ASSESSMENT OF QUALITY SERVICE AND CUSTOMER SATISFACTION IN LAND DEVELOPMENT AND URBAN RENEWAL OFFICE:

THE CASE OF AKAKI KALITI SUB CITY.

BY

SHIMELS FITRU WODAJO

ENROLMENT NO ID1116562

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❖ The Project Coordinator School Of Management Studies, Indra Gandhi National Open University.

Advisor: PHD Candidate **Jonse Bane Boka**

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CERTIFICATE OF ORIGINALITY

This is to certify the project titled "**Assessment of Quality Service and Customer Satisfaction in Land Development and Urban Renewal Office: The Case of Akaki Kaliti Sub City**." Is the original work of the student and is being submitted in partial fulfillment for the award of master's degree in business administration of INDRA GANDHI national Open University. This report has not been submitted earlier either to this university / institution for the fulfillment of the requirement of a course of study.

Signature of Guide   Signature of Student

Place: Place:

Date: Date:

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SHIMELS FITRU

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List of Acronyms

SSA-   Sub-Saharan Africa

NPM   -   New Public Management

UH   -   Urban Hierarchy

PPS   -   Probability Proportionate To Size

UNECE   -   United Nation Economic Commission for Africa

AALDMB   -   Addis Ababa Land Development and Management Bureau

AACC   -   Addis Ababa Chartered Cities

OAU   -   Organization of African Union

NHD   -   New Condominium Housing Development

FEACC   -   Federal Ethics and Anti-Corruption Commission's

FAO   -   Food and Agriculture Organization

UNDP   -   United Nation Development Program

AFDB   -   African Development Bank

NGO   -   Non Government Organization

IDA   -   International Development Association

ASDB   -   The Asian Development Bank

UGI   -   Urban Governance Index

WGI   -   World Wide Governance Indicators

IIAG   -   Mo Ibrahim Index of African Governance

FQI   -   Federal Quality Institute

TQM   -   Total Quality Management

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ABSTRACT

Public Sector Services may be provided in a non-competitive environment because alternative service providers often do not exist. Hence, service recipients, unlike consumers in the private sector, may have little or no option to use a different service provider or to withhold payment. Therefore, implementing the practice of good governance on public service provision is an imperative option for the welfare of the society specifically for service recipients, so as to ensure best quality of service provision and it helps as a base of attaining advanced level of customer satisfaction.

The thesis addresses an assessment on quality of services and customer satisfaction practices on Land development and urban renewal office of Akaki-Kaliti sub city. Most quality of service and customer's satisfaction implementation and evaluation Program studies have often focuses either on private business sectors, or even if their focuses are on similar issues of public sector services, they prefer to consider on those factors and determinants which frequently used for private service sectors. As a result, five dimensions of good governance by applying it specifically to analyze service provision and customer satisfaction performance of Akaki-Kality land development and urban renewal office. Methodologically, which involves collecting and analyzing both quantitative/numeric / and qualitative/ descriptive/ forms of primary and secondary data's. The required data for the research collected using a structured questionnaire and In-depth Interview conducted to collect data from responsible respondents. In addition Secondary data used to conduct documentary analysis. Key Informant interview and observation had employed.

The Akaki-Kaliti land development and urban renewal office seems competitively scored better results on the items of prompt provision of substitute land documents has standardized service quality (m=250); but their mean value still less from cutoff point. The actual average mean score is less than half, (i.e. 2.213) this imply that customers of the office perceive the service provision is neither efficient nor effective based on the results of specific items of the dimension service recipient did not satisfied. Based on the evaluation of the transparency and equity dimensions, both are scored below the cutoff point and unsatisfactory. In addition, the perception of respondents had evaluated the customer participation and responsiveness dimension had earned (m=2.028) which imply that the existence of weak relationship between the office and customers negatively influence the participatory and responsive role of the office and ultimately deteriorate practice of good quality of service in the office.

Finally, the research findings had revealed that customers of the office have noticeable discontentment with most of officer's service due to weak governance practice. As a result, I conclude that the main reason for inadequate service delivery of the office is weak practice of good quality of service as the responses of employees and key informant respondents confirm this viewpoint.

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CHAPTER ONE

1. INTRODUCTION

1.1. BACKGROUND OF THE STUDY

The term governance refers to how an institution makes and implements decisions, i.e. the processes by which organizations are directed, controlled, and held to account (John Graham, Bruce Amos, Tim Plumptre; 2003). It has become a theory that includes more and more phenomena related to the steering of societal developments. (Michiel S de Vries, 2013) Originally, it was seen as an alternative for government, but nowadays scholars argue that the study of governance differ from other studies of government. To make it clear, government refers to a political unit in order to implement policy making while governance specifies an overall responsibility for political and administrative functions. In addition, governance refers to the relationship between civil society and the state, between rulers and the ruled, the government and the governed. It is this latter aspect – the relation of civil society to the state – that distinguishes the study of governance from other studies of government (McCarney, HalfanI& Rodriguez; 1995).Recently the terms "governance" and "good governance" are being increasingly used in development literatures and governments' policies (UNESCAP, 2009). Its concept has come to dominate writings of scholars of public administration and political science, and actions of development practitioners since 1990. Development practitioners and multilateral donor institutions were obsessed with the concept of good governance as they consider it as an ultimate solution to the dissatisfaction in public administration. Good governance is not considered as an end by itself; rather it is taken as a means to achieve human rights, economic growth and development, effective and efficient service delivery to the public and fighting corruption (Gisselquist, 2013; Grindle, 2005: 12; Vries, 2013: 3). It is believed that in systems where good governance has taken roots, various misconducts of bureaucrats are significantly reduced.

Poor governance is increasingly being cited as one of the most important factors contributing to poor economic performance in most developing countries. The World Bank has repeatedly argued that poor economic performance in most developing countries, particularly in Sub-Saharan Africa (SSA), is attributed to poor governance. The issue of governance was first raised in 1988 in

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the World Bank report evaluating ten years of structural adjustment lending experience (World Bank, 1988). Although the pursuit and implementation of good governance is imperative in all countries of SSA, there are formidable challenges that must be considered and overcome in order to successfully implement governance agendas. African governments with the assistance of the donor community may write ambitious plans for improving governance and strengthening the various institutions and yet fail to make any tangible benefits in terms of improving the standard of living of their citizens. Governments must strive to focus their efforts and resources on achieving what is achievable and important within a given time frame.

In Ethiopia, the cornerstone for instituting good governance are already in place but still there is more to be desired. Over the last fifteen years, good governance has become a major area of focus by the Ethiopian government. The liberalization of the economy and the corresponding structural adjustments in various economic, relative democratization of public life and the promotion of the private economic sector has triggered the demand for good governance in the country (The Ethiopian Herald, 2015). Although the government of Ethiopia exhibits a strong political will to ascertain good governance in the country articulately in the upcoming GTP 2, period, there are huge challenges and hurdles that wait ahead. These challenges partially emanate from the old and recent history of the country.

Governance is dynamic: good governance encourages the public trust and participation that enables services to improve; bad governance fosters the low morale and adversarial relationships that lead to poor performance or even, ultimately, to dysfunctional organizations. Absence of good governance or bad governance is being progressively regarded as one of the root causes of all evil within the societies (Yap Kioe Sheng, 2009). Public sector services may be provided in a noncompetitive environment because alternative service providers often do not exist. Hence; service recipients, unlike consumers in the private sector, may have little or no option to use a different service provider or to withhold payment. Therefore, implementing the practice of good governance on public service provision is an imperative option for the welfare of the society specifically for service recipients.

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When we come to our concern, urban governance, generally refers to a specific spatial terrain (the bounded city, metropolis or region) which is thought to contain various regulatory problems (for instance, of economic development, housing, transportation, land development & management, environmental relations and so forth) whose alleviation requires coordinated collective action. Competent urban governance is characterized by its efficiency and effectiveness, equitable service provision, transparent and accountable system and participatory and responsive interaction with the public. When it goes in line with this, the existence of efficient urban governance would make a city more competitive and attractive to investors, comfortable for citizens and facilitate the achievement of the nation's development goals. (McCarney, 2003)

In general, good urban governance could be examined in many ways of service delivery. From these services, land management is the significant one. Because, land is a key resource for growth and development. Access to rural land holds the promise to reduce poverty and foster sustainable development. At the same time, in the context of rapidly growing urban populations – such as in Ethiopia's capital, Addis Ababa, one of the fastest growing urban areas in the world – urban land and access to adequate housing comes a highly sought-after commodity (World Bank, 2012b). In effect, to manage this critical resource the requirement of land development & management system is important. Land management is defined as the regulatory framework, institutional arrangements, systems and processes that encompass the determination, allocation, administration and information concerning land (Solomon and Mansberger, 2003).

In this context, all sub cities in general and Akaki-Kaliti sub city in particular are providing different services to thousands of customers. Customers who are receiving services from local governments need to be satisfied with the services that are rendered.

Land development and urban renewal office is one of the major departments of the A.A city land development & management Bureau and comprehensively institutionalized into all of the three administrational hierarchies so as to provide land related service to the urban community.

Land development and urban renewal office has rendering services such as preparation of land for social and economic investment purposes and for relocation purpose, facilitate compensation & resettlement of land owners, development of infrastructures, etc. land is the place of all shelters in

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the city, the town, the village and the home. It is the source of goods or materials for construction and manufacture of natural resources, and other essentials for life. Being indestructible and immovable, it is the foundation of all human activities. The societies which have created internal stability and a functioning market economy recognize the need for effective systems for registering private land rights and inexpensive system of land transfer. The privatization of land and the registration of tenure whether free hold, enable people to improve their land and property so maximizing its value and use (UNECE, 2007; 201).

Deterioration of urban services and of the built environment is becoming typical characteristics of the urban scene in Ethiopia. Customers, subsequently, judge service quality as the extent to which perceived service quality matches with the initial expectation.

The first one is the desired level of service, which reflects what the customer wants. The second one is adequate level of service, that is, the standard customers are willing to accept. The third one is the predicted service level, which means expectation that customers believe to actually occur most likely (Palmer, 1995; 155).

Furthermore, the quality level that is needed by customers to be satisfied has to do with every aspect of services providers starting from the time customers arrive at the gate of the organizations. One of the required qualities knows the conditions under which customers are, once they are in;

- The customers may be in queue,
- They may be in certain office waiting for concerned official,
- Still others may be annoyed for one or the other reasons…

These efforts could identify customers' problems and give solutions to them. Customers' satisfaction depends on the extent to which customers' expectations about the product or services are fulfilled. Customer's satisfactions are not static but keep changing. Therefore, organizations need to monitor customer's expectations on a continuous basis and to be innovative in order to respond meaningfully to changes about customers' expectation (Kotler, 1989; 203).

Until recently, public administration mainly used so-called 'hard indicators', such as resources and outputs, to monitor performance. Increased attention on accountability and issues around impacts

and outcomes has stimulated the introduction of 'soft' indicators- e.g. quality of service delivery and customer satisfaction targets. Therefore we appear to assume that more quality of service and more satisfaction equal better governance. Increasing the quality of governance will thus also lead to citizens who are more satisfied and more trusting.

Systems of governance affect the performance of the state in executing its core functions and through this, the performance of countries in meeting their major economic and social goals.

- Governments create the conditions for functioning of markets, operation of private firms, strength of civil society, welfare of communities and individuals.

- The quality of governance is recognized as fundamental to ensuring the quality of life of citizens.

   Hence, good governance closely related with the public service, where good governance would be very responsive to community's demands for public services with sufficient quantity and good quality. Thus, the quality of public service is the indicators of good or bad governance. Therefore, the quality of public services is the main agenda of the state government to give satisfaction to the public.

   The public and the politicians want high quality services and better performance by public sector organizations. To achieve better work and Customers satisfaction, public servants should have more managerial autonomy as well as human and technological resources to meet their goals. Moreover, the public and the politicians are willing to reward strong performance, for instance, thorough performance pay that is, pay based on performance. The same is expected to be applied by service providing institutions as Akaki-Kaliti sub-city Land Development & Urban Renewal Office.

Due to the significance of land for a country's growth and development, experts recommend that the need for its appropriate administration and management in the baseline of good governance is a key for the country's future. The success of land development &management activity is mainly depends on adhering recognized land related laws, verified service standards and by rendering customer centered service delivery.

   In our particular context, the city land Development & Management service delegated under the proclamation number 35/2011 to city government land development and management bureau; and the bureau reaches its service for the entire city through its organized tiers/offices on ten sub cities (AALDMB, 2013).

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Henceforth, the concern of this study is to assess the practice of quality of service and the level of customers' satisfaction of Akaki-Kaliti sub city land Development and Urban Renewal Office. Since the government of Ethiopia is enthusiastic to ascertain the prevalence of good governance to all sector especially on public service sector; it is reasonable to conduct this study and its contribution enables the city land development & management sector to improve its service delivery in compliance with principles of good governance.

1.2. BACKGROUND OF THE CITY

Addis Ababa city is over a hundred years old. It was established in the late 19th century by Emperor Menelik II as the permanent capital of the emerging modern Ethiopian state. The city covers a total area of 540 square kilometers. Prior to 1974, Addis Ababa was one of the few chartered cities of the Empire of Ethiopia administered by a lord mayor (kantiba) appointed by the Emperor. (AACC, 1954.G.C.).

In the past, most urban areas were governed by a parallel system of municipal government in which institutional structures, rights and responsibilities were assigned. Under the highly centralized Derg regime (1975 to 1991.G.C.), Ethiopia's municipalities were marginalized and did not function as independent local authorities.

When the current government came to power in 1991.G.C it proclaimed a decentralized form of government and developed a constitution that established a Federal Democratic Republic, consisting of: nine Regional States, the special administrative region of Dire Dawa and the federal capital Addis Ababa.

Addis Ababa is the largest as well as the dominant political, economic, cultural and historical host of the country. It has the status of both a city and a state. It is the capital of federal government and a chartered city. It is where the African Union and its predecessor, the OAU are based. It also hosts the headquarters of the United Nations Economic Commission for Africa (UNECA) and numerous other continental and international organizations. It is the largest city in Ethiopia.

Hosting 30 percent of the urban population of Ethiopia, Addis Ababa, is one of the fastest growing cities on the continent. Its population has nearly doubled every decade. In 1984 the population was

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1, 412, 575, in 1994 it was 2,112, 737, and it is currently thought to be 4 million. There is an estimation that this number will continue to rise, reaching 12 million in 2024. (UN Habitat, 2008)

The city is divided in to ten sub-cities which are the second administrative units next to city administration. In terms of area coverage Bole is the largest sub-city followed by Akaki- Kality and Yeka. Addis Ketema is the smallest and followed by Lideta and Arada Sub-cities. Kolfe-Keraniyo, Gulele, Kirkose and Nifas-silk-Lafto are remaining sub-cities (CGAA BoFED, 2012).

For this study; we picked up Akaki- Kality sub-city which is the second largest among ten sub cities, it is bordered with Nifas-silk-lafto& Bole sub-cities and the Oromia region.

According to the central statistics agency 2007, the sub city total population is 205,345 and this implies from the total population of the city 6.6% are found in this area. The area coverage of the sub city is 126.13 km^2, based on this stance; the population density (people/ha) is 16.3 persons/ ha.

A significant characteristic of Addis Ababa is the social mixity and cohabitation of different income groups of households. With regarding to Akaki- Kality sub-city, the distribution of income groups among its; residents are 7%, 20% and 73% for high, middle & low living standards respectively. More over about 83% of the sub city's housing condition are poor.

In the sub city over 43,000 domestic land tenure holders and over ten thousand non documented settlers are found. Many social, business and residential infrastructures being constructed by the sub city and private investors. According to 2008 E.C budget year plan of Akaki-Kalitiland development and Urban Renewal Office, the office has planned to develop 20 ha of land for socio-economic service projects, 40 ha for construction material production & dumping sites, 20 ha for micro & small enterprises, 160 ha for middle & heavy industries, 35 ha for relocation, 5 ha for expansion area infrastructure development, 30 ha of land goes to different purposes of auction and 140 ha new condominium housing development/NHD/.

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Administrative Map of Addis Abeba

No	Sub city	Weredas	Sub weredas	Sefers	Blocks
1	Addis Ketema	10	28	84	302
2	Arada	10	31	100	316
3	Lideta	10	27	75	228
4	Kirkos	11	41	146	474
5	Yeka	13	124	394	1344
6	Bole	14	152	532	1695
7	Akaki Kaliti	11	135	683	1660
8	Nifas Silk Lafto	12	128	397	1059
9	Kolfe Keranyo	15	103	392	1385
10	Gulele	10	73	200	546
	Total	116	842	3003	9009
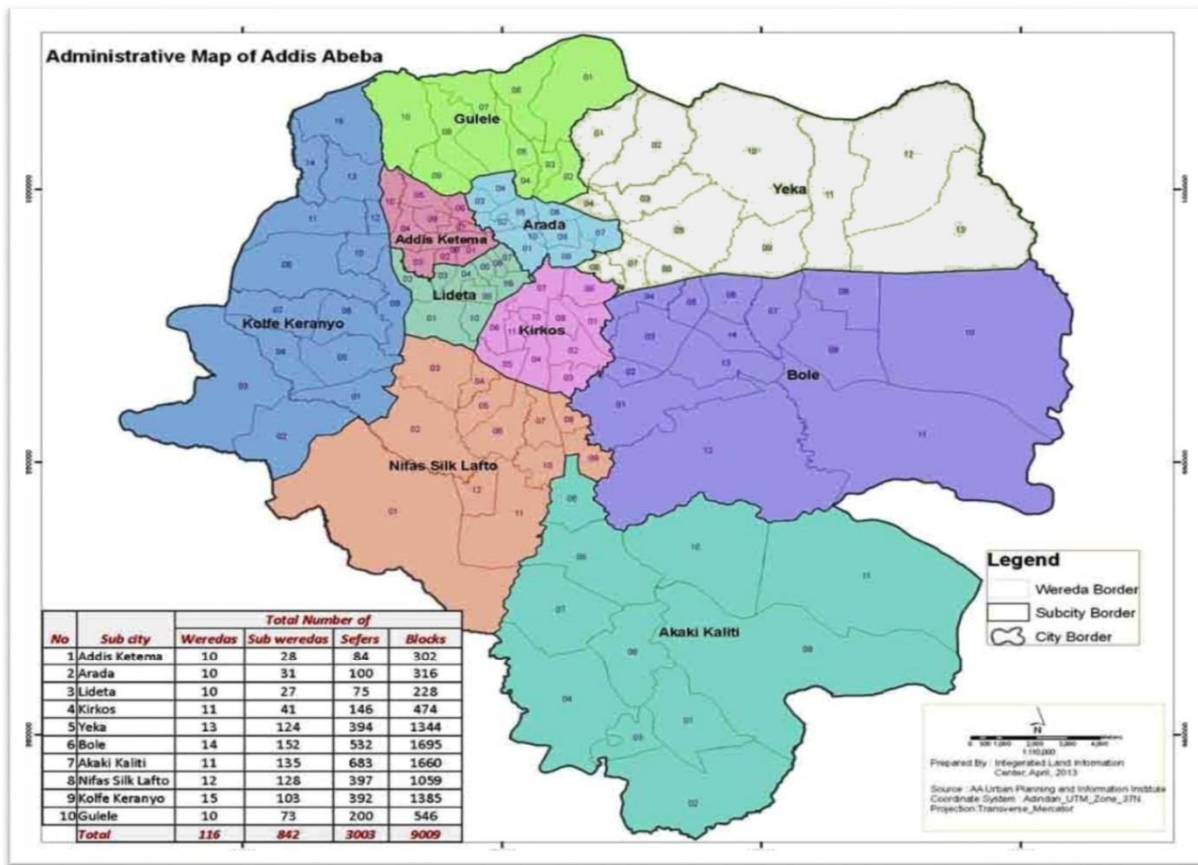
Fig. 1.2.Administrative map of Addis Ababa city with its 10 sub cities and 116 werdas.

Source: http://www.ilic.gov.et/index.php/en/

1.3. STATEMENT OF THE PROBLEM

Good governance is a means to achieve human rights, economic growth and development, effective and efficient service delivery to the public, and fighting corruption (Grindle, 2005: 12; Gisselquist, 2013; Vries, 2013: 3). Bad governance is being increasingly considered as one of the root causes of all evil within our societies. On the contrary of the previous time; today, citizens are becoming increasingly more demanding, less tolerant and very critical when not having their expectations met.

Therefore, civil service organizations have to give much attention to their customers by working on their demand, developing strategies and systems that help to meet or exceed citizens' expectation, giving much time to their compliance; in general, maintaining good governance which in return results in public satisfaction. (Pienaar, Gerrit, 2009).

After the city land management was delegated under city government land development and management bureau (Proclamation no. 35/2011), Addis Ababa city administration has been continue providing the land development & management services with its embedded problems. Among these problems, there was a complication in the execution of enacted proclamations due to the absence of clear legislation as well as confusion about the applicability of the legislations (World Bank, 2012b). In addition to this, the sector was highly criticized by its mal-governance due to many serious corrupted working situations in the land development & management business (Transparency International, 2009). Some years ago, the World Bank had indicated that the institutionalization of informal fees seen have become so common place in the land sector of the city. The bank referred the federal ethics and anti-corruption commission's /FEACC/ statement which said that "nearly impossible to get a plot of land without bribing city administration officials" (World Bank 2012a). Furthermore, there was no transparent work process on acquisition of land and the accountability system had weakened due to none or spontaneous answerability to the public.

Subsequently, the federal government and the city administration attempt to minimize and avoid the aforementioned problems through different civil service reforms. After the reform programs; many land development & management services somehow have been improved (Fortune newspaper, 2010). Additionally, the citizen charter that comprises standards of service delivery had developed on December, 2013 by the city land development and management bureau to strengthen the service delivery.

Even though some improvement had been showed for the time being; currently the prevailing symptoms indicate that, the previous problems have been arising again in different features. To make this specific, our particular study area, Akaki-Kalitisub city Land Management Office have huge number of service recipients.

Those customers came to the office with different issues to get the office's service. According to the researcher's pre-research time observation and revision of the compliant receiving note book; the office's customers always make a repeated complaint in relation with service delivery. It is customary that most of service recipients came to the office redundantly and waste their time to settle unaccomplished cases, majorities of services delivered with overdue time, there are customers' rumors due to inconsistencies on interpreting land related legislations and employees serve their customers

unpleasantly. In addition to this, even if there is compliant receiving system; most of customers are unwilling and/or unfamiliar to deliver their compliant, service information delivery is limited and outdated; principally, the citizen charter of the bureau is not in proper function. These and other un-described symptoms indicate that the service delivery of the sub city land development & management need to be diagnosed and the root cause of the problem shall be revealed with the appropriate remedial action.

While, land development & management system is a dynamic system which varies from country to country and always under reform, the problems are the same and common to all developing countries (FAO, 2007). It seems that Ethiopia has to involve aggressively on learning from experienced and successful countries to come up with outstanding service delivery on land management by implementing different mechanisms to ascertain good governance.

