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Strengthening Good Governance in Urban Land Management in Ethiopia
A Case-study of Hawassa

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Abstract
Efficient and effective land management is essential for urban development and growth. This requires the land delivery process to be participatory, equitable, and transparent. In land management, globally, these constituents of good governance have gained significant attention in recent times. However, in Ethiopia urban land delivery practices and processes have been prone to corruption due to the absence of good governance. As far back as 1997, the UNDP pronounced a classic view of good governance as that process which is participatory, transparent, accountable, effective, and equitable and, above all, promotes the rule of law. Good governance ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources. The methodology of this paper rests, basically, on findings from an ongoing doctoral study on land management practices in Hawassa city. Additional data was also obtained from literature, policy documents, and special regional government evaluation report. The study's result from the Mann Whitney U Test revealed that respondents from both formal and informal settlement areas have the same view regarding most tenets of good governance in land management in Hawassa. Again, the study's chi-square test proved that there is a strong evidence of relation between governance principles and land delivery processes. The paper suggests strengthening good governance in land management to facilitate efficient and responsive urban land delivery system.
Keywords: Good Governance, Land Management, Land Delivery, Formal and Informal Settlements.

Introduction
Cities in Ethiopia are facing many challenges of land management. A recent study by Van Dijk M.P., and Fransen J, confirms that urban land management practices across the country highlights worrying signs and indication of serious problems infecting the system. In reviewing (and testing against evidence obtained through discussion with public and officials in land administration) research covered four municipalities - Harar, Awash 7-killo, Bonga, and Mekelle - across the country, Van Dijk and Fransen concluded that "…administration of public land by municipal authorities has been poor and that if the present trend continues it is difficult to expect acceleration in urban growth without radical change to the system of land management" (2008:18). Solomon and Mansberger (2003:13) point out the same saying: "Land is not put to a very good use, though it holds tremendous promise to reduce poverty...." Berhanu and Fayera (2005), in examining land right registration in Amahara Region of Ethiopia, have come with the finding that: "The monetary cost of land registration in urban areas includes 'informal' transaction costs (like bribing) and official costs, such as costs of surveyors, their transport, material costs, photocopies, and other costs"(2005:12). Another study conducted by the Management Institute of Amhara Region (2012) in seven cities of different status has also witnessed that there is an inefficient land management system in those cities due to absence of transparency, accountability, equity, efficiency and effectiveness without which cities could not deliver efficient urban services that can contribute to overall development.

As it is common in many cities, the land management problem also prevails in the city of Hawassa. Urban residents, particularly the poor, face severe affordability constraints in access to land – arguably, the single most important element in their effort to improve their living condition. They do not actively participate in the land delivery processes and, rather regrettably, there are no effective administrative mechanisms in place to engage

them in the process. The recent assessment of public opinion on good urban governance in cities, including Hawassa, by the Southern Nations, Nationalities and People's Regional State/SNNPR (2012) indicates that urban land management practices attracted an unfavorable public opinion. Corruption, lack of transparency and unfairness in land allocation on the part of municipalities are among the rising list of problems afflicting land administration. The situation has given rise middlemen profiting from rent collection and illegal brokerage of public land resources in the cities. These problems, compounded with inadequate capacity, have totally rendered land management inefficient and ineffective.

Objective

The objective of this paper is to evaluate the urban land delivery process in Hawassa against the background of basic governance principles to ascertain whether or not the practices adhere to good governance principles.

Methodology

The paper is a descriptive-study type that involves narration of facts concerning the issues under consideration. The data used originated, mainly, from an ongoing related study[1]. Additionally, direct consultations with land administration officials were done and secondary data were collected. Using multiple data collection techniques enhanced the investigation into the nature of the problem from different perspectives to cross-check information and to substantiate the findings.

