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ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF SERVICE DELIVERY PRACTICES AND CHALLENGES ON LAND
AND TENURE SERVICES: THE CASE OF KOLFE KERANYO SUB CITY LAND
ADMINISTRATION OFFICE.**

By - KENEAN NEGUSSIE ADANE

SUPERVISOR: TILAYE KASSAHUN (PhD)

July 2020, Addis Ababa

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
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July 2020, Addis Ababa

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APPROVED BY BOARD OF EXAMINERS

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Dean graduate studies	Signature
_____	_____
Advisor	Signature
_____	_____
External examiner	Signature
_____	_____
Internal examiner	Signature

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Tilaye Kassahun (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Kenean Negussie Adane

St. Mary's University Addis Ababa

Signature

July, 2020

ENDORSEMENT

This thesis has been submitted to St. Mary's University, school of graduate studies for examination with my approval as a university advisor.

Tilaye Kassahun (PhD)

Signature

St. Mary's University Addis Ababa

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Abstract

This research paper intends to study the service delivery practices and challenges on land and tenure services specifically in Kolfe Keranyo Sub-city land administration Office. It focuses on showing the service delivery practice, determining the service delivery challenges, investigating the reasons for poor service delivery of the institution, and offering a solution to overcome that. The sources that are used for the research are both primary and secondary that enabled the researcher to draw better conclusions. Since it is focused on a specific organization, the research is case study and used descriptive research design. Qualitative and quantitative / mixed data collection method was adopted to collect data. The researcher used questionnaires to collect data from both sample population of customers and employees of the organization which are directly related to the service delivery process. All in all 120 Questionnaires were distributed to customers and 89 questionnaires for employees that the researcher used them as primary sources of information. To interpret the findings from the data collected, the researcher found it convenient to use tables and percentages. The major findings from the data are challenges in the service delivery process which should be given attention by the administration and improvement steps should be taken. The major findings are inconvenience of policies and procedures for the service, lack of technological support of the service delivery process, the insufficient speed and quality of services which both employees and customers rated it sufficient/medium. Conclusions are drawn and recommendations are also provided accordingly.

Keywords

Customers - people who are in need of specific service from an organization.

Employees- service deliverers of an organization.

Efficient and Effective Service delivery -it is how well a service is provided to the service requestors with speed, accuracy and care

Sub city Administration- is part of Addis Ababa city administration in which the city is divided in to 10 sub cities.

Land administration -is the process of recording and disseminating information about ownership, value and use of land and its associated resources.

Land management- is the sound and sustainable use of land.

Land -Land includes all houses and other buildings standing or built on it.

Tenure is directly related to the holding of the land.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Service is an action of doing something for someone. Service delivery is a process which involves both the service provider and receiver. Since the measurement is solely based on the opinion of the customer it makes it difficult to measure.

Addis Ababa city administration provides numerous services for its residents that it decentralized the administration by dividing them into 10 Sub cities and 116 Wereda administrations. Land service delivery is one of the services given by the sub city among other services. Since land is a limited resource and source of wealth in our country, its service delivery is sensitive.

In land management office there are many customers who request for different types of services but the service delivery process and the demands of the customers do not seem to match at all. There are always long lines of customers for service application, longer waiting hours for the service to be provided and manifested grievances about the service.

This study intends to investigate the service delivery process and find out the challenges which are causing the grievances. The findings of the research can be used to solve the problems. The Administration will take the necessary steps in light of the findings of the study. The administration will be able to decide where to give emphasis on and what should be done. It can also imply other researchers to provide scientific solutions and conduct further researches in similar or related areas. The recommendations which will be suggested at the end of the research will help ease the practical difficulties which can arise from not being able to know what the challenges are.

1.2 Statement of the problem

As Ethiopia is a developing country, land is the fundamental resource for the economy. It is an expensive resource especially in urban areas which makes it center of gravity for various interests. Unless it is managed properly it can be misused and be unable to provide the intended benefits. Addis Ababa City Administration has established 10 Sub cities to provide administrative services for its residents. As one of the sub cities, Kolfe Keranyo Sub-city is expected to provide numerous services that land and tenure services are among the services to be provided. Although the service is expected to be delivered in efficient and effective way, it is known that there is insufficient and clumsy service delivery practices in land management office. Anyone can observe that there is long queue of customers for service requests, longer waiting hours to finish service and even written and oral grievances. The department of grievance and appeal of the sub city conveyed that it accepted a lot of customers with their grievances and try to solve them but it didn't make a real difference and dry the source of the problem.

It is gathered from the administration office that it tried several managing techniques to overcome the problem but no success so far. Even though the results are not satisfactory, there are series of employee meetings every week which were aimed to solve service delivery problems and employee capacity building. Even there is intense employee and managers' meetings every 6 months that are followed by accountability of both parties. Moreover, the administration hired additional man power and tried to provide service with new blood but the results didn't change. Last year, the office has gone through reform to improve the service delivery process but the challenges still existed and need a real solution. Even though the problem is as grave as it is described; no sufficient researches were made to solve the problem and to support the practical work process. This assessment intended to fill the knowledge gap and investigated the service delivery practices, challenges and reasons for the poor service delivery in land and tenure services.

1.3 Research objectives

1.3.1 General objectives

Addis Ababa city administration has established 10 sub cities to provide administrative services for its residents. As one of the sub cities Kolfe Keranyo sub city is expected to provide numerous services that Land and tenure services are among the services to be provided. The service is expected to be delivered in efficient and effective way. This study deals with the investigation of service delivery practice and its challenges.

1.3.2 Specific objectives

The specific objectives are;

- Assessing the service delivery practices in Kolfe Keranyo Sub City land and tenure services
- Identify the challenges and know the core reasons for quality failures in the service delivery
- Offering suitable and practical solutions for the problems identified which can help for the sustainable improvement of the service delivery.
- Contributing to fill the knowledge gap in the area of study.

1.4 Research questions

Land is the most important resource in the country that makes urban land service delivery very sensitive. Since the service delivery needs to be provided in efficient and effective way for the customers, it is crucial to investigate the following questions;

1. What are the service delivery practices in Kolfe Keranyo sub city land and tenure administration office?
2. How efficient and effective are service delivery practices in land and tenure services?
3. What are the main challenges for the in efficient service delivery in land and tenure service?

1.5 Scope of the study

There are several services that the government is providing for the general public. Addis Ababa City has the municipality, 10 Sub-cities, 116 Wereda Administrations and numerous institutions under its administration. As Kolfe Keranyo Sub City is one of the Sub Cities it has several

service delivering offices under it. This study only focuses on one of the offices which is land administration office and specifically on land and tenure service delivery.

1.6 Significance and Limitations of the study

The research has two basic uses in the administration and in the area of knowledge. Some of the significances of this study are;

- To show the service delivery practice of the Kolfe Keranyo sub city land and tenure office.
- To identify the reasons for the quality service delivery failures and to come up with suitable solutions for the problems.
- It can also be used to pin point the service delivery gaps and challenges.
- It can imply ways to ratify better policies and strategies by the concerned bodies
- The conclusions and recommendations can also be used for future and planning and sustainable improvement of the Administration.
- It can also be used as a reference material for researchers who undertake studies on similar or related topics. .

The study has its limitations both in coverage area and types of services that shall be studied. Since there is time and resource constraint, it is limited in its coverage. The study deals with land and tenure services in one of the sub cities particularly in one of the offices that are land and tenure services. There are several departments in land management office and various services that are being delivered.

It is suggested that other researchers shall conduct researches that cover full service delivery practices of land management and even over all service delivery practices of the sub city. Moreover, it would be even helpful to the city administration and to the public to undertake studies concerning land service delivery practice and even the general service delivery practice of the city administration.

1.7 Organization of the study

This study is organized in five chapters. The first chapter includes the introduction of the study, statement of the problem, research questions and research objectives, scope of the study, significance of the study, limitations of the study and organization of the study. The second chapter consists of review of related literature followed by the third chapter which is concerned about research design and methodology, sample frame and size also data collection and analysis methods. The fourth and fifth chapters are the data collection and analysis from sample population and summery of finding, conclusions and recommendations based on them respectively.

CHAPTER TWO

REVIEW OF RELATED LITRATURES

2.1 Service delivery concept

2.1.1 Meaning of service and its importance

Service is an action of doing something for some one. It is an experience which can be used or consumed at the same time of production. It cannot be stored, transferred and owned. “Service delivery is specialized skills and knowledge that are exchanged for money rather than physical resources.” (Charles Makanyeza¹, Hardson P. Kwandayi², Beatrice Nyaboke Ikobe,2013)

Service demand increases from time to time in the society as society changes to information age society and the demand for service increases as a necessity. The growing competition of businesses and application of various technologies makes services more demanded and in better quality which makes it a real challenge for service sectors. Customers may demand services from both private and governmental institutions for different purposes. Private sectors offer services for the return of benefits or profits but governmental services are provided for citizens to exercise their rights. A timely and quality service gives Customers the opportunity to compete in their environment and exercise their rights.

Customers must consume service from an organization to experience and measure their need for reliability, responsiveness, assurance and empathy. Customer satisfaction is based on the quality service delivery practice and price. In order to deliver service effectively organization must take into consideration the skills and professions of employees who deliver services starting from recruiting, training and even support in retaining it. The employees must also be equipped with the appropriate attitude to serve customers and maintain the good name of the organization. Delivering qualified service for citizens is crucial responsibility of governmental institutions .It is a key part of maintaining its welfare and build trust in the society it governs. Since there is a massive growth in population and education, customers have growing expectations in service delivery and requiring convenience and ease in their interaction with government organizations throughout the process. In order to meet these expectations organizations must be equipped with proper organizational structures and suitably qualified employees. (Charles Makanyeza¹, Hardson P. Kwandayi², Beatrice Nyaboke Ikobe,2013 pp2-3)

2.1.2 Characteristics of service

Services have different characteristics that separate it with products. Products can be produced earlier from consumption and consumed later, stored, owned and transferred to others for another use but services differ from products and have certain characters.

