

Addis Ababa University  
School of Business and Public Administration  
Department of Public Administration and Management

Assessment of Land Administration Service Delivery  
In two Selected Services:  
Title deed /Ownership Certificate and Compensation Services:  
In Arada Sub-city of Addis Ababa

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## **Abbreviations**

**FIG:** Federation of International Surveyors

**FGD:** Focus Group Discussion

**GIS:** Geographic Information System

**UN-ECE:** United Nations Economic Commission for Africa

**UNHS:** United Nations Habitat and Shelter

## ***Abstract***

*In many countries, there is increasing need for efficient and effective delivery of land administration services, especially in land registration and compensation (Money paid to the affected land occupants) services to protect the tenure security. As a land administration is important sector of public service delivery, the concept of quality service is equally applicable to it. Accordingly this study assessed the situation of title deed and compensation service delivery in Arada sub city.*

*In the current land administration of Arada sub-city, customers have to consult various organizations/departments to get the service done. The title service delivery system is not only time taking but also expensive. As a result the urban poor is being pushed away not to use the service. Also the compensation which is paid by the sub-city is not unsatisfactory to the customers in that most of the affected rated the compensation low and unjustified because of lack of appropriate evaluation process, lack of private partnership and NGOs participation. This situation has created gaps between expectation of citizens and land administration service provided by the sub city land administration organization in that most of the respondents came in need of quality service that is efficient, equitable and accountable but more than half of the respondents did not receive as such services.*

*Case study method, supporting literature review and hypothetical factors for quality service delivery adopted by World Bank (2005) have been used as guide- lines for the study. The case study has used 100 customer respondents and 36 employees and 4 managers as primary data source through questionnaires, interviews and FGDs .The analysis of the data and information collected from the field work recognized the challenges as: lack of coordination of the concerned bodies, lack of clear and known service delivery rules and regulations, capacity deficiency, lack of skilled man power, poor land data management, high fee paid for title deed service and lack of transparency have been found out to be the main challenges of the selected services delivery. Thus based on those findings possible conclusions recommendations are made.*

## **Definition of key words**

Title registration: A process of registration of one's land to get the enjoyment (use of land granted from the law) up to disposal of it.

Cadastre: Systematic description of land units (parcels) within

# **Chapter one**

## **Introduction**

### **1.1 Background of the study**

Service is generally an activity undertaken to meet social needs .Public service particularly refers to those activities of government institutions aimed at satisfying the needs which insures the well being of society as well as enforcing laws ,regulations and directives of government and it also implies the systematic arrangement of activities in service giving institutions with aim of fulfilling the needs and the expectation of service users and other stakeholders with optimum use of resources(Service Policy, 2002).

The developing world is being transformed from a world of rural villages into world of cities and towns. By 2020, it is projected that more than half of the population of developing countries will be urban. Urban population growth has been fuelled by prospects of higher income that has been largely realized. Yet cities do not deliver a better quality of service to the extent they could. Despite the relatively higher income of urban population, the quality of general services in most cities is poor. Some of the reasons for this are influx of people from rural to urban, corruption in the system of service delivery, lack of capacity for automation and lack of skilled staffs in system. (World Bank, 2006).

Many customers of public services are involuntarily customers in relation to specific obligation such as tax payments and prison services. That means they do not have authority to negotiate the price or quality of service when applying for services because generally the law forbids (Homburg, 2008). When the right to ascertain public service is recognized, public sectors have an absolute right to delivery though it is different at each country. This is because government organizations have a legal duty to ensure the delivery of particular services. These Government organizations can seldom refuse delivery of services and goods they offer in individual or special cases (World Bank, 2005).

Land administration organizations are usually monopolized organizations (in which there only one producer of good or service) which are administered by the government and the services are fully rendered by the government. A lot of attention is dedicated to the production process as daily maintenance and updating are major operational tasks (FIG, 2006). It was argued that the risk is that managers pay insufficient attention to customers' needs. It is their perception that customers disturb production process. In fact any land administration organization is divided in to two:-the factory and the shop. The factory means activities like preparing and developing public land to be used the citizens while the shop means a channel which the citizens are getting the land prepared by the land administration organizations. All contacts with customers are channeled through the front shop (Mc Douglass and Okurama, 2004).

According to the World Bank the land administration system encompasses the “process of recording and disseminating information about the ownership, value and use of land and its associated resources.

Land administration is also a system for recording land ownership, land values, land use and other land-related data and is an indispensable tool for a market economy to work properly, as well as for sustainable management of land resources (Payn, 2004).

Land value and ownership involves defining the valuation, taxation system of the land and the general values associated in a cadastral land where as land use is associated with planning and controlling the public land in relation to safety of the public.

In relation with land administration system most known and universal services of land administration organizations are title registration and compensation. Though most land administration systems give less attention to the customers of the service, one of the measurements of effectiveness of the system is the service and customer perspective (Dell, 2006).

Developing countries have been facing different problems relating to solving gaps between citizens and land administration services. In this relationship, citizens are limited to the roles of customer of public services who are looking for services provided by land administration organizations and using services delivered mandatory. Moreover, there are a number of striking differences from a customer as market perspective (Homburg, 2008).

Additionally, most systems of the developing countries' land administration services manifest serious inadequacies in their ability to meet the needs of the poor urban population for land tenure security, transferability, and compensation for the expropriation made at different times (Payne, 2005). And the obstacles to improvement are primarily governance and public administration issues of measurement, documentation, and information management. Indeed, land administration system in much of the regions' are often singled out as focal point for misgovernment and the abuse of authority (FIG, 2007).

In Ethiopia, land is the common property of the 'state and people' and, hence, is not subject to sale, exchange or mortgage. Urban residents are guaranteed to secure plots of land through ground of lease arrangement which lasts (15-99) years depending on the purpose for which the land is needed and such right may be freely transferable. The constitution prohibits eviction of holders of the land without just cause and payment of compensation (Daniel, 2006).

As Solomon, et.al (2006) put it; urban land issues have always been controversial since the reign of *Minilek* and continue to be at the center of public debate and policy discussion. In 1886, the emperor granted large tracts of land to the aristocracy. However, the legal recognition of private ownership of urban land issuance of title deeds was major steps towards the privatization of urban land. The principle of private ownership of urban land, which was laid down by *Menelik* was further consolidated during the reign of *Hail Sellassie* (Solomon, 2003).

In Addis Ababa, before Proclamation 47/67 land was under the administration of few land lords called “balerist” As a consequence the people in the city were using the land as tenants “chisegna” of the land lords. Various studies indicate that the land lord-tenant relationship in land control was benefiting the land from being invaded by the dwellers even if the relation had an adverse effect on the legal titles on city’s planning.

After proclamation 47/67 land was nationalized and opened a way for illegal invasion by dwellers. The invasion was different in extent from time to time .After this event the city’s land was largely invaded by it’s occupants between May 1983-September 1984 E.C because of the instability followed by the down fall of *Dergue Regime* . Due to this much of the inherited tenures become customary by their nature.

All this historical reasons have made the land administration process complicated making all land administration services inefficient and ineffective. The services are inaccessible by the citizens, reliable information is lacking, corruption is rampant and disputes over land are becoming more and more despite the land cadastre grants and title registration (Daniel, 2006).

When we see the authority to administer the land in the city, in accordance with Article 49(2) and 55(1) of the constitution of the Federal Democratic Republic of Ethiopia, Addis Ababa has full measure of self government .Consequently, Proclamation no.87/1997 declared to provide for the Charter of Addis Ababa city government. As per this proclamation, Addis Ababa is organized in to city administration, woreda administration and *kebele* administration. This structure of city was revised later in 2003 under Proclamation no.361/2003 of Addis Ababa city government revised Charter. According to proclamation no.361/2003, Addis Ababa city government is divided in to City government, sub-city government and *kebele* government.



Further, this proclamation stipulated the power and responsibilities of the three levels of administration. Accordingly, Article 30(1) outlined that sub-cities have full authority to administer themselves based on the principles of decentralization. In accordance with the Addis Ababa city government revised Charter Proclamation no.361/2003, the Addis Ababa city government sub-cities and *kebeles* establishments proclamation no.1/2003 announced to create 10 sub-cities and 99 *kebeles* in Addis Ababa to achieve effective services and good governance.

Relatively land administration services are organized in sub-cities and at *Kebeles* and to some extents, the city administration is authorized in facilitating and capacitating the sub-cities and the *Kebeles* in the administration process.

*Arada* sub-city is one of the sub-cities which are highly affected with the slums and sprawls and most of the public has land rights problems which lead to the rise in land dispute. As a result the city administration in coordination with Land Bank of the city is undertaking compulsory purchase (land taking) and the sub-city is now responsible to deliver compensation service to the affected citizens and also renders other land administration services which are under scrutiny. The sub-city is now the main actor in land taking and it has to compensate the affected occupants as described by Article 40(8) that any government organ that undertake (compulsory purchase) land taking should compensate the affected occupants.

## **1.2 Statement of the problem**

Most systems of land administration manifest serious inadequacies in their abilities to meet the needs of poor urban population for land tenure security, title registration and efficient and effective compensation for land taking. And the obstacles to improvement are primarily governance and public administration issues rather than technical issues of measurement, documentation, and information management. Indeed, land administration systems in much of the region are often singled out as focal points for misgovernance and abuse of authority (FIG, 2007).

To large extent, success in improving land administration service depends on more wide spread change of government institutions. Issues that are administratively relatively simple, such as staff recruitment, have been one of major obstacles. Decentralization to make services more accessible and appropriate to consumer needs is also an important goal, but may not help if the binding constraint is a lack of technical skills .it is important to recognize that land tenure amendments require wide range of expertise such as surveying and registration (ibid).

Even though the land administration services in many countries are confined mainly to administrating lease over state-owned land, they are weak (Kusher, 2002). Delays in granting different service and processing simple dealings are rife and cause major problems for the public. Such frustrations lead transactions to use ‘influence’ or pay money to get matters processed. It is difficult to plan for extending the involvement of government, particularly in to the much more sensitive areas of registering customary land, recording dealing in customary land and setting dispute over land, when the present level of government service is low and tainted by corruption (FIG, 2007).

Ample research shows that widespread dissatisfaction with one of the services delivered, the way title registration is being carried out, including the surveying process and amount of fees charged to take the cadastre certificate which is given after registration process (Anzela et al, 2007) .In most cases the customers who go to receive the services are dissatisfied not with-standing the fact that the time frame is so long to receive the service as well as the cadastre usually have quality problem (FIG, 2007).

Concerning the procedure of compulsory purchase, it can be observed that, from the perspective of the acquiring authorities, there is a need for a speedy time frame, the low cost process both for taking title and possession of the land and for the fixing the payment of compensation, avoidance of external costs of procedure, and there should be sufficient

resource available in advance to pay for the compulsory purchase procedure and the resulting compensation on the other side, from the perspective of affected occupants users and owners, there is a need for involvement, transparency and information (World Bank, 1998).

Regarding Ethiopia some rapid assessment is done in the urban center service delivery, one of problematic areas was found to be the land administration authority. Even though there were some reforms in the service delivery process, the service delivery still has limitation. Like lack of service automation, participation of the public and attitudinal problems of workers had been stated (Solomon, 2005).

Land administration system of the departments, which keeps the information on land and its owners, including tenants, is largely traditional. Information is acquired, stored, updated, collected, and retrieved manually in rudimentary fashion in paper form, with a low level of precision and high risk of distortion and duplication .Consequently, land records are not reliable, land disputes are common, land registries are overwhelmed with associated problems, and integrated reliable land information is almost impossible to obtain. Land Administration services are costly for both the government and the people. Moreover, the people are rarely satisfied with the quality of the services (mulualem, 2008).

Even if the city government has established land registration activities which were intending to legalize the illegal tenures the project is impeded with different problems .As a result there are over 300,000 illegal settlements which are in waiting line to get the registration service from their respective sub- cities. (Urban Upgrading Project, 2008)

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

## **1.3 Objectives the study**

### **1.3.1 General objective**

The general objective the study is to assess the challenges and prospects of service delivery in land administration in the Arada sub-city of Addis Ababa.

### **1.3.2 Specific objectives**

This research has the following specific objectives:-

1. To investigate the gap between the expectation and availability of land administration services for citizens,
2. To explore the reasons of the gaps between the expectation and the actual service delivery,
3. To examine the institutional capacity (man power, extent of automation, source of finance for compensation service) to deliver the service effectively; and
4. To give recommendations based on the findings to the concerned stakeholders.

## **1.4 Research questions**

The study attempts to address the following research questions;

- What is the existing situation of the selected land administration service delivery?
- What are the expectations of citizens with respect to the delivery of land administration services and how government organizations interact among themselves to deliver the services?
- What are the reasons of the gaps between the expectation and delivery of the services?

- What elements should be taken account to design improved land administration services?

### **1.5 Significance of the study**

The study is helpful in that it:-

- Identifies the implementation challenges and prospects in the title delivery and compensation service delivery process,
- Helps the policy makers, institutions and the management of land administration departments to identify the possible problems and take corrective actions on the selected service delivery; and
- Can be used as stepping stone for those who have further intentions to undertake a research on the related area.

### **1.6 Delimitation of the study**

Any Land administration organization of Addis Ababa which is found in sub-city level renders over ten services. These are:- preparation of title deed for land possession/ownership certificate, compensation of evicted people, transfer of ownership, register of mortgage, rendering and executing decision when border dispute rises, rendering renewal permit, charging building permit, tenure isolation service, provision of information on land possession, preparation of format of payment for building tax. But only title delivery and compensation services are dealt with for the present study purpose. These services are selected because of high number of customers who use the services and on similarity of service delivery process. Also the study deals with (certificate grant and compensation payment) of the Arada sub-city only, it does not indicate the scenarios of the process in other sub-cities.

## **1.7 Limitation of the study**

Conducting research is not an easy task .As a result the study only covers Arada sub-city and had limitation of finance and man power to assess more than one *kebele*. In conducting the research the major challenge was finding organized literature around the study area .Accessing the concerned work process managers and employees was also a significant challenge.

## **1.8 Methodology of the study**

In this part, the study focuses on: justification of the study area, research method used, sampling technique and sample size, method of data collection and method of data analysis is discussed her.

### **1.8.1 Justification of the study area**

Since the main purpose of the study is to assess land administration service delivery process of title delivery and compensation, the researcher found the arada sub city triggering area to be under scrutiny. This is because the sub –city, more than other sub cities has large areas which are in expropriation /compulsory acquisition, consequently the sub city is filled with customers who seek for compensation service and at the same time for title delivery service.

### **1.8.2Research method**

To understand and manage the research problem deeply the researcher employed mixed methods. The study had given due attention to converging or triangulating different quantitative and qualitative data sources and also the data (both quantitative and qualitative) were gathered concurrently and combined by thematic areas that are similar.

As a result a case study method was employed. The method was helpful to gather a range of detailed data about what actually is happening in the sub-city land administration

service delivery. Since the study was intending to understand the situation in the land registration and compensation services a case study method was handy in triangulating different data sources which will be gathered from the customers, officials, valuers, land administration managers, surveyors and land registration (certificate grant) officers.

### **1.8.3 Sampling technique**

Primary data for the study was collected both from the selected service customers and also from the employees and management of the selected services.

The researcher could find primary data from 100 sampled customers as well as from 36 employees and four managers of the selected services. The researcher took 100 sample of the customer because from the organization customer profile history of the customers it could be seen that there has been an estimate of 2000 customers per month who will receive services for the selected services (title deed and compensation services) and there are 500 estimated customers per week, thus the study took 100 customers which is 5% of the population of monthly customers. Customers were taken randomly as well as purposefully in relation to the service they want to use. So The customer were selected on the base of the service they used and on the service experience ( customers who came for the first time were not selected as respondents) and also 36 sample employees were taken purposefully with in respect of the service they render and randomly.

