RESEARCH ARTICLE

URBAN LAND ADMINISTRATION PRACTICES IN EMERGING CITIES OF ETHIOPIA: THE CASE OF SHASHEMENE CITY OF OROMIA REGIONAL STATE, SOUTHERN ETHIOPIA

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ABSTRACT

Sound land administration needs effective good governance which has become a major area of focus by the government of Ethiopia. However, there is still a gap in applying the principles of good governance in urban land administration. The objective of this study was to assess the practice of urban land administration in Shashemene City of Oromia Regional State, Southern Ethiopia. To achieve this objective, the study has applied multi-stage representative sampling technique. The researcher has employed descriptive research design and mixed research approach. The study used 129 systematically selected sample households from four sampled kebeles. The primary data was collected from the city municipal officials and experts, focus group discussions participants as well as households by the researcher with the help of enumerators and secondary data were collected from rules and regulations, documents concerning land and property registration system, different documents on good governance principles and official records. Qualitative data were analyzed by narration, while quantitative data were analyzed through descriptive statistics. The cumulative finding reveals that there is an inefficient as well as ineffective land administration system and administrative, technical and capacity problems were the major challenges in the study area. Finally, the study stated improving the participation of people, striving for high level integration between service rendering departments and offices, instituting a pro poor land allocation and management system, strict controlling and evaluation system up on employees, applying the modern cadastral system of land registration and setting clear and uniform work procedure as recommendations based on the findings of the study.

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INTRODUCTION

The ever changing global factors like sustainable development, environmental sustainability, globalization, rapid urbanization, economic reform and technological improvements necessitates the adjustment of various strategies and models of land administration by the international organizations and governments across the world (Williamson, 2001). According to the statement of FAO (2007) under the notion of land administration a number of arrangements and manners in managing the property rights to land, its economic aspects and land use are contained within as of its main features. However, land administration (especially urban land administration) becomes arguable in the contemporary worldwide agendas; but acquires credit from international organizations including WB and UN in mounting sustainable development (Berhanu, Zevenbergen and Bennett, 2015).

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Scholars like Zinnbauer (2014) argued that urban land administration is the challenging one for urban centers as well as the rest of the world in the current fast growing rate of urbanizations. From the above statement we can understand that urban land administration is an issue that needs especial attention by all stake holders. The report of UN Habitat (2012) clearly indicates as municipal/urban administration is a deserted area which is complicated by a number of problems. However, over the last two decades, good governance has become a major area of attention by the government of Ethiopia. Although the government shows a strong political will to establish good governance in the country in the second GTP, there are many challenges and problems that wait ahead (The Ethiopian Herald, December 2015). In line with the aforesaid major area of focus of Ethiopia, Prime Minister Haile Mariam Dessalegn on meeting with Federal Ministers strongly indicates as his country-Ethiopia never achieves the second GTP successfully unless good governance prevail (*Awramba Times*, Nov.4, 2015). Owing to the aforementioned backdrops, the issue of land administration especially in relation with good governance is an issue which needs special emphasis.

Hence, taking those needs of the present society and future generation into account, participatory, efficient and effective as well as responsive land administration with provision of good governance is unquestionable.

Statement of the Problem

Urban land administration (here after ULA) is a precarious issue because urban centers or cities are currently complicated with the ever increasing demand of land for different urban development purposes. Hence, urban land delivery process in Ethiopia is a sensitive land policy matter which in turn affects the overall urban land administration (Lindner, 2014). In order to enhance the practice of good governance in society successfully achieving good land administration is the prior one. In line with this statement FAO (2007) argued that commitment and participation of all stakeholders should prevail for effective land administration. The Target 11 of UN Millennium Development Goals also seeks to significantly improve the lives of at least 100 million slum dwellers by 2020 through alternatives of new slum formation. However, there are many problems in emerging cities related with good governance in urban land administration that hinder sustainable urban development. ULA is a sustainable solution to those problems which requires immediate decisions to be made before the problems are beyond the control of local government. Despite of the effort made by government to eradicate poverty via improved assess to land, the studies conducted by Gondo (2008) portrays that towns and cities in Ethiopia are stressed with the problems which have an attachment with the land delivery systems and failed to cope up with the needs of the urban poor.