Inseparable –services are inseparable from the provider and the place of provision .Since it cannot be stored, it must be consumed or used immediately. The service provider and the service consumer are direct participants of the process and if not it cannot be done.

Intangible –services are intangible that they cannot have physical existence and can be acquired. It can only be experienced. A person may Visit historical places or go to recreational centers and have the experience but it cannot be seen or touched by others unless they consume it together.

Perishable-service is perishable in a sense that it only lasts for the period of delivery. Similar service can be delivered on another time but the service delivered before has already perished and cannot be repeated.

Variability-services vary from service provider to provider and customer to customer. Similar services can be delivered by the same person but cannot be identical for different customers and also they differ because the same service can be provided by different person but cannot be of similar quality and give similar satisfaction.

Simultaneity-services are immediate and simultaneous .unlike products, services don't have the luxury to be inspected before delivery to the customer. It can be measured with different measurements but must be provided and consumed for the customer immediately on production which gives no chance for correction of errors and leads to dissatisfaction.

Participation of customers –since it is produced and delivered simultaneously, consumers are fully involved from the beginning to the end. The involvement makes service highly sensitive to customer satisfaction and gives zero chance for inspection of quality also expose customers to face errors.

Right of ownership- service can be experienced, gained or consumed but it doesn't render any form of ownership or right to transfer. If a person gets a service of barberry he neither own the skill of the provider nor can transfer the experience and satisfaction he accepts.

2.1.3 Service quality and its Characteristics

Quality is a very vague concept to define that there is no universally accepted definition given to the term but scholars agree that it should be measured by customers. Though the measurements differ from scholar to scholar that some measure the process others measure both process and outcome. Customer service goal is both operational efficiency and customer satisfaction with the direct involvement of both service provider and acceptor. Donald water (2002; 9) (cited in Thomas 2018) referred to quality as” the ability of a product or service to meet and preferably exceeds customer’s expectations”. Kotler (2003; 57) (cited in Thomas 2018) also defines quality as the” totality of feature and characteristic of a product or service which bear up on its ability to satisfy stated and implied needs”. Since quality of service is judged by customers, it is dominated by availability, responsiveness to customers, competence of staff, courtesy and helpfulness, communication between participants, timeliness and fairness. (Thomas Haile,2018) The above authors both refer the characteristic of quality service in relation with customer needs and expectations.

Service quality has also been defined with four perspectives

Excellence –It is an element of quality of service which is high achievement on the work done or the service given to the consumer. It is using all the potential and skill to bring the best version of that specific service.

Value-It is exceeding the expectation of the customers .customers have prior expectation for the services they are going to get which emanates from past experience or from the things they heard from others. It must be worthy of the value of time and money offered by the customer for the service.

Conformance of specifications –services have precise measurements of quality and speed. A service can be quality service if it is in conformity with the specifications it is supposed to fulfill and delivered accordingly.

Meeting or exceeding expectations –service delivery is highly linked to customer satisfaction. A quality service leads to customer satisfaction but in practice it can be influenced by other factors. Physical, Psychological, pre conceived attitude about the service and environmental

factors can minimize the satisfaction of customer despite quality service provision. Meeting or exceeding these expectations is one element which can be taken as service quality.

2.1.4 Service delivery and customer satisfaction

Since service quality should be judged by customers, customer satisfaction is important part of service delivery. Measuring service quality and customer satisfaction is essential for public sectors to enhance their services. Public service delivering organizations are expected to balance their organizational goal to reach operational efficiency with customer satisfying goals. (Thomas Haile,2018) Customer satisfaction highly depends on the services gained. Customers always have various needs when they come to be served. Their needs may be quality service or action for their problems in the service delivery process. (Azeb Tesfaye, 2010, p14)

Customer's expectations may rise from different perspectives like personal needs, previous experience, implicit and explicit communication and verbal communication. (Mohammed Hussen Mama,June 2008,pp17) Customers consider service as a quality service when it matches or exceeds their expectations which are pre conceived. These expectations may emanate from desired level of service, acceptable level of service and anticipated level of service. Customers consider service quality starting from the beginning to every service delivering process. (Palmer ,1995;155 cited in Mohammed Hussen Mama,June 2008,pp17)

As mentioned above customers don't consider service as quality service if it doesn't fulfill their needs and expectations that service providing organization must align their organizational goals with the growing needs and expectations of customers to fulfill them and achieve organizational excellence.

2.1.5 Service quality concept and its dimensions

Quality service provision is described in different dimensions. Some relate it to performance, others with reliability, durability, conformance, availability and timeliness. Service quality is when performance exceeds expectations and low quality is when performance does not match expectations.

Quality service has five dimensions;

Reliability-It is being able to deliver service accurately and the same level good service every time it is delivered.

Responsiveness –It is the willingness of service providers to provide service timely. It is providing service with speed and emphasize on customers’ needs, complaints and solving problems.

Assurance-It is about building trust and confidence based on knowledge and courtesy of service providers. Trust and confidence can be built by the employees who have direct contact with the customers.

Empathy-It is giving undivided care for customers. It is providing customized service and made them feel important.

Tangibles-It is the physical appearance of facilities and personnel. (Biruk Molla Tegafaw ,2017 pp 21-27)

For service to be considered as quality service there are certain traits that it must possess. As mentioned above customers consider quality if it only exceeds their pre conceived expectations. They expect service providers to give utmost attention and care for them and serve with speed. They also expect to get reliable and comprehensive service that they can get every time they request.

2.1.6 The concept of public service delivery

Public services are all services rendered by the government to customers and services in which government have significant role in. These types of services are mostly provided by single provider which makes them monopolistic. (Charles Makanyeza¹, Hardson P. Kwandayi², Beatrice Nyaboke Ikobe,2013)Public service is a service to all members of the community with in a jurisdiction of a certain government that the services are provided to customers without discrimination of any type .public services are governed by regulations and must be in favor of the public interest. (Wikipedia)

Effective service delivery refers to the provision of services that align with the needs, expectations and desires of customers. The openness and transparency of the services is customer’s access to information like how the organization is run, who is in charge and access for all customers for the public service delivery.,(Essien D.Essien ,April-june 2015, 53-66) Citizens expect the government to be highly transparent on policies, procedures and service

requirements. As the sole provider of public services, the government must provide quality service which can match and exceed customer expectations.

2.1.7 Challenges in service delivery practice

Service delivery is challenged by many factors which include effective coordination among stakeholders, governance, financial and delivering capacity of service providers. It is also further discussed that policy incoherence and institutional fragmentation are among the challenges. (Jones et al 2014a; cited in William Robert Avis Nov2016). Incomplete decentralization with inadequate resources plays a negative role to achieve service delivery for local service deliverers (Boex et al, 2013, Rosnick 2014 cited William Robert Avis Nov2016). Even though adequate resources are among the challenges in service delivery, lack of adequate policy, unresponsiveness of city government, multiplicity and rigidity of laws and regulations, the difficulty of the poor to be heard, lack of accountability of decision makers are also contributing reasons which are pushing service requestors to seek for informal ways to solve their problems and get services. Lack of displaying appropriate data for customers, multiple and overlapping structures which create confusion and, low level of citizen participation are provided as challenges of service delivery.

(Duflo et al 2012 cited William Robert Avis Nov2016) concluded the challenges of service delivery in to three parts. supply constraints that are cost and technical complexity, demand constraints that are unwillingness and inability of customers to pay for services, and lastly institutional constraints that are related offices lack of coordination. (William Robert Avis Nov2016, p15)

From the above discussion it can be seen that (Duflo et al 2012 cited William Robert Avis Nov2016) and (Jones et al 2014a; cited William Robert Avis Nov2016) agreed on the fact that effective coordination is challenge of service delivery. (Jones et al 2014a; cited William Robert Avis Nov2016) and (Boex et al, 2013, Rosnick 2014 cited William Robert Avis Nov2016) also agrees that financial and resource scarcity is challenge for service delivery.

2.1.8 The reasons for poor service delivery

Makanyeza¹, P. Kwandayi², Nyaboke Ikobe 2013 states that the reasons for poor service delivery relates to inefficient potential of employees to perform their tasks effectively, ineffective coordination and poor monitoring process of managers. (Charles Makanyeza¹, Hardson

P. Kwandayi², Beatrice Nyaboke Ikobe, 2013 p.5)The other reason which affects service delivery is that customers don't know which administrative work applies for their service demand; rather they only know what they have in mind to be served. (Mirkovintar, Mateja kunstelj, Aramarija leben., April 25-27, 2002, pp2)

(Sumei van Antwerpen and Edmund Ferreira 2016 also discusses that contributing factors for poor service delivery are job related which are job satisfaction of employees, job involvement, motivation, productivity, skills and knowledge. ,(Sumei van Antwerpen and Edmund Ferreira 2016, pp81-98)

On the other hand it emphasizes that the reasons for poor service delivery are lack of competition that the government monopolistically delivers public services. Customers don't have choice to turn to whenever the service delivery fails to satisfy their needs. The other reason stated is the principal agent relationship in which government (the agent) decides based on its own interest than the interest of the people (the principal). Political cycle that is driven by reelection, lack of expertise and professionalism, resource in efficiency are also stated as factors of challenges of service delivery. (The challenges for delivery of public services ,net balance, public service mutual ;The case for a third way for delivering public services in Australia(v1)p18-20)

According to Makanyeza¹, P. Kwandayi ², Nyaboke Ikobe 2013 causes for poor service delivery are in adequate public participation, inadequate alignment of budgets, lack of political and administrative leadership, in adequate infrastructure, and shortage of skills. (Charles Makanyeza¹, Hardson P. Kwandayi², Beatrice Nyaboke Ikobe, 2013 p4-.5)

As we can conclude from the above scholar's discussions, most of them agreed that the basic reason for poor service delivery is the skills and professional capacity of service providers, leadership quality and financial problems.