**Table 1: Study population vs sampling method**

S · N	Description	Population	Sample size	Sampling method	Type of data collection techniques
1	Customers	Estimate of 2000 customers per month	100(5%)	Random and Purposive	Questionnaires
2	Compensation research and quality audit officer	8	16(100%)	Purposive	(FGD's) and Questionnaires
3	Compensation information officer	4	10(100%)	Purposive	(FGD's) and Questionnaires
4	Valuation analysis officers	7	3(100%)	Purposive	(FGD's) And Questionnaires
5	Title delivery officer	8	5(100%)	Purposive	(FGD's) and Questionnaire
6	planner	4	1(100%)	Purposive	FGD's) and Questionnaire
7	Surveyors	5	1(100%)	Purposive	FGD's) and Questionnaire
8	Land administration managers	4	4(100%)	Purposive	Interview



### **1.8.4 Method of data collection**

Both quantitative and qualitative types of data were used in the study. For the collection of primary data the following techniques of data collection were employed:

#### **1.8.4.1 Sample survey**

The questionnaire for sample survey respondent of customers was composed of closed ended questions as well as open ended questions. They were firstly prepared in English and then translated in to Amharic version for customer clarity and simplicity and again the questionnaire was interpreted in to English for analysis purpose. Data from sample survey resonates were collected by 2 enumerators (data collectors) under close supervision of the researcher

#### **1.8.4.2 Focus group discussion**

FGDs were held with both of selected services employees and it could be divided in to two groups. The first group was composed 6 employees form the compensation department, while the other group was composed of 3 employees and they were from the title deed delivery service. The questions were first prepared in English and translated to Amharic and again back to English for analysis purpose.

#### **1.8.4.3 Interview with the concerned cork process owners**

Bothe structured and semi-structured type of interview was developed for the concerned department managers' particularly on the challenges of the selected service delivery process and there were total of 2 work process owners and one general manager were interviewed.

#### **1.8.4.4 Secondary data sources**

In addition to primary data, constitutions, proclamations and other necessary documents were consulted. As of the secondary sources of data, books, journals, articles, proceedings, reports and previous studies were used to provide guidance mainly the conceptual frame of the World Bank has been used as the guide line for the study. These materials had been collected through documents, review from different libraries and internet browsing.

#### **1.8.5 Method of data analysis**

After collecting the data, statistical package for social science (SPSS) was employed to process the raw data. Quantitative data analysis mainly involved counting frequencies and percentages. To illustrate the data, cross-tabulated tables and figures are provided. Qualitative method of analysis was also used for the data collected through interview and focus group discussion.

### **1.9 Organization of the study**

The study is organized in to four chapters. The first chapter deals with introductory part which consists of back ground of the study, research problem, objective, significance and methodology of the study. The second chapter deals with the conceptual frame work and different literatures in which different source materials are applied. Data presentation and data analysis are presented in chapter three while Chapter four deals with conclusions and recommendations.

# **Chapter Two**

## **Review of Literature**

### **2.1 Introduction**

In this chapter general concept of public service delivery, land administration and related service delivery as one of public services and the common challenges encountered in the land administration service delivery have been manifested. And also based on the literature there is a conceptual frame work and hypothetical frame work for quality land administration service delivery will be discussed as the analysis tool.

### **2.2 Public service delivery**

Service delivery basically refers to the systematic arrangement of activities in service giving institutions with the aim of fulfilling the needs and expectations of service Users and other stakeholders with optimum use of resource (Saddler, 2001).

Public services are generally any activities undertaken to meet social needs .Public service particularly refers to those activities of government institutions aimed at satisfying the needs and ensure the well being of society as well as enforcing laws ,regulations and directives of government( Service Policy,2002).

#### **2.2.1 Public service characteristics**

As Aquye(2002) stated these services are provided by central or local governments for the community at large, funding comes through the various forms of business and individual taxation which is then allocated by policies set by government and some similarities in the services are:-

- The provision of best value services in public service is under scrutiny.
- The public sector organizations can not use the pricing mechanism to regulate demand with essential service can be very sensitive issue.

- The public service suffers from having many multiple stakeholders with service delivery. When one sees the private organizations, it is reasonably clear who the customers are and if this group is satisfied, generally the private organization is successful. This is not the case with the public sector where the recipients of the service, as individuals, have little power to influence politicians and the service managers themselves may have more power to decide current priorities.

### **2.3 Quality service delivery**

Service is intangible and therefore quality standards can only be measured by customer's perception. While standards of manufactured producers also have to meet customers' requirements, once the requirements have been defined there are objective measures whether they have been met (Crezer, 2008). Palmer and Cole (1999) also asserts that when discussing service delivery one need to focus on satisfaction of customers needs, this is because service delivery can only be judged by the users.

### **2.4 Service delivery in land administration organizations**

When the different aspect of land administration is seen the concept of good service delivery is equally applicable to it, as it is an important sector of public service delivery to citizens (Payne, 2005). Land administration is concerned with the process of determining, recording and disseminating information about the ownership, value and use of land when implementing land management policies (UNECE, 2005). These processes or functions are organized in to different agencies that are committed to serving a broad range of citizens with intensive interactions between government and citizens (Kalantari et al., 2005).

Most of land administration services have to be delivered technologically. The system must be transparent to the citizens. Citizens have to consult few organizations or if applicable "one- stop- shop" service to get the services done (World Bank, 2005). The service delivery system has to be delivered as per the standards set by the institutions and also be affordable, as a result some transactions like right registration will not take place informally. Further, there should be good communication and integration among

government organizations. In terms of special data sharing, it will not result in to duplication of efforts and resource utilization (Payne, 2007).

Even though every country should have good land administration services to satisfy its citizens (Ericht, 2009) states that most of east Africans' land administration services are time taking and are opening a way for corruption and other misuses. The World Bank (2008) also affirms that land administration sector of the sub- Saharan countries is one among the most corrupted public sectors and also there is manifestation of poor service delivery which is manifested by service gap.

The above mentioned situation brings us to the fact that there is a gap between the expectations of citizens from land administration services of the east African countries and what they are provided by the land administration organizations of the countries. This study tries to see the main services delivered by the study area and attempts to find out the reasons of such gape by applying a hypothetical model for successful service delivery in land administration sectors (See Figure 2.1).

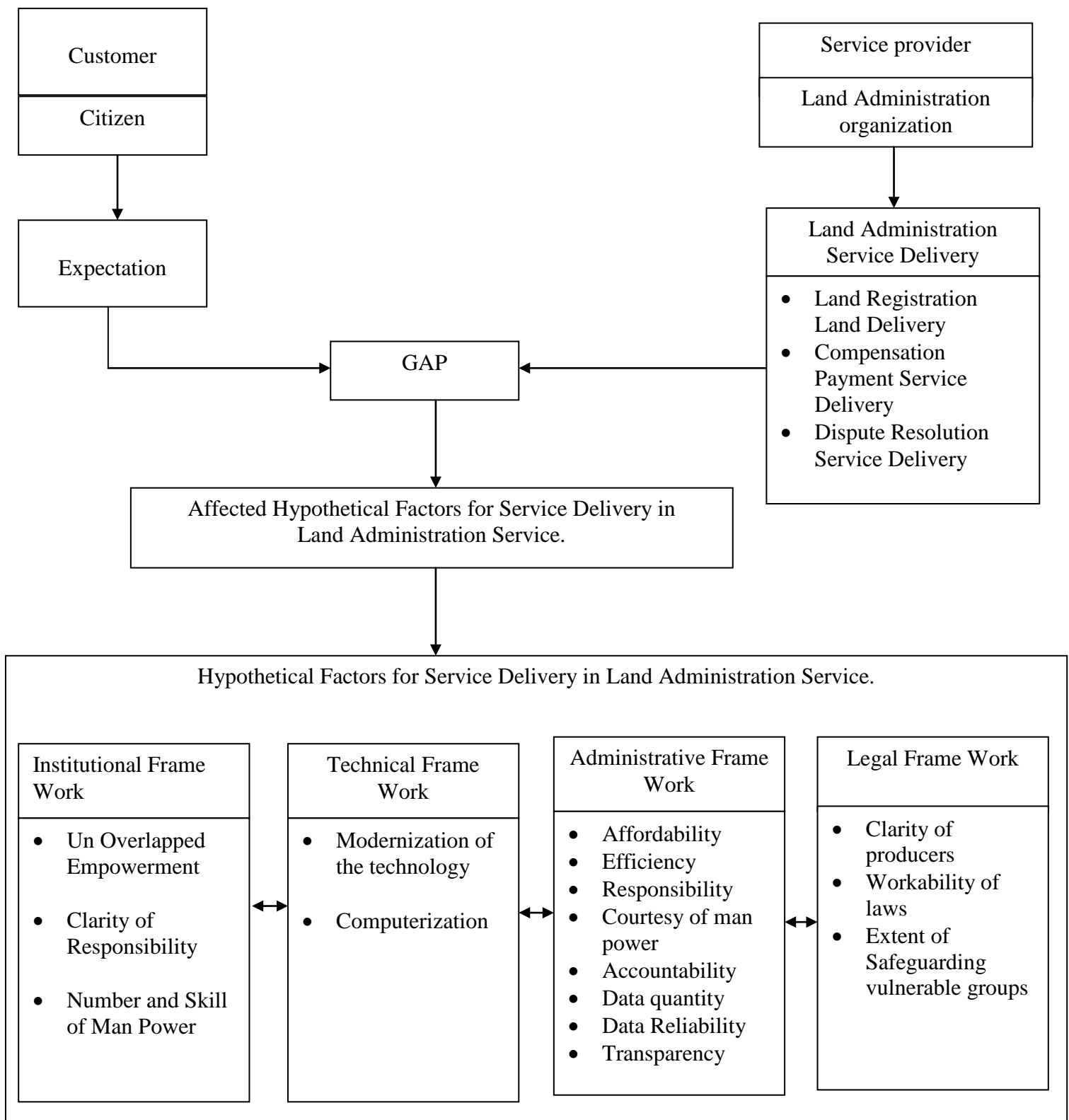


Figure 2.1 Hypothetical Model for successful service delivery of Land Administration Sector

SOURCE: WORLD BANK (2005)

## **2.5 Land Administration Concept**

“Land administration” as a term has been defined in many publications and in several glossaries and different from country to country. For the purpose of the research, a definition of land administration of UN-ECE(2005) is adopted .Land administration is defined as [the process of determining ,recording and disseminating information about the tenure, value, and use of land when implementing land management policies and laws. It is considered to include land registration and land information systems].

It is not easy to present a definition of land administration system .D.Steudler notices “that land administration system very much represents the social and cultural context in which it is being operated” and future continues: “as land administration systems are operated with-in distinct social and cultural context, they depend on many factors from within and from the outside of the system” (Studler, 2004).

Land administration system; and particularly their cadastral component, are an important infrastructure which facilitate the implementation of land policies, and land management strategies (Enmark and van Demon, 2007).Land administration system also is considered as continuum comprising deed recording systems, title registration and dispute resolution system(Zevenbergen,2004).

## **2.6 Land Administration Services**

### **2.6.1 Title deed /ownership certificate grant service**

As aptly observed by USAID (2005), land is unique, valuable and immovable source of limited quantities. It is the most basic aspect of subsistence for many people around the world and therefore a very strategic socio-economic asset particularly in poor societies where wealth and survival are measured by control of land.

Land registration is a process that provides information that produces cadastral map that will portray the legal parcel and frame work of an area. The cadastre serves as a public register of the quantity, value and ownership of land (World Bank, 2006).

Land registration is the overall process of recording information about the parcel for the purpose of ownership. This information is recorded in official registers of land transactions and real property rights. They may be solely concerned with private land, with public lands, or with both. By recording land transactions in a registration system open for inspection the state gives public notice to the community that a transaction has taken place and that the rights have been exchanged (FIG, 2003).

It is often argued that land registration guarantees the security of land rights, which is incentive for investing in land –based economic activities and improves access to credit facilities .Registered title is a secure form of collateral (Aster and Whitehead, 2006).De Soto (2002) extends the above argument by attributing the undercapitalized nature of the economics of the developing world and therefore the existence of poverty in pandemic proportion to the fact that a lot of land titles are not registered ,He also asserts that most poor people in the third world possess dead capital(property that is unregistered).

Land registration and authentication system are a basic needs according to any country's law .After surveying and registration of these lands and peoples' government at or above country level has no alternative but to issue land certification to land holders/users(Payne,2006).

In the service process to receive the cadastre, there is an initial land registration includes land registration application, cadastre survey, land ownership verification and at last the certificate grant will follow. The registration application represents that the obliged makes an application for registration to administrative authority concerned according to regulations by indicating the condition of his /her land rights, and submitting the related certificates (UNHS, 2002).



The cadastre survey represents that administrative authority in charge of land registration carries out the field survey, verification, measure, delimitation etc. For the land to be registered, in order to identify the situation concerning location, ownership, limit line, area, purpose of the cadastral parcel and land oblige, whereas ownership verification refers to the procedures carried by the administrative department in charge of a land registration by verifying the use right, ownership and other rights and interests of the land to be registered according to application for and result of cadastral survey (ibid).

#### **2.6.1.1 Problems in land titling service**

The problems which institutions of land administration are facing in developing countries specifically to titling service can be divided in-to four categories which are institutional, technical, legal and non conformity with fees or charges imposed by the organizations .The institutional problem includes the shortage of skilled staff, lack of inter organizational and interdepartmental coordination (Benjamin, 2005).

On other hand the financial problems are incurred through high cost for subsidizing the system. Technical problems include the inefficient and inflexibility of the existing system and high standards regulated for survey and the legal problems often stem form the fact that the laws may be inconsistent or contradictory; not equitable; do not provide sufficient safeguards for land holders as well for the poor. And the concept of affordability for land titling must not be too high and too low for the purpose of customer satisfaction and cost-effectiveness (World Bank, 2007).

#### **2.6.1.2 Ways for improvement of land title services**

By far rendering the land registration services is known for benefiting the larger public. So making the service firstly customer focused will harness the developmental works and economy at large (Payen, 2000). World Bank (2005) also affirms that the process in that the land title services directly and immediately benefits land holders. And the major

improvement in the service delivery may be dependent on improvement in interagency co operation particularly where a number of agencies are involved in service delivery.

Improving customer land registration services involves improvement in process, transparency ,access, record integrity and charging only official fees that are affordable(FIG,2008).Major improvement in land registration service are strongly dependant on human skill development and other resources commitment of existing institution. And other improvements may be required in agency mandates and buyers and regulatory bases and in fees and charges (World Bank, 2005).

Another way of improving land title service is licensing surveyors which make the measurement in the time of title delivery, from this point of view; a licensed surveyor is a person with an approved academic qualification, tested competence and of a certified ethical standing in the profession (FIG, 2005)

### **2.6.2 Compulsory purchase (land taking) and related compensation service**

Compulsory purchase (land taking) is power of government to acquire private rights in land without the willing consent of the owner or occupant in order to benefit the society .This power is often necessary for social and economic development and the protection of natural environment. The term has a number of variants some of which are compulsory purchase, compulsory acquisition and land- take or eminent domain (FIG, 1997).

As FAO (2005) put that compulsory purchase (expropriation) is a vital tool in most countries for land acquisition for public purpose, although in many countries land acquisition can most often be arranged through other means especially by voluntary agreements. In some cases the government can locate the public activities needed in those places where willingness to sell the land exists.

The process requires finding a balance between the public need for land on one hand, and the provision of land tenure security and protection of private property rights on the other

hand .The process is inherently disruptive. Even when compensation is generous and procedure are generally faire and efficient, the displacement of people from established home, businesses and communities will still entail significant human costs (ibid).

Land taking is a forced sale and is distinguished from confiscation in that the owner will be compensated for property taken .Payment of compensation is the second but equally important ,limitation on the government's power of expropriation .this is the fact generally found in all legal systems of the world whether or not private or not private property is respected .Although there are countries where the private ownership of land is not yet allowed like Ethiopia and China ,payment of compensation for the holder of rights on the property is recognized by law (World bank,1998).

#### **2.6.2.1 The Compensation concept**

Compensation is defined as “full indemnity or remuneration for the loss or damage sustained by the owner of the property taken or injured for the public use”. [It requires under the law demands that the expropriator reimburses the expropriated for the property interest taken and places the latter in as good a pecuniary position as if the property had not been taken] (FIG, 1997).

Compensation is a means to keep the balance of social justice. It protects the rights of politically under –represented groups and others. Hence; it is argued that no single individual should bear the costs of government projects that are intended to be for the common good (FAO, 2008).

