable service cost, compensations payments and Service delivery mechanisms the dis advantaged social groups is very weak(Median = 1.00, Mode = 1, Median = 1.00, Mode = 1, Median = 1.00, Mode = 1 Median = 1.00, Mode = 1) respectively.

The cumulative mean score of the equity dimension shows a value of $m=1.4125$, which is less from the half point of the scale. The implication of this grand mean indicates customers feel treated unequally; minorities and disables didn't get special consideration,

basic human rights. So, when we consider the office is less fair and inclusive with this dimension.

Focus group discussion participants confirmed that there is partiality and women were not given due consideration and especial means in the access to allocation and distribution of land to minimize the gap and sustain social fairness. They added that there should be especial service door for women and dis disadvantaged and marginalized social groups.

Table 4:6. Respondents Response related to the Practices of Efficiency and Effectiveness in LA in The study Area

Variables related to Efficiency and Effectiveness											
Efficiency & Effectiveness Variables	Short and Simple Procedures in Property Transaction/ownership transfer/		Proper land Registration and Documentation		Enough Capable and Skilled employees in the LA		Bureaucratic Delay and Long Process in service provision		Proper Taxation and Valuation of land related Services		Total Efficiency & Effectiveness
	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	Percent (%)	
Strongly Disagree	250	63.5	256	65.0	206	52.3	14	3.6	124	31.5	
Disagree	126	32.0	103	26.1	167	42.4	4	1.0	173	43.9	
Undecided	7	1.8	13	3.3	6	1.5	17	4.3	41	10.4	
Agree	7	1.8	19	4.8	11	2.8	140	35.5	50	12.7	
strongly Agree	4	1.0	3	.8	4	1.0	219	55.6	6	1.5	
Total	394	100.0	394	100.0	394	100.0	394	100.0	394	100.0	
Mean	1.42		1.28		1.50		4.39		2.09		2.136
Median	1.00		1.00		1.00		5.00		2.00		
Mode	1		1		1		5		2		
Std. Deviation	.716		.836		.752		.901		1.029		

Source: Own survey, 2023

The first item of Table 4.6.is clearly indicated that, 63.5%, 32%, 1.8%, 1% and 1.8% of the respondents responded strongly disagree, disagree, agree, strongly agree and,

undecided, respectively to the statement of efficiency and effectiveness in the shortage of the process of property transaction. Respondents average response (Mean = 1.42, SD = 0.716) also showed that respondents disagreement on the implementation of short and simple procedures in property transaction or transfer of ownership to the third party. As shown in the above table item two, 65%, 26.1%, 4.8%, 0.8% and 3.3% of the respondents responded strongly disagree, disagree, agree, strongly agree and, undecided, respectively to the statement in the proper land registration and documentation system of the land administration office of the study area. Respondents average response (Mean = 1.28, SD = 0.836) also showed that respondents disagreement on efficiency and effectiveness of land registration and documentation system of the office.

Key informant interview, and focus group discussion participants confirmed that land registration like inventory and cadastral works are on the way to be implemented even if it's not completed and implement in practice. Related to third statement in the above table 52.3%, 42.4%, 2.8%, 1% and 1.5% of the respondents responded strongly disagree, disagree, agree, strongly agree and, undecided, respectively to the statement of having enough capable and skilled employees in the land administration office in the sub city. Respondents average response (Mean = 1.50, SD = 0.752) also showed that respondents disagreement on efficiency and effectiveness of the land administration in terms of having properly skilled and capable number of employees.

As can be seen in the above table 4.6 item four, 55.6%, 35.5%, 1%, 3.6% and 4.3% of the respondents responded strongly agree, agree, disagree, strongly disagree and, undecided, respectively to the statement that there is bureaucratic delay and long process in service provision in the land office. Respondents average response (Mean = 4.39, SD = 0.901) also showed that respondents agreement that there is bureaucratic delay and long process in service provision which shows the lack of efficiency and effectiveness in the office in terms of short and clear working procedures to the need of market and public interest.

As indicated in the above table items five, 31.5%, 43.9%, 12.7%, 1.5% and 10.4% of the respondents responded strongly disagree, disagree, agree, strongly agree and, undecided, respectively to the statement that there is proper taxation and valuation of land related services provided in the office. Respondents average response (Mean = 2.09, SD = 1.029)

also showed that respondents disagreement on the proper taxation and evaluation of land and related services provided in the office. By and large the current efficiency and effectiveness practice in the land administration in the study area as depicted from respondents most frequent response in terms of short and simple procedures in property transaction, proper land registration and documentation, having enough capable and skilled employees and proper taxation and valuation system is weak and the existence of bureaucratic delay and long process in service provision is clearly exhibited(Median =1.00, Mode = 1, Median = 1.00, Mode = 1, Median = 1.00, Mode = 1 , Median = 2.00, Mode = 2, Median = 5.00, Mode = 5) respectively.

Likewise the descriptive statistics points that cumulative mean of the dimension computed was 2.136, which shows the office is less efficient and effective in the service provision in land and related issues.

Thus, it can be summarized as the efficiency and effectiveness of the office from the above statements as it has a gap and needs to be done a lot to improve in this respect.

4.4. Perception of Respondents on the Level of Implementation of Good Governance Principles in the LA

This sub-section discussed the level of good governance principles implementation in the sub- city land administration office. It evaluates the level of implementation of urban good governance in the office from the respondents of land customers and the office land expert's perceptions.

Table 4:7. Overall Implementation of Good Governance Principles in the LA in the view of respondents

Variables related to the overall Implementation of Good Governance Principles in the LA											
Level of Implementation of GG in the LA	Level of the Implementation of Good governance in terms of transparency in LA		Level of the Implementation of Good governance in terms of Accountability in LA		Level of the Implementation of Good governance in terms of Responsiveness in LA		Level of the Implementation of Good governance in terms of Equity & Fairness in LA		Level of the Implementation of Good governance in terms of Efficiency & Effectiveness in LA		Total GG level of Implementation in LA
	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	Percent (%)	Freq.	Percent (%)	
Very poor	162	41.1	156	39.6	123	31.2	212	53.8	175	44.4	
Poor	191	48.5	207	52.5	223	56.6	166	42.1	193	49.0	
Average	29	7.4	22	5.6	36	9.1	7	1.8	18	4.6	
Good	9	2.3	5	1.3	8	2.0	5	1.3	5	1.3	
Excellent	3	.8	4	1.0	4	1.0	4	1.0	3	.8	
Total	394	100.0	394	100.0	394	100.0	394	100.0	394	100.0	
Mean	1.73		1.72		1.85		1.54		1.65		1.698
Median	2.00		2.00		2.00		1.00		2.00		
Mode	2		2		2		1		2		
Std. Deviation	.757		.717		.745		.695		.698		

Source: Own survey, 2023

As depicted in Table 4.7, item one 41.1 % and 48.5% of the respondents evaluate that the level of implementation of Good Governance principle with respect to transparency in the land administration office of the study area as very poor and poor while 2.3% and 0.8% of the respondents replied as good and excellent or very good and the remaining 7.4% of the respondents responded as average, respectively to the statement. Respondents most frequent response (Median = 2.00, Mode = 2) and respondents average response (mean= 1.73, SD = 0.757) also showed that the majority of the respondents perceive that the practice and implementation of good governance principle in terms of Transparency is at poor level in the land administration in the study area.