2.1.9 Ways to improve service delivery

Service delivery can be enhanced through continuous motivation of employees and indoctrinating them to be customer oriented. Organizations must also hire and retain employees who are better in customer handling and service delivery and focus on staffing job. (Charles Makanyeza¹, Hardson P. Kwandayi², Beatrice Nyaboke Ikobe, 2013 p.6)

The ways to improve service delivery are establishing knowledge base that service providers are capable of serving customers knowing their works efficiently, empowering customers and help them to navigate the service delivery process, empowering front line service providers who have direct customer contact, coordinate related work processes to eliminate confusion of customers, measuring performance and improve service delivery process continuously.

(<http://bizconnect.standardbank.co.za>) It is also important to implement change management tools like BPR, BSC, Change management etc., to improve the service delivery process by reforming and managing the organization effectively and efficiently. Furthermore it is crucial to draft and ratify appropriate and suitable policies and procedures that can govern the institution and help customers get efficient effective service delivery. The coordination and interface of related work departments is also

2.2 Land concept and service delivery of land in Ethiopia

2.2.1 Definition of Land and tenure

“Land tenure is the legal regime in which land is owned by an individual, who is said to “hold” the land. It determines who can use the land, for how long and under what conditions. Tenure may be both on an official laws and policies and informal customs.” It is also further explained that tenure shows the rights and responsibilities of the holder. (Wikipedia) Similarly, tenure is defined as “the act, right, manner or term of holding something such as landed property” (Merriam Webster dictionary)

Land is a natural resource which includes all natural resources attached to it. It is also factor of production based on economic definition. Land includes all houses and other buildings standing or built on it. Furthermore it is defined as a real estate property in business. It can be used for agriculture, transport, recreation, residence and commercial purposes. Land is owned by person who has the right of ownership which determines the rights on the use, conditions and period of time that are determined by the laws of the country that it located.

Tenure is directly related to the holding of the land .It is the conditions which land or buildings are hold .Land management is the process of managing the use and development of land under a certain legal frame work.

“Land administration is the process of recording and disseminating information about ownership, value and use of land and its associated resources, such processes include the determination of rights and other attributes the land the survey, description .registration and recording of these rights and the provision of relevant information in support of land markets.”

“Land management is the sound and sustainable use of land. It is the process by which the resources of land are put to good use. It covers all activities concerned with the management of land as a resource both from an environmental and economic perspective.” (Ethiopian land policy and administration assessment, May 2004,USAID p.9)

2.2.2 Land administration and service delivery in Ethiopia

Land service delivery is the provision of land and land related services for customers based on laws, regulations and directives of the government. The land management practice in Ethiopia was very traditional in earlier times. In earlier times before 1975 land in Ethiopia was under the feudal system that was owned by land lords and the church. After 1974,it was the time that the reign of the imperial era ended and the country was in the hands of the military regime that transferred all lands in the hands of the state and rights of use of land was restricted. It was further strengthened by the proclamation proclaimed that year proclamation 47/1975 .After the down fall of Derg the current FDRE government promulgated the 1995 constitution which asserts that land is the property of Ethiopian people but restricts its ownership rights by limiting it to rights of use and prohibiting sale. (Ethiopian land policy and administration assessment,May 2004,USAID p.9) Other proclamations concerned with the use of land has been proclaimed and exercised since then.

The people get their service demands in these legal frame works. It is known that there are insufficient land service delivery practices and there is a big distance between what the practice should be and it is actually happening. The Ethiopian government has issued service delivery policy in the civil service in 2001.The Ethiopian service delivery policy considers improvement of service delivery as effective use of resources and coverage. Even though both the perception of the customers and the service delivery practice contributed for the attitude, there is no much of a positive attitude towards the service delivery by the customers. The service providers also fail to recognize that customers are entitled to receive quality services from the government .The

other issue is the lack of accountability by the government on the service provider whenever the service provider fails to meet expected performances and set standards (Thomas Haile 487-493, 2018)

2.2.3 Service delivery practice in Kolfe Keranyo sub city administration

Addis Ababa has 10 sub cities which Kolfe Keranyo sub city is one of the wide sub cities with 61.25 square km wide and a population of **546,219**. It comprises of 15 Wereda Administrations. It also has recently urbanized areas under its administrations that give rise to multiple and growing service demands. The sub city has more than 72, 000 registered and 13,677 nonregistered land tenure owners. It provides service with 7 departments under it consisting of 116 employees in which 8 of them are managers of different levels. It provides services of regularizing tenures for nonregistered tenures .It also delivers extended services for registered tenures. The department of land and tenure services works process, land tenure information provision work process, land and tenure plot correction work process serves land owners with title deeds for extended services. On the other hand, document analysis and land plotting work process, regular land and tenures title deed preparation work process delivers service for nonregistered land owners. The documentation and digitalization departments also take their part in service delivery by keeping customer's data and modernizing it.

All services are delivered based on physical request of the customer or their agent. It is easy to observe that the services delivered in land administration has gaps with the above set standards and customer satisfaction. Customers usually complain on the service delivery system and the time it takes to get it.

2.2.3.1 Service delivery directives of the sub city

The directives that are in use are Directive number 12/2012, Directive number 17/2014 and Directive number 18/2014. These directly emanates from the above stated legal grounds and used to deliver services for the land owners and businesses of the sub city. The first one is used for lands with title deeds and when extra services related with the land are needed. The other two are used for nonregistered lands for the purpose of regularizing and registering. The directives consists of the types of services which are provided by the office, limits on the size holding to be permitted for different uses, technical explanations and the detailed requirements to be fulfilled to deliver the services. (Directive no12/2011, directive no17/2013, directive no 18/2013)

2.2.3.2 Service delivery manuals of the sub city

Manual number 1/2012 for Directive number 12/2012, Manual number 3/2014 for Directive number 17/2014 and Manual number 4/2014 for Directive number 18/2014 are set for the smooth flow of the service delivery. Manuals are used to deliver day to day services to customers. These manuals laid down duties and responsibilities of managers, team leaders and officers. It also puts detailed explanations of services, the requirements to be fulfilled, aims of services customers are entitled to get and shows the work flow of the office. It also provides service delivering forms and set time and quality standards for every job.(Manual number 1/2012, Manual number 3/2014, and Manual number 4/2014)

2.2.4The types of services rendered by the sub city's land and tenure administration office

Multiple types of services are being delivered by Kolfe Keranyo sub city Administration land and tenure office. Most of the services are provided solely based on the written request of customers but some are done because it is the responsibility of the organization. The services the office is providing are producing title deeds for land owners (residents with legal home building associations), authenticating title deeds, registering transfer of property by sale, succession and gifts, merging tenures, splitting tenures, changing land use registry, providing different written information for different institutions like courts, revenue authority, Wereda Administration, police and the like, Regularizing and registering non registered land for owners from earlier times till 1988 E.C and from 1988-1997 E.C/earlier from 1996 and from 1996 till 2005 G.c/ ,regularizing extra land possessed out of the title deed, correction of cadastral and geographical information systems ,resolving border disputes between and among land owners, producing title deeds for land owners(residents who build homes by illegal home building associations), peasants ...real estate house owners, for expropriated and relocated citizens, condominiums, governmental organizations, keeping the files of the land owners and documentation, digitalizing and providing spatial data (Kolfe keranyo sub city land and tenure services office) . The office uses cadastral information system and Geographical information system to trace information about the land of service requesters. It contains detailed information that includes map, measurement of the land, the type of service the land provided at the time the information was collected. The data is currently out dated and dates back to 1996 G.c. Furthermore the office uses

other maps of 2005G.c and 2011 G.c for the service. As it is discussed earlier, the service is delivered by using the proclamations, directives manuals and practical procedures.

2.2.5 Work flow in Kolfe Keranyo sub city land and tenure management office

Registered tenure services work flow

These are services rendered by the land and tenure office for customers with regularized title deeds or owners of legal lands. These are extended services after the customers regularize and take their title deeds. These consists of authenticating title deeds, registering transfer of property by sale, succession and gifts, merging tenures, splitting tenures, changing land use registry, providing different written information for different institutions like courts, revenue authority, Wereda Administration, police and the like, regularizing extra land possessed out of the title deed, resolving border disputes between and among land owners. They are delivered by 3 different departments. Land and tenure services work process is one of them which are authorized to authenticate title deeds, registering transfer of property by sale, succession and gifts, merging tenures, splitting tenures, changing land use registry. The other is Land and tenure information provision work process that its main job is to provide information to customers based on requests and providing different written information for different institutions like courts, revenue authority, Wereda Administration, police and the like. The last one is Land and tenure plot correction work process that works on regularizing extra land possessed out of the title deed, resolving border disputes between and among land owners.

The service delivery starts with the customer requesting the service from the reception by filling the services demanded in a prepared form and attaching the necessary documents. Then it is sent to the documentation office for search and bringing of the file to the officer. If the service request doesn't need legal review or involve two or more officers, the technique or legal officer delivers the service after customers pay the necessary payments and send the file to the dispatcher where customers can receive. Since it is providing written information, this type of service is mostly rendered in Land tenure information provision work process.

But in other cases, the technique officers bring the file to the legal officers after taking their part, register the title deed in a base map /pool for registered title deeds/and the customer pays the service fee. The legal officers do their part as well and transfer it to the team leader for authentication and finally to the dispatcher where the customer receive the final results of the service.

In some services like transfer of ownership of property, the file goes back and forth between technique and legal officers for pre service legal review before service fee payment and site work. The file again goes to legal officers for signing of the title deed after payment of service fee and it is registered on a base map which is a pool to all registered title deeds. Finally the team leader authenticates the title deed and sends it to the dispatcher where it ends with the customer receiving the service.

