



ADDIS ABABA UNIVERSITY MAIN CAMPUS

COLLEGE OF DEVELOPMENT STUDIES

CENTER FOR REGIONAL AND LOCAL DEVELOPMENT STUDIES

Practice, Challenges and Opportunities of Local Good Governance:

The case of Bole Sub City *Woreda 02* Administration

By

Birhane Tekeste

February, 2021

ADDIS ABABA

ADDIS ABABA UNIVERSITY MAIN CAMPUS

COLLEGE OF DEVELOPMENT STUDIES

CENTER FOR REGIONAL AND LOCAL DEVELOPMENT STUDIES

Practice, Challenges and Opportunities of Local Good Governance:

The case of Bole Sub City *Woreda 02* Administration

By: Birhane Tekeste

A thesis submitted to the school of Graduate studies of Addis Ababa University, College of Development Studies, Center for Regional and Local Development Studies in partial fulfillment of the requirement for the award of Masters of Arts Degree in Regional and Local Development Study.

Advisor: Muluadam Alemu (Ph.D)

February, 2021

ADDIS ABABA

DECLARATION

I, **Birhane Tekeste**, hereby declare that this thesis is the fruit of my original research work. The thesis has not been submitted previously for academic examination towards any qualification at any tertiary institutions. Besides, all sorts of materials used for this thesis have been dully acknowledged.

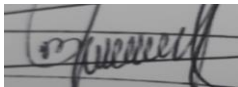
Birhane Tekeste



February 2021

This is to certify that this thesis entitled “**Practice, Challenges and Opportunities of Local Good Governance: The case of Bole Sub City Woreda 02 Administration**” submitted in partial fulfillment of the requirements for the award of the degree of Master of Art in Regional and Local Development Studies to graduate program of College of Development Studies, Addis Ababa university by Birhane Tekeste is an original work conducted by the candidate under my supervision and this project work has not been submitted earlier for award of any degree or diploma to the best of our knowledge and belief.

Muluadam Alemu (Ph.D)



February, 2021

ADDIS ABABA UNIVERSITY MAIN CAMPUS

COLLEGE OF DEVELOPMENT STUDIES

CENTER FOR REGIONAL AND LOCAL DEVELOPMENT STUDIES

This is to certify that the thesis accomplished by Birhane Tekeste on “Practice, Challenges and Opportunities of Local Good Governance: The Case of Bole Sub City Woreda 02”, submitted for partial fulfillment of the requirement for the awards of ‘Masters of Arts Degree in Regional and Local Development study’, complies with the regulations of university and meets the accepted standards with respect to originality and quality.

APPROVED BY BOARD OF EXAMINERS

SIGNATURE

DATE

1. _____

Director, RLDS

2. _____

Advisor

3. _____

Internal Examiner

4. _____

External Examiner

Acknowledgement

First of all I would like to thank my lord Jesus Christ for his guidance throughout all my journey which has helped me to accomplish my study. Secondly I would like to thank Dr. Muluadam Alemu who supported me during thesis work and staffs of college of Regional and Local Development Studies. Although my heartfelt thanks goes to my family members who couraged me to successfully accomplish my study.

I would also like to give my warm gratitude for my classmates of Regional and Local Development Studies especially Jibril Zerihun, in his consistent assistance throughout the paper work.

Lastly, I would like to express my gratitude for those institutions, respondents and officials who played a vital role in responding interviews and hosting me with necessary provisions.

Table of Contents

1.1)	Introduction.....	1
1.2)	Background of the study.....	1
1.3)	Statement of the Problem	3
1.4)	Objective of the Study.....	6
1.5)	Research questions.....	6
1.7)	Significance of the Study	6
1.8)	Limitation of the study	7
1.9)	Organization of the study	8
Chapter Two.....		9
2	Review of Related Literature.....	9
2.1	Conceptual and operational definitions of Governance	9
2.2	Decentralization	12
2.2.1	Introduction.....	12
2.2.2	Institutional definitions and concepts of Decentralization.....	13
2.2.3	Types of Decentralization	15
2.2.4	Fiscal Balance and Imbalance.....	20
2.3	Definition and concept of local governance	21
2.4	Capacity Development	24
2.5	Sustainable Development	25
2.6	Sustainable Development Goals	26
2.7	Good Governance	28
2.8	Empirical frame work of the study.....	35
2.8.1	Empirical literature	35
2.8.2	E-governance.....	39
2.8.3	E-governance in India.....	40
2.9	Summary on review of literature.....	40
2.10	Knowledge Gap.....	41
2.11	Conceptual framework of the study	41
Chapter Three		44
3.	Description of the Study Area and Research Methodology	44
3.1)	Description of the study area.....	44

3.1.2	Research design.....	46
3.1.3	Variables of the study.....	46
3.1.4	Participant selection and size.....	46
3.1.5	Eligibility Criteria.....	47
3.1.6	Data collection method.....	47
3.1.7	Data analysis.....	49
3.1.8	Trustworthiness.....	49
CHAPTER FOUR.....		51
4	Data presentation and analysis.....	51
4.1	Data presentation.....	51
4.1.1	Demographic characteristics of research participants.....	51
4.1.2	Descriptions of participant’s response.....	55
4.1.3	Good governance attributes practices.....	55
4.1.4	Challenges confronted regarding good governance attributes.....	69
4.1.5	Opportunities to promote local good governance.....	75
4.1.6	Background information for focus group discussion participant’s.....	77
4.1.7	Data presentation of focus group discussion participant’s response.....	78
4.1.8	Good governance attributes practice.....	78
4.1.9	Challenges of good governance attributes.....	80
4.1.10	Opportunities to promote good governance.....	82
4.1.11	Data presentation from document review.....	82
4.1.12	Challenges of good governance attributes.....	84
4.1.13	Opportunities of local good governance.....	85
4.2	Discussion and analysis.....	86
4.2.1	Practices of the five good governance attributes.....	86
4.2.2	Challenges of local good governance.....	89
4.2.3	Opportunities to promote Local good governance.....	91
4.2.4	Document analysis of good governance attributes.....	91
4.2.5	Challenges of good governance attributes.....	92
4.2.6	Opportunities of local good governance.....	93
5	Summary, Conclusion and recommendation.....	94
5.1	Summary of findings.....	94
5.2	Conclusion.....	95

5.3 Recommendation	96
REFERENCES.....	99

Table of figures

Figure 1 unemployed citizens offered economic opportunity to make an income through mini shops	58
Figure 2 the woreda objective and vision stating about popular participation and good governance	59
Figure 3 budget allocation of the woreda	62
Figure 4 criteria's to get service posted by vital events and registration office	63
Figure 5 clients waiting too long for service that require 40 minute as of the service standard	69

ACRONYMS

AACA	Addis Ababa City Administration
CIPFA	Country Indicator for Foreign Policy
CSO's	Civil Society Organizations
ECA	Economic Commission for Africa
FDRE	Federal Democratic Republic of Ethiopia
FGD	Focus group discussion
IFAD	The International Fund For Agricultural Development
IMF	International Monetary Fund
MDGs	Millennium Development Goals
MOFED	Ministry of Finance and Economic Development
OECD	The organization for Economic Co-operation and Development
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
SAP	Structural Adjustment Program
SDGs	Sustainable Development Goals
SNNPR	Southern Nation and Nationalities and Peoples Region
UN	United Nations
UNDP	United Nation Development Program
UNESCAP	United Nation Economic & Social Commission for East Asia & the Pacific
UNESCO	The United Nations Educational, Scientific and Cultural Organization
UNO	The United Nation Organization

USAID

United Nation Agency for International Development

WB

World Bank

Abstract

Good governance is widely recognized as a prerequisite for sustainable development particularly for developing countries. Thus research made on good local governance has high level of significance towards promoting good governance. This study aims to identify the practices, challenges and opportunities of local good governance at local government institutions at Bole sub city woreda 02 administration. The study employed qualitative research methodology and data was collected through in-depth interview, personal observation FGD, and document review.

As the research design is descriptive phenomenological the descriptive analysis made revealed that there are exercises to promote the selected five attributes of good governance, however there are several challenges confronted that are seriously hampering the progress of good governance. The result shows that there are good exercises in regard to the attribute of participation and transparency is exercised in a good way but there are challenges of transparency in activities or decisions which could be monetized if done illegally. While on accountability, there is a practice of it but sometimes measurements taken are not partially enforced and not stiff to public employees. Rule of law is seriously hampered in specific institutions such as social court and code enforcing offices lack quality human resource that deals with laws and codes as well as there is notorious corruption in these institutions. Regarding responsiveness is being practiced but it is a poor level because the majority of institutions in the woreda lack human resource sometimes qualified personnel's and lack adequate raw materials. Although regarding opportunities to promote good governance the study shows that participation of higher education qualifies individuals on the public wing side, awareness creation program and capacity building regarding good governance as an opportunity to further accelerate the prevalence of good.

The researcher based upon the findings recommended measures and direction to be taken. Key recommendations imply that the woreda should create a more favorable environment for the public and private sectors and local elites to flourish and stir their responsibilities. The researcher also recommends that public discussion of transparency problem on media and meeting with public officials as a remedy for transparency challenges

Definition of Key Terms

The following words are adopted from different authors and operational in the thesis:-

Governance: is the exercise of economic, political and administrative authority to manage country affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their rights, meet their obligations and mediate their differences, (UNDP, 1997 as cited in Sangita,2002).

Good governance : is basically the combination of transparent and accountable institutions, which adhere to the rule of law as well as capable and a fundamental willingness to do the right thing thus these will enable a government to deliver services to its people effectively and efficiently (Wolfowitz, cited in Gisselquist,2012).

Sustainable development as a development that meets the need of the current generation without compromising the ability of future generations to meet their own needs (UN,1987).

Chapter one

1.1) Introduction

1.2) Background of the study

Good Governance has gained significant attention in the world due to the vital role it plays in enhancing and achieving various development objectives. Before good governance became an agenda in cold war period much focus was given to Structural Adjustment Program targeting to change the lives of mass impoverished people in developing countries (WB, 1994).

The reason for the failure of it was due to a lack of good governance in the implementation of policies that were devised for SAP in those developing countries. Thus, by deciding to address the crisis in governance in Sub Sahara Africa World Bank found out that focusing on governance sphere particularly claimed that good governance and its packages us the most important factor to achieve sustainable development and poverty reduction . The reason behind the emphasis is because good governance is the most important factor to achieve sustainable human and economic development and poverty reduction as it allows efficient management of human, social, natural, economic and financial resource for equitable and sustainable development (Ibid). It was in 1989 the World Bank report entitled sub-Saharan Africa:-From Crisis to Sustainable Growth tells and implicated the crisis of governance in Sub Saharan Africa and posited challenges in governance as the reason for Africa lagging development.

The World Bank is the first that has coined the term good plus governance. According to World Bank (Ibid) the core concept of good governance was depicted as predictable, open and enlightened policy aside with constituting bureaucracy with the professional ethos and an executive arm of government accountable and transparent for its actions and that fights corruption. The World Bank (1992) in its report entitled Governance and Development showed a number of pathways through which quality of governance affected development in the region and included situations in the region such as, the creation of an institutional environment that discouraged productive private sector and the use of public resource for badly designed public investment. In addition it refers the essence of good governance similar with sound development

management. Furthermore, the bank president Paul Wolfowitz in 2006 defined good governance as “the combination of transparent and accountable institutions, strong skills and competence and a fundamental willingness to do the right thing. Those are the right that enables the government to deliver services to its people efficiently” (Wolfowitz, 2006).

In general after World Bank came up with good governance agenda the term later entered in to common usage and re-conceptualized by various interested groups with varied definitions and concepts and from one of those who borrowed the word was United Nations Development Program organization-defined governance in 1997 as the exercise of economic, political and administrative authority to manage a national affairs through participatory, transparent, accountable , effective and equitable manner which promotes the rule of law, ensures social, political and economic priorities.

Participation and strong civil society are a catalyst to the demands for good governance and better systems for accountability in governance but in order for changes to take place the government should be responsive (Driscoll, 2018).

Therefore good governance prevalence in developing continent like the case in Africa is very rare and only exists at good condition in very limited countries due to limited practice of it (Sisay & Huang, 2015).

Ethiopia is also common among those African countries in experiencing a crisis in governance. Therefore there is limited actual ground practice of good governance in Ethiopia due to infant good governance building. Thus, the country has undergone varied serious challenges in building up good governance and the challenges are mainly related to that of the infancy building of good governance in the country (Gebressilasie, 2012).

Before and after the military regime, good governance was not an agenda and it was not practiced thus adequate efforts have not been made towards good governance. After the downfall of the socialist military regime, called *Derg*, the EPRDF; the current political party which has changed its name in 2019 to Prosperity party came into power in 1991G.C. Thus, the EPRDF 1995 constitution pointed out that the conduct of government affairs to be transparent and public officials to be accountable for any failure in their duties and also it includes constitutional provisions such as the formation of three branches of government, multi-party political system,

and acceptance of international human right conventions in the constitutions (FDRE, 1995). Furthermore, the leading government put an endeavor to enhance good governance in ways such as by putting reform agendas in a nutshell under good governance and capacity building in the first growth and transformation plan.

Studies Kindey, (2011); Gizachew, (2014) & Gebressilasie, (2010) showed that Ethiopia progress towards good governance in different regions of the country is not yet well advanced. Particularly Kindeye (2011) implied Addis Ababa city administration face challenges in enhancing good governance. These challenges are: inadequate administrative capability, lack of transparency and accountability, one party dominated politics in higher city administration and local administration councils, weak council and opposition political parties, ineffective and inefficient provision of basic services, and corruption (Kindeye, 2011).

Though there are few studies such as Gizachew (2014) , Kassahun (2010), Gizachewu (2014) , Tagesse (2015), Ram (2017) and Gebressilasie (2012) that examined the challenges and opportunities of good governance in different parts of the country, these studies disregard the significance of studying practice ,challenge and opportunities of good governance at the third echelon of government in the city administration.

This study assessed local good governance practice, challenge and opportunities in Addis Ababa, Bole sub-city *woreda* 02 administrations.

1.3) Statement of the Problem

Different governments, institutions and people in our world are querying and striving for the promotion of good governance from its current status. In most third world countries governmental institutions such as the public sector good governance is a key agenda to be worked on. Good governance will be promoted and realized when it is soundly designed, institutionalized and practiced and also it will be realized when multiparty politics is well anchored and enforced, the state is held accountable, a free, fair and periodic election is conducted and as well as human and political rights are respected (Kindeye, 2011).

For the advancement of developing countries it is essential to promote good governance that is transparent, accountable and participatory that ensures economic liberalization and that is based on secured property right as well as land right (Asefa & Huang, 2015).

Good governance in the public sector invigorate improved public sector performance with efficient utilization of resource, improved informed and longer-term decision making as well as tackling corruption (CIPFA & IFAC,2014).

Ethiopia has faced a number of governance challenges, such as corruption in different forms, lack of transparency and accountability due to government workers practice of secrecy for the purpose of corruption, fragile weak and barely institutionalized democratic process along with violation of human rights, leading party political hegemony, ineffectiveness and inefficiency of institutions in service delivery (Kindeye, 2011).

Some people argue that good governance and democracy are on the right track in the country together with referring to the recent political and governance reforms, the renaissance of most governmental institutions including city administrations at countrywide level with emphasis on good governance after the new Prime Minister came to power and the FDRE constitutional provisions such as, separation of political power along the three branches of government and the proclamation on decentralization of governing structure (FDRE constitution, 1995), as their evidence. However on the contrary some people argue that good governance is not in the right track in the country.

A study conducted by kindeye (2011) in Addis Ababa showed that there is a prevalence of weak council and absence of multi-party politics, lack of impartial and objective media, insufficient decentralization effort, political consideration in the promotion and career development in the civil service, high corruption incidence, lack of transparency and accountability which paved the way for rent seeking and high corruption incidence, immature participation, ineffectiveness and inefficiency in the provision of service which posed as a challenge to promote good governance in the city administration. Also Gizachewu (2014) in his study in Akaki Kaliti sub city revealed that the sub city administration has fairly low level of governance, low participation, transparency and accountability.

The *woreda* administration claimed that good governance is its central agenda, it participates its residents and stakeholders in governance issues that affect them, as well as it said transparency, accountability and rule of law are in good status and the *woreda* is working year to year to upgrade the status of local good governance, furthermore said that through maximum effort it is striving to accomplish the *woreda* administration vision of seeing good governance prevailed residential and industrious city. However, residents of the *woreda* seemed to be unsatisfied on the efforts of the *woreda* administration. They alleged that they are not empowered and fully participated, transparency and accountability are not ensured, corruption is rampant, and rule of law is not adhered. Therefore what logically follows from this argument is the need to study major practices and challenges of good governance in the *woreda*.

A quick scan on the literature revealed that there are limited studies of good governance. Some studies conducted by Gizachewu (2014), Kassahun (2010), Gizaw (2014), Tagesse (2015) Ram (2017) & Gebressilassie (2012) in which most of them are focused on regional government *woreda*, kebele and other administration level. These studies emphasized on limited attribute of good governance and limited only on assessing challenges and opportunities of good governance. However closest to this study context kindeye (2011) in his study challenges and opportunities of good governance: The case of Addis Ababa City Administration tried to see the main challenges for good governance.

Thus studying certain elements of good governance such as transparency, accountability, rule of law, participation, responsiveness in selected institutions and sectors in the *woreda* has a paramount importance to bridge the knowledge gap. Therefore studying the prevailing practice challenges and viable opportunities in a manner that contribute for the advancement of the concept, policy and application of governance in general and good governance in a particular in the study area is imperative. Therefore this study assessed the major practices, challenges and available opportunities of good governance in Bole Sub City *Woreda* 02 administration.

1.4) Objective of the Study

1.4.1 General objectives of the study

The general objective of the study is to assess the major practices, challenges and available opportunities of local good governance in Bole Sub City Administration *Woreda* 02.

1.4.2 Specific Objectives

The specific objectives of the study are:

1. To identify the practices regarding good governance.
2. To identify the challenges faced concerning promoting local good governance.
3. To analyze opportunities to promote local good governance.

1.5) Research questions

1. What are the major practices being done in promoting good governance?
2. What are the major challenges faced in promoting good governance?
3. What major opportunities are available for promoting good governance in the *woreda*?

1.6) Scope of the Study

Addis Ababa City Administration consists of 12 sub-cities and more than 115 *woreda*, however this study was conducted in Bole sub-city *woreda* 02 administration. In addition the study is limited only to assessing selected institutions namely, micro and small scale enterprise, vital events and registration and houses development office. There are many issues to be studied, however this study has limited itself only to assessing major practice, challenge and opportunities by limiting only to five selected attributes of good governance.