The second statement was with regarding to the level of implementation of Good Governance principle with respect to accountability in the land administration office of the study area 39.6 % and 52.5% ranked as very poor and poor while 1.3% and 1% of the respondents replied as good and excellent or very good and the remaining 5.6 % of the respondents responded as average, respectively. Respondents most frequent response (Median = 2.00, Mode = 2) and respondents average response (mean= 1.72, SD = 0.717) also showed that the majority of the respondents perceive that the level of implementation of good governance principle in terms of accountability is poor in the land administration in the study area.

With the third statement in the table depicted above 31.2 % and 56.6% of the respondents perceived that the level of implementation of Good Governance principle in terms of responsiveness as very poor and poor while 2 % and 1 % of the respondents replied as good and excellent or very good and the remaining 9.1% of the respondents responded as average, respectively in the land administration office of the study area. Respondents most frequent response (Median = 2.00, Mode = 2) and respondents average response (mean= 1.85, SD = 0.745) also showed that the majority of the respondents perceived that of implementation of good governance principle with regard to responsiveness is at poor level in the land administration in the study area.

On the fourth item in the above table the level of implementation of Good Governance principle with respect to equity, fairness and inclusiveness in the land administration office of the study area 53.8 % and 42.1% responded as very poor and poor while 1.3% and 1% of the respondents replied as good and excellent or very good and the remaining 1.8 % of the respondents responded as average, respectively. Respondents most frequent response (Median = 1.00, Mode = 1) and respondents average response (mean= 1.54, SD = 0.695) also showed that the majority of the respondents perceived that the implementation of good governance principle in terms of equity and inclusiveness is at very poor level in the land administration in the study area. Therefore, from this result, it can be said that the fairness and inclusiveness of the sub-city's land administration office is at very poor and low level compared to other principles implementation level in the sector.

As indicated in the above table items five 44.4 % and 49% of the respondents perceived that the implementation of Good Governance principle in terms of efficiency and effectiveness is at very poor and poor level while 1.3 % and 0.8 % of the respondents replied as good and excellent or very good level and the remaining 4.6 % of the respondents responded as average level, respectively. Respondents most frequent response (Median = 2.00, Mode = 2) and respondents average response (mean= 1.65, SD = 0.698) also showed that the majority of the respondents perceived that of implementation of good governance principle with regard to efficiency and effectiveness is at poor level in the land administration in the study area. To conclude when we consider the cumulative mean value (i.e. 1.698) the service recipients evaluate the office is in a poor level with the implementations of the overall good governance.

Similarly, key informant interview, and focus group discussion participants confirmed that they perceived the overall level of implementation of good governance principles in the land administration at the local level as poor and its practicability took long effort to put on the ground. And, key informant interview participants added that the current practice in implementation of good governance in the land sector is showing relative improvement than the previous time and needs the participation of all stakeholders and political commitment to put in to practice as the need of thee public and clients.

4.5. Level of Service Quality Provided in the LA in the Study Area

Table 4:8. Level of Service quality provided in the LA in the study area

Categories/ cases	Frequency	Percent	Valid Percent	Cumulative Percent
Very poor	181	45.9	45.9	45.9
Poor	196	49.7	49.7	95.7
Average	10	2.5	2.5	98.2
Good	3	.8	.8	99.0
Excellent	4	1.0	1.0	100.0
Total	394	100.0	100.0	
Mean	1.61			
Median	2.00			
Mode	2			
Std. Deviation	.676			

Source: Own survey, 2023

The table above depicted that, the trend of the level of service quality in the city land administration office. From these; about 45.9 % of the land customers and employees were felt that, the quality of service delivery of the office as very poor, 49 .7% as poor, 2.5% as average or moderate, 3 % as good and only 4% of the land customers and employees as very good or excellent respectively to the statement.

Respondents most frequent response (Median = 2.00, Mode = 2) and respondents average response (Mean = 1.61, SD = 0.676) also showed that the majority of the respondents perceived that of the quality of the service provided is at poor level in the land administration in the study area. Therefore, it can be concluded, the office has poor service delivery system in short, and it should reform its procedures and mechanisms.

4.6. Challenges Hampering the Practices of Good Governance in Urban Land Administration

In this section of the study, the main challenges that hamper the practices of good governance in the land administration were presented and discussed. Therefore, the results were presented in Table 4.9 as follows:

Table 4:9. Problems that hamper good Governance implementation and its Types

Variables items	Categories	Freq.	Per. %	Mean	Median	Mode	Std. Deviation
There is Evidence of Corruption in the LA from employees to public officials and political leaders	Strongly Disagree	2	.5	4.49	5.00	5	.689
	Disagree	9	2.3				
	Undecided	5	1.3				
	Agree	156	39.6				
	strongly Agree	222	56.3				
	Total	394	100.0				
There is Lack of Qualified and Competent / Capable/employees in the land administration office	Strongly Disagree	7	1.8	4.09	4.00	4	.777
	Disagree	16	4.1				
	Undecided	12	3.0				
	Agree	257	65.2				
	strongly Agree	102	25.9				
	Total	394	100.0				

There is Lack of Strong and Regular Monitoring and Evaluation system in the land administration process	Strongly Disagree	2	.5	4.34	4.00	4	.655
	Disagree	7	1.8				
	Undecided	7	1.8				
	Agree	216	54.8				
	Strongly Agree	162	41.1				
	Total	394	100.0				
There is Lack of Clear Mechanisms for Motivating and Punishing employees so as to facilitate the working environment or conditions	Strongly Disagree	2	.5	4.42	4.00	4	.609
	Disagree	4	1.0				
	Undecided	1	.3				
	Agree	208	52.8				
	strongly Agree	179	45.4				
	Total	394	100.0				
There is weak Institutional (organizational) Capacity to provide technical support for service seekers (Clients).	Strongly Disagree	4	1.0	4.30	4.00	4	.716
	Disagree	10	2.5				
	Undecided	5	1.3				
	Agree	218	55.3				
	strongly Agree	157	39.8				
	Total	394	100.0				
There is weak commitment and poor leadership in alleviating land related problems.	Strongly Disagree	3	.8	4.34	4.00	4	.663
	Disagree	7	1.8				
	Undecided	3	.8				
	Agree	220	55.8				
	strongly Agree	161	40.9				
	Total	394	100.0				
TOTAL Challenges of GG				4.33			

Source: Own survey, 2023

As presented in Table 4.9 item one, the majority 56.3% and 39.6 % of respondents strongly agreed and that there is corruption problem that hamper good governance practices in urban land administration respectively. Only 2.3% and 0.5% of the respondents disagreed and strongly disagreed to the statement, while 1.3% was undecided or neither agreed nor disagreed. Respondents most frequent response (Median = 5.00, Mode = 5) and respondents average response (Mean = 4.49, SD = 0.689) also showed that the majority of the respondents strongly agree the existence of corruption in the sector in the study area.

The second statement was with regarding to the challenges that hamper good governance implementation in the land sector in the study area 65.2 % and 25.9 % of the respondents agreed and strongly agreed confirming there is lack of qualified and competent or capable employees.

Surprisingly, only 1.8 % and 4.1 respondents were strongly disagreed and disagreed with the statement while the rest 3 % were undecided. Respondents most frequent response (Median = 4.00, Mode = 4) and respondents average response (Mean = 4.09, SD = 0.777) also showed that the majority of the respondents agreed the lack of qualified and competent human power in the land administration in the area of the study.