Shashemene is a vibrant city in which many socio-economic activities are taking place which makes the city to play major roles in the development of the region (Oromia) and the country as well. As the center of multiple business attraction, the city is growing fast both in physical size and population wise. These dynamisms come with many problems like rapid population growth, high migration rate from the nearby rural areas and cities, lack of infrastructure, corruption, illegal land transaction, as well as informal land holding that requires the city administration to match its service provision with the change of demands (Compass AEPED, 2015).Thus, the researcher has tried to see the practice of urban land administration in line with the principles of good governance. Though, there are studies conducted on urban land issues in other parts of Ethiopia on land policy, tenure security, land rights and land certification, there is dearth of emphasis on practices of urban land administration including the study area. Hence an attempt has been made in this study to assess the practice of land administration in line with the principle of good governance in the study area.

Objectives of the Study

The general objective of the study is to assess the practice of urban land administration in *Shashemene* city of *Oromia* Regional State. In line with above general objective, the specific objectives of the study are to:

- Examine the participation of the Stakeholders in urban land administration.
- Analyze the effectiveness and efficiency in urban land administration in the study area.

- Bring out the challenges of urban land administration in the study area.

Research Questions

In order to achieve the aforementioned objectives and to address the problem, the following research questions are developed:

- How the stakeholders' participate in the urban land administration?
- How and to what extent urban land is administered in an efficient and effective manner in the study area?
- What are the factors that challenge the administration of urban land in the study area?

MATERIALS AND METHODS

Research Design

In this study the researcher has employed descriptive research design based on the ground that, it helps to describe the current status of good governance practices in urban land administration of the municipality under study.

Research Approach

The researcher has employed both qualitative and quantitative research approaches in order to fulfill the objectives of the study. The qualitative research is typically used to answer questions about the complex nature of phenomenon, often with a purpose of describing and understanding the phenomenon from the participant's point of view. Quantitative research is also used because it is specific, well-structured and can be explicitly defined.

Sampling Technique and Procedures

Multi stage sampling techniques were used in this study. In the first stage, purposive sampling was used to select *Oromia* region due to its rapid expansion of investment and industry as compared to other regions. In the second stage, the researcher selected West *Arsi* Zone purposively due to its proximity and portion of outlet for other surrounding areas. In the third stage, *Shashemene* city was selected by its center of business and investment as compared to other surrounding West *Arsi* Zone. Finally, from *Shashemene* city four *Kebeles* were selected based on the land holding mechanisms -largely high informal land transaction namely *Abosto* (4,464 HH's), *Arada* (3,384 HH's), *Bulchana* (3,372 HH's) and *DidaBoke* (3,387HH's. Totally, 14,607 of households were considered as sampling frame of the study. The ever increasing demand for research has created a need for an efficient method of determining the sample size needed to be representative of a given population. Thus, the researcher use sample size determination formula developed by Jeff (2001) to determine the total sample size for this study.

$$S = \frac{x^2 NP(1-P)}{d2(n-1)+x^2 P(1-P)}$$ Where:

S = required sample size.

x^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population variability (assumed to be 0.10 since the population is homogeneous in terms of   geography,   similar

social class and similar economic activity (cash economy) as urban economy is monetized economy).

d = the degree of accuracy expressed as a proportion (0.05).

When this formula is applied to the above sample, we get

$$s = \frac{3.841 \times 14,607 \times 0.1 \times (1-0.1)}{0.05^2 (14,606) + 3.841 \times 0.1 \times (1-0.1)} = \frac{5049.49}{36.86}$$

$$= 137$$

On the other hand, to determine the number of sample (respondents) in *Abostokebele* (n_1), *Aradakebele* (n_2), *Bulchanakebele* (n_3), and *DidaBokekebele* (n_4); the following formula were better help.