The most critical question concerning compulsory purchase may be the question of compensation is will the compensation regulation, valuation methods and manners really lead to full and just compensation for those adversely affected? In which the rules for compensation depend on the legislation of each country (Mayers, 2003).

The main principles in most countries seems to be that land owner's financial situation shall remain the same despite the compulsory purchase .No one should become poorer because of the compulsory purchase but neither should they gain at the expense of the tax payer (Payne, 2008).

Mach qualin (2007) argues that in practice compensation for compulsory acquisition may put evicted persons in the same position before it consideration should be given to putting owners or occupants in a better position in order to achieve fairness and equity in practice. And if the aim of expropriation is developmental then this argument is always raised since the aim of development is to improve people's life.

Nojoru (2002) also affirms the above argument when he says that, in developing countries specifically pro-poor approaches to compensation and expropriation are advisable in the recent times .Also the land administration processes are intending to be improved so as to include the urban poor and in deep condition the compulsory acquisition have relationship with human rights movement because the expropriation is proceeding rapidly where the political, economic and legal powers of those affected is weakest

Most countries supplement the constitutional basis for compulsory acquisition, whether broadly or specifically defined, with extensive laws and regulations .National or sub national laws usually describe in detail the purpose for which compulsory acquisition can be used, the agencies and officials with the power to compulsory acquire land the procedures to be followed, the methods for determining compensation, the rights of affected peoples or occupants and how grievances are to be addressed (Zetalin,2004).

#### **2.6.2.2 Determination and valuation of compensation**

The valuation process whereby compensation is fixed according to law is generally the most difficult, time consuming, and litigated part of the expropriation process (Kitay, 1985) a proper valuation process is the most important step for the land owner. This is because it is the way to reach just compensation. Although the constitutions of most countries contain "just compensation" phrases, they do not give any clue as to how to

determine it. However, as mentioned above, market value is usually suggested to calculate the amount of “just” compensation (Ndjovu, 2003). Hence, just compensation has also been sometimes defined as “the fair market value of the property”. As of the date of the taking, determined by what a willing buyer and a willing seller would agree to, neither being under any compulsion to act” (Dennison, 2006).

Valuation may be ordered either by the court or the administrative organ as the case may be. In countries where the administrative organ facilitates the valuation process, an owner of land may dispute its validity and appeal to the courts. On the other hand, if it is the court that organizes and selects experts, then it will accept the valuation report as evidence to give its final expropriation decision. In both cases, the court may be an administrative court or a regular court. The value of real estate property rights is the function of the property’s physical, location, and legal characteristics (Ling and Archer, 2005).

The physical characteristics include the age, size, design and construction quality of the structure, as well as the size, shape, and other natural features of the land. For residential property, the location characteristics include convenience and access to places of employment, schools, shopping, health centers, and other places important to households (Archer, 2007). The location characteristics of commercial properties may involve visibility, access to customers, suppliers, and employees, or other availability of reliable data and communications infrastructure (Ibid).

Generally, there are three primary valuation methodologies for arriving at the fair market value of real property taken by way of expropriation: the comparable sales method; the income capitalization method; and, the replacement cost method. Since all are methods designed to reach fair market value, different countries use them alternatively, as the case may be, and courts do not tend to favor any of them, for they equally serve the purpose and are technical methods which need the opinion of expert valuers (World Bank, 2005).

### **2.6.2.3 Factors that lead to unjust compensation service**

Poorly drafted laws and regulations create confusion, error, conflicting outcomes, and opportunities for abuse of power and determining of fair ,equivalent compensation is difficult when people do not have clear legal right to the land. In addition, there are affected owners and occupants who often have less negotiation power, experience and skills than the acquiring agency. They may be unaware of their right, and under pressure to accept a law offer in order to be able to resettle elsewhere quickly and the rich may be able to afford professional advice on the value of compensation but the poor are likely to be at disadvantage (Skelcher, 1999).

On the other hand accurate evaluation is difficult because it is time consuming and expensive. Each land parcel must be inspected to determine the value of land improvement and the lack of skilled values will increase the time required to complete the work and also lack of transparency and organizational co-ordination can result in injustice, angering citizens and undermining and legitimacy of government to appeals against unfair procedures may hold up the compensation service (Payne, 2004).

It may be difficult to prepare reliable indicators for valuation when land scales are informal and to financially quantify non-economic losses. E.g. historical or cultural claims to land and the appeal process that are expensive and difficult to use are accessible only to the rich. The poor may have little option but to accept the offer of compensation even if they believe it is inadequate (Ibid).

## **2.7 Theoretical perspectives**

Different writers have put challenging factors which hinder the service delivery in the land administration organizations. In this study a hypothetical model of quality service delivery in the land administration organization by the World Bank (2005) is adopted as the analytical frame work.

The hypothetical model (See p.18 of this thesis) for quality service delivery by the World Bank (2005) mentioned four main factors which will pull the service provided by such

institution in-to good process. Under each point there are sub points which in turn affect the whole system of service.

## **2.7.1 Hypothetical model for quality service delivery of land administration organizations**

### **2.7.1.1 Institutional frame work**

- **Availability of skilled man power**

If the land administration services are to be improved then the place to start is by improving the training of those responsible for managing and operating the organization. Agencies must invest in initial and ongoing training if they are to deliver a quality service (Payne, 2000).

Mac Qulin and Darkson (2005) also mentioned that quality is a measure of fitness for purpose and its delivery has been described as away of life with continually changing objectives in order to meet the changing needs of customers and quality.

As to World Bank (2005) the success of any land administration service is dependant on the availability of skilled staff at all levels. Government must provide the facilities for both formal and in-house training .And the course should be practical in their orientation, and be available to all who require training, and it can be launched from university-level courses for comprehensive professional training to short- term courses for the introduction of new techniques .

Government policies must ensure that there is an adequate pool of qualified teaching staff tat is well skilled in the latest land information management techniques. Educating and training the staff must be on going activity .government departments need to bring continuing education in to offices, setting aside time for staff training and development. all too often, promotion to the higher position is asked on length of service rather than knowledge and ability.

- **High Coordination among responsible bodies**

Land administration organizations and department usually should combine data from different sources, share spatial information, develop spatial information together, and improve cooperation with potential users and NGOs which will affect the organizations' service delivery. In practice, this is not easy because of poor coordination between public bodies and between departments of organizations (World Bank, 2005).

The main reasons for the lack of strong cooperation and coordination are common to almost every country. They include the existence of different short term priorities in each organization and department; organizational culture issues and traditional attitude of mind, and concerns for financial matters (Payne, 2000).

Other sub factors which will contribute to poor coordination are technical issues (lack of information technology); uncertainty over legal responsibilities for coordination; or a lack of specialized knowledge and experience. There may also be rivalry and competition between different organizations and departments thus preventing the services from working and resulting in much overlap in land administration activities (World Bank, 2005).

- **Coordination of related work flows**

Land administration service work flows have to be organized and coordinated to reduce mischiefs and other negative effects in such a way that they will promote efficiency and reduce inconvenience to the service users. Efficient coordination of related services in different institutions or department within and institutions are coordinated to reduce inconvenience to service users and/to avoid unnecessary cost to the government (Payne, 2005).



### 2.7.1.2 Technical frame work

- **Computerization of the service delivery**

Now a day's customer demand is tending towards integrated data sets and one –stop-shop principle. If this is to be introduced and land administration data are to be integrated and used efficiently then suitable techniques and organizational arrangements for data exchange must be put in place and there must be good management and quality control (FIG, 2007).

In this respect using computers and other digital tools will speed up the process of land administration services, prevent unnecessary duplications, facilitate access to land –related data and improve their distribution and facilitate the monitoring and analysis of land services more over computerization of the system offers excellent opportunities for automated land administration services (Ibid).

The introduction of computer or other automation tools is however more than technical matter, since it introduces change in skill and responsibilities needed with-in organization, investment and other requirement may arise to indulge in the system (World Bank, 2005)

In order to ensure that land –related data could be treated as a cooperative resource and shared between organization, flexible and clearly defined data exchange standards need to be introduced (Ibid).

- **Access to Quality land information**

In the society of today, great demands are being placed on rapid access to relevant and correct information .In addition; the data must be collected, stored, maintained and updated economically and efficiently. Data should be registered once, kept up- to -date in one place (the most suitable situation) and offered for public use (World Bank, 2005).

The management of an up to date land administration system inevitably involves the use of modern technology. The technology adoption should be chosen to meet the needs the

present multi-user community but it should also be sufficiently flexible to meet anticipated future needs and to permit the systems growth and change. It must, however, always provide reliable legal evidence of ownership or other requirements (Dobele, 2006).

World Bank (2005) mentioned that when defining quality data, the following aspects should be taken in to account: completeness, coverage, frequency of updating; attribute reliability and accuracy; geometrical accuracy. The quality requirement differs considerably with different categories of data. These differences should be identified and taken in to account .Data quality should always be documented *inter alias*, quality parameter are important to avoid misuse or misinterpretation of the land information and the quality parameter should be shown.

### **2.7.1.3 Administrative frame work**

- **Affordability /efficiency**

A land administration organization can receive fee or charge for service delivery or give service of payment, which is paying compensation for compulsory purchase (land taking). In both cases the organization management and other concerned bodies should be cautious of the fees or changes or the payments made for the evicted people. In relation to the fee there is a need of a land agency not to simply to cover its costs and provide a small surplus to the government, but rather to provide the land administration service that people want and are willing to pay for. And in relation to the payment of compensation the organization or the concerned body should provide efficient and timely compensation which will satisfy the service user (World Bank, 2005).

- **Timeliness/responsiveness**

Manual information system, often characterized by loss of documents and other uncertainties could slow down the approval for the service delivery. Timeliness of the service delivered is the most usually a way of conforming the efficiency of the services

rendered. Land administration organization should also respond timely to their customers and lessening the waiting time by realizing that it will affect the quality of the service delivered and the organization should convey standard time to receive the desired service and they should enforce the implementation of the standards (Ibid).

- **Level of Transparency /clarity of the process**

Land administration organizations usually manifest high transaction and number of stages to get the service and done .Complexity of the process which breeds uncertainty, increases costs and encourages fraud. So as to curb these institutions should make the process of getting the service delivered transparent as possible and get the customer participant in the service delivery will help to eradicate some problems like fraud (Studler, 2003)

- **Reliability**

Most of land administration organizations are said to have cumbersome service delivery process and they have to try to increase the reliability and the consistency of performance of service facilities, good and staff. This is possible through making punctual service delivery and the ability to keep to the agreements made with the customer (Payne, 2002).

- **Helpfulness**

Educating and training the staff only will not guarantee the quality of the service delivered but the employee should have the ethics of good service delivery. It is manifested to the extent to which the service ,particularly contact staff, either by providing help to the customer to give the impression of being interested in the customer and show a willingness to serve(World Bank,2005).

- **Availability of the staff/other resources**

The availability of service facilities, staff and good to the customer, in the case of contact staff. This means both the staff customer ratio and the amount of time each staff member has available to spend with each customer.

- **Effective complaint handling mechanism**

Service users have the right to complain whenever they are dissatisfied with the service they receive .A complaint is any expression of dissatisfaction that may arise in the process of service delivery .This includes any indication of wrong doing and commitment made by the service users that need a response(Payne,2002).

Land administration institutions should recognize in and respect the right service users to complain .This helps to ensure fairness in the service delivery because it gives service users better opportunities to express dissatisfaction in case of unfair practices(Ibid).

#### **2. 7.1.4 Legislative frame work**

To improve the service of land administration there should be good work in the area of legislation in that the laws and the regulation should be integrated, consolidated and updated (World Bank, 2005).

Land administration services are very much affected with the complex legal environment. The legal frame work can be generalized or over regulated and under- enforced and the system may have trouble accommodating the needs of the customers and the citizens at large. And in most countries there is a complex inconsistent web of law and regulation which will lead to the poor service delivery by forcing land managers in land administration organization to perform poor-decision on customer matters (Ibid).

The legal regime should help the vulnerable groups by specifying some advantages in the service delivery and should help in efficient delivery of service through reduction of corruption through transparency and punishment to all parties (including clients) who do wrongs (ibid)

## **Chapter Three**

### **3. Data presentation and analysis**

#### **3.1 Introductions**

This part of study presents the major results gathered from 100 customer respondents' opinion, the management and employees' view of service delivery process and different constitutional articles concerning the selected service delivery (title deed/ownership certificate and compensation service delivery).

So generally this chapter is organized in to two parts .The first part is concerned with the general description of the selected service delivery process and time standards to receive the services. The second part presents the analysis of collected data from customer opinion, the management and employees to evaluate the service delivery process of the following perspective:

- i. Institutional aspect of service delivery
- ii. Technical aspect of service delivery
- iii. Administrative aspect of service delivery
- iv. Legislative aspect of service delivery
- v. Expectation and actual experience of the customers
- vi. General challenges of the selected services

#### **3.2 The sub-city land administration department: powers and duties**

Sub cities have been mandated to administer the land under their jurisdictions by proclamation no .2/2003 and as amended by proclamation no.18/2004 .thus duties and responsibilities are divided it to three parts, thus the structure of and administration department of sub-cities does follow it .These are administration of sub-cities land; development of sub city land and transfer of land according to the lease law (Negarit gazeta, 2003, proclamation no.1/2003).

### **3.3 General description of title deed/ownership certificate delivery service**

Delivering newly prepared title deed for land possession and /or certificate ownership in accordance with the city master plan and local development plan is one of the services that the sub city renders.

A new title deed/certificate can be granted in three different options:-

- After any lease auction; the certificate will be given directly to the winner at the end of the auction.
- For condominium houses collective certificate will be granted for the owners.
- Lastly the time taking title deed certificate service delivery is type of title deed /ownerships certificate for tenure less individual ownership.

Steps for delivery of title deed for tenure -less ownership is presented as follows:-

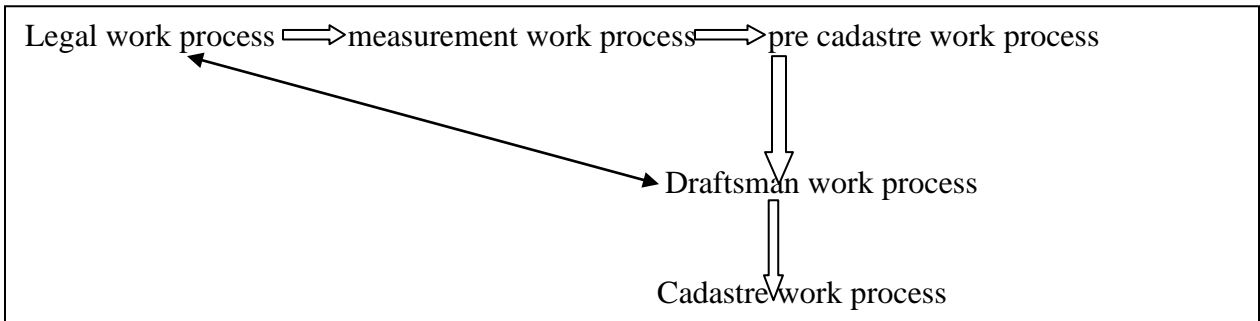
1. A customer will first go to the Keble for verification of tax payment on the land and other document ire bill of water and electricity.
2. Then the customers have to go to verify his/her document at worda level.
3. The customers go to Kifile Ketema level and contact different team like legal, technical, planner teams for issuance of certificate /title deed.

**Table 2: Preconditions and standard time to receive the selected services**

Type of service	Preconditions to receive the service	Standard time to receive the service
Title deed/Ownership certificate	<ul style="list-style-type: none"> <li>• If the cadastral map is issued during Haile Silassie I period <sup>1</sup>:               <ul style="list-style-type: none"> <li>a)original cadastral map</li> <li>b)tax bill for the period before 1996 G.C</li> <li>c)copy of installation of water and electric power service before 1996</li> </ul> </li> <li>• If the customer has no cadastral map during Haile Silassie               <ul style="list-style-type: none"> <li>a)the customer should get confirmation letter about the holding right</li> </ul> </li> <li>• cadastral map provided for holding during Dergue regime               <ul style="list-style-type: none"> <li>a)land tax paid for the holding for two consecutive years</li> <li>b)documents providing that the land have been provided from Kebele/Woreda</li> <li>c)whether it is procured or is a gift from peasant association</li> </ul> </li> </ul>	15 days
Compensation	Proof of ownership(transfer, bought, gifted)if it is personal house	No standard time

<sup>1</sup> Title book which is given during Haile Sellassi period should be converted to title deed (new cadastre map) to be legal holder of a land.