Overview of Study Area

Hawassa, the capital of the Southern Nations, Nationalities and Peoples' Region (SNNPR), is located on the eastern shores of Lake Hawassa. It lies along the international high way via Moyale at a distance of 273 km from Addis Ababa. Geographically, the city situates between 38°24' - 38°33'East longitude and 06 °54' -07° 05' North latitude. The city began as a resort established by imperial declaration in 1960. It grew progressively from that time due to a high population growth rate fueled by rural-urban migration, particularly in-between the census periods of 1984 and1994 when it registered a high growth rate of 6.4%. The current rate of growth is, however, a modest 4.8%. Results of national sample survey conducted in 1962 and 1970 the population of Hawassa was 3,600 and 10,740 respectively (MOWUD/FUPI, 2006)[2]. According to the population census reports of 1984, 1994 and 2010, it was 36,367; 69,169; and 183,027; respectively. Currently the city has an administrative area of 157.2 km^2 divided into eight sub-cities with a total population of 329,734[3].

Fig 1 Location of Study Area

Source: City Administration of Hawassa, 2008

Problem Statement

Urban development faces considerable challenges in the area of land administration, particularly, regarding land adequacy and allocation efficiency to cater for the needs of the market. The challenges invariably lead to costly land acquisition and the uncontrolled growth of informal settlements in the fringe of cities. This paper believes

[1] Land Management Practices in Hawassa City, Ethiopia: Good Governance Perspectives
[2] MOWUD/FUPI: Ministry of Works and Urban Development/Federal Urban Planning Institute
[3] Projected population based on the 2007Centeral Statistical Authority Report

that lack of good governance in land management in urban areas where ownership and management of land is controlled by government is largely to blame. In Hawassa, there is considerable dissatisfaction among citizens about governance practices in land management and this paper aims to examine the problem and propose some measures to improve service.

LITERATURE REVIEW

Literature review provides back ground information to the problem to be addressed in this paper. It helps in identifying the key concepts. It is in this belief that this paper intends to conceptualization of the terminology based on the existent literature on governance and land management. The concepts are discussed below.

The Concept of Governance

The concept of governance and its meaning have gone through changes over time due, notably, to its affinity to the word 'government'. Initially, the concept was closely tied up with that of government and its utilization for a long period was limited to the traditional conceptualization of government (Jose, 2010). Nowadays the global perception of governance is broader than that of government. Stoker (1998:17) described the governance approach as a "*new process of governing; or a changed condition of ordered rule; or the new method by which society is governed*". The 'new approach' does not mean entirely novel, it builds on the past by integrating new elements but not changing the entire thoughts that have existed previously. The governance concept is, therefore, a shift from depending entirely on government to resolve public problems to mobilizing different other actors in partnership with state.

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

Good Governance in Land Management

Governance in land management is becoming an important issue in many countries, as land administration, particularly in developing countries, grows increasingly susceptible to corruption and rent-seeking. Corruption and rent-seeking are much linked to bad governance in developing countries where control over land rights is used as a means of accumulating and dispensing political and economic power and privilege through patronage, nepotism and corruption (FAO, 2007). Poor land governance is also related to growing insecurity in property rights and a high level of bribery and corruption in land administration activities, especially in the developing world (Arko, 2011).

Studies conducted by researchers (Antwie, 2000; Burnes and Dalrymple, 2008) in developing countries have witnessed that cities are unable to provide affordable urban land in sufficient quantities, particularly for the urban poor, because of inefficiency and ineffectiveness of land management. Regarding this, Burnes and Dalrymple (2008:2) pointed out that *"Weak governance will affect the poor in particular and may leave them marginalized and outside the law. Good governance in land administration is central to achieving good governance in society"*. One of the reasons for the prevalence of efficiencies in public land management is the lack of good governance (FIG/World Bank, 2009). Rajack (2009) has argued that if public authority or the land market fail to provide land for housing and economic activities due to weak land governance, it is inevitable to emerge informal land market. Therefore, poor governance is the main factor for the in-efficient and in-effective land management in the cities.

Burnes and Dalrymple (2008) have argued that over lapping land regulations, weak institutions, limited accountability, and incomplete property registration systems create a fertile environment for petty corruption and grand misuse of public scarce resources. They further argued that weak land governance provides the political elites and government officials with a means to seek illegal gratification (bribes) in return for their services such as land leasing to investors. Again, Burnes and Dalrymple (2008:1) have noted that "*Land administration is often perceived as one of the most corrupt sectors in public administration. Land itself, considered a primary source of wealth, often becomes the trading medium and motivation for political issues, economic and power*

gains, and self-fulfilling interests." High profile corruption cases are, for example, found in the land sector in Kenya, Indonesia, India, China, Tanzania and Cambodia (Massum, 2009). "The Transparency International (TI) survey of 2002 in South Asia revealed that land has become the 2nd corruption-prone sector in Pakistan; 3rd in India, Bangladesh and Srilanka; and 4th in Thailand" (Massum, 2009). McAuslan (2002:27) has also pointed out that: "*senior politicians and public servants in cities all over the world manipulate or ignore the law and administration relating to land allocation and development so as to line their own pockets and those of their families, friends and political allies"*.