Thus, $n_1 = S (N_1/N)$ and hence
$n_1 = 137 (4,464/14,607) = 42$
Similarly, $n_2 = S (N_2/N)$, which is
$n_2 = 137 (3,384/14,607) = 32$
$n_3 = S (N_3/N)$ which is
$n_3 = 137 (3,372/14,607) = 31$
$n_4 = S (N_4/N)$ which is
$n_4 = 137 (3,387/14,607) = 32$

Sample respondents were selected through systematic sampling technique. The study use both probability and nonprobability sampling designs. Probability sampling was used to select respondents for the questionnaire. From the probability sampling design the study employs Systematic sampling. Nonprobability sampling was used in the selection of the key informants for interview and participants of the focus group discussion which were purposefully selected.

Data Type and Source

Both qualitative and quantitative types of data were used. Regarding the source of data the researcher has used both primary and secondary data. The sources of primary data were sample household respondents, head of Shashemene Urban Land Development and Management Office (here after ShULDMO), FGD participants, ShULDMO officials and experts and secondary data sources have been collected from written materials including books, journals, articles, good governance principle documents, land and property recording document, government's policy and strategy documents that were relevant to this study.

Data Collection

As stated above, the target populations of this study were the households in the city and the employees of land administration office. The primary data were gathered by using structured questionnaires, semi structured interview and focus group discussions. The instruments (techniques) of data collection that the researcher uses and how they were used are stated as follows.

Questionnaire: The study has employed structured questionnaires to collect data from the sample respondents and it was translated to *AfanOromo*, a local language to be easily understood by the respondents. The researcher employed data collectors; hence, four enumerators were trained for two days regarding data collection and employed for eight days to collect the data. A criterion for selection of enumerators was educational background (more than 10+2 grade).

Key informant Interview: The type of interview employed in this study was semi-structured interview; this helped the researcher to know specific information. To increase the validity of the study and cross check the responses of households, based on non-probability sampling method, the researcher purposively selected five (5) key informants based up on their position and work experience. Hence, head of ShULDMO and four (4) officials were interviewed.

Focus Group Discussion: The focus group discussion were primarily arranged with issues that do not included and answered through questionnaire and it is also used even with questions that are included in questionnaire but those needs further information. The researcher has organized two focus group discussions with the residents in the selected sample *Kebeles*. The number of individuals that participated in each focus group discussions was six (6) and selected purposefully.

Data Processing and Analysis

Before data collection process ends, data edition and cleaning were taken place side by side with the field work while collecting the data. In the course of data collection, completeness of the answers, accuracy of the answers and uniformity of the data collectors in interpreting instruction were checked. The classification of the mass of data based on the main characteristics of the questionnaire, FGD, interview and objectives of the study have been made. To this end, both qualitative and quantitative methods of data analysis were employed. Quantitative data which gathered from questionnaire were analyzed in a descriptive way and presented with the use of tables, pie-charts, bar graph, verbal explanations and percentages to enable easy interpretation and quick visual comparisons of variables. The study mainly used SPSS (Statistical Package for Social Science) version 20 and Microsoft excel. On the other hand, information obtained from key informants and focus group discussion in the study area was qualitative in nature and analyzed narratively to support the coded quantitative data.

RESULTS AND DISCUSSION

Participation in Land Delivery and Planning

Table 1. Participation of Community Members in Land Delivery and Planning Process

| Community members involvement in the land delivery process			Community members participation in planning	
Response	n	%	n	%
Strongly Disagree	23	17.8	17	13.2
Disagree	71	55	87	67.4
Neutral	10	7.8	10	7.8
Agree	21	6.3	10	7.8
Strongly Agree	4	3.1	5	3.8
Total	129	100	129	100

Source: Survey Questionnaire, 2016
Note: n= frequency and %= percentage

Government of Ethiopia strives for public participation and transparency in the urban development process at all levels of government. At local government level this policy ambition is also inscribed in law as all city proclamations include various requirements to that effect. As per Table 1, 94 (73%) of the respondents disagree, 25 (19%) of sampled respondents replied that they agree and the rest 10 (8%) of the respondents choose neutrality concerning the participation of community in urban land delivery process.