Since the government of Ethiopia exhibits a strong political will to ascertain good governance with effective service delivery in the country articulately in the upcoming GTP 2 period (The Ethiopian Herald, 2015) it is reasonable to address such issue on this time. To exercise good urban governance in the land sector, one has to bear in mind that the role of all actors in this sector might contribute for its success; since, urban governance is the sum of the many ways individuals and institutions, public and private, plan and manages the common affairs of the city. (UN HABITAT 2002a: 14). So, in this study the researcher has tried to identify complied good governance principles/dimensions with land development & management system and by examining the service delivery based on those dimensions through customers' and employees' perceptions, explore and find out the root causes of problems on the area of the study and to give possible appropriate recommendations.

The researcher selects Akaki-KalitiSub City land Development and Urban Renewal Office intentionally. The office has abundant number of tenure holders both long standing and potential or prospective settlers with intense and active work situation. This enables the researcher to get sufficient number of respondents with different variety suitable environment to examine the practice of good governance and its relationship with quality of service and customer satisfaction.

1.4. OBJECTIVE OF THE STUDY

1.4.1 GENERAL OBJECTIVE

The overall objective of the study is to assess the practice of good urban governance in Land management system of Akaki-Kalitisub city land Development and Urban Renewal Office, to find out whether the system is complied with the principles of good governance and to identify the level of customer satisfaction due to the service delivery.

1.4.2 SPECIFIC OBJECTIVES

The specific objectives of this research are;

❖ To assess customers' satisfaction on the practice of good governance and the overall service delivery of Akaki-Kaliti sub city land Development and Urban Renewal Office.

❖ To assess the perception of employees on the practice of good governance in their organization.

❖ To show the relationship between principles/dimensions of good governance with overall practice of good governance and overall customers' satisfaction on the service delivery.

❖ To identify problems of customer service in the office and to suggest recommendations on how to improve those problems.

❖ Recommendations on how to improve those problems.

1.5. RESEARCH QUESTIONS

To examine the research problem and to attain objectives of the research, the data has been collected by raising the following research questions.

➢ To what extent customers are satisfied by the practice of the service delivery of Akaki-Kalitisub city land Development and Urban Renewal Office.?

➢ How do employees evaluate the practice of service delivery quality in their organization?

➢ Do the selected principles/dimensions of good governance have significant relationship with the overall service delivery system and customers' satisfaction of the sub city?

➢ What are problems of customer service in Akaki-Kaliti sub-city land Development and Urban Renewal Office.?

1.6. CONCEPTUAL FRAMEWORK

Until presently, public administration mainly use so-called 'hard indicators'(like e.g. resources and output) to monitor performance. Increased attention for accountability and problems that have emerged in relating input, activities and output with effects have stimulated the introduction of 'soft' indicators e.g. satisfaction targets in the budget. Information on the functioning of separate agencies and programs is no longer satisfying citizens, politicians and indeed researchers. Instead, there is a demand for information on governance as a whole. The recent attention for 'quality of life' indicators indicates this (12ennett, lenihan, Williams and Young, 2001).

Proper practice of good governance enhances quality of good governance and service quality. Increasing the quality of governance will increase satisfaction, and therefore satisfaction indicators can be use as proxy of good governance and vice versa.

✓   Independent Variables: **Q**uality of service delivery

✓   Dependent Variables: **C**ustomer satisfaction.

   Under the purpose of assessing the practice of good governance in Akaki-Kaliti sub city land development, five most representative principles of good governance have been selected by summarizing existing principles of good governance and selecting common principles from different indexes and guidelines (UNDP, 1997; IIAG, 2014; UNHABITAT, 2004b; Kaufmann, Kraay, & Mastruzzi, 2010, AfDB, 2000; World Bank, 1992). Some overlapped or similar principles have been combined. These principles are: effectiveness & efficiency, transparency, accountability, equity and public participation & responsiveness. The selected five principles are representative and adequate enough to measure quality good governance based on the actual practices within land development of the sub city.

   It is believed in this research that the perception of service recipients/ customers and employees on the practice of good governance in the sub city's land management is the aggregate of five principles or dimensions of good governance. The measurement of practice of good governance and relationship between the overall practice of good governance and customer satisfaction with those principles is based on the aforementioned summarized good governance principles or dimensions. To make the

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assessment pertinent to the land management & development service, those principles further detailed by sector specific indicators/items on the analysis part based on the respondents questionnaires.

1.7. SIGNIFICANCE OF THE STUDY

This study will have a paramount importance by furnishing valuable information on the practice of good governance in land management system of Akaki-Kalitisub city land development and management office. Based on the acquired information, it proposes recommendations to the improvement of customer service via ensuring good governance. So that the city administration can take the outcome of this research as input to update and design effective processes, policies, procedures and service standard metrics for the sub city and the rest sub cities' land development and management offices to make customers satisfied through a genuine practice of good governance. Hence, customers will be benefited and the aim of the government fulfilled as well.

Moreover, this study will help those interested in this area to have an insight on theoretical understanding of the issue under discussion and can serve as a base and as a reference for further and other related research works.

1.8. SCOPE AND LIMITATION OF THE STUDY

Good governance is recognized as a cross cutting matter by different professionals; (K. Deininger et al., 2011) it is useful for different sectors. Certainly, the concept of good governance can be applied to the land development & management sector, which can be called as good land governance. Magel and Wehrmann (2001) argue that applying good land governance to urban land management can reduce the weakness of land development & management system. The land development & management system which complies with the principle of good land governance can improve not only efficiency and effectiveness of the system, but also many other aspects such as transparency, equity, accountability and the like.

Therefore, this research aims to assess on the practice of good governance in land development & management system of Akaki-Kaliti Sub City Land Development and Urban Renewal Office and to identify the root causes of service delivery problems. Additionally, to make an inference on the impact of good governance on customers' satisfaction based on the extent of their correlation. Considering the symptoms of weak performance of current land development system of the office, it is of vital importance to evaluate good governance within the system in order to identify the weaknesses.

Additionally, the study is geographically limited to Akaki-Kaliti sub-city land development and management office; particularly, Land Development and Urban Renewal Office with its customers and employees.

Getting reliable data was difficult by the reluctant nature of service recipients to answer the forwarded questions due to different personal reasons. Additionally, the bureau employees were very busy during the office hour. Especially, the interview with those employees who are in the key position of the institution may even shorter. As always observed on local government bureaus, unavailability of well documented and organized secondary data in the office was also another limitation.

Despite the limitation mentioned, the data was collected by probing respondents through clarifying the aim of the research and by involving who want to work together with the data collectors.

1.9. ORGANIZATION OF THE PAPER

To come up with the final output of assessing the compliance of the sub city land development &urban renewal office system with good governance and identifying the root causes for customer service problem of the office, the presentation of this study has been organized as follows:

Introduction: This chapter provides a general introduction of the research. It consists: background of the study, background of the city, statement of the problem, research objectives, significance of the study and scope & limitations of the study.

Literature review: This comprises revisions on definitions of good governance, urban governance, land tenure administration, land development & management& development system and its components, Identification and definitions of good governance principles for land development & management, good governance in land development and etc.

The research design & methodology: This include the research approach, research method, research design, and its components (i.e. target population, sampling methods, sample size determination, sampling procedure, and sampling frame), description of sampling procedures and data collection tools. Additionally, data type and measurement scale, method of data analysis and other issues are discussed.

D**ata analysis &presentation:** The analysis of data that collected through questionnaires and key informant interview has been presented on this chapter

Conclusions and recommendations: This chapter makes conclusion for the research and answers the research question. And suggestions will be recommended for the future improvement purpose.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURES

This chapter deals with the review of related literatures. The main aspects of this chapter are customers' satisfaction, quality of services, local governments and their roles, good governance & its dimensions, land development & administration, land policy and urban land use and management and urban land delivery system in Ethiopia. Finally, cases from other countries are also reviewed in this chapter.

2.1. CONCEPTUALIZING URBAN GOVERNANCE

Urban governance is an important extension of the theory of governance. Its notion evolved from the work of the GURI (Global Urban Research Initiative) starting in the early 1990s. Focusing on the local level, the GURI's approach was to particularize the concept of governance in an urban context. Taking up the definition of governance, the GURI developed an urban-governance framework including elements mostly considered to lie beyond the public-policy process. Thus illegal operators, informal-sector organizations and social movements were incorporated, recognizing that these elements are nevertheless contributory in the development of third world cities as well as having a significant influence on the urban landscape (**McCARNEY** 2003 : 37). In this respect urban governance can be related to the phenomena of hierarchy and informality.

The United Nations Human Settlements Programmed defines urban governance as: "... the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action can be taken. It includes formal institutions as well as informal arrangements and the social capital of citizens." (UN HABITAT, 2002a: 14) This definition does not only distinguish between government and governance but also recognizes the variety of different stakeholders partaking in the urban governance process. Hence the term "government" refers to a political unit in order to implement policy making while the word "governance" specifies an overall responsibility for political and administrative functions.

The 21st century is going to be the first century in world history when more than half of humanity will live in cities. Even sub-Saharan Africa is almost 50 percent urban. (The institute of internal Auditors, 2012) Urban societies are much more challenging to govern than rural societies. In rural societies people can grow their own food, so they are less susceptible to price increases for basic commodities.

Rural societies don't require the complex infrastructure of sewerage, potable water, electricity, and other things that urban societies have. Urbanization widens the scope of error for leaders in the developing world while simultaneously narrowing the scope for success. It is harder to satisfy an urban population than a rural population, especially when that population is growing in such leaps and bounds that governing institutions simply cannot keep pace. (Robert D. Kaplan, 2001) As large cities grow in developing areas, the needs of their populations for ordinary services, such as drinking water, sanitary services like trash collection and sewerage, roads, housing, public transport, education, health and land provision — become very insistent.

In the course of its Global Campaign on Urban Governance, UN HABITAT promotes "good" urban governance, thus adding a value judgment to the concept. Being aware of that, the agency identifies various principles characterizing the very good urban governance which are interdependent and mutually reinforcing (UN HABITAT, 2002a: 19)

2.1.1. DEFINITIONS, EVOLUTION AND ACTORS OF GOVERNANCE

The conception of governance is not new. It is as old as human civilization. Simply put governance means the process of decision-making and the process by which decisions are implemented /or not implemented (UNESCAP, 2009). Governance is a process whereby societies or organizations make their important decisions, determine whom they involve in the process and how they render account. (John Graham, Bruce Amos, Tim Plumptre; 2003). It is the exercise of political, economic and administrative authority in the management of a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. (UNDP cited on UN Habitat, 2002).

All the above definitions concentrate on how societies or institutions exercise their right or capability to make decisions and implement those decisions. Their differences mainly on the scope definition. The third definition addresses dimensions of authority to make decisions at levels. Due to its comprehensive content, the researcher considers the third one as working definition. Governance can be used in several contexts such as, international governance, national governance, corporate governance and etc. (Udo E. Simonis, 2004)

In 1990s, management largely lost its pristine glory to a new avatar called governance which dislodged it from the hall of fame and fashion. Government had, so far, exclusive jurisdiction over governance,

connected as, it seemed, it was with sovereign functions, but with the rise of this nickname to the position of prominence, the business corporate world also adopted it. Thus, corporate governance became fashionable. As a consequence, public administration or management ceased to be the focus. It was thought, words like administration or management harped on procession, whereas governance was the substantive part of functioning of state's organizational life, being at the heart of the thing. (Al Gore, 1993)

Since, governance is the process of decision making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

 There are many different actors in governance; government is one of the actors in it(Lange, 2009). The various actors, parties and interests involved can be further explained into the following groups:

I.   Governmental actors of governance might include; central government, municipal government, development corporations or authorities, central government agencies those who found locally (e.g. district commissioners, police), traditional authorities (e.g. chiefs), state-owned public utilities.

II.   Actors of governance from businesses: these also include; formal sector i.e. international, national, and local business entities which have influences on formulation of laws, policies, plans and the like. On the other hand there are also informal sector that influence on governance. But their distinctions are not clear-cut.NGOs/CBOs/CSOs: internationally networked   NGOs, formal civil society organizations (e.g. trade unions, churches and other religious organizations, political parties) local,   community-based   organizations   also   act   on   undertakings   of   governance. Households/individuals:governance is about collective action. Since households/individuals are objects and participators (consumers, voters) they are still included into the framework. Various actors, parties and interests involved in urban governance. In addition, these groups are determined by their contexts and the relationships prevailing among each other (DEVAS, 1999: 20, 21). The inclusion of other actors with government indicates the distinction that has to be made between "governance" and "government". This distinction is frequently being referred to by various authors'when conceptualizing governance, oftentimes corresponding to a definition of McCarney, Halfani and Rodriguez: "Governance, as distinct from government, refers to the relationship between civil society and the state, between rulers and the ruled, the government and the governed. … It is this latter aspect – the relation

of civil society to the state – that distinguishes the study of governance from other studies of government." (McCarney, HalfanI& Rodriguez 1995)
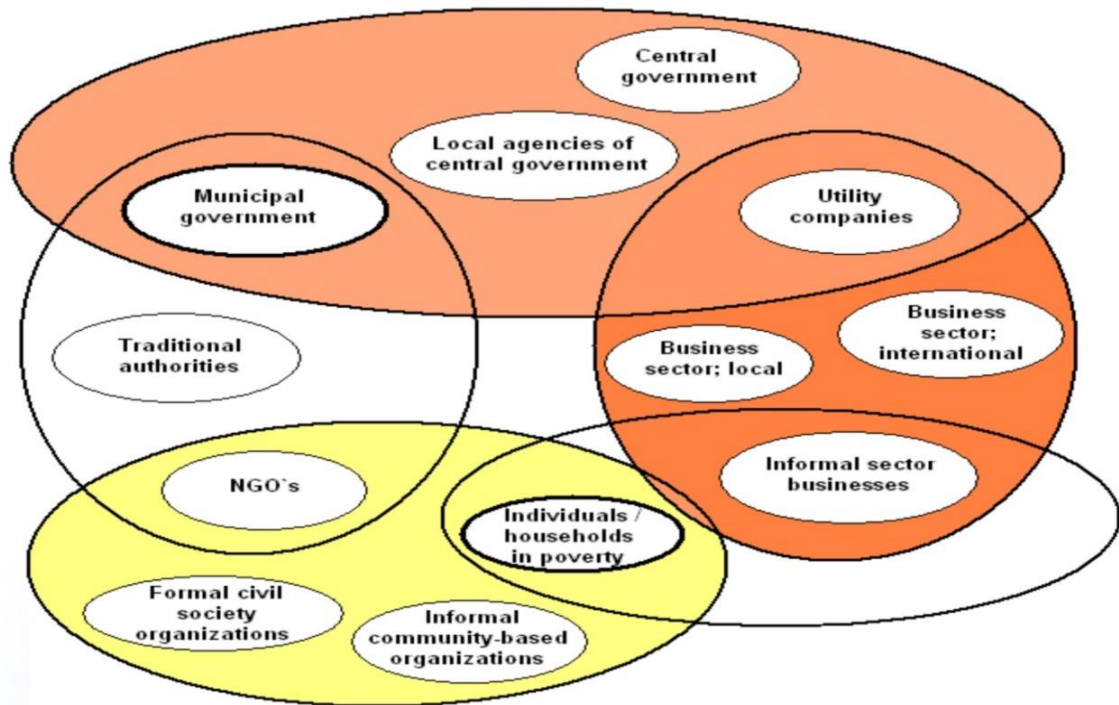
Figure 2.1.1. Provides the interconnections between actors involved in urban governance

Source: (DEVAS, 2004)

At the national level, in addition to the above actors, media, lobbyists, international donors, multi-national corporations, etc. may play a role in decision making influencing the decision-making process. All actors other than government and the military are grouped together as part of the civil society. In some countries in addition to the civil society, organized crime syndicates also influence decision-making, particularly in urban areas and at the national level. (Lange, 2009)

Similarly formal government structures are one means by which decisions are arrived at and implemented. At the national level, informal decision-making structures, such as "kitchen cabinets" or informal advisors may exist. In urban areas, organized crime syndicates such as the "land Mafia" may influence decision-making. In some rural areas locally powerful families may make or influence decision-making. Such, informal decision-making is often the result of corrupt practices or leads to corrupt practices.

2.1.2. DIMENSIONS OF GOVERNANCE

When conceptualizing governance, four dimensions can be distinguished according to Harpham and Allison (Harpham& Allison, 2000). Drawing on an existing framework of governance they identify a technical, a political, an institutional as well as a cultural dimension. The technical dimension highlights the relationship between economic and human development. Recognizing tremendous imbalances particularly in cities of developing countries, this dimension addresses issues of service provision or the allocation of resources. Thus urban decision makers are responsible to foster processes moving towards a more evenly situation (The institute of internal Auditors, 2012). The political dimension is closely linked to the technical one by referring to the establishment of objectives as well as the exercise of leadership. On this note the political dimension addresses the setting in which public administration and civil societies interact. Since in many cities of the developing world the public as well as the private sector partake in the provision of services, boundaries between the respective fields do often overlap and responsibilities are difficult to assign. Along with that come issues like corruption, allocation of rights and duties between private and public authorities or unclear hierarchies. Hence the institutional dimension addresses the need for a legal framework and effective mechanisms to meet such issues. (Harpham&Boateng, 1997)

However, one has to notice that the technical, political and institutional dimensions are not only closely related to each other but also strongly affiliated to the normative concept of "good governance" generally promoted by international banks and multilateral agencies (Gisselquist, 2012). They incorporate principles such as equity, accountability, transparency and participation. In this respect the cultural dimension recognizes the importance of specific values, beliefs and norms existing in a society. Hence it is the sum of all stakeholders in urban governance deciding on what good governance is or rather in which setting the other dimensions take place. (Lange, 2009).

2.2. GOOD GOVERNANCE

2.2.1. DEFINITIONS AND KEY CONCEPTS OF GOOD GOVERNANCE

Presently, there are two distinct streams of discourse on good governance: donor and academic. Academic discourse has dealt mainly with the way in which power and authority relations are structured in different contexts, whereas donor directed discourse has focused more on state structures designed to ensure accountability, due processes of law, and related safeguards. Academic discourse is directed mainly towards better understanding of institutional linkages between the state, civil society and the private sector; donor-driven discourse is oriented towards enhancing policy effectiveness.

Good governance has been defined from different dimensions by different scholars and institutions. This fact has led to difficulty of coming up with a distinct definition that can satisfy all actors (Gisselquist, 2012:3). The differences in definition have come to the scene owing to the emphasis writers and proponents of good governance have tended to place. Below is list of definitions provided by different international institutions and organizations (continental and international banks and etc.) that have been in the forefront supporting and advocating for good governance in the last two decades:

a.   World Bank's Definition of Good Governance

The World Bank has defined good governance as the manner in which power is exercised in the management of a country's economic and social resources for development. Additionally, good governance is central to creating and sustaining an environment which fosters strong and equitable development, and it is an essential complement to sound economic policies. (World Bank, 1992)

b. The African Development Bank (AfDB)

According to the 2000 Bank Group Policy on Good Governance, It is a process referring to the manner in which power is exercised in the management of the affairs of a nation, and its relations with other nations. It promotes accountability, transparency, rule of law and participation, is central to creating and sustaining an enabling environment for development. (African development bank, 2000)

c. The United Nations Development Program (UNDP)

In its policy document entitled "Governance for Sustainable Human Development", UNDPhas set out a definition for good governance as "the exercise of economic, political and administrative authority to manage a country's affairs at all levels. Good governance is, among other things, participatory, transparent and accountable. It is also effective and equitable. And it promotes the rule of law. It ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources" (UNDP, 1997).

	Name of organization	Elements/ principles of Good Governance
1	The World Bank	Public sector management
		Accountability
		Legal framework for development
		Transparency and information
2	International Development Association (IDA)	Accountability
		Transparency rule of law
		Participation
3	The Asian Development Bank (AsDB)	Accountability
		Participation
		Predictability
		Transparency
4	The African Development Bank (AfDB)	Accountability
		Transparency
		Combating corruption
		Participation
		Legal and judicial reforms

5	UN-HABITAT Urban Governance Index /UGI/	Effectiveness equity
		Accountability
		Participation
		Security
6	United Nations Development Program(UNDP)	Rule of law
		Accountability
		Transparency
		Responsiveness
		Consensus oriented
		Equity and inclusiveness
		Participation
		Effectiveness and efficiency
7	Worldwide Governance Index (WGI)	Voice and accountability,
		Political stability and absence of violence,
		Government effectiveness, regulatory quality
		Rule of law and control of corruption
8	Mo Ibrahim Index of African Governance/IIAG/	Safety and rule of law
		Participation and human rights,
		Sustainable economic opportunity
		Human development

Table 2.2:1 summary of elements/principles of good governance (Source: IFAD, 1999; UNESCAP, 2009**;** IIAG, 2014; UN-HABITAT, 2004b; UNDP, 1997)

The table 2.2 1 summarizes the major principles/elements of good governance as stipulated by different multilateral agencies, academics and banks. Based on the above summary the selection and definitions of good governance principles for land Administration has been undertake on section 2.4.

d. United Nations

The United Nations provides a broader definition in saying 'in the community of nations, governance is considered "good" and "democratic" to the degree in which a country's institutions and processes are transparent. Its institutions refer to such bodies as parliament and its various ministries. Its processes include such key activities as elections and legal procedures, which must be seen to be free of corruption and accountable to the people'.

(http://www.un.org/en/globalissues/governance/index.shtml)

One can observe that all the definitions given by the first two multilateral banks and UNDP emphasize on exercise of power in managing and administering the economic, political, social and administrative aspect of societies/citizens. Additionally, it is mentioned the exercise of good governance is central to effective and sustainable development endeavors. The last definition discussed by the United Nations differs from others by elaborating about democratic procedures and institutions. It is very important to bear in mind the fact that these multilaterals are in the first line of moving the idea of good governance forward.

While the many existing definitions of governance cover a broad range of issues, one should not conclude that there is a total lack of definitional consensus in this area. Most definitions of governance agree on the importance of a capable state operating under commonly specified principles.

2.2.2. HISTORICAL DEVELOPMENT OF GOOD GOVERNANCE

The concept of good governance at least in its current sense was the emergence of late 1980s and early 1990s. Rachel M. Gisselquist in her seminal paper, "Good Governance as a Concept, and Why This Matters for Development Policy" (2012) noted that the World Bank in 1989, in its report focusing on Sub-Sahara Africa, declared the major bottleneck for the African development was absence of good governance. From that time onwards, multilateral and international organizations and agencies focused on issues of governance. The notion of good governance has acquired increased importance since 1990s largely because international aid agencies began to recognize its absence as a serious barrier to economic development of the developing countries, which has been their avowed objective.