**Figure 2: Certificate grant work process at Kifile Ketema level**



### **3.4 General description of compensation service**

The constitution of EFDRE states in Article 40/sub article 8 describes that the government have the right to take the private property for public purpose by paying the necessary compensation. Compensation service is given to those who are affected with the urban renewal process or road construction process.

The compensation amount is based on market value of materials and the amount is calculated based on 1996's proposal payment pulse 15 percent of that proposal amount.

There are three types of compensation system

1. For those who have individual residences they will be given compensation payment, maximum of 500 karee meter of land plus some monetary payment for purpose of renting house until they are relocated.
2. For Keble house holders: they are given condominium houses with out bet.
3. For rental houses: they are given some payment of compensation and condominium houses.



Before the compensation process the sub city administration together with the city administration will gather popular participations of affected citizens about the intention of the demolishing activity; and will give 90 days of prior notice to the residents for psychological and other preparation to be relocated. The compensation should be paid before the demolition of the houses. And also at the time of popular participation there is selection of data collector committee for data gathering from the residents which helps for the evaluation of the compensation. Data collector committee is composed of two evaluators from the city administration, one evaluator from the respective sub city and three residents of the affected area.

The source of compensation payment is allocated from the government as capital budget or from lease tax payment. If the expropriation is made for renewal purpose the source of compensation will be from capital budget where as expropriation is made for road development purpose of source of money will be lease taxes and other related taxes. And if the customers have grievance in the compensation he/she will go to the grievance committee to address the grievance within three days.

### **3.5 The customer perception and expectation of the services**

Palmer and Cole (1995) noted that [...] because quality is all about conforming to user requirements, service quality is always judged by the end user. Having this in mind, the service delivery performance in *Arada* land administration organization is evaluated by customers based on different parameter mentioned on.

### 3.6 Characteristics of sampled customer respondents

The major characteristics of respondents in the study are sex, education qualification, monthly income and type of service used.

**Table 3: Characteristics of the respondents**

s.n	Item	Respondents	
		number	In percent
1	Sex		
	• Male	78	78
	• female	22	22
	Total	100	100
2	Educational qualification		
	• Primary school	12	12
	• Secondary school	34	34
	• Vocational school	16	16
	• BA or BSc	38	38
	Total	100	100
3	Monthly income		
	• Below400	23	13
	• 401-800	13	13
	• 801-1000	9	9
	• 1001-2000	18	18
	• 2001-above	37	37
	• missing	10	10
	Total	100	100
4	Type of service used		
	• Title deed/ownership cert.	51	51
	• Compensation	49	49
	• other	-	-
	<b>Total</b>	<b>100</b>	<b>100</b>

As one can see from Table 3, out of hundred percent of respondent 78 percent of the respondents are males while the remaining 22 percent of the respondents are women. This indicates that much of ownership certificates are in the name men than women that this may imply the same for the compensation service.

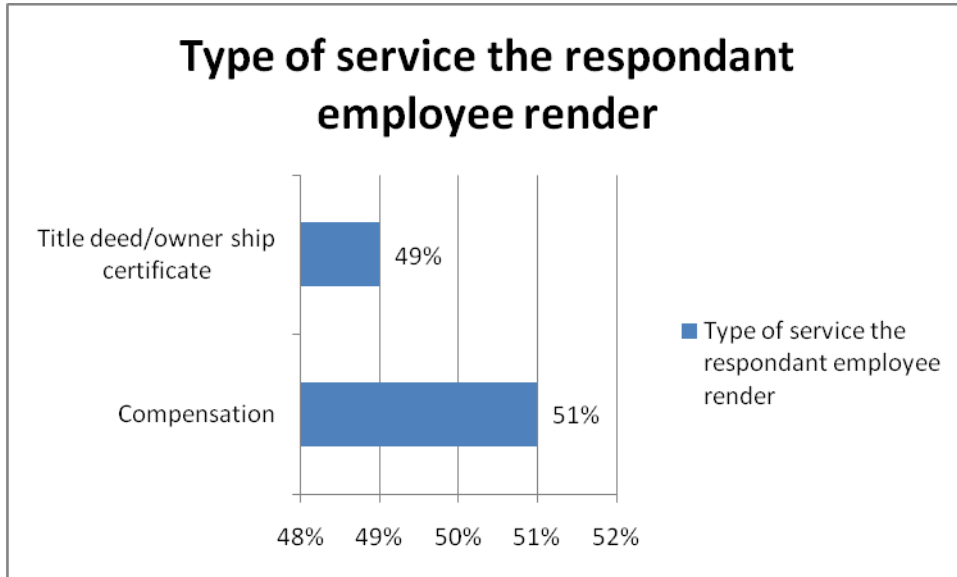
Regarding the educational qualification of the respondents is concerned, as shown In the table 3, 46 percent of the respondents responded that they have finished their high school education or is below high school level while 16 percent of the respondents have finished vocational school and the remaining 37 percent of the respondents indicated that they have BA/BSc degree.

To know the income distribution of the respondents they were asked how much is their monthly income and it was found out 35 percent of the respondents were getting blow 1000 birr monthly whereas 18 percent of the respondents responded that they earn in average of 1001-2000 birr and the remaining 37 percent of the respondents said they earn a monthly income of more than 2000birr.

Generally questionnaires were distributed to the customer of title deed/ ownership certificate and to the compensation service users. Thus from the respondents service users 51 percent were the title deed service users while 41 percent of the respondents were found to be service users of compensation department.

### 3.7 Characteristics of the employee

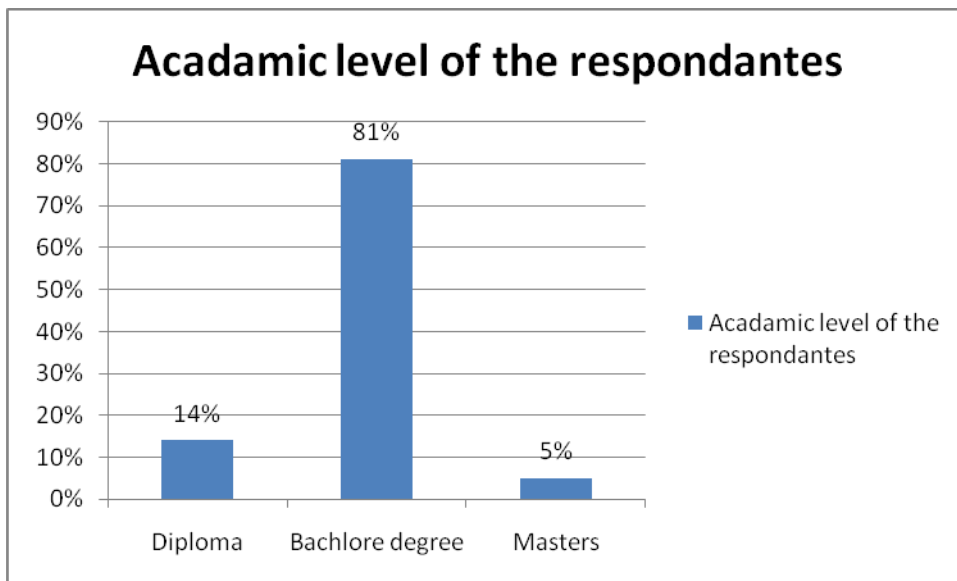
Figure 3: Type of service the respondents delivered



Source: Own survey

As one can see from Figure 3, 51 percent of respondents are from compensation work process and the remaining 49 percent of the respondents indicates that they deliver title deed service

Figure 4: Academic level of the respondents



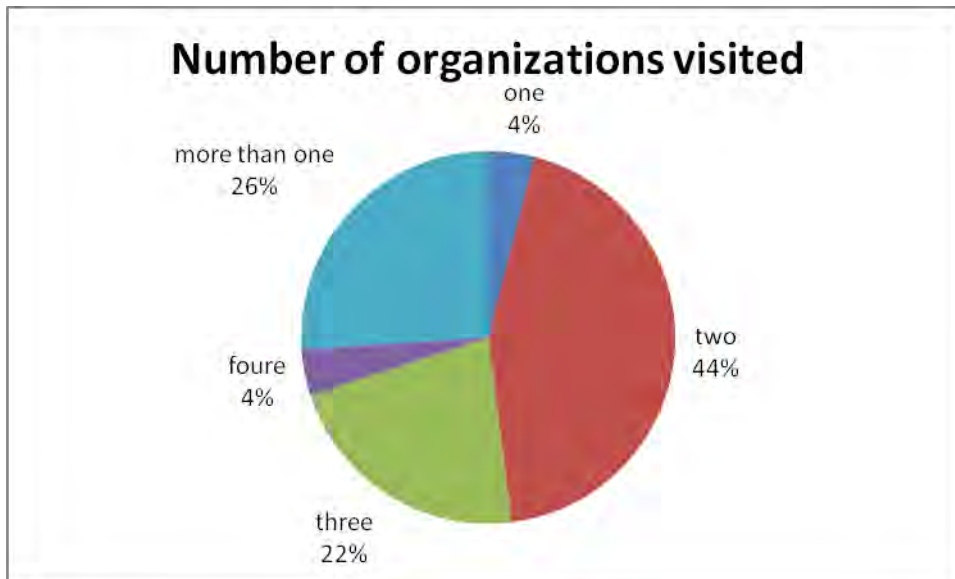
Source: Own survey

As the above Figure depicts that higher number of the respondents are bachelors degree holders (81 percent) where as 14 percent of respondents are Diploma holders and the remaining 5 percent of the respondents are Master's degree holders.

### 3.8 Institutional frame work for assessment of the service delivery

#### 3.8.1 Coordination among department /organizations

Figure 5: Number of organizations visited

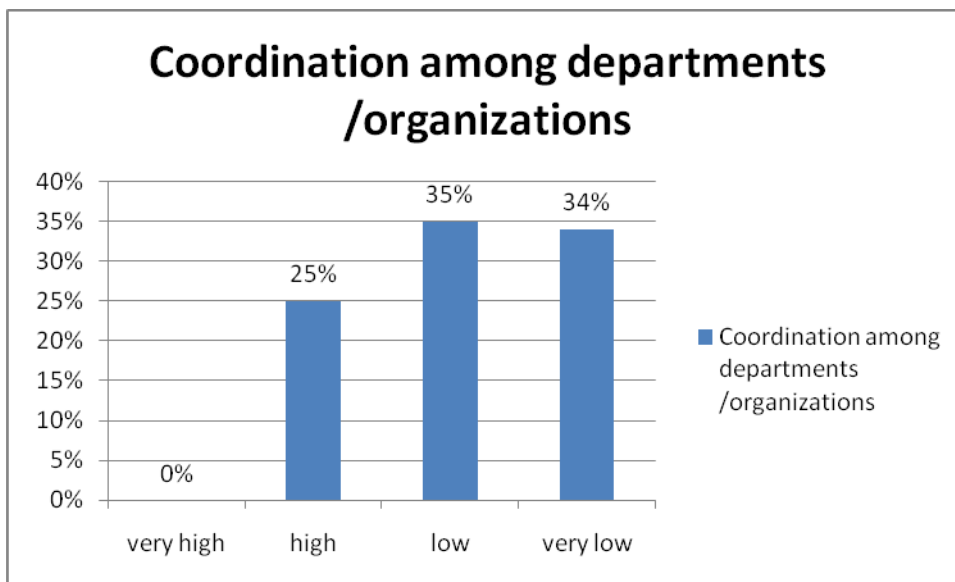


Source: Own survey

Fig. 5 shows the distribution of customer respondents by the number organizations /departments visited to get the service. of the respondents only 4 percent of the respondents have gone to one department or organization to get the service they want.42 percent of the respondents reported that they have gone to two department /organization ,while 21 percent of the respondents responded that they have visited 3 places. The Remaining 33 percent indicated that they have gone to four or more than four organizations to receive the service they needed.

Regarding this since most of customers go to more than one place to receive services, there should be high coordination among the concerned organizations. An important element used to measure land administration service delivery quality is high coordination among service giving departments and organizations. Land organizations or departments usually should combine data from different sources, share information, develop special information together and improve cooperation with potential users and NGOs which will affect the service delivery.

Figure 6: Rate of coordination between organization/departments



Source:Own survey

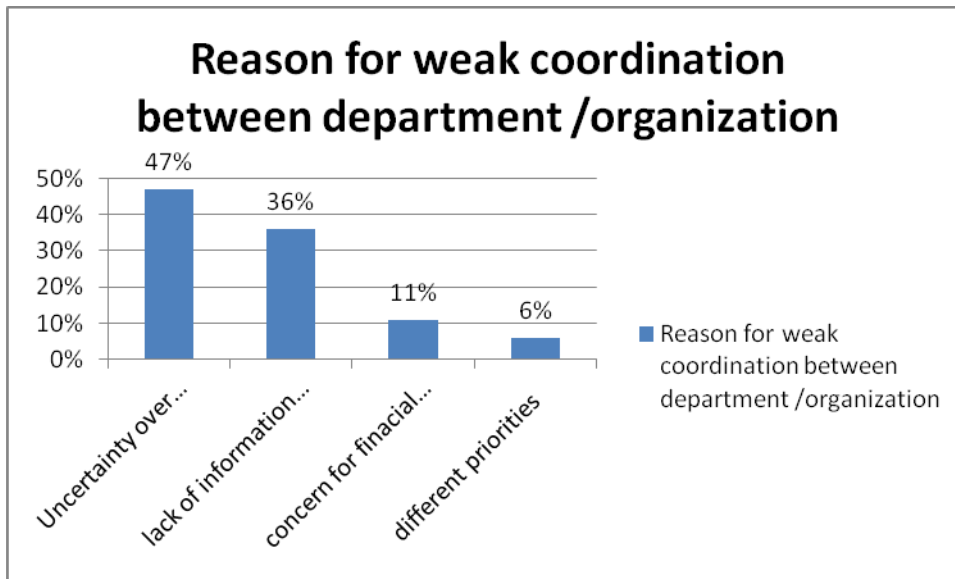
As we can learn from the above Figure only one percent of customer respondents indicated that there is very high coordination among the concerned departments and organization where as 26 percent of the respondents indicated that there is high coordination among the organizations/departments while the remaining 66 percent responded that there is low or very low coordination.

The main reason for the lack of strong cooperation and coordination are common to almost every country. They include the existence of different short term priorities in each

organization or department, concern for financial matter, lack of information technology, and uncertainty over legal responsibilities for coordination (World Bank, 2005).

In this regard employees were asked to forward their suggestion for the reasons of weak coordination between land administration departments/organizations.( See figure 7)

Figure 7: Reason for weak coordination



Source:Own survey

One can learn from the above Figure that a considerable amount (47 percent) of respondents said uncertainty over legal matters created poor coordination among organizations and departments whereas 36 percent of the respondents said lack of information technology like web site and another Medias created the poor coordination while 11 percent of the respondents responded that concern for financial matters is the main reason for poor coordination(this refers basically compensation department) while few respondents selected different priorities (6 percent) as reason for poor coordination. From the observation made at the time of data collection the researcher have seen that many service deliveries were lagging behind because of uncertainty in legal matters. So

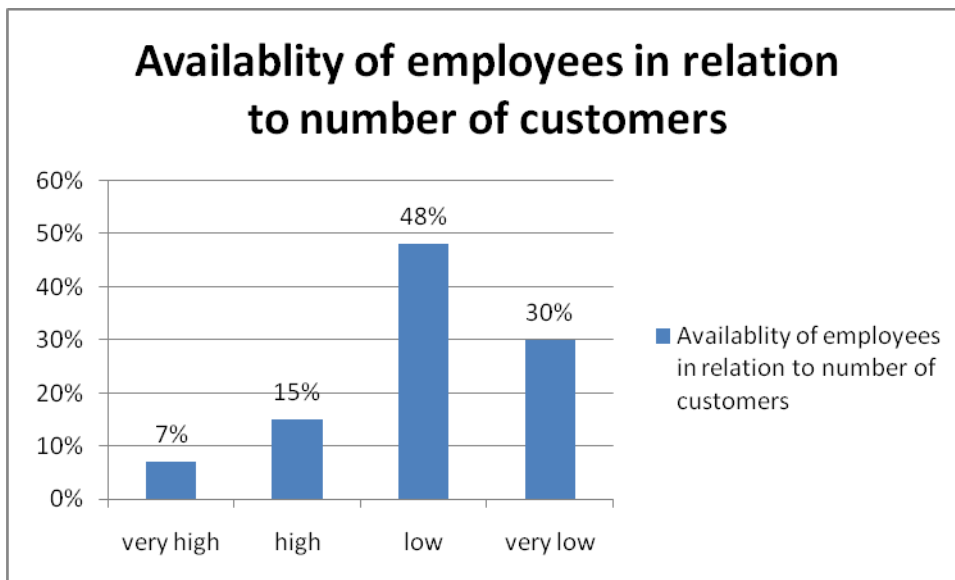
as observation made the researcher have inclination towards uncertainty over legal matters as a main cause for lack of coordination.