It should be mentioned that there are also services which require coordination of other organizations inside and outside the sub city. Customers go to lease office to sign contract of lease which is out of the office of land and tenure office. They also bring various documents from courts, Police Woreda administrations, vital registry and authentication agency, Addis Ababa city broad casting agency and Kolfe Keranyo sub city urban development and plan commission and even banks which can break the cycle and needs interface among the service providers to smoothen the navigation of the service delivery process for customers

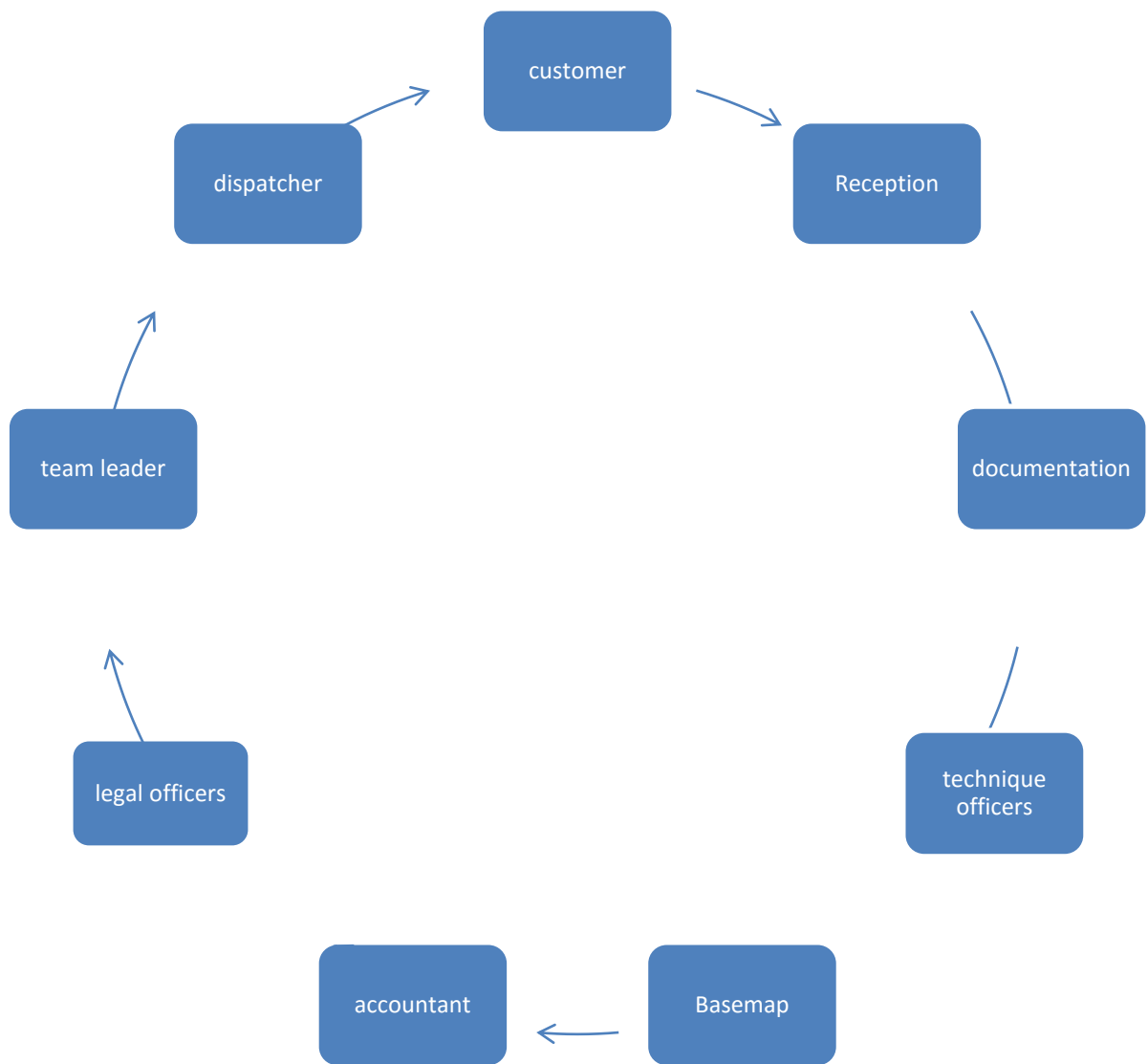


Figure 2.1 Registered tenure services work flow

The above diagram is the basic work flow for the services but some services are rendered to customers without fulfilling the whole circle. They are rendered only with technique or legal officers and delivered to the customers through dispatcher after it is directed by the reception or the team leader as the case fits.

Non registered tenure services work flow

The land and tenure office delivers service of regularizing non registered tenures by two departments which are Document analysis and land plotting work process works on illegally hold from earlier times till 1988E.C and 1988-1997E.C/ earlier from 1996 and from 1996 till 2005 G.c/ and Regular land and tenure title deed preparation work process works on providing other services like producing title deeds for land owners(residents who build homes by illegal home building associations), peasants ...real estate house owners, for expropriated and relocated citizens, condominiums, governmental organizations.

The service in Document analysis and land plotting work process also starts with the customer's written request of service followed by the team leader's part to appoint an officer to deliver the service and send the request to documentation for the file. After receiving the file, the legal officer works his part and transfer it to technique officer for site work and title deed preparation then it is registered on base map. After preparing the title deed and signing it, the technique officer transfers it to the legal officer again that the legal officer could sign the deed after the customers pays the service fee. The last one is the approval of the team leader of the deed and the customers are finally entitled to take from the dispatcher.

The Regular land and tenure title deed preparation work process follows a bit different routine. The service here also starts with the customer's request and in some cases organizations request of the service. The team leader directs the file to the technique officer for site work and title deed preparation followed by base map registry and service fee and signing it. Then the legal officer works on his part to transfer to the team leader for approval of the deed and finally send to the dispatcher where the customer can receive the service.