Conceptually good governance is associated with efficient and effective administration in a democratic set up. It is concerned with purposive and development oriented administration with a commitment of improving the lives of citizens. It entails high degree of organizational effectiveness in the process of service delivery and resource management. It is also about the capacity of the government to cope up with emerging societal challenges in the way that can satisfy citizens (The institute of internal Auditors, 2012) . In short, good governance as a concept is associated to :

•   Enhancing effective and efficient administration

•   Improving quality of life of citizens

•   Establishing legitimacy and credibility of institutions

•   Making administration responsive, citizen-friendly and citizen-caring;

•   Ensuring accountability

•   Securing freedom of information and expression

•   Reducing cost of governance

•   Making every department result-oriented

•   Improving quality of public services, improving productivity of employee's

•   Eradication of corruption to re-establish credibility of government and etc.

   Donor agencies and proponents/advocates of good governance have gone as far as "challenging direct budget support to partner governments" in the third world (Gisselquist, 2012:1). Thus, throughout the 1990s, good governance has managed to be a beguiling word in the spheres of public administration and political science. The underlying assumption was that economic development, social transformation, democracy and human rights could not be thought of without ensuring good governance in the undertakings of government. Good governance is associated with efficient and effective administration in a democratic framework. In short, at the heart of the concept of good governance lies the idea of efficiency, effectiveness, credibility and legitimacy of the system.

2.2.3. GOOD GOVERNANCE AND MANAGEMENT

Improving the livability and competitiveness of cities places big demands on urban governance and management. Good governance implies inclusion and representation of all groups in the urban society – and accountability, integrity and transparency of local government actions – in defining and pursuing shared goals. Capable urban management requires a capacity to fulfill public responsibility, with knowledge, skills, resources, and procedures that draw on partnerships. (World Bank, 2000: 10)

One case study on the strategic change in Local Government Management comparative case study states that devote on the future of local government as a provider of local services in the United Kingdom has centered on the idea of the enabling authority, with the role of center seen as the strategic management of service delivery through partnerships and contracts with external private, voluntary and non for profit organization (Alan and David, 1996: 57).

Local authorities have faced a turbulent environment: legislative, economic and political and have been encouraged to adopt more business like approaches to the management of service delivery.

The concept of the enabling authority, together with the theme of responsiveness to the citizen/ client, has become part of the basic frame work for strategic management of local authorities (Alan and David, 1996: 57-58).

2.2.4. IMPORTANCE OF GOOD GOVERNANCE

Good governance was not considered as an end by itself; rather it was taken as means to achieve human rights, economic growth and development, effective and efficient service delivery to the public, and fighting corruption (Gisselquist, 2013; Grindle, 2005: 12; Vries, 2013: 3). According to arguments by the leading proponents of good governance, in good governed states, corrupt bureaucrats have been hampering development efforts of the general public by stealing tax payers' resources and misdirecting public money in to socially and economically worthless activities (Gisselquist 2013:1).

The argument is thus in systems where good governance has taken roots such misconducts of bureaucrats are significantly reduced. The former Secretary General of the United Nations, Kofi Annan, has remarked that "good governance is perhaps the single most important factor in eradicating poverty and promoting development (United Nation University, 2002). The views of other proponents of good governance are not different from what of Annan's. Most of the writers

and proponents of good governance have gone as far as saying democracy, rule of law, efficiency and effectiveness in the management of public resources, satisfactory service delivery to citizens and control and prevention of corruption could not be attained without good governance the administration of the public sector.

2.3. CRITICISMS OR CHALLENGES OF GOOD GOVERNANCE

Despite its seemingly universal acceptance, the concept of good governance especially as advocated by western donor agencies and multilateral banks has faced serious criticisms. Michiel S de Vries in his article, "The Challenge of Good Governance", notes that the term good governance has been abused by attaching a myriad of confusing indicators to it and these so many indicators have made achieving it almost impossible (Vries 2013: 2). He further argues that "it is not self-evident that improving governance will result in a reduction of the societal and managerial problems. The innovations may provide short term responses to serious governance deficits, but may not provide long term solutions to them" (Ibid).

Other opponents of the good governance agenda also raise strong challenges. Critics, especially in aid-recipient countries, argue that the use of governance criteria in the allocation of foreign aid effectively introduces political conditionality and the values impose Western liberal models of democracy by turning deaf ears to the peculiar social, cultural, political and economic aspect of societies (Nanda 2006; NEPAD 2007: 3-4,) cited in (Gisselquist, 2012). Grindle (2004) points out that the good governance agenda is a poor guide for policy because it is ad hoc, 'unrealistically long', and not attuned to issues of sequencing and historical development. Along related lines, Andrews (2008), Printchett and Woolcock (2004), note that prevailing models of government effectiveness are 'like telling developing countries that the way to develop is to become developed' and that the 'oneway-best model' of governance ignores institutional variation across well-governed states.

In reply to limitations of good governance, the concept of "good enough governance" is coming to the vocabulary of public administration and political science. The idea of "good enough governance" gives redress to the drawbacks that have been discussed above. Merilee S. Grindle, in her seminal article "Good Enough Governance Revisited: A Report for DFID with reference to the Governance Target Strategy Paper, 2001", has put the following:

Recently, the idea of "good enough governance" questioned the length of the good governance agenda and its "essentialist" message. This concept suggested that not all governance deficits need to be (or can be) tackled at once and that institution and capacity building are products of time; governance achievements can also be reversed. Good enough governance means that interventions thought to contribute to the ends of economic and political development need to be questioned, prioritized, and made relevant to the conditions of individual countries. They need to be assessed in light of historical evidence, sequence, and timing and they should be selected carefully in terms of their contributions to particular ends such as poverty reduction and democracy. Good enough governance directs attention to considerations of the minimal conditions of governance necessary to allow political and economic development to occur (Grindle, 2005).

There are also criticisms that good governance is an elusive term in the sense that it gives different meaning to different authors and institutions.

2.4. QUALITY OF SERVICE PROVISION

No universally accepted definition of the term quality exists; this is because quality actually possesses several distinct dimensions. When people disagree about what quality is, they are often simply demonstrating preferences for differing quality dimensions. The Federal Quality Institute (FQI) in USA identifies a primary dimension of quality (performance) and several secondary dimensions: reliability, durability, conformance, availability, and timeliness (FQI, 1991: 2 cited in Lawrence, 1993: 27). Still, other quality dimension are recognized as particularly important in the human services, including accessibility, timeliness, consistency, humaneness, and result or out comes (Patti, 1987; Pruger and Miller 1991 a cited in Lawrence, 1993: 27). Some of these quality dimensions refer to characteristics of products and services; others refer to the staff or employees who provide the products and services and still others refers to the facilities and equipment used in product production and services provision.

Most definitions of quality are related to exhortations to attain excellence in production and provision of high quality goods and services. It is also related to the notion of fitness for purposes which are interpreted as providing services which customers want conformance to customers' requirements to reduce the possible adverse effects of customer dissatisfaction (Ian and Miguel 1995: 119).

2.4.1. QUALITY CREATES LOYAL CUSTOMERS

Quality management programs create loyal customers. The notion of the loyal customer has a great deal of significance for human service organizations. Customers who believe their human service organizations are delivering quality products and services will continue to support those organizations. This support can take the form of volunteering time, contributing money, and perhaps most important, leading political support to the organization as it completes for scarce resources with other agencies and with other societal needs (Lawrence, 1993: 4-5).

2.4.2 QUALITY MANAGEMENT AND HUMAN SERVICE VALUES

A unique advantage of quality management is its basic compatibility with human service and social work values. Any managerial system that does not preach the maximization of efficiency should be inherently appealing to most human service professionals. The human services have long objected to the primacy generally afforded efficiency by most management systems (Pruger and Miller, 1991a, 1991b cited in Lawrence, 1993: 7).

Quality management also strongly emphasizes the use of customers' feedback in attempting to constantly improve the quality of products and services. In many respects this aspect of quality management is reflective of the maxim that the needs of clients should be put first. Quality management also stresses the self – worth of employees, cooperation between employees, team building and partnership relationship between public and private sector human service organizations. (Lawrence, 1993: 7).

2.4.3. QUALITY DIMENSION AND THEIR DEFINITION

According to Zeinthaml et al. 1991; FQI, 1991 and Jufan 1988 all of which are quoted by Lawrence 1993: 28), quality dimensions and their definition are as follows.

☷   Accessibility – the product or services is easy to access or acquire.

☷   Assurance – the staff are friendly, polite, considerate and knowledgeable.

☷   Communication– customers are kept informed, in language they can understand, about product or services and any changes thereto.

☷   Competence – staff possess the requisite knowledge and skills to provide the product or services.

☷   Conformity – the product or service meet standards.

☷   Courtesy – staff politeness, respect and consideration towards customers.

☷   Deficiency – any quality characteristic identified as adversely affecting customers' satisfaction.

☷   Durability – the performance, result, or outcome does not dissipate quickly.

🕐   Empathy – staff demonstrates an understanding of and provides individualized attention to customers.

🕐   Humaneness- the product or service is provided in a manner that protects the dignity and self-worth of the customer.

🕐   Performance – the product or service does what it is supposed to do.

🕐   Reliability –   the ability to provide the product or service in a dependable and consistent manner with minimal variation over time or between customers

🕐   Responsiveness – the timeliness of employees in providing and services.

🕐   Security – the product or service is provided in a safe setting and is free from risk or danger.

🕐   Tangibles – the physical appearance of facilities equipment, personnel and published materials.

Quality services are welcomed by clients and customers and they are the sources of customer is satisfaction. Therefore, it is very important to know service quality dimensions in order to provide the types of services expected by the customers.

2.4.4. TOTAL QUALITY MANAGEMENT (TQM)

Total Quality Management (TQM) is a philosophy of administration, a set of principles and a series of quantitative techniques that are designed to continuously improve, and if necessary transform the processes of the organization form top bottom so that customers are satisfied with the organization's products, performance, procedures and people. TQM is currently a hugely influential phenomenon in both public and private management. It originated in the corporate world and, increasingly, it is gaining adherents in the world of government as a major means of improving productivity (Nicholas, 1991: 194).

TQM sets out to ensure that organization structure management and quality systems meet given organizational objectives by maximizing human and material resources. It also promotes continuous quality improvement affects the ability of organization to compete and its numbers to contributes grow and excel. This is a clearly common goal by developing a culture in which the customer is paramount. The significance of the total quality management approach is that by attempting to change organizational culture a lasting commitment to quality is brought about which will it is argued lead to consistently high quality service provision which meets customers' requirement and is free from deficiencies (Ian and Miguel, 1995: 59).

2.4.4.1. TQM APPROPRIATE FOR THE PUBLIC SECTOR

TQM could be a very effective management tool in refocusing governments' mission as servants of the citizenry by concentrating the resources of public administration on the governmental process that can be enhanced to deliver higher quality service; by encouraging the decentralization of bureaucratic authority; by stressing the prevention of problems as opposed to solving them later and by helping public demonstrators understand that most problems (Deming say 85 percent) results from faulty system, not faulty people (Nicholas, 1999: 194).

2.4.5. NEW PUBLIC MANAGEMENT (NPM)

New public management is a broad and very complete term used to describe the wave of public sector reform throughout the world since 1980s. From the point of view of public choice and managerial school thought, new public management seeks to enhance the efficiency of public sector and to eliminate government control. The main purpose of NPM reform is the emphasis more on market orientation in public sector which will lead to greater cost efficiency for government without having bad effects on other objectives.

According to Borins (1995: 5-11), the major characteristics of new public management are the following:

✦ Providing high quality services that citizen's value.

✦ Demanding, measuring and rewarding improved organizational and individual performance.

✦ Advocating managerial autonomy particularly by reducing central agency controls.

✦ Recognizing the importance of providing the human and technological resources managers need to meet their performance target.

✦ Maintaining receptive to competition and open mindedness about which public purposes should be public servants as opposed to the private sector or non- governmental organizations.

Borins further defines and explains NPM as an agreement between the public and their elected representatives on the one hand and the public services on the other hand. NPM with contrast to other public management theories is more oriented towards outcomes and efficiency through better management of public budget. It is considered to be achieved by applying competition, as it is known in private sector, to organizations of public sector emphasizing economic and leadership principles.

2.5. DISTINGUISHING FEATURES OF SERVICES

Pure services have several distinctive characteristics that differentiate them from goods and have implication for the manner in which they are marketed. These characteristics can be described as intangibility, irreparability, variability, perishes ability and the inability to own services (Palmer, 1995: 35).

2.5.1. SOME IMPORTANT MECHANISMS FOR SERVICES IMPROVEMENT

2.5.1.1 SERVICE STANDARDS

Service standards are needed to guarantee the implication of governance principles. These standards define the time and cost of completing transactions to minimize corruption and to satisfy customers (FAO, 2006). Examples of those standards are:

⊕   clearly defined steps for the land registration procedure

⊕   Transparent and fixed fees for registration, notaries, surveying etc.

⊕   Use of standard forms

⊕   Public notice of the procedure (in offices, on the web, through leaflets etc.) and another

example is a fixed maximum time with in which the service of registering transactions has to be completed.

The successful application of service standards needs regular monitoring. (Zakout, Wehrmann, Törhönen; 2006)

2.5.1.2 COUNTER OFFICES

Counter offices improve orderly interface with the client and reduce bribery. Wellorganized front offices, in combination with clear and short procedures, can therefore contribute significantly to the reduction of corruption and to an increase the efficiency in registering transactions, and thus to customer satisfaction.

2.5.1.3 CLIENT SURVEY

The objective of **c**lient survey is to gain insight in to:

1.   The level of awareness and knowledge of the customers regarding service standards.

2.   Performance of offices in delivering their services;

3.   The degree of client satisfaction with the operation of the system; and

4.   A stakeholder view of shortcomings in the system's functioning.

The survey questions generally focus on the following topics: (The World Bank and FAO, 2006)

• Waiting and turn-around time: the number of visits to the various agencies, and total time spent for solving one issue.

• Official and non-official costs involved: measuring/ surveying fees; registration fees; ... and non-official payments etc.

• Clients satisfaction with the services provided and recommended for investment: in some cases, attention is also given to transactions happening ''out –side ''the system, which are not registered.

2.5.1.4. HOTLINE

The objective of a hotline is to provide the access the public to launch formal complaints to the authority in cases of corruption or misconduct. Complaints can be made by phone, mail or email on such matters as non-compliance with service standards and corruption of staff. The information on how to access the hotline needs to be communicated widely through different mechanisms.

It is important that agencies that have hotlines establish clear procedures to follow up on the complaints and communicate back to the public. This will improve the credibility of the agency and its commitment to dealing with corruption and misconduct.

2.5.1.5. PUBLIC ACCESS TO LAND INFORMATION WEBSITE

Publicly available digital cadastral data and ownership information through the internet can serve several objectives:-

• Reduce time for clients through easy and fast access to cadastral data and land registry information from home or internet cafes.

• Lower costs for clients in the form of fees and informal payments to receive data from cadastral offices and land registries.

• Greater transparency and fewer opportunities for bribery.

Decreased workload for the cadastral and land registry office staff, which allows them to focus on transaction registration and blocking reduction (on those cases where land registration and /or cadastre are

not up to date). The updated and verified cadastral and land registration information can then contribute to greater transparency, clarity and efficiency of the land administration. (Zakout, Wehrmann, Törhönen; 2006

2.5.1.6. PEOPLE PARTICIPATION IN ADJUDICATION AND DEMARCATION

Good governance includes people's participation. A crucial step within the land administration in which the affected residents should be involved is the identification of parcels and their owners and determination of boundaries. Situations where landownership is registered or boundaries are established are: systematic registration, post-conflict situation, privatization of land and post-disaster situations or after from unexpected catastrophes. / The World Bank and FAO, 2006/

2.6. CITIZEN PARTICIPATION IN SERVICE DELIVERY

2.6.1 SOURCES OF CUSTOMER EXPECTATION
These Are Described As Follows

1.   **Personal needs**: any customer or user of a service will have what she /he regards as a set of key personal needs that they expect the service to address. These will vary from service to service and from customer to customer.

2.   **Previous experience many have before: -** Their previous experience will in fact influence their future expectations of the service.

3.   **Word of mouth communication:-**expectations will be shaped by communications from sources other than the service provider itself. This can be family, friends and colleagues but more widely the media and other organizations.

4.   **Explicit Service Communication**:- statements from leaflets of other publicity material can have a direct impact on expectations.

5.   **Implicit service communication**:- this includes factors such as the physical appearance of buildings; example renovation may lead the customer to expect other service aspects to be of higher quality (MORI Social Research Institute, 2002: 5-6).

2.6.2. CUSTOMER SATISFACTION INCENTIVES

Customer satisfaction incentive schemes are increasingly common in a variety of industries. Explanations on how and when incenting employees on customers satisfaction is profitable faced with employee groups including managers who may have shorten time horizons than the firm thinks. Such systems enable a firm to use customer reaction to monitor implicitly how employees allocate efforts between the short and long-term. These system can be used to encourage employee to make tradeoffs that are in the best interest of the firm (Jhon Duncan and Briger, 1994: 327)

Jhon and Briger drove an optimal reward system for equilibrium in which the firm maximizes profits employees maximize their expected utility and customers choose purchase quantities based on initial reputation , employee efforts and prices (Jhon Duncan and Briger, 1994: 327).

Mercer (1992,P.11 cited in Jhon&Briger, 1994: 328) reports that 60 percent of electric and gas utility companies in USA have specific objective for employees that include customer satisfaction targets and that customer satisfaction incentives compensation schemes are most common in the 25 largest companies.

2.6.3 DEALING WITH TIME CONSUMPTION

The manager of service needs to be concerned about when the customers consume the service as he/she is part of the system when consuming it. Many service providers find it very difficult to match demand and supply on all occasions and where demand exceeds supply on all occasions, queuing and reservation systems are put into operation. Customers' feedback highlights the fact that delays in service delivery, often characterized by long queue can have a negative impact on customer evaluation of the services. The ideal solution would be to eliminate queues completely by careful operations management. However, where this is not possible, service providers are advised to change the customers' waiting experience by perception management so that it results in less uncertainty and anger (Steven and Kim, 1995: 140).

Customers become most annoyed and frustrated when they are forced to wait for service without being given an explanation for the delay. Service providers are advised to communicate the customers as quickly as possible about why they are being asked to wait. Where the reason could be clearly identified by customers themselves, for example, waiting for ride at fun fair or to pay for goods at supermarket checkout, strategies must be put in place to make the wait as pleasant as possible for customers. Magazines, which are provided in dentists' waiting rooms for customers to read, and videos played to customers waiting in a queue for a fun fair ride are both examples of tactics used by services organizations to make the inevitable waiting time enjoyable to customers (Steven and Kim, 1995: 141).

2.6.4 TEAM WORK FOR CUSTOMERS' SERVICE

Serving people is both the obligation and privilege to be for customers; it is the foundation for a humane society. In a world that delivers quality service, parents entrust their children's development and welfare to teachers and administrators, patients in hospitals confidentially rely on physicians and nurses to help them recover. People who serve us well enhance the quality of our lives. As professionals, our own sense of satisfaction and success depends upon the quality of service we give to others. For example, leaders can only lead when they have inspired and empowered followers to get extraordinary things done (Dean, 1993: xi).

For an organization, serving customers is a moment of truth an opportunity for the company to demonstrate its credibility and capability (Gronroos, 1990, cited in Dean, 1993: xi) delivering value to customers earns the organization respect and helps ensure that customers will return. It also binds employees together in a meaningful common mission; it is the essence of a shared vision and the ultimate bottom line (Dean, 1993: xi).

2.6.5. VALUE OF SERVICE TEAM

Working together empowers employees. Serving customers' will is a complex task that cannot be performed alone. Individuals need to pool their information, ideas and assistance to solve customer problem.
Employees benefit from talking to each other about how they can satisfy the complex needs of client.

When conflicts and mistrust develop, employees working together are more apt to find ways to reestablish a constructive relationship with the customer (Dean, 1993: 103).

Teams are in a position to use special techniques and strategies to diagnose and improve the quality of service. Shostak, 1984, cited by Dean, 1993: 103) suggests, for example that blueprinting as a tool to manage service quality. The blue print is a graphic illustration and flow chart showing the steps needed to deliver a service.

The blueprint can be used to identify possible fail points, processes most likely to go away and compromise service. Through discussion centered on specific instances of failure, service team members can identify the most problematic steps in the process. The team then rates the fail points by priority and plan remedial actions (Dennis, 1996: 73). Effective team ensures quality services.

2.7. LOCAL GOVERNMENT

Local government means authority to determine and execute matters within a restricted area inside and smaller than the whole state. It involves the administering of services on a local basis by local bodies. The variant local self-government is important in that it emphasis the freedom of the local unit to a greater or lesser degree to decide and act on its own initiative and responsibility. Local government in its true sense is synonymous with subordinate government. A federal system involves autonomous divisions of a country joining for a common purpose but retaining varying degrees of independence (Barber 1978: 1-2). For local governments to serve their customers and satisfy them, the principles of good governance and management must be in place.

2.7.1. IMPORTANCE OF LOCAL GOVERNMENT

The 1998 World Development Report devotes an entire chapter to the importance of local government reform in developing countries, and a widely cited World Bank report states that an effective public sector in a modern developing country depends on the ability of the central government to harness the resources of lower levels of government (Cochrane 1983 quoted in Umeh and Andanovich, 2005: 113). In 1989, the World Bank and the Italian Ministry of Foreign Affairs sponsored two workshops on strengthening local government in sub-Saharan Africa. Participants included delegates from twenty African countries and observers representing numerous foreign aid donors. According to the World Bank, the strengthening of African local governments could be regarded as essential for the rehabilitation of national public finances and hence a means to sustainable growth and development (World Bank 1989: 1, cited in Umeh and Andranovich 2005: 113).

The emphasis on the reform of local governments, especially in the sub-Saharan African countries, is premised on five crucial factors. First, effective local governments are perceived as providing opportunities to involve long-neglected citizens in the decision – making process. Second, mobilization of local governments may be especially important in Africa because many counties have been severely affected by structural adjustment and required cutbacks in central government budgets. Third, local governments have the potential, given Africa's rich local institutional heritage, to help mitigate the negative effects of structural adjustment programs on the poor. In a more empowered form, local governments are likely to be in a better position than the central government to recognize to precise impact of various adjustment policies and to allocate scarce resources where they will help the most.

Consequently that would mean providing the poor with better access to services and infrastructure (Olowu 1989: 1 cited in Umeh and Andranovich 2005: 114).

Fourth, some analysts believe that a local government initiative will be required to tackle the challenges raised by the twin pressures of rapid population increase and urban growth in Africa during a period when the severity of these problems is declining in many other parts of the world (Cochrane 1983 quoted in Umeh and Andranovich 2005: 114).

Fifth, writing on local government and national planning, Peter Koehn concluded that local governments can play a vital role in identifying the pressing needs of local residents, incorporating local priorities into the national development planning framework, and promoting and defending citizen interests at higher level of policy review and budget allocation Similarly, it has been argued that while central government support and coordination is certainly required, local governments must play a more active role in providing adequate public services, promoting population control, and developing a climate conducive to job generation, particularly in secondary cities and small towns where tradition plays an important role in the government – society relationship.

It is clear from this brief review that some key elements are central in defining the role of local governments in developing countries.