### 3.8.2 Availability of skilled man power

The availability of service delivery facility, staff like staff customer ratio and the amount of times each staff member has to spend with each customer affect the service delivery activity (Studler, 2003).

Accordingly the customers were asked if the number of the staff were enough for the service delivery.( See Figure 8)

Figure 8: Availability of employees in relation to number of customers



Source:Own survey

As one can learn from Figure 8, 22 percent of the respondents rated that the staff is very high or highly available for service delivery where as 78 percent of the respondents indicated that the staff number is low for service delivery process.



## Man power capacity of the sub-city

Table 4: Availability of staff for selected service delivery (in title deed and compensation departments)

s.n	Post	Qualification	Total number of staff requirement	Actual number of permanent staff
1	Number of man power for title deed service delivery			
	Title delivery officer	Degree and 4years of experience	10	8
	Owner ship verification offices	Diploma and 6 years of experience	3	-
	Surveyors and planners	Diploma in surveying or planning	12	9
2	Number of man power for compensation service			
	Compensation research and quality audit officer	Degree and 2years experience	16	8
	Valuation analysis officer	Degree and 0 year of experience	8	7
	compensation	Diploma and 4 years of experience	12	4

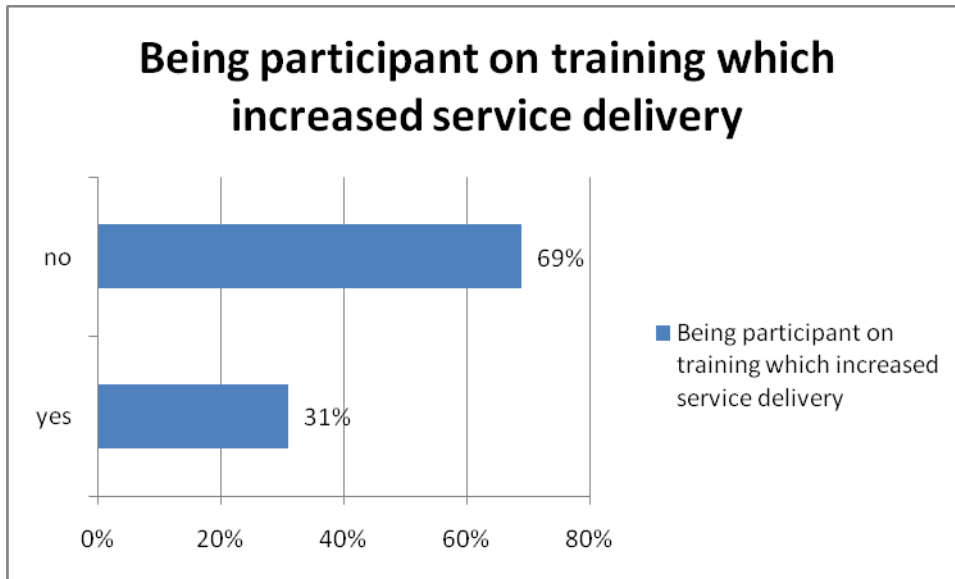
Source: Own survey

## Training given to update service delivery performance

The success of any land administration service is department on the availability of skilled staff at all level. Government must provide the facilities for both formal and in-house

training. And the courses should be practical in their contents and orientation, and be available to all who requires training (Payne, 2003).

Figure 9: participation on training programs



Source: Own survey

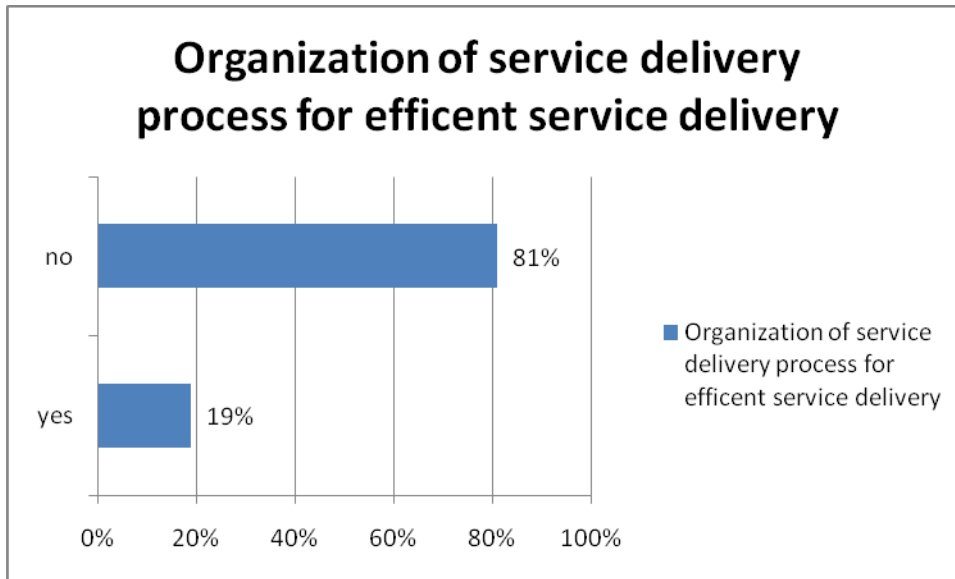
As one can see from Figure 9, 69 percent of employees said they have not been participating in training programs which will increase their performance in relation with service delivery while 31 percent indicated that they had taken training which had an impact on performance of service delivery and more employees indicated that they are usually are trained on other issues like political issues more than service delivery process.

### 3.8.3 Shortness of work flow (work process) of service delivery process

To reduce corruption and other mismanagement in land administration the work flow in a service delivery has to be not too long and related work process have to be organized and coordinated in such a way that they promote efficiency.

Accordingly the employees were asked if the work flow is short enough to accommodate efficient service delivery. (See Figure 26)

Figure 10: Organization of work flow for efficient service delivery



Source: own survey

As one can learn from the above table 72 percent of respondent responded that the work process is not organized for efficient service delivery while 17 respondents said that the service delivery work flow is organized for efficient service delivery and the remaining 11 percent indicated that they do not know about the work process.

### 3.9 Technical frame work of the service delivery

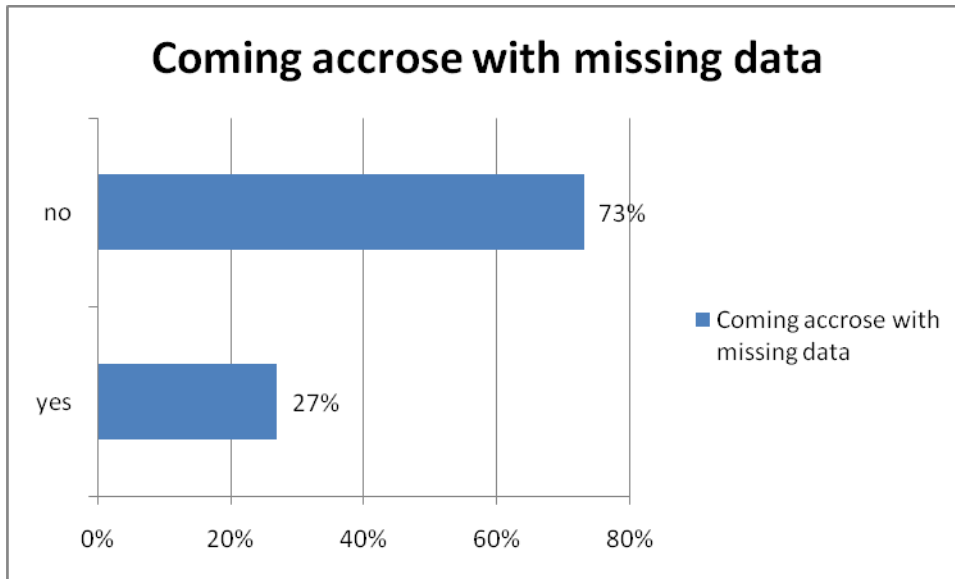
#### 3.9.1 Data reliability, completeness, accuracy and management

Land administration's data must be collected, stored, maintained and updated economically and efficiently. The data should be registered once, kept up to date in one place (the most suitable situation) and be offered for public use (World Bank, 2005).

Also the World Bank (2005) mentioned that when defining quality data, the following aspects should be taken account: completeness, accuracy and reliability of the data. And the quality parameters should always be documented *inter alias*, quality parameter .

The quality parameters are important to avoid misuse or misinterpretations of land information and quality parameter should be shown to the users.

Figure 11: Coming across with missing data



Source: Own survey

As one see from Figure 11, 27 percent of the respondents responded that they have missed the necessary data which was stored in the organization for receiving the service they wanted. Also they explained that it is because of lack of well organized system and technologies as well as lack of attention aggrieved the problem. So generally 27 percent out of hundred percent means something and that could bring high problem to the service delivery process.

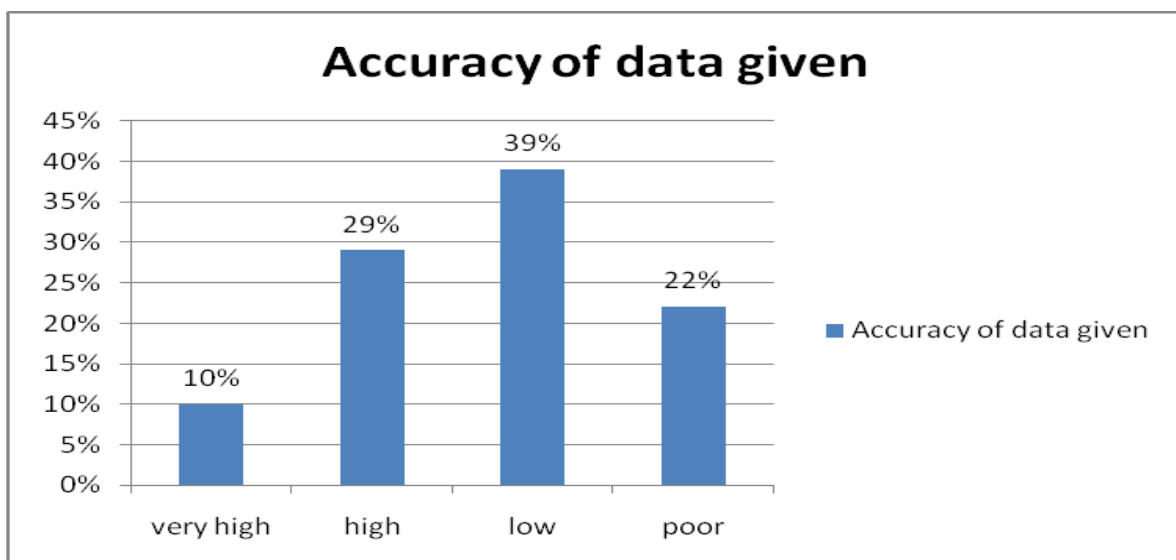
Figure 12: Reaction of the organization for missing data



Source: Own survey

From 27 percent of the respondents who said that their data have been missing, 25 percent of the respondents said that the organization did nothing so that they are in challenging situation while 2 percent of the respondents said that the organization helped them out by finding the lost paper data.

Figure 13: Accuracy of data given

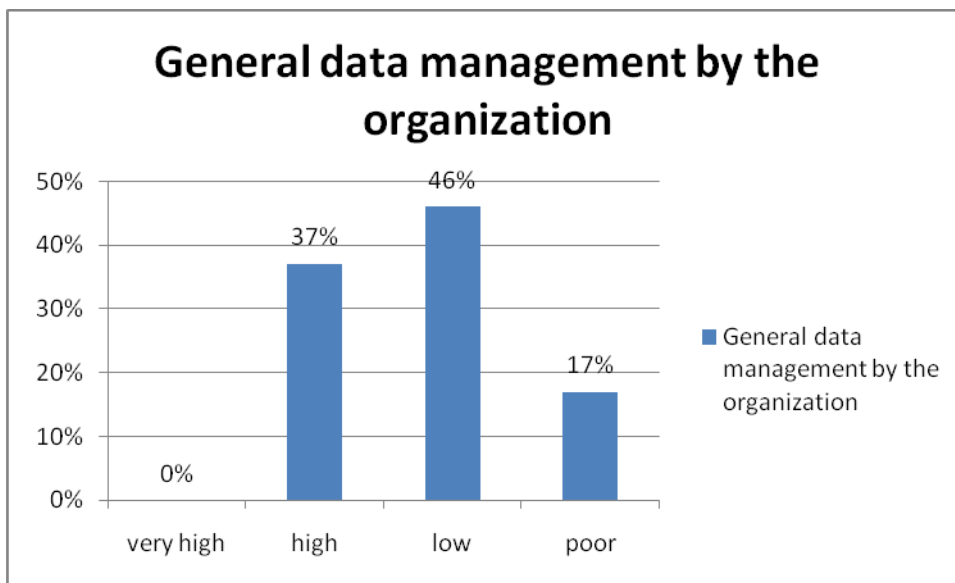


Regarding data accuracy given from the organization, 39 percent of the respondents indicated that the accuracy of that data given is high or very high while 61 percent of respondents responded that the paper data given by the organization, like cadastre certificate tends to be defective in that it sometimes does not show the reality which is on the ground so it would make them to come again to the organization and amend the problem in the data.

### Rate of data management

Generally data plays an immense role in land administration service delivery. It is the different land data that would help the people to receive different services, like title deed/owner ship certificate or compensation. So an organized or un-automated data management will lead to high problem in land administration service delivery.

Figure 14: Rate of data management



Source: Own survey

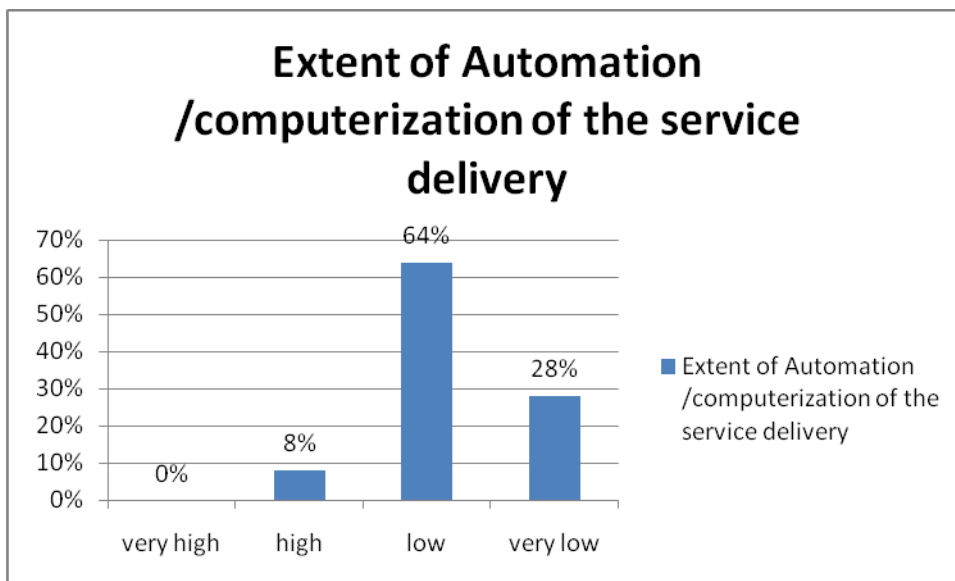
Totally 37 percent of the respondents indicated that the general data organization is high where as the remaining 63 percent of the respondents indicated that the data management is traditional and it have not been given due attention. In that when the data are

transferred from kebele level or from woreda level they become missing because they are recorded manually. Additionally there is high risk of misuse because of mismanagement in the land data area.