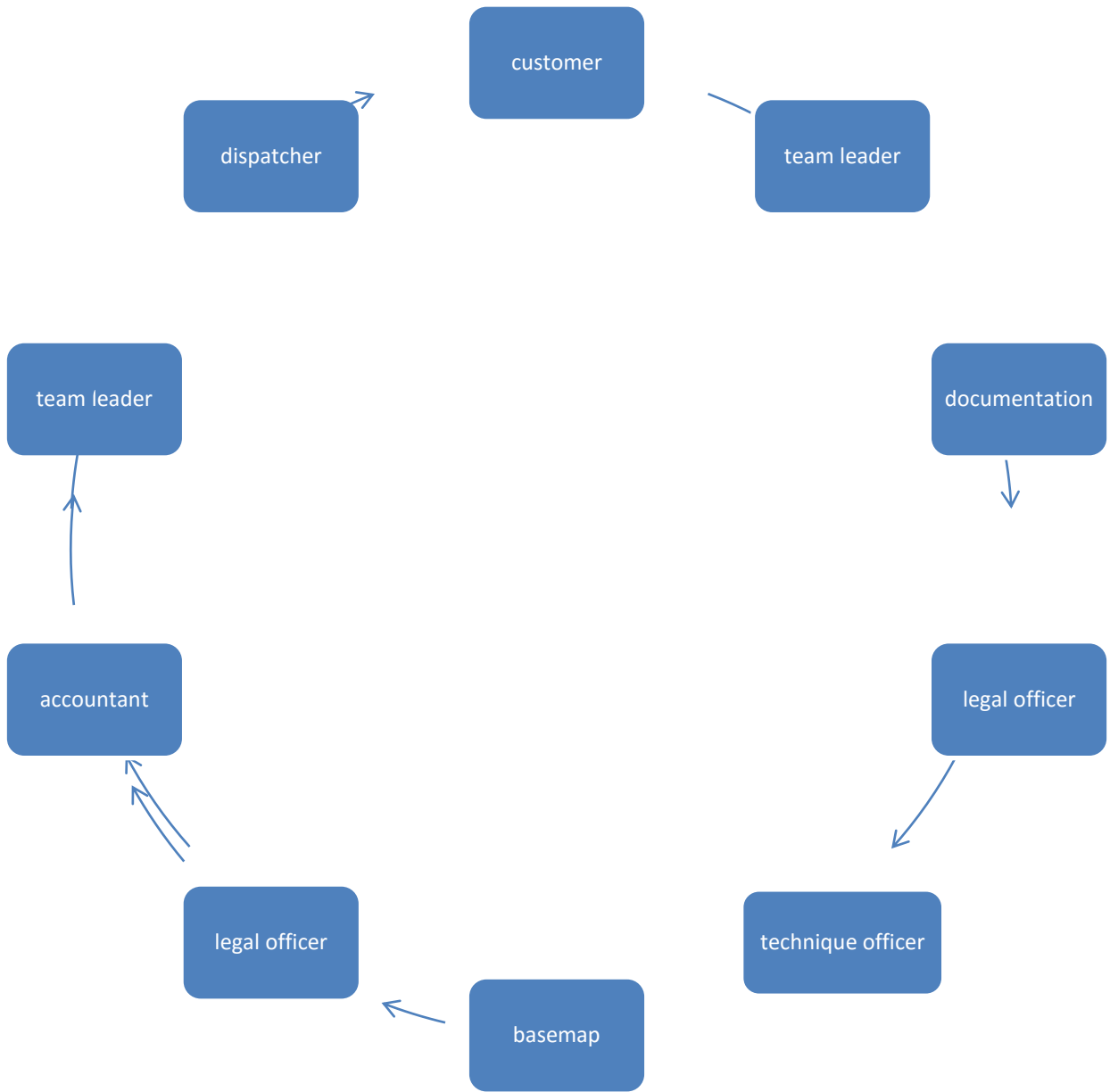


Figure 2.2 Document analysis and land plotting work process work flow

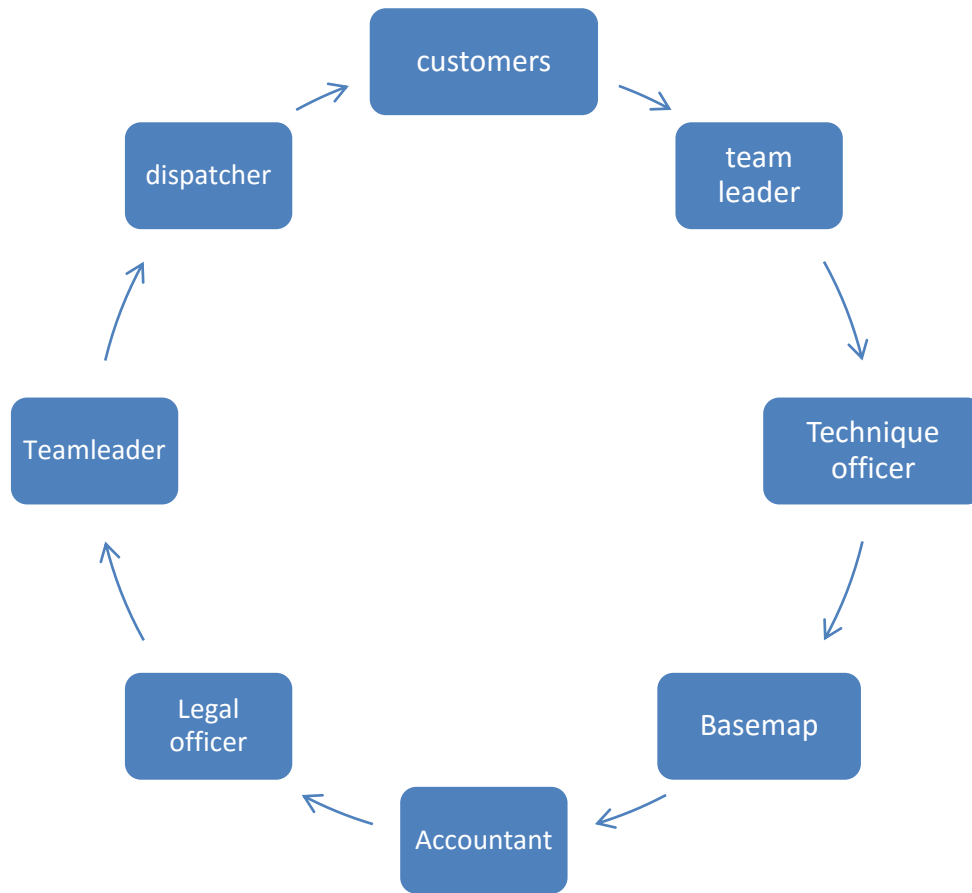


Figure 2.3 The Regular land and tenure title deed preparation work process work flow

It is also noted here that there are stake holders from inside and outside of the sub city that Customers go to lease office to sign contract of lease and to land banking and transfer for documents which is out of the office of land and tenure office. They also bring various documents from courts, Woreda administrations, Addis Ababa city broad casting agency and Kolfe Keranyo sub city urban development and plan commission and even banks that needs support and coordination of all these organizations to fulfill the service delivery process.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research approach

Research approaches are strategies of inquiry that provide specific direction for procedures in a research design. It is a master plan specifying the methods and procedures for collecting and analysis of the needed information. There are three types of research approaches which are quantitative, qualitative and mixed approaches. Quantitative research approach is numeric in nature and deals with figures and numbers to investigate. On the other hand qualitative approach deals with behaviors and relationships. This research used mixed research approach to investigate the data. This is in order to show the gaps and challenges by interpreting the findings from the data gathered by the instruments both in figures which are percentages and in narrations.

3.1.2 Research design

This research studied the service delivery practice of Kolfe Keranyo Sub city land and tenure Office in particular which is studying a single entity. As it studies a single institution, the research design is case study. The study also described the existing situation and it used descriptive research design to show the case and answer questions raised on the research questions. Case study is collecting information about one particular object, event, activity or organization that the researcher is interested in. It is an examination of a real life situation from various angles and perspectives using different methods of data collection. On this study, the researcher wants to describe the service delivery practice and its challenges in Kolfe keranyo sub city land and tenure office. The study is cross sectional that it takes data at one point of time by distributing questioner for sample customers and sample employees. The cross sectional survey research method go along with descriptive research design that the data collected at one point of time about a known entity is described based on the responses gathered from the respondents through distributed instruments.

3.2 Population, sample size and sample technique

3.2.1 Sample frame

Kolfe keranyo sub city land and tenure office has 7 departments under it which provides services for registered land owners with legal title deeds and for nonregistered land owners. Land and tenure services work process, land tenure information provision work process, land and tenure plot correction work process serves land owners with title deeds. Services for nonregistered land owners are also given by document analysis and land plotting work process, regular land and tenures title deed preparation work process. The documentation and digitalization departments also take their part in service delivery by keeping customer's data and modernizing it. In these 7 departments, there are 116 employees and managers. The set includes technique officers/Engineers/, Legal officers, coordinators, clerks, documentation officers, dispatchers, accountants, messengers and different level managers. The research took 89 employees which are directly related with the service delivery process and have day today and direct contact with customers. It excludes 8 messengers and 19 digitalization department employees because they are less related to the topic to be studied and have less contact with customers.

It is estimated that 1200 customers are requesting service per month and the research also took 120 (10%) of monthly customers which are direct participants of the service delivery process. The sample is limited to 10% because of the time and resource constraints to take more samples from customers. The sample is gathered from service deliverer and service requester to get a better picture about the practice from both sides.

3.2.2 Sample size

The sample size of the research is 89 employees out of 116 employees .It is better to get adequate information from different level of employees and diversified job qualifications that make it easy to draw meaningful conclusions. The sample for customers was 120 customers because it is very difficult to take all customers as a sample because the population is very vast so does the service requestors. It is impossible to take all the service requestors in to the sample because there are time and resource constraints.

3.2.3 Sample technique

The research used non probability type of sample which is purposive/convenience sampling technique for employee's .This is because the sample is taken only from employees who work in Kolfe Keranyo sub city land and tenure office and directly related to the topic stated above. The rest of the staff working in the office is excluded from the sample because including them is insignificant for the study due to their indirect involvement in the process and contact with customers. The office is assumed to deliver service for 1200 customers per month with diversified service requests for both registered and nonregistered tenures. The sample taking method for customers was also purposive /convenience sampling .The researcher used convenience sampling because the sample customers taken were from customers of the institution which makes them purposefully selected for the study.

3.3 Data collection and analysis methods

3.3.1 Types of data and methods of data collection/instruments/

The type of information to be used for the research is both primary and secondary data. This method is employed because gathering information from both previous literatures and current events and practices help the study to draw better and informed conclusions. The primary information was collected by preparing a questioner to the sample population. Since employees and customers are on different sides of the service, the researcher prepared two different questioners for both respondent groups. This is because the questions which should be asked must be based on their role on the service delivery process. The questioners were both close ended and open ended questions. This is to ease the effort of respondents to answer the questions easily and to include if there are ideas to be flowed out of the choices given. Secondary information has been gathered from books of related topic, other related literatures, journals, websites, proclamations, company directives, manuals, and reports.

3.3.2 Methods of data analysis

Data was collected by using questioners for sample customers and sample employees. The researcher prepared distinct instruments for both respondents and collect qualitative data.

The demographic data were summarized in category of gender, age and educational back ground. The data analysis methods for the research were by using tables and percentages according to the rate given by both customers and employees. It is also explained in narrations which are drawn

from the results of the data. Interpretations are given based on the findings and comparing and contrasting were also part of it. Written suggestions of sample employees and sample customers on the spaces provided are also considered in the interpretations of the data.

3.4 Research ethics and instrumentation procedures

The research kept ethical requirements for both the instruments and the whole process of undertaking the research which are keeping privacy of respondents, response confidentiality, anonymity, disclosure of full information of the purpose of the questioner and confirmed consent of respondents. The respondents from both employees and customers were asked for their permission to cooperate in filling the questioners and further they were informed that the questioners filled were fully for academic purpose. It is assured by the researcher that confidentiality and anonymity are kept ultimately.

Conclusions were drawn only based on data gathered from the primary sources and secondary sources. The attitudes and suggestions of sample population were respected. The works of others were also properly cited, paraphrased and acknowledged.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION

This part of the study deals with collection and interpretation of findings of data which gives a full picture of the practice of service delivery in the organization being studied. For the data to be collected, the researcher uses questionnaires of two types, one for the service provider employees and managers and the other for customers.

This research focuses on customers to collect data for the reason that customers are the main actors of service delivery process and the basic source of information to measure service delivery. The questionnaire for the customers consists of 18 questions that tried to cover all the issues which should be raised about the issue. All in all 120 questionnaires were distributed to customers randomly and 114 were collected, 2 of were filled improperly and the rest 6 confirmed missing. The other actors in the process are employees and managers of the institution that is included and 89 questioners have been distributed and 88 of it have been collected.

Demographic background of respondents from customers data

The following table shows the demographic background of sample population of customers' data. It is divided into three parts gender, age and educational background. The researcher took 120 sample customers and collected 116 out of them. The information disclosed on the table is that of customers who fulfill their profile because some of them prefer to leave it open.

No	Category	Item	Number	Percentage
1	Gender	Male	70	62.5
		Female	30	26.7
		Total	100	
2	Age group	18-35	57	50.8
		35-55	42	37.5
		55and above	6	5.3
		Total	105	
3	Educational background	Degree and above	35	31.2
		Diploma	24	21.4
		Vocational school	7	6.2
		12 and below	19	16.9
		Total	85	

Table 4.1

Since the sample is taken randomly, the above table indicates the sample taken from customers is diversified and inclusive. If we see the data the respondents are from both gender groups male and female which is 62.5 and 26.7 respectively. The age group and educational background of respondent's representation is also inclusive of all age groups of respondents and different educational back ground. Though there are numbers of respondents who didn't disclose their full profile on the questioners that the researcher left it as it is.

4.1 Data presentation on the responses of customers

Institutional issues on service delivery

This table presents the data collected from sample customers on the institutional capacity to deliver service particularly on resources and policies and procedures for the service they demand.

The questions asked were directly related to the institution not with employees and managers performance or customers conduct in the process of service delivery.

No	Questions	Responses category							
			Very high 1	High 2	Sufficient/medium 3	Low 4	Very low 5	No answer	Total
1	The availability of sufficient information for the service	F	22	26	37	16	10	1	112
		%	19.6	23.2	33	14.2	8.9	0.89	100
2	The availability of important signs for the service delivery in the institution /notice board, table badges etc.	F	19	34	27	23	9	--	112
		%	16.9	30.3	24.1	20.5	8	--	100
3	How convenience is the place of the institution	F	16	34	45	10	7	--	112
		%	14.2	30.3	40.1	8.9	6.2		100
4	How appropriate is the payment for the service	F	16	23	55	9	6	3	112
		%	14.2	20.5	49.1	8	5.35	2.67	100
5	The convenience of policies and procedure for the service	F	9	13	35	33	21	1	112
		%	8	11.6	31.25	29.4	18.75	0.8	100
6	How the service is technology supported	F	9	14	35	37	17	--	112
		%	8	12.5	31.25	33	15.1	---	100

Table 4.2

The table tries to cover institutional issues that can affect the process of the service delivery but not directly related to employee's performance on service delivery.