These factors are also some of the essential elements underlying the implementation of decentralization and democratization. Local governments have the ability to first, involve local citizens; second, mobilize citizens and resources; third, create a mechanism for empowering local citizens in allocating resources; fourth, develop a system to provide the poor with better access to services and infrastructure; and fifth, provide a climate conducive to the equitable distribution of services and resources. In all, local governments can play an invaluable role in strengthening the process of democratization in developing countries.

2.7.2. SOME ELEMENTS OF PUBLIC ADMINISTRATION THAT ARE IMPORTANT TO SATISFY CUSTOMERS BY LOCAL GOVERNMENTS

If development is conceptualized as an increase in the capacity to influence the future and customers' satisfaction is to be maintained, then there are certain consequences for development administration.

■ First, it means paying attention to capacity; that is, to what needs to be done to expand the ability and energy for change to occur.

■ Second, it involves equity considerations, or the fair distribution of benefits and opportunities among prospective clients.

■ Third, it means participation in the sense that only if people feel empowered will they receive the benefits of development.

■ Fourth, it means taking seriously the interdependence in the world and the need to ensure that the future is sustainable (Bryant and White 1982 quoted in Umeh and Andranovich 2005: 46).

■ Fifth, it involves effectiveness considerations toward the degree to which public services actually reach clients and achieve their intended objectives.

■ Sixth, it involves efficiency considerations-the most favorable ratio of costs to outputs in the range of choices open to the program administrator.

Finally, it involves stability considerations – establishment and maintenance of means for the peaceful accommodation of competing interests among parties affected by development administration.

2.7.3. BUILDING ADMINISTRATIVE CAPACITY

Capacity in government is the process of identifying and developing the management skills necessary to address policy problems. It includes attracting, absorbing and managing financial, human and information resources, in addition to operating programs effectively, and evaluating program outcomes to guide future activities (Umeh and Andranovich, 2005: 47).

2.7.4. CITIZEN PARTICIPATION

Citizen participation is an attitude of openness to the perceptions and feelings of others; it is a concern for what difference a project makes to people's lives; it is an awareness of the contributions that others can bring to an activity. Popular participation is an important dimension in the administration of public services.

2.7.5. DECENTRALIZATION

Decentralization of political and administrative authority is often thought of as a necessary institutional arrangement for the maximization of public welfare. This includes the actual empowerment of local government to create and undertake programs for community betterment (Michie 1989 cited in Umeh and Andranovich, 2005: 48). A widely accepted definition of decentralization is provided by Dennis Rondinelli, John Nellis, and ShabbirCheema (1984: 18-25 cited in Umeh and Andranovich, 2005: 48).

They explain that decentralization can be defined as the transfer of responsibility for planning management and resource raising and allocation from the central government and its agencies to field units of central government, subordinate units, semi-autonomous public authorities or corporations, area –wide, regional or functional authorities, or nongovernmental private or voluntary organizations.

Decentralization is a multi-dimensional concept consisting of the redistribution of administrative responsibilities within the central government from headquarters to field/local administration; the delegation of decision –making and management authority for specific functions to semi-independent agencies such as public enterprises, regional planning and area development authorities, multi-purpose and single-purpose functional authorities, and special project implementation units; and "debureaucratization," or the facilitation of decision-making through political processes that involve political interests rather than through the usual channels (Rondinelli, Nellis, and Cheema 1983,18-25 quoted in Umeh and Andranovich, 2005: 49).

2.7.6. RESPONSIVENESS AND ACCOUNTABILITY

Administrators are confronted by several challenges and dilemmas as they try to be responsive to the needs of the public. For example, questions arise such as: which groups or members of the public should be included in decisions; to whom should administrators be responsive, to the organized public or the unorganized and less visible public; what is the best way to evaluate citizen preferences when they contradict professional training and judgment; and what can an administrator do if organized citizens either veto or dilute a project so that little is done (Uphoff et al. 1979 quoted in Umeh and Andranovich, 2005: 49). Urban centers are considered to be local governments which are assuming the responsibility of giving services to residents. For the purpose of undertaking their activities they have to have a plan.

2.8. LAND MANAGEMENT (LM)

Land management is the regulatory framework, institutional arrangement, systems and processes that encompass the determination, allocation and information concerning land. It includes the determination and condition of approved uses of land, the adjudication of rights and their registration via titling, the recording of land transaction and the estimation of value and taxes based on land and property (Solomon and Rinfied, 2003: 2-3). Let us look at the benefits of land administration in general terms.

2.8.1. LAND ADMINISTRATION SYSTEM AND ITS MAIN COMPONENTS

Land management, whether formal or informal, comprises an extensive range of systems and processes to administer. (FAO Land Tenure Studies, 2002) It is the way in which the rules of land tenure are applied and made operational. According to the most accepted definition worldwide, land administration is the process of determining, recording, and disseminating information about the tenure, value and use of land when implementing land management policies (Dale & McLaughlin, 1988). An effective and efficient land administration system is of vital importance for the government to manage land related issues. Dalrymple (2008) illustrates that the typical essence of land administration system involves public land management, private land recordation and registration, land value assessment, land taxation, land use definition and development application support. Those essences can be concluded as land registration and cadastre, land use planning, land valuation and taxation, land development and Dispute resolution & conflict management.

a.   **Land Registration and Cadaster**is the core component of land administration system which is aimed to record and archive land information (Williamson, 2001). The terms of land registration and cadaster has to be distinguished to avoid the confusion (Zevenbergen, 2002). McLaughlin and Nichols (1989) define land registration as "the process of recording legally recognized interests in land", and cadaster is defined as "an official record of information about land parcels, including details of their bounds, tenure, use, and value". The foundation of a successful land administration system is reliable land records. The important land attributes such as ownership, value, and land use has to be carefully recorded and archived. Each of the attribute of land has its own necessity. The record of land ownership is the basic evidence of protecting tenure security, which is the most important function of land registration; the record of land value can ensure the equity of land taxation and land acquisition; the record of land use can be used to guarantee the efficiency of resource administration (Feder&Nishio, 1998). Meanwhile, land registration and cadastre is meaningful to all citizens. Without official record, they are not qualified to involve in any land use planning and development project. Therefore, establishing a pro-poor land registration and cadastre system is an inevitable activity that must be done by every government.

b.   **Land use Planning** is the systematic evaluation of the potential of land, social economic situation and alternate land use for the sake of optimal land use selection. (FAO, 1993) Generally

speaking, land use planning is aimed at making the best use of limited and scarce land resources. Under the current context of rapid urbanization, land resource becomes very scarce.

c.   **Land Development**, as its name implies, is the process of converting raw land into constructed settlement. It mainly focuses on construction planning, permission, regulation, and implementation. SEMCOG (2003) describes the role of land development as protecting agricultural lands, preserving public open space, managing residential development and so on. Without the support of land development, any land policy or land use plan is not able to be implemented. The tools of land development are various such as land readjustment, land consolidation, land pooling and land sharing. Each of the tools is adapted to different development requirement. For instance, if government wants to upgrade certain settlement, land readjustment or land sharing should be a suitable choice. And if a certain settlement has to be relocated, land pooling is qualified for the task.

d.   **Land Valuation and Taxation** is another important process for the owners and the state to maintain their benefit that came from the land consequently. Land taxation is an annual tax, commonly based on the capital or rental value of real property. In previous centuries, taxes on property formed the most important source of tax revenue for both national and local taxes.The potential significance of property tax is considerably higher for developing countries. Property tax remains an important source of revenue for many local governments. (FAO land tenure studies, 2007)

e.   **Dispute resolution and Conflict Management:** Given the secular forces affecting land values, the magnitude of the resources and the vested interests at stake, and the rapid pace of social and economic change experienced by many developing countries, it may be I to assume that conflicts over land can be avoided. What is more important from the point of view of land governance as well as social justice is to ensure that potential sources of conflict are handled in a consistent fashion rather than on an ad hoc basis and that institutions to resolve disputes and manage conflict are accessible, have clearly defined mandates, and work effectively. (K. Deininger, Selod, & Burns, 2011)

To handle the existed and potential problems, conflict resolution institutions should be legitimate, accessible to most of the population, and legally authorized to resolve conflicts. Additionally the conflicts should not wait for a long time; they have to resolve at the beginning at locally and timely.

2.8.2. GOOD GOVERNANCE IN LAND ADMINISTRATION

Although much has been written about the importance of good governance in achieving development goals, there is comparatively little material on good governance in land tenure and administration. Failings in governance have adverse consequences for society as a whole. By contrast, good governance can help achieve economic development and the reduction of poverty. Good governance matters. (United Nation University, 2002) Land is the single greatest resource in most countries. Access to land, security of tenure and land management has significant implications for development. Land administration provides important parts of the infrastructure for an efficient economy, which means that it touches all aspects of how people earn a living. Land administration through taxes on land plays a significant role in raising revenue for public finances. Through registration and cadastre systems, land administration provides security of tenure and allows people to obtain loans through mortgages. Yet formal land administration systems commonly fail. Customary land tenure arrangements also may not adequately serve citizens – especially when those arrangements are weakened by transition and commercialization.(FAO, 2007)

Experts agree that when land governance is weak, the powerful are able to dominate the competition for scarce land resources. In an extreme form, corruption can occur on a grand scale through "state capture". State capture refers to "a situation where powerful individuals, institutions, companies or groups within or outside a country use corruption to shape a nation's policies, legal environment and economy to benefit their own private interests" (Transparency International 2009). In the land sector this means that those in power may illegally transfer lands to themselves or their allies (FAO, 2002). Or they may implement land distribution policies and laws in their favor.

2.8.3. SOCIAL AND ECONOMIC BENEFITS OF GOOD L A

There are a number of benefits of good LA. According to UNECE, 2007: 1, some are as follows.

1.   Land as a source of wealth and economic success.

No country can sustain stability within its boundaries or economic development within the wider world, unless it has a land right policy that promotes internal confidence among its people, its commercial enterprises and its governments (UNECE 2007: 1)

2.   Social and Economic Benefits of Securing Right in Land

The benefits of effective land registration system are that it will;

🕐   Guarantee ownership and security of tenure

🕐 Be the basis for land and property taxation

🕐 Provide security for credit

🕐 Guarantee the result of judicial procedures relating to land rights, including rights of repossession of land.

🕐 Reduce land disputes.

🕐 Develop and monitor land market

🕐 Protect state land

🕐 Facilitate land reform

🕐 Promote improvement of land and buildings

🕐 Improve urban planning and infrastructure development

🕐 Support environmental management

🕐 Produce statistical data as a base for social and economic development.

3. Facilitating Private Land Ownership and Security of Tenure

The societies which have internal stability and a functioning market economy recognize the need for effective system for registering private land rights. Land ownership, registered in a guaranteed system, facilitates greater mobility, for those who need to move to alternative employment in a new region, or for those whose family circumstances have changed with the passage of time. It makes possible access to secured credit.

The major wealth of families and people is their home, not only as a shelter, but also as a realizable financial asset. Their provides the owner with choices to sell and buy, to borrow against to collateral that the property represents in order to invest or develop, to make provision for future inheritance by his or his family (UNECE 2007: 2).

4. Recording Public Rights in Land for the Wider Benefit of thesociety. Governments will maintain public rights which can affect privately owned land. Appropriate recording and publication of

public restrictions on use of land and buildings are important for the implementation and sustainability of land use plans.

5.   Providing a Basis for Land Taxation

One of the essential features of maintaining national land records is to enable national governments to establish an efficient and equitable basis for raising taxes from those who owns or occupy land and property.

6.   Providing a Basis for Land Management

Appropriate land information is vital for land management, whether that be for developing sustainable agriculture, managing the rapid growth of cities or protecting the environment to mention only a few examples (UNECE 2007: 4).

2.9. URBAN LAND USE

Cities are distinctive ensembles of people business and institutions and are easily distinguished by the number and density of economic social and cultural activates that take place within them. Innovations in building practices including the use of reinforced concrete, allowed large structures to be erected which helped shape the built environment and define the function and pattern of urban land use many of which persist to this day (Harrison, and Campbell, 2001: 2).

Despite the unique attributes of many urban places there are some striking similarities among American Cities. As a general rule, land prices decline with distance from central business districts. Consequently land use intensity increases as one moves closer to the city's center. Even in urban areas with large sub urban commercial developments called edge cities land prices are positively correlated with accessibility (i.e. more accessible parcels of land are more expensive) (Harrison, and Campbell, 2001: 2).

Urban land use comprises of two elements the nature of land use which relates to which activities are taking place where and the levels of spatial accumulation which indicates their intensity and concentration. Central areas have a high level of spatial accumulation and corresponding land uses such as retail while peripheral areas have lower levels of accumulation. (Jean, 1998: 2).

2.10. URBAN PLANNING IN ETHIOPIA

The change in government in 1991 has brought about a major breakthrough in its policy directions through the application of vigorous decentralization move. Accordingly, the traditional planning powers of the central government are decentralized to Regional and local authorities and the general policy direction is that, when urban centers will have adequate capacity, they should be able to plan themselves. In line with the current decentralization process in the country, the prime objective of the   National Urban Urban Planning Institute, which was created by the government, would therefore, be oriented towards assisting urban centers to plan them-selves and ascertaining of technical compliance in the areas of urban planning (Solomon Kassaye, 1999: 6)

2.10.1. NECESSITY OF PUBLIC PARTICIPATION IN URBAN PLANNING

The development of issues of government from a centralized command and control system to a more democratic and participatory approach is an evolutionary process in social development. Transformations   in the system of production and distribution gave necessitated small, autonomous but coordinated operations. Public administration is partly the reflection of the socio economic structure of society. Hence, decentralization of administrative structure has been advocated for as part of the democratization process in various countries.

Decision making on behalf of others requires an explicit system of public participation. Participatory planning, one of the critical elements for the failure of planning in most urban centers in Ethiopia is the lack of participation in planning (NUPI, 2003: 23-24).

2.11. LAND POLICY IN ETHIOPIA

Article 40 of the 1995 Ethiopian Constitution (which concerns property rights) provide that, the right to ownership of rural and urban land as well as of all natural resources is exclusively vested in the state and in the people of Ethiopia. Land is a common property of the nations, nationalities and peoples of Ethiopia and shall not be subject to sale or other means of exchange (Ethiopian Constitution, 1995: 95).

Land is a public property in Ethiopia. It has been administered by the government since 1975 radical land reform. The reform brought to an end the exploitative type of relationship that existed between tenants and land lords. Tenants became own operators with use rights but with no rights to sell mortgage or exchange of land. The change of government in 1991 has brought not much

change in terms of land policy. The EPRDF led government that overthrew the military government (Derg) in 1991 has inherited the land policy of its predecessor. Even though the new government adopted a free market economic policy it has decided to maintain all rural and urban land under public ownership (Mulat, 1999 cited by Samuel Gebresillasie, 2006: 3).

According to NUPI (2003: 7), immediately after the down fall of the Derg, no one was certain what the new government would take regarding land tenure. The Transitional Government of Ethiopia had declared that the issue was settled in the process of developing the new federal constitution.

As a result of globalization and technological advancement along with the prevailing comparative advantage and competition requires the need to change fundamentals of urban land policy and strategic actions. Ethiopia is one of the countries in transition that adopted similar reform on urban land policy and strategy within the framework of public ownership of land. The transformation of urban land holding from permit to lease holding system has been introduced. However the existing lease policy is characterized by lack of limited implementation capacity, public awareness and understanding and absence of land and land related laws which can create a strong supportive role to express land rights. Absence of tenure security right registration, land and property laws and land accumulation act (NUPI, 2003: 48).

2.11.1. URBAN LAND POLICY IN ETHIOPIA

It is obviously known that as there are different ideologies in different countries, there are also different land policies which reflect the balance between the utilization and allocation system with regard to public and private ownership of land.

Under the Emperor regime there was free hold system and private land ownership was encouraged. During the Derg Regime Ethiopians socialist policy entailed nationalization of all means of production.

In addition, government institutions were inefficient to design, direct, execute and manage development related issues of urban land .The absence of compatible and user friendly land management and development system hampers effective administration of urban land following the abolition of military regime in 1991, the new democratic government of Ethiopia worked to transform the national command production system in to market economy. As part of the overall effort to shift the

responsibility of production of goods and services from the government to the private sector, only engaged in facilitating and creating an enabling environment for various sectoral policies and strategies to increase the participation of private sectors involvement. One of the first important steps made by the government is that it has adopted a new land lease policy which, however, has yet not to be fully operational zed and implemented in all regions (NUPI, 2003: 50-51).

Additionally, Ethiopian land tenure experts who are anxious to see the current policy regime reformed often suggest that the alternative to the prevailing system should come from exercises in which the land users assume a decisive role .If LA, through differentiation is used to provide a framework within which local administration and communities could experiment with suitable LA modalities then it might possibly result in institutional learning that could impact policy at macro level. In this manner, it may ultimately help reform the existing tenure regimes through popular participation and operational experience (Solomon & Rein fried, 2003: 9-10).

2.11.2. URBAN LAND DELIVERY SYSTEM IN ETHIOPIA

Urban centers in the country range between the federal capital where millions live and those tiny settlements which can be confused for rural villages. As such, they have different needs and capabilities. Therefore, the urban centers need to be clustered and generalized according to some common attributes if any meaningful intra-urban differentiation that also takes into account the possibility of giving capacity building support in the form of broad land administration framework and other technical expertise are to be made.

The phasing modality which is of necessity, in use in the ongoing municipal decentralization endeavor could be of help in distinctly identifying a town or a group of towns with similar land administration concerns and target the same in a bid to assist them find feasible urban management models including systems of LA, systematic, durable and all-encompassing grouping or clustering is, however, better achieved by establishing urban hierarchy (UH) as a precondition for differentiation. The UH would systematically and comprehensively characterize, rank, categorize and designate urban centers and provide an overall framework for area specific development interventions.

Approaching the task in this manner, one could clearly see distinct systems coming up in the federal capital, the special city administrations, large state capitals and other cities of similar

stature, emerging urban areas, rural towns etc. In short, differentiation based on UH can be considered to help figure out LA arrangements for urban areas. Implicit in this thought is the assumption that land delivery mechanisms of a specific location are directly related to the position of the place in the UH. Land delivery mechanisms, being the functions of land policy, demonstrate that the latter is still the underlying rationale that dictates LA. In the end, urban areas where advanced systems are required and places which could be served with intermediate or less sophisticated systems will be easily and markedly identified to be followed by a specification of LA in urban Ethiopia, the same global phenomena are at issue (Solomon & Rein fried, 2003: 11).

2.12. LEASE HOLDING SYSTEM AND INTERNATIONAL EXPERIENCE

For the prevailing land development and management practice an appropriate efforts have been made on the Ethiopian urban land lease policy to undertake and establish a platform for effective land management system. As a whole, the system reinforces the distribution between buildings as a private property and land as being only capable of the ownership by the state (UNECE, 1996: 47). The system also responds for those who raise the issue that the lease policy does fit with free market economic policy. Research experts in sector and relevant literature revealed that in a country where land admission is based on lease policy should address and understand there is bundle of rights on land, therefore, in a situation where bundles of rights are reflected due to the various beneficiaries and characteristics of the urban land management system, the need to create and facilitate policy and legal framework is necessary to fulfill other land related rights (UNPI, 2003: 53).

International experience and literatures also reveals that Ethiopia the structure and the contents of urban land lease policy is not that much different from China and Hong Kong which is quoted as the best practices of the world (UNPI 2003: 53).

2.13. URBAN LAND ACQUISITION PROCESS AND EXPROPRIATION

Urban land acquisition process begins by selection and prioritization of appropriate area for development through changing the agricultural land to urban use or through redevelopment program. Land to be used effectively for urban development purpose, the acquisition process should at least be supplied by compensating, resetting as well as rehabilitating the farmers through different mechanisms of providing incentives. Similarly, in most inner part of the urban center of Ethiopia the land acquisition process does not appear to be guided by national principles and frameworks, inconsistent application including constitution, what criteria and factors have to be involved in the case of

compensating use right from the specific plots, there are no standard land acquisition tools and norms in accordance with the existing situation of various regions (NUPI, 2003: 63).

Currently, the policy directives, major principles of land acquisition and the different regional states regulations and guidelines dealing with expropriation through compensation, rehabilitation and urban resettlement packages are vague. This situation has created its own legal uncertainties. It is evident in the number of expropriation cases that have been taken to courts. The overall existing policy principles, however, appear to be that the land acquisition process through expropriation is expected to be practical in the public purpose (NUPI, 2003: 63).

2.14. DEMAND AND SUPPLY FOR URBAN LAND IN ETHIOPIA

Land supply is one of the critical issues of land development and management system. In every urban centers of Ethiopia it has been a major bottleneck. The existing realities in many urban centers reveal that it has restricted the realization of a variety of development vision of the centers. Past and present experience show that detail land use plan preparation land acquisition (expropriation) and development of land with services lag behind the allocation and delivering system due to various policies, legal, institutional and procedural problems. The Addis Ababa City government's 5 years development strategy recommends and planned to provide pro-actively developed land from 7000-10,000 plots/year. Considering the amount of backlog and the coming needs, the recommended supply of developed land is still much lower, compared to the prevailing effective and future demand of 438,000 plots for the next ten years. Sources in different regions and city administration and bureaus indicate that land use and detail plan preparation, land acquisition process and land development activities which include major infrastructure provision substantially, reduced the capacity satisfy the effective urban land demand in various urban centers (NUPI, 2003: 63).

Different regions, towns and city administration wish to ensure the supply of sufficient developed land in a well located expansion and inner city areas for investors, residents, businessmen and also try to develop a system to increase and satisfy the prevailing effective land demand (NUPI, 2003: 67).

One study made on the problems and prospects of housing development in Ethiopian found out that there is a substantial imbalance between the demand for and the supply of housing units in Addis Ababa. Accumulated demand for residential housing on the one hand and the low supply of residential land on the other have pushed prices beyond the reach of the majority of residents in the country

including Addis Ababa. According to this study, overcoming the housing problem, hence, requisites efforts in three main areas: housing demand, housing supply and institutional framework. Improving these areas, in turn, requires the combined efforts of the government of Ethiopia, regional administrations and donor agencies taking the view that overall development of the economy is crucial for the housing development in Ethiopia (Abraham, 2007: 1).

2.15. IDENTIFICATION AND DEFINITION OF GOOD GOVERNANCE PRINCIPLES FOR LAND ADMINISTRATION

This section is meant to find out the principles of good governance within land administration system. Up to now, various organizations and academics have developed their own principles for good governance. Worldwide Governance Indicators (WGI) categorize the principles of good governance into six dimensions, namely voice and accountability, political stability and absence of violence, government effectiveness, regulatory quality, rule of law and control of corruption (Kaufmann, Kraay, &Mastruzzi, 2010) cited in (L. Qian, 2014). Ibrahim Index of African Governance (IIAG, 2014) summarizes the principles into four overarching categories – safety and rule of law, participation and human rights, sustainable economic opportunity, and human development. Meanwhile, Urban Governance Index (UGI) has defined effectiveness, equity, accountability, participation, and security as the principles of the framework (UNHABITAT, 2004b). Moreover, United Nation development Programme defines the principles of good governance as participation, rule of law, transparency, responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency, and accountability (UNDP, 1997). In addition to this, indexes from International Development Association (IDA), The Asian development bank (AsDB), The African Development Bank (AfDB) were considered. (See table 2.1, p.23) Comparing with the mentioned principles from different frameworks, it is obvious that the content is similar to some extent. Due to the time limit and overlapped content, it is not possible to select all the principles for this assessment.