Another constraint to increasing land access for poor and attracting the private sector to participate in land development is the lengthy administrative procedures. Research in many developing countries (Bolivia, India, Lesotho, South Africa and Tanzania) found that administrative procedures represented the greatest single regulatory constraint to the urban poor to obtain land through formal procedure (Payne, 2002). Administrative procedures are cumbersome, time consuming and expensive. The number of steps and the time required to transfer land and to obtain building permit discourage a number of people of all income groups from completing the process (Lipman and Rajack, 2011). It is because of this factor that most people, including middle and high income groups, have looked to informal means to obtain land.

There are many consequences of poor governance in land management that have direct and indirect impacts on cities, such as unplanned urbanization, land speculation, inequitable land distribution, and bribery in land allocation and development. Poor governance with improper institutional frameworks and insufficient administrative competence to deal with land concession, endow with ingredient for land management and administration misuse and rent seeking (Bell, 2007).

Analytical Framework for Assessing Good Governance in Urban Land Delivery

Land management practices, from the perspective of good governance, can be evaluated by many governance principles and indicators which can be categorized as rule-based or outcome-based (Arkio, 2011). The rule-based indicators are used to assess whether the institutions generally supposed to be associated with good governance are indeed in place, whereas outcome-based indicators are used to assess broad citizens' perceptions and the extent to which users feel that public institutions are easily accessible and responsive to their needs (Deininger, et al., 2010). Various international organizations and land administration experts have developed a list of variables with indicators to assess good governance in land administration. The FAO (2007), the World Bank (2007), the UNDP (2006), and others have tried to incorporate the governance principles and indicators in land management. Some land sector experts (Bell, 2007; Arko, et al., 2010; Arko, 2011) have also contributed to the discourse of improvement in land governance. Any combination of these variables and indicators can be applied to urban land management based on the objective of the evaluation and the context within which they are applied.

Based on the work of Arkofi, E.O. and Whittal, J., (2012) and Arko A. (2011) on assessing good governance in customary institutions, five good governance dimensions were considered in the study for analysis of land delivery processes in Hawassa city. These were efficiency and effectiveness, participation, equity, transparency and accountability. These variables as used in the study are defined as:

1. **Efficiency and Effectiveness** is the quality of processes of managing land while making the best use of it to meet user needs (service levels and costs) without wastage. The indicators of Efficiency and Effectiveness, to mention some, are Customer satisfaction; risk of bribery; competency; land conflict resolution mechanisms; land registration systems; and time, cost and clarity of procedures to access land.
2. **Transparency** means information is freely available and accessible; land management decisions and their enforcement are made honestly and fairly by institutions mandated for the same. The indicators of transparency include: clarity of land delivery processes, clarity and accessibility of the laws and rules regulating land delivery, free flow of and accessible land market information to all.
3. **Accountability** is answerability of institutions or/and servants for the action and resulting consequence in implementing land policies. The indicators of accountability include: mechanism of reporting, mechanisms of declaration of financial statements, mechanisms for questioning and appeal mechanisms for conflict resolution.
4. **Equity** is a way of providing equal opportunity for all to access land and land information without legal impediments and procedural difficulties. The indicators of equity include: equitable access to land and land information and fair compensation.
5. **Participation** is the act of engagement of stakeholders at various levels in decision making processes regarding land issues that affect their interest. The indicators of participation include: the extent of involvement of community members in the land delivery processes, Plan preparation, policy decisions, and implementations of laws and regulations

These variables are, to a large extent, what people perceive them to be and cannot be measured directly. In order to introduce and validate the measurability of these variables, the Likert scale was used to quantify qualitative information generated from the sample of the target population.