The above table on number 1 shows (19.8%+23.4) 43.2 % the respondents thinks that basic information necessary for the service are available and 33% thinks there is sufficient level of information disclosure. Similarly number 2 confirms that 47.2% (16.9%+30.3%) of the respondents responds that the availability of basic signs and boards is on very high and high level and 24.1% of them rates it sufficient.

This implies that customers are able to gather important information for the service they are requesting. This can be taken as strength of the institution but significant number of respondents answered sufficient means they are on a medium level and the institution needs to promote its job. On number 1 and 2, even though it is better it shall go forward to reach 100 as annual plan of the institution.

Number 3 of the table indicates that (14.2%+30.3%) 44.5% of the respondents highly agree that the institution is placed in a convenient place and 40.1% of them also rated the location convenience sufficient .This means that the location of the institution is not that much of a problem in related to service delivery.

Number 4 of the same table implies that the service payment customers are paying are fairly charged according to 49.1% of the respondents and 14.2% and 20.5 % thinks that it is very highly and highly appropriate payment is charged by the institution. This seems that customers are willing to pay the service payments that is laid down by the government and has no opposition except 13.3 % of the respondents.

Number 5 of the table holds an implication that policies and procedures of the institution are supposed to be improved that (29.4%+18.75%) 48.15% reply low and very low level of convenience of policies and procedures and 31.25% says sufficient policies and procedures are being used.

Number 6 of the table implies 48.1% of the respondents think that the technology that is used for the service is low and 31.25 % them replies sufficient from this we can infer that the organization

uses limited technology resources to deliver services and the advanced technological support must be employed.

Employee's performance on service delivery

The following table shows the actual performance of employees on the process of service delivery in the eyes of sample customers. It is obvious that service delivery demands direct involvement and contact of both service deliverer and service receiver. The ethics, knowledge and conduct of employees are the main issues that the table describes.

No	Questions	Responses category							
			Very high 1	High 2	Sufficient/medium 3	Low 4	Very low 5	No answer	Total
1	How are the employees serving the customers?	F	22	24	38	16	12	--	112
		%	19.6	21.4	33.9	14.2	10.7	--	100
2	How is the employee's problem solving abilities	F	20	35	26	17	14	--	112
		%	17.8	31.25	23.2	15.1	12.5		100
3	How is the ability of employees to describe clearly and their ethics	F	20	38	23	23	6	2	112
		%	17.8	33.9	20.5	20.5	5.3	1.7	100
4	. How is the knowledge of employees about the service they are delivering?	F	30	30	34	10	7	1	112
		%	26.7	26.7	30.3	8.9	6.2	0.89	100
5	How are the managers of the institution managing	F	12	17	60	15	7	1	112
		%	10.7	15.1	53.5	13.3	6.2	0.89	100
6	How is the service delivery speed	F	7	12	30	37	24	2	112
		%	6.2	10.7	26.7	33	21.4	1.7	100
7	How is the service delivery quality	F	14	13	58	19	7	1	112
		%	12.5	11.6	51.7	16.9	6.2	0.89	100

Table 4.3

Since service involves communication, it is important to assess interpersonal relations of employees and customers of the organization. Table 4.3 emphasizes on direct contact of employees of the organization with customers during service delivery.

Number 1 of the above table indicates that 41% (19.6+21.4%) of the respondents agree that there is good service delivery approach by employees and 33.9% of them rated it sufficient and approximately 25% gather poor service. This shows that employees are delivering average and above average service for the majority.

Number 2 of the table also shows that (20%+35%) 55% of the respondents responds they observed very high and high problem solving abilities and 23.2% of them find it sufficient. The result confirms that employees of the institution are serving in a better way when it comes to solving problems of customers in the service delivery process.

Number 3 of the table displays that (17.8+33.9)51.7% of the respondents agree that the employees describe the requirements for the service and they are ethical. Sufficient level is put by 20.5% of the respondents and the rest didn't agree with this. As the result shows, more than half of the respondents observed ethical and clear communication manners by employees.

Number 4 of the table clearly shows that (26.7%+26.7%) 53.4% of the respondents rated the knowledge of the employees about the service they are delivering very high and high and 30.3% of them says it is sufficient. The response means that majority of the sample customers believe that there is no much problem in knowledge area of the service or the knowledge of the employees is not the source of service delivery problem.

From number 1 up to 4 the questions are about employees and the responses are positive that employees are delivering better service delivery approaches according to the questions raised and the responses of sample customers.

Number 5 of the table is the performance of the management in the eyes of 53.5% of the respondents who rated it sufficient that is an average level of performance. (10.7%+15.1%) 26.8% says it is high and very high though the rest disagree.

On number 6 of the table, 54.4% (33%+21.4%) of the respondents rated the service delivery speed very low and low and 26.7% of them responded it as sufficient. Only 16.9% said it should

be classified as better. This clearly implies that customers are not getting timely service and based on the standards laid down by the organizations manual and the organization’s annual plan which is to reach 90%.

On number 7, 51.7% respondents classify the service quality as sufficient and 24.1 % of them says it is high and very high level also 23.1% answers low and very low which is a direct implication that the organization is on average level on service quality and need to work on the issues of delivering high level of quality service.

Overview of customers of the service

The cumulative attitude and observation of sample customers are shown on the following table. It discloses the overall view of sample customers on the service delivery of the institution weather it comes from employee’s performance or from the institutions policies and procedures.

No	Questions	Responses category							
			Very high 1	High 2	Sufficient/medium 3	Low 4	Very low 5	No answer	Total
1	Accessibility of the service for the customers	F	13	30	38	23	7	1	112
		%	11.6	26.78	33.9	20.5	6.25	0.89	100
2	How is the grievance handling in the institution?	F	13	18	36	27	12	6	112
		%	11.6	16	32.1	24.1	10.7	5.3	100
3	How is the overall service delivery	F	7	20	49	25	9	2	112
		%	6.25	17.8	43.75	22.3	8	1.7	100
4	How satisfied are u by the service	F	14	18	43	25	10	2	112
		%	12.5	16	38.3	22.3	8.9	1.7	100

Table 4.4

On the table, number 1 displays that 33.9% respondents measures the accessibility of service sufficient, 38.3 % high and very high and 26.75% to lower level. From the above response, it turns out accessibility of service is not the basic source of service delivery problem.

On number 2 it is signified by the responses of the sample population that the grievance handling of the institution is limited that sufficient level is voted by 32.1%, lower level by 34.8% and 26.6% voted high level .But the annual plan of the institution says otherwise that it plans to reduce appropriate grievance by 10% and promoting effective service delivery. The finding shows that there is a long way to effective grievance handling in the organization.

It flow from the responses on number 3 of the table that over all service delivery lies on average level and gravitates to lower level to some extent. Similarly, on number 4 it comes out that the respondents are satisfied by the service delivery to the middle level and gravitates to lower level of satisfaction a bit. This doesn't go with the institutions annual plan which is increasing satisfied customers to 95% that is a solid implication of the work which should be undertaken.

In addition to the above data and its findings the respondents from customers suggests on the space provided that the organization should work on improving problem of effective time management and quality of service. Organizational reform, training and empowerment of employees, technological support for services, promoting customer handling, amendment of directives and manuals and conducting discussion are also among the ideas forwarded by the sample customers.

Demographic back ground of respondents from employees

The following table shows the demographic background of sample population of employee's data. It is divided into three parts gender, age and educational background. The researcher took 89 sample employees who are directly related to the service delivery. The information disclosed on the table is that of employees who fulfill their profile only.

No	Category	Item	Number	Percentage
1	Gender	Male	42	47.7
		Female	36	40.9
		Total	78	
2	Age group	18-35	57	64.7
		35-55	26	29.5
		55and above	1	1.1
		Total	84	
3	Educational background	Degree and above	44	50
		Diploma	27	30.6
		Vocational school	--	--
		12 and below	--	--
		Total	71	

Table 4.5

On the above table, the sample taken from employees includes all employees which are directly related to the topic understudy and excludes employees of the institution which are not direct actors in the process. Since 89 of the employees are given the chance to participate in the study that it can be concluded that it is highly inclusive.

4.2 Data presentation on the responses of employees

Institutional issues on service delivery

This table presents the data collected from sample employees on the institutions capacity to deliver service particularly on resources and policies and procedures for the service delivery. The questions asked were directly related to the institution that employees can observe and participate in the day today service delivery process.

no	Questions	Responses category							
			V.high 1	High 2	Sufficient 3	Low 4	V.low 5	No answ er	Total
1	The availability of sufficient information for the customers	F	--	29	26	30	3	--	88
		%		32.9	29.5	34	3.4		100
2	. The availability of important signs for the service delivery in the institution /notice board, table badges..	F	7	30	27	23	1	--	88
		%	7.95	34.1	30.68	26.1 3	1.1		100
3	How is the service from time, quality and financial perspective?	F	2	21	37	26	2	--	88
		%	2.2	23.8	42	29.5	2.2		100
4	The convenience of policies and	F	2	9	26	37	13	1	88
		%	2.2	10.2	29.5	42	14.7	1.1	100

	procedure for the service									
5	. How the service is technology supported	F	2	10	26	41	9		88	
		%	2.2	11.3	29.5	46.59	10.2		100	
6	. How is the work load in the service delivery?	F	38	38	9	2	1	--	88	
		%	43.18	43.18	10.2	2.2	1.1		100	
7	How does salary and benefits of employees influence the service delivery?	F	24	22	19	18	4	1	88	
		%	27.2	25	21.59	20.4	4.5	1.1	100	
8	How does the convenience of the office influence the service delivery?	F	26	26	17	11	8	--	88	
		%	29.5	29.5	19.3	12.5	9		100	

Table 4.6

The availability of important information for the service has been rated indifferently on Number 1 of above the table by the employees but for the question on Number 2 of the table, (7.95%+34.1%) 41.95% of the employees of the organization responded that there is very high and high level of availability of important signs which can smoothen the navigation of the service delivery for customers.30.68% responds sufficient and 27.23% rated it lower level. As can be seen the availability of signs is not much of a problem in the institution.