In terms of the particular emphasis of certain land administration system, the selection of principle of good governance has different priority. For example, a land administration system which is aimed to promote economic development certainly has different priority of good governance than the system designed to improve the aspect of pro-poor. Thus, under the purpose of reversing the customer service problems, five most representative principles have been selected based on summarizing existing principles of good governance from different indexes and guidelines. These principles are effectiveness

& efficiency, transparency, accountability, equity and public participation & responsiveness. The relevance of each principle is discussed below.

Equity implies that all the human beings, including economically weak groups, children or elderly, women, and minorities, have the right to unbiased access to basic necessities

(UN-ESCAP, 2006). It is one of the most important principles that relates to every citizen. Frequently, the conflict between the service provider office and the customer is triggered by the unequal treatment. Once the customers feel that they are marginalized and do not have equal right in the society, they start to fight for their right. Therefore, whether customers are equally recognized by the state land administration agencies is the prerequisite of settling the dispute of equal treatment of customers. Meanwhile equity refers to the institutional priority and financial subsidy for the poor people, and it also implies the prevention of illegal property grabbing by the elite groups (Graham, Amos, & Plumptre, 2009).

Transparency implies that the process of decision making and implementation has to be done in an open manner, and the information of decision making and implementation should be freely and reliably accessible to those people who will be directly affected by those decisions (Graham et al., 2009) cited in (L. Qian, 2014). A land administration complying with the principle of transparency can deter the corruption effectively and improve the standardization of service procedure. Applying transparency can positively affect the condition of customers as well. If the affected customers are able to receive the information about related policy or planning, they get the opportunity to negotiate with the government body and even involve in the process of decision making and implementation to defend their right. Furthermore, the acceptance of transparency can also show the promotion of anti-corruption. Once the process of land related service is transparent, the chance of asking for informal payment will be reduced.

Accountability is mainly concerned with that governmental institutions have to be accountable to the people who are influenced by their decision and activity (Scott & Wilde, 2006). The responsibility of government body has to be clearly defined and that responsible body has to be answerable to its decision and activity. With regard to the significance of accountability to affected customers, if there is not any clearly mandate of who should take the responsibility for the damage, the governmental institutions will not have enough consciousness to take the initiative. Meanwhile, once land owning customers are treated unequally or evicted without enough compensation from their holding, the responsible body has to be accountable for its misbehaved decisions and the negative act.

Public participation and responsiveness shows the promotion of representative democracy and decentralization of authority (UN-ESCAP, 2006) and the provision of necessary response for the request of customers/service recipients. It also imply client orientation and responsiveness through improved access to information, customer surveys to measure customers' satisfaction and hotlines to enable customers to report corruption and misconduct. Public, especially the vulnerable groups should be involved into the process of decision-making. It is necessary for the vulnerable service recipients to take part in the important decision-making of planning or policy which is directly related to their community. Currently land administration system in most of the developing countries is a centralized system. Government is the only institution to manage land related issue. However, with the increasing awareness of political involvement, government is shifting to governance which depends more on negotiation and cooperation with civil society and private sector (Louw, van der Krabben, &Priemus, 2003). In order to reverse the problems that might face the customers, it is necessary for the government to initiate the participation among civil society, private sector, and other interested parties. For solving the service problem, the "bottom-up" strategy shows more effectiveness than the traditional "top-down" strategy to stimulate the initiative of grass root level.

Effectiveness and efficiency implies that the services and results of land administration system have to meet the requirement of society while making the optimal use of social resources (Graham et al., 2009). It is reflected by the rapid reaction time of system, simple and short procedure, affordable service cost and so on. Once land administration system remains effective and efficient, government is able to improve the service delivery to land tenure owners and reduce their service cost.

These principles of good governance within land administration system are the major dimensions of this evaluation. It can be treated as the benchmark to evaluate whether the existing land management system in the sub city in line with good governance.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 RESEARCH APPROACH

Research approaches are strategies of inquiry that provide specific direction for procedure in a research design. Creswell (2003) classified scientific research approaches into three: quantitative, qualitative and mixed research. Qualitative research seeks to describe various aspects of social and human behavior through particular methods such as interview, observation, focus grouping and so on. Quantitative research is the systematic and scientific investigation of quantitative properties and phenomena and their relationships. Whereas, mixed research approach involves collecting and analyzing both quantitative (numeric) and qualitative (descriptive) forms of primary data in a single study (Creswell, 2003).

Accordingly, this research adopts mixed approach in addressing the research question raised. The use of quantitative approach may be to evaluate/measure perception of customers and employees about the practice of good governance and its relationship with customers' satisfaction (Bhattacherjee, 2012). On the other hand the deployment of qualitative approach i.e. Key informant interview is to ascertain or triangulate and complete the information obtained from employees and customers.

3.2   RESEARCH DESIGN

As marczyk, Demattew, Festinger (2005) stated a case study involve an in-depth examination of a single entity to provide an accurate and completed description of the case. As stipulated in the research objective, in this research it was targeted to assess the practice of good governance in Akaki-Kalitisub city and its customers' satisfaction; to this effect a case study has been selected as a research design.

According to Bhattacherjee (2012) research design is a comprehensive blue print, which specify the data collection process, the instrument development process and the sampling process. In relation to this, the research conducted with a mixed mode designs that combine features of qualitative and quantitative insights and collect both types of data. According to Creswell (2003) mixed method approach is a relatively new approach which makes use of different forms of data that enables researchers to create understandable design out of complex data. The required data for the research collected using a structured questioner, and in-depth interview conducted to collect data from the responsible managers. In addition, secondary data was used to conduct documentary analysis.

3.3   RESEARCH METHOD

In line with the knowledge claim research approach and design proposed a cross-sectional survey method has been used to solicit respondents and collect the primary data necessary for statistical analysis. The most common research methods in quantitative approach are experiment and survey (also called field survey) methods. (Bhattacherjee, 2012). A survey capture snapshots of practices, beliefs, or situations from a random sample of subjects in field settings through a survey questionnaire or less frequently, through a structured interview (Bhattacherjee, 2012). It is known that surveys can be divided into cross-sectional and longitudinal survey. Specifically, cross-sectional survey involves the collection of information from any given sample of population elements only once and at some point in time. Whereas in case of longitudinal studies identical sample of population element is measured repeatedly over time. Broadly speaking, surveys are acclaimed for their external validity (generalizability) but lack rigor in internal validity and are susceptible to social and respondent's bias (Bhattacherjee, 2012).

Despite the limitation mentioned the primary data was collected through a field survey since most of researches on services have adopted such method. In addition, qualitative approach used particularly, In-depth interview employed to collect data from responsible respondents and to triangulate the obtained data and to mitigate respondents' biases.

3.4   SAMPLE DESIGN

Sampling is the statistical process of selecting a subset (called a "sample") of a population of interest for purposes of making observations and statistical inferences about that population (Bhattacherjee, 2012). The sampling design process starts with defining the target population and subsequently, the sampling frame, method of sampling, sample size and procedure. Each of this stage is discussed in the next sub sections.

3.4.1 TARGET POPULATION

The target population is a group of people or organization or any other entities that the research/researcher is attempting to make a valid inference and generalization about. The inference and generalization is based on statistically and logically representative study population that the researcher is investigating directly and indirectly. In our case, Akaki-Kalitisub city land development and management office is established to address land development & management issues at local level. There are seven offices under the land development and management office of the sub city. The Land Development and Urban Renewal Office is one of them. This office has different responsibilities; to

undertake those responsibilities, the office is organized with two work processes, namely: Land preparation and construction integration & compensation. The first work process provides its service; it prepares land plots for different purposes such as lease auction, governmental or non-governmental organizations. This work process has also responsible to play an integral role on coordinating both social & physical infrastructure construction projects. The second work process provides services related with compensation, relocation & rehabilitation services.

Hence, the study populations were specifically focus on the customers of Akaki-Kalitisub- city land development and management office; especially, Land Development & Urban Renewal office customers and its employees.

The total number of the study population of the customer side in the area of concern is 7,770; and this is assuming in the following categories namely:

➢ **Preparation of land for different projects**

8 projects with the total size of project's land area of 450 ha will be implemented in one fiscal year, 2008. Taking the sub-city population density per hectare, i.e. 16.3 inhabitants/ha, we calculate the total number of land owners in these project areas is estimated about 7,200 households.

➢ **Compensation, relocation & rehabilitation in expansion areas**

Compensation payment for 200 households, provision of 100 relocation land ownership certificate, compensate housing services for 50 resettles, rehabilitation services for 160 households and clear 60 relocations for renewal purpose i.e. number of owners that the office plans to relocate and give the compensation service on the fiscal year.

Additionally, the total number of the study population of the employee is 52 personnel of the sub-city's land Development & Urban Renewal office.

3.4.2. SAMPLING METHOD

This research used probability sampling. The participants of the survey were selected using a random selection method. Specifically by using probability proportionate to size (PPS) method. The intention to utilize this method is to differentiate the respondents in to land preparation and compensation & relocation service customers; and the survey was conducted by distributing questionnaires through their respective service work process offices. For the inquiry of employees has been used also simple random method.

3.4.3. SAMPLE SIZE DETERMINATION

This research has applied formulas to calculate a sample size the third alternative to determine the sample size. In determination of sample size by applying formulas, two issues should be considered; confidence level and error term. Most researchers use the 95% confidence level. (Survey system-2011) In this study the sample size is derived from standardized sample size calculator software considering 95% confidence level and 5% of error margin.

The populations of the study were residential customers and employees of Akaki-Kalitisub-city land development and management office. In the sub-city's land development and management office there are seven departments. From these seven departments; Land Development & Urban Renewal office selected intentionally. The office has abundant number of tenure holders both long standing and potential or prospective settlers with intense and active work situation. This enables the researcher to get sufficient number of respondents with different variety, suitable environment to examine the practice of good governance and its relationship with customer service.

The total population is customers of Akaki-Kalitisub city Land Development & Urban Renewal office in 2008 EC fiscal year, which are 7,770 in number. Out of this sample frame, sample size of 155 has been selected; i.e. the target sample size was set for (n=155). In addition to this, to get information from the employee respondents for the intended study, out of the total population of employees i.e. 52 in number, 5 (only by taking the targeted office workers: since they are well aware of this specific area of study) employees has been selected by using simple random sampling system.

3.4.5 SAMPLING FRAME

The sub-city's land development and management office and its customers, specifically   the Land Development & Urban Renewal office customers were obtained; this include customers that has been categorized as land preparation & construction integration customers and compensation & relocation customers. Additionally, front office and back office personnel of the office also incorporated in this sampling frame.

3.5. DATA SOURCES AND DATA COLLECTION TOOLS

In order to achieve the objective of the study already stated, both primary and secondary data obtained from different sources were employed. The primary data was collected through different data collection instruments like questionnaire and key informants' interview. The detail of each primary data collection instrument is described as follows.

✓   **Questionnaires:** Primary data was collected mainly using questionnaires for customers and employees of the office. Most questions in the questionnaire were closed-ended questions and contain different parts like: demographic characteristics of the respondents, questions related to the exercise of good governance based on predetermined dimensions and items of good governance and a question related to overall customer satisfaction. However, opportunities were given to the employee respondents to say more through open-ended questions. The questionnaires was translated in to Amharic and pre tested on 10 sample respondents to confirm its consistency and time required to fill it. Based on the pre testing result obtained, the questionnaires schedule and contents will be amended.

✓   **Key informants' interviews**: key informant interview was conducted to collect primary data. With regard to this primary data collection instrument, semi-structured interview will be conducted with the office officials. Secondary data that relevant to the study had been collected from various published and unpublished sources of the sub-city, the city administration land development and management bureau as well.

✓   **Observation**: This data collection instrument was used to see the real situation of the enterprises. Using this method, the researcher had exposure to see different issues like work procedures, customer handling, environmental situations and the like.

Secondary data was obtained from sources such as documents, periodicals, publications, and etc., relevant to the study were collected from different the bureaus of capacity building and Land Development and management of the city administration.

3.6. DATA TYPE AND MEASUREMENT SCALE

Measurement is often viewed as being the basis of all scientific inquiry, measurement techniques and strategies. Measurement can be defined as a process through which researchers describe, explain, and predict the phenomena and constructs of our daily existence (Kaplan, 1964; Pedhazur&Schmelkin, 1991) cited in (Marczyk et al, 2005). There are two basic types of data: quantitative and qualitative. This research will utilize quantitative data that would be generated by a cross-sectional survey questionnaire and qualitative data will be collected by key informant interview.

Quantitative and qualitative data are measured by measurement scales. Measurement scales/rating scales refer to the type of attribute values that an indicator can take (Bhattacherjee, 2012). Likert scale is employed for this study in the data collection instrument. Likert scale is a very popular rating scale for measuring ordinal data in social science research (Bhattacherjee, 2012). Therefore, in this research respondents were asked to rate each item on a Likert-type scale by assigning a value of 1= (strongly disagree) to 5= (strongly agree), as suggested by Bahia and Nantel (2000).

The survey questionnaire, the first part contains demographic/background questions, the second part contains questions related with good governance which contains principles/dimensions with their indicators that extracted and adopted from Land Governance Assessment Framework/LGAF/ (Deininger, Selod, Burns; 2012) and the citizen charter of Addis Ababa land development and management bureau (AALDMB, 2013). All section items were measured on Likert five point scales except the general characteristic/demographic section, which is mostly categorical data.

3.7. Validity

Validity is the extent to which a measure adequately represents the underlying construct that it is supposed to measure (Anol Bhattacherjee, 2012). In other word construct validity addresses the likelihood that we are measuring the very thing we want to, rather than other relatively similar or related construct.

To assure the validity of the measurement scales of the questioners, the researcher has been collected the data by questioners that developed based on the comment from expertise advisor. Additionally, the pilot study was conducted on ten participants that could be representative of the sample population and also are believed to be in a position to provide relevant inputs in the improvement and revision of the data collection instrument.

3.8. METHOD OF DATA ANALYSIS

The primary data will be collected from the survey questionnaire was analyzed on statistical package of SPSS. The descriptive and parametric inferential statistics test and analysis were used in the data analysis. The specific techniques are defined below;

o **Frequency and Descriptive statistics**: Were utilized to profile and describe the survey respondents' characteristics.

o **Measure of central tendency and dispersion**: To measure and identify the perception of customers and employees of the sub city's land development & management office on practice of good governance and customers' satisfaction on the service delivery based on the score on each of good governance dimension items.

o **Pearson Bivariate correlation**; to assess the association between good governance principles with the overall practice of good governance and overall customer satisfaction correlation will be employed.

Additionally to analyze the primary data narrative analysis has been utilized in order to address the research questions raised.

CHAPTER FOUR

4. DATA ANALYSIS AND DISCUSSION

In this chapter the researcher has attempted to address the research questions raised in chapter one by thoroughly analyzing and interpreting the quantitative data collected from customers and employees of Akaki-Kaliti sub city land development and management office, specifically, customers and employees of Land Development & Urban Renewal Office. The data was collected at the counter /front office/and back offices of tenure administration desk and non-documented owners' services project desk office on the data collection instrument/questionnaire/. The questionnaire is piloted and refined to represent the context of the land development & management office operation. Three Hundred Eighty (380) questionnaires were distributed to customers; from this 80% for documented tenure owners and the rest 20% for the non-documented owners. Out of these, 297 questionnaires were returned and entered to SPSS version 20 for the statistical analysis. The questionnaires returned back were a little bit higher than 297 but some of them were deemed to be void because of too many missing values. In total the researcher has collected around 80% response rate.

Additionally to solicit the employees views 30 questionnaires were distributed and 25 of them were returned.

4.1. VALIDITY AND RELIABILITY OF SCALE MEASURES

4.1.1. VALIDITY ANALYSIS

The validity analysis of the measurement instrument was based on pilot study on ten selected respondents that can be representative of the sample population and also are in a professional level. Some of employees of the office that cooperate on data collection are also in position to provide relevant inputs in the improvement and revision of the data collection instrument, so as to make it more customized to the land development & management environment. The respondents of the pilot study were provided with the original questionnaire and have rated their extent of agreement/disagreement on the statements of the questionnaire. Furthermore, they have pointed out the shortages of the original data collection instrument by rendering critical suggestions, which are incorporated by revising the survey questionnaire.

4.1.2. RELIABILITY ANALYSIS

The reliability measurements were calculated on customers' side questionnaire for the Good Governance and overall customer satisfaction items of the primary data set by applying internal consistency measurement (Cronbach Alpha). The total average interties correlation/Cronbach alpha coefficient of Good Governance was computed to be ($\alpha= 0.956$). The values of alpha is close to one (1) indicating a salient level of reliability and well beyond the cutoff point ($\alpha \geq 0.7$). (Leary, 2004)

Case Processing Summary (customer's side Good Governance)		N	%
	Valid	145	96.6
	Excluded [a]	10	3.4
Cases	Total	155	100.0
a. List wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.956	32

Table 4.1.2.Reliability Statistics

Table 4.1.2.Case Processing Summary

Case Processing Summary(Employee side good governance)		N	%
	Valid	5	100.0
	Excluded [a]	0	.0
Cases	Total	5	100.0
a. List wise deletion based on all variables in the procedure.			

Table 4.1.2.CaseProcessingSummaryEmployee

In addition to this, for the employee side questionnaire, the reliability measurements were calculated for the Good Governance items of the primary data set by applying internal consistency measurement (Cronbach Alpha). The total average inter-item correlation/alpha coefficient of Good Governance was computed to be ($\alpha= 0.801$).

4.2. PROFILE OF RESPONDENTS – CUSTOMERS

The questionnaire of the customer side administered to respondents has had four general information questions with respect to age, sex education level of the respondent, and his /her type of tenure ownership.

Graph 4.2 Age, sex and Academic qualification of respondents

Age catagory of Respondents

23.20%, 24%

0, 0%

7.70%, 8%

24.90%, 25%

41.80%, 43%

■ 20-35   ■ 36-50   ■ 51-65   ■ 66-80   ■ 81 & above
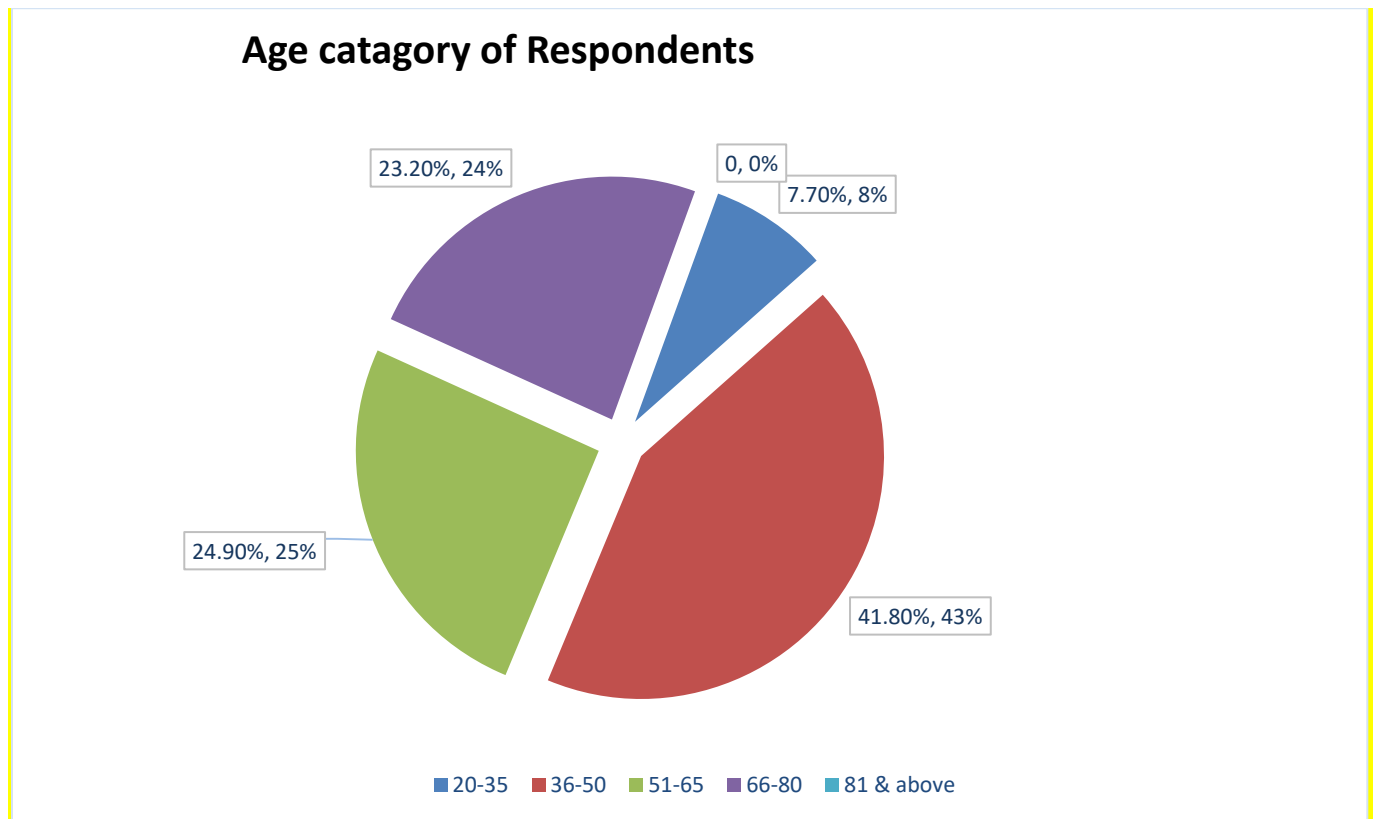
Graph 4.2 gender of respondent
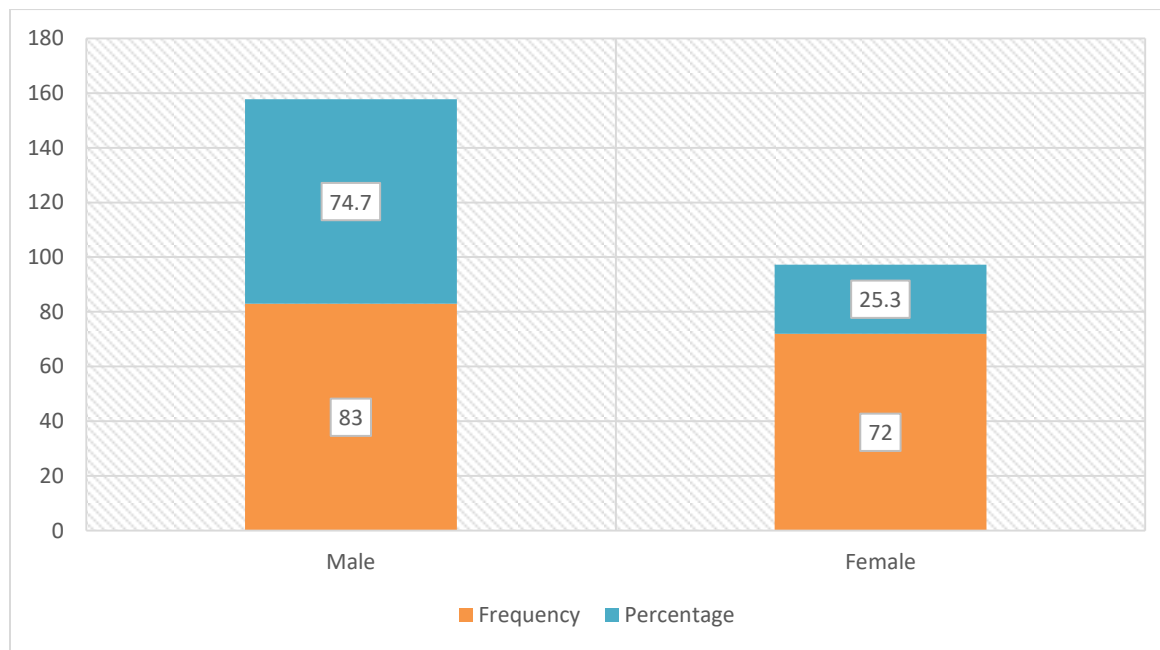
Academic Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
	Below high school	36	23.6	23.6	223.6
	High school	55	35.4	35.4	35.4
	Diploma	39	24.9	24.9	83.8
	Degree	20	13.1	13.1	97.0
	Masters	5	3.0	3.0	100
Valid	Total	155	100	100	

Source: own survey data, 2016.