Table 1: Framework for assessing good governance in Urban Land Delivery

Governance Variables	Assessment Questions/Indicators
E. Participation	What is the extent of involvement of community members in
1. Very Poor	the city planning processes
2. Poor	What is the level of collaboration and coordination within land
3. Average	Management institutions?
4. Good	
5.Very good	
1.Strongly Disagree	Do you agree involvement of residents in the land delivery processes is
2.Disagre	Significant?
3. No comment	Do you agree that land policy decisions are based on consultation with
4.. Agree	Community and their feedback sought and incorporated in the resulting policy?
5.Strongle Agree	
Transparency	How is transparency of land delivery process in the city?
1. Very Poor	How do you rate clarity and accessibility of the laws and rules regulating
2. Poor	land delivery?
3. Average	How do you see the information service/desk provided at the municipality?
4. Good	How do you rate accessibility of land market information to all?
5.Very good	
Accountability	How do you perceive the mechanism that city administration report to
1. Very Poor	the residents about the land activities carried out?
2. Poor	How do you rate the declaration of financial statements that accrue
3. Average	from land delivery to residents by city administration?
4. Good	How do you rate the mechanisms for questioning and explaining the
5.Very good	ongoing land activities in the city?
	How do you rate the appeal mechanisms for conflict resolution?
D. Equity	Do you agree that all community members in the city have equal access to
1.Strongly Disagree	Housing land?
2.Disagre	Do you agree that all community members in the city have equal access to
3. No comment	land information without discrimination?
4.. Agree	Do you agree that fair compensations paid to all community members who are losing
5.Strongle Agree	their land holdings?
Efficiency and Effectiveness	Do you agree that residents are satisfied in the land delivery process?
	Do you agree that requirements to obtain land, to transfer ownership/use
	right and building permit are clear and accessible?
1.Strongly Disagree	Do you agree that the cost of land access affordable to most
2.Disagre	applicant community members?
3. No comment	Do you agree that all applications for transfer of ownership/use right
4.. Agree	and building permits receive a decision in a short period?
5.Strongle Agree	Do you agree that officials and workers perform their duties diligently
	and objectively without seeking bribes?
	Do you agree that that there are competent staffs in Municipality?
	Do you agree that proper land registration system and records kept on all
	land transactions?

Source: Author (Adopted from Arkofi, E.O. and Whittal, J. (2012) and Arko A., (2011) for Ongoing PhD Research Project)

The analysis of good governance in urban land delivery in Hawassa was undertaken using the framework depicted in Table 1. The governance variable and indictors used in the framework are not exhaustive. There are a long list of variables and indicators in the literature. But there are no universally accepted indicators for assessing good governance in land administration. However analysis based on the lists of variables and indicators presented in the table 1 can provide us with important information about the existing situation of the

land governance in Hawassa.

FINDINGS

Participation

The study investigated *participation* in terms of the extent of involvement of community members in planning and land delivery processes, consultation with community in policy decision, and the level of collaboration and coordination within land management institutions. The study found that most of the respondents (73%) were not active in the preparation of city plans and the administration of land. Three- fourth (75%) of respondents perceived involvement of community in land delivery is insignificant. The study also found that the difficulties encountered in the participation process may be traced to the lack of community consultation in the formulation of policies as well as in subsequent implementation phases. Indeed, about 68 percent of respondents in the study indicated that they were not aware of any sort of the consultation either prior or post formulation of policy and laws. Another startling finding was that the extent of collaboration and coordination among the various institutions responsible for land management in Hawassa was poor.

Table-2 Response rate of Respondents on Indicators of Participation

Variables	Types of settlement					
	Formal (n=312)		Informal (n=88)		Total (n=400)	
	n	%	n	%	n	%
The involvement of community in the planning processes						
Poor	242	77.6	48	54.5	290	72.5
Average	41	13.1	15	17.0	56	14.0
Good	29	9.3	25	28.4	54	13.5
Consultation with community in policy decision						
Poor	198	63.5	45	51.1	243	60.8
Average	58	18.6	16	18.2	74	18.5
Good	56	17.9	27	30.7	83	20.8
Level of collaboration and coordination						
Disagree	208	66.7	41	46.6	249	62.2
No Comment	74	23.7	25	28.4	99	24.8
Agree	30	9.6	22	25.0	52	13.0
Involvement of community in the land delivery processes						
Disagree	254	81.4	48	54.5	302	75.5
No Comment	35	11.2	25	28.4	60	15.0
Agree	23	7.4	15	17.0	38	9.5