### 3.9.2 Automation/computerization of service delivery

In land administration organization using computers and other automated tools will speed up the process of land administration services, prevent unnecessary duplications, facilitate access to land related data and improve their distribution and facilitate the monitoring and analysis of land services more over computerization of the system offers excellent opportunities for automated land administration services(FIG,2007).Regarding automation/computerization the employees were asked about the service delivery scenario. For detail information. See figure 15

Figure 15: Automation/computerization of the service delivery



Source: Own survey

Considerable high number of employee respondents(92 percent) indicated that their system of service delivery is not automated/computerized to deliver the service in efficient manner .Not only computer is needed for the service delivery process lab tops,

cameras, different programs for mapping, total stations(tool for measurement of ground for measuring and steering)are not presented in efficient manner .And this tend to slow down the service delivery while 8 percent of the employee respondents indicated that the system is very high or highly automated/computerized.

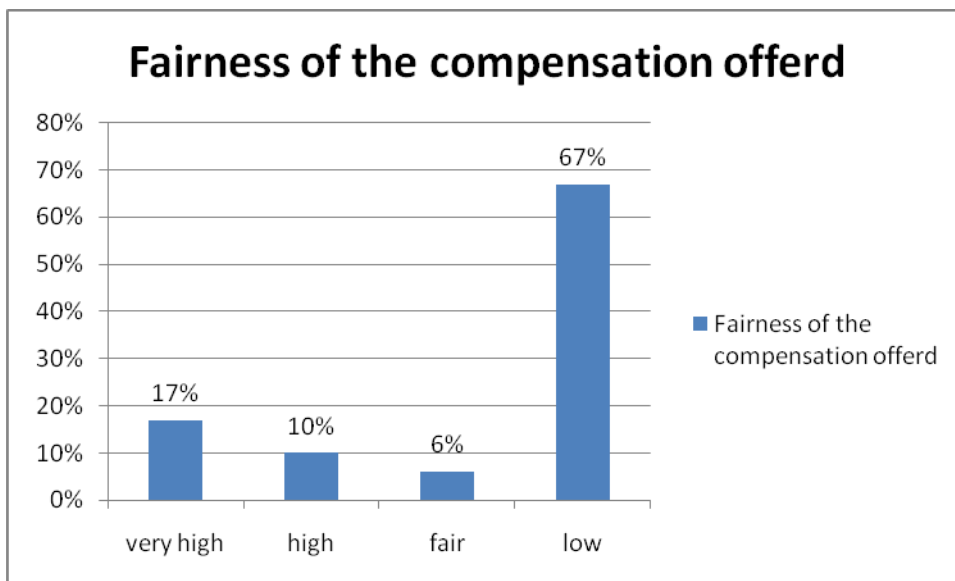
### 3.10 Administrative aspect of service delivery

#### 3.10.1 Fairness of compensation

Compensation is one of the services that are rendered by land administration organization. In order to say that the service is quality it has to be fair and timely (World Bank, 2005).

Regarding the fairness of the compensation the respondents were asked whether the compensation was fair or poor.

Figure16: Fairness of compensation



Source: Own survey

As we can learn from figure 16, 27 percent of the respondents indicated the compensation is very or high while 6 percent of the respondents said that the compensation is fair where as the remaining 67 percent said that the compensation is low.



### 3.10.2 Uncompensated customers until end of March, 2011

Table 5: Number of uncompensated customers

House demolished	Types of houses	Legible for payment of compensation	compensated	uncompensated
969	Keble house	690	665	25
204	Shops			
342	Individual house			
37	Rental house agency's			

Source:-Organizational report

As the Table 5 shows that 25 customers of compensation service are not given compensation even after their houses have been demolished. This itself poses questions on timeliness of compensation. Additionally the organization does not have any standard time for payment of compensation which will have its own influence in payment of compensation.

### 3.10.3 Fairness of fee paid for title deed/ownership certificate service

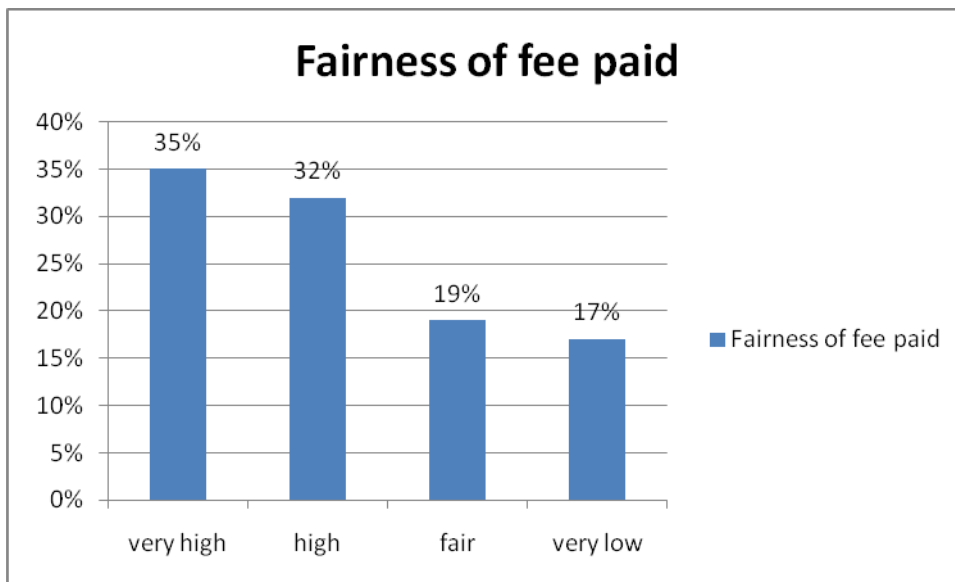
Table 6: Rate of fee paid

Type of charge	Measurement	Payment
For measuring and surveying	Up to 100 k/meter	200 birr
	501-1,000	400 birr
	1,001-10,000	700 birr
	10,001-50,000	1,500birr
	50,001-100,000	3,000birr
	Above 100,000	10,000birr
For issuance of the certificate	Per certificate	300 birr

Source: Own survey

There is a need for a land agency not to simply cover its costs and provide a small surplus to the government, but rather provide the land administration service that people want and wish to pay for.

Figure 17: Fairness of fee paid for title /ownership certificate



Source: Own survey

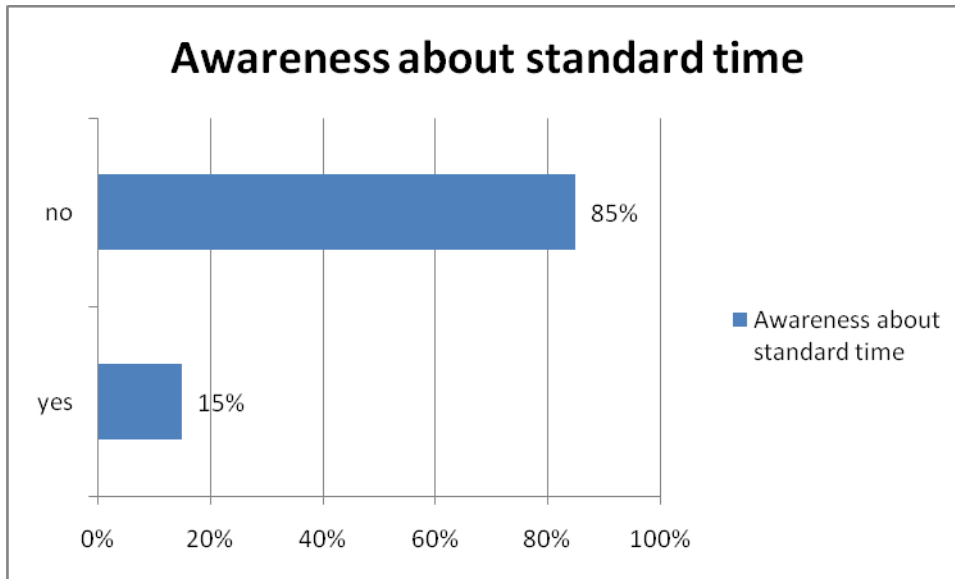
Considerable portion (67 percent) of respondents responded that the fee paid for title deed/ownership certificate is very high or very high while 19 percent of respondents said the payment is fair and the remaining 17 percent responded that the payment is low.

### 3.10.4 Timeliness of the service delivery

Timeliness of service delivery is the most usual way of conforming the efficiency (quality) of the service delivered. Land administration organization should also response timely to their customers. And lessening the waiting time by realizing that it will affect the quality of the service delivery and organization should convey standard time to receive the desired service and they should enforce the implementation of the standards (World Bank, 2005).

So in relation to this the customers were asked if they know the standard time to receive service they wanted. (See Figure 18)

Figure 18: Awareness about standard time to receive service



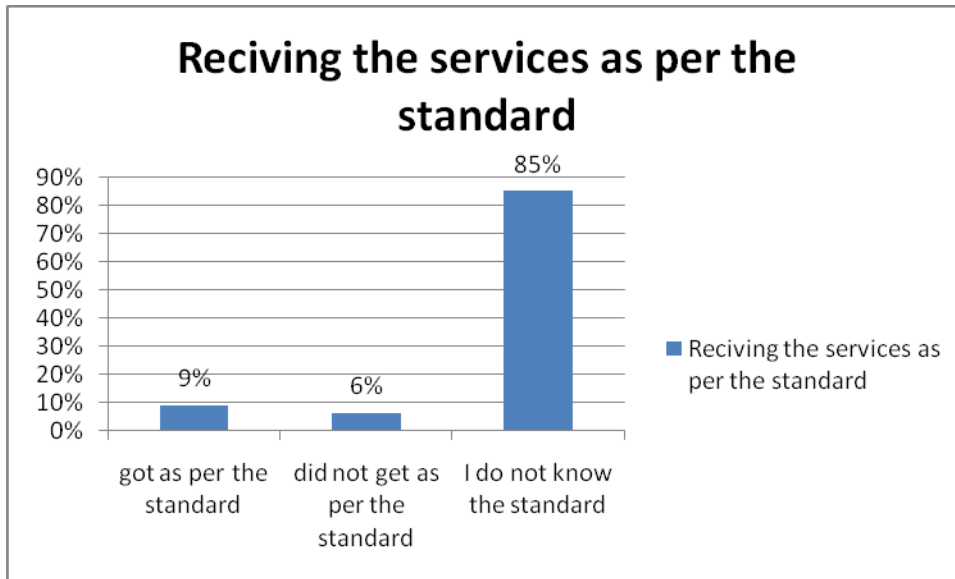
Source: Own survey

Only 15 percent of the respondents responded that they know the standard time to receive the service they want and the remaining 85 percent of the respondents indicated that they do not know the standard time.

### 3.10.5 Receiving service as per standard time

Out of 15 percent of respondents (who said they know the standard), 9 percent of respondent responded that they do not get the service as per the standard and 6 percent of the responded indicated that they have received as per the standard.(See Figure 19)

Figure 19: Receiving service as per standard time

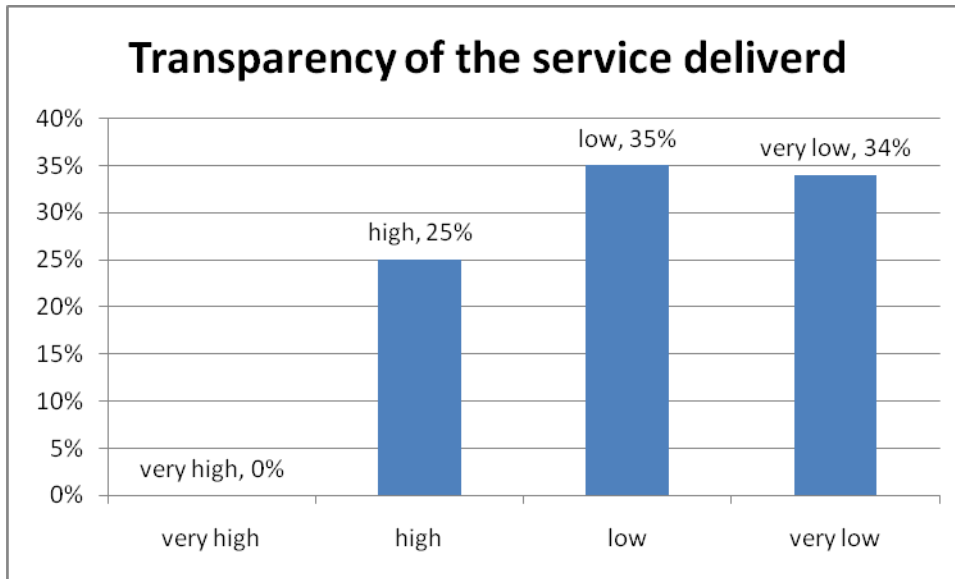


Source: own survey

### 3.10.6 Transparency of service delivery

Land administration organizations usually manifest high transaction and number of stages to get the service done .complexity of the process, which breeds uncertainty, increases costs and encourages fraud. so as to curb there institutions should make the process of getting the service delivered as possible and get the customer participant in the service delivery will help to eradicate some problems like fraud(Studler,2003).

Figure 20: Transparency of the service delivery



Source: own survey

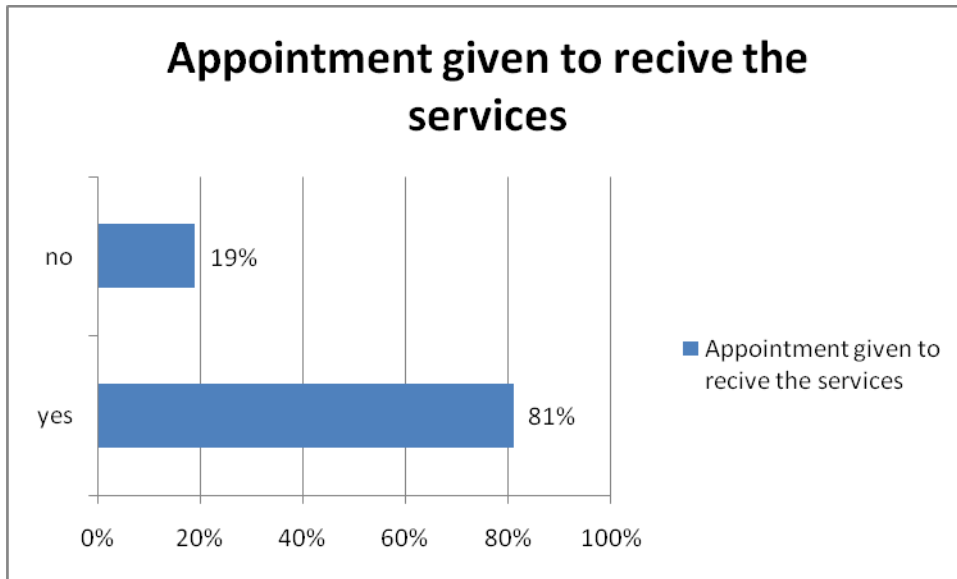
In this regard, according to the survey made 72 percent of the respondents responded that the service provided is not transparent and they expressed their view that most of customers hire ‘guday asfetame’ which means that the customer pays a person to process their service and indicated that they believe the ‘gudayasfesame’ are connected with the employees to help them with the service delivery. This is because the customer indicated that the service process is complicated and it lacks of transparency.

The respondents also added that the lack of transparency is pushing customers to pay bribes, make the service process cumbersome and there is lack of responsibility.

### 3.10.7 Reliability of the service delivery

If a land administration is said to be reliable in its service delivery process it should respond to peoples’ appointment timely in the service delivery proess. This will make the customer confident enough to receive the service.