Table 4.2 academic Qualification

4.3. EVALUATION OF GOOD GOVERNANCE DIMENSIONS AND OVERALL CUSTOMERS' SATISFACTION

4.3.1. EVALUATION OF GOOD GOVERNANCE DIMENSIONS

4.3.1.1. EFFECTIVENESS & EFFICIENCY

The evaluation of Effectiveness & Efficiency dimension is based on the average respondents rating of the first ten items (See Table 4.3). The descriptive statistics points that overall mean of the dimension was computed to be 2.213 with a standard deviation of 0.64722. The standard deviation shows that how diverse are the responses of customers for a given item or construct in proportion to the mean value.
The deviations in this case are very low in comparison with the average point, signaling the accurate representation of the observed data by the mean values at item and dimension level.

Even if, the tenure administration office seems comparatively scored better results on the items of Prompt provision of substitute land documents (m=2.50) and The office has standardized service quality (m=2.50); their mean value still less the cutoff point. Additionally, others items like; having One-stop-shop service (m=2.43), competency in managing legal matters (m=2.36), Ability to Convince all settlers to comply with redevelopment programs (m=2.35), Separation of ''front-office '' and ''back-office'' (m=2.31), Complete availability of competent personnel (m=2.15) and Availability of accurate, integrated & computerized land information (m=1.95) are lower than the average score. And the mean scores for items such as fast and simple access of land registration (1.79) and providing the overall service on time as per the service standard (1.78) were very low.
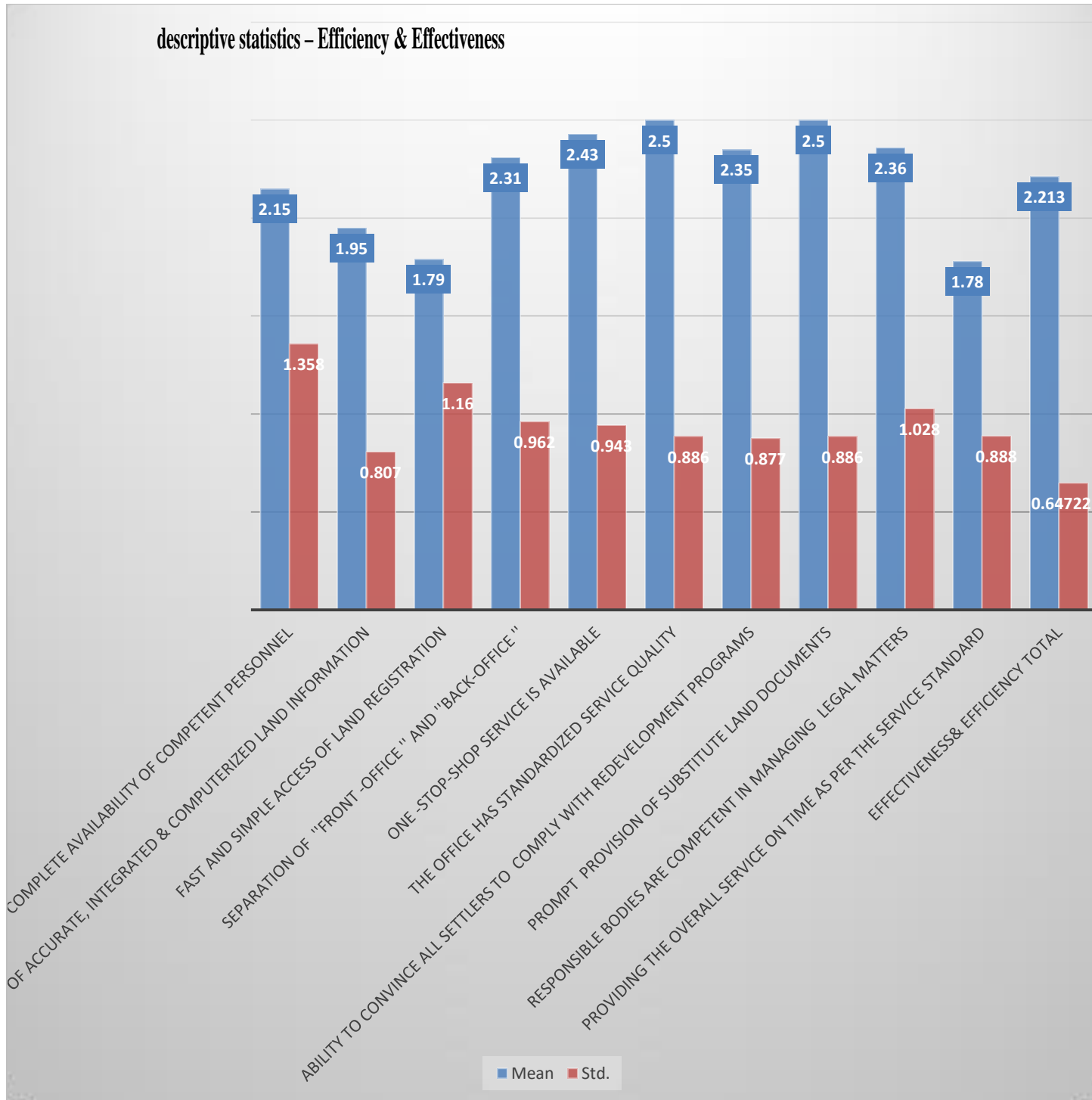
Graph 4.3.1.3. Efficiency & Effectiveness

Table 4.3.1.3 descriptive statistics – Efficiency & Effectiveness					
	N	Minimum	Maximum	Mean	Std. Deviation
Complete availability of competent personnel	155	1	5	2.15	1.358
Availability of accurate, integrated & computerized land information	155	1	5	1.95	.807
Fast and simple access of land registration	155	1	5	1.79	1.160
Separation of ''front – office '' and ''back- office ''	155	1	5	2.31	.962
One –stop-shop service is available	155	1	5	2.43	.943
The office has standardized service quality	155	1	5	2.50	.886
Ability to Convince all settlers to comply with redevelopment programs	155	1	5	2.35	.877
Prompt provision of substitute land documents	155	1	5	2.50	.886
Responsible bodies are competent in managing					

legal matters	155	1	5	2.36	1.028
Providing the overall service on time as per the service standard	155	1	5	1.78	.888
Effectiveness& Efficiency Total	**155**	**1.00**	**5.00**	**2.213**	**.64722**

Table 4.1.3.1. Descriptive statistics   Source: own survey data, 2016

In general, the score with the maximum possible score being 5, but the actual average mean score is less than half, (i.e. 2.213) this imply that customers of the office perceive the service provision is neither efficient nor effective based on the results of specific items of the dimension service recipients did not satisfied.

When we consider the key informants response, most of their answer approves what customers and employees perceive. (E.g. inefficiency related to on time service delivery apparently related to lack of recognition to the service standards. Issues related to the employees' incompetency is due to the office's ignorance on building capacity of its employees. Additionally, absence of accurate, integrated and computerized land information is also has an impact on the efficiency; and the influence of inefficiency on the service delivery pose a negative impact on the effectiveness of the office's service delivery. The researcher also observes such in consistencies at the time of data collection.

4.3.1.2. TRANSPARENCY

The descriptive statistics points that overall mean of the transparency dimension was computed to be 2.080 with a standard deviation of 0.7554. The deviations in this case are also relatively low in comparison with the average point, signaling the sound representation of the observed data by the mean values at item and dimension level.

Based on the evaluation, all items of the transparency dimension score are below the cutoff point. To show specifically; Multi-dimensional information access (m=2.37), Open and detail service procedure (=2.17), and Easy and understandable instructions of services (m=2.15). The item of Communicating newly enacted related laws, directives, charters, codes etc… to the public (1.63) was very low relatively the previous three items.

Based on the overall mean (i.e. 2.080) this dimension evaluated unsatisfactory.

This implies that, the office is not in compliance with transparency principle due to the failure to deliver up to date, easy, and variety of information as intended. This is because either the office (the bureau) lack a capacity (financially, technically etc.) or lose its political /leadership commitment. So, the evaluation by customers has an implication they were victims or vulnerable victims due to lack of transparency.

As the data analysis, the key informants' opinion confirms that the office's information provision of the office and also the central bureau is so weak and outdated. Despite, there are some attempts to disseminate land related information on the web site of Addis Ababa city administration integrated land information center; it is limited at providing the generic information and it is at infant stage. At the office level the information has been disseminated by posting on billboards and sometimes by distributing through flyers. Other ways of information dissemination is not practical. This imply that, weak practice of transparency prohibit service recipients to know what is going on and to act fast before to be a victim. Due to this they lose the opportunity to negotiate, suggest and appeal before decisions made.
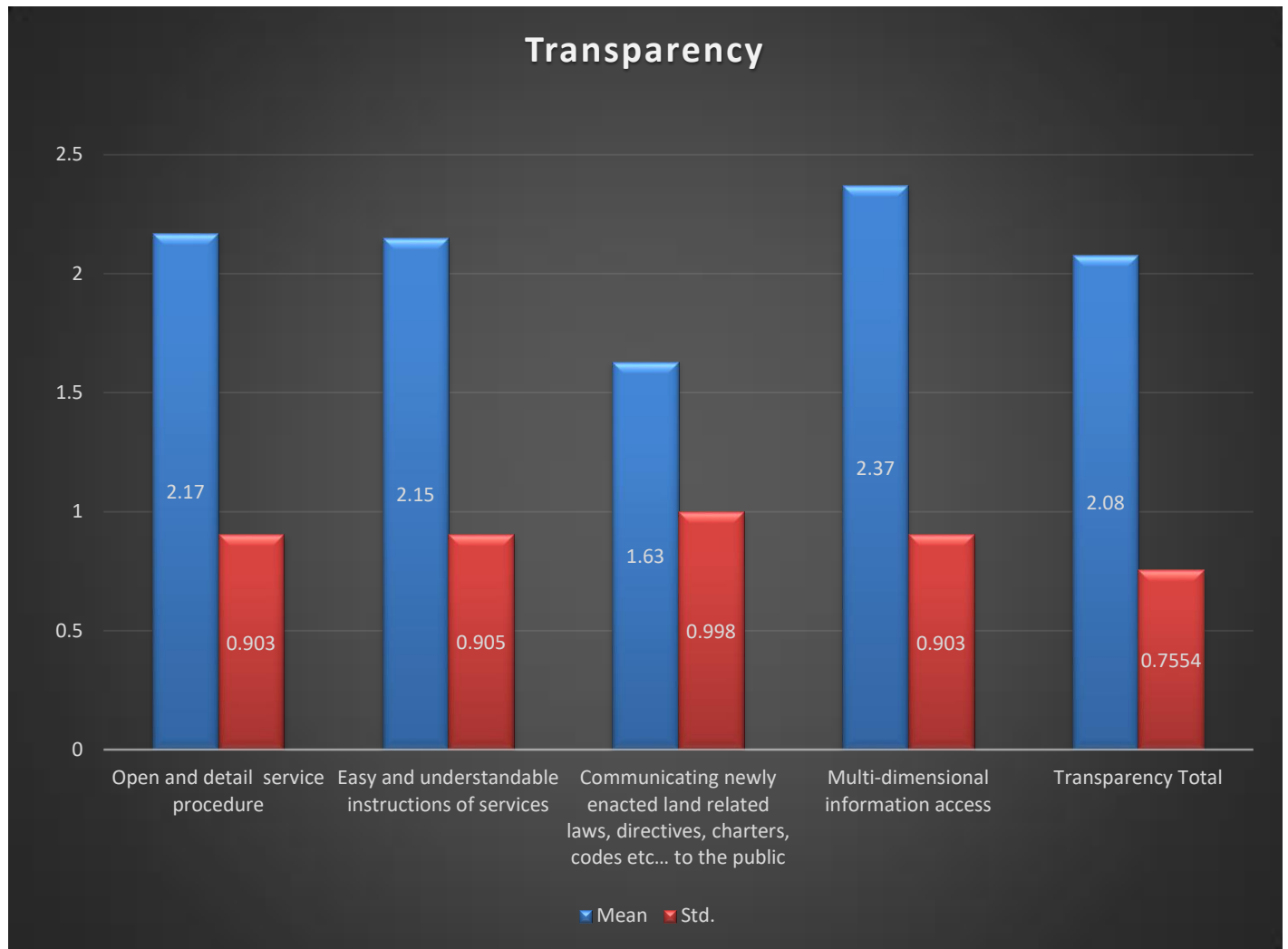
Graph 4.3.1.2. Transparency

	N	Minimum	Maximum	Mean	Std. Deviation
Table 4.3.1.2 descriptive statistics – Transparency					
Open and detail service procedure	155	1	5	2.17	.903
Easy and understandable instructions of services	155	1	5	2.15	.905
Communicating newly enacted land related laws, directives, charters, codes etc… to the public	155	1	5	1.63	.998
Multi-dimensional information access	155	1	5	2.37	.903
Transparency Total	**155**	**1.00**	**5.00**	**2.080**	**.7554**

Source: own survey data, 2016

Table 4.3.1.2.Descriptive statistics – Transparency

4.3.1.3. ACCOUNTABILITY

The dimension of Accountability has five items regarding Availability of code of conduct for staff; Regular evaluation on performance of employees, Availability of Complaint receiving system, Answerability of officials for the effect of their decision and Availability of motivation and de-motivation based on the performance of employees (See table 4.5).

The mean score of five items and the overall accountability dimension have gained scores of 2.54, 1.77, 2.20, 2.17 2.05 and 2.146 respectively. The score shows that the office has to work to strengthen the accountability system to maintain answerability of officials and employees for their doings.

The responses of key informants show that there is well organized compliant receiving system. The office receives complaints through complaint boxes, note books, and complaint forwarding formats. Moreover, it can be considered as good practice for other service giving institutions. But the customers do not participate actively. Particularly, providing comments in the boxes and note books; this might because customers didn't gate prompt decision through it. From this response one can consider that there is no genuine systems that address problems of service delivery. Due to this weak practice of accountability, the office's good governance practices loosen its positive impact on customers' satisfaction.

Table 4.3.1.3. descriptive statistics – Accountability					
	N	Minimum	Maximum	Mean	Std. Deviation
Availability of code of conduct for staff	155	1	5	2.54	.748
Regular evaluation on performance of employees	155	1	5	1.77	.886
Availability of Complaint receiving system	155	1	5	2.20	.909

Answerability of officials for the effect of their decision	155	1	5	2.17	.825
Availability of motivation and demonization based on the performance of employees	155	1	5	2.05	.947
Accountability Total	155	1.00	5.00	**2.146**	**.6120**

Source: own survey data, 2016

Table 4.3.1.3.descriptive statistics – Accountability

4.3.1.4. EQUITY

The tenure administration office scored comparatively better on the items Fair cost for delivered services (m=2.40), Acceptance of requests on variety of land related services (2.24) and Fair valuation for relocated tenure owners as per market price (2.12). In addition to this, items like Equal acceptance of customer with land registration &cadastre (2.09); Employees impartiality on providing services (2.02) Tenure security for every citizen or customer (2.01) and Recognized priority and financial subsidy for the unable people in registration (=1.64) , are low scores.

The descriptive statistics points that overall mean of the dimension was computed to be (2.071) with a standard deviation of 0.8419. The deviations in this case are relatively low. The entire score still shows the negative perceptions of customers on the evaluated dimension.

The implication of this particular evaluation, customers feel treated unequally, minorities and disables didn't get special consideration, basic human rights i.e. a right to get basic necessity was violated. So, when we consider the mean value (2.071) the service recipients evaluate the office is unsatisfactory with this dimension.

Table 4.3.1.4 descriptive statistics – Equity					
	N	Minimum	Maximum	Mean	Std. Deviation
Equal acceptance of customer with land registration &cadastre	155	1	5	2.09	1.244
Acceptance of requests on variety of land related services	155	1	5	2.24	.942
Tenure security for every citizen /customer	155	1	5	2.01	.986
Recognized priority and financial subsidy for the unable people in land registration	147	1	5	1.64	1.013
Fair valuation for relocated tenure owners as per market price	155	1	5	2.12	1.116
Employees impartiality on providing services	155	1	5	2.02	.705
Fair cost for delivered services	153	1	5	2.40	1.036
Equity	155	1.00	5.00	**2.071**	**.8419**

Source: own survey data, 2016

Table 4.3.1.4 descriptive statistics – Equity

The key informants also provide partially agreed opinion related to Equity dimension. Some bad habits related to corruption deteriorate equitable service delivery. Absence of Recognized priority and financial subsidy for the unable people in land registration is implying that the government policy doesn't give a room to share the country's wealth among the citizens. On the contrary, the city administration starts managing the non-documented /specifically, the issue of informal settlers is a positive advancement that strengthens equitable service delivery. In general, the key informant respondents partially agree with customers s' response that the office has to work hard to render its service equitably and impartially.

4.3.1.5. PUBLIC /CUSTOMER/ PARTICIPATION AND RESPONSIVENESS

Public/customer/Participation & Responsiveness dimension of the tenure administration and transitional service project office was computed from five items (see table 4.7). The overall mean score of the dimension shows a value of 2.028, which is less from the half point of the scale. The standard deviation 0.8107 is still low in comparison to each of the mean values, signaling the precision of the figure in estimating the central value of the distribution.

Item that we call it 'Employees show genuine interest in solving problems upon request', has garnered a relatively better level of mean score form other item scores. Whereas, participate the public by facilitating appealing system and respond promptly have scored the least score. In general the cumulative mean score (i.e. 2.028) has indicated unsatisfactory evaluation. This implies the bond between the office and the customer is weak on both sides participating on commenting on the plans, policies performances of the office; weak on giving responses timely which is leads to corrupted, undemocratic and adversely behaving on the offices service.

Table 4.3.1.5. descriptive statistics – Customer Participation& Responsiveness					
	N	Minimum	Maximum	Mean	Std. Deviation
Participate the public by facilitate appealing system and respond Promptly.	155	1	5	1.78	.888
Participating tenure owners on demarcation and	15	1	5	2.23	1.171

adjudication	5				
participating the public through commenting	155	1	5	1.81	1.009
Employees show genuine interest in solving problems upon request	155	1	5	2.37	1.141
Customers involvement on preparation of policies, plans, charters, etc.	155	1	5	1.95	1.084
Customer participation & responsiveness Total	155	1.00	5.00	**2.028**	**.8107**

Source: own survey data, 2016

Table 4.3.1.5.Descriptive statistics – Customer Participation& Responsiveness

Key informant respondents also fully agree with customers' perceptions that land development and management bureau of the city administration didn't develop participating the grass root community on different land related policy formulation, suggesting on plans of land development & management, periodical evaluation of employees and the   institution's performance. This imply that the office /the central bureau/ didn't do its best to make owners of the work of the office. Generally, weak relationship between the office and customers negatively influence the participatory and responsive role of the office and ultimately deteriorate practice of good quality of service in the office.

4.3.1.6. THE OVERALL GOOD GOVERNANCE

The overall practice of good quality of service of the Land Development & Urban Renewal Office was rated on one item on five – point scale.Out of the valid respondents for this particular item most of them had unfavorable evaluation (84.5%-251 respondents in count).

More specifically, 41.07% of the cases have 'disagreed' that the office has excellent level of practicing Good governance by taking everything into consideration and 43.43%, of respondents 'strongly disagreed' to the same statement, In total, 15.2% of the respondents had favorable evaluation ranging from very strongly agree to neutral position. The perception of customers on the overall good governance of the office unsatisfactory; thus, the evaluation result align with the result of individual good governance dimensions. And this ascertains the consistency of the respondents' perception. Moreover, the result of this specific dimension shows that individual dimension of good governance practically related by their performance with the overall practice of good quality of service on the sub city's land development & management. This would be confirmed by Pearson correlation analysis.