Source: Based on Survey Conducted by the Author for ongoing PhD research Project

Table 3 depicts the statistically significant relationship between Indicators of participation and land delivery at five percent level of significance. Since P-value is 0 .000 that is less than the probability of the alpha error rate (.0.05) for all variables, it indicates that there is strong evidence of statistically significant association between variables, which means the variables are dependent. From this it can be concluded that if people participate in the process of land delivery they will be well informed and be satisfied with decisions which affect them

Table 3 Chi-Square Test Results between Indicators of Participation and Satisfaction of residents in the Land Delivery Process

Variables/Indicators	Chi-Square Value	df	Asymp. Sig.(2-sided)
The involvement of community in the planning processes	45.300a	2	.000
Level of collaboration and coordination among institutions	27.414a	2	.000
The involvement of community in the land delivery processes	65.104a	2	.000
Consultation with community in policy decision	37.074a	2	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 133.3.
Source: Based on Survey Conducted by the Author for ongoing PhD research Project

Transparency

The study evaluated *transparency* in terms of clarity and accessibility of the laws, openness of the land delivery processes, accessibility to land market information, and free information service.

Table-4 Response rate of Respondents on Indicators of Transparency

Variables	Types of settlement Formal (n=312)		Informal (n=88)		Total(n=400)	
	n	%	n	%	n	%
Clarity and accessibility of the laws						
Poor	173	55.4	44	50.0	217	54.2
Average	87	27.9	31	35.2	118	29.5
Good	52	16.7	13	14.8	65	16.2
Accessibility of land market information						
Poor	188	60.3	48	54.5	236	59.0
Average	89	28.5	24	27.3	113	28.2
Good	35	11.2	16	18.2	51	12.8
Information service						
Poor	140	44.9	38	43.2	178	44.5
Average	117	37.5	32	36.4	149	37.2
Good	55	17.6	20.5	18	73	18.2

Source: Based on Survey Conducted by the Author for ongoing PhD research Project

The study found that more than half of respondents of both formal and informal settlers perceived that laws regulating land management were not clear and accessible and that the land delivery process in the city was not transparent to all community members. Though there are structures for community members to contribute to the decision-making processes, in practice the study found that decisions regarding the use of land were mostly restricted to certain groups. Again, a clear majority of respondents (59%) in the study felt that there existed difficulties in accessing land information. As per the interview respondents of the study, community members cannot easily access information on unallocated land and land use plans from municipality. Most of interview respondents have regarded the information service of the municipality as poor.

The *Chi*-square analysis (χ^2_{Cal} =11.45, P=0.004<0.05) shows that there exists strong evidence of relationship between transparency and satisfaction in land delivery process (see Table 5).

Table 5 Chi-Square Analysis on Transparency vs. Land Delivery Process

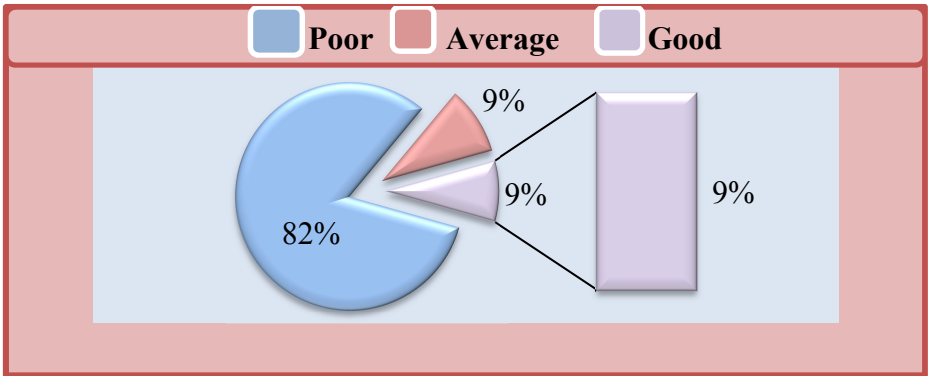
Variables	Satisfaction on urban land delivery process								χ^2_{Cal}	p-value
	Disagree		No comment		Agree		Total			
	n	%	n	%	n	%	n	%		
Transparency									11.45	0.004
Disagree	196	49.0	18	4.5	10	2.5	224	56.0		
No Comment	83	20.7	14	3.5	11	2.8	108	27.0		
Agree	47	11.8	10	2.5	11	2.7	68	17.0		
Total	326	81.5	42	10.5	32	8.0	400	100		