On number 3 of the table we can see that 42% the respondents from the employees rated sufficient that the service delivery in respect of time, quality and financial perspectives. 31.7% of them answers on low level and 26% rated it high level as the finding shows it gravitates from medium to low level that the service delivery needs improvement and this is a challenge.

The finding on number 4 and 5 of the table signifies that 56.7% believes that there are policies procedures and technological support that are inefficient and there has been a challenge for the service delivery and 29.5% of them put it on average or sufficient level. The finding is a direct implication of one of the sources of the problem in the service delivery process.

According to the respondents from employees on number 6 of the table, the basic reason for the poor service delivery is work load which is rated high and very high by 86.36%.

At number 7 (27.2%+25%) 52.2% of the responses categorizes the influence of salary and benefits on service delivery as very high and high level. It ensue that more than half of the respondents agree that salary has an effect on over all employee performance on the service delivery. The importance of work place convenience is connoted from the finding from number 8 of the same table which is 59% voted for high and very high. It seems that conducive work place is one of the reasons.

Employee and customer relation issues

On the following table it is presented that employees observation of their own and their colleagues' performance on the service delivery. It is also described that customers understanding of the services of the organization and the overall view of the service in the eyes of the employees themselves.

no	Questions	Responses category							
			Very high 1	Hig h 2	Sufficient / medium 3	Low 4	Very low 5	No answer	Total
1	How are the managers of the institution managing?	F	--	17	41	29	1	--	88
		%		19.3	46.59	32.9	1.1		100
2	How are the employees serving the customers?	F	6	30	37	14	1	--	88
		%	6.8	34.1	42	15.9	1.1		100
3	How is the coordination of employees and managers?	F	2	12	44	26	4	--	88
		%	2.2	13.6	50	29.5	4.5		100
4	How does problem in documentation influence the service delivery?	F	10	25	23	24	6	--	88
		%	11.3	28.4	26.1	27.2	6.8		100

5	How does understanding and attitude of customers influence the service delivery?	F	5	22	17	31	12	1	88	
		%	5.6	25	19.3	35.2	13.6	1.1	100	
6	How is the overall service delivery	F	1	15	48	19	5	--	88	
		%	1.1	17	54.5	21.59	5.68		100	

Table 4.7

On number 1 of the above table the responders categorizes the management of the institutions medium /sufficient and gravitating towards low. On the other hand on number 2 they categorize the employee's service delivery as sufficient and going towards high. This implies that employees believe the service delivery practice is on sufficient level both on managers and employees but differ on their level of growth.

On number 3 half of the employees agree that there is sufficient employee relationship that it shows that it doesn't create significant challenge in the service delivery process.

The employees rated the effects of poor documentation and effects of preconceived attitude of customers towards the service in diversified manner that the researcher couldn't draw certain conclusion on the issue and its effect on the overall service delivery.

Finally 54.5% of respondents on number 6 suggested that the service is sufficient level and only 18.1% of them measures it high level which clearly shows that even the service providers themselves know that they are not delivering efficient and effective service for their customers.

Additionally employees suggested that the organization shall emphasize on fulfilling demands of employees regarding the necessary resources, office lay out, Conducive working environment, training and technological advancement. They also commented that amendment of institutional working directives and working on coordination.

4.3 Challenges of service delivery gathered from both data

It is discussed in the literature review that service delivery is challenged by many factors which include effective coordination among stake holders, governance, financial and delivering capacity of service providers./ It is also further discussed that policy in coherence and institutional fragmentation are among the challenges.

Incomplete decentralization with in adequate resources plays a negative role to achieve service delivery for local service deliverers. Even though in adequate resources are among the challenges in service delivery, lack of adequate policy, unresponsiveness of city government, multiplicity and rigidity of laws and regulations, the difficulty of the poor to be heard, lack of accountability of decision makers are also contributing reasons which are pushing service requestors to seek for informal ways to solve their problems and get services. Lack of displaying appropriate data for customers, multiple and overlapping structures which create confusion and, low level of citizen participation are provided as challenges of service delivery.

It is also concluded the challenges of service delivery in to three parts .supply constraints that are cost and technical complexity, demand constraints that are unwillingness and in ability of customers to pay for services, and lastly institutional constraints that are related offices lack of coordination.

In this study, employees responded for the questions in the questioners that the major challenges in the service delivery process are the speed and quality of the services being delivered. The sample customer's data also reveals that customers are not receiving timely service and quality service.

4.4 Reasons of poor service delivery gathered from both data

In the literature review it is stated that the reasons for poor service delivery relates to in efficient potential of employees to perform their tasks effectively, in effective coordination and poor monitoring process of managers. The other reason which affects service delivery is that customers don't know which administrative work applies for their service demand; rather they only know what they have in mind to be served.

It is also discussed that contributing factors for poor service delivery are job related which are job satisfaction of employees, job involvement, motivation, productivity, skills and knowledge.

On the other hand it is emphasizes that the reasons for poor service delivery are lack of competition that the government monopolistically delivers public services. Customers don't have choice to turn to whenever the service delivery fails to satisfy their needs. The other reason stated is the principal agent relationship in which government (the agent) decides based on its own interest than the interest of the people (the principal). Political cycle that is driven by reelection, lack of expertise and professionalism, resource in efficiency are also stated as factors of challenges of service delivery. The other causes for poor service delivery are in adequate public participation, inadequate alignment of budgets, lack of political and administrative leadership, in adequate infrastructure, and shortage of skills.

As we can conclude from the above discussions, most of them agreed that the basic reason for poor service delivery is the skills and professional capacity of service providers, leadership quality and financial problems. On the findings from the data the basic reasons for the above mentioned challenge are also laid down by employees. Employees of the institution believe that the inconvenience of policies and procedures and insufficient technological support of the work process are among the reasons of the poor service delivery. The other reasons are work load on employees, the influence of salary and benefits on employee motivation and work place inconvenience. These are institutional issues that are directly related to the organizational improvement not employee performance.

It is also gathered from employee response about service delivery of employees and managers which implicate both are at medium level but better in employees than managers.

The fundamental reasons for the poor service delivery is that inconvenience of policies and procedures, lack of support of technology and the in sufficient grievance handling of the institution. These problems results in medium level of service delivery of the organization and same level of satisfaction in the eyes of sample population of customers.

4.6 Comparison of basic findings of the data with quality service dimensions

It is laid down on the literature review that there are 5 quality service dimensions which are Reliability which is being able to deliver service accurately and the same level good service every time it is delivered.

Responsiveness –This is the willingness of service providers to provide service timely. It is providing service with speed and emphasize on customers’ needs, complaints and solving problems.

Assurance-It is about building trust and confidence based on knowledge and courtesy of service providers. Trust and confidence can be built by the employees who have direct contact with the customers.

Empathy-It is giving undivided care for customers. It is providing customized service and made them feel important.

Tangibles-It is the physical appearance of facilities and personnel.

From the findings the service delivery of Kolfe Keranyo Sub city land administration, Land and tenure office lacks Reliability and responsiveness that both employees and sample customers rated the service delivery in medium level .It is gathered that the institution shall do a lot of work to elevate its services. It is also signified by both employees and sample customers that poor technological support is one of the reasons for poor service in the institution that makes tangibles the basic gap. Empathy and assurance should also be given proper attention by the organization because it is observed by the researcher that the customer handling of the institution lacks uniformity.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

At the beginning of the research it is particularly identified that the research's basic objective is to study and investigate the service delivery practice and challenges of Kolfe Keranyo Sub city Land Administration Land and tenure Office which is expected to deliver service in efficient and effective way for the growing demand of the customers. The specific objectives of the study also underlined assessing the service delivery practices to identify the challenges and know the core reasons for quality failures in the service delivery process can later help in creating solutions for the problems identified and for the sustainable improvement of the service delivery. The study adopts qualitative research approach and follows case study research design with descriptive research method to investigate the research questions and fulfill the general and specific objectives laid down at the beginning of the research. The following are the results obtained from customers and employee's data and the common findings. Conclusions based on the findings and recommendations for the improvement of problems are also included in this part.

5.1 Major findings from customer's data

- Customers are provided with important information and basic signs, boards, table and employee badges etc.
- The location of the institution is not the source of poor service delivery.
- The payments charged for the services rendered are considered fair by the sample population which is not one of the reasons of service delivery.
- The policies and procedures, directives and manuals are one of the reasons in service delivery.
- There is limited technological support that should be improved and it is one of the reasons for inefficient service delivery in the eyes of customers.

- There is better customer service approach and problem solving abilities and ethical manners by employees.
- The knowledge of employees about their job is not the source of poor service delivery.
- Significant number of respondents rated the service delivery speed low and very low that it is one of the basic challenges.
- The service quality is in sufficient level and should be improved and should be taken in to consideration as a challenge.
- The performance of managers of the organization is not sufficient which need Improvement.
- Service is accessible for customers that there is no challenge in that.
- The grievance handling of the institution shall be improved.

5.2 Major findings from employee's data

- There is availability of sufficient information in the institution.
- Employees rated the service speed and quality sufficient and significantly lower level that it should be improved and shall be considered as challenges.
- There is less technological support in the service delivery of the institution which is one of the reasons for the problem.
- The employees think that one of the reasons for poor service delivery process is convenience of policies, procedures, directives and manuals.
- Work load on employees were signified as the major reason for the poor service delivery.
- There is an influence of salaries and benefits also convenience of work place which is a reason in the poor service delivery process.
- Employees rated the service delivery sufficient /medium.
- It is gathered that there is sufficient/medium employees and managers relationship.
- Over all service delivery is rated sufficient /medium by the employees.