On the third item in the above table while 54.8 % and 41.1 % of the respondents agreed and strongly agreed only 1.8% and 0.5 % dis agreed and strongly dis agreed and 1.8 % undecided to the statement respectively. Respondents most frequent response (Median = 4.00, Mode = 4) and respondents average response (Mean = 4.34, SD = 0.655) also showed that the majority of the respondents agreed the problem of strong monitory and evaluation system in the land sector in the study area which hamper the implementation of good governance on the ground.

As indicated in the above table items four the majority which is 52.8 % and 45.4 % of the respondents agreed that there is a gap in means of motivating and punishing employees conduct and output that is clearly known by workers and clients. And only 1% and 0.5 disagreed and strongly dis agreed while the rest 3 % of the respondent undecided to the statement. Respondents most frequent response (Median = 4.00, Mode = 4) and respondents average response (Mean = 4.42, SD = 0.609) also showed that the majority of the respondents agreed that there is lack of clear mechanisms for motivating and punishing employees conduct.

Related to fifth statement in the above table, 55.3% and 39.8 % of the respondents agreed and strongly agreed while ,2.5% and 1% disagreed and strongly dis agreed and only 1.3 % undecided to the statement, respectively. Respondents most frequent response (Median = 4.00, Mode = 4) and respondents average response (Mean = 4.30, SD = 0.716) also showed that the majority of the respondents agreed that there exist a gap in the capacity

of institutional set up in order to provide complete technical support for service users in the study area.

Similarly, as depicted in the above table item six 55.8% and 40.9 % of the respondents agreed that there is weak commitment and poor leadership in the land administration in the study area that hamper the implementation of good governance in the land sector. The rest of the respondents that dis agreed and strongly disagreed were 1.8% and 0.8 % while undecided were 0.8% respectively to the statement. Respondents most frequent response (Median = 4.00, Mode = 4) and respondents average response (Mean = 4.34, SD = 0.663) also showed that the majority of the respondents agreed that there is a gap in the commitment and leadership so as to alleviate land related problems in the sector. Key informant interview participants confirmed that commitment level political leaders and land officials in the study area to solve and minimize the challenges in the implementation of good governance is could not be said as strong and uniform as the direction set by government and party with regard to answering the public demand and compliant in reasonable time. However, One center public compliant hearing and service provision twice a week which is led by the sub city administrator in a regular base is functioning to respond all governance problems that the public and service seekers have by establishing especial committee. To summarize, comparing respondents average response in relation to those variables of challenges of good governance implementation in land administration in the study area corruption, lack of motivation or punishment mechanisms, weak commitment and poor leadership, and lack of strong regular monitoring and evaluation systems are the main challenges in the implementation of good governance in the land sector in the sub city administration respectively, (Mean = 4.49, SD = 0.689, Mean = 4.42, SD = 0.609 Mean = 4.34, SD = 0.663, Mean = 4.34, SD = 0.655) and the cumulative mean score (i.e. 4.33) has indicated respondents agreement with the statements in this dimension. As the informants discussed, the office is associated with state capture and petty corruption and due to this the land officials and experts are harassing land customers instead of responding to complaints properly. From the findings of the study it can be concluded that corruption is the main and the most frequently observed hampering factor on the implementation of good governance in urban land administration and management office of the sub city.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary

This research was mainly aimed at assessing the practices of urban good governance with their core elements in the land administration of Sululta Sub city, Shaggar City, Oromia Region. To achieve the objectives of the study, mixed research approach was employed. Both primary and secondary data sources were used to collect appropriate and relevant data on the existing practices and challenges of urban good governance in the sub city land sector office. The researcher used non-probability sampling technique to select samples from the land customers and experts. In order to achieve the research objectives, the researcher tried to focus land customers (who came to the land administration and management office within one month and two weeks in the study area and land professionals (experts) including the office manager (Head) for questionnaire's as well as key informant interviews and Focus Group Discussions (FGD's) because of high expectation to having the good information concerning the practices and challenges on the implementation of urban good governance principles in the city land administration office. In addition, the researcher used convenience and Purposive sampling, because of accessibility and availability of target population at a given study area and due to positional, educational and work experience the respondents have. The researcher developed several indicators for each principles of urban good governance to test their applicability in the sub city land administration office. With regard to the practices of transparency, that the majority of the respondents strongly disagree the existence of the practical implementation of good governance principle in terms of transparency which shows the office service delivery system is poor and has a gap to be open and accessible to the public.

Regarding to Accountability principle, practical implementation of good governance principle in terms of accountability is very poor in the land administration which one could understand there is a gap in the practices of accountability in the study area and the office has to work to strengthen the accountability system to maintain answerability of officials and employees for their doings.

Concerning the practices of Responsiveness principle we can conclude that the current responsiveness practice in the land administration in the study area as very weak which means that the existence of willingness to respond to, the public needs and demand, compliant and report of corruption or misconduct and timely decisions to the public is less responsive. Likewise, Focused group discussion participants affirmed that land related decisions took long time and in the clarity of the decisions made didn't take into account the demand and interest of the public.

With regard to practices of equity in the office, we can conclude that customers feel treated unequally; minorities and disables didn't get special consideration as basic human rights. So, when we consider the office is less fair and inclusive with this dimension.

With respect to Efficiency and Effectiveness we can conclude that the office is less efficient and effective in the service provision, in terms of short and simple procedures in property transaction, proper land registration and documentation, having enough capable and skilled employees and proper taxation and valuation system is weak, in land and related issues.

By and large, when we evaluate the level of implementation of good governance principles practically the office is in a poor level with the implementations of the overall good governance and can be concluded, the office has poor service delivery system in short and simply a theory rather than a practice. Likewise, corruption, lack of motivation or punishment mechanisms, Weak commitment and poor leadership, weak monitoring and evaluation system, and the like are the major challenges which impeded the overall practices and implementation of urban good governance in the study area.

5.2. Conclusion

Principles of good governance are cornerstone for good governance practice and implementation. Thus, application of its principles has fundamental contribution to ensure good governance in any sector particularly in the land sector which is one of the most corrupted. In this study, the researcher attempted to assess the existing practices of good governance principles in urban land administration of Sululta Sub-city Administration. As a result, in this finding the researcher concluded that the practice of good governance principles in land administration system from the perspective of

transparency, accountability, responsiveness, equity and effectiveness and efficiency pillars of good governance. The findings are drawn on the basis of survey questioners and interview with key informants, focus group discussions, and document survey which reveal the current practices of good governance in the land administration in the study area pertaining to the good urban land governance principles. Hence, based on the finding of the data, the following major conclusions are made.

Regarding the practice of transparency in urban land administration in the study area, from the finding of the study, it can be concluded that sululta sub- city urban land administration was weak and poor in access, openness and clarity of information related to distribution and allocation of land, on standard cost of services, and the appointment or dismissal of land administration officials or employees to the customers. In addition, with regard to the perceptions of the respondents in evaluating the level of application of transparency, the majority of the respondents pointed that implementation of Good Governance principle with respect to transparency in the land administration office in the study area as poor. The office was not transparent on issues like rules governing land allocation and distribution, the time and size of allocation of land and on decision made. In addition to this, concerning the mechanisms used by the office to publicize information to the public, there is a gap and usage of mechanisms to publicize information on land to the public.