Figure 21: Appointment given to receive the service

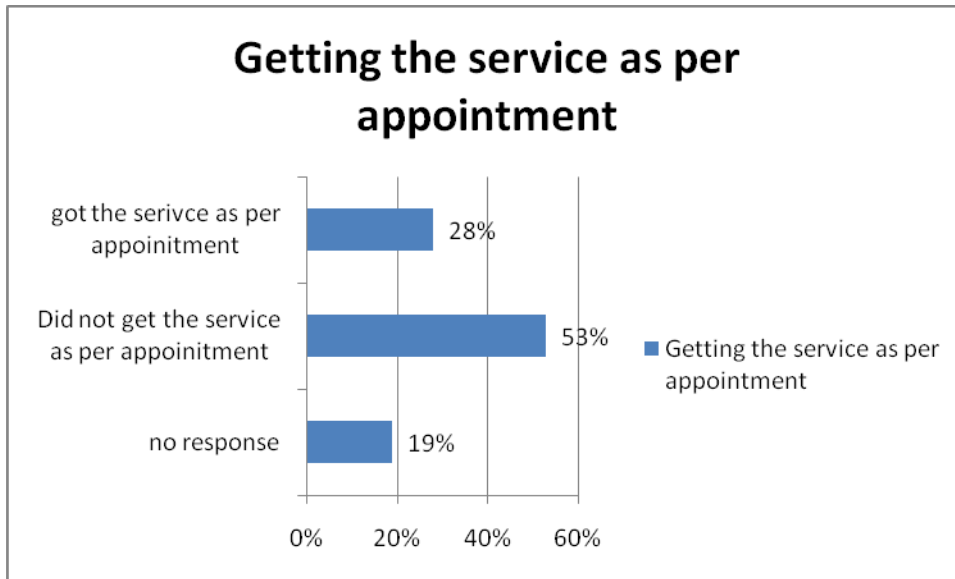


Source: Own survey

As indicated from the above Figure 21, high percent of the respondents (81 percent) responded that they were given appointment to get the service done while the remaining 19 percent are not given appointment to receive the services from the organization.

Out of 81 percent of respondents who have been given appointment to receive the service, 53 percent of the respondent said that they have not been given the service as an appointment made and the remaining 28 percent of the respondent indicated that they have received the service as per the agreement made. (See Figure 22)

Figure 22: Getting the service per the appointment



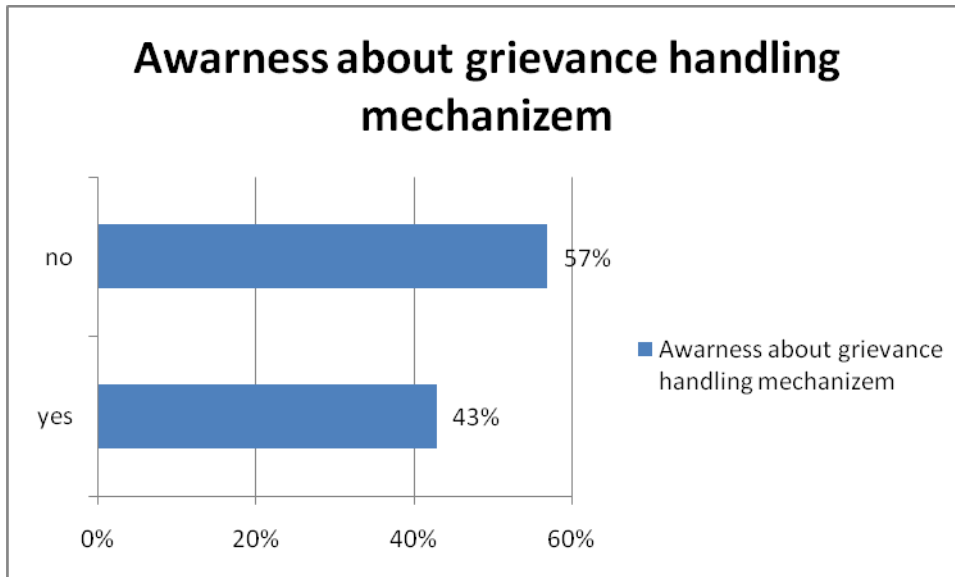
Source: Own survey

### 3.10.8 Effective compliant handling mechanism

Service users have the right to complain whenever they are dissatisfied with the service they receive. According to Proclamation No.2/2003, as amended on proclamation No.18/2004, the land administration department is responsible to respond to complaints in accordance with the directive issued for grievance handling.

The study in this regard assessed customers' opinion on the existing grievance handling mechanism in the organization. See figure 23

Figure23: Awareness of the customer about grievance handling mechanism



Source: Own survey

From the above table one can see 57 percent of the respondents do not even know the grievance handling system where as 43 percent of the respondents indicated that that they know the grievance handling process.

Table 7: Coming across with grievance in the service delivery process

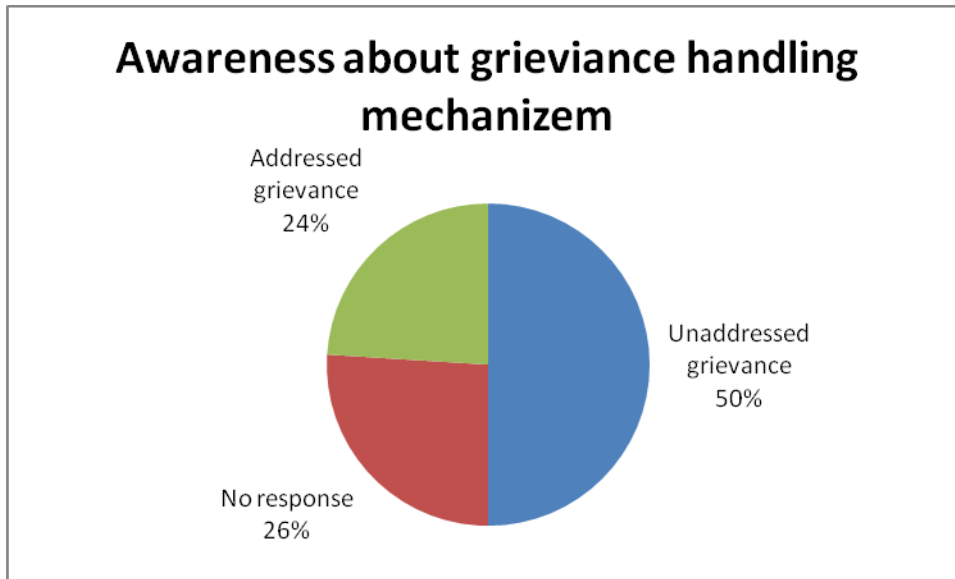
Item	Frequency	Percent
Yes	74	74
No	26	26
Total	100	100

**Source: organized from survey data**

As indicated in Table 7 considerable number of the respondents (74 percent) responded that they had complaints to be addressed were as 26 percent of the respondents said that they had no complains



Figure 24: Effectiveness of the grievance handling mechanism



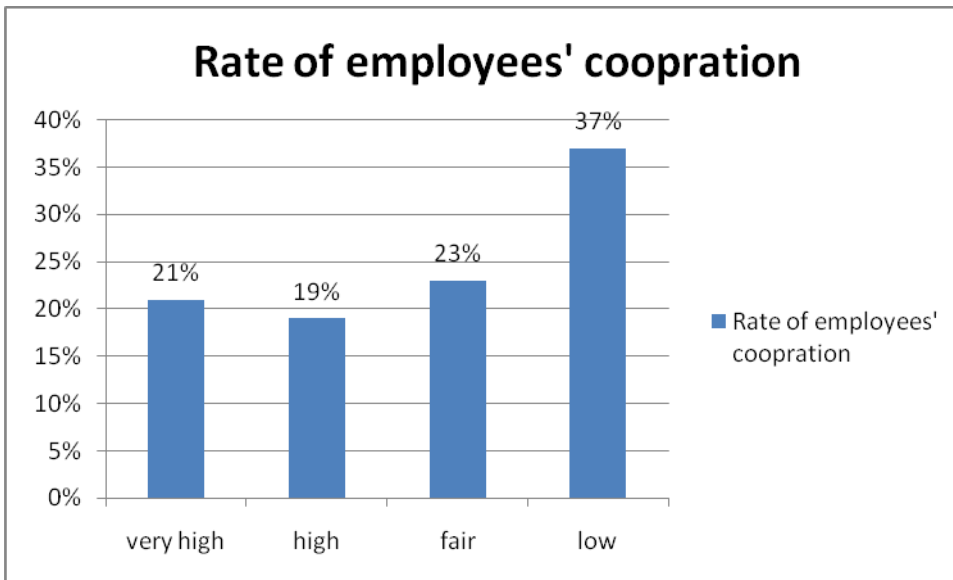
Source: Own survey

From Figure 24, it is indicated that out of 74 percent who said that they had a grievance, 24 percent of the respondents indicated that their complaint has been addressed, while the remaining 50 percent said that their complaint has not been addressed. The respondents indicated that the complaint handling system is not independent as well as it is not working on a regular basis. They fear to report any wrong doings, fearing that their service would be delayed intentionally.

### 3.10.9 Extent of employee cooperation

Thus customer handling is one of primary method by which service delivery performance is judged. The customer respondents were asked to rate the employee cooperation and friendliness. (See Figure 25)

Figure25: Rate of employee cooperation



Source: Own survey

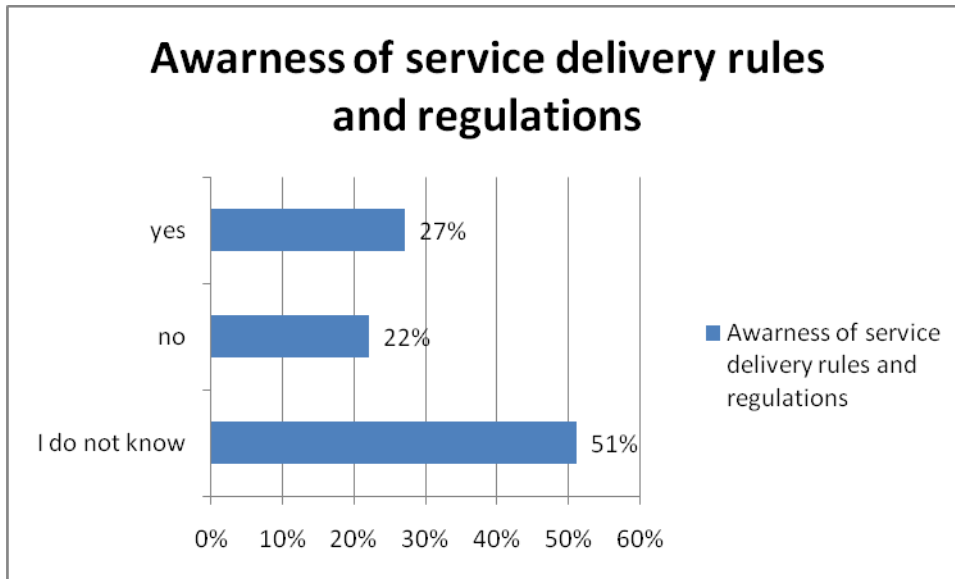
Figure 25 shows that 21 percent of the respondents responded that the employees' cooperation is very high while 19 percent of respondent indicated the helpfulness of the employee is high where as 23 percent of the respondents rated employees' cooperation helpfulness as fair. And the remaining 37 percent of the respondents rated employee's cooperation as low.

### 3.11 Legal aspect of service delivery assessment

To improve the service of land administration there should be good work in the area of service delivery legislation, rules and regulations. In that the laws and regulations should be integrated, consolidated and updated (World Bank, 2005).

In regard to this the customers were asked if the service delivery laws, rules and regulation were organized in good manner (See Figure 26).

Figure 26: Awareness of the service delivery rules and regulations

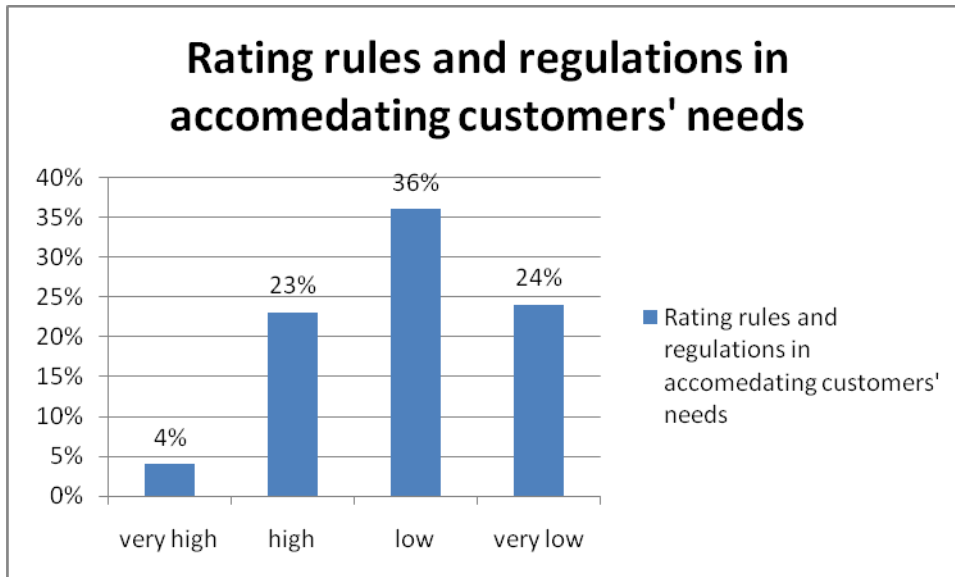


Source: Own survey

From the above Table, (figure 26) shows that we can learn that high percent of respondents which is 51 percent responded that they do not know if there are well organized rules and regulation of service delivery where as 22 percent indicated that there is no organized laws and rules in the organization and remaining 27percent indicated that there is well organized rules and regulation on service delivery in the organization level.

Additionally land administration service is very much affected with the complex legal environment. The legal frame work can be generalized, over regulated, under enforced and the system may have trouble in accommodating the needs of the customer and the citizens at large (FIG, 2005).See Figure 27

Figure 27: The extent of rules, regulation in taking customers need in to account

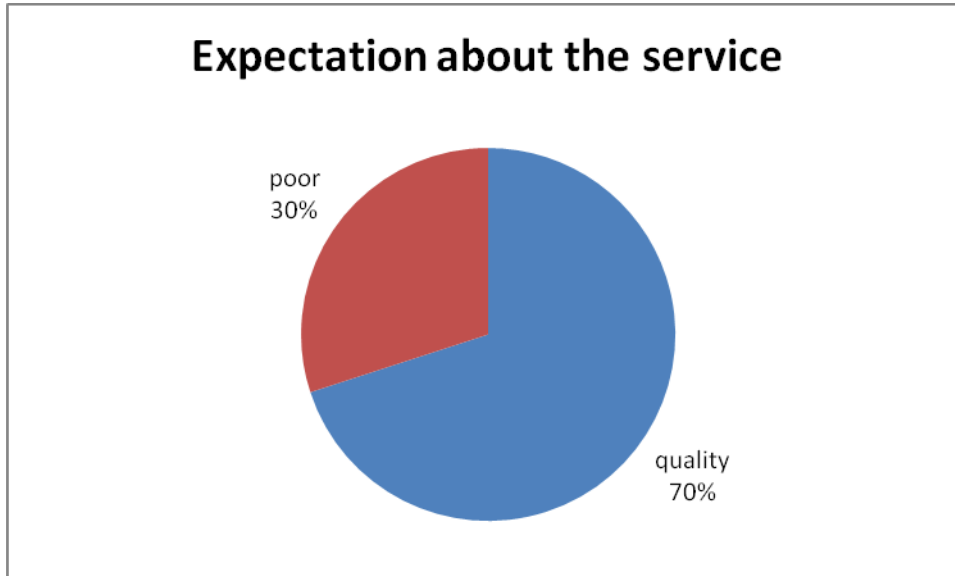


Source: Own survey

As one can see from figure 27, 27 percent of respondents rated the rules and regulations very high or high in taking the customer need in the service delivery process while 73 percent indicated the rules and regulation were creating back log in the service delivery process. They indicated for instance the title deed service delivery the law stated that one should only have maximum of 500 karee meters. So if any customer wishes to have more than 500 karee meter he/she have to confirm with lease policy. Otherwise the customer will loose their land. So generally the customer respondent views the service delivery rules and regulation as one of challenges for efficient and effective service delivery.