Common findings from both employees and customers are the positive side of availability of information in the institution and better customer approach .There are also common findings from reasons of poor service delivery that are the inconvenience of policies and procedures and technological support of the process. Also both parties reveal that speed and quality of services as a challenge and rated the service delivery process sufficient/medium.

The observation of the researcher also strengthens the findings that speed of the service /responsiveness/ is the basic challenge. Similarly the long lines of service requesters and the back forth of customers would be solved if the institution had employed efficient technological support and convenient policies and procedures which are among the reasons of its poor performance.

5.3 Conclusion

Since it is difficult to measure service, the only way is through opinion of customers about the service. Customers are the major actors of the service delivery process that their opinion matter in the identification and improvement of the process. The same is also true for employees because they encounter challenges in their day today service providing routine. This research tries to collect data from both sample customers and employees who are directly related to the service. From the above discussion we can conclude that the organization has good sides of accessibility of services, providing basic information for customers which can make the navigation easier and better approach of employees to customers. Since the organization gone through reform, it is believed that improvements are starting to show after that.

The organization also have service delivery challenges that the policies , procedure, directives and manuals which the organization is guided with are not sufficient and clear enough for the demands of customers and the cases that come along with that. The other challenge is that the organization has limitations of adapting new technologies that can reduce work load on employees. The fundamental challenge of the organization's service delivery is providing timely and effective service which both actors of the service agreed to. The above mentioned reasons are considered to hinder the organization in providing its services in conformity with standards of time and quality. Work load on employees, not matching salary and benefits, less conducive working environment can also be concluded as challenges of service delivery because they can create dissatisfaction of work and result soldering.

Working for improvement of grievance handling and coordination of employees and managers must not be forgotten in order to satisfy customers and earn trust of customer. The rate that is put by both employees and customers for the service delivery practice is sufficient /medium which is long way from being satisfactory and high level. As land management service is sensitive to the customers sufficient is far from being enough and demand a lot of work by the organization. This

is a blunt implication of the findings of the research that the organizations service delivery practice is not efficient and effective as expected and should be in the eyes of employees and even sample customers.

5.4 Recommendations

- The institution must work on providing service with less complicated procedures and Addis Ababa city government land management office must amend the manuals and directives of the organization that service is provided with.
- The organization must give utmost emphasis on adapting technological advancements to modernize the process. It must also train and empower employees and managers to keep up with the technology.
- The institution shall underline on the fact that there is no timely service that it is better to revise the standards based on facts and studies. Employees and managers must be motivated and trained to improve service delivery speed.
- Promoting service quality must also be given thought that customers must be provided with comprehensive service that can prevent them to come back and forth for related services and on appointments of the same service.
- The employees and managers of the institution must be motivated and series of trainings must be given based on gaps of the institution. Continuous performance evaluation and appraisal must also be conducted to measure employee's performances.
- Managers must control the time management of employees of the institution in strict manner.
- Attention must be given to grievance handling of the institution. Firstly its administrative structure shall be corrected that it is impossible for it to see or handle grievances and appeals of the same institution which is its superior. Secondly, the main focus of the department must be based on finding the source of grievance rather than routine handling and solving cases.
- The workload can be minimized by hiring the right number of employees. Since salaries and benefits, also convenience of work place are signified as challenges of service delivery by employees, it is better to take it under consideration by the concerned body.
- Related departments must work together in coordination with one another sign an interface and discuss regularly.

- Accountability must be strengthened for both employees and managers who fail to do their jobs properly.
- Since the institution serves the public, citizen participation shall be in the plan of the organization. They can be used as source of information about their requirements perception and even suggestions for improvements. The sub city need to consider working with the public by participating them in regular meetings to hear their suggestion on service delivery practices and what should be done in the future.
- Random Supervision and inspection of superiors on the service delivery shall be undertaken to fulfill gaps and correct mistakes.
- Study must be conducted on the service delivery process, customer satisfaction and employee satisfaction to continuously improve and overcome challenges.

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Appendices

Appendices 1

The standards set by the administration for its services

No	Types of services	Quantity	Time standard	Quality standard	Requirements from customers
1	Grievance and appeal resolution service	1	3 days	Illegible documents	Presence and considering all the necessary documents are provided
2	Providing title deed for individuals and institutions	1	1 hour	Illegible documents	Presence and considering all the necessary documents are provided
3	Providing title deed for land owners with legal associations	1	3 hours	Illegible documents	Presence and considering all the necessary documents are provided
4	Providing title deed for condominium homes	1	1 hour	Illegible documents	Presence and considering all the necessary documents are provided
5	Providing title deed replacement	1	1 hour and 45 minute or 1 hour if it has site work	Illegible documents	Presence and considering all the necessary documents are provided
6	Providing different documents copy	1	40 minutes	Illegible documents	Presence and considering all the necessary documents are provided
7	Registering surety for legal tenures	1	1 hour /2hours if it	Illegible documents	Presence and considering all the necessary documents are

			needs site work		provided
8	surety canceling for legal tenures	1	40 minutes	Illegible documents	Presence and considering all the necessary documents are provided
9	Merging tenures	1	2 hours and 15 minutes /1 day if it needs site work	Illegible documents	Presence and considering all the necessary documents are provided
10	Splitting tenures	1	2 hours and 15 minutes /1 day if it needs site work	Illegible documents	Presence and considering all the necessary documents are provided
11	Authenticating title deeds	1	1 hour	Illegible documents	Presence and considering all the necessary documents are provided
12	Registering tenure transfer	1	5 hours and 30 minutes /1 day if it needs site work	Illegible documents	Presence and considering all the necessary documents are provided

Appendices 2

Standard for nonregistered tenures service process

Main jobs	Detailed actions	Time standard	Acting team
Providing documentation and information service	Planning	2 days	Documentation team
	Accepting files	5 minutes for 1 file	
	Registering and organizing files	20 minutes	
	Delivering files based on requests	5 minutes	
	Returning files	5 minutes	
	Dispatching title deeds	15 minutes	
	Filing letters on files	10 minutes	
	Sending registered tenures to next office	10 minutes	
	Reporting	15 minutes	

Analyzing tenure legality	Planning	2 days	Legal issues team
	Accepting files	5minutes	
	Analyzing and deciding legality of files	30 minutes	
	Signing title deeds	5 minutes	
	Preparing and signing contracts	10 minutes	
Analyzing tenure legality	Calculating payment	20 minutes	Accountant
	receiving payment	10 minutes	
	Reporting	5 minutes	

Site work surveying and title deed preparation	Planning	2 days	Technic team
	Reading maps	15 minutes	
	Summoning concerned bodies for site work	10 minutes	
	Collecting data on site	60 minutes	
	Printing title deed	30 minutes	
	Correcting data	8 hours	
	Preparing Base map	20 minutes	
	Signing title deed	5 minutes	
	Reporting	20 minutes	

Appendices 3
St. Mary University

School of graduate studies

Department of Business administration

This questioner is prepared to collect data from customers for partial fulfillment of Master's Degree emphasizing on Kolfe Keranyo sub city land and tenure office service delivery. During fulfilling the questioner mentioning name is not important to keep respondents anonymous and the responses will be used for the above mentioned purpose. Please use to answer the questions and thank you for your cooperation.

Gender male Female

Age 18-35 35-55 55 and above

Educational back ground

Degree and above diploma vocational training 12 and below

1. The availability of sufficient information for the service

Very high high sufficient low very low

2. The availability of important signs for the service delivery in the institution /notice board, table badges..

Very high high sufficient low very low

3. How convenience is the place of the institution

Very high high sufficient low very low

4. How are the employees serving the customers?

Very high high sufficient low very low

5. How is the employee's problem solving abilities?

Very high high sufficient low very low

6. How is the ability of employees to describe clearly and their ethics

Very high high sufficient low very low

7. How is the knowledge of employees about the service they are delivering?

Very high high sufficient low very low

8. How are the managers of the institution managing

Very high high sufficient low very low

9. How is the service delivery speed

Very high high sufficient low very low

10. How is the service delivery quality?

Very high high sufficient low very low

11. How appropriate is the payment for the service

Very high high sufficient low very low

12. The convenience of policies and procedure for the service

Very high high sufficient low very low

13. Accessibility of the service for the customers

Very high high sufficient low very low

14. How the service is technology supported

Very high high sufficient low very low

15. How is the grievance handling in the institution?

Very high high sufficient low very low

16. How is the overall service delivery

Very high high sufficient low very low

17. How satisfied are u by the service

Very high high sufficient low very low

18. What should be done to solve the problems in the institution?

Appendices 4
St. Mary University

School of graduate studies

Department of Business administration

This questioner is prepared to collect data from employees and managers for partial fulfillment of Master's Degree emphasizing on Kolfe Keranyo sub city land and tenure office service delivery. During fulfilling the questioner mentioning name is not important to keep responses anonymous and the responses will be used for the above mentioned purpose. Please use to answer the questions and thank you for your cooperation.

Gender male Female

Age 18-35 35-55 55 and above

Educational back ground

Degree and above diploma vocational training 12 and below

1. The availability of sufficient information for the customers

Very high high sufficient low very low

2. The availability of important signs for the service delivery in the institution /notice board, table badges..

Very high high sufficient low very low

3. How are the managers of the institution managing?

Very high high sufficient low very low

4. How are the employees serving the customers?

Very high high sufficient low very low

5. How is the service from time, quality and financial perspective?

Very high high sufficient low very low

6. The convenience of policies and procedure for the service

Very high high sufficient low very low

7. How the service is technology supported

Very high high sufficient low very low

8. How is the work load in the service delivery?

Very high high sufficient low very low

9. How is the coordination of employees and managers?

Very high high sufficient low very low

10. How does problem in documentation influence the service delivery?

Very high high sufficient low very low

11. How does salary and benefits of employees influence the service delivery?

Very high high sufficient low very low

12. How does the convenience of the office influence the service delivery?

Very high high sufficient low very low

13. How does understanding and attitude of customers influence the service delivery?

Very high high sufficient low very low

14. How is the overall service delivery

Very high high sufficient low very low

15. What should be done to solve the problems in the institution?