Source: Based on Survey Conducted by the Author for ongoing PhD research Project

Accountability

Accountability was looked at in terms of information dissemination to the city's residents about land transactions and related financial statements, appeal mechanisms for conflict resolution, and the general mechanisms for questioning ongoing land activities in the city. The study found that majority (77%) of respondents shared the view that the city administration never reports to residents on its land activities and related financial statements. Again, more than 75% of respondents indicated that there were no mechanisms for enquiring about ongoing activities in land from city administration; and 70% rated the appeal mechanism for conflict solution below good; and the majority agreed that there was no appeal mechanism to present and defend their claims if they were not satisfied with a matter.

Figure-2 Aggregate Responses of Respondents on Indicators of Accountability



Source: Based on Survey Conducted by the Author for ongoing PhD research Project

The *Chi*-square analysis (χ^{2}_{Cal} =14.41, P<0.01)) in table 6 shows that there is statistically significant association between accountability and land delivery process since p- value (0.006) is less than 0.01 at one percent level of significance(see table 6 below). This means accountability is one of the variables that have effect on the land delivery processes.

Table-6: the Relation between Accountability and Land delivery Process

Variables	Satisfaction on Land delivery Process						χ^{2}_{Cal}	p-value
	Disagree		No comment		Agree			
	n	%	n	%	n	%		
Accountability							14.41	0.006
Disagree	277	69.2	31	7.8	20	5.0		
No Comment	22	5.5	7	1.8	7	1.8		
Agree	27	6.8	4	1.8	5	1.2		

Source: Based on Survey Conducted by the Author for ongoing PhD research Project

Equity

On equity the study's focus was on whether all community members had equal access to land as well as to land information and where compensation was required to be paid a fair amount was made. The paper found that 78 percent of respondents rejected the assertion that access to land was on equal basis; similarly, 67 percent said there was no equal access to information on land. Also 43% of respondents held that fair compensation was not paid to community members as compensation on losing their land holdings, while 32% gave neutral responses.

Table 7 Mann Whitney U Test between Indicators of Equity vs. Types of Settlement

Variables	Types of settlement						*U*-value	*p*-value
	Formal(n=312)		Informal(n=88)		Total			
	n	%	n	%	n	%		
Fair compensation is paid							11784.0	.030
Disagree	138	44.2	34	38.6	172	43.0		
No Comment	108	34.6	20	22.7	128	32.0		
Agree	66	21.2	34	38.6	100	25.0		
Mean Rank	194.27		222.59					
Equal access to Housing land							12576.0	.096
Disagree	248	79.5	64	72.7	312	78.0		
No Comment	32	10.3	5	5.7	37	9.2		
Agree	32	10.3	19	21.6	51	12.8		
Mean Rank	199.48		204.10					
Equal access to land information							13411.0	.689
Disagree	210	67.3	59	67.0	269	67.2		
No Comment	44	14.1	7	8.0	51	12.8		
Agree	58	18.6	22	25.0	80	20.0		
Mean Rank	200.05		202.11					

Source: Based on Survey Conducted by the Author for ongoing PhD research Project

The Mann Whitney *U* test result (U=1174, p= 0.030, sig<0.05, 2-tailed) depicted in Table 7 shows that there is statistically significant group difference for fair compensation payment between respondents of formal and informal settlers. This implies that both formal and informal settlers differ in their views on this issue. The mean rank also indicates that the issue of compensation is relatively less sober to informal (the group with higher Mean Rank) than formal settlers. The overall result of Mann Whitney *U* test (U=11908, P=.027) for equity also shows that a statistically significant group difference (given sig< 0.05, 2-tailed) inferring that both groups (formal and informal settlers) are different in their view of equity consideration in the land delivery processes. This does not mean that there is no significant association between equity and land delivery processes. The *Chi*-square analysis result in table 8 shows that there is statistically significant association between indicators of equity and land delivery process meaning lack of equity is one of the factors that affect resident's satisfaction in the land delivery processes.