Table 4.3.1.6 Over all Good quality of service provision practice					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	3	2.0	2.0	2.0
	Agree	13	8.4	8.4	10.5
	Neutral	7	4.7	4.7	15.2
	Disagree	64	41.1	41.2	56.4
	Strongly disagree	67	43.4	43.6	100.0
	Total	154	99.7	100.0	
Missing		1	.3		
Total		155	100.0		

Statistics		
Over all Good quality of service provision practice		
N	Valid	155
	Missing	0
Mean		2.0214
Median		1.6783
Mode		1.42
Std. Deviation		.50025

Table 4.3.1.6 over all Good quality of service provision practice
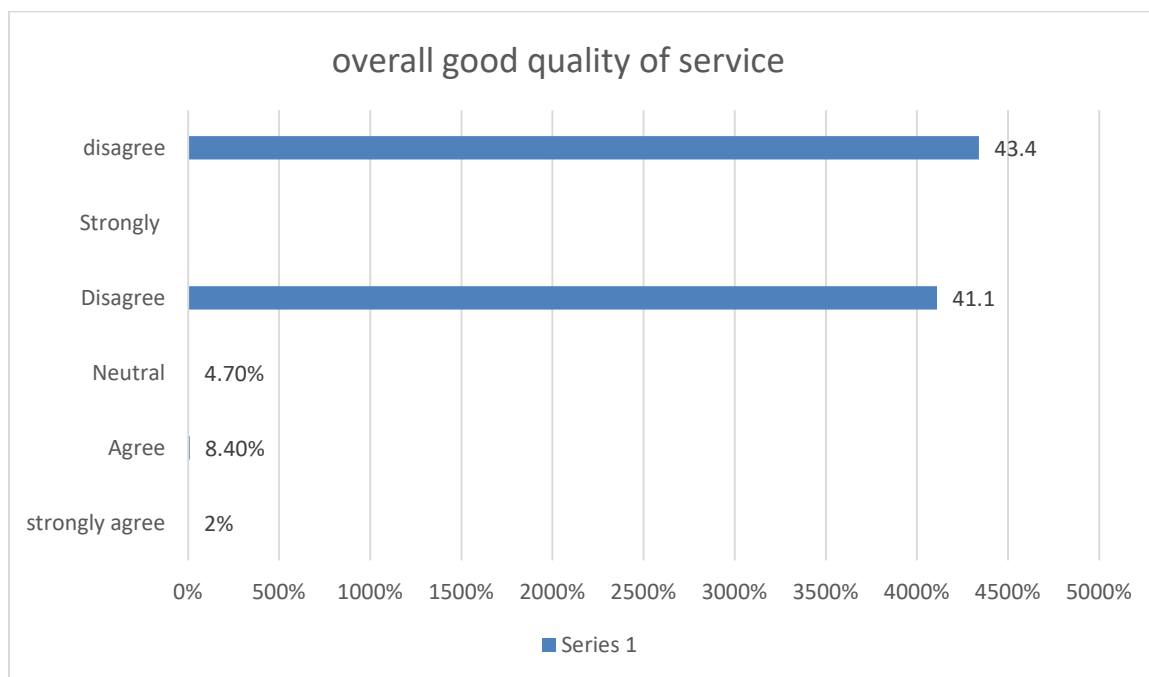
Source: own survey data, 2016

Graph 4.3.1.6overall good quality of service

4.3.1.7 THE OVERALL CUSTOMER SATISFACTION

The customer satisfaction of the Land Development & Urban Renewal Office was rated on one item on five - point scale. The mean score of overall customer satisfaction is computed as m=2.0533 with the maximum possible score being 5. Out of the valid respondents for this particular item most of them had unfavorable evaluation (82.5%-245 respondents in count).
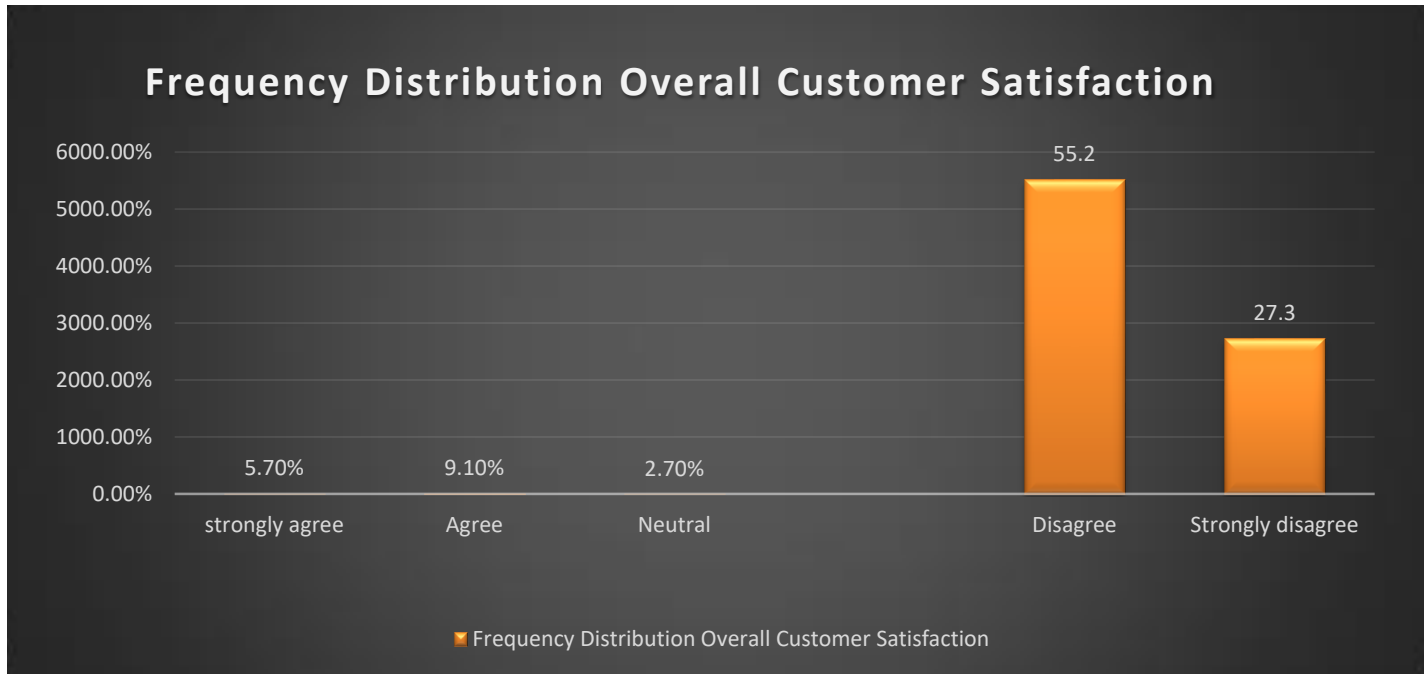
Graph 4.3.1.7 The Overall Customer Satisfaction

Table 4.3.1.7 **Frequency Distribution Overall Customer Satisfaction**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	9	5.7	5.7	5.7
	Agree	14	9.1	9.1	14.8
	Neutral	4	2.7	2.7	17.5
	Disagree	86	55.2	55.2	72.7
	Strongly disagree	42	27.3	27.3	100.0
	Total	155	100.0	100.0	

Statistics

overall customer satisfaction

N	Valid	155
	Missing	0
Mean		2.0533
Median		1.9300
Mode		1.60
Std. Deviation		.50040

Source: own survey data, 2016

Table 4.3.1.7 The Overall Customer Satisfaction

More specifically, 55.2% of the cases have 'disagreed' that the office has excellent service quality that satisfy service recipients by taking everything into consideration and 27.3% of respondents 'strongly disagreed' to the same statement, In total, 17.5% of the respondents had favorable evaluation ranging from very strongly agree to neutral position.

The implication of this particular dimension's evaluation is that service recipients of this particular office perceive the service delivery didn't satisfied them as they didn't satisfied by the five dimensions of good governance and the overall dimension. In other words it shows the inter relationship between dimensions of good governance, overall governance and customers satisfaction since the weakness of those dimensions affect the quality of good governance (i.e. quality of service) and finally affect customer satisfaction.

4.4. PEARSON BIVARIATE CORRELATIONS

A correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1.A correlation analysis with Pearson´s correlation coefficient (r) was conducted on all variables in this study to explore the relationships between variables. To interpret the strengths of relationships between variables, the guidelines suggested by Field (2005) were followed, mainly for their simplicity. Pearson correlation coefficients were computed for each relationship between the good governance dimensions and the overall good governance.

The Pearson correlation coefficient shows that all the five good governance dimensions significantly and positively correlate with overall practice of good quality of service assessment. Dimensions of Equity, Effectiveness & efficiency and Customer participation & responsiveness have the highest correlation with overall Good Governance (r=0.951), (r=0.919) and (r=0.906). Moreover, the lowest association overall good governance has is with Accountability dimension (r=0.870).

This correlation imply that not only to check the existing body of knowledge (the theory) but also to show how the sub city's land development & management good governance practice affected by the performance of individual dimensions.

The other Pearson bivariate correlation(r) has undertaken between the five good governance dimensions and overall customer satisfaction of the Land Development & Urban Renewal Office of Akaki-Kaliti sub city. The result shows th dimensions are positively and significantly associated with overall customer satisfaction. The Equity and Transparency dimensions have relatively the highest

association with overall customer satisfaction of the Land Development & Urban Renewal Office of Akaki-Kaliti sub city(r=0.467) and (r=0.460) respectively. And the lowest association with overall service quality has is with Accountability dimension (r=0.298).

Therefore, it can be concluded that the Good Governance dimensions have significance at 0.01 level with 2 tailed and positive correlation with overall customer satisfaction of the Land Development & Urban Renewal Office of Akaki-Kaliti sub city.

Table 4.4 Pearson correlation between Good governance dimensions and overall Good governance						
		Overall Good Governance	Effectiveness& Efficiency	Transparency	Accountability	Equity	Customer participation& Responsiveness
Overall Good Governance	Pearson Correlation	1	.919**	.873**	.870**	.951**	.906**
	Sig. (2tailed)		.000	.000	.000	.000	.000
	N	297	297	297	297	297	297
Effectiveness& Efficiency	Pearson Correlation	.919**	1	.850**	.762**	.806**	.732**
	Sig. (2tailed)	.000		.000	.000	.000	.000
	N	297	297	297	297	297	297
Transparency	Pearson Correlation	.873**	.850**	1	.637**	.839**	.676**
	Sig. (2tailed)	.000	.000		.000	.000	.000
	N	297	297	297	297	297	297
Accountability	Pearson Correlation	.870**	.762**	.637**	1	.785**	.815**
	Sig. (2tailed)	.000	.000	.000		.000	.000
	N	297	297	297	297	297	297
Equity	Pearson Correlation	.951**	.806**	.839**	.785**	1	.874**
	Sig. (2tailed)	.000	.000	.000	.000		.000
	N	297	297	297	297	297	297

Customer participation & Responsiveness	Pearson Correlation	.906**	.732**	.676**	.815**	.874**	1
	Sig. (2tailed)	.000	.000	.000	.000	.000	.000
	N	297	297	297	297	297	297
. Correlation is significant at the 0.01 level (2-tailed). **Source: own survey data, 2016							

Table 4.4.Pearson Bivariate Correlations

   The implication of this evaluation is that as we mentioned on the correlations of overall good governance and the five dimensions of good governance, the dimensions affect the performance of overall practice of good quality of service. At the same time the correlation approves that those five dimensions of good governance have the relationship with the customer satisfaction; definitely the overall practice of good quality of service affects the customer satisfaction of the sub city's land development & management.

Table 4.4 Pearson correlation between Good governance dimensions and overall customer satisfaction		overall customer satisfaction	Effectiveness & Efficiency	Transparency	Accountability	Equity	Customer participation & Responsiveness
Overall customer satisfaction	Pearson Correlation	1	.385**	.460**	.298**	.467**	.359**
	Sig. (2tailed)		.000	.000	.000	.000	.000
	N	297	297	297	297	297	297
Effectiveness & Efficiency	Pearson Correlation	.385**	1	.850**	.762**	.806**	.732**
	Sig. (2tailed)	.000		.000	.000	.000	.000
	N	297	297	297	297	297	297
Transparency	Pearson Correlation	.460**	.850**	1	.637**	.839**	.676**
	Sig. (2tailed)	.000	.000		.000	.000	.000
	N	297	297	297	297	297	297
Accountability	Pearson Correlation	.298**	.762**	.637**	1	.785**	.815**
	Sig. (2tailed)	.000	.000	.000		.000	.000
	N	297	297	297	297	297	297
Equity	Pearson Correlation	.467**	.806**	.839**	.785**	1	.874**
	Sig. (2tailed)	.000	.000	.000	.000		.000
	N	297	297	297	297	297	297
Customer participation & Responsiveness	Pearson Correlation	.359**	.732**	.676**	.815**	.874**	1
	Sig. (2tailed)	.000	.000	.000	.000	.000	
	N	297	297	297	297	297	297

**. Correlation is significant at the 0.01 level (2-tailed).

Source: own survey data, 2016

Table 4.4 Pearson correlation between Good governance dimensions and overall customer satisfaction

4.5. EVALUATION OF GOOD GOVERNANCE DIMENSIONS BY EMPLOYEE RESPONDENTS

4.5.1. PROFILE OF RESPONDENTS/ EMPLOYEES/

The questionnaire of the employee administered to respondents has had four general information questions with respect to year of service in the bureau/office, age, and sex and education level of the respondent.

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	2	40	40	40
	36-45	1	20	20	60
	46-55	1	20	20	80
	>55	1	20	20	100
	Total	5	100	100	
Sex/Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	3	60	60	60
	Female	2	40	40	100
	Total	5	100	100	
Academic Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
	High school				
	Diploma	2	40	40	40
	Degree	3	60	60	100.0
	Total	5	100	100	

Source: own survey data, 2016

Table 4.5.1. Profile of Respondents/ Employees/

As indicated in the below frequency table the analysis was based on 5cases/respondents and out of which 3(60%) of them have 1-5 year experience, 2(40%) of them are have been working for 6 upto10 years, one respondent employee has been working over ten year and the remaining another employee has been working below one year. Most of the respondents are found in relatively experienced category. Hence,   their experience might give them better knowledge about their organization, and it contributes for the quality of their response.

Table 4.5.1.Year of service Frequency		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below year	-	-	-	-
	1-5 Year	3	60	60	60
	6-10 year	2	40	40	100
	over 10 year	-	-	-	100
	Total	5	100.0	100.0	

Source: own survey data, 2016

Table 4.5.1. Year of service Frequency

4.5.2. EFFECTIVENESS & EFFICIENCY

The evaluation of Effectiveness& Efficiency dimension is based on the average respondents rating of the first five items (See Table 4.14)

Table 4.5.2. descriptive statistics – Effectiveness & Efficiency					
	N	Minimum	Maximum	Mean	Std. Deviation
Employees are competent	5	1	5	3.08	1.145
The office upgrades employees' competency through training& development	5	1	5	2.28	1.137
The office attains its mission of existence	5	1	5	2.85	1.249
The office provides its services on time as per the service standard	5	1	5	2.44	1.325
Accurate, integrated and computerized land information	5	1	5	2.24	1.381
Effectiveness & Efficiency total	5	1.00	5.00	**2.578**	**1.2474**

Source: own survey data, 2016

Table 4.5.2. Descriptive statistics – Effectiveness & Efficiency

The descriptive statistics points that overall mean of the dimension was computed to be 2.578 with a standard deviation of 1.2474 The standard deviation shows that how diverse are the responses of employees for a given item in proportion to the mean value. The deviations in this case are relatively low in comparison with the average point, signaling good representation of the observed data by the mean values at item and dimension level.

The perception of employees shows the dimensions of effectiveness & efficiency relatively better on items: Employees are competent on their work (m=3.08) and The office attains its mission of existence (m=2.85). Whereas, others items like: The office provides its services on time as per the service standard (m=2.44), the office upgrades employees' competency through training& development (m=2.28) and the office has accurate, integrated and computerized land information (m=2.24) are lower than the average point. The overall mean (2.578) shows this dimension is breakeven point i.e. it didn't contribute for the prevalence of good governance and consequently for customers satisfaction.

The implication of this evaluation is that, employees agreed on about their competency and the office attains its mission; but the capacity building activities did not go well. Consequently, it poses an influence on the office's work to accomplish its work efficiently and effectively. Finally it has a negative impact on practicing the good governance at the office level.

4.5.3. TRANSPARENCY

The descriptive statistics points that overall mean of the transparency dimension was computed to be 2.52 with a standard deviation of 1.461.

Table 4.5.3. descriptive statistics – Transparency					Std.
	N	Minimum	Maximum	Mean	Deviation
Office's land development & management rules And procedures are clear	5	1	5	2.68	1.547
Procedures information is open to all customers.	5	1	5	2.24	1.234
After directives, codes and charters developed or updated the office announces to the public	5	1	5	2.64	1.604
Transparency total	5	1.00	5.00	**2.52**	**1.461**

Source: own survey data, 2016

Table 4.5.3. Descriptive statistics – Transparency

The deviations in this case are also relatively low in comparison with the average point, signaling the correct representation of the observed data by the mean values at item and dimension level.

The perception of the office's employees is better score on the items of office's land development & management rules and procedures are clear (m=2.68), After directives, codes and charters developed or updated the office announces to the public (=2.64) and the remaining item Procedures information is open to all customers lower than the average mean value.

4.5.4. ACCOUNTABILITY

The dimension of Accountability has three items regarding the accountability System of the bureau makes the officials answerable for their misdeeds, availability of code of conduct for staff; availability of motivation and de-motivation based on the performance of employees. (See table 4.20).

The mean score of three items and the overall accountability dimension have gained scores of 2.52, 2.28, 2.48 and 2.427 respectively. The score imply that the office has weak accountability system. This also has an influence to keep employee accountable for their misdeeds.

Table 4.5.4.descriptive statistics – Accountability					
	N	Minimum	Maximum	Mean	Std. Deviation
The accountability System of the bureau makes the officials answerable for their misdeeds	5	1	5	2.52	1.595
Employee code of conduct is available in the bureau	5	1	5	2.28	1.308
Employees' motivation and de-Motivation practice based on their performance.	5	1	5	2.48	1.275
Accountability total	5	1.00	5.00	2.427	1.393

Source: own survey data, 2016

Table 4.5.4.descriptive statistics – Accountability

4.5.5. EQUITY

The descriptive statistics points that overall mean of the dimension was computed to be (2.827) with a standard deviation of (1.360). The deviations in this case are relatively low compared to the mean score of the evaluated dimension.

The tenure administration office scored comparatively high score on the items Reliable tenure security for every citizen /customer (m=3.45) and employees deliver their service impartially (m=3.75).The score on item of Recognized priority and financial subsidy for the unable people in registration is relatively very low score (m=1.28). It is relatively lower than the former scores and the mean average.

The evaluation score implies that the equity dimension shows the office render its service impartially and equitably. But some the first item that has the least score implies that the government policy related to land development &urban renewal office is not pro-poor and it doesn't give discretion for the minorities and unable citizens to get special privileges.

Table 4.5.5. descriptive statistics –Equity					
	N	Minimum	Maximum	Mean	StdDeviation
Recognized priority and financial subsidy for the unable people in registration	5	1	5	1.28	1.258
Reliable tenure security for every citizen /customer	5	1	5	3.45	1.472
Employees deliver their service impartially	5	1	5	3.75	1.350
Equity total	5	1.00	5.00	2.827	1.360

Source: own survey data, 2016

Table 4.5.5. Descriptive statistics –Equity

4.5.6. PUBIC/CUSTOMER PARTICIPATION & RESPONSIVENESS

Public/customer participation & Responsiveness dimension of the tenure administration and transitional service project office Good Governance practice was computed from four items (see table 4.20) The overall mean score of the dimension shows a value of 2.9625, which is higher from the half point of the scale. The standard deviation is still low in comparison to each of the mean values, signaling the precision of the figure in estimating the central value of the distribution.

Table 4.5.6.**descriptive statistics – customer participation & Responsiveness**					
	N	Minimum	Maximum	Mean	Std. Deviation
Customer participation on preparation of policies, charters &plans	5	1	5	2.52	1.229
Employees show genuine interest in solving problems upon request	5	1	5	3.00	1.443
Participating tenure owners on demarcation and adjudication	5	1	5	3.37	1.225
Making adjustments based on suggestions & complaints	5	1	5	2.96	1.567
Customer participation & Responsiveness total	5	1.00	5.00	2.9625	1.366

Source: own survey data, 2016

Table 4.5.6.Descriptive statistics – customer participation & Responsiveness

Items that we call 'employees show genuine interest in solving problems upon request', 'Participating tenure owners on demarcation and adjudication' and 'making adjustments based on suggestions & complaints', has acquired a relatively high level of mean score from other items score. Moreover, item that labeled as 'Customer participation on preparation of policies, charters &plans' have scored a little bit lower score.

In general, this dimension scores the highest mean from others dimensions. This implies that employees of the office perceived the relation between service recipients and the office is in good status; specifically participating tenure owners on demarcation and adjudication has appositive influence to the dimension.

4.5.7. OVERALL GOOD GOVERNANCE

The overall practice of good quality of service of the Land Development & Urban Renewal Office was rated on one item on five - point scale.

The mean score of overall practice of good quality of service is computed to be 2.36 with the maximum possible score being 5. Out of the valid employee respondents for this particular item most of them had unfavorable evaluation (52%-13 respondents in count). More specifically, 28% of the cases have 'disagreed' that the office has excellent level of practicing Good governance by taking everything into consideration and 24%, of respondents 'strongly disagreed' to the same statement, In total, 40% of the respondents gave neutral response and only 8% of them had favorable evaluation strongly agree position.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Table 4.5.7. Frequency-Over all the practice of good quality of service provision				
Valid	Strongly disagree	-	-	-	-
	Disagree	2	40	40	40
	Neutral	1	20	20	60
	Agree	1	20	20	80
	Strongly agree	1	20	20	100.0
	Total	5	100.0	100.0	

Statistics		
Over all practice 0f **good quality of service provision**		
N	Valid	5
	Missing	0
Mean		2.36
Median		2.00
Mode		3
Std. Deviation		1.036

Source: own survey data, 2016

Table 4.5.7. Frequency-Over all the practice of good quality of service provision

The implication of this specific evaluation is that the employees of the office perceived that the entire practice of good quality of service the office unsatisfactory. And this shows the influence of each dimension contribute for result. Consequently, it has an influence on the customer's satisfaction.

CHAPTER FIVE

5. SUMMARIES, CONCLUSIONS AND RECOMMENDATIONS

The finding of the research has been discussed in the previous chapter. In this chapter, the answers of all the research questions raised in the first chapter have been provided in the form of summary and conclusion in section 5.1. Then the recommendation for the future improvement is described in section 5.2.

5.1. SUMMARIES AND CONCLUSIONS

This research assesses urban land development system from the perspective of quality service provision and customer satisfaction so that its relation with good governance. It is aimed to find out and improve current customer service problems of Akaki-Kaliti sub city land development and management office, specifically customers' of Land Development & Urban Renewal Office. To conduct this research, the study has been utilized a mixed /qualitative and quantitative /approach and descriptive and explanatory research design/method. To collect necessary data pertinent to the research, both qualitative and quantitative data collecting tools/i.e. questionnaire, key informant interview and observation /had employed. Once the desk research and the data analysis have been completed in such way, the research questions are able to be answered as follows.

To analyze the perception of customers, the study had employed the questionnaire. Based on the data gathered, the respondents had been surveyed with dimensions of good governance on a scale ranging from 'one' to 'five' to evaluate their satisfaction on the practice of good quality of service and the service delivery of the Land Development & Urban Renewal Office.

The Land Development & Urban Renewal office seems comparatively scored better results on the items of Prompt provision of substitute land documents (m=2.50) and The office has standardized service quality (m=2.50); but their mean value still less from the cutoff point. The actual average mean score is less than half, (i.e. 2.213) this imply that customers of the office perceive the service provision is neither efficient nor effective based on the results of specific items of the dimension service recipients did not satisfied. When we consider the key informants response, most of their answer approves what customers and employees perceive. (E.g. inefficiency related to on time service delivery apparently related to lack of recognition to the service standards. Issues related to the employees' incompetency is due to the office's ignorance on building capacity of its employees. Additionally, absence of accurate, integrated and computerized land information is also has an impact on the efficiency; and the influence of inefficiency on the service delivery pose a negative impact on the effectiveness of the office's service delivery.