Table 2. Consultation and Representation of Community members in Urban Land Administration

			Community members involved in disputeresolution on land	
Different sections of society is represented and involved in decision making				
Response	n	%	n	%
Strongly Disagree	31	24	32	24.8
Disagree	74	57.4	24	18.6
Neutral	8	6.2	41	31.8
Agree	12	9.3	27	20.9
Strongly Agree	4	3.1	5	3.9
Total	129	100	129	100

Source: Survey Questionnaire, 2016
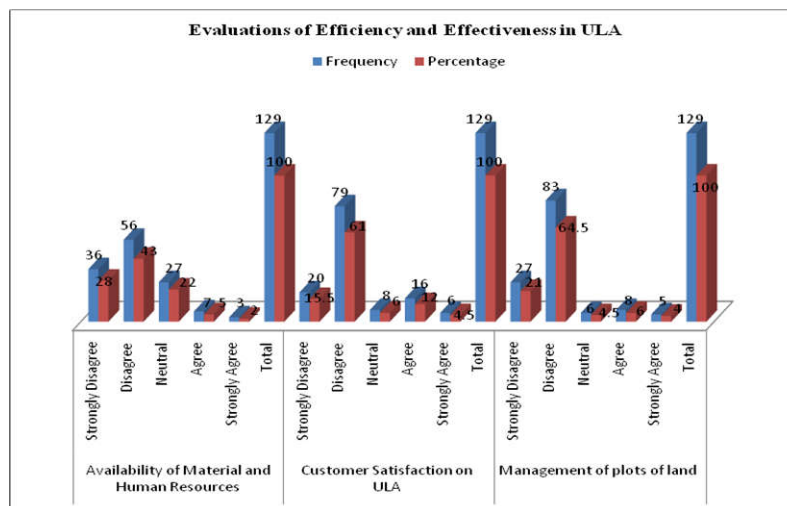
Source: Survey Questionnaire, 2016

Figure 1. Evaluation of Effectiveness and Efficiency of ULA

Table 3. Land Registration System and Accurate, Integrated and Computerized Land Information

	Presence of Swift, Fast and Simple Land Registration in ShULDMO		Availability of Accurate, Integrated and Computerized Land Information	
Response	n	%	n	%
Strongly Disagree	64	50	27	21
Disagree	42	32.6	78	60.5
Neutral	9	7	11	8.5
Agree	8	6	8	6
Strongly Agree	64		5	4
Total	129	100	129	100

Source: Survey Questionnaire, 2016

Table 4. Collaborations between Departments/Offices

Description	Response	n%
Coordination among offices/Very high	3	2
Departments in service delivery High	5	4
Moderate	7	6
Low	78	68
Very Low	23	20
Total	129	100

Source: Survey Questionnaire, 2016

Table 5. Respondents Land Acquisition Mechanisms

Description	n	%
By Occupancy	18	14
Through Lease	23	18
As a gift from parents/ relatives	18	14
Through Municipal allocation	41	32
Informal land transaction	29	22
Total	100	129

Source: Survey Questionnaire, 2016

Table 6. Challenges in Urban Land Administration

Description	Response	n%
Presence of problems that challenge urban land yes	115	89.1
Administration No	14	10.9
Total	129	100.0

Source: Questionnaire Survey

Most of the key informants also disclosed the absence of community participation in land delivery process. Likely, FGD participants also indicated the deficiency on the same issue. From this result it can be said that majority of people were not participating when land was delivered and thus land was delivered without active involvement of the society. This study also found the same result with the study conducted in Hawassa town of SNNPRS by Takele *et al*. (2014) that depicts lack of community participation in planning and land delivery process as well implementation in urban land administration. However, in planning the local people should actively participate because the results of planning and implementation can only be sustainable if plans are made with and by the people, not behind them or even against them. Planning is therefore not just a matter for experts, but should also be carried out together with those affected by it.