Table -8 Chi Square Analysis of Indicators of Equity and Land Delivery Processes

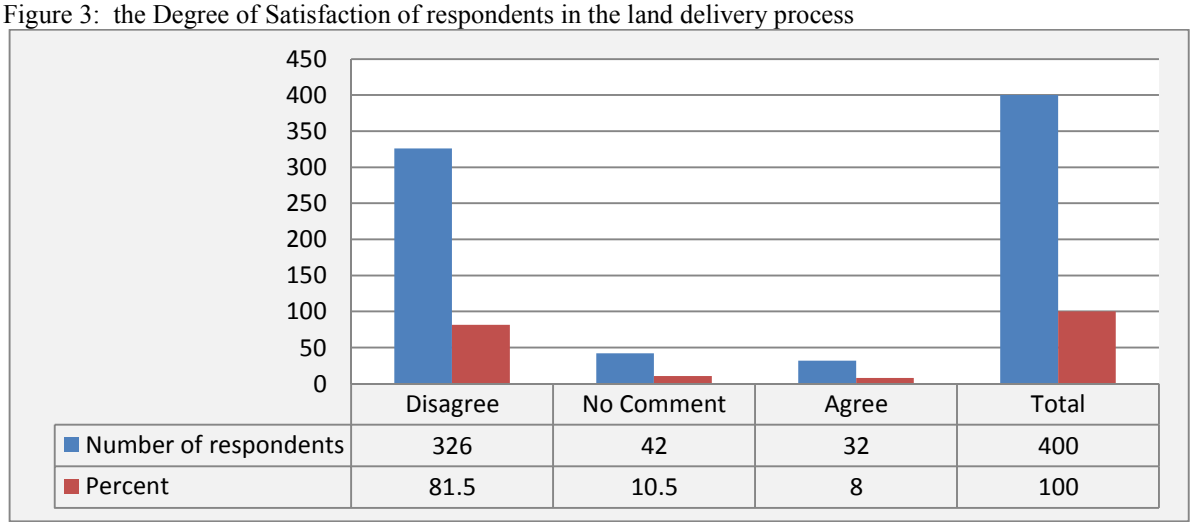
Variables/Indicators	Chi-Square Value	df	Asymp. Sig.(2-sided)
Fair compensation is paid	30.685[a]	4	.000
Equal access to Housing land	21.299 [a]	2	.000
Equal access to land information	17.738 [a]	4	.000

[a] 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.00.
Source: Based on Survey Conducted by the Author for ongoing PhD research Project

Efficiency and effectiveness

Regarding efficiency and effectiveness the study sought to address the level satisfaction, clarity of procedures, affordability, ease of transfer of use right, land (interest) registration system, process record keeping, rent seeking behavior, and general competency of Municipality's staff. Findings from the study confirmed that the land delivery practice in Hawassa did not receive a favorable opinion from respondents. About 82 percent of respondents have a view of residents' dissatisfaction regarding the performance of municipality in delivering land for different needs.

Figure 3: the Degree of Satisfaction of respondents in the land delivery process



Source: Based on Survey Conducted by the Author for Ongoing PhD Research Project

The study found (Table 9) that a majority of respondents in both formal and informal settlements felt that the requirements to obtain land and other uses were not clear; that 84 percent of respondents considered cost of land unaffordable; and most respondents disagreed with the suggestion that applications for transfer of ownership/use right and building permits received speedy attention.