1.7) Significance of the Study

Good governance is a means to achieve development, thus it is no doubt that good governance is a significant tool to achieve social, economic, and sustainable development particularly in developing countries it is a weapon to achieve development objectives set through enhancing the

governance system quality. Thus this research conducted on good governance has the following relevance:

- It will help Addis Ababa City Administration and its lower tiers of institutions as feedback and sees their weak side and strong side and serve as an input in their institutional operation.
- It will help to make governance at every level inclusive system of governance and contribute to sustainable peace progress while addressing the governance deficit.
- It will serve as a mirror of reflection for *Woreda* employees and officials showing a gap in their operation and sectoral bureaus performance gap to be filled and fixed.
- It will serve as an input and guide in Ethiopia public sector institutional reforms.
- It will help the *woreda* citizens and local council members as an input to enhance and foster their role in public participation, local development, and promotion of good governance in the *Woreda*.
- It will help Addis Ababa City Administration and all regional administration structures lower to their echelon to see and recognize unseen solutions, weakness in their lower administration, and to prepare better supervision and support to them.
- It shows the gap in governance and helps Ethiopia ongoing political and economic reform as an input.
- It will serve as an input for further studies, policy and program planning as well as for legislative bodies.

1.8) Limitation of the study

One of the limitations of this study might be related to the research design. The study is conducted by deploying only qualitative method and research design and hence it might be limited in describing magnitudes in quantitative ways. While carrying out this study in the data collection phase the researcher faced challenges on the willingness of people to be interviewed face to face due to the Covid 19 epidemic.

The other thing the researcher encountered was there is no prior study in the *woreda* related to good governance to be used as a springboard. The other limitation is that the study does not cover the regional and sub-city administration context.

Another limitation in the study might lie in the fact that qualitative reports are more likely to run a risk of misrepresentation of certain aspects of reality because of the potential variance between participants and researcher point of view between the existed reality and presentation of reality.

To deal with this limitation the findings after the analysis was provided to the participants if it had compiled or refuted to what they have said. Despite this, the document was given to research participants so that they can evaluate the degree of personal bias.

1.9) Organization of the study

The research is organized around five chapters. Chapter one includes a background of the study, statement of the problem, objective of the study, the scope of the study, the significance of the study, limitation of the study, and organization of the study. The second chapter is regarding review related literature it introduces/ various theoretical and empirical reviews drawn from various related kinds of literature, previous empirical studies, and conceptual framework. The third chapter consists of descriptions of the study area, research methodology components: research design, variables of the study, participant selection and size, eligibility criteria, data collection tools, data analysis, trustworthiness, and ethical issues. The fourth chapter covers data presentation and analysis of the data. The last chapter focuses on the finding conclusion and recommendation of the study.

Chapter Two

2 Review of Related Literature

2.1 Conceptual and operational definitions of Governance

UNDP (1997) defined governance as the exercise of economic, political and administrative authority to manage country affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their rights, meet their obligators and mediate their differences, (UNDP, 1997 as cited in Sangita, 2002).

Thus, what we can learn from this definition is that governance has three legs namely economic, political and administrative. Whereby economic governance entails decision makings that affect a country's economic activities and its relationships with other economies thus decisions made under this governance have implications for equity, poverty and equality of life.

Political governance according to the institution refers mainly to the process of decision making to formulate policy. Whereas on the other hand, administrative governance refers to the system of policy implementation. Thus governance according to UNDP (1997) encompasses private sectors, civil society organizations, the state entailing political and public sector institutions.

The state, private and civil society are key actors in governance but the state being key and the main actor of all playing as enabler providing legal and regulatory framework, political order within which firms and organization can play and act thus, the state plays a crucial role in facilitating to create an enabling environment to other elements of society (UNDP, 1997).

The private sector serves as a main source of wage for the citizen and a major player for the economic improvement & to local governments it serves as a major stakeholder in helping local government advancement endeavors such as, from economic plans up to the arranging and execution as this sector is well in possessing financial & technical skill, thus in this way this sector could be a major stakeholder for local governments (Ibid).

The civil society incorporates diverse peoples & groups from the society such as farmer's unions, school affiliations, trade associations and non-politically associated group's civic affiliations. They take an interest in the planning of decision making & ease up interactions at local

governance levels also serve as a development stakeholder and also serve as an agent for arriving issues such as issues among the society (Ibid).

According to UNDP (1997) concept of governance, local government plays a key part in local governance and development, since It plays as an enabler making an environment that develops citizens potentials, such as respecting & fulfilling fundamental human right, enabling them in a way that will likely develop them and furthermore, local government facilitates & give technical mastery to diverse groups.

WORLD BANK (1992) defined governance as to how power is exercised in the management of a country's economic & social resource. The WB has identified 3 distinct aspects of governance: 1, the form of a political regime (civil, military, parliamentary or presidential) 2, the process by which authority is exercised in the management of a country's economic and social resources for development 3, the capacity of governments to design formulate & implement policies & discharge functions (WB,1992).

The WB's latest governance definition is almost similar to the previous definitions and defined governance as to how public officials and institutions acquire and exercise the authority to shape public policy, provide public goods and services (WB, 1992).

Organization for Economic Cooperation & Development (OECD): - refers governance as the use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development (Annwar, 2010).

Institute of Governance:- states governance as a concept that comprises the institution's processes and conventions in a society that determine how power is exercised, how important decisions affecting society are made & how a variety of interests harmonized in such decisions (Weiss , 2000 as cited in Kindeye,2011).

Commission on Global Governance:-defines governance as the sum of the many ways individuals and institutions, public & private, manage their common affairs. It is a continuing process through which conflicting or diverse interests may be accommodated & co-operative action may be taken. It involves formal instructions & regimes empowered to enforce compliances, as well as informal arrangements that people and institutions either have agreed to

or perceive to be in their interest, (Commission on Global Governance, 1995 as cited in Keping, 2017).

The term governance is a very old concept it dates back to an ancient civilization of mankind and the word is often equated with the term government in which both looks similar but however, both are different but to some extent sharing some similarities in which as mostly defined in English dictionaries governance refers to the act or manner of governing, exercising authority over the action of subjects and whereas government refers to the governing authority of a political unit (Katsamunska, 2016).

The concept of governance has gone through different stages of evolution throughout the years thus no strong consensus of the definition has not been achieved yet because the definition and concept mean varied things to various people in general. However some agree that the concept has been around Political as well as varied academic fields & discourses for such a long time & much of the existing literature written on governance emphasized on decision making, accountability, power or control, the exercise of authority & systems of governing as well as relationships (*Ibid*).

There exists old and new governance in it's an evolution in which the old refers to early periods where the government has so much power and is the key solely actor in steering society whereas on the other hand the new governance which is being practiced in the world refers to other key actors in the process of governing such as civil society & private sectors in steering society. At the end of the 20th and beginning of 21 centuries, the concept became the center of debate especially in the field of public administration. But in fact it was within the 21st century that the term got much of its popularity among politicians, professionals, international institutions such as UNDP and WB, International development and financial institutions as well as academicians due to its nature of being wide in scope and the concept covering and going further more than citizens, states & institutions exceeding national level and also being a basic advancement objective. The term due to its wide run of scope has become an umbrella concept for different areas such as policy networks and public management (*Ibid*).

In 1989 world Bank came up with a study known as “sub-Saharan Africa from crisis to sustainable growth”, here the term governance was first used to describe the need for

institutional reform and the more efficient public sector in sub-Saharan countries. The WB reason to center on governance was due to aid ineffectiveness in which prior to good governance getting to be as an agenda, program named structural adjustments program focusing on to end poverty. However, the aid and & program went ineffective dissatisfying donors institutions in developed countries including international institutions then later WB through its study found out that emphasizing governance as the way to address the crisis in governance, which led to SAP's ineffectiveness. The study defined governance as the exercise of political power to manage nation affairs, moreover, the WB in its study publication Convey his notion as follows "It called on to wage on corruption to create a favorable or conducive political context because better governance requires political renewal with anticipation endeavors and for these all to happen it urges mechanisms such as, strengthening accountability and including other non-political units in the governance sphere.

2.2 Decentralization

2.2.1 Introduction

Decentralization is about the transfer of power from the central government to lower levels of government with the responsibility to planning, decision making and management of government functions are distributed or delegated.

Decentralization is generally referred to as shift of powers from the central government to lower levels in a political-administrative and territorial ranking (Crook & Manor 1998, Agrawal & Ribot 1999; as cited in Yuliani, 2004).

Decentralization in any area may serve as a mechanism to address response to the problems of centralized systems create thus decentralization in government has been seen as a solution to problems like economic decline, government inability to fund service & lack of quality service delivery, the general decline in the performance of overloaded services, the demands of minorities for a greater say in local governance, the general weakening legitimacy of the public sector and international pressure on countries with inefficient, undemocratic and overly centralized systems (Bunikowski & Ivanova, 2017).

The pre-condition that should be fulfilled before the implementation of decentralization are-institutional mechanisms, creation of space for popular participation majorly that will serve as mechanism to transparency and accountability, political and civil commitment, and capacity development at the local level and proper planning and accountability mechanisms must be arranged (Olum, 2014).

2.2.2 Institutional definitions and concepts of Decentralization

According to Joint UNDP and Government of Germany working paper (1999) decentralization or decentralizing governance refers to the structuring or reorganization of authority so that there is a system of co-responsibility between institutions of governance at the central, regional and local levels according to the principle of subsidiarity, thus increasing the overall quality and effectiveness of the system of governance while increasing the authority and capacities of subnational levels.

Decentralization is seen as a means and an end but moreover it is seen as a means which contribute to achieving the state of the key components of governance through making more open, responsive, transparent, accountable and effective local government. Thus through these and other ways such as upgrading representational framework of local government, it has the high possibility to increases peoples opportunities for participation in economic, social and political sphere and decision (Joint UNDP & Government of Germany,1999).

Thus through decentralization offering people opportunities to participate at a different level of government their participation will turn as a mechanism to create a transparent & accountable governance system as they have the right to require information about a decision made by public officials & hold accountable to decision-makers thus they serve as a means to make effective governance (UNDP,2004).

Decentralization implies more than the public sector, civil services and administrative reform therefore it requires ,entails the part and relationships of all actors such as government, civil society & private sectors at differing levels increasing improved governance (Ibid).

UNDP(1997) defined decentralization as a process of reorganizing government power or function as a means to create linkage among different levels of government to improve the

quality and effectiveness of governance system vis a vis improving the capacity of subnational governments.

In its democratic political aspect, decentralization as currently conceived and increasingly practiced in the international development community has two principal components: participation and accountability. Participation is mainly concerned with expanding the part of citizens in choosing their local leaders and in telling those leaders what to do while political accountability is the degree to which local governments have to explain or justify what they have done or failed to do so to the society from which they gain legal representativeness (WB, 1992).

The WB defined decentralization as the transfer of authority and responsibility for public functions from the central government to intermediate & local governments or quasi-independent governments' organization and the private sector is a multifaceted concept (UNDP,1999). Hence to WB decentralization is all about engaging and empowering citizens their legal representations through adjusting them with decision making that influences them which have the plausibility for community-driven development. Additionally, WB believes that decentralization helps in getting rid of the bottlenecks in decision making that are often caused by the central government.

Decentralization can also bring and increase political stability as well as national unity by allowing citizens to better control public programs at the local level. However potential threats & challenges of decentralization incorporate elite capture, corruption, patronage politics, local civil servants being compromised obstructing further decentralization, incomplete information, constituents not able to hold representatives accountable, opaque decision making influencing accountability upwards, descending & central claw back of power (WB, 2013). Though under appropriate conditions including implementation, all these forms of decentralization can play important roles in broadening participation in political, economic & social activities in developing countries (Ibid).

Generally, decentralization of governance means transfers of power from the central government to lower levels in a political-administrative & territorial hierarchy. Hence it is critical to keep in mind that the government official power transfer to different levels & sorts of government beneath the central government has two forms namely administrative decentralization & Political decentralization or law based decentralization.

2.2.3 Types of Decentralization

There are four main sorts of decentralization that draw common consensus for most scholars and international development institutions such as UNDP (2004), namely:- political decentralization, administrative decentralization, fiscal decentralization, and market decentralization. Each of the above types will be discussed next.

A, Political decentralization: is the transfer of power to the lower level of government which is elected by local citizens rather than to the central government. The lower level of government enjoys local autonomy & is more accountable downwardly to their citizens instead of the central government, therefore it entails a representative political framework based on local electoral jurisdictions & pluralistic parties (Ibid).

So by large it is related with the expanded power of citizens & their representatives in public decision making & has an influence on the formulation and implementation of public policies.

The concept implies that the choice of local representatives from local electoral jurisdiction permits citizens to know better their political representatives , in turn know the need & interests of their respective citizens & additionally proponent of this sort of decentralization believe that decision made with greater participation will be way better informed and more consensual to the different interest of the society .

TO WB (1992) political decentralization often requires constitutional or statutory reforms, the development of pluralistic political parties, the strengthening of legislatures and it also requires the creation of local political units and the encouragement of effective public interest groups, however for the sake of it to take place a constitutional, legal & regulatory framework as a mechanism to ensure transparency and accountability which will in turn bring rule of law which should be made thus as a result these will contribute to the prevalence of other characteristics of good governance.

This implies that constitutions ought to be used to enshrine the wide principles on which decentralization is to function, including the rights and responsibilities of all levels of government; the description and role of key institutions at central and local levels; and the basis on which detailed rules may be established or changed and whereas the laws ought to expand

particular parameters of the intergovernmental fiscal system and institutional details of the local governmental structure. On the other side regulations associated with each law should interpret and portray in detail the practices and measures by which the related law will work (Ibid).

B. Administrative Decentralization :- is the transfer of responsibility or authority for planning, financing, and managing certain public functions from the central government & its agencies to field units of government agencies, subordinate units or level of government, public authorities or corporations or area-wide regional or functional authorities (Cheeba et al. , 1984).

To World Bank administrative decentralization seeks to redistribute authority, responsibility and financial resources in the aim of providing public services among different level of government. Thus it is the transfer of responsibility for planning financing and management of certain public functions from the central government & its agencies to field unit or level of government, semi-autonomous public authorities' corporations or area-wide, regional or functional authorities. (Ibid)

There are 3 forms of administrative decentralization each having their own characteristics the variation is created mainly due to the transfer of responsibility and authority to each form.

1. **Deconcentration**:-redistributes decision making authority, financial & management responsibility among different levels of the government especially central government who are relocated in different areas across a given country, such as local or field offices of central ministries & provincial governors.

It is the foremost weakest form of decentralization and is for the most part practiced in a unitary or highly centralized state moreover this system in a profoundly centralized government can make solid local field administration or strong local authoritative capacity beneath the supervision of the central government & ministries.

To (Kibre,(1994) the term deconcentration refers to one of the administrative decentralization which redistributes decision making authority, financial & management responsibility among levels of the central government which are directly accountable to the central government however there is no real transfer of authority between levels of the government. This definition

implies that no actual transfer of authority is made between the levels of government because of the high regulatory act of the central government.

2. **Delegation**:- is the transfer of authority & responsibility from central government to specialized agencies at the local level & the delegated unit is directly and legally accountable to the delegating central government.

In addition, it alludes to the transfer of managerial responsibility for specified functions to other public organizations outside normal central government control, whether provincial or local government or parasitical agencies.

This definition is satisfactory but may lack more comprehensiveness and description because managerial responsibility is transferred by a high level of government or central government with a grant to managing decision making & administration of public functions but the delegated unit is not entirely controlled by the designating central government. The appointed government entity and agency is accountable and responsible to delegating units. The reason for appointment may be because of several reasons such as new project programs, special service districts & corporations.

3. **Devolution**: is an arrangement in which there exist different sort of relationships among central and local governments as institutions by more means of decentralization (UNDP,1999). It is usually the transfer of responsibilities for services to municipalities that elect their own mayors and councils, raise their revenues & have independent authority to make investment decisions.

This type of administrative decentralization lies in most political decentralization. In this system, local governments sorted under this system have clear and legitimate geographical jurisdictions within which they exercise their authority (Cheeba et al. , 1984). This type of administrative decentralization is that lies in most political decentralization and is understood as the most actual decentralization , local governments sorted under this system have clear and legitimate geographical jurisdictions within which they exercise their authority (Ibid).

C, Fiscal decentralization:-

Fiscal decentralization deals with how public expenditure is organized between different levels of governments , it's finance and it is also about the amount to which local governments are empowered & the issue of transforming resources.

As fiscal decentralization is a central element of decentralization that enables varied levels of government to have a capability of achieving and fulfilling their duties as well as responsibilities being responsive and achieving efficiency, thus as a result it constitutes diverting certain responsibilities for expenditure and revenues to lower level or other government, however unitary & federal governments provide varied opportunities for fiscal decentralization (Alonso & Andrews, 2018).

According to World Bank decentralization accords, substantial revenue and expenditure autonomy to local governments including the power to levy taxes & user charges thus to be effective it requires spending with the task of revenue generation (Cheeba et al. , 1984).

Many democratic federal governments have empowered local governments constitutionally to make decisions over a specified range of government functions and services. However, the scope and nature of decision-making power exercised by the lower tier of government vary across countries (Steytler, 2005).

Decentralization is a complex process sought after in varied environments as well as contexts with differing motives and once it was seen as a means to strengthen democratic practice in the global south furthermore it involves a greater complexity in intergovernmental fiscal relations that are likely to have a bearing on fiscal relations nationally and sub nationally. Most democratic federal governments including Ethiopia have constitutionally empowered local governments to make decisions (Zemelak, 2008).

Decentralization can be a way of moving forward access to services, tailoring government activities to private needs and expanding the opportunities for state-society interactions. Sub-national governments, in any case, will only be successful when they have got the essential human and monetary assets to attempt the services they have been conferred (WB, n.d). These days fiscal decentralization is accepted by numerous democratic governments of developing and

transitional nations for its broadened significances in economic growth and democratic governance through strengthening and broadening of democratic institutions (Ibid).

The three-building piece of fiscal decentralization are:- 1, an expenditure responsibility to a distinctive level of government 2, Income duty from tax and nontax mechanisms 3, Inter governmental fiscal transfer.

Fiscal decentralization can take many forms:-

A, self-financing or cost recovery through user charges

B, Co-financing, or production arrangement through which the user participates in providing service and infrastructure through monetary or labor contributions.

C, Expansion of local revenues through property or sales tax or indirect charges.

D, Intergovernmental transfers that shift general revenues from taxes collected by the central government to local government for general or specific purposes.

E, Authorization of municipal borrowing and the mobilization of either national or local government resource through loan guarantees.

Four components define the fiscal dimension of decentralization:-

A, allocation of expenditure responsibilities by central and local tiers of government

B, assignment of taxes by government tiers

C, the design of an intergovernmental grant system

D, the budgeting, and monitoring of financial flows between different government tiers (WB, 2005).

D, Economic or market Decentralization:- implies to the privatization of public-owned businesses, functions, and responsibilities from the public to the private sector.

This is done through deregulation in which it is reducing restrictions on the business arena and getting rid of restrictions on a business competing with government services and later one of

these:-community groups, business, non-governmental organizations, and co-operatives will replace government functions (WB, 1999).

Privatization implies services are allocated via the market system thus can range in scope from leaving the provision of goods and services entirely to the free operation of the market to the “public-private partnerships” in which the government and private sector cooperate to provide services (WB,1999). Furthermore it also means contracting out provision or management of public service or facilities to commercial enterprise.

According to World Bank privatization allows the private sector to perform functions monopolized by the government, financing public sector programs through the capital market, contracting out the provision of management of public services and transferring responsibility for providing service from the public to the private sectors through the destitute of the state-owned enterprise.

Deregulation: reduces the legal constraints on the private to participate in a service provider or allows competition among private suppliers for services in the past that had been provided by the government or regulated monopolies (WB, 1999).