Based on the evaluation, all items of the transparency dimension score are below the cutoff point. So, the perception of respondents had evaluated the transparency of the office as unsatisfactory. As the quantitative data analysis, the key informants' opinion also confirms that the information provision of the office and also the central bureau is so weak and outdated. This implies that, the office is not in compliance with transparency principle due to the failure to deliver up to date, easy, and variety of information as intended. This is because either the office (the bureau) lack a capacity (financially, technically etc.) or lose its political /leadership commitment. So, the evaluation by customers has an implication they were victims or vulnerable victims due to lack of transparency.

The dimension Accountability had earned (m=2.146) overall mean score. The mean score of five items dimension have gained scores of 2.54, 1.77, 2.20, 2.17 2.05 for items regarding Availability of code of conduct for staff; Regular evaluation on performance of employees, Answerability of officials for the effect of their decision and Availability of motivation and de-motivation based on the performance of employees respectively. The responses of key informants show that there is well organized compliant receiving system. Moreover, it can be considered as good practice for other service giving institutions. But the customers do not participate actively due to the absence of prompt decision. This implies that the office had earned inadequate score and it has to strengthen its accountability system.

The office had earned (m=2.071) for Equity dimension, which is unsatisfactory. The key informants also provide partially agreed opinion related to Equity dimension. Some bad habits related to corruption deteriorate equitable service delivery. Absence of Recognized priority and financial subsidy for the unable people in land registration is implying that the government policy doesn't give a room to share the country's wealth among the citizens. On the contrary, the city administration starts managing the non-documented /specifically, the issue of informal settlers is a positive advancement that strengthens equitable service delivery. In general, the key informant respondents partially agree with customers s' response that the office has to work hard to render its service equitably and impartially.

The final dimension for the assessment of customers' perception about the office's service delivery system and governance practice is customer participation and responsiveness had earned (m=2.028). Key informant respondents also fully agree with customers' insights that land development and urban renewal office of the city administration didn't develop experience of participating the grass root community on different land related policy formulation, suggesting on plans of land development & urban renewal, periodical evaluation of employees and the institution's performance. This imply that

the office /the central bureau/ didn't do its best to make owners of the work of the office. Generally, weak relationship between the office and customers negatively influence the participatory and responsive role of the office and ultimately deteriorate practice of good quality of service in the office.

Generally speaking, service recipients/customers had perceived that the overall practice of good quality of service in the Land Development & Urban Renewal Office unsatisfactory with the mean score (m=2.0214).

In addition, the surveyed respondents/customers from two desks of Land Development & Urban Renewal Office gave for the overall customer satisfaction lower level score (m=2.053). This implies the perception of customers for the Land Development & Urban Renewal Office of Akaki-Kaliti sub city service quality is unsatisfactory. The item of this particular dimension labeled as 'Overall, I'm satisfied with the services of this office/institution' and the response of customers had showed that the office customers are not satisfied by the office's services.

To incorporate the opinions from employee respondents, the study had solicited the staff through questionnaire. Respondents from employees of Akaki-Kaliti sub city land development and urban renewal office had also evaluated dimensions of good governance on a scale ranging from 'one' to 'five'. The surveyed respondents gave relatively better assessment to all dimensions relative to customer respondents.

The dimension with a relatively better score is customer participation and responsiveness with the mean value (m=2.9625). Customers perception related with this particular dimension deviates from what employees respond. Since, the key informant responses are partially agreed with what customers perceive, apparently partially agreed with what employees assessed.

The dimension with a relatively highest score next to customer participation and responsiveness is Equity with the mean value (m=2.827). Only the item Recognized priority and financial subsidy for the unable people in registration is relatively very low score (m=1.28) since the government didn't establish such kind of privileges. Key informant respondents also fully agree with customers' perceptions that land development and urban renewal bureau of the city administration didn't develop participating the grass root community on different land related policy formulation, suggesting on plans of land development & urban renewal, periodical evaluation of employees and the institution's performance. This imply that the office /the central bureau/ didn't do its best to make owners of the work of the office. Generally, weak relationship between the office and customers negatively influence

the participatory and responsive role of the office and ultimately deteriorate practice of good quality of service in the office.

The rest three dimensions that have great role in good governance; Efficiency& effectiveness, Transparency and Accountability had scored lower point (m=2.578), (m=2.52) and (2.427) respectively. The perception of employees on the office's practice of good quality of service is better and deviates from the perceptions of customer with a relatively small amount. The response of key informant pointed out that there is a very good start up on implementation of good governance, but it is obvious that it is not matured enough to be said satisfactory. In general, all the perceptions of employees and customers summarized in one conclusion; the practice of good quality of service in Land Development & Urban Renewal Office of AkakiKality sub city perceived as unsatisfactory most of the key informants' responses confirm this conclusion.

 Regarding to the relationship between the dimensions of good governance and overall customer satisfaction had showed level of association from (r=0.298) up to (r=0.467) and dimensions of good governance with over all good governance had showed level of association (r<0.870) for all the combination of the relationship. This shows that the overall customer satisfaction and overall good governance are related with performance in the good governance dimensions and their specific items in the land development & urban renewal system of AkakiKality sub city.

The implication of this correlation is that, as we mentioned on the correlations of overall good governance and the five dimensions of good governance, the dimensions affect the performance of overall practice of good quality of service and the quality of good governance. At the same time the correlation approves that those five dimensions of good governance have the relationship with the customer satisfaction; so, definitely the overall practice of good quality of service affects the customer satisfaction of the sub city's land development. At this juncture, the researcher can conclude that the degradation of office's service quality has arises from unsatisfactory practice of good quality of service and/or inadequate quality of good governance of the office.

After assessing the perception of customers and employees of the office and comparing with the key respondents opinion; this research attempts to find out main problems of land development and urban renewal office as follows:

🞣 The citizen charter of the bureau is not in function; not only that, most of customers have no idea about the citizen charter of the bureau. This might disrupt both parties to discharge their duties and request their rights. Consequently, the service of the office delivered on overdue time.

There are inconsistencies on interpreting enacted legislations due to the absence of working frame work or definite work procedure; as a result the bureau decisions encountered by further litigations.

Customers at grass root level didn't get any opportunity to participate on developing and/or commenting plans, policies, and on evaluating final performances of the office. Additionally, the office responsiveness is spontaneous. So that the relationship between the office and the service recipients so weak.

Accurate, integrated and computerized land information is not available; so, it is difficult to get reliable information and prompt service.

Service information is unavailable with better options for customers; the availed information is out dated and lacks clarity.

Even if there is compliant receiving system, most of customers are unwilling to provide their compliant, because the office did not respond promptly for customers' complaint.

The office didn't provide capacity building training and development schemes due to the day to day service. This poses a problem on employees' competency.

Problems that have been listed on the above paragraph,   that the researcher presumes as manifestations of unfavorable service situation of the office and the end result of weak practice of good quality of service in the office. The remedial action has been discussed on the recommendation section. All in all, findings of the study had revealed that customers of the land development and management office; specifically, the land development and urban renewal office customers have noticeable discontentment with most of office's services due to weak governance practice. In addition, based on Pearson bivariate analysis result, and the implication of significant relationships between dimensions of good governance, overall good governance practice and with the overall customer satisfaction; the researcher conclude that the main reason for inadequate service delivery of the office is weak practice of good quality of service. The responses of employees and key informant respondents confirm this viewpoint.

5.2. RECOMMENDATIONS

Based on the results of the analysis, the following recommendations are given which are helpful for the land development and urban renewal office of Akaki-Kaliti sub city and the central bureau in service delivery and the practice of good quality of service in order to alleviate customer service problems as to increase customers/ public satisfaction.

• The analysis of perceptions of employees and customers implies that, since the dimensions of good governance and overall customers' satisfaction have significant relationship, the sub city land development and urban renewal office shall improve the practice of good quality of service on the service outlets in order to improve the office's service quality and to achieve customers' satisfaction.

• The service standards/citizen charter/ of the bureau shall be well introduced for customers and employees to enable them to exercise their right and to discharge their duties as well.

• To make the service standards up to date and compatible with real situations, it is recommended to evaluate their output and outcomes (i.e. proper customer service and overall customer satisfaction) periodically and based on the assessment, the bureau shall made adjustments on its weaknesses.

• For the improvement of good governance practice and service delivery, public /customer participation is important. So, the city land development and urban renewal office have to involve the public/the grass root/ on developing policies, plans, charters and on evaluations of plans execution.

• Moreover, the office /bureau should evaluate employees' performance constantly. Employees should participate in scheduled training courses because behavior of employees is often instrumental in bringing about desired outcome. Learning involves both the development and modification of thoughts and behaviors, therefore the office/bureau continuously track training, monitoring, and rewarding of employees.

• In relation with the rules directives and procedures, the office has to make on job monitoring and evaluation to fill their gaps and to make periodic improvements.

•   Availability of accurate, integrated and computerized land registration is important for efficient and effective service. The foundation of a successful land development & urban renewal system is reliable land records. So, the office shall be keen to implement this system.

•   To alleviate the inconsistency problem between the office's professionals on interpreting land related law, the central bureau shall set a frame work or definite work procedure.

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APPENDIX

በአቃቂ ቃሊቲ ክፍለ ከተማ መሬት ልማት ማኔጅመንት ል/ቤት የመሬት ልማት ና ከተማ ማደስ ል/ ቤት

የተከበራችሁ የጽ/ቤቱ ተገልጋዮች የዚህ መጠይቅ ዓላ ማስማጠናው የ(MBA) የንግድ ስራ ትምህርት አስተዳደር የመመረቂያ ሴሉፍ ዝግጅት ማሟያ መረጃ ማሰባሰቢያ ነው ። በመሆኑም መረጃው ስትምህርት (Academic) አሳማ ብቻ የሚውል ስምን መግለፅ የማያስፈልግበት ሚስጥረኝነቱም የተጠበቀ በመሆኑና የእናንተምሳሽ ስጥናቱ ተዓማኒነት ከፍተኛ ድርሻ ስለስለው ትክክለኛ ምባሳችሁን ትሰጡኝ ዘንድ በትሀትና አጠይቃስሁ::

| ግላዊ መረጃ

አደራሻ መረጃ-------------- ቀበሌ-----------------------

1. ጾታ ☐   ወንድ☐ሴት
    2.   ስድሜ_____
3. የጋቢቻ   ሁኔታ

    ☐ ያላገባ/የላገባች ☐ ያገባ/ያገባች ☐ የተፋታ/የተፋታች ☐ የትዳር ጓደኛዋ/ በሞትየተስየችዉ/ የተስያት

4. የትምህርት ደረጃ

    ☐ ሁለተኛ ደረጃ ትምህርት ያላጠናቀቀ ☐ ሁለተኛ ደረጃ ትምህርት ያጠናቀቀ ☐ ዲንሎማ ☐ የመጀመሪያ ዲግሪ
    ☐ ሁለተኛ ዲግሪ ☐ ከሁለተኛ ዲግሪ በላ

    ☐ ሴላ ይጥቀሱ _____

5. የስራ ሁኔታ

    ☐ ግብርና ☐   ንግድ ☐ የመንግስት ሰራተኛ ☐ የግል መስሪያ ቤት ተቀጣሪ ☐ ስራ አጥ

    ሴላ ካስ ይጥቀሱ_____

6. ወርሃዊ ገቢ_____ (በብር)

    7.በዚህ ክፍለ ከተማ ምን ያህል ጊዜ ኖሪዋል/ ቆይተዋስ _____

የጽ/ቤቱን መስካም አስተዳደርናየተገልጋይእርካታ የሚመስከቱ ጥያቄዎች

እባኮን ከታች ባለው ሰንጠረዥ ውስጥ ያሉትን ዓረፍተ ነገሮች ከአነበቡ በኂላ የእርስዎን ሀሳብ ሲገልል ከሚችለው አምድ ስር የ"X" ምልክት ያስቀምጡ::

ተ.ቁ.	መመዘኛዎች	አማራጭ መስኪያዎች				
		1 በጣም አልስማማም	2 አልስማማም	3 ገለስተኛ ነኝ	4 እስማማለሁ	5 በጣም እስማማለሁ
	I.ውጤታማነትናየአፈጻጸምብቃትንበተመስከተ					
1	በጽ/ቤቱ አስፈላጊው መደቦች ላይ አስፈላጊና ብቁ ባለሙያዎች ተሟልተዋል?					
2	በጽ/ቤቱ ትክክስኛ የተቀናጃና የተደሬጃ ኮምፕዮተተሬደዝድ የሆነ መረጃ አስ?					
3	በጽ/ቤቱ በመመሬያና አስሬር መሰረት ፈጣንና ቀልጣፋ የሆነ አገልግሎት የካፋና ምትክ ቦታ አስጣጥና ምዝገባ ሥርዓት አስ?					
4	በጽ/ቤቱ የተገልጋይ ማስተናገጃና የውስጥ ስሬ አስሬር ክፍሉቸን ስያዶች በብቃት የሚያስሬዳ መረጃ አስጣጥ አስ?					
5	በጽ/ቤቱ ያሱት አገልግሎቶች በአንድ ማዕከል የመስጠት አስሬር አስ?					
6	በጽ/ቤቱ የሚሰጡት አገልግሎቶች፤ መስካም አስተዳደር ዙሪያ የዳንበኞች እርካታ በአገልግሎት አስጣጥ አስታንዳርድ መሰረት ከሚታወቁት የመንግስት ስማትድርጅቶች ጋር የሚነጻጸር ነው?					
7	በጽ/ቤቱ ስራማት ተነሺ ባስደዙዞዎችን በማወያየትና በማጣመን ማንሳትና በዘላቂነት እንዲቋቋሙ በሚፈስገው እካዜድ እንዲስተናገዱ የማያድረግ ሂደት በቢሮው አስ?					
8	በጽ/ቤቱ የባስደዞታዎች የድንበር ማካሰስና የመስን ማስከበር ችካል መተክስ ሥሬ ሲስሬ ተገልጋዮን የሚያሳትፍ ሥርዓት አስ?					
9	በጽ/ቤቱ መመሬያ መሰረት ስራማት ተነሺዎች አገልግሎት መስጠቱን የሃገ ባለሙያዎች በመመሬያው መሰረት አገልግሎት መስካወኑን ያሬጋግጣሱ;					
10	በጽ/ቤቱ ባሱት ዘርፎች በተጠናው አገልግሎት አስጣጥ ስታንዳርድ መሰረት በተቀመጠው የጊዜ ምልከታ አገልግሎት ዴስጣል ?					

በተቀነሱ የዳንበኞችን እርካታ ስማረጋገጥና የመስካም አስተዳደርን ስማስፈን ውጤታ ማናብቃት ያስው ባስሙዩና መሰረታዊ ግብዓቶች አሚስቱል ብስው ያምናሱ?

_____

ባስመሚሳቱ ስኪፈል ስብሳቢነት በር የአፈተውን ችግር ደግስፁ ፤ _____

ከላዶ በስንጠረዡ የተጠቀሱት ነጥቦች ዊጥ ፤ የተሻስ ውጤታማና የአፈፃፀም ብቃትን መመዘኛ መሆን የሚኔችስበት ተቋሙ በእርሶ እይታ የታዩ ክፍተቸ (አገልግሎቶች) ካሱ ቢገስፁ፤

_____

II. በጽ/ቤቱ ግልጽነት በተመለከተ	1 በጣም አልስማማም	2 አልስማማም	3 ገለስተኛነኝ	4 እስማማለሁ	5 በጣም እስማማለሁ
1	በጽ/ቤቱ ከኪራይ ስብሳቢነት አመስካከትና ተግባር የጸዳና ግልጽኝነት ያለው አገልግሎት ስመስጠት ያመች ዘነድ በመመሪያ ፤በደንብና በአሰራር ስርዓት ስታንዳርድ መሰረት አገልግሎት እንዲሰጥ ቢሮው ተደራጅቲል?					
2	በጽ/ቤቱ በቀላሱ ስተገልጋዩ የሚገቡ አሰራሮች ከኪራይ ስብሳቢነት የጸዳ የአገልግሎት አሰጣጥ መመሪያዎች ደንቦች ህጎች ስስራተዎች ግልፅና ተደራሽ ቦታ ተቀምጦ እንዲያውቀት ተደርጓበን?					
3	ጽ/ቤቱን የሚመለከቱ በየወቱ የሚወጡ ህጎች ደንቦች መመሪያዎች በስግባቡ ስስራተዎች ይገባዱ?					
4	በጽ/ቤቱ ዘርፈ ብዙ የሆነና ስሁሉ ተደራሽ የሆነ አቅጣጫ ጠቋሚ መረጃ ስጪ አገልግሎት ይገኛልን?					

በቀጠሎው ውስጥ በኪራይ ስብሳቢነት አመስካከትና በግልጽኝነት ጉድስት ምክንያት የስራተኛዉን እርካታ ያሳጡ አገልግሎቶች ካሉ ይገለጹ?

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ከላዬ በስንጠረዡ የተጠቀሱት ነጥቦች ጪዎ የተሻሻ ግልጽኝነት መፈጠር እየተቻለ በተቁጠው አስካሁን ግልጽኝነት በተቁጠው ያስተፈጠረባቸዉን አገልግሎቶች ካሉ በእርሶ እዱታ የታዮኑን ክፍተቶች (አገልግሎቶች) ካሉ ይገለዉ ፤ _____

III. ተጠያቂነት በተመለከተ	1 በጣምአስስ ማማም	2 አልስማማም	3 ገለስተኛነኝ	4 እስማማለሁ	5 በጣም እስማማለሁ
1	በጽ/ቤቱየሚገኙሃሳዎችበሚፈጸሙትዮስነ- ምግባርችግርናየኪራይደስብሳቢነትተተግባር ፣ የአስራርግድፈትተጠያቂየሚያደርግየተዘጋጀዮስነ-ምግባርመመሪያስስመጮስራተዎችእንዲያውቀተተደርጓልን?					
2	በጽ/ቤትአመራርችበሚፈጥረትየስገልግሎትስሰጣጥግድፈትየፈጠረትሳይተጠያቂስመደጋቸዉስስራተዎችእንዲያዉ ቀትየተደረገበትሁኔታስስን?					

በተቁጠውተገልጋዩንሕብረተብተሰበተግልጋዩንየሚበድሉሃሳዎችበየምንመልኩተበዳዩተጠያቂማድረግእንዳሰበተደገሰዉ ፤ _____

ከላዬበስንጠረዡከተዘረዘሩተበተጫማሪስርሶስተያያተተጠያቂነቱበምንመልኩበሆነስስራተኛናስተገልጋዩስርካታናመልካምስተዳደርስፈናበሰዉያምናስ

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V. ፍትሐዊነት ሚዛናዊነትና አስማደላት በተመስከተ	1 በጣም አስስማማም	2 አልስማማም	3 ገለልተኛ ነኝ	4 እስማማለሁ	5 በጣም እስማማስሁ
1	በጽ/ቤቱ ስልማት ተነሽዎች የካሳ ክፍያና ምትክ ቦታ አገልግሉት አሰጣጥ በሞመሬያውና በአስሬሪ መሰሪት ስልማት ተነሺዉበ ፍትሐዊነት በሚዛናዊነትና ባስማዳላት አገልግሉት ከመስጠቱ እንዳዩ ጉድስቶች አሉን?					
2	በጽ/ቤቱ ስልማት ተነሽዎች የካሳ ክፍያና ምትክ ቦታ አገልግሉት አሰጣጥ ተግጋር ከባስ ድርሻ እካላት ጋር የሞግባቢያ ሰነድ በፍትሐዊነት በሚዛናዊነት ና ባስማዳላት ቸግር Ξሞጉሳላት እንዳጸደጠሮ የጋሬ የውስጥ አስሬር አስን?					
3	በጽ/ቤቱ ስልማት ተነሽዎች የካሳ ክፍና ምትክ ቦታ አገልግሉት አሰጣጥ የካሳ ክፍያ ተሞነ አሁን ባስዉ ገበያ ሁኔታ ስሞስተናገድ ሞጠኑ በቂ ነዉ ዴሳስን?					

በተቁሙ በፍትሐዊነት በሚዛናዊነትና ባስ ማዳላት የልማት ተነሺ ሕብረተሰብ የሚበድሉ ሃሳፌዎች በምነ ሞልኩ ተበዳዩ ተጠያቂ ማድረግ እንዳስበት ዴጋስዉΞ

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ከሳዱ በስነሞረዥ ከተዘረዘሩት በፍትሐዊነት በሚዛናዊነትና በማዳላት ተግጋር የሚፌጸሙት ግድፌት ስሞስተካከል የሚወስዴዉን እርምጃ ካስ ቢገዐዉስንΞ

IV. ተገስጋይን ማሳተፍና ምሳሽ መስጠት በተመስከተ	1 በጣም አስስማማም	2 አልስማማም	3 ገለልተኛ ነኝ	4 እስማማስ ሁ	5 በጣም እስማማስሁ
1	በጽ/ቤቱ ስልማት ተነሽዎች አገልግሉት አሰጣዉ ዙሪያ በተቁሙ ያስ ሃሳፌዎች ስካሳ ክፍያና ምትክ ቦታ አሰጣጥ ስሬተኞችን ባስ ድርሻ አካላትን ያሳተፋሉ?					
2	በጽ/ቤቱ ስልማት ተነሽዎች የካሳ ክፍያና ምትክ ቦታ አገልግሉት አሰጣጥ በድነበር ማካስስ እና የመስን ማስከበር ተግጋር ከባስ ዴዞታዎች የሚያሳተፍ ሥርዓት ተግባሬዊ ዴደሪጋስን?					
3	በሬ/ቤቱ በሚሰጡት አገልግሉቶች ሳይ ሃሳብ አስተያየት ሞስብሰቢያ እንዲስጥ እድል ማሞቻቻትና በተሰጠዉ አስተያየት ሞሰሪት ማስተካከያ ተደርጋስን?					
4	በጽ/ቤቱስልማትተነሽዎችየካሳክፍያናምትክቦታአገልግሉትአሰጣጥበሚሰጠዉአገልግሉትበሚዘጋጀየአቅድስፌጻጸምግማጋሜስተያ የትእንዲስጡወዴምእንዲሳተፉተደረገበተወቀትናየአስሬርናሂደትአስንሞልካምአስተዳደርሳይየተያህገችንቦትናሞሰሪያዎች እናስቀጾየስምምነተስነጾችሊዘጋስሬቶችየማሳተፍስሰፈርስስ?					

ተቁሙስሬተኞችተገስጋዮችንናባስድርሻአካላትንፌጣንናቀልጣፋስገልግሉትእንኮነስበረትክፍተቶችስሞቀረፍሚከናወኑየተሳተፎተግባሬትዴርዳዛንድየሚከናውቱጨማሪስሬተኞ*ማሳት ፍሳይዴዮቡትንስስተያየትቢሰጡኝ

ሞዐካም ጊዜዎን ሰውተዉ ስስሁኝ ሞዕስ ካብ አሞስግናስሁ!!