Table 9 Response rate of Respondents on Effectiveness and Efficiency

Variables	Types of settlement Formal (n=312)		Informal (n=88)		Total	
	n	%	n	%	n	%
Satisfaction of residents in the land delivery process						
Disagree	267	85.6	59	67.0	326	81.5
No Comment	24	7.7	18	20.5	42	10.5
Agree	21	6.7	11	12.5	32	8.0
Clarity of requirements to obtain land						
Disagree	157	50.3	47	53.4	204	51.0
No Comment	100	32.1	30	34.1	130	32.5
Agree	55	17.6	11	12.5	66	16.5
Affordability of cost of land access						
Disagree	263	84.3	73	83.0	336	84.0
No Comment	24	7.7	10	11.4	34	8.5
Agree	25	8.0	5	5.7	30	7.5
Time for transfer of use right						
Disagree	176	56.4	57	64.8	233	58.2
No Comment	83	26.6	14	15.9	97	24.2
Agree	53	17.0	19.3	17	70	17.5
Diligence and objectivity of officials and workers						
Disagree	213	68.3	64	72.7	277	69.2
No Comment	69	22.1	19	21.6	88	22.0
Agree	30	9.6	5	5.7	35	8.8
Competency of Municipality's staff						
Disagree	139	44.6	44	50.0	183	45.8
No Comment	93	29.8	26	29.5	119	29.8
Agree	80	25.6	18	20.5	98	24.5
Land registration system and record keeping						
Disagree	131	42.0	40	45.5	171	42.8
No Comment	110	35.3	25	28.4	135	33.8
Agree	71	22.8	23	26.1	94	23.5

Source: Based on Survey Conducted by the Author for Ongoing PhD Research Project

The study also revealed that officials and workers in the municipality of the city did not perform their work diligently and without seeking rent. Almost 70 percent of respondents were of view that most officials and workers do not perform their duties diligently and objectively without seeking bribes for the services provided to land seekers. Land delivery activities are much relies on the human resource capacities. As it can, however, be seen from table 9 about 46 percent of respondents believed that there are no competent municipal staff in the city. Again, it was established that 43% of the respondents perceived there to be no proper land registration system and transactions recording system, while 24% were of the opinion that there existed a good land registration and transaction record keeping system.

Table 10 Chi-Square Analysis on Effectiveness and Efficiency

Variables	Satisfaction on formal urban land delivery process						χ^2_{Cal}	p-value
	Disagree		No comment		Agree			
	n	%	n	%	n	%		
Efficiency and Effectiveness							35.46	0.000
Disagree	103	25.8	8	2.0	6	1.5		
No Comment	200	50.5	24	6.0	14	3.5		
Agree	23	5.8	10	2.5	12	3.0		

Source: Based on Survey Conducted by the Author for Ongoing PhD Research Project

The overall result of Mann Whitney *U* test (U=12990, P=.375) for efficiency and effectiveness also shows that a

statistically significant group difference (given sig>0.05, 2-tailed) can be inferred that both groups (formal and informal settlers) had the same view on the efficiency and effectiveness of land delivery. The *Chi*-square analysis (χ^2_{Cal} =35.46, 0.000<0.05)) in Table 10 shows that there is strong evidence of statistically significant association between efficiency and effectiveness and land delivery process.

CONCLUSION

Good governance in land management is crucial for a well-functioning urban land delivery system. This paper has presented an overview of the individual variables investigated under the five governance principles adopted for the study. The result shows that land management in the city lacks transparency, accountability, equity, efficiency and effectiveness without which the city could not be able to deliver land that can contribute to the overall development of the city. It can, thus, be concluded that governance in the city is weak which leads to an ill-functioning land delivery system.

The result of Mann Whitney U Test revealed that respondents from both formal and informal settlement have the same view regarding Transparency; Accountability; and Effectiveness and Efficiency, but they differ in their view regarding Participation and Equity. The level of difference in their view of both groups is higher for participation (p-value=.000) than the equity (p-value= .027). Again, the mean rank (234.23) for participation is higher than the mean rank (221.18) for equity in informal settlement. This implies participation is relatively getting more favorable public opinion than equity in informal settlement. The result of Chi-Square test also proved that there is strong evidence of relation between governance principles investigated in this paper and land delivery process.

In general, the city needs to build a system that will promote participation, equity, transparency and accountability, and thus potentially meet good governance objectives in land management. Promoting the interactive participation of residents in all aspects of the decision-making process will reduce exclusion and increase transparency and accountability. The feedback sessions, regular and ad hoc meetings all help to make the institutions accountable to the residents of the city and also improve transparency in the decision-making processes. Therefore, measures that are intended to improve transparency, accountability, and efficiency and effectiveness can help the municipality to manage land efficiently and fairly. The study also identified the municipality's lack of competent human resources to attend to land administration, and suggests proactive capacity-building measures to improve efficiency and effectiveness in the land delivery process be considered.

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