Consultation and Representation of the Society in Land Administration

The participation of different section of community is necessary to include their needs and preferences in planning and different programs on land and decision making process. In order to identify the involvement of community members respondents were requested to respond whether they participate in resolving disputes or not. As per Table 2, 105 (81%) of respondents disagree with idea of the participation of community members in conflict resolution. While 16 (12%) of them agree and the rest 8 (6%) of respondents responded that neutral on the idea of participation of community in dispute resolution.

The result of the survey implies that there is no space for community members in resolving disputes which occurs on land and land related property. However, feasible and practical dispute resolution mechanism must acknowledge the value of community based on knowledge and should be accessible for all groups. Furthermore, any approach to sustainable dispute resolution must address the historical and underlying grievances associated with how land was acquired (UN Habitat, 2012). Participation of the local community in decision making was also assessed. Of the total respondents, 83 (64%) of the respondents replied that disagree, 34 (26%) of the respondents take the position of neutrality and 12 (10%) of sampled respondents replied that they agree up on the participation of local communities in decision making. These data clearly indicates that different sections of the society were not participating in decision making process.

The participation of different sections of society in decision making will help to identify the interests of different sections of the society and up on that it will be helpful to make decisions that will mediate these interests. The same question was also forwarded to the FGD participants and reveals that ShULDMO lacks behind in constituting participatory land administration. Likely, key informants argued that the sole decision makers in urban land administration were government officials' not the local community. In connection to this idea, McAuslan, (2002) stated 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 from this information it can be concluded that, the needs and preferences of different sections of the community were not taken in consideration when decisions are made.

Availability of Human and Material Resources

With reference to Figure 1, most of the respondents, 72 (56 %) of them responded that disagree, whereas 46 (35.7%) of sampled respondents take the position of neutrality and the rest 11 (8.5%) of the respondents agree up on the availability of human and material resources in ShULDMO. The above result reveals that the office was not doing its duty, achieves its purpose in quality and does not provide a quick service owing to lack of material and human resources. The information gathered from FGD participants and Key informants also confirmed that there is no enough material and human resource in the office to carry out its activities in accordance to the customer demands. Absence of super computer for example results the loss of data which in turn affects the quality of service rendered by the office, added by key informants.

Customer Satisfaction on Service Delivery

Concerning to customer satisfaction on the service delivery of the municipality, the finding of the study as it was responded by the household respondents and FGD participants; customer satisfaction on service delivery in the study area was poor. Figure 1 portrays, of the total respondents, 99 (77%) of the respondents replied that they disagree on the issue of customer satisfaction on the allocation of land. While 22 (17%) and 8 (6%) of the respondents replied that agree and neutral respectively. From Figure 1, we can conclude that within the municipality, the service given by the professionals or experts in the city's land administration practice were unsatisfactory. FGD participants and key informants have also identified the same problem raised above. The findings all indicates that the capacity and performance of the municipality to administer land and land related properties of the city was not satisfactory.

Management of Plots of Urban Land

The researcher also asked questions about the management of each plot of land. The result of the survey depicts that, of the total respondents, 110 (85%) of respondents disagree. While 13 (10%) and 6 (4%) of the respondents replied agree and neutral respectively. From this result we can conclude that *Shashemene* city municipality fails to know the exact plots of land owned by the stakeholder. In conformity with the above result, the key informants and FGD participants give concrete evidence that the city administration has no defined urban boundary for its urban land development and management and no clear information on vacant and occupied lands within its jurisdiction. As suggested by FAO (2007), absence of knowing urban boundary, vacant and occupied land results the expansion of illegal activities which puts the exercise of good governance under question. On the other side, the informal land transaction is the critical problem that is still ongoing in the study area. Thus, these types of problems results a great challenge for the municipality in managing the existing land within its jurisdiction. Without having reliable and up to date data, it is impossible to manage the city's land effectively and efficiently.