Decentralization conditions, challenges, outcomes, and opportunities vary because they are dependent on each country as every decentralization has unique objectives and motives however in fact beyond its usual scope its extraordinary scope is revealed by the many objectives it supposedly serves (Kibre, 1994).

2.2.4 Fiscal Balance and Imbalance

The term fiscal balance refers to the balance between the expenditure responsibilities of the varied different orders of the government and the ability to fund various services resulting from those responsibilities resulting in match of revenue generation power and expenditure duty. While on the other hand fiscal imbalance implies refers to a mismatch in the revenue powers and expenditure duties or responsibilities of a government or in the context of public sector it is a result of gap between expenditures and income (Endawke, 2009).

Fiscal imbalance is divided in to two types they are:- Vertical and Horizontal fiscal imbalance.

Vertical fiscal imbalance: - refers to a gap that resides between revenue sources and spending responsibilities between orders of government, that is between federal and provincial government thus in another word it takes place when revenue and expenditure responsibility capacity of various levels of government within the fiscal federalism system are unequal (Dahlby, 2005).

Horizontal fiscal imbalance: - is the cause of horizontal variations which results in a difference in net fiscal benefits which are a combination of levels of taxation and public service. For this reason equalization matter not merely of horizontal equity but it also indirectly influences the allocative efficiency (Giuseppe, Ernesto & Francesco, 2016).

Fiscal decentralization, and intergovernmental fiscal relation, deals with how public expenditure is organized between different levels of government and how it is financed (UNDP, 2005).

Reducing fiscal disparities among regions critically relies on equalization or through intergovernmental equalization horizontal equity as a result these would ensure that regions with lower fiscal capacities can deliver the level of public goods and service on equivalent level as regions with higher fiscal capacity thus these lastly will result in contributing for poverty reduction (Boadway, 2003).

2.3 Definition and concept of local governance

First of all, before defining the term local government there is a difference in the meaning of both the terms local governance and local government in which the first term refers to the exercise of authority at the local community level entailing actors and relationships of private and public authority involved in the process of governing, whereas local government refers to locally elected councils and public sector officials whose main purpose is to provide or administer services with an as great degree of independence as modern circumstances allow and implement public policies (Wraith, 1964; as cited in Aiguosatile & Uyi, 2011).

Local government refers to the management of locality affairs by the local people. Thus for this study people-centered local governance will be the area of focus and public wings refers to the *woreda* external stakeholders such as its citizens, CSO's and private organizations while reform works in the local government are institutional works that aimed at enhancing institutions

performances through entailing one to five daily meeting, group works and meeting that directly and indirectly enhance institution performances.

Local governance refers to the exercise of working local institutions, systems and process established for collective action and that promotes and manages localities public affairs in the interests of local residents and provide service to citizens through which citizens articulate their interest and needs, mediate their differences and exercise their right and obligation (UNDP, as cited in IPI, 2018). Therefore it is a means for every citizen in the locality to express their collective needs, interests and as a result citizens can make decisions locally about the livelihood of their local society therefore, local governments should protect local people's interests and needs (UNDESA, 2003).

Thus the working local systems under decentralized governance involves varied sorts of public wings such as grass root people and community associations and on the other side , multiple level sectors, different stakeholders from public and private sectors as well as institutions, mechanism and process as it is a process of societal decision making taking place at local level and serving services to citizens especially in consideration of the basis of the interest, needs and consensus among all stakeholders making the decision inclusive as well as where public policies are implemented (IPI, 2018). However It should be noted that what determines whether local governance is local or not is that the level of the local population is involved in the steering process determining and influencing the direction to pursue with their consensual needs, interest, problems and priorities and as well as the level in which they are the beneficiaries of the local governance system (UNDESA, 2003).

Governance is a condition including political and institutional process as well as multiple inter linkages and relationships in which various actors in the public and the private sectors, as well as civil society at the local, national and international level, play varied functions or roles, sometimes mutually reinforcing and complementarily focusing on satisfying the interest and needs of the local community, however, local government should act in consideration of the needs and priorities of the self-autonomous grass-root community while sometimes balancing local and the state interest (Ibid).

Today in developing countries like Africa local governance is being appreciated and promoted because of the need to escape underdevelopment, to reduce poverty through the provision of facilities and make governance inclusive and later to achieve sustainable development thus it provides a structural arrangement remaining the most accessible level of government through which local communities with support from another level of governments as well as actors can participate in various development activities (Ibid).

To create effective, efficient and responsive local governance various capacities of multiplicities of stakeholders including various sector actors need to be strengthened or capacitated well to enable them to play their role as desired. Thus the creation of effective local governance capacity building should take place by identifying , assessing and analyzing each player and stakeholder different dimensions and aspects of capacities and their expected roles and finally each weakness, strengthens as well as potential should be known and the action should take place, however, in the context of increasing globalization challenges the requirements and opportunities as well as particularly institutional and logistical restraints of capacity building for local governance should always be analyzed and diagnosed (Ibid).

Thus fundamentals for good governance such as citizen Participation, partnership of local actors' participation, accountability and multiple flow of information should be given focus and capacitated. Furthermore particularly to create effective local governance aside with democratic governance thus, primarily as decentralization is the key in effecting effective local governance the decentralization policies strategies, legal frameworks, programs and activities must be conceived from two levels:-vertical and horizontal levels (Ibid).

The vertical level: entails the transfer of authority, functions and responsibilities as well as resources from central government to local government structures, the central government is the principal and in the horizontal level involving the empowerment of grass-root communities making them principal to enable them to determine plan, manage and implement their socio-politico-economic development where as local government is the agent. Thus briefing the above ,vertical decentralization requires political movement, a shift in central government policy, the law as well as institutional and structural arrangements to provide for the sharing of powers, authority, functions, resources and also the focus of the central government toward local government , thus enabling local governments to perform fully while on the other hand unlike

vertical decentralization horizontal decentralization can occur without necessarily making adjustments in the laws but it requires engaged, informed and organized local communities to participate fully in the implementation of socio-economic activities that are aimed at strengthening their capacities to determine and enjoy their socioeconomic livelihood while aside local authorities should be empowered and effective (Ibid).

Thus good local governance requires local government with adequate human and physical capital in relation to the entitled authority and aside it needs active striving stakeholders and particularly civil society in discharging their duties and responsibilities appropriately, furthermore these aspect boost the performance of local government output. The existence of different types of informal and formal relationship in local government does not guarantee effective local governance or good governance because there are many factors and conditions which determine, majorly civil society and the capacity of the government condition (Ibid).

2.4 Capacity Development

According to OECD (2006) development assistance committee (2006), capacity development is defined as a process whereby people, organizations and society in general realize, buildup, produce, adapt, and keep up capacity through period of time in order to clear up their problems and attain their development objectives set.

There is a conceptual shift in capacity development where the new approach makeup a broad concept that the old doesn't include and emphasize on man power , organizational and societal transformation & solve issues such as empowerment, public participation, and institutional arrangements to enhance capacity for economic and social progress, ecological sustainability and political responsibility as well as focus on the environment and context within which organizations and societies operate and cooperate (UNDESA,2003).

Capacity development has various definitions set by different authors and organization, currently it is seen as a tool to attain various development objectives set from local to international development objectives, good governance calls for productive capacities on the side of all shareholders and also in all sectors like private, public and civil society because good governance capacity is crucial for achieving development objectives set and for the consistency of development gains (Hope,2009).

Thus all stakeholders' capability dimensions at local governance actors including locally elected public officials or representatives should be enhanced via capacity building to make stakeholders participate and function meaningfully and in depth extent in the socio-politico-economic sphere & activities in a decentralized governance system (Ibid).

According to UNDESA (2003) the fundamental component of local governance capacity building should be committed to reinforcing the capacities of local communities in terms of having sustainable economic livelihood and also a local governance policy that is devised with the capacity building in thought should constitute provision for financing systems.

Capacity development is also about transformation through empowering actors thus it should include the creation of dialogue space that enhance intellectual capability, management of dialogues, building relationships establishing partnerships, and participating in knowledge networks which foster capacity building process also moreover it should include efforts to implement incentives for performance and accountability (Ibid).

2.5 Sustainable Development

Sustainable development since the Brundtland report has become the buzz word in the development discourse, having been associated with different definitions, meanings, and interpretations thus it has been defined variously from various perspectives leading to a plethora of definitions and concepts. However, the most popular and influential cited definition of the concept is the one proposed by the Brundtland commission report by the world commission on environment and development in 1987. The report defines Sustainable development as a development that meets the need of the current generation without compromising the ability of future generations to meet their own needs.

Central to the Brundtland report (1987) entitled our common future were two key issues:-the concept of needs, in particular the essential needs of the world's poor and the idea of limitations imposed by the state of technology and social organization on the environment ability to meet present and future needs.

The diversity in the definitions of sustainability are not necessarily a problem indeed differing definitions of sustainability are use full because they allow for a broader agreement on common areas and thus help to organize for social change.

To Taylor (2016) as cited in Menash, (2019) the 3 main issues of sustainable development that should be recognized and integrated in decision making for the stability of the economy and environment are economic growth, environmental protection, and social equality, thus from this, we can draw the three conceptual pillars as economic, social, and environmental sustainability.

Economic sustainability implies a system of production practice that satisfies the present consumption levels without compromising future generation needs or means of livelihood and maintains the environment from damage (LoboPietriga & Appert, 2015; as cited in Menash, 2019). On the other hand, social sustainability encompasses notions of equity, empowerment, accessibility, participation, cultural identity, and institutional stability (Daly as cited in Menash 2019). Whereas the environmental sustainability concept is concerned with the natural environment such as, it's absorbing capacity, ecosystem integrity and productivity or generally concerned with saving the planet earth for the coming generation.

2.6 Sustainable Development Goals

The Sustainable Development UN Summit was held from 25-27 September 2015 at UN Headquarters in New York. Countries officially adopted the historic new agenda, entitled "Transforming Our World: The 2030 Agenda for Sustainable Development," which was agreed upon by the 193 member states of the United Nations and includes 17 Sustainable Development Goals (UN, 2016).

The SDGs, also known as global goals, are build up on the success of the Millennium Development Goals (MDGs) and aim to go further to end all forms of poverty. The new Goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and addresses a range of social needs including education, health, social protection and job opportunities while tackling climate change and environmental protection (UN, 2017).

Sustainable development aims to attain human development goals while keeping up the environment absorbing capacity thus it creates integration of environment policies and development strategies (UN General Assembly, 1987; cited in Emas, 2015). It is a pathway to uplift human's quality of life and livelihood and save our planet from potential dangers and cure past damages for the benefit of this and future generations through working in partnership with different level governments, private sector, civil society and empowering citizens (UN,2017).

The wish for SDG's agreed by 193 members of UN countries is to create a state of where quality living conditions and resources are used to continue meeting human needs without harming the stability and integrity of the natural system (UN, 2015).

The SDG's than the MDG's were designed to be universal. The goals features are interrelated, measurable, action oriented and to be achieved by the year 2030.

The goals are:-

- + No poverty
 - + Zero hunger
 - + Good health and wellbeing
 - + Quality education
 - + Gender equality
 - + Clean water and sanitation
 - + Affordable and clean energy
 - + Life on land
 - + Partnership for the goals
 - + Decentralization and economic growth
 - + Industry innovation and infrastructure
 - + Reduced inequalities
 - + Sustainable cities and communities
 - + .Responsible consumption and production
 - +.Climate action
 - +.Life below water
 - + Peace, justice and strong institutions
- Source (UN,2015)

2.7 Good Governance

There is no single and exhaustive definition of “good governance,” nor is there a delimitation of its scope, that commands universal acceptance. The term is used with great flexibility; this is an advantage, but also a source of some difficulty at the operational level. Depending on the context and the overriding objective sought, good governance has been said at various times to encompass: full respect of human rights, the rule of law, effective participation, multi-actor partnerships, political pluralism, transparent and accountable processes and institutions, an efficient and effective public sector, legitimacy, access to knowledge, information and education, political empowerment of people, non-marginalization ,equity, sustainability, attitudes and values that foster responsibility, solidarity and tolerance (Parihar,2012).

However, there is a significant degree of consensus that good governance is associated to political and institutional processes and outcomes that are deemed necessary to achieve the goals of development. It has been said that good governance is a method whereby public institutions run public affairs, direct and control public resources as well as ensures the realization of human rights in a way that is free of misuse and corruption, and with due regard to the rule of law (UN, 2007).

2.7.1 Conceptual and operational definition of Good Governance

To UNDP good governance advances equity and fairness, participation, pluralism, transparency, accountability, the rule of law and democracy in a manner that is effective, efficient, and enduring. In translating these principles into practice, we see holding of free, fair and periodic elections, representative legislatures that make laws and provides supervision, and an independent judiciary to decipher those laws (as cited in Gisselquist,2012).

Good governance refers to administration systems which are competent, responsive, comprehensive and transparent. Thus all countries, whether developed or developing should put their utmost endeavor for better governance. The most prominent danger to good governance come from corruption, instability and poverty, all of which weaken and hamper transparency, security, participation, and other good governance elements including human rights resulting crisis (UNDP as cited in Gisselquist,2012).

World Bank:- good governance is basically the combination of transparent and accountable institutions, which adhere to the rule of law as well as capable and a fundamental willingness to do the right thing thus these will enable a government to deliver services to its people effectively and efficiently (Wolfowitz, cited in Gisselquist,2012).

Asian Development Bank (1995): is the manner in which power is exercised in the management of a country's economic and social resources for development.

The concept of Good Governance come forth basically because of practices of bad governance characterized by abuse of power, corruption, unaccountable and nontransparent governments and institutions and human rights abuses which generally these led to aid and policy ineffectiveness in which most of them reported in World Bank 1989 report on Sub-Saharan Africa. Since these features of bad governance had become threatening, the demand to interfere in such cases had become pressing thus the issue has become a main element factor in any sociopolitical agenda and development discourse throughout the world (Srivastava, 2009).

Good governance is all catchy word in which its meaning is different to different scholars and institutions thus it is a term that has no universally agreed definitions. Literally, good governance

would mean a system of government which implies, good standard of governing or which exercise good practice in exercising legal authority given to govern (Getnet, 2020).

Good governance implies the ability to operate in transparency, accountability, efficiency and effectively as well as responsibly guided by principles that are feasible, consensual and worthy for various member of the society creating inclusive development thus it should realize to provide the needs and interest of the citizens aside protecting human rights (Ghirmai, 2011).

Thus the notion of good governance goes beyond the participation of civil society, capacity of public sector management and interference to the rules and institution which create a legitimate, inclusive, transparent and accountable framework for the formulation and implementation of public policy and administrative efficiency. The rationale for its recognition and acceptance by varied academic fields, academicians, practitioners, aid donors and politicians is due to its grandness particularly in developing countries in reinforcing and increasing social ,economic and political sector of a country furthermore forms an environment of peace stability and security and grass-root level democracy, effective and efficient public sector (Onichakwe,2016).

Therefore undoubtedly effective and efficient application of good governance and also development administration is critical to possess social and economic development as well as national prosperity and the above-mentioned states. Thus from these it is obvious that there is a strong awareness that in relation to good practice of governance, the quality of a country governance system is a decisive factor to pursue sustainable economic, social stability and development aside safeguarding the environment (Santiso, as cited in Gisselquist, 2012).

Thus beside good governance as an instrument or means to generally enhance quality governance system world bank calls into a question the ability, integrity, capacity, and commitment of political authorities to govern effectively as their willingness is highly effective resulting in quality governance system and along with achieving the elements of good governance which are both means and an end.

Moreover, good governance occurs when the process (collective power is utilized for the actualization of common consensual objectives) is carried on within the framework of a written constitution, the separation of powers and the rule of law, ethical codes of conduct and traditions of the people; when it responds to the basic needs, interests & address problems of the people;

when it is based on sound, efficient organizational and operational principles and when the entire process is transparent and accountable thus which lets the way for predictability, thus good governance should diffuse and occupy beyond the public sector (Kindeye, 2011).

Good governance to be successful and sustainable it must be anchored in solid working democracy and human rights which respects the rule of law, a free press, capacitated active and effect full civil society organizations as well as autonomous public bodies such as the commission for human right and good governance (Srivastava,2009). However the actual examination of "good" governance is the extent to which a governance system practice and delivers on the promise of human rights: civil, cultural, economic, political, and social rights particularly through its attributes as a means therefore basically good governance strives to reduce corruption and assures that the view of minorities are taken into consideration and the voice of the most vulnerable in society are heard in decision making.

Good governance is equivalent to purposive & development-oriented administration which is devoted to advancement in the process and institutions that meet the need of society, also it relates to the capability of the center of power of the political and administrative system to cope up with emerging challenges of the society therefore good governance is a function of installation of positive virtues of administration in a mode that promotes the value of efficiency & elimination of vices of dysfunctionalities (Srivastava,2009).

According to United Nations Economic and Social Commission for Asia and Pacific (2008) good governance has the following eight major principles which also relate to other international institutions good governance principles, serving as both a means and an end but also an approach to assess good governance thus which should be practiced, namely they are Participation, rule of law, transparency, accountability, responsiveness, Consensus oriented, equity and inclusiveness and also effectiveness and efficiency.

A), Participation:- this principle of good governance implies the active and equal participation of civil society at the local level including both genders such as in the governance process and political and economic sphere. This attribute aims to enhance democracy via making all groups of a citizen especially the marginalized and vulnerable group to have a say in the system of a decision of government resulting in the creation of strong and active civil society. Wide

participation is built on democracy, freedom of association and speech as well as on the capability to participate constructively so that a legal frame work that enable participation of other stakeholders such as the civil society and the private must be set within the governance (Gizaw, 2017).

From the point of view of participation, good governance is characterized by active and equal and non-discriminatory participation of citizens, fair and efficient system of justice, democracy and broad popular engagement in political, social, and economic processes (Getnet, 2015). Generally, the principle of participation requires all groups of a citizen without discrimination to participate in the political and socio-economic sphere as well as the participation of those affected by the administration decisions. Thus local participation at the local level serves as a catalyst for further development especially at local governance level, enhances localities practice of self-autonomy, ensures the sustainability of projects resulting in sustainable and quality products, creates a sense of responsibility, and lastly it serves as a way of exercising democracy.

B, Rule of law:- is one of principles of governance furthermore it is symbolized by unbiased legal systems that protect human rights and civil liberties of all citizens, particularly minorities, this is indicated by an independent judicial branch and police force free from corruption, a fair, predictable & legal framework is required and basic so that business and individuals may enjoy economic chances as well as accountability and adherence to the laws including the state institutions (Ghirmai,2011). This requires rules and regulations to be predictable, accessible known in advance, applied consistently and fairly also additionally judicial system to be independent and effective aside with skilled human resources.

Good governance and the rule of law are a precondition for the fulfillment of the 2030's Sustainable Development Goal's because both are a prerequisite for peace and stability in which these will create a favorable environment for citizens to explore their economic potential and furthermore check abuse of authority and ensures no person can claim to be above the law resulting in socio economic prosperity otherwise the weakness of rule of law is a threat to the progress and condition of good governance and development.