### 3.12 Expectation of the customers and actual experience of customers

Figure28: Expectation about the service



**Source: Own survey**

High number of customers came with quality service delivery (70%) where as (30%) of the customer expected poor service delivery process from the organization.

The customer expectation of quality service may be measured by the following parameters:

**Transparency:** Transparency is widely recognized as a core principle of good governance: transparency means sharing information and acting in an open manner; It allows stakeholder together information that may be critical to uncovering abuse. Access to information and public participation, promotion of ethics, professionalism and integrity, towards increased transparency through institutional reform (UN HABITAT, 2004). And the respondents indicted that they come to receive the service that is transparent to involve with so that they will receive the service in satisfactory manner and it will help in the delivery of efficiency manner.

**Efficiency:** The customers came expecting speedy time frame to receive the service they wanted that is according to the standards of the organization or unknowingly less than the standard time seated by the organization

**Accountability:** some customers indicated that they came to the sub city land administration organization expecting accountable service in that it has no place for corruption and make some necessary information evident to the citizens so that has the component of accountability that touches the managers and employees of the organization concerned.

**Timely decision making for service provision:** Customers also expressed their expectation with in regard to timely decision making in that it will decrease the complexity of the matter in process also it will finish their service delivery process.

**Equitable:** Equity is access of public services or other public subjects in equal manner (UN HABITATE).thus the customers responded that they expected to receive the services without discrimination like without discrimination of the poor and other matters like gender issues.

Form 70 customers out of the respondents who said that they expected efficient, accountable and equitable service delivery because they heard the public service improvement from the media and from starting only from their perception. About 52 customers of the respondents expressed that they didn't find those qualities in the service delivery process while 18 customers of the respondents indicated they fined the service delivery being efficient.

About 30 customers of the respondents indicated that they expected poor service delivery process because they heard that the sub city provides inefficient, unaccountable, corrupted service from other customers who came to use the services before or they came before to use the service and had bad image about the organization regarding the service delivery.

And out of those 30 customers who expected poor service delivery 23 customers of the respondents indicated the real exposure to the service delivery process did not change their perception about the service delivery and expressed that the service they received or they are going to receive is inefficient, corrupted and lacks equity in it. 5 customers of the respondents indicated that their perception have changed after the exposure of service rendering process and expressed that the service they received is efficient.

### **3.13 The main challenges for quality service delivery in the selected services**

#### **3.13.1 Challenges in the title delivery/ ownership certificate grant service delivery**

**Fear of decision making:** When seeing the title delivery service process, the work process in the service delivery process are more than five and the risk to give defective cadastre seems disseminated and low. However when we explore the service delivery process there is fear of decision making in that some process owners fear to put their signature in the cadastre processing and are not fully mandated as well as feel lack of protection in case of if any mischief's are to be done by other process workers.

**Lack of clear and consistent web of laws and regulations:** There is inconsistency in the interpretation of rules and regulations in Kebele, woreda and sub city level for the title deed delivery. As well as there is inconsistency of laws and regulation this will lead to poor service delivery by pushing managers to perform poor-decision.

**Lack of skilled and qualified man power:** The employees will be recruited in the position of surveyor, planner and civil engineer but within few months they will be leaving after having some exposures with automated machines; thus the service delivery process is lacking experienced employees. Even the remaining employees will not have the updated knowledge in the area.

Also the country has no system of qualifying surveyors like other countries there is experience of certifying the surveyors in order to reduce ethical problem and quality problem in the cadastre provided.

**Poor management of land data:** There is poor practice of collecting the land data safely in the side of the citizens and also from the side of organization because of decentralization the land data were transferring from one place to other place. In this process the data were abused and misused. Until now land data which are important for service delivery are not computerized fully so the manual data are vulnerable for being mismanaged and other inappropriate doings which will have an effect for equitable service delivery, lack of security on the data privacy and other inconveniences.

**Lack of efficient equipment:** There is lack of enough automated or computerized materials like total station which is used for measurement of land, different programs which will automate the title deed service delivery process, laptops and different kind of cameras.

**Long work flow:** The work flow of title delivery is so long and it takes ample time to finish the service delivery. Addition to the sub city the customers have to go kebel and woreda level to receive the service. Even though the decentralization was intended to access the services efficiently it is not the case in the title delivery process.

**Poor coordination between concerned bodies:** Because of lack of clear laws and regulations different priorities, lack of regular working method which can put the employee together and share different experience. Only monthly assemblies of the concerned employees.

### **3.13.2 Main challenges in compensation service delivery**

**Lack of well qualified and experienced employee in the area:** the main challenge in the compensation service delivery process is that the evaluation work process is



composed of employees who are not educated in evaluation process so usually IT educated employees are recruited in the area which lead to lack of unclear system for evaluation process for compensation.

**Lack of clear ownership from customers' side:** A person can have a house (land) which could be bought, transferred or inherited. So with in the process of any of those indicated the ownership can be misplaced in the documents and mischief could be done intentionally thus leading to confusion to whom the compensation is given to.

**Lack of private and NGO participation for payment of compensation:** Most of the compensation department customers responded that they are not compensated well .There are about quarter of them who are merchants whose houses are demolished and they said that government did nothing for them concerning their market place. They added that the newly relocated places will not compensate them in terms of customer loss and other things. Generally other countries have private partnership and NGOs participation in the payment process. Since expropriation is connected to human right issues, most of the NGOs can do some work in the area.

**Lack of standard time:** 25 of customers who should have been compensated are not yet compensated .From the organization service delivery system there is no standard time to give customers compensation. This may have an effect in creating reluctance from the side of the employees in that they can do the evaluation work whenever they like and they can slow down the process intentionally to give better compensation, if bribe money is given to them.

# Chapter Four

## Conclusions and Recommendations

Based on the findings from data presented and analyzed in chapter Three, some conclusions are derived and recommendations are made in this chapter to make service delivery more qualitative ,transparent, efficient, accountable equitable and timely.

### 5.1 Conclusions

- Land is a scarce natural resource in urban areas because of rapid urbanization process. Land administration organization services are one of public services which lack attention in relation to the problems faced.
- If land administration organizations are to deliver efficient service they have to have well computerized and organized land data .However regarding land data management, the sub-city has problem of uncoordinated and unautomated land data which pose problems in the service delivery process.
- Efficient service is one of the parameters for the service delivery quality measurement .However the customers are not informed about the standard time to receive the services and even some of them do not know about the standard time .They responded that they are not given as per the standard set by the organization.
- There is also lack of well –qualified and trained employees to do the surveying, planning and the drafting activities. In this context lack of certified professionals is leading to poor service delivery.
- Lack of well coordination among the concerned level of service delivery organizations is one of challenges for successful service delivery. There is no

system which coordinates the bodies together to deliver the service effectively and efficiently.

- Transparency is one of the necessary issues of good land administration service delivery. It has high relation with risk of bribe and nepotism in the land administration service delivery process. But most of the customer respondents indicated that the system of service delivery is not transparent and some of them have intention to quit the service process because of the vagueness of the process.
- Unclear and unknown service delivery rules and regulations are making the service delivery to lag behind and be inefficient.
- High fees paid for the title deed/ownership certificate grant service is having an influence especially for the poor .In that the fees challenge the poor paid for service and is making them uninvolved in the service delivery process.
- In the compensation service delivery there is almost no coordination with the private partners and NGOs .This was mentioned as one of the reasons for low compensation given to the affected customers.

## 5.2 Recommendations

- Attention should be given to the land administration areas like the sub-cities, woredas, and the kebeles. In this respect the government should open educational institutions which give courses that are related to the land administration functions (Land administration, planning, surveying and others) or should include those courses in the existing universities.
- Land related data should be computerized and organized as well as data quality parameters should be set in that the system will decrease the number of defective data given to the customers.
- The employee and customers ratio should be proportionate to avoid wastage of customers' precious time because of the less number employees as related to the customers' numbers also the dependency on few people for service delivery should be minimized by training employees and employing appropriate size of employees in relation to the number of customers.
- There should be high co-operation among the concerned organizations'. Monthly meetings are not ensuring proper cooperation. Rather a system should be delivered to continually coordinate all activities and promote a cooperating work spirit.
- There should be consensus among the concerned service rendering employees in the service delivery rules and regulations. This will help to decrease fear of decision making and consequently increase employees' confidence to deliver the services.
- Transparency should be ensured by making citizens' participation in the service delivery so as to harness the service delivery process and also to decrease the corruption prevalent now.

- To increase the reliability of the service, time standards should be determined and informed to the customers for receiving the services and the service should be given as per the standards.
  
- Employees have to participate in arranged training programmes which will increase their ability of customer handling and also the skill to deliver the services specifically.

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# **Annexes**

## **Annex I: Questionnaire for the customers**

**Addis Ababa University**

**School OF business and Public Administration**

**Department of Public Administration and Management**

### **I. Survey questionnaire**

**On the assessment of land administration service delivery in Addis Ababa: the case of Arada sub-city.**

**Dear respondent,**

The purpose of this questionnaire is to gather information from the customer of Arada sub- city regarding the service delivery by the land administration department. The data will be used to write a Masters thesis in Public Administration at Addis Ababa University. The researcher will make sure that replies you provide will be kept confidential. You are kindly requested to answer the questions properly. You should not state your name or identity while you are answering the questionnaire .The researcher gives its thanks in advance for your cooperation.

- Please put a tick mark<sup>✓</sup>(in the appropriate box in each of the following questions.

#### 1. General information of customers

1.1 What is your gender?

Male

female

2. What is your academic level?

- Can not read and write
- Primary School complete
- Secondary School complete
- Vocational and diploma complete
- BA/BSC or above

3. What is your monthly income?

- Below 400
- 401-800
- 801-1000
- 1001-2000
- 2001-above

4. Which service have you used from the organization?

- Title registration (issuance of land tenure certificate) service
- Compensation service
- Other (specify) -----

5. How many organizations or departments did you visited to receive the service

You were looking for?

- One
- Two
- Three
- Four and above (specify the names of organizations?)

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6. If you went to more than one (organization/department) for receiving the service, how do you describe the interdepartmental/inter organizational coordination of the responsible bodies?

- Very good    Good    Fair    Poor

7. Did you come across any incidence of losing data which helps you with the Service delivery process?

- Yes                       No

8. If yes, what did the organization do to help you?

- Compensation was given to you

- The organization did nothing

If other, specify-----

9. How do you rate the accuracy and reliability of data delivered by the organization?

- Very good    good    fair    poor

10. How do you rate the completeness of data provided by the organization?

- Very good    good    fair    poor

11. If you used the compensation service how do you rate the efficiency of the service Delivered?

- Very high    high    low    very low

12. If you have been using the title delivery service how do you rate the payment/fee for the service delivered?

Very high    high    low    very low

13. Do you know the standard time set by the organization to get the service done?

Yes    No

14 If yes, have you got the service done as per the standard set by the organization?

Yes    No

15 How do you rate the clarity/transparency of the service delivery process?

Very high    high    low    very low

16. Were you given an appointment for service delivery?

Yes    No

17. If you were given appointed time to receive the service, did the department rendered the service as per the agreement /appointment?

Yes    No

18 How do you evaluate the attitude of the employees in the service area?

Very good    good    fair    poor

19 How do you evaluate the availability of the staff for the service delivery?

Very high    high    low    very low

20 Are you aware of any mechanism for feed back or compliant handling system?

- Yes     No     I do not know

21. Did have any complaint to pass to the concerned body?

- Yes     No

22. If yes, was your complaint addressed effectively?

- Yes     No

23 .Are there well documented rules and regulation for the service delivery process?

- Yes     No     I do not know

24. How do you rate the laws rules and regulations in accommodating the need of the citizens?

- Very high     high     low     very low

25. What is your expectation of the service delivery?

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26 Has your expectation have been met?

- Yes     No

Thank you!

**Annexes II: On the assessment of service delivery of the land administration in the Arade sub city: Questionnaire administered to the concerned department employees.**

**Addis Ababa University**

**Faculty of Business and Economics**

**Department Of Public Administration and Development Management**

**Dear respondent,**

The purpose of this questionnaire is to gather information from the employees of Arada sub city regarding the service delivery by the land administration department. The data will be used to write a Masters thesis in Public Administration at Addis Ababa University. The researcher makes sure that replies you provide will be kept confidential. You are kindly requested to answer the questions. You should not state your name or identity while you are answering the questionnaire .The researcher gives thanks in advance for your cooperation.

- Please put a tick mark (√) in the appropriate box in each of the following questions

1. What is your academic level?

- High School and vocational school complete
- Diploma
- BSC/BA
- Have master and above

2. Type of service you are giving?

- Issuance of land certificate
- Issuance of compensation
- Other (specify)

3. How do you rate inter departmental co-ordination in service delivery?

- Very good
- good
- fair
- poor

4. If you say it is fair and below fair what do you think the reason is?

- Different short term priorities among department
- Lack of information technology
- Uncertainty over legal responsibilities for coordination
- Concern for financial matter

If other specify-----

5. Have you ever been participating in training programmes?

- Yes
- No

6. If yes, did the training up-date your skill in relation to service delivery process?

- Yes
- No

7. How do you rate the computerization /automation of the service delivery?

- Very High
- high
- low
- very low

8. If low and very low, would it be better to computerize or to automat the service delivery process?

- Yes
- No



9. How do you rate the shortness of work process to give efficient service delivery?

Very good    good    fair    poor

10. What do you think the main problem of the service delivery process?

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11 What does the organization do to curb the problem?

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**Thank you!**

### **Annexes III: Interviews for title delivery administration managers**

1. How do you describe the planned number of certificate grant to the actual certificate grant service done by the organization? Is there any deviation in the actual service delivery; if there, is why?
2. What is the number of man power needed by your department? Is your department fully staffed? If not why?
3. Do you think the employees have the necessary skills to perform the certificate grant service delivery like the surveyors and other employees who are participating in the service delivery?
4. If not what is the reason behind?
5. Do you think your department is equipped with all the necessary automated/computerized materials for the service delivery process?
6. Do you think the customers are charged fair price? If not, what can be done to curb the burden especially for the poor?
7. Do you think the citizens are fully participating in the service delivery process? If not what is the reason behind?
8. Do you think the service delivery process is transparent for the citizens and if that is not the case what could it bring about?
9. Do you think the laws, rules and procedures have taken account of the needs of citizens? Or do you think they are posing problem for the service delivery process?

## **Annex IV: Interviews for the compensation department managers**

- 1 Do you think the affected persons are satisfied with compensation service? If not why?
2. Do you think the department is fully employed with the necessary employees? If not what is the reason behind?
3. Do you think the department is having the skilled man power to do the evaluation work?
4. How do the evaluators do evaluation process? In your opinion, do you think the evaluation process will lead to just compensation? And how?
5. Do you have all the necessary materials for the evaluation process?
6. Do you think the rules and procedures are taking the citizens need in to account? Especially the poor?
7. What is the source of compensation? Are the NGOs are involving in the compensation process?
8. Do you think the process of compensation is transparent to the customers? If not what could it bring about?
9. What are the main problems in the compensation service delivery process?

## **Annex v: Questions for compensation Department employees and surveyors**

**Addis Ababa University**

**School OF business and Public Administration**

**Department of Public Administration and Management**

### **Questions for Focus Group Discussion (FGD)**

1. What is your opinion of the general service delivery problems? What do you think the reason for their existence in your department?
2. What does the management do to curb those problems?
3. Do you think the customers are given attention in the land administration organizations?
4. Is there well organized co-operation between departments/organizations for the service delivery process? If not why?
5. Do you think the customers' expectations are satisfied in the service delivery process?
6. What is your opinion on the availability of skilled man power for the service delivery process?
7. What is your opinion on the availability of necessary materials for the service delivery
8. What is your opinion on the laws, rules and procedures which are used for the service delivery process?

**Declaration by the candidate**

I, the under signed candidate declared that this thesis is my original work .It has not been presented for a Degree in any other university and all sources of material used in the study have been duly acknowledge.

**Declared by:**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Confirmed by Advisor:**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_