Land Registration System and Computerized Land Information

As it was clearly shown in Table 3, of the total respondents, 106 (82%) of the respondents disagree. While 9 (7%) of the respondents replied neutral and the rest 12 (10%) of the respondents agree on the land registration system of the

municipality. As suggested by Bell (2007) lack of accessible complete data continues to be a major impediment to the public administration of land in developing countries; the same is true in the study area. FGD participants and key informants also confirmed about the presence of problem. From the above data, we can understand that the municipality had no advanced and modern land and property registration system rather it uses the manual record system or simply record some information and document the same. Therefore, the result of survey shows that there were no fast and simple land registration systems in the study area. Land administration's data must be collected, stored, maintained and updated effectively and efficiently (FAO, 2007). On Table 3, household respondents were asked about the accuracy, integrity and computerized land information in the study area. Of the total respondents, 105 (81.5%) of the respondents disagree, while 11 (8.5%) and 12 (10%) of the respondents replied by saying neutral and agree respectively. Key informants identify the major problems related to land and land related property information of the municipality including absence of well documented land data of land holders with their title deeds, lack of full information from the previously recorded parcel of land and lack of municipal data management. FGD participants have also confirmed that there were gaps in the registration system. Cadaster certificate sometimes fail to show the reality on the ground and enforce stakeholders to return back to the office and fix the problem in the data.

Coordination among offices/departments

An important element used to measure land administration service delivery quality is high coordination among service giving departments/offices. The main reason for the lack of strong cooperation and coordination are common to almost every country including the existence of different short term priorities in each organization or department, concern for financial matter, lack of information technology and uncertainty over legal responsibilities for coordination (World Bank, 2007). As it can be observed from Table 4 that only 8 (6%) of customer respondents indicated that there was high coordination among the concerned departments/offices whereas 7 (6%) of them replied that moderate and the rest 101 (78%) of them responded that there was low coordination. Thus, there was no supportive and healthiest interaction between the offices/departments in the study area according to the survey result. Unlike to this finding, Arko (2011) states that there should be a need to have an approach that involves consultation, cooperation, collaboration, representativeness and interactive participation in urban land administration.

In this regard key informants were asked to forward their suggestions on the reasons for weak coordination between ULDMO and other departments/offices. They identified as uncertainty over legal matters and concern for financial matters as the main reason for poor coordination among organizations and departments. Majority of key informants raise the concrete example of conflict among three offices on valuation of land i.e. Municipality's Customs Office, Building Committee (locally named *ShumiGamo*) and ULDMO. For a single valuation of land these three offices compete for the same activity with different value and specification. And also there is time in which they contradict over one another added by the key informants. However, FAO suggests that those who are assigned for land valuation should employ appropriate methods and techniques to produce acceptable valuation outputs in

accordance with requirements in the law (FAO, 2007). The main reason for their disagreement is that there is no clear legislation and rules governing the proper valuation of land at both regional and City level. Standards are concerned with the methods used by professionals. For valuations, for example, standards should define how buildings are measured, how particular types of property are to be valued and how valuation for particular purposes is to be carried out (FAO, 2007).

Respondents Land Acquisition Mechanisms

Urban Land Development and Management office should clearly know how individuals acquire land and hold ownership right as well as its legality. The methods of land acquisition especially in urban areas determine the existing form of administration- whether good governance prevails or not. Thus, in this regard; ShULDMO was not effective based on questionnaire survey, FGD participants and key informants. The result of survey indicates that there were informal land transactions which highly undermine the practice of good governance in the study area. The manner by which land is acquired by respondents in *Shashemene* city is given as follows. Accordingly, 41 (32%) of the respondents acquired their land through municipal allocation, whereas 29 (22%) obtained their land through informal land transactions and 23 (18%) acquired through lease, 18 (14%) of the sampled respondents acquire by occupancy and the rest18 (14%) acquired through gift from relatives/friends. From the method of land acquisition one can easily understand that informal land transaction is in the second place which is one of the most important method of land acquisition in *Shashemene* city. According to the FGD participants this problem is associated with shortage of land and failure of the municipality to deliver land through the formal channel of land delivery system. In connection to this idea, Achamyeleh (2014) also indicates that the existence of informal channels of land transaction and development in urban areas of Ethiopia is largely because of the inability of the formal land tenure system to fit to the requirements of the current rapid rate of urbanization. The existence of such practice highly exposes the residents to compete over the existing scarce land resources which in turn creates a great problem on good governance in general and urban land administration in particular. In general as far as effectiveness and efficiency of urban land concerned; based on the finding of the study, it is observed that ShULDMO were not found well in accomplishing its activities.