C, Transparency: implies that the free flow of information, processes as well as institutions and information should be conveniently, publicly and directly available to those concerned and that

sufficient information should be given, in particular information on decisions affecting stakeholders and the bodies concerned (UNDP, 1997).

Thus the information should be available in all possible forms and making them publicly available indeed should be clear and understandable to the concerned bodies so as a result mission, activities, and financial decisions and information will be available to stakeholders enhancing the progress toward development and prosperity. More transparency in local governance will bear less scope for corruption, strengthening's of reform oriented initiatives, enhancing relationship between government employees and clients in that dishonest behavior would become more easily noticeable, sanctioned and dispirited in the future as the public is aware of what is going on (Adagbabiri,2015). Transparency is also the level by which political actors have the power and willingness to plant consistency between their action and the constitution thereby effecting in directly or indirectly in reduced corruption (Gisselquist, 2012).

Challenges of transparency such as secrecy culture impede citizen participation, leads to citizen disempowerment and mistrust, enhance corruption in different forms, degrade decision making quality and openness culture, decrease accountability, undermine co-operation ,hampering economic and societal development being a constraint in not achieving development objectives set.

However, on the other hand, the existence of transparency practice at good level helps to:

- + promote accountability and good governance attributes
- + promote public administration reform
- + hold government and decision-makers accountable
- + improve the effectiveness of governance at different level
- + improves public policy

D, Accountability:- refers generally to answerability to the existing laws and setting up standards and oversight mechanisms to calculate the execution of the public officials as well as to guarantee that the standards are met including financial accountability which is adherence to the financial rules and regulations (Srivastava, 2009). It is the key requirement of good

governance along transparency and is a key in every sector and institution to achieve desired objectives or progress however it is important to keep in mind that it cannot be enforced without transparency and the rule of law. The question of to whom to be accountable varies depending on the decision and action taken is external or internal to an organization or institution, so to whom the decision and actions affect are critical. Furthermore it emphasize that all actors should be answerable to the society and answerability for the usage of institutional resource and assets aimed for specific purpose.

E, Responsiveness:- implies that institutions and process attempt to provide all stakeholders within appropriate time frame, furthermore it refers to the receptiveness of institutions to the demand of their stakeholders without discrimination (Kindeye,2011).

According to Gizachew (2014) it is the ability of management of the public organization to give due concern and response to the needs and interests of their constituents with adherence to the rule of law and within a reasonable time frame. Good governance requires not only the government to be representatives but also responsive to their representing society. Thus local government should be responsive to communities' collective needs, problems and particularly good governance problems inside the local government and inside the localities as well as the delivery of public goods should be the public demand.

F, Consensus oriented:- In a given society there are many and at the same time varied actors with differing interests therefore good governance requires mediation of the different interest among the society to reach a broad consensus on what is the best interest of the whole society and how this can be achieved. Good governance requires consultation to understand different interests of stakeholders in order to reach a broad consensus of what is in the best interest of the entire stakeholder group even if everyone does not achieve what they want to the fullest, a common minimum can be achieved by everyone which will not be deleterious to anyone and how this can be achieved in a sustainable and prudent manner. It requires a broad and long-term point of view on what is needed for sustainable human development and how to accomplish the objectives of this sort of development thus this can only result if an appreciation is made on a given society cultural, historical, and social setting base (UNESCAP, 2008).

G, Equity and Inclusiveness:- society wellbeing depends on guaranteeing that all its members perceive that they have a stake in it and do not feel precluded from the mainstream of society but however this requires all groups, particularly the most vulnerable opportunities to advance or sustain their wellbeing thus guaranteeing equitable society (Gizachew, 2014). This means giving an open door to all and treating all equally without discrimination so, all should have the opportunity to enjoy the benefits derivable from the government.

Thus the decisions should be participatory, fair, and inclusive to all members of the society including the most vulnerable and the marginalized.

H, Effectiveness and Efficiency: - Good governance implies that processes and institutions give outcomes that meet the demand of society while making the best use of resources at their disposal resulting in level of effectiveness or efficiency (UNESCAP, 2006).

A broader definition of efficiency looks at the allocation of public spending and the institutions of government and its capacity to manage the economy and to implement its policies in a stable and predictable manner. The concept of efficiency, looks at the extent to which the government is fostering an economically efficient system of production, distribution and reduces uncertainty aside with sustainable use of natural resource with protection of the environment as well as with strong fight to corruption. This principle calls for effective and efficient administration alongside effective and efficient utilization of resource, which is set to progressing the quality of the life of the people and public policy also besides this it is the extent to which restrained human and financial resources are applied without useless waste delivery or corruption however to achieve this state the role of women is vital as they are directly and indirectly present in most spheres (Gizachewu, 2014).

2.8 Empirical frame work of the study

2.8.1 Empirical literature

This part reviews major findings obtained from different studies in Ethiopia related to good governance. Gizachew (2014) in his study investigated the challenges of good governance via selecting a case study *woreda* located in Ethiopia Amhara region in which the *woreda* is rural *woreda*. The findings revealed that inadequate capacity, discrimination, corruption accessibility

of information, delay, lack of openness, and satisfaction were considered the major challenges of good governance in the *woreda* in general and the selected public institutions in particular. According to his study the reason for the bottlenecks for the progress of good governance was primarily lack of capacity in human resource causing other constraints such as delay, quality of information, and discrimination.

Kassahun (2010) also carried out a study on the prevalence of good governance in the public sector institutions in Debrebirhan town. The study found different achievements and failures. Hence frameworks and mechanisms for good governance implementation are found ready on the challenges side lack of awareness of servants about good governance due to lack of training, seminar and workshops and as well as civil society and community-based organizations were not actively playing as stakeholder primarily due to the public institutions poorly accommodating them. These badly hamper the promotion of good governance especially lack of awareness about good governance by the institution workers affects all institutional performance to do not bear the result of good governance and also these lack of awareness good by the institutional workers will in turn neglect the role of civil society organization and other stakeholders to do not accomplish their intended objectives.

Kindeye (2011) conducted a study on the challenges and opportunities of good governance pertaining to the observation of institutions and the attribute of good governance in AACA. His study target populations were AACA and Addis Ababa *woreda* and sub-city administration to gather information, however his focus was on AACA. The study revealed that weak council and opposition political parties, lack of impartial and objective media, insufficient decentralization effort, political consideration in the promotion and career development in the civil service, lack of enabling environment for operation of CSOs, high corruption incidence, rent-seeking, lack of transparency and accountability, immature participation, inefficiency and ineffectiveness in the provision of at least some basic service posed the challenge to promote good governance in the city. The major causes for these challenges were high rent-seeking behavior and political consideration in the promotion which badly affects some of the key attributes of good governance and governmental restriction that inhibit multiparty politics as well as lack of enabling space for CSO's.

Gizaw (2014) conducted studies on the significance of good governance and its challenges in Humbo *woreda* administration office the study found out that lack of awareness of the society and lack of knowledge and skills of the officers on implementing good governance were the major challenges which constrained the promotion and significant potential contribution. This shows that lack of awareness on both sides especially in the institutional workers about good governance hampers governance quality and also lags the achievements of development objectives.

Tagesse (2015) in his study assessed the challenges and prospects of good governance in Gedeo zone municipalities. What was found is that lack of qualified manpower rent-seeking behavior, lack of commitment from the leaders of municipalities, and lastly lack of standardized performance were the challenges hampering promotion of good governance. Thus lack of quality human resource, lack of political will among leaders and rent-seeking behavior are the major constraints affecting other good governance attributes negatively and undermining the role of CSO's and other stakeholders to do not exploit their potential to bring in general development in the selected institution and around municipalities jurisdictions, therefore, capacity development should take place in the municipalities.

Other studies such as Ram (2017) conducted a case study on the challenges and prospects of good governance in the reduction of poverty in the Buee town *kebele* in SNNPR. The findings revealed that lack of community participation in plant preparation, discontinuity of public utility, lack of competent workforce between the communities, the *kebele's* manager is not elected by the community and lack of awareness in the community about good governance and its elements that contribute to the reduction of poverty were the challenges faced. Thus to reverse these situations and to make good governance elements contribute for reduction of poverty local council should be active and make its systems to be favoring the participation of communities and also the capacity building should take place for all stakeholders and public servants thus as a result stakeholders will be a mechanism to prevail elements of good governance such as transparency and accountability.

Gebressilasie (2012) in his study challenge of good governance in local government in Tigray region found out that majorly lack of capacity was a major challenge in the institution workers resulting ineffectiveness in service delivery and hampering the progress of good governance.

Gizachew (2012) conducted assessment of local governance in Addis Ababa Akaki Kaliti Sub-city administration practices, challenges and opportunities using Impact alliance designed local governance barometer that shares similarities with good governance attributes. The study found out that Akaki Kaliti sub-city administration has fairly low level of local governance, moreover low participation was resulting majorly causing low level of transparency and accountability.

When comparing and contrasting the major determinants of good governance in the studies starting from studies in Ethiopia in terms of studies in Addis Ababa region and other provincial regions in Ethiopia shares similarities and differences.

The empirical findings on *woreda* and municipality share similarities in the major determinants of good governance such as lack of knowledge about good governance by public servants and other stakeholders ,lack of quality man power ,lack of participation and corruption. Thus these show that there is a lack of awareness about good governance at the investigated regional government *woreda* institutions workers and at societal level. This implies there is a lack of training or awareness creation programme intended for both in which all of these will result in lack of practice of good governance which will bring an outcome of lack of good governance problems such as economic problems and political instability.

While on the studies undertaken in Addis Ababa specifically in AACA it shares similarities with studies undertaken outside of Addis Ababa in terms of lack of adequate participation of CSO's and other stakeholders and corruption which are the major determinant to the progress of good governance. However even if Gizachewu (2012) study focus is not on good governance it shares similarities with Kindeye (2012) both having low participation of stakeholders. Whereas the major differences noted between the two categories is specifically in AACA the findings reveal there is lack of adequate decentralization effort, lack of political pluralism and high corruption incidence which are highly noticed comparing to the studies in regional government administration structure.

(Ahmed zargar & Ahmed Sheik (2018) examined challenges and prospects of good governance in India. Their findings revealed that lack of adequate women empowerment, growing violence, corruption delay in justice, environmental security, lack of adequate empowerment, lack of

sufficient empowerment of socially and economically backward people and globalization challenges are hinders to promote good governance in India.

Abrham (2014) conducted research on challenges and opportunities of good governance in Ghana. The study found out that lack of public accountability transparency and corruption was the major challenges hampering the growth of good governance.

Hossen (2017) studied problems and possibilities of good governance in Bangladesh: hurdles to achieve sustainable development. The study found out corruption, inefficiency of bureaucracy, nepotism and politicization in public administration, improper and non-observance of the rule of law, improper use of resource and poor planning strategy.

When comparing and contrasting the research done in the above listed developing countries namely India, Ghana and Bangladesh they share similarities majorly in possessing condition of corruption and lack of adequate empowerment. While on the other hand they share differences majorly in India the market economy and globalization have created a challenge to the progress of good governance than the rest countries while the study in Bangladesh shows uniquely from the rest, absence of rule of law, corruption in different forms and politicization in public administration.

2.8.2 E-governance

Electronic governance in public institutions via the use of information and communication technologies aims to enhance transparency, participation, effectiveness and efficiency of public institutions (Subramanian, 2012).

E-governance is about people, process and results utilizing information and communication technologies to better prevail the level of transparency, accountability, participation, effectiveness and efficiency of public institutions while aside promoting the rule of law (Ibid).

Thus the practice of electronic governance in the public sector allows citizens to participate in decision making process, to be offered effective and efficient service delivery, a chance to represent their needs, improves the relationship between service provider and receiver. Furthermore on the other hand modernizing public sector with e-governance creates effective

and efficient way of storing information in digital form which will make information to be easily accessed transferred and utilized whenever needed aside increasing responsiveness.

2.8.3 E-governance in India

Digital India is a programme launched by government of India on July, 2015 to ensure that government services are made available to citizens electronically via internet. It entails three basic elements namely the development of secure and stable digital infrastructure, delivering government services digitally and achieving digital literacy in the whole country. The programme aims at building participative, transparent and responsive system intended to enhance good governance (Tiwari, 2018).

2.9 Summary on review of literature

The term governance is an old term varied scholars, institutions and other interested groups have their own different concept about the term. The concept has gone through different stages of evolution. Thus old and new governance exist in the evolution in which the old refers to the government as the key solely actor in steering society where as the new one implies the contemporary governance in which other actors such as CSO's and private business sectors are also key actors in the governing process . Thus the new governance is the focus of the study.

The new governance encompasses decentralization of power. Decentralization is about the transfer of power from the central government to lower levels of government with the responsibility to planning decision making and management of government functions are distributed or delegated. Thus there are four main types of decentralization namely political, administrative, fiscal and market decentralization.

Local governance refers to the exercise of working local institutions, systems and process established for collective action and that promotes and manages localities public affairs in the interests of local residents under its and provide service to citizens through which citizens articulate their interest and needs, mediate their differences and exercise their right and obligation (UNDP, as cited in IPI, 2018)

Good governance is a term coined by WB however there is no common consensus definition of the term. The term is used with great flexibility however depending on the context and the over

riding objective sought good governance encompasses ,full respect of human right ,the rule of law ,effective participation, multi actor partnerships, political pluralism, transparent and accountable processes and institutions , effective and efficient public sector , legitimacy , access to knowledge , political empowerment of people , equity, sustainability ,attitudes and values that foster responsibility solidarity and tolerance.

According to UNESCAP good governance has eight principles which should be practiced in order to prevail good governance in the desired institution. These are participation, rule of law, transparency, accountability, responsiveness, consensus oriented, equity and inclusiveness as well as effectiveness and efficiency (UNESCAP, 2008).

Thus good governance has the potential to bring sustainable development. However there is little universal agreement to what sustainability means. Sustainable development aims to achieve human development goals while maintaining the environment absorbing capacity thus it creates integration of environment policies and development strategies (UN General Assembly, 1987; as cited in Ema, 2015).

2.10 Knowledge Gap

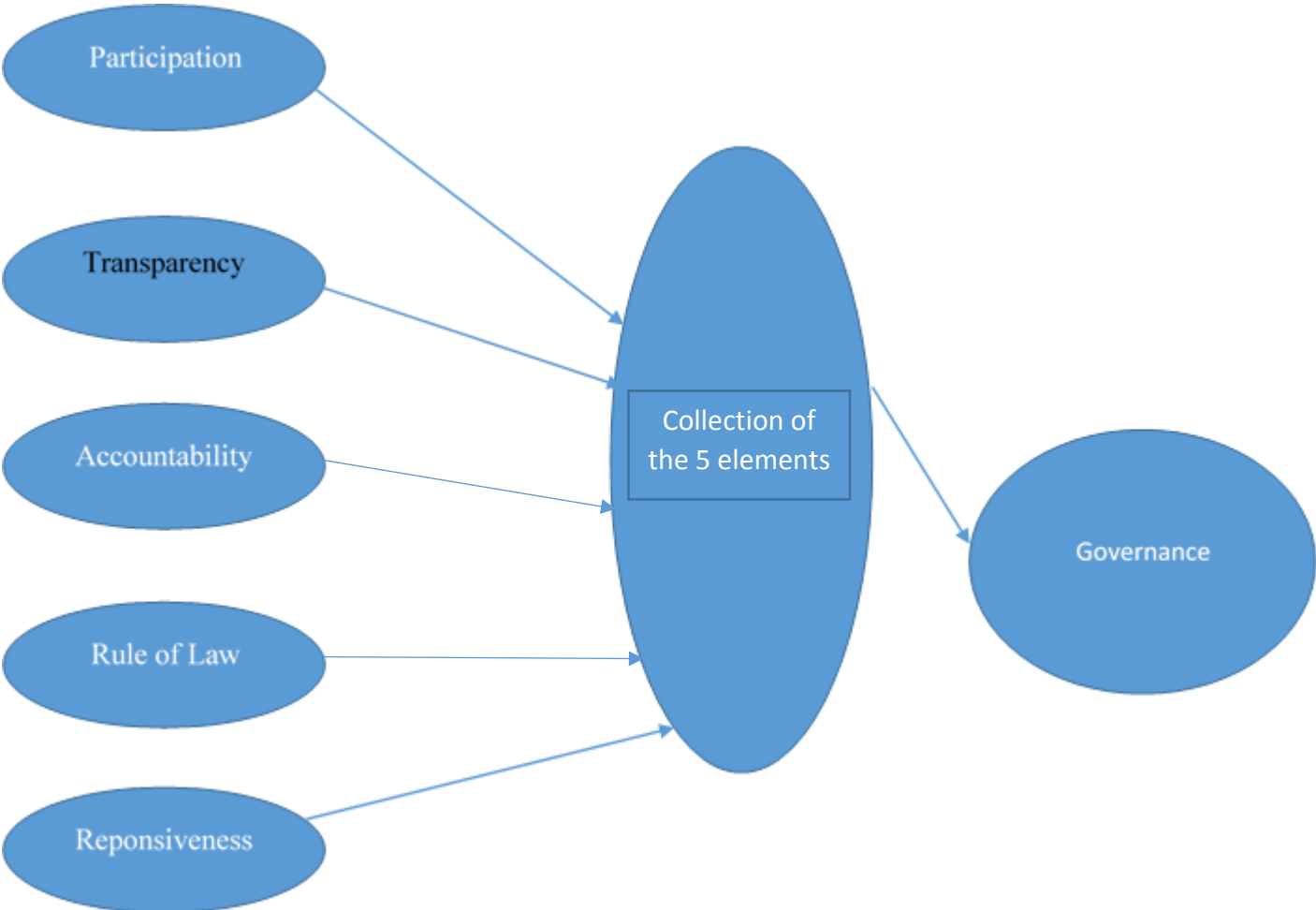
Specifically in the study area Addis Ababa and lower echelon of city government or *woreda* administration in relation to the theme of study to the extent of the knowledge of the researcher there has been no or limited research conducted .

However, closely related to the theme of the study (Kindeye, 2011) conducted challenges and opportunities of good governance in AACA. Thus this study mainly intends to assess local good governance by employing five attributes of good governance in the three selected institutions of the *woreda*.

2.11 Conceptual framework of the study

Based on previously stated conceptual explanations and discussions on governance and good governance from the perspective of institutional viewpoints and as well as it's attributes thus to this end it is pertinent to develop a working definition and a conceptual framework that guided the study.

For this end, good governance is the synchronization of the selected vital local government institutions and selected key attributes of good governance. This means that the selected good governance attributes along with selected institutions are the independent variable while good local governance is the dependent variable.



Source: Developed by the researcher (2020/21)

The above figure depicts the characters of houses development office, small scale enterprise and vital events and registration office with the selected key characteristics of good governance such as transparency, accountability, rule of law, participation and responsiveness have effect on local governance.

Chapter Three

3. Description of the Study Area and Research Methodology

3.1) Description of the study area

Addis Ababa is the capital city of Ethiopia and the Headquarter of the African Union and United Nations Economic Commission for Africa as well as various continental and international organizations. The city is located 9.02 latitude and 38.75 longitudes and situated at an elevation of 2355 meters above sea level. Addis Ababa is located on a well-watered plateau surrounded by hills and mountains in the geographic center of the country and situated on African trans high way which starts from south Africa to Egypt moreover, it is the largest city of Ethiopia and geographically surrounded by Oromia regions. The size of the city is 527 square kilometers and the population density is estimated to be near 5,165 individuals per square kilometer available. As of 2017 census the population counts closer to 4 million and was almost all ethnic groups live in the city mainly, Amhara, Oromo, Gurage, and Tigray (AACCA, 2020).

The city is a chartered city and led by a city government of Addis Ababa run by the mayor in whom the city government named Addis Ababa city Administration is the upper echelon and has two lower echelons of government, Sub-city administration and *woreda* administration respectively. Under the city government, there are 11 sub cities and a total of more than 116 *woreda* (AACCA,2020).

The study was conducted in the northeast part of Addis Ababa city specifically at Bole sub-city *woreda* 02 administration. The means of livelihood for the people under this city *woreda* are mainly employees in government and private sectors, mini and macro formal trade as well as mini scaled informal trade. Comparing the Bole sub-city to other sub-cities it has quality physical and social infrastructures like education and health, road, transport systems, and networks with most other parts of the city (AACCA,2020).



Figure 2 Location map of Addis Ababa sub –city administrations

The above figure depicts Addis Ababa city administration maps however one sub city has been inaugurated its geographical territory was made up of from piece of Akaki Kaliti sub city and Bole sub city area .

3.1.1 Research methodology

This chapter gives details about the research design, the research size and selected research participant. This section covers methodologies starting from field Work up to data presentation and analysis. During the phase of field work, research method and ethical principle has been applied. The ethical principle was acquired by requesting consent form from Addis Ababa University and the consent form was filled for the research participants. The field work was conducted at Addis Ababa city.

3.1.2 Research design

This study used a qualitative research approach because it is the most appropriate approach to answer the research questions of the study. According to (Cresswell, 2014) qualitative research purposefully select participants or sites (document or visual material) that will best help the researcher understand the problem and research question. Thus a qualitative approach allows research participants to express their view broadly and enables the researcher to get an in depth understanding of the issue.

Phenomenological research is in which the researcher pin point the core of human experiences regarding a phenomenon as of the descriptions of participant's response in the study (Cresswell, 2014).

The phenomenological approach is appropriate way to uncover participant's meanings of the practices, challenges and opportunities of good governance in the study *woreda* and brings about a deeper understanding of the situation (Ibid).

3.1.3 Variables of the study

The independent variables of the study are five of the selected good governance attribute namely participation, transparency, accountability, rule of law and responsiveness while the dependent variable is local governance.

3.1.4 Participant selection and size

Cresswell (1998, p.64, as cited in Stumpfegger, 2015) recommends the sample size in phenomenological study to be from five to twenty five while Morse (1994, p.225, as cited in Stumpfegger, 2015) suggests at least six. The goal of qualitative research should be the attainment of saturation. Thus a researcher is able to stop collecting data when gathering data could no longer give new insight.

In order to select the key informants of the study purposive sampling was used. *Ibid* This is one of the non-probability sampling techniques. The concept of purposive sampling is frequently used in qualitative research. This means the inquirer select individuals and sites for the study

because of the reason that they can purposefully inform on understanding of the research problem and central phenomenon in the study (Creswell, 2014).

Purposive sampling is one of the sampling techniques used in qualitative research that is intentionally made to select respondents based on their ability to give the required information (Creswell, 2014).

The study selected thirty two key informants for in depth interview using purposive sampling techniques and eight focus group discussion participants. From two differing sides namely from the *woreda* public institutions eight participants and from active stakeholders of the *woreda* thirty two participants were selected. Thus public officials from the executive office, public service and human resource development, vital events and registration, micro and small scale enterprise, houses development offices, and social court employee were selected for an interview. While on the public wing side individuals who interact with the *woreda* actively and are enriched with the local government institution nature and operation were selected to participate in the study.

3.1.5 Eligibility Criteria

The three major criteria that make participant eligible to take part in this research are:-

- Being active public wing of the *woreda*
- Citizen and resident of the *woreda*
- Good level of education

3.1.6 Data collection method

A. Interviews

Interviews are identified as the best tools used to generate data that are systematically analyzed to search for themes and patterns that illustrate similarities or differences and uncover the meaning of particular experiences in phenomenological research (Creswell, 2014). Therefore the study employed face-to-face in-depth interviews with each study participant. While during the interview the data was captured by the audio recorder and later transcribed in Amharic by paper then later translated to English. The interview guideline used was around the conception of good

governance, good governance enforcement, practices have done to prevail good governance, challenges faced while practicing good governance, the weakness and strengthens of the *woreda*, relationship between local government and its stakeholders, and opportunities to promote good governance in the *woreda*.

Semi-structured interviews enable informants the freedom to convey their varied views in their terms and allow the researcher to collect open-ended data as well as react, to explore participant thoughts, feelings, and emerging notions about a specific topic as well as the interviews can offer authentic and comparable data (Longhurst, 2003).

B. Observation

Observation is in which the research takes field notes on the behavior and actions of the observed individuals such as what they do at the research (Cresswell, 2003). The observation guidelines used were around practices and challenges related to selected good governance attributes and service delivery.

This instrument of data collection method is employed to get close enough to study subjects to observe with or without participation usually to understand whether what they say and do as well as to cross-check data from other sources.

C. Document review

Document review is a systematic procedure for reviewing or evaluating documents both in the form of printed and electronic (computer-based and internet) based material.

As a result, to triangulate the data that was acquired from key informant interviews, the researcher reviewed various written documents related to the topic under the study such as the institution's plans and reports, comment and suggestion boxes as well as EPRDF constitution of Ethiopia.

D. Focus group discussion

Focus group discussion is a qualitative data collection technique where the researcher gather a group of small people to discuss on selected topics targeting to draw from the complicated

beliefs, perception, experience and attitude of participants through a moderated interaction (Wayne, 2013). One group of FGD which consists of eight people were conducted.

3.1.7 Data analysis

After collecting the data the first thing I did was familiarizing myself with the collected data. This requires reading the data very well. Make note of thoughts that spring into my mind and write summaries of each transcript as the aim of conducting analysis is to condense all of the data to key themes and topics that can shed light on the research question. Thus I transcribed the recorded response into written notes in Amharic and then translated to English for presentation purpose. Thereafter transcribing the voice recorded data to Amharic, as the thematic analysis is applied those data with similar content were grouped under one theme.

The data collected through observation and document analysis are presented in the themes. Hence data are thematically organized data and discussed with the existing literature, in addition, some details from the interview are triangulated using observation and document.

3.1.8 Trustworthiness

The quality of this research as it is a descriptive phenomenological study highly relies on the quality of data to be collected from the field. For this reason, various quality assurance mechanisms were applied by the researcher to ensure data quality at the different stages of design, data collection, and processing. Also, I have communicated back to all the participants to validate that the study findings reflected their perspective regarding the phenomenon so as to ensure the truthfulness of the study finding as well as data from key informant interview, FGD, observation, and document review are triangulated in order to strengthen confidence in their validity.

3.1.9 Ethical issues

Ethical concerns were given due consideration in process of conducting the study. The research participants were approached by the researcher to establish rapport. Once they expressed their willingness, the objective of the study was explained to them before their consent. A support letter explaining the objective of the research was taken from Addis Ababa University and

showed to the participants of the study. Furthermore verbal consents were received prior to the interviews for each participant in the study, also participants were also assured that their response will remain strictly confidential and personal details will be kept anonymous.

The interviews were conducted with participant code used in place of the true names of the informants and the recorded voices remained confidential.

CHAPTER FOUR

4 Data presentation and analysis

4.1 Data presentation

This chapter presents the data collected through different tools and data analysis. Some significant points or direct quotation from transcribed data were presented. The data presentation of the study is organized under three thematic issues focusing on practice, challenges and opportunities of good governance.

The phenomenological approach is the appropriate way to discover participant meanings of practice, challenges and opportunities of good governance in the *woreda* and brings about a profound grasp of the situation (Cresswell, 2014).

4.1.1 Demographic characteristics of research participants

In this section, the demographic characteristics of the study participants were presented. The key informants are totally of 32 in which out of this 26 key informants are from the active public wing side while the rest 6 are from the *woreda* public offices.

This study consists of 13 females and 19 males in-depth key informants while the age of participants is between 24 and 51. In terms of education, the participant's achievement is at various educational levels, however it's between grade 6 and degree qualification.

Table 1. Background information of key informant interview research participants

<u>Participant Code</u>	<u>Sex</u>	<u>Age</u>	<u>Educational level</u>	<u>Responsibility</u>
<u>Key informant 1</u>	<u>Male</u>	<u>33</u>	<u>10+2</u>	<u>Local Council member</u>
<u>Key informant 2</u>	<u>Female</u>	<u>28</u>	<u>9</u>	<u>Local Council</u>

				<u>member</u>
<u>Key informant 3</u>	<u>Female</u>	<u>34</u>	<u>Diploma</u>	<u>Local Council member & female league</u>
<u>Key informant 4</u>	<u>Male</u>	<u>26</u>	<u>10</u>	<u>Local Council member</u>
<u>Key informant 5</u>	<u>Male</u>	<u>31</u>	<u>Degree</u>	<u>Local Council committee</u>
<u>Key informant 6</u>	<u>Male</u>	<u>33</u>	<u>Degree</u>	<u>Local Council committee</u>
<u>Key informant 7</u>	<u>Female</u>	<u>28</u>	<u>10+3</u>	<u>Local Council committee</u>
<u>Key informant 8</u>	<u>Male</u>	<u>39</u>	<u>Degree</u>	<u>Local Council committee & community forum</u>
<u>Key informant 9</u>	<u>Male</u>	<u>36</u>	<u>9</u>	<u>Local Council committee & community forum</u>
<u>Key informant 10</u>	<u>Female</u>	<u>30</u>	<u>10+2</u>	<u>Local Council committee & community</u>

				<u>forum</u>
<u>Key informant</u> <u>11</u>	<u>Male</u>	<u>41</u>	<u>8</u>	<u>Community</u> <u>forum</u>
<u>Key informant</u> <u>12</u>	<u>Male</u>	<u>29</u>	<u>9</u>	<u>Community</u> <u>forum</u>
<u>Key informant</u> <u>13</u>	<u>Male</u>	<u>38</u>	<u>Diploma</u>	<u>Community</u> <u>forum</u>
<u>Key informant</u> <u>14</u>	<u>Female</u>	<u>31</u>	<u>10</u>	<u>Female league</u>
<u>Key informant</u> <u>15</u>	<u>Female</u>	<u>26</u>	<u>8</u>	<u>Female league</u>
<u>Key informant</u> <u>16</u>	<u>Female</u>	<u>24</u>	<u>6</u>	<u>Female league</u>
<u>Key informant</u> <u>17</u>	<u>Female</u>	<u>29</u>	<u>9</u>	<u>Female league</u>
<u>Key Informant</u> <u>18</u>	<u>Male</u>	<u>34</u>	<u>Degree</u>	<u>Youth league</u>
<u>Key informant</u> <u>19</u>	<u>Male</u>	<u>36</u>	<u>Diploma</u>	<u>Youth league</u>
<u>Key informant</u>	<u>Female</u>	<u>30</u>	<u>12</u>	<u>Youth league</u>

<u>20</u>				
<u>Key informant</u> <u>21</u>	<u>Male</u>	<u>45</u>	<u>8</u>	<u>Woreda citizen</u>
<u>Key informant</u> <u>22</u>	<u>Female</u>	<u>51</u>	<u>11</u>	<u>Woreda citizen</u>
<u>Key informant</u> <u>23</u>	<u>Female</u>	<u>46</u>	<u>7</u>	<u>Woreda citizen</u>
<u>Key informant</u> <u>24</u>	<u>Male</u>	<u>42</u>	<u>10</u>	<u>1 to 5 district</u> <u>group</u>
<u>Key informant</u> <u>25</u>	<u>Male</u>	<u>29</u>	<u>9</u>	<u>1 to 5 district</u> <u>group</u>
<u>Key informant</u> <u>26</u>	<u>Male</u>	<u>37</u>	<u>8</u>	<u>1 to 5 district</u> <u>group</u>
<u>Key informant</u> <u>27</u>	<u>Female</u>	<u>33</u>	<u>Degree</u>	<u>Vital events &</u> <u>registration</u> <u>office official</u>
<u>Key informant</u> <u>28</u>	<u>Male</u>	<u>31</u>	<u>Degree</u>	<u>Small scale</u> <u>enterprise office</u> <u>official</u>
<u>Key informant</u> <u>29</u>	<u>Male</u>	<u>29</u>	<u>Degree</u>	<u>House</u> <u>development</u> <u>office official</u>

<u>Key informant</u> <u>30</u>	<u>Male</u>	<u>36</u>	<u>Degree</u>	<u>Public service</u> <u>and human</u> <u>resource</u> <u>development</u> <u>office official</u>
<u>Key informant</u> <u>31</u>	<u>Female</u>	<u>45</u>	<u>Degree</u>	<u>Woreda</u> <u>Executive office</u> <u>official</u>
<u>Key informant</u> <u>32</u>	<u>Male</u>	<u>38</u>	<u>Degree</u>	<u>Social court</u> <u>employee</u>

Source: Own compilation (2020/21)

4.1.2 Descriptions of participant's response

4.1.3 Good governance attributes practices

As the research participants explained, currently there are efforts in exercising five of the good governance attributes among the selected public institutions.

The following are list of practices categorized under five attributes of good governance:-

4.1.3.1 Participation

Regarding this attribute, major practices are being done. According to the research participants from the public wing, local stakeholder's involvement in the administration process and specifically regarding political and economic participation was mentioned several times.

The research participant's from the public wing were questioned about participation practices in the local government and they replied the following:-

Stakeholders participate in different events such as in the approval of annual sectoral and general woreda plan as well as budget approvals. Stakeholders comment on the plan, criticize

and give input if needed and the same is done to reports. Sectors such as vital events and registration call the public to discussion on new policies, rules, and regulation as it deals with these, thus a discussion is made on them and mainly they create awareness on them”. (Key informant, 5).

The other participant also described the participation practice in terms of political and economic popular participation as follows

“The woreda micro and small scale enterprise sometimes in coordination with other sectors participate the youth of both gender in the economic sector mainly for those who are living on extreme poverty and unemployed it gives opportunity and also the woreda, in general, is known in empowering transforming women employees in the woreda to be on the position of a public official”. (Key informant, 3).

The woreda participates in the unemployed individuals and offers them a job sometimes based on the preference of the unemployed individuals. Most unemployed women from different age backgrounds are allowed to make a living by offering them a piece of land built by plastic in which they sell goods and café service while to most men car washing business is provided with the woreda providing them land. (Key informant, 14)

The other participant from the public wing described that the local government participation of its stakeholders in administration matters as follows

Regarding participation in terms of participating our community in a decision that affects us, there is a good deal of practice, for example, the house development office is now reconstructing local government house and before its construction operation, they called the residents and asked for their opinions as well as interests and later they gave us temporarily living places (Key informant, 7).

The other participant described the local government participation of its stakeholders in administration matters as follows

The woreda encourages the participation of its stakeholders in its operation such as on annual plans and reports and critical decisions that affect stakeholders both from sectors inside the woreda and outside its internal structures mostly the sub-city administration and local

government civil society organizations. Furthermore, the woreda institutions motivate the public to take part in their activities that need their presence formally. (Key informant, 23)

The other research participant from the public wing described the local government participation of its stakeholders in administration matters as follows:-

As the woreda local council committee we have a mandate to support and supervise nearly all sectoral office heads and employees facilitate for our presence to discharge our duties, especially at the end of every three month then we give them feed backs to fix and progress. On the other hand as local council committees are the closest to the local government we committees most of them are invited to participate in decision makings, political and social issues. (Key informant,7)

Also on the side of the participants of public officials their statement supports the statement of the public wings.

The participant from the public official wing was asked about participation practices and explained the participation in terms of involvement of stakeholders in administration matters, political and economic dimensions as follows:-

The local government works in participating our stakeholders in the administration processes and all institutions practice the participation of their stakeholders. Formulation and approval of plans and reports of their performance are listened to by anyone especially to the public while on the side of participation of communities who can be affected by developmental decisions are allowed to have a say of their interest and opinions. The woreda value their ideas and the sub-city administration enforce the woreda to participate. The local government participates in the local youth who are unemployed by facilitating them to open cafés and car washing centers but as we are practicing these in recent years we confront some challenges. Lastly, in terms of participating the women's in the political sphere, the woreda is popular because many women's have reached the position of the cabinet from low public employee level and also there are many female public officials here". (Key informant, 31).



Figure 1 unemployed citizens offered economic opportunity to make an income through mini shops



Figure 2 the woreda objective and vision stating about popular participation and good governance

4.1.3.2 Transparency

All of the research participants from the public wing side agree on the issue that the *woreda* publicizes the annual budget of all the *woreda* sector institutions. Also on the other side regarding publicizing service criteria's and regulations and other decisive information for customers are posted on a billboard in the *woreda* compound but there is a little transparency problem regarding some policy regulations in vital events and registration office and also transparency challenges around packages or services that are designed to benefit the people economically.

The research participant was asked regarding the publication of the annual budget in the *woreda* and said the following:-

Among the woreda's in these sub-cities woreda 02 has good trending practice of publication of every sector annual budget to the public. Especially before three years, the publication of the budget is posted on public places under the woreda jurisdictions and public institutions. Administered by the woreda such as local health care center. However recently the practice is becoming limited most of the time posted on the woreda compound. (Key informant, 12)

The research participant from the public wing was questioned about transparency practices in the local government and explained about the publication of annual budget, plan, and reports hearing by stakeholders as follows:-

Regarding publicizing of the annual budget of the public sector institutions there is a good practice of it especially before two years the publication is made on several key places like on our city market area the local government health care institutions and on primary school compounds but now it is publicized consecutively along the financial budget year and posted to the public around the compound on the woreda and also annual plan and reports of performance are listened by the public. (Key informant, 3)

The other research participant also described the transparency practices in terms of availability of information as follows

Information is freely available directly accessible in the woreda, annual plans and reports are heard by the public especially on those offices that serve a lot of customers. Information that affects customers or stakeholders is posted e in the woreda compound walls and notice boards. For example offices such as vital events and registration, office posts its criteria's to serve services for customers on the entry wall of the woreda and inside on the building walls whereas also offices such as micro and small scale enterprises trade and industry, health and houses development offices post there criteria's to serve services and also they disseminate critical information to their main stakeholders via a brochure and use the public wing to disseminate information to their main stakeholders via brochures. (Key informant, 7).

The other research participant also described the transparency practice regarding the availability of information as follows:-

“Information's in the woreda especially for its citizens are publicized on its compound and inside the disseminating office especially on bureaus like trade and industry, micro and small scale enterprise make announcements on the billboard and by the public wings including new opportunities that came to benefit the people economically, also, they publicize their annual budget”.(Key informant, 1)

The research participant from the public wing was asked regarding the publication of criteria's and regulations to get services in the institutions of the *woreda* and said the following:-

The woreda institutions have a good practice of posting criteria and regulation to get services especially key sectors which serve a lot of customers on a daily base do post their requirements in the local government compound. (Key informant, 26)

The research participant from the public wing was asked regarding the transparent operation of service deliveries and replied the following:-

During service deliveries which are designed to benefit economically poor people with packages that are designed to support the economically vulnerable to increase transparency on the operation, the local government includes civil society organization individuals and active key public wing individuals on the operation. (Key informant, 9)

The research participant from the public officials was asked what transparency practices are being practiced to reduce secrecy and corruption and said the following:-

The local government sometimes to avoid transparency problems during special service deliveries as that has direct monetary value, it incorporates individuals from the local council members and committees and ordinary citizen in the conduct of service delivery. (Key informant, 29)

The statement from the other public officials regarding the above transparency practices also affirm that the information from the public wing key informants are on the same field, described as follows:-

The sectoral institutions publicize our annual financial budget in coordination with the finance and development bureau on billboards by classifying the budget into two namely for the salary of employees in the sectoral institution and financing operations of tasks.

The finance office tells offices and allows them to know how much we have used and remaining's, in addition, they post in the compound to take raw materials that are prepared for us. The decision that affects our citizens and stakeholders are made to be known by various means such as annual plans and report of our sector is publicly announced and decisions especially that affect our stakeholder are freely and directly accessible. Information is disseminated especially about new policies and rules through brochures and banners also if we need sometimes we use the voluntary public wings to disseminate information and send invitation papers for participation to the residents. (Key informant, 27).

The other research participant from the public official's side described the transparency practices in terms of availability of information as follows:-

Institutions are good at publicizing annual financial budget and all sectors annual budget is publicized on a billboard in coordination with the finance and economic development bureau on a clear place to see such as it is posted currently in the compound walls which is visible and understandable.

small scale enterprise sector as that accommodates different types of economic background citizens we inform our decisive decision and information that affect our stakeholders such as annual plans quarter reports and economic opportunities which are new and designed for the citizens are publicly posted on our compound. (Key informant, 28)

ተ.ቁ	የመ/ቤቱ ስም	ሰደመውዘ የተመደበ	ሰስራ ማስኬጃ የተመደበ	ሰከፍታል በጾች የተመደበ	አጠቃላይ ድምር
1	ዋና ስራ አስፈጻሚ ጽ/ቤት	951,837	4,160,901		5,112,738
2	ምክር ቤት	410,694	244,956		655,650
3	ማህበራዊ ፍርድ ጽ/ቤት	89,490	12,200		101,690
4	ሰላምና ጸጥታ አስተዳደር ጽ/ቤት	1,474,048	124,521		1,598,569
5	ፋይናንስ ጽ/ቤት	1,684,166	163,002	1,000,000	2,847,168
6	ንግድና ኢንዱስትሪ ጽ/ቤት	1,251,337	54,120		1,305,457
7	የስራ እድልና ኢንፎ ልማ ጽ/ቤት	1,385,842	50,120		1,435,962
8	ወጣቶችና ስፖርት ጽ/ቤት	1,313,408	65,160		1,378,568
9	ቤቶች ልማት አስተዳደር ጽ/ቤት	508,605	34,160		542,765
10	ትምህርት ጽ/ቤት	1,344,760	53,660		1,398,420
11	ፕሰ/የሰ/ል/ጽ/ቤት	1,063,939	167,520		1,231,459
12	ባህልና ቱሪዝም ጽ/ቤት	647,019	44,160		691,179
13	ጤና ጽ/ቤት	823,245	66,160		889,405
14	ም/መ/ጤ/አስ/ቁ/ጽ/ቤት	866,666	40,160		906,826
15	ሰራተኞች ማህበራዊ ጽ/ቤት	631,252	38,160		669,412
16	ህብረተሰብ ተሳትፎ ጽ/ቤት	196,929	30,200		227,129
17	ሴቶችና ህጻናት ጽ/ቤት	631,176	66,160		697,336
18	ስራ አስኪያጅ ጽ/ቤት	10,995,868	355,450		11,351,318
19	ግንባታ ፍቃድ ጽ/ቤት	1,184,541	40,160		1,224,701
20	ወሳኝ ኩባንያ ጽ/ቤት	617,572	36,160		653,732
21	ከተማ ግብርና ልማት	193,726	32,200		225,926
22	መሬት ማደግ	318,679	31,200		349,879
23	ምግብ ዋስትና ጽ/ቤት	398,758	37,160		435,918
24	ተፋሰስና ኦሪጎገራ ጽ/ቤት	1,936,063	154,160		2,090,223
25	ህብረት ስራ ጽ/ቤት	1088,589	50,120		1,138,709
ጠቅላላ ድምር		32,008,209	6,151,930	1,000,000	39,160,139
ደረጃ ተሻሻሎ አስተዳደር ጽ/ቤት		951,392			951,392
ከተማ ጽ/ቤት		431,605			431,605
ጠቅላላ		19,600,397.00			19,600,397.00
ጠቅላላ			4,129,588.00		4,129,588.00

Figure 3 budget allocation of the woreda



Figure 4 criteria's to get service posted by vital events and registration office

The above facts were found on visual reality by the researcher's observation in which the annual budget was posted on the wall of the compound which is easily seen and understood. The researcher witnessed some public wings disseminating the sectoral offices' decisions in matters that affect the communities via the order of the institution employees and witnessed criteria's publicized for services to be fulfilled in the vital events and registration office, micro and small scale enterprises, houses development offices, local revenue authority and trade, and industry.

4.1.3.3 Accountability

All of the participants mentioned that there is a practice of making public officials and employees accountable for their damage or fault caused by their decision directly or indirectly but the measurement taken against those officials is unsatisfactory punishment.

The research participant from the public wing was asked about accountability practices and described the accountability situation in terms of being hold accountable and sanctions as follows:-

There is a practice of accountability most of them are mainly hold accountable by the local government and sub-city administration level especially more than the cabinets in the woreda the public employees are held accountable. I have seen employees on a daily discussion on what they have done at the end of their day are written and discussed, however, sometimes punishments for them are not strong and might pass them with nothing due to their social life network with the sanction enforcer or human resource office employees. The accountability in the public official side is very weak in practice and if they are found guilty the system makes them be transferred to other woreda's but not to the above local government. (Key informant, 1).

The research participant from the public wing also was asked about accountability practices and described the accountability situation in terms of measurements or sanctions as follows:-

In terms of the practice of accountability there exists a weak condition because the cabinets are ordered to be transferred and work on other woreda and their occupation there might be a public official or institutional employee it depends on the extent of the damage caused by them. Most of them those who are transferred are due to corruption cases thus the system does not discourage them to commit faults again but the situation of accountability is very better for the employees. (Key informant, 5).

The research participant from the public officials was asked about accountability practices and described the accountability situation in terms of being hold accountable and sanctions as follows:-

If there are a case of damage or illegal acts performed by individuals we make those persons who act be prosecuted and held accountable and if they are found they did it including me, we are given a punishment such as transferred to another woreda without our consent and choice also their we might hold a position that is lower than we used to occupy and with less salary than previous so aside there is a time ban on the day that we will again make it to our previous position. Institutional employees are also subject to salary cuts and they might be fired but in rare cases, due to personal life intimacy, the punished worker in terms of salary might ask his mate in the human resource office to do not implement the sanction.. (Key informant, 31).

The research participant from the public wing was asked about standards and measurements set for inappropriate misconducts of public employees and said the following:-

The woreda has standards and measurements set for inappropriate misconduct of individuals in discharging their duties. I have witnessed workers of the institution being hold accountable for their wrong deeds especially for corruption and measurements set were taken against them. Each year annually and with some month gap the woreda officials criticize everyone on their wrong behaviors and set measurements that are against laws and rules (Key informant, 6)

The research participant from the public wing was asked about the check and balance systems in the woreda and replied the following:-

As an active local council member, I witnessed check and balance systems in the woreda to do not let individuals abuse the authority they hold, and also a structural hierarchy of check and balance is posted in some sectors. The human resource, executive office, public officials, and case team leaders in each office actively monitor the performance of every employee under their structure and hierarchy. (Key informant, 8)

The research participant from the public officials was asked about accountability practices and described as follows:-

“Sectoral offices, directly and indirectly, have a system that makes individuals in our institutions accountable for example I can mention reform works such as one to five meeting are duty to be made daily that has a feature of writing minutes on tasks performed and challenges confronted as well as employees each other criticized inappropriate acts and take measure against them. Thus these directly or indirectly boosts the possibility for accountability to prevail. (Key informant, 29).

4.1.3.4 Rule of law

According to the response of research participants the practice of rule of law that means impartial enforcement of fair legal frameworks regarding practice is to find to be very low but specifically, the social court and code enforcing office are trying to full fill human resource and reduce corruption problems.

The research participant from the public wing was asked about rule of law practices in the *woreda* and said that:-

Institutions in the woreda are trying their best to enhance the rule of law and there are a lot of reform works that are indirectly and directly preserving the rule of law. (Key informant, 14)

The research participant from the public wing was asked about rule of law practices and described as follows:-

Rules or laws that could be monetized if wrongly done in the sectors especially who deals with the law mostly like the social court, code enforcers, vital events and registration offices are hot spots of corruption and they are in shortage of qualified human resource to deal with rules and laws. The social court is dependent on the peace and security office but both the social court and code enforcing office is trying to solve the human resource problem and tackle corruption. (Key informant, 5).

The research participant from the public wing was asked about rule of law practices and described as follows:-

The social court and code enforcers office run in shortage of human resource and the social court is dependent on another sector generally it lacks also adequate budget and corruption are prevalent in social court, codes enforcers and vital events and registration. However, the social court is struggling to full fill skilled human resources as possible. (Key informant, 1).

The research participant from the public wing was asked about rule of law practices and described as follows:-

We have corruption incidence in some sectors that accommodate different people especially those who deal with laws and on the other side social court, code enforcers, vital events, and registration but they are fighting to tackle through bureaucratically means and by strengthening accountability mechanisms and fighting corruption especially code enforcers do not stay long term in our woreda they will be transferred to another place. (Key informant, 31).

The research participant from the public officials was asked about rule of law practices in the *woreda* court and said that:-

The court is running with several challenges that hamper the practice of rule of law. The major challenges are related to lack of quality skilled human resource, small courtroom that does not adequately accommodate clients and not adequately contributes to open court practice. We are also fighting corruption seriously and we have employees sanctioned because of bribery. (Key informant, 32)

4.1.3.5 Responsiveness

Regarding the practice of responsiveness, all of the research participants stated that institutions exercise and strive to serve stakeholders within a reasonable time frame as well as they stated that the *woreda* has an annual plan to solve good governance problems in the *woreda* jurisdiction and inside the institution.

The research participant from the public wing was asked about responsiveness practices in the local government and described as follows:-

The office heads of all the woreda administrations work to be responsive to their stakeholders and they use the public wing to do some tasks at the actual ground or community level for instance in coordination with the community development group organized by the local council and public wing, micro, and small scale enterprise office provide economic opportunities to poverty struck individuals and families. The woreda especially executive and local council offices strive to solve good governance problems such as peace and security and frequent water turn-off problems. Public heads and employees are also willing to serve clients if they are at the office and also if they want them for assistance we call them through their personal phones. (Key informant,19).

The research participant from the public wing was asked about responsiveness practices and described as follows:-

Concerning the practice of being responsive, there are practices such as the woreda through the identification of good governance problems in the woreda it plans and exercise to solve those problems also offices use different strategies to be responsive, they have suggestion and complaints box, in all sectors, they participate the public wing to send a message home to home and coordinate works that have to be done at community ground level. For example, the woreda offices such as houses development offices assign the public wing to identify people with poor economic standards to be included in the process of identifying them to possess local government houses (Key informant,7).

The research participant from the public officials was asked about responsiveness practices and described as follows:-

Institutions have service standard time frame set but the conditions we meet those stated time frame are not good There is a shortage of human resource in terms of number, quality and raw materials such as computers and printers due to inadequate budget and lastly we have problems of electric power turn off and network problem so frequently we try but do not frequently provide the time frame. (Key informant, 29).

The research participant from the public officials was asked about responsiveness practices and described as follows :-

We strive to meet those service standard time frames but when there are fewer clients on the desk I can say we are effective regarding the stated time. we have challenges such as lack of human and material resources on the other side we have the public wing to get ground reality information and be responsive to the public demand and even coordinate with them as well as by putting them on our side we plan and identify good governance problems in the communities. The reform works also play a key role in boosting our capability to be responsive. (Key informant, 31).

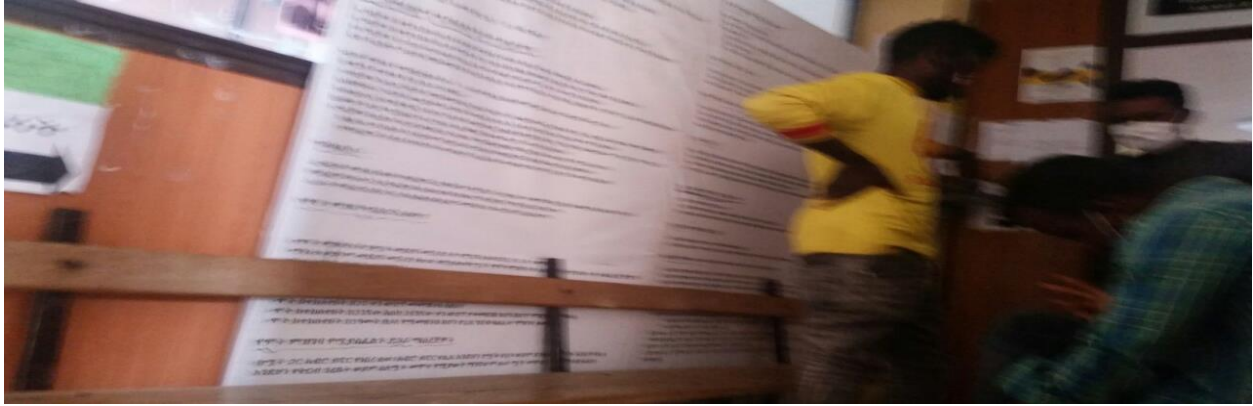


Figure 5 clients waiting too long for service that require 40 minute as of the service standard

The researcher had observed the employees being highly committed to their clients and witnessed ineffectiveness in services that requires more than 30 minutes in vital events and registration offices and micro-small enterprise offices.

4.1.4 Challenges confronted regarding good governance attributes

4.1.4.1 Participation

The majority of the research participants agree that there is a good governance exercise by institutions but what most stated as a challenge is that, there is a lot to be done on the side of the *woreda* administration regarding participating in the local unemployed workforce and participating the elite residents in the governance processes.

The research participant from the public wing was asked about participation challenges and described as follows

Participating youth in the economic sphere has around less than three years of practice aimed to benefit unemployed individuals and also on the micro and small scale enterprise participation of local youth in the economic sectors is good but not good in comparison with the woreda economic potential that might benefit those of the unemployed. (Key informant, 7)

The other research participant from the public officials was asked about participation challenges in administration matters to stakeholders and described as follows:-

As a challenge besides low economic participation, there is a challenge in not having mass educated local council members and public wing stakeholders and also there is low motivation by the side of the woreda to participate the educated in the governance system. (Key informant, 1)

4.1.4.2 Transparency

The low practice of transparency has a high potential to prevail corruption and other good governance problems. The research participants in general most of them mentioned limited challenges regarding transparency operations that could be monetized by bribery, such as services that are designed to benefit the local community such as on local government houses and safety net program identification of individuals and families.

The research participants from the public wing side were asked about transparency challenges faced regarding service delivery and replied as follows:-

“Decision-making that has economic significance to an intended group or society have problems being transparent to some extent. This is for example showed in micro and small scale enterprises and trade industry, I know a woman who lived 27 years in this woreda having citizen card of the local government but she still did not get a house trying many times and she is from low economic level income. Thus there is corruption regarding a decision that has economic dimension on the society so this is undermining transparency and after the new prime minister comes there are some racisms intended for corruption ”. (Key informant, 1).

The research participants from the public wing side were asked about transparency challenges faced and replied as follows:-

Some documents in the woreda 02 vital events and registration office are not clearly written. They have an ambiguous understanding and also translating them in a practice. Thus this has created a corruption problem, making public employees ask for a bribe. (Key informant, 13)

The research participants from the public wing side were asked about transparency challenges faced in the *woreda* and replied as follows:-

There are problems related to transparency in vital events and registration on some policies, rules, and some benefits that are intended to benefit the society have transparency problems. For example, corruption takes place in the context of making low-income people possess local government houses key and including them in the safety net which is a program that benefits people living below the poverty line in terms of monetary assistance but some people above the poverty line are included in it instead of the intended individuals (Key informant, 8).

The research participants from the public official side were asked about transparency challenges faced and replied as follows:-

*There are special services that are designed by the higher level of government for the *woreda* 02 citizens to support them under various key sectors and some services frequently delivered daily are the hot spot for corruption. To reduce corruption significantly the *woreda* cabinets are practicing by including key local government public wings and other civil society organizations. Regular services that are a hot spot for corruption reform work are playing a key role in fighting against a culture of secrecy. (Key informant, 30).*

The research participants from the public official side were asked about transparency challenges faced and replied as follows:-

“Challenges regarding transparency are mainly related with activities that benefit the public sometimes services are given by corruption most of the time these happens when the client does not meet some part of the criteria’s to get service but we notify or post to the public the criteria’s and the corrupt officials are being held accountable”. (Key informant, 31).

4.1.4.3 Accountability

Accountability is one of the key requirements of good governance. As the research participants explained there is very low accountability measurement or unbalancing to their deed, particularly if the cabinet has done inappropriate act and some lack of stiffness on accountability measurement is in almost all participants’ explanation.

The research participants from the public wing side were asked about accountability challenges and replied as follows:-

When Public officials are found guilty there is accountability however the measurement taken are very weak such as the public officials will be transferred to other woreda being public officials or public employees. On the other hand to the public employees, we can say that there is accountability however the measurement taken are better measurement because employees are fired from their jobs or salary will be cut but sometimes is not practicable due to the personal relationship with the human resource specialist. (Key informant, 19)

The research participants from the public wing side were asked about accountability challenges and replied as follows:-

Most public officials if they are accountable the measurement that will be decided by the cabinet is to transfer them to another woreda. This does not discourage their motive to ask for a bribe which is undermining transparency and rule of law. (Key informant, 32)

The research participants from the public wing side were asked about accountability challenges and replied as follows:-

Regarding accountability, there is a weak side the rule stipulates if officials are found guilty officials are sent to another woreda to do the same job or related they will be not fired from the government city administration structure or organization thus these courage officials for corruption and other illegal activities (Key informants, 8).

The research participant from the public wings was asked about accountability challenges in the woreda and replied the following:-

All types of public employees who are found conducting illicit behavior that is sanctionable are held accountable. However, sometimes some employees are not held accountable especially public officials and also they are slightly controlled by the human resource office. (Key informant, 11.)

The research participants from the public official's side were asked about transparency challenges faced and replied as follows:-

We hold anyone who caused destruction or who did illegal acts and they are held accountable and measurements are taken both to public officials and employees. The measurement for a public boss is changing him to other woreda administration without considering any of his/her interest and might occupy lower position than he was doing and this system is prevalent in most woreda in Addis Ababa city administration also on the public employee's side the measurement are they will be fired or salary will be cut. Some might not experience salary cut due to personal ties in the human resource they skip them however we are stressing on their heads or body who ordered to follow up on what they ordered. (Key informant, 31).

4.1.4.4 Rule of law

Rule of law is one of the key elements of good governance and it requires legal frameworks that are enforced impartially. The majority of the respondents mentioned that even if there is a practice the challenges outweigh it because the social court is dependent on the other sectors and along with the code enforcing office they share features in lack of manpower and corruption.

The research participant from the public wing was asked about rule of law challenges in the *woreda* and replied the following:-

“There are corruption challenges the social court, code enforcers and generally in the sectors that serve many stakeholders, especially who deal with law issues. Institutions lack long term working committed manpower specifically the social court does not have left and right judges for a long time and the main corruption in social court office is related with cases between employer and employee”. (Key informant, 3)

The research participant from the public wing was asked about rule of law challenges in the *woreda* and replied the following:-

“Corruption is a challenge in the local code enforcers and institution along with social court lacks qualified human resource especially in the social court additionally it is dependent on other sectors on budget and administration”. (Key informant, 7).

According to the local government official, the research participant said that

There are challenges in the social court which is generally the office lack its independence and now it is dependent on peace and security office in financial matters and receives inadequate raw materials and lack of judges. The latter is caused by the lack of fast response in Addis Ababa city administration because it is the final one that recruits and assigns employees for the woreda. we are combating corruption challenge in code enforcing institution also they will not work for the long term here they will be changed to other as a mechanism to reduce corruption incidence. (Key informants, 31).

4.1.4.5 Responsiveness

The research participant from the public wings was asked about responsiveness challenges in the *woreda* and replied the following:-

On the side of the public officials, the problem regarding responsiveness is that when we came office sometimes waiting for them they say they are working at the district level especially in the afternoon but in contrary to the officials there is good practice regarding the institutional employees. Some challenges affect responsiveness like frequent electricity power cut and lack of good network quality. Regarding addressing people demands we identify good governance problems but they are not effective in curbing them due to lack of finance (Key informant, 8).

The research participant from the public wings was asked about responsiveness challenges in the *woreda* and replied the following:-

Employees and office bosses strive to be responsive and there is a good practice of it but there are challenges like a frequent electric power cut, public bosses sometimes frequently are not present at the office instead we are told that they are at the district level. Although network system failures are sometimes encountered that have a significant effect on the institution's service attaining the stated service time frame. (key informant, 5).

The research participant from the public official's side was asked about responsibility challenges in the *woreda* and replied the following:-

“One challenge we have is a frequent electric power outage, lack of human resource as well as raw material, network sometimes fail for infrequent days and on the public official side, I am always responsive to our stakeholders if I am here but there are times we go out on the field. we have put the solution of the challenges set like buying an electric generator and buying raw materials on annual good governance plan but we are not effective currently but we are putting our best effort”.(Key informant, 27)

The research participant from the public wing was asked about responsiveness challenges in the *woreda* and replied the following:-

Institutions have challenges regarding lack of human resource so we have some open job position which is covered by one person doing here and there also power cut and small office size but we are consistently working to solve what we face and satisfy our clients”.(Key informant, 29).

4.1.5 Opportunities to promote local good governance

Participants of the study were asked to mention what sort of opportunities could promote the progress of good governance in the *woreda*. The majority of the participants stated that awareness creation to the public as well as the employees and participation of local elites in the local council member were mentioned several times.

The research participant from the public wing was asked about opportunities to promote good governance and said the following:-

*As a council member, I can see the gap and if the local government includes the local elites, many aspects of the *woreda* operation of administration will be improved. They can guide the uneducated and the least educated council members and drive the *woreda* to progress. Finally, good governance will significantly be promoted. (Key informant,6)*

The research participant from the public wing was asked about opportunities to promote good governance and said the following:-

“If awareness is created on both side which are the public employees and local government wings especially that run the woreda administration such as local council committees I am sure that new positive progress will happen thus these would highly add value for the creation of strong accountability and rule of law”. (Key informant, 8).

The research participant from the public wing was asked about opportunities to promote good governance and said the following:-

The local council is the critical public wing side that works and monitors the performance of institutions therefore the local council should entail highly educated individuals and this is easy because our woreda is full of academically qualified people. Thus they could motivate and empower others to positively transform the relationship of the woreda and stakeholders thus this plays a critical role in promoting good governance in our woreda. (Key informant, 7).

The research participant from the public official’s side was asked about opportunities to promote good governance and said the following:-

“We want to create awareness for both public wing and our employees but we do not have Oadequate funds to frequently make training sessions but I believe that awareness creation for both sides empower them and motivate the public wing for further meaning full participation and also increase the productivity of our employees”. (Key informant, 30).

The research participant from the public wing side was asked about opportunities to promote good governance and said the following:-

Active participation and involvement of civil society organizations, influential community members in key local government participation areas could foster good governance progress and could positively influence service deliveries. (Key informant, 9)

The research participant from the public official’s side was asked about opportunities to promote good governance and said the following:-

From my point of view if the central and upper city government structures should stress for good governance implementations to be enforced regularly and highly monitor the progress of good governance. (Key informant, 31)

4.1.6 Background information for focus group discussion participant's

The below table shows participants code, sex, age, educational level and responsibility of the participants concerned. There are six male and two female participants their age ranges between 27-43. In terms of their level of education background out of the eight three of them have degree qualification while the other two of them are grade 8 and 6 and the rest three are grade 10, 10+2, and 9 respectively. Regarding their responsibilities two of them are public employees in the sectoral bureaus of the *woreda* while three out of eight are the *woreda* citizens while the rest three occupy the responsibility of local council member, women's league and prosperity party member in the local government.

Table 2 Background information of FGD participant's

Participants code	Sex	Age	Educational Level	Responsibility
Participant 1	Male	36	10	Local Council member
Participant 2	Male	28	10+2	Citizen of the <i>woreda</i>
Participant 3	Female	33	8	Women's league
Participant 4	Male	27	Degree	Public employee
Participant 5	Female	29	Diploma	Citizen of the <i>woreda</i>

Participant 6	Male	36	9	Woreda Prosperity Party member
Participant 7	Male	32	Degree	Public Employee
Participant 8	Male	43	6	Citizen of the woreda

Source: Own compilation (2020/21)

4.1.7 Data presentation of focus group discussion participant's response

4.1.8 Good governance attributes practice

4.1.8.1 Participation

The research participants from the focus group discussion public wing side were asked about

Participation practices and said the following:-

The woreda participates women's in the economic and political sector. The woreda has the objective of making local resident women's active and effective participants in the political and economic sector. (FGD, 3)

The research participants from the focus group discussion public wing side were asked about participation practices and said the following:-

The residents are actively steering in the local economic and political process. The youth of both genders are offered economic opportunities to make a living. The sectors in the woreda including the executive focus on participating the individuals and groups which will be affected by administration issues and it is conceived mandatory to practice participation of citizens by public officials and employees. (FGD, 1)

4.1.8.2 Transparency

The research participants from the focus group discussion public wing side were asked about transparency practices and said the following:-

The woreda publicizes sectoral budgets annually by posting on a billboard on public places in the compound and the finance and development bureau stress offices to follow their budget and notify their remaining balance. Criteria's to get service are publicly posted on the compound especially bureaus like vital events and registration as well as micro and small scale enterprises. (FGD,1)

The research participants from the focus group discussion public wing side were asked about transparency practices and said the following:-

Institutions in the woreda post criteria to get services and have posted their minimum and maximum standard service time frame for different services. Some have gone further from this to disseminating information regarding rules, regulations, and proclamations. (FGD, 6)

4.1.8.3 Accountability

The research participants from the focus group discussion public wing side were asked about transparency practices and said the following:-

As a local council committee regarding check and balance, I have experienced and get to know the structural check and balance systems. The human resource, executive, and public officials including upper sub-city mandates monitor the performance of public offices. The local council committees through the support of executive and local council office follow up and return lost materials that have a significant monetary value. (FGD, 2)

The research participants from the focus group discussion public employee side were asked about transparency practices and said the following:-

The woreda public employees who are found guilty will be taken measurements set against them. The local government cabinet and political officials check and criticize illegal behavioral conduct and set sanctions even though the sanctions are not stiff for some cases. (FGD, 7)

4.1.8.4 Rule of law

The research participants from the focus group discussion public employee side were asked about rule of law practices and said the following:-

The woreda institutions put their endeavor to progress rule of law by practicing indirect and direct things that could contribute towards it positively, especially efforts are made to fight corruption majorly. (FGD, 4)

The research participants from the focus group discussion public wing side were asked about transparency practices and said the following:-

The woreda administration and human resources stress the impartial enforcement of rules and laws especially with institutions that deal with rules, codes, and laws. Although statements and letters in complaint boxes are taken as an input in the upgrading of service delivery and rule of law- related practices(FGD, 8)

4.1.8.5 Responsiveness

The research participants from the focus group discussion public wing side were asked about responsiveness practices and said the following

As a local council committee, I have worked on identifying local good governance problems at the community level and witnessed sectors' efforts of responsiveness. The institutions have set a standard time frame set for service deliveries and are continuously trying to go in line with the timeframe through feedbacks from the users. Also, serve all their customers without discrimination. (FGD, 1)

4.1.9 Challenges of good governance attributes

4.1.9.1 Participation

The research participants from the focus group discussion public wing side were asked about participation challenges and said the following:-

The local government institutions have a good practice of participating the *woreda* citizens in administration, political and economic aspect. However, there are challenges within this such as lack of consistent follow-up of individuals and groups that have been offered the economic opportunity, low participation of elite background of individuals and groups as a public wing. (FGD,1)

4.1.9.2 Transparency

The research participants from the focus group discussion public wing were asked about transparency challenges and said the following:-

There are transparency challenges such as the practice of secrecy in institutions operating their business to conduct corruption. Key institutions in the local government are notorious for transparency challenges. (FGD, 5)

The research participants from the focus group discussion public wing were asked about transparency challenges and said the following:-

The transparency challenges in our woreda are related to corruption by public officials and employees sometimes indulge in non-transparent activities on some services to receive bribes. (FGD, 2)

4.1.9.3 Accountability

The research participants from the focus group discussion public wing side were asked about accountability challenges and said the following:-

There is accountability but sometimes due to some personal or bribe relationship individuals who have done fault are not hold accountable. The measurement set as a sanction for corruption is not fully enforced on employees. (FGD, 8)

4.1.9.4 Rule of law

The research participants from the focus group discussion public wing side were asked about rule of law challenges and said the following:-

Sectors that work with laws and codes are known for corruption and sometimes with biased enforcement of laws. The social court code and code enforcing offices do lack skilled human power and the court suffers from a small room. (FGD, 6)

4.1.9.5 Responsiveness

The research participants from the focus group discussion public wing side were asked about responsiveness challenges and said the following:-

The responsiveness challenges in the woreda are the unavailability of public officials at the bureau, electric power outage, and lack of meeting the service standard timeframe. Electric power outages, lack of quality human power are majorly fueling responsiveness challenges. (FGD, 5).

4.1.10 Opportunities to promote good governance

4.1.11 Data presentation from document review

4.1.11.1 Practices of good governance attributes

4.1.11.1.1 Participation

The documents in the *woreda* institutions show that there is a good practice of participating stakeholders in administration matters. A document that shows participants' names called participants transport paying document along the reason for their participation was found in most institutions.

Among the reason for payment of stakeholder's participation are such as, for participation in annual *woreda* and sectoral institutions plans, reports, awareness creations on political and social issues.

The public wings such as local government council committees plan their own activities annually, their plan is drafted after deeply reading and understanding the *woreda* and its specific institution's plans. Therefore making sub-city and *woreda* plans as a framework they draft their own and are ratified by the *woreda* institutions by holding a discussion on a specific day through inviting stakeholders to attend.

The documents found in small scale office shows with the *woreda* sector offices shows that together with the *woreda* sectoral offices interface local unemployed citizens offered economic opportunities of both sexes. The women are mainly offered land to start café and mini shopping center while the men are provided with land and facilities related to car washing services.

4.1.11.1.2 Accountability

The document in the *woreda* shows that there are standards and measurements set for all sorts of public employees including officials. The *woreda* cabinet has the mandate to hold individuals accountable for their illegal activities and sanction public officials.

The sanctions set for public officials and employees in offices show a little difference thus the public officials in some same cases like corruption they enjoy relaxed measurements in comparison to public employees' stiff measurements.

As of the documents, the most practiced measurement for public officials for indulging in corruption activity is to shift them to another *woreda*. Performances of the institution's output are reported to above structural hierarchy mandates such as the human resource and executive offices.

4.1.11.1.3 Rule of law

The document such as, reform works and office minutes held every day and annual anti-corruption plans and reports do exist in most institutions and stipulate objectives and goals to be achieved which directly and indirectly contribute to the rule of law.

4.1.11.1.4 Responsiveness

The document found on the selected institutions and other key offices show direct and indirect practices to make institutions to be responsive. Annual plans named institution good governance specific to each institution entailing list of challenges that are hampering responsiveness as power outage and lack of raw materials to produce output with the mandate that is responsible for solving them is set. The document found in the local council speaker shows good governance problems found in the *woreda* jurisdiction identified by the public wing together with the *woreda*.

Although regarding responsiveness indirect works such as reform work specifically one to five are practiced on a daily basis, the minute written shows each employee's performance written and criticized by each other, as well as challenges confronted, were set solutions.

The comment giving book filled by clients in the *woreda* regarding serving in the reasonable timeframe shows positive comments on services that require the least time while negative complaints are written on services that require more than 30 minutes.

4.1.12 Challenges of good governance attributes

4.1.12.1 Participation

Regarding challenges in participation, the documents in the key institutions show that the majority of public wing individuals is found to be low, and were majority stopped in elementary and high school grades.

The other challenge from the documents in small scale enterprises offices shows land shortage to be provided for offering economic opportunities to citizens. Lack of consistent support or follow-up on the unemployed citizens who are offered economic opportunities by the local government is found.

4.1.12.2 Transparency

Some document in the vital events and registration regarding service rules and regulations that are made by the Addis Ababa vital events agency shows challenges in understanding it.

4.1.12.3 Responsiveness

There are a lot of annual plan files on internal; good governance problems to be solved, however, the report made on these issues are little significant to no significant.

4.1.13 Opportunities of local good governance

4.1.13.1 Possibilities that affect good governance

There are opportunities that directly and indirectly contribute to the consolidation of good governance, such as the constitution of the country and the national government's commitment to promoting good governance.

The 1994 constitution of Ethiopia stipulates that the conduct of government affairs at all levels shall be transparent hence if this not practiced officials should be accountable to the public. Furthermore, it also indicates that rule of law will be respected in every government affairs conduct. Specifically, article 12 states that any public official or an elected representative is accountable for any failures in official duties. (EPRDF, 1994) This goes in line with (Adagabiri, 2015) increased transparency practice in local governance has a high possibility of bringing less scope for corruption, strengthening reform-oriented initiatives, and increase the relationship between the local government and its clients.

Accountability is the key requirement of good governance along with transparency which has a high influence on prevailing other good governance attributes. It implies answerability to the existing law, setting up standards and oversight mechanisms to calculate the performance of public officials (Srivastava, 2009).

The agenda of good governance in Ethiopia has been a focus area nationwide especially at government organizations aside from mainly battling rent-seeking behavior. The government has made national policies and programs in consideration of promoting good governance and although has launched a good governance movement forum which is to behold periodically (Tafese, 2017).

4.2 Discussion and analysis

This descriptive phenomenological study was conducted to describe the practice, challenges, and opportunities of local good governance at Bole sub-city *woreda* 02 administration. Basically, the literature review and the finding were organized around the central research question posed and the specific objectives that this study sought to address.

The main themes that were addressed by this study were the practices, challenges, and opportunities of good governance in selected sectors: vital events and registration, small scale enterprise and housing development offices. The findings were organized under three thematic issues.

Therefore this section presents the discussion on the major findings in relation to the conceptual, theoretical, and empirical frameworks reviewed in the second chapter.

4.2.1 Practices of the five good governance attributes

4.2.1.1 Participation

The study finding revealed that the public institutions in the *woreda* participate in the public wing including the private sector stakeholders in the local governance process such as in the approval of annual budget and preparation of sectoral plans and make them hear reports of sectoral institutions and have their say in the due process.

In relation to this (UNDESA 2007) as cited in Kindeye (2011) argues that participatory governance allows citizens in decision making especially that affects them and grant them with a legitimate power to determine public choices. Thus, this shows that this aspect increases public accountability and the safeguarding of public interests as well as fill if there is a gap of democracy deficit.

The other finding related to the practice of popular participation is that the *woreda* unemployed local youth especially those who are unemployed are given the opportunity to generate income via participating in the economic sphere. Regarding this Cornwall (2002) argues that economic participation equips people including women and the marginalized with economic chances to

exploit their potential and capabilities as well as to generate income that sustains or secure their life.

4.2.1.2 Transparency

The finding from the key informant, FGD, and personal observation regarding transparency practices revealed that the *woreda* has a good level of transparency practices such as the publication of annual budget, annual sectoral plans, and reports are heard by the stakeholders. Criteria's to get services in the institutions by many offices including vital events and registration, houses development office as well as Small scale enterprises are posted to the public and offices such as vital events disseminate information regarding rules and policies regarding the service they give.

The finding of this study goes in line with UNDESA (2007) as cited in kindeye, (2011) that argues transparency is the accessibility of information regarding affairs related to the administration activity that affect its stakeholders such as decision making. Thus, the practice of transparent governance reduces the chances of corruption; strengthens reform works effectiveness in the local government sectoral institutions. This aspect has the possibility to increase the relationship between government employees and members of the public as a result accountability will be strengthened by further discouraging corruption (Adagabiri, 2015). While at the same time political accountability will be increased which have an implication to rule of law, responsiveness as well as effectiveness and efficiency of institutions.

4.2.1.3 Accountability

The findings pertaining to accountability practices shows that officials and employees are held accountable for their conduct furthermore standards and measurements are set. This finding is in line with Srivastava, (2009) which considers accountability as amenability to the existing laws forming check and balance mechanism to measure the conduct of public officials as well as to ensure that standards are met. Thus, check and balance mechanisms or standards set to be met in the local government have fruit full potential ends such as the ability to minimize unproductive behavior increases the prevalence of rule of law, and specifically reduces the chances of corruption incidence.

4.2.1.4 Rule of law

The findings show that the rule of law practice in the *woreda* is limited. Corruption is prevalent and also the code enforcing and judicial independence is hampered by corruption. However, reform works such as one to five meetings and anticorruption plans are annually executed that contribute to the prevalence of rule of law.

The finding supports Girmai (2011) rule of law requires a nondiscriminatory legal system that safeguards human rights and minorities. It also calls for an independent judicial branch and police forces that are free from corruption. However, Therefore in order to enhance the practice of rule of law the rules and regulations should be predictably known in advance, and also the local government should focus on strengthening the Independence of the judicial system, new accountability, and transparency mechanisms sorting out the lack of skilled manpower and ensuring the independence of the sectoral budget dimension, as a result, these have the potential to enhance local good governance, protection of human right and democracy.

4.2.1.5 Responsiveness

The finding shows that most of the *woreda* institutional sectors especially those that accommodate many diversified clients are equipped with inadequate skilled manpower and they lack raw materials computer printers, lack generator to solve power cuts and vital events and registration office is confronting a bad network system, public officials lack leaderships skills or experiences and also unavailable.

According to UNESCAP (2008) good governance principle, responsiveness implies that institutions and processes endeavor to provide all stakeholders with an appropriate interval. However, because of several challenges, the practice of responsiveness is not effective infrequently meeting the service standard time frame.

Thus these could result in irresponsible service provision, the low trust of clients in their service provider or hold the *woreda* to do not achieve its vision and mission as well as fuel good governance problem and lastly, the *woreda* contribution to the achievement of sustainable development will be very less.

4.2.2 Challenges of local good governance

4.2.2.1 Participation

The finding regarding participation challenges shows that the public wing individuals of the *woreda* lack participating educated elites. Thus what goes in line with this is DESA (2007) participatory governance allows its citizen to influence in decision making especially in what could affect them and entitle the capacity to determine the public choice. Thus this shows the elites in the localities are not adequately represented and functioning which has an influence on the performance of public wings.

The findings show that the *woreda* has challenges regarding participating its unemployed citizens through offering economic opportunities. According to DESA (2007), economic participation is that allows citizens to exploit economic chances, especially for the economically vulnerable and women. Thus as the local government participation of its unemployed economic background citizens is recent it lacks consistent support and not many are included as well as a land shortage to be offered for the entrepreneurs is limiting the economic participation of citizens.

4.2.2.2 Transparency

The result shows that transparency challenges exist in relation to services that are suitable to conduct bribe. Thus packages that come to benefit the society such as local government house winners and other services that have features of monetary value are prone to corruption. Also, the study shows that there are transparency problems in the vital events and registration problems regarding the rules or policies in some documents that are not clear to understand.

Kindeye,(2011) implies that transparency includes the accessibility of information on all issues associated with the administration process. Thus the transparency should provide extremely detailed quality information accessible by all accompanied with firm accountability mechanism. Thus, in this way, there is also the probability of the governance process to be open and predictable.

Also, the study shows that there are transparency problems in the vital events and registration problems regarding the rules or policies in some documents that are not clear to understand.

4.2.2.3 Accountability

The study findings show that even if accountability mechanisms are set the measurement taken are not appropriate or balance to what they have done particularly to the public officials. This finding goes in line with Srivastava (2009) refers to accountability as amenability to the existing laws and the establishment of check and balance mechanisms to measure the performance of public officials or power holders as well as to ensure that standards are met.

4.2.2.4 Rule of law

The study finding shows that the social court and code enforcing office lacks qualified skilled human power that deals with laws rules and codes as well as both suffer from corruption and lastly the social court is dependent on other sectors especially in terms of finance budget.

According to (Girmai, 2011) rule of law requires a non-discriminatory legal system that safeguards human rights and minorities also calls for the independent judicial branch and police force to be free from corruption. However the situation in the local government is contrary to the statement.

4.2.2.5 Responsiveness

The finding regarding responsiveness in the *woreda* shows that institutions are not effective in meeting the service standard time frameset. Thus most institutions in the *woreda* especially that accommodate and serve many clients face inadequate skilled manpower and other challenges such as electric power outages and specifically bad quality network systems in vital events and registration office happens frequently. Aside from this, the frequent absence of public officials at their working place and lack of leadership skills or experience is also found as a challenge.

Therefore according to (UNESCAP, 2008) responsiveness implies that institutions and processes attempt to serve all stakeholders within the appropriate time frameset. However, most of the *woreda* institutions that are actively serving and accommodating diversified stakeholders or clients do not fit into this criteria due to the major challenges mentioned above.

Marito and Andrew, (2008) argued that many *woredas'* have a shortage of qualified manpower thus administrative and technical posts made to accomplish administrative responsibilities have been fulfilled or filled with inadequate capacity.

4.2.3 Opportunities to promote Local good governance

The result from key informant interviews and FGD shows that quality-oriented awareness creation program, the participation of elite citizens of the *woreda*, empowering stakeholders in popular participation in the local government through capacity building related to their responsibilities. Marito and Andrew, (2008) argued that many *woreda's* have a shortage of qualified manpower thus administrative and technical posts made to accomplish administrative responsibilities have been fulfilled or filled with inadequate capacity.

4.2.4 Document analysis of good governance attributes

4.2.4.1 Participation

The participation result from document analysis shows that there is a good practice of participating stakeholders in a matter that affects them. Although economic participation of citizens is practiced. The finding goes in line with DESA (2007) participatory governance allows its citizen to influence in decision making especially in what could affect them and entitle the capacity to determine the public choice and allows its citizens to enjoy economic opportunities.

4.2.4.2 Accountability

The result shows that there are accountability practices. There are check and balance mechanisms in the structural hierarchy, standards, and measurement set for public bosses and employees. This finding goes in line with Srivastava (2009) refers to accountability as amenability to the existing laws and the establishment of check and balance mechanisms to measure the performance of public officials or power holders as well as to ensure that standards are met. The prevalence of those listed in Srivastva (2009) has a huge effect on the other elements of good governance.

4.2.4.3 Rule of law

The finding shows there are many indirect practices that contribute to rule of law, however, the practice is not effective in curbing down corruption and there is a lack of qualified skilled manpower.

4.2.4.4 Responsiveness

The result shows that there are practices regarding responsiveness. Thus Institutions, directly and indirectly, practice things that could contribute to responsiveness. According to UNESCAP (2008) good governance principle, responsiveness implies that institutions and processes endeavor to provide all stakeholders with an appropriate interval. Thus the practices related to responsiveness have high possibility of bringing institutions and their processes to provide all stakeholders within the set appropriate interval.

4.2.5 Challenges of good governance attributes

4.2.5.1 Participation

The finding regarding participation shows that the majority of the public wings apart from the organization stakeholders have low education qualification thus the elites are underrepresented in the local government. On the other side economic participation of the *woreda* have challenges such as offering facilities and lack of consistent support for entrepreneurs which contribute to the limitation on the practice of economic participation.

4.2.5.2 Transparency

The finding shows that some documents in the *woreda* vital events and registration office lacks clearness in understanding. According to (UNDP,2007) implies that the free flow of information, processes as well as institutions and information should be conveniently, publicly and directly available to those concerned and that sufficient information should be given, in particular information on decisions affecting stakeholders and the bodies concerned.

4.2.5.3 Responsiveness

The finding shows that institutions has challenges meeting the reasonable service timeframe set. Although plans made to solve institutions internal good governance problems that influence significantly on the responsiveness of institutions. However, the reports show that least significant to no goals are achieved annually. According to UNESCAP (2008) good governance principle, responsiveness implies that institutions and processes endeavor to provide all stakeholders with an appropriate interval.

4.2.6 Opportunities of local good governance

There are opportunities that directly and indirectly contribute to the consolidation of good governance, such as the constitution of the country and the national government's commitment to promoting good governance.

The 1994 constitution of Ethiopia stipulates that the conduct of government affairs at all levels shall be transparent hence if this not practiced officials should be accountable to the public. Furthermore, it also indicates that rule of law will be respected in every government affairs conduct. Specifically, article 12 states that any public official or an elected representative is accountable for any failures in official duties.(EPRDF,1994)

The agenda of good governance in Ethiopia has been a focus area nationwide especially at government organizations aside from mainly battling rent-seeking behavior. The government has made national policies and programs in consideration of promoting good governance and although has launched a good governance movement forum which is to behold periodically. (Gosa, 2017)

Chapter Five

5 Summary, Conclusion and recommendation

5.1 Summary of findings

The main purpose of this study was to identify good governance practices, challenges, and opportunities at Bole sub-city *woreda* 02 administration. Thus in chapter five a detailed description of the selected five attributes of good governance was undertaken. The following conclusions were made based on the findings and analysis made in the preceding chapters.

Concerning to popular participation the *woreda* does have good participation of its stakeholders in the decision that affect them or in the administration process however in the public wing and local council member's composition lack elites. Also in terms of economic participation, the *woreda* has a recent trending economic participation particularly for the economically vulnerable ones but has challenges such as providing facilities and consistent support to entrepreneurs.

Regarding transparency, the *woreda* has a moderate level of transparency practices much of its activities are available to the public especially activities and decisions that do not have monetary value or that couldn't generate illegal money. Thus the challenges are mainly related to those activities or services that have a monetary value that is designed to benefit the public.

Regarding accountability there is a practice of making employees answerable for their actions, however, the challenge is mainly related to the lack of stiff enforcement measurement for the misconduct of public officials.

In the matter of rule of law there is a limited practice but according to the finding, there are several major challenges that are hampering the progress of rule of law. The major challenges are the social court and code enforcer's offices lack skilled human resources in the job positions that require to deal with existing laws, rules, and codes and both offices are notorious for corruption and other sectors that accommodate many clients are also prone to corruption. Although the social court is dependent on another sector especially in terms of budget and administration.

Pertaining to responsiveness the practice is not effect full even though there are practices of reform works that could indirectly or directly contribute to institutions responsiveness as well as

effectiveness and efficiency dimensions. However, there are several challenges that are undermining institutions responsiveness such as frequent electric power cuts, lack of adequate skilled human resource, lack of adequate financial budget is commonly found in the local government institutions except bad network system quality found in vital events and registration office also lastly the public officials are found frequently out of their job placement in the name of working in the field and as well as they lack leadership skills and knowledge.

In relation to this, Marito and Andrew (2008) in their study argue that many women lack adequate qualified human power, and also the existing manpower also lacks training and possess limited capacity thus as result administrative responsibilities are not fulfilled.

The finding through interviews and discussions shows that popular participation of elite citizens of the *woreda*, empowering stakeholders in popular participation in the local government through capacity building as opportunities for further consolidating good governance. While the finding from the document review shows that constitution of the country, the government focuses on the practice of good governance as an opportunity to further consolidate the practice of local good governance.

5.2 Conclusion

The conclusion on the local good governance of Bole sub-city *woreda* 02 administration are:-

The *woreda* has good participation of citizens in the administration process including in a decision making that affects them and in regard to participating the citizens in the local economy, however, there is a lot to be done especially in regard to economic participation.

The *woreda* has a moderate level of transparency practice, Information's are disseminated easily and freely a culture of secrecy thrives for the cover of corruption especially service that has direct monetary values are hampered by the culture of secrecy.

There are good practices regarding accountability however there is a lack of stiff enforcement of measurement on public awareness in the *woreda*.

There are good ongoing practices regarding accountability however there is a lack of stiff enforcement of measurements on the public workers in the *woreda*.

The rule of law is hampered even though there are direct and indirectly related practices exist to prevail the rule of law. The major challenges are lack of adequate skilled human power especially that deals with laws, codes, rules and regulations, and notorious corruption.

Concerning responsiveness, it is not on good status even though there are directly and indirectly related practices are done that contribute to responsiveness. The challenges are mainly lack of adequate raw material, lack of adequately skilled manpower alongside electric power outage, and unavailability of public officials in the *woreda* at work time.

Empowering the local government stakeholders and specific capacity building for both local government employees and stakeholders alongside the constitution of the country and the government focus on the practice of good governance were found as an opportunity to further promote good governance.

5.3 Recommendation

- The *woreda* should find alternative means for providing key facilities that are in shortage and work with other organizations to strengthen its economic participation. Furthermore, the *woreda* should have a framework that is rigorously practiced for supporting entrepreneurs that are administered under its jurisdiction.
- The local government should create a more favorable environment for the public and private stakeholders as well as local elites to flourish and stir their responsibilities actively thus aside from interaction between each other should be strengthened.
- The transparency challenges in the *woreda* could be minimized by the public discussion of the absence of good governance issues through regional media, meeting with the government officials.
- The *woreda* institutions should have a webpage to disseminate information to their stakeholders.
- The *woreda* should form and strengthen anti-corruption institutions as well as its transparency and accountability mechanism.
- The *woreda* has to consolidate further the practice of transparency by including its diversified stakeholders in some type of special service deliveries.

- The composition of members of the local council should compromise and represent the cross-sections of all society to be representatives especially the higher education qualifiers should be allowed to have representation and also the public wing should incorporate them to have meaningful or productive participation.
- The *woreda* institutions should participate the public and private sector stakeholders such as CSO's and residents in a decision making that have economical value to the society and every decision and activity should be publicized if possible with reason.
- Concerned bodies such as the *woreda* cabinet and Addis Ababa city administration who draw accountability mechanisms and measurements in the *woreda* should consider if the measurements or sanctions for corruption are really discouraging.
- Public service and human resource development office and the *woreda* cabinet who enforce punishments on the public employees should make their operation transparent with notification.
- Lack of skilled manpower that deals with rules, laws, and codes in social court and code enforcing offices should be assigned quickly and consistently thus the local government should prepare incentives for employees to increase their working period. The court should be provided with the necessary material for its operation that could facilitate speedy response and open service delivery thus materials such as computers, printers, the internet, and cameras should be available.
- Addis Ababa city administration and public service human resource in the *woreda* who assign human power should consistently work on assigning adequate human power inappropriate job positions and institution.
- There should be a mechanism set for public officials that control time attendance and other mechanisms that control or inform if public officials are really discharging their duty.
- The *woreda* administration should find a way to increase the size of rooms such as social court which has an impact on its operation and the court should facilitate all necessary equipment for the conduct of the open court.
- The *woreda* administration should consistently empower the capacity of social court office workers and its stakeholders. Although adequate and qualified as well as skilled manpower should be assigned to all institutions that lack this trait.

- Bole sub-city administration and *woreda* 02 institutions especially public service and human resource should facilitate Quality-oriented good governance capacity building training, seminars, workshops, and disseminate information to public officials, public employees, and all stakeholders of local government.
- Bole sub-city administration and *woreda* 02 institutions especially public service and human resource should facilitate Quality-oriented good governance capacity building training, seminars, workshops, and disseminate information to public officials, public employees, and all stakeholders of local government on their assigned roles they play.
- The *woreda* administration with its upper structural echelons should work on making continuous electric power by bureaucratically way with other governmental institutions found in bole sub-city specifically in *woreda* 02 jurisdictions.
- The *woreda* administration should set incentives for the good performance of employees as this has the possibility particularly to reduce the challenge of lack of human resource

Finally, the researcher has provided a general recommendation. That is limited research had been done on the area of good governance specifically on the dimension of good governance such as participation, transparency, accountability, rule of law and responsiveness at national, regional and local governance level.

Thus the researcher had made a little progress in assessing local governance practices, challenges and opportunities in selected offices such as vital events and registration, houses development offices, small scale enterprise office. However this study didn't include all the varied stakeholders in the local governance such as CSO's and private sectors.

Thus it is viable to investigate local good governance by including all these stakeholders as participant and by incorporating more of good governance attributes in the study.

REFERENCES

- Abrham Daniel (2014). The Challenges and Opportunities of Good Governance in Ghana ,
College of Social Science , Department of African Studies, Addis Ababa University.
- Adagabiri (2015). Accountability and Transparency: An Ideal Configuration for Good
Governance Journal of Developing Country Studies.
- Ahmad, J., Devarajan, S., Khemani, S., & Shah, S. (2005). Decentralization and Service
delivery. The World Bank.
- All answer ltd. (2018). Decentralization and Local Governance in India. Retrieved from
<https://UK.diss.com/examples/decentralization-local-governance-India.php?vref=1ce>
- Alonso, I. & Andrew, R (2018). Fiscal Decentralization and Local Government Efficiency.
- Annower uddin (2010). Impact of Good Governance on Development In Bangladesh, Roslide,
Denmark.
- Best, Jacqueline. (2014). The “Demand side” of good governance: The return of the public in
World Bank policy. 10.1017/CBO9781107281837.005.
- Boadway, R. (2003). National Taxation, Fiscal Federalism and Global Taxation (No. 2003/87).
WIDER Discussion Paper.
- Cornwall, A. (2002). Making Spaces, Changing Places: Situating Participation in Development.
Brighton, Sussex, England.
- Cresswell, J. (2014). Research Design: Qualitative, Quantitative and mixed methods
approach, 4th ed. University of Nebraska Sage Publication.
- Dahlby, B. G. (2015). Dealing with the Fiscal imbalances: Vertical, Horizontal, and Structural.
CD Howe Institute.
- Dawid, B., & Kseniya, I. (2017). The Decentralization Method as a Tool to Implement Social
Initiatives of Citizens in Multinational states.

- Di Liddo, G., Longobardi, E., & Porcelli, F. (2016). Measuring Horizontal Fiscal Imbalance: The Case of Italian municipalities. *Local Government Studies*.
- Du Pisani, J. A. (2006). Sustainable Development–Historical Roots of the Concept. *Environmental Sciences*.
- Emas, R. (2015). The concept of sustainable development: definition and defining principles. *Brief for GSDR, 2015*.
- ESCAP, U. (2006). What is Good Governance? United Nations Economic and Social Commissions for Asia and the Pacific.
- Federal Democratic Republic of Ethiopia. (1995). Constitution of the Federal Democratic Republic of Ethiopia. *Federal Negarit Gazetta*.
- Gebressilassie kiros (2011). Challenges of Good Governance in Local Government: The case of Saletiet saedamba, Tigray Region, Ethiopia.
- Gisselquist, R. M. (2012). Good Governance as a Concept, and Why This Matters for Development Policy (No. 2012/30). WIDER Working Paper.
- Gizachew Yohannes (2014). The Significance of Good Governance and Its Challenges In Ethiopia: The Case Study Of Humbo Woreda Administrative Office, INDIRA GANDHI NATIONAL OPEN UNIVERSITY, Ethiopia.
- United National Development Program. (1997). Governance for Sustainable Human Development.
- Hossen, M. M., & Anwar, K. A. (2011). Problems and Possibilities of Good Governance in Bangladesh: Hurdles to Achieve Sustainable Development. *Public Policy and Administration Research*.
- Hope Sr, K. R. (2009). Capacity Development for Good Governance in Developing Countries: Some Lessons from the Field. *Intl Journal of Public Administration*.

- IFAC, C. (2014). International framework: Good governance in the public sector. <http://www.cipfa.org/policy-and-guidance/standards/international-framework-good-governance-in-the-public-sector>
- International Fund for Agricultural Development IFAD (1999) Good Governance : an Overview
- IPI (2018). The Role of Local Governance in Sustaining Peace.
- Kassahun, Y. (2010). Assessment of the Prevalence of Good Governance In The Public Sector: The Case of Public Institutions in Debre Birhan Town (Masters Thesis), Mekelle University.
- Katsamunskaja, P. (2016). The concept of Governance and Public Governance Theories. Economic alternatives.
- Keping, Y. (2018). Governance and Good governance: A New Framework for Political Analysis. Fudan Journal of the Humanities and Social Sciences.
- Kibre, M. (1994). The Conceptual Framework for Fiscal Decentralization.
- Kendey Fanta. (2012). Challenges and Opportunities of Good Governance: In Addis Ababa City Administration. (Masters Thesis) Addis Ababa University.
- Longhurst, Robyn. (2003). Semi-structured Interviews and Focus Groups.
- Mensah, J., & Casadevall, S. R. (2019). Sustainable Development: Meaning, History, Principles, Pillars, and Implications for Human Action: Literature Review. Cogent Social Sciences.
- Nationen, V. (2017). The Sustainable Development Goals. United Nations Publications.
- Olum, Y. (2014). Decentralization in