Generally it can be concluded that, there are deficiencies in making information accessible, openness and clarity in the governance and administration of urban land.

Regarding practices of accountability in in urban land administration in the study area, from the findings of the study it can be concluded that Sululta Sub city urban land administration was generally weak in monitoring and evaluating the use of uniform service standards, implementation of reward and punishment mechanisms for employees conduct, being answerable to the public down ward and to upward to party or political leaders. Contrary to the survey result, most focused group discussant and few key interview participants opposed and argued that the accountability of land administration of the study area is upward only to the party leader to satisfy the upper government but not to satisfy the interests of the people.

Regarding to the practices of responsiveness, it was learnt by the findings of this study that there are un-willingness responding to the need of customers, compliant and providing timely decisions on land and related services and the level of responsiveness in the land administration office of the sub city considered as poor and low in the perception of respondents.

In addition, from the findings of the study it can be concluded that the practices of equity and inclusiveness in the land administration in terms of equal access and fair distribution of land, reasonability of cost of services, compensation payments for land and property and provision of special service and consideration for women and dis advantaged social groups are unfairly practiced and poorly implemented. In addition, the perceptions of respondent's on the level of implementation of equity and fairness, the majority of land customers pointed that there is very poor and discriminatory service delivery system in the land sector in the study area.

With regard to efficiency and effectiveness the existing land administration practice can be characterized as it is not efficient and effective as it is expected to be by its citizens and considered as weak and unsatisfactory in terms of short and simple procedures in property transaction or ownership transfer, land registration and documentation, taxation and valuation of land related services, qualified and skilled human resource and speed in the service provision process in the land administration . In addition, the perceptions of respondent's on the level of efficiency and effectiveness in the land administration, the majority of land respondents pointed that there is very poor and ineffective service delivery in the land sector in the study area. Moreover, that the majority of the respondents perceived that of the quality of the service provision level is poor in its practices and implementation in the land administration in the study area.

Regarding challenges of good governance in urban land administration, the finding of the study discovered that urban land administration is seriously threatened by a number of deficiencies.

At the end, based on the study findings the major challenges of urban land administration in sululta sub city in the order of rank at the current status are corruption, lack of motivation or punishment mechanisms, weak commitment and poor leadership, and lack

of strong regular monitoring and evaluation systems are the main hampering challenges in the implementation of good governance in the land sector.

5.3. Recommendations

Based on the findings of the research and conclusions made, the following recommendations and implications were forwarded by the researcher to the sub-city land administration office.

- The sub city land administration office should promote and apply easily understandable service guidelines, standards on the cost of the services for the purpose of creating transparency in the service delivery process. Therefore, to achieve this, the office should post information on a notice board regularly when new information comes and create website that provide land information constantly with existing ICT system. Also, there should be formal meeting and conferences where the general public can easily get information for decision making on land administration issue. Besides, so as to make clear the rules and regulations, proclamations and land related policies to the public, the office should print hard copies and online soft copies which people can access easily and uses similar tools that support people to access information easily. Furthermore, since decisions are made to the benefit of the public, it should be open to the public even the appointment and dismissal of employees and officials to build confidence on the flow of information.
- The sub city land administration office should prepare clear monitoring and evaluation mechanism and a system of rewarding for efficient duty accomplishment and punishment mechanism for poor and corrupt conducts of employees and officials to put into practice accountability. Hence, so as to make institution and land administrators accountable to the public downwardly, there should be regular monitoring and feedback receiving sessions as well as motivating and punishment mechanisms for the existence of good governance in general and accountability in particular.

- To ensure good governance in the land administration, office workers and officials should use and apply service standards of the office. It is recommended to evaluate their output and outcomes (i.e. proper customer service and overall customer satisfaction) periodically and based on the assessment, the office has to made adjustments on its weaknesses.
- Land administration services should be provided for all without discrimination, e.g. on the basis of gender, ethnicity, religion, age or political affiliation and also should be fair and inclusive.
- Sound land registration and documentation system can significantly contribute to implement good urban land development and management. To implement this Sululta Sub City land administration office should be more proactive by pursuing efforts in modernizing the registration, documentation and information access systems via Appling cadastaral and land inventory. In addition, the efficiency of the system should be periodically checked, monitored and evaluated. Setting customer service delivery standard are vital role for implementing good governance. To this end, the land administration and development department of sululta Sub City should operationalize and make it practical the customer service standards that already exist in each service station.
- Addressing urban land governance issues would mean dealing with corruption and malpractices, questioning the current system for the future benefit. Therefore, the solution lies with the people in power and in politics. Thus, local administrator’s commitment against corruption should be practically implemented in such a way Hotline and “naming and shaming” those involved in corruption in front of the public like Botswana in the religious and public institutions. In line with this, the public should be encouraged, as they are the driving forces and the watchdogs in the struggle against corruption via monitoring, checking and exposing and corruption and this should be with full protection and incentives for willing blowers.
- Concerned bodies should give rewards, incentives, and increase the salary of urban land administrators and employees base on the standard set of performance measurements that employees agreed upon like Citizen Charter or service standards.

- It is recommended to conduct continuous training on customer handling techniques and awareness creation regarding the good governance issues and measuring its output and changes that has made due to the training twice a year if possible quarterly.
- Finally, further studies can be made including other public institutions that are not included in this study. In addition longitudinal studies could be suggested to examine any changes that might occur over a period of time in the public institutions.

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APPENDICES

Appendix I Questionnaire

**Ethiopian Civil Service University
College of Leadership and Governance
Africa Institute of Governance and Development,
Post Graduate Program in Governance and Development.**

Dear respondent:-The purpose of this questionnaire is to collect data regarding the practices of Good Governance principles in Land administration office of Sululta Sub City Administration, for the partial fulfillment of the requirements for Master's Degree in Governance and Development in Ethiopian Civil Service University. Your genuine response for the following questions is extremely important for the successful completion of this work. The information you provide is used only for academic purpose and will be kept highly confidential.

Note: - If you have any Question, please do not hesitate to contact me and I am available as per your convenience (Tel; 0912-99-66-68 or e-mail; wassianaf9405@gmail.com)

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

To be filled by Respondents: - Service users (clients) and land administration employees)

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

Part I: General Background

1. Sex: Male Female

2. Age: 20-30 31-40 41-50 51-60 More than 60

3. Marital status: Married Unmarried Divorced Widowed

4. Educational qualification: 1-4 grade 5-8 grade 9-10 grade Preparatory and Certificate Diploma and Degree Master and PhD

5. The status of your land tenure ownership: Private/Inherited Rented
 Government Allocated Lease Specify, if any other _____

Part II. The following items are intended to assess the practices of transparency, accountability, responsiveness, efficiency and effectiveness and equity in Land Administration in Sululta sub city administration. Please, respond by putting the tick (“√”) to the response that best represents your degree of agreement with one of the five alternative rating scales given below. Part II. The following items are intended to assess the practices of transparency, accountability, responsiveness, efficiency and effectiveness and equity in Land Administration in Sululta sub city administration. Please, respond by putting the tick (“√”) to the response that best represents your degree of agreement with one of the five alternative rating scales given below.

No	Questions on Transparency in LA Do you Agree that,	Response options				
		Strongly Disagree 1	Disagree 2	Undecided 3	Agree 4	Strongly agree 5
1	There is transparent distribution and allocation of land to the public/local community/					
2	There is Clarity and Standard in the cost of services provided known by service users					
3	There is access and clarity of land related information to the customers/service users/					
4	There is public awareness/knowledge / on Land administrator officials or workers appointment or dismissal					
Questions on Accountability in LA						
5	There is regular monitory in the use /application /of uniform service standards					
6	There are clear mechanisms of punishment and reward for workers/employees/ conduct					
7	Land administrator officials or workers are answerable to the public down ward					

8	Land administrator officials or workers are answerable to upward , party or political leaders					
Questions on Responsiveness						
9	There is an interest /willingness/to respond to the public or customers need and demand					
10	There is mechanisms to receive a compliant and report to corruption and misconduct					
11	Land related decisions are made with reasonable time frame work					
Questions on Equity in LA						
12	There is equal access to Land allocation and land distribution independent of economic and political status					
13	There is a reasonable and standard cost for service delivered					
14	There is fair and reasonable compensations payment for losing land holdings(eviction of land)					
15	There is special service delivery mechanism for women and the dis advantaged group					
Questions on Efficiency and Effectiveness in LA						
16	There is short and simple procedures in property transaction/ownership transfer					
17	There is proper land registration and documentation					
18	There are Capable and Skilled employees in the land administration					
19	There is bureaucratic delay and long process in service provision					
20	There is proper taxation and valuation of land related services					

Note:- (SA) = Represent Strongly Agree =5 (A) = Represent Agree =4 (UN) Undecided =3 (D) = Represents disagree =2 (SD) = Represent Strongly Disagree =1

Part III. The following items are intended to assess the Perception of respondents on the level of Implementation of transparency, accountability, responsiveness, efficiency and effectiveness and equity in Land Administration in Sululta sub- city. Please, respond by putting the tick (“√”) to the response that best represents your degree of agreement with one of the five alternative rating scales given below.

Note:- EXC = Represent Excellent =5 (G) = Represent Good =4 (A) Represent Average=3 (P) = Represents Poor =2 (VP) = Represent Very poor =1

Questions for Evaluating The level of Implementation of Good Governance principles in LA Office		Very poor = 1	Poor = 2	Average = 3	Good = 4	Excellent = 5
21	How do you evaluate level of the Implementation of Good governance in terms of transparency					
22	How do you evaluate level of the Implementation of Good governance in terms of Accountability in LA office?					
23	How do you evaluate level of the Implementation of Good governance in terms of Responsiveness in LA office?					
24	How do you evaluate level of the Implementation of Good governance in terms of Equity and fairness in LA office?					
25	How do you evaluate level of the Implementation of Good governance in terms of Efficiency and Effectiveness in LA office?					
26	Overall, How do you evaluate level of Service quality Provided in the LA office?					

Part IV. The following items are intended to assess the challenges that hinder implementation Good governance practices in urban Land Administration and management office in Sululta Sub- City. Please, respond by putting the tick (“√”) to the response that best represents your degree of agreement with one of the five alternative rating scales given below.

N O	Questions on Challenges of Good Governance implementation in LA Do you Agree that,	Response options				
		Strongly Disagree 1	Disagree 2	Undecided 3	Agree 4	Strongly agree 5
27	There is Evidence of Corruption in the LA from employees to public officials and political leaders.					
28	There is Lack of Qualified and Competent / Capable/employees in the land administration office					
29	There is Lack of Strong and Regular Monitoring and Evaluation system in the land administration process					
30	There is Lack of Clear Mechanisms for Motivating and Punishing employees so as to facilitate the working environment or conditions					
31	There is weak Institutional (organizational) Capacity to provide technical support for service seekers (Clients).					
32	There is weak commitment and poor leadership in alleviating land related problems.					

Thank you once again for your kind response

APPENDIX II

Interview questions for key informants and officials

1. The application or implementation of the service standards regularly monitored?
How?
2. Are there compliment mechanisms for public or client who are not satisfied with service delivery process? How?
3. Is the information on land and properties available to the public? How?
4. Do the local land administrators have clear mechanisms for control and sanction employees and officials conduct in land administration office? How?
5. What are the main challenges to implement good governance principles in the land administration office at local level? Is there any evidence of weak governance (e.g., Corruption, organizational capacity etc.) in the land administration office at local level?
6. How do you evaluate political and officials leaders commitment to minimize and solve those challenges in the implementation of good governance in the land administration at the local level?
7. How do you evaluate the current the level of Good Governance practices in Land administration in general?

Appendix III

Questions for Focused Group Discussions

1. How do you express level transparency practices of land administration office in terms of the following issues?
 - Accessibility of land information to all people
 - Clarity in the distribution and allocation of land to the local community
 - Clarity on appointment and dismissal of land administrator officials to the public.
2. How do you express the practices of accountability in land administration office? For example in terms of?
 - Punishment and reward mechanisms for employees and officials conduct.
 - Answerability to the public down ward
3. How do you express the current level of responsiveness in land administration? For example in terms of?
 - Willingness/ interest /to respond to the need and demand of the public /Customer
 - Time and quality of response and decision is made.
4. How do you express the current efficiency and effectiveness practices in land administration? For example in terms of?
 - Proper land registration and documentation
 - Proper taxation and valuation of land related services
 - Your opinion regarding efficiency and effectiveness level and mechanisms used in the land administration in general.
5. How do you express the current implementation of equity and fairness in land administration office? For example in terms of?
 - Impartiality in access to land allocation and distribution independent of economic and political status/view/
 - Compensation payment for losing land holdings/eviction of land/.

6. What are main challenges that hamper the implementation of good governance practices in urban land administration?
7. Over All, How do you evaluate the level of implementation of good governance principles in the land administration at the local level?

Thank you in advance for your cooperation!

Yunivarsiitii Siviil Servisii Itiiyoophiiaatii
Koleejjii Gaggessumaa fi Bulchiinsaatti
Instiiyuutii Afriikaa Qo’annoo Bulchiisaa fi Misooma
Gaaffilee Qorannoo Deebiistootaf Qophaa’e

Seensa:- Jalatamtoota deebiistotaa

Gaafileen kun kan qophaa’an odeeffannoo dhimma Hojiirra Oolmmaa Qajeeltoota Bulchiinsa Gaarii fi Hudhaalee gufu ta’an akka waajirra Lafa Kutaa Magaalaa Sululataa jiran Qo’annoo baruumsa Digirii lamafaadhaf gaggeefamuuf yamuu ta’u !, bu’aan qo’annoo kanaa gara fuula duraatti hudhaalee kana sirrsuudhaaf maal ta,uu akka qabu kan kallattii namatti agarsiisu dha. Gargaarsi odeeffannoo isin naaf keennitan kun gatii guddaa qaba. Akkasumas odeeffannoon isiin naaf kenniitan kun icitiin kan qabamu ta’ee hojii/kaayyoo/ barumsaaf qofa kan oolu ta’uu akka nubatamuu.

- Hubachiisa:- Gaafi kaamiyuuf Lakk Bilbiila; 0912-99-66-68 ykn e-mail; wassianaf9405@gmail.com) kanaan na argachuu nidandeesuu.
- Duraan Dursee Yeroo keessan arrsaa gochuudhaaf waan heyyamamaa taataniif Guddaa Galattommaa!!

Odeeffannoo Waliigalaa

- Maqaa keessan barreessuun hin barbaachisu
- Gaaffilee hunda amantummaan deebisa
- Mallattoo (√) saanduqa kenname keessatti deebii keessan laadha.

Kutaa I: Odeeffannoo nama dhuunfaa

1. Saala: Dhiira Dhalaa

2. Umurii : 20-30 31-40 41-50 51-60 > 60

3. Haala Fudha fi Heruuma: Kan Fuudhe/herumte kan hin fuune /hin herumne

Kan adda bahan kan jalaa du’e/te

4. Sadarkaa barumsaa: Kutaa 1-4 Kutaa 5-8 Kutaa 9-10 Kutaa
 Pripaaraatorii fi Sertiifiikeetii Diplomaa and Diigree Mastersii fi PhD

5. Haala qaneenya lafa argtan: Kandhunfa/Maatiira kan kiraa kenna
 motummaa Liisiidhan bitee Haala biraatiin yoo ta'ee yaa ibsamuu

Kutaa II. Gaafileen armaan gadii kan qophan Hojirra Oolmaa Qajeeltowaan Bulchinas garii kan ta'an Iftoomina, Itii Gaafatamuumaa, Deebii kennuu, Bu'a Qabeesumaa fi Al-Qisaasamuu fi Al -loogumma akka waajira lafa Kutaa Magaalaa Sulultaa Jiru Qorachuuf kan Qopha'edha.

Gaafilee Armaan gaditti dhihaataniif deebii amante mallattoo saanduqa keessa jiru kanaan agarsiisaa (√)

Safartoo: 5= Garmaleen Ittin Amana (SA) 4= Ittin Amana (A) 3= „Neutralidha“ (N) 2= Itti hin Amanu (D) 1= Garmaleen itti hin Amanne (SD)

Lakk	Gaafilee Iftoominaa(Transparency)	Ariitii deebii				
		Garmalee ittin hin amanee (1)	Itti hin Amanu (2)	Neutralidha (3)	Ittin Amana (4)	Garmaleen Ittin Amana (5)
1	Haali Keeniisi fi ramadii lafaa hawaasaaf kara Ifa ta'en raawatama ykn gaggefama Jatani ni ammantuu?					
2	Iftoomina Istaandaardii Kafaltii Tajaajilaa kennamuu irrati maammilli ni qaba Jatani ni ammantuu?					
3	Qaqabumaa fi Iftoomina odeeffannoo dhimma lafaan walqabatee maamilaaf ni keennama Jatani ni ammantuu?					
4	Mudamnii fi Aanggo irra ka'uu hoggantoota waajira lafaa beekamtii hawaasaa ni qaba Jatani ni ammantuu?					

Gaafilee Ittigaafatamumma (Accountability)						
5	To'anno itti fayyadama Istaandaardii tajaajila itt keenamuu ta'ee kara idileen ni gaggefama Jatanii ni ammantuu?					
6	Toftaalee Ifa ta'e Adabbii fi badhaasa hojetootea waajira ittin jajabeefamnii fi ittin adabaman ni jira Jatanii ni ammantuu?					
7	Hojetootea fi hoggansa waajirichaa itti gaafatamuumaa hawaasa sadarka gadii jiruu ni qabuu Jatanii ni ammantuu?					
8	Hojetootea fi hoggansa waajirichaa itti gaafatamuumaa qaama olanno magaalaaf ni qabu Jatanii ni ammantuu?					
Gaafilee Deebiikeenuu (Responsiveness)						
9	Feedhii fi gaafi mammilaaf ykn abba dhimmaaf deebii kennuuf heyyamamaa ta'u ni ni jira Jatanii ni ammantuu?					
10	Toftaalee komii fi eruu hojiimaata badaa , malaammaltuumaa fi namuusa irrati jiru fudhtan ykn dhga'an qabu Jatanii ni ammantuu?					
11	Tajaajilii fi Murteewaan dhimma lafaatii walqabatee jiruu yeroo murta'a ta'ee kessatii ni keennama					
Gaafillee Al-loogumma (Equity)						
12	Dhiyeesii fi keennii lafaa logiirra biliisaa Jatanii ni ammantuu?					
13	Kafaltiin tajaajilaa argachuuf kafalamuu madalawaa fi Istaandardii safartuu kan qabudha Jatanii ni ammantuu?					
14	Kafalttii beenyaa madaalawaa ta'ee yeroo lafa irra fudhatamuu ni kafalamaa Jatanii ni ammantuu?					
15	Tooftaa tajaajilaa addaa Dubartootaa fi Namoota rakko adda qabaniif kan haala itti keenamuu ni jira Jatanii ni ammantuu?					

Gaafilee Bu'a Qabeesumaa fi Al-Qisaasama (Efficiency and Effectiveness)						
16	Ulaagaaleen jijjiraa maqaa ykn bitaa fi gurgurtaa karaa salphaa fi gabaabaadha Jatanii ni ammantuu?					
17	Qabiinsaa fi Galmeesii ragaalee lafaa akka waajiraati karaa sirin adeemsifama Jatanii ni ammantuu?					
18	Hojetootan waajiraa lafaa Dandheetii fi Oggummaa gaha qaban Jatanii ni ammantuu?					
19	Haala keennisa Tajaajilaa waajira lafaa keessa jiruu dheeraa fi walxaxaadha Jatanii ni ammantuu?					
20	Taaksii fi Tilmmaamni kafaltii Tajaajila lafaan walqabatee jiruu madaalawaadha Jatanii ni ammantuu?					

Kutaa III. Gaafileen armaan gadii kan qophan Madaalii Ilaalchaa Hojiira Oolmaa

Qajeeltoowan Bulchinas garii kan ta’an Iftoomina, Itii Gaafatamuumaa, Deebii kennuu, Bu’a Qabeesumaa fi Al- Qisaasamuu fi Al -loogumma akka waajira lafaa kutaa Magaalaa Sulultaa Sadarkaa kamirra akka jiruu ykn Akka olee Qorachuuf kan Qopha’edha.

Safartoo: 5= Baayyee Garriidha (BG) 4= Gariidha (G) 3= Gidduu Galeessa (GG) 2= Gadaanaa (G) 1= Baayyee Gadaanaa (BGN)

Gaafilee Madaalii sadarkaa Hojiira Oolmaa Qajeeltoowan Bul/Gaarii akka waliigala wajjiraa Lafaati qorachuuf kan qopha’ee		Baayyee Gadaanaa = 1	Gadaana a = 2	Gidduu Galeessa= 3	Garii= 4	Baayyee Garii= 5
21	Hojirra olmaa qajeeltoo bulchiinsa Gaarii keessa Iftoominaan waajirii lafaa sadarkaa Maaliiraa jira Jatanii ammantuu ?					
22	Hojirra olmaa qajeeltoo bulchiinsa Gaarii keessa Ittigaafatamuumaadhan waajirii lafaa sadarkaa Maaliraa jira Jatanii ammantuu?					
23	Hojirra olmaa qajeeltoo bulchiinsa Gaarii keessa Deebiikeenuudhan waajirii lafaa sadarkaa Maaliraa Jira Jatanii ammantuu?					
24	Hojirra olmaa qajeeltoo bulchiinsa Gaarii keessa Al-loogumma (Equity) fi haqumadhan waajirii lafaa sadarkaa Maaliraa jira Jatanii ammantuu?					
25	Hojirra olmaa qajeeltoo bulchiinsa Gaarii keessa Bu’a Qabeesumaa fi Al-Qisaasamaan (Efficiency and Effectiveness) waajirii lafaa sadarkaa Maaliraa jira Jatanii ammantuu?					
26	Akka waliigalatii sadarkaan keenniisa Tajaajila waajirii lafaa kennuu sadarkaa Maaliraa jira Jatanii ammantuu?					

Kutaa IV. Gaafileen armaan gadii kan qophan Hudhaalee danqaa Hojirra Oolmaa

Qajeeltowaan Bulchinas garii akka waajira lafa kutaa Magaalaa Sulultaa Jiru Qorachuuf kan Qopha'edha. Gaafilee Armaan gaditti dhihaataniif deebii amante mallattoo saanduqa keessa jiru kanaan agarsiisaa (√)

Safartoo: 5= Garmaleen Ittin Amana 4= Ittin Amana 3= Neutralidha 2= Itti hin Amanu

1= Garmaleen itti hin Amanne

Lakk	Gaafilee Qoranno Hudhaalee Bulchiinsaa Garii waajira lafaa kan ta'an	Ariitii deebii				
		Garmalee ittin hin Amanee (1)	Itti hin Amanu (2)	Neutralidha (3)	Ittin Amana (4)	Garmaleen Ittin Amana (5)
27	Haala qabatamaatii hojeetaa fi hoggantootaa fi gaggeesitoota birrati mallamaltumman ni jira Jatani ni ammantuu?					
28	Hanqiina Hojetoota Gahumsaa fi Nandeetii qaban ni jira Jatani ni ammantuu?					
29	Sirna Hordoofi fi madaalii kara idileen gaggessuu irratii hanqiini jira Jatani ni ammantuu?					
30	Tooftaalee ifaati beekaman (ta'an) hojetoota ittin onnachiifamuu (jajjabeefamuu) fi adabbamuu irratii hanqiini ni jira Jatani ni ammantuu?					
31	Dhabatiichaa (waajiiri lafaa) gargaarsa Oggumaa maamilaaf keennuuf Hanqiina kessodha ni qaba Jatani ni ammantuu?					
32	Laafina Gaggessuumaa fi Kuannoo dhabuu Hoggansaa magaalaa birratii rakkowaan dhimma lafaan walqabtee jiruu hikuuf ni jira Jatani ni ammantuu?					

Irra deebidhan Galatoommaa!

በኢትዮጵያ ሲቪል ሰርቪስ ዩኒቨርስቲ

የአስተዳደርና አመራር ኮሌጅ የአፍሪካ አስተዳደርና ልማት ኢንስቲትዩት

የአስተዳደርና ልማት ጥናት ት/ት ክፍል የዴህረ-ምረቃ ፕሮግራም

የጥናቱ ተሳታፊ ለሆኑ መላሾች የቀረበ

የተከበራችሁ ፍቃደኛ የሆናችሁ የጥናት ተሳታፊዎች፡ - ይህ መጠይቅ የሁለተኛ ዲግሪ መመሪያ ማማዕያ ሲሆን ፡፡ የመመሪያ ዕሉፋ መጠይቅ በሱሉልታ ክ/ከተማ መሬት አስተዳደርን በተመለከተ የመልካም አስተዳደር እሴቶች ተግባራዊ ግምገማና በትግበራው ላይ ያሉ ማነቆዎች፤ ለማጥናትና በስተመጨረሻም ለሚስተዋሉ ማነቆዎችና ችግሮች የመፍትሔ ሀሳብ ለማስቀመጥ የቀረበ ነው፡፡ በመሆኑም እርሶ የሚሰጡት መረጃ ለዚህ ጉልህ ሚና የሚጫወት ነው፡፡ በተጨማሪ ይህ መረጃ የሚያገለግለው ለትምህርታዊ አገልግሎት ብቻ የሚወልድ ነው፤ ምስጥራዊነቱም የተጠበቀ እንደሚሆን አረጋግጣለሁኝ፡፡ ስለሆነም ከታች የተዘረዘሩ መጠይቆችን በጥንቃቄና በተጨማሪ መረጃ ብቻ በመደገፍ እንዲሞሉ በአክብሮት እጠይቃለሁ፡፡ በቅድሚያ ለትብብርዎ አመሰግናለሁ!! አጠቃላይ መመሪያ፡- ይህንን መጠይቅ ስሞሉ እባክዎን የሚከተሉትን መመሪያዎችን ያስታውሉ፡-

- ለተጨማሪ ጥያቄ በስልክ ቁጥር; 0912-99-66-68 ወይም e-mail; wassianaf9405@gmail.com) ሊያገኙኝ የሚችሉ፡፡
- ስም መጻፍ አይጠበቅብኩም
- ሁሉንም ጥያቄዎች ምላሽ እንዲሰጡ በአክብሮት እተይቃለው
- ይህን ምልክት (✓) በመልስ መስጫ ሰጥን ወስጥ ካሉት አመራሮች በአንዱ ላይ ብቻ ያስፍሩ

ክፍል I: አጠቃላይ መረጃ

1. ጾታ: ወንድ ሴት
 2. እድሜ: 20-30 31-40 41-50 51-60 More than 60
 3. የገብቻ ሁኔታ: ያገባ/ች ያላገባ/ች የፋታ/ች በሞት የተለየ/ች
 4. የትምህርት ደረጃ: 1-4 ክፍል 5-8 ክፍል 9-10 ክፍል Preparatory and Certificate Diploma and Degree Master and PhD
 5. መሬት ያገኙበት ሁኔታ : የግል/ከቤተሰብ በክራይ በመንግስት እደላ
- በሊዝ ግዥ በሌላ መንገድ ከሆነ ይጠቀስ/የገለጽ _____

ክፍል II. ከዚህ በታች የተዘረዘሩት ጥያቄዎች በከተማው መሬት አስተዳደር ጽ/ቤት ውስጥ ግልፅነት፤ ተጠያቂነት፤ ምላሽ ሰጭነት፤ ውጤታማነትና ፍሬያማነት እንዲሁም ፍትሃዊነትን ለመመዘን የተዘጋጁ ጥያቄዎች ሲሆኑ ምላሽን ይህን ምልክት(“√”) ከዚህ በታች ከተሰጡት አምስት አማራጮች የርሶን ሀሳብ የሚገልጸውን በመምረጥ ያስቀምጡ ማሳሰቢያ :- (5)ቀጥር = በእጅግ እስማማለሁ ይወክላል (4) = እስማማለሁ ይወክላል (3) = ገለልተኛ ይወክላል (2) = አልስማማም ይወክላል (1) = እጅግ አልስማማምን ይወክላል

ቁጥር	የመልካም አስተዳደር መርሆች ትግበራ ጋር የተያያዙ ጥያቄዎች	አማራጭ ምላሾች				
		በእጅግ አልስማማ ም 1	አልስማማ ም 2	ገለልተኛ 3	እስማማለሁ 4	በእጅግ እስማማለሁ 5
1	የመሬት አሰጣጥ ሰነድ ሰጠው በግልፅ ላከባቢው ማህበረተሰብ /ግብር/ይከናወናል በለው ያምናሉ					
2	ለተልጋዩ ያገልግሎት ክፍያዎች ወጥነትና ግልፅነት አለው በለው ያምናሉ					
3	ለተልጋዩ ከመሬት ጋር የተገናኙ የተለያዩ አገልግሎቶች የመረጃ አቅርቦትና ግልፅነት አለ በለው ያምናሉ					
4	የመሬት አስተዳደር ሰራተኞች ሹመትና እገዳ ለማህበረተሰቡ/ተገልጋዩ /ይገለጻል በለው ያምናሉ					
5	ጽ/ቤቱ በመደበኛነት የአገልግሎት እስታንዳርድ መስጫ ፎርም ስራ ላይ እየዋለ መሆኑን ቁጥጥር የደረጋል በለው ያምናሉ					
6	የጽ/ቤቱን ሰራተኛ በግልጽ የተቀመጠ የማበረታቻና የመቅቻ አሰራር አለ በለው ያምናሉ					
7	የጽ/ቤቱን ሰራተኛና አመራር ለታችኛው ማህበረተሰብ ክፍል ተጠያቂ የምሆኑበት መንገድ አለ በለው ያምናሉ					
8	የጽ/ቤቱን ሰራተኛና አመራር ለበላይ የፖለቲካና ፓርቲ አካላት ተጠያቂ የምሆኑበት መንገድ አለ በለው ያምናሉ					
9	የጽ/ቤቱ ሰራተኞች ለተጋልጋይ ፍላጎት ምላሽ ለመስጠት ፍቃደኞችናቸው በለው ያምናሉ					
10	በጽ/ቤቱ ቅሬታ፣ የሙስናና ብልሹ አሰራር ጥቆማ መቀበያ መንገድ አለ በለው ያምናሉ					
11	ከመሬት ጋር የተገናኙ ውሳኔዎች በተገቢው የጊዜ ማእቀፍ ውስጥ ይከናወናል በለው ያምናሉ					
12	ፍትሃዊና ያለ መንም አድሎ መሬት እደላና ክፍፍል ይደረጋል በለው ያምናሉ					
13	ያገልግሎት ክፍያ ምክንያታዊ ማዘናዊና ወጥነት ያለው ነው በለው ያምናሉ					
14	መሬታቸውን(ንብረታቸውን) ላጡ የሚከፈለው የካሳ ክፍያ ማዘናዊ ነው በለው ያምናሉ					

15	ለሴቶችና ተጎጂ ለሆኑ የማህበረሰብ ክፍሎች የተለየ የአገልግሎት የሚሰጥበት/አንዲያገኙ/ የሚደረግበት አሰራር አለበለው ያምናሉ					
16	አጭር ና ቀላል በሆነ መልኩ የስም ዝውውር /የሽያጭ/ የከናወናል በለው ያምናሉ					
17	የመሬት ምዝገባ ና አያያዝ በአግባቡ ይከናወናል					
18	በጽ/ቤቱ በቂ የሰለጠነ ና ሙያዊ ክህሎት ያላቸው ሰራተኞች አሉ በለው ያምናሉ					
19	በአገልግሎት አሰጣጥ አላስፈላጊ ቢሮክራሲ ና ረጅም የስራ ስንሰለት አለ በለው ያምናሉ					
20	በተገቢ ሁኔታ ከመሬት ጋር በተገናኘ የታክስ ና የመሬት ግምት የካሄዳል በለው ያምናሉ					
21	በመሬት አስተዳደር ጽ/ቤት ውስጥ የመልካም አስተዳደር ትግበራ በጥሩ ደረጃ ላይ ነው በለው ያምናሉ?					
የመልካም አስተዳደር ትግበራ ላይ ተግዳሮት ና እንቅፋት የሆኑ ጥያቄዎችን ለመመለስ የተዘገጁ ጥያቄዎች						
27	በግልፅ የሙስና ድርጊት በሰራተኛ ና አመራሩ ላይ አለ ብለው ያምናሉ በለው ያምናሉ?					
28	በጽ/ቤቱ ያሉ ሰራተኞች ክህሎት ና ሙያዊ ብቃት ላይ ውስንነት አለ በለው ያምናሉ ?					
29	ጠንካራ ና መደበኛ የቁጥጥር ና ግምገማ ስርአት አለመስፈን(ውስንነት) በመሬት አስተዳደር ውስጥ አለ በለው ያምናሉ?					
30	በሰራተኛው መሀከል ጤታማነትን ለማበረታታት በግልፅ የተቀመጡ ሰራተኛን የማበረታቻ ና አጥፊን የመቅጫ ስርአት አለ በለው ያምናሉ ?					
31	የጽ/ቤቱ ተጠቃሚ አቅም ሙያዊ ድጋፍ ለተገልጋይ ለመስጠት ደካማ ነው በለው ያምናሉ?					
32	ከመሬት ጋር ተያያዥ የሆኑ ችግሮችን ለመቅረፍና ለመፍታት በከተማው አመራር በኩል ተነሳሽነትና ቁርጠኝነት አለ በለው ያምናሉ ?					

በድጋሚ ለመልካም ትብብር አመሰግናለው !

ክፍል III. ከዚህ በታች የተዘረዘሩት ጥያቄዎች የመልካም አስተዳደር ትግበራ በ ክ/ከተማው መሬት ጽ/ቤት ውስጥ በምን ደረጃ እንደሚገኝ ከአገልግሎት ፈላጊው ና ሰጭው አመለካከት ለመረዳት የተዘጋጁ ናቸው

መስፈርት: 5= በጣምጥሩ (በ.ጥሩ) 4= ጥሩ (ጥ) 3= መካከለኛ (መ) 2= ዝቅተኛ(ዝ) 1=በጣም ዝቅተኛ (በ.ዝ)

		በጣም ዝቅተኛ=1	ዝቅተኛ = 2	መካከለኛ = 3	ጥሩ= 4	በጣም ጥሩ=5
21	በመሬት አስተዳደር ጽ/ቤት ውስጥ ግልፅኝነትነትን በተግባር ስራ ላይ ከማዋል አንጻር በምን ደረጃ ላይ ነው በለው ያምናሉ?					
22	የመሬት አስተዳደር ጽ/ቤት ውስጥ ተጠያቂነትን በተግባር ስራ ላይ ከማዋል አንጻር በምን ደረጃ ላይ ነው በለው ያምናሉ?					
23	የመሬት አስተዳደር ጽ/ቤት ለህዝብ ምላሽ ሰጭነትን በተግባር ስራ ላይ ከማዋል አንጻር በምን ደረጃ ላይ ነው በለው ያምናሉ?					
24	በመሬት አስተዳደር ጽ/ቤት ውስጥ ፍትሀዊነት ና መድሎ አልባነትን በተግባር ስራ ላይ ከማዋል አንጻር በምን ደረጃ ላይ ነው በለው ያምናሉ?					
25	የመሬት አስተዳደር ጽ/ቤት ው ጤታማና ፍሬያማነ ከመሆን አንጻር በምን ደረጃ ላይ ነው በለው ያምናሉ?					
26	በጥቅሉ የጽ/ቤቱ የአገልግሎት አሰጣጥ ደረጃ በርሶ ሚዛን በምን ደረጃ ላይ ነው?					



የተንሰራፋው የመሬት ወረራ በሱሉልታ



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FGD in the study area.



FGD in the study area



Land administration office experts



Land administration office experts



Sample evidence on Local Land holders who evicted their land



Sample evidence of the Distraction of illegal constructions



Sample evidence of the Distraction of illegal constructions



Sample evidence of the Distraction of illegal constructions