Challenges in the Administration of Urban Land

As shown in Table 6, respondents were asked whether there are problems that challenge participation, effectiveness and efficiency in the administration of urban land in the study area. Thus, majority of the respondents, 115 (89.1%) replied that there were problems that influence effective implementation of the principles of good governance in general. Majority of respondents stated that corruption, negligence and ineffective implementation of rules and regulation were the major challenges to get effective service delivery.

Generally, the responses from the household respondents, key informants and FGD participants pointed out different problems from different angles. Thus, the major problems that challenge administration of urban land was identified and categorized as here under:

- Mismatch between master plan and local development plan i.e. since master plan was prepared for a period of ten years and the areas identified as residential were included as investment areas in local development plan which was prepared in five years.
- Presence of contrived file in the archive (record department) of ULDMO and loss and/or adding of file to/from the existing document.
- Powers and duties given to officials of ULDMO was not equal i.e. there was involvement from higher officials- from zone, region and even from the federal officials.
- Absence of land in land bank of ShULDMO.
- Presence of informal land acquisition and transaction in the city.
- Inadequacy of material and human resources-disproportionate number of actual staff with the number of required staffs.
- Higher officials do not want the lease system to be transparent due to the existence of systematic chains with land dealers and investors and
- Exclusion of the poor by the system of land lease in land acquisition process.

Major Findings

Ethiopia, after a long year's tradition of centralized government and governance structure, decentralized form of government and governance structure has been adopted since 1991 with different layers of government structures- Federal, Regional, Zonal, Woreda and Kebele levels. This marked a dramatic change in terms of the tradition of the country's governance. And since then national declaration policies have formed part of a large scale reform of government resulting in the creation of institutional and legal frameworks for urban local government authorities. This enabled the formerly marginalized municipalities to function as independent local authorities. The main objective has been to create and strengthen urban local government that will ensure public participation, democratization and enhance good governance. This study attempted to achieve its objectives based on the survey of data analysis and explanation to answer the research questions by using qualitative and quantitative data analysis. The researcher tried to assess the practices of ULA of the area under study based on the objectives of the study and finally the pinpoints here under are summarized as the major findings of the study:

Participation is one of the core elements of good governance that should be achieved by urban land administrators for good governance to be practical and effective. Participation allows all stakeholders to take part in the process of ensuring good governance and building of democratic processes that could be solution for many problems. This study reveals, ULDMO had failed in implementing the principle of participation in day to day activities of land and land related property administration of the city. Accordingly, the involvement of community members in land delivery process, planning and interaction of the office concerning service delivery, consultation and representation of community members were not satisfactory. The survey result indicates the minimal or poor representation and consultation of community members in land and land related property administration, lack of encouragement of customers' participation in urban land administration and

failure to interact with the community in administering urban land were some of the major findings in the study area. Regarding to effectiveness and efficiency of ULA; ShULDMO has found poorly performing. The finding of the study reveals organizationally, the municipal day to day activity had been carried out by incompetent worker. There is lack of enough automated or computerized materials, poor customers satisfaction, the municipality has no defined urban boundary for its urban land development and do not clearly know the vacant and occupied land within its jurisdiction, the city administration do not clearly know the parcel of land owned by the residents, weak land registration system and not having accurate, integrated as well as computerized land information and there were informal land transactions which highly undermine the practice of good governance in the study institution. To meet the anticipated goal in an effective and efficient manner, the implementation of urban land administration in *Shashemene* city was low due to the existence of different bureaucratic departments, lack of coordination across offices/departments and presence of many work steps to get service by the customers. This study established that coordination among ULDMO and others like municipality's custom office as well as building committee (locally named-*ShumiGamo*) remains unsatisfactory. As far as the effectiveness and efficiency is concerned; based on the findings of the study, it is observed that ShULDMO was not found well in accomplishing its activities. There are many problems that challenge ULA in delivering quality service to the stakeholders. In the study area different difficulties challenge the daily activities of ULDMO. Accordingly, problems like lack of resources, lack of qualified or competent staff, incongruity between master plan and local development plan, lack of institutional capacity and technology, bureaucratic and expensive procedures, lack of coordination and rendezvous of multiple agencies, corruption and bribing, abuse of power and mismanagement were the major challenges encountered by ULDMO.

Conclusion

Managing the people to land relationships is recognized as an inevitable solution to deal with the different contemporary challenges the globe has been facing which comprised of urban poverty, expansion of slums and climate change. In this regard, formulating and implementing policies and laws through the prime consideration of the principles of good governance are important to create a harmony between urban people and urban land administration. The main target of this study was to assess the practice of *Shashemene* city land administration from the perspective of good governance principles. More particularly participation, efficiency and effectiveness principles of good governance were used to assess the widespread practice of the *Shashamene* city land administration system.

Based on the findings the following conclusions are drawn:

The result of analysis shows that urban land administration in the study area was generally weak and surrounded by a growing number of challenges. Overall, the finding of analyses helped to examine the different shortcomings in the land administration. Although participating urban society within urban activities is an important factor for city development, the involvement of the local community in land and land related issues was less in the study area. Efficient and effective practice of urban land administration was not employed. The

presence of incompetent workers, absence of necessary material and human resources, low level of customer satisfaction, improper management of urban land, improper land registration system and informal land transaction emerged as a result of inefficient and ineffective urban land administration. In general, the major problems that challenge the Urban Land Development and Management office in performing its daily activities were identified as administrative, technical and capacity problems.

Recommendation

Based on the results of analysis, the following possible solutions as recommendations are forwarded to different levels of decision makers, potential researchers in the area and ShULDMO. As the study revealed, the municipality of *Shashemene* failed in implementing the principle of participation in a day to day activities of land and land related property administration of the city. Accordingly, the involvement of community members in land delivery process, planning and interaction of the office with the community, consultation and representation of community members were not satisfactory. Therefore, improving the participation of society in urban land administration is crucial. So as to increase the participation of the society in urban land administration, the following suggestions are forwarded:

- The city land development and management office have to involve the public on developing policies, plans, charters and in evaluation of plans as well.
- Society should participate in land delivery and conflict resolution.
- The municipality should prepare clear and an appropriate method to mobilize all the concerned stakeholders in the issue of urban land management.
- Decisions should be open to the public and done with participation of different sections of the society.

Based on the findings of the study, effectiveness and efficiency in urban administration was observed that ShULDMO was not found well in accomplishing its activities. Therefore, it is essential to ensure effective and efficient ULA for sustainable urban growth. In line with the aforesaid finding, the following suggestions are forwarded:

- The employee and customers' ratio should be strengthened in a proportionate manner for delivering efficient and effective services.
- There should be consensus among the concerned service rendering offices about the rules and regulations governing service delivery.
- Municipality should leave the usual land and property registration system and need to follow and apply the modern cadastral system of land registration.

Different problems challenge the administration of urban land. According to the findings of this study; administrative, technical and capacity problems were the major challenges in the study area. Therefore, to have sound urban land administration and effective application of the principles of good governance, tackling these problems are unquestionable. Hence, the actions suggested in this regard are given hereunder:

- The city municipality should set and strengthen continuous monitoring and evaluation process of the activities related to land and property administration.
- Rules, regulations, proclamations and policies concerning urban land administration should be well organized and easily accessible to all stakeholders.
- Cooperation and integration should be established between ULDMO, Building Committee (locally; *ShumiGamo*) and Municipality Custom Office.
- Institute a pro- poor land allocation and management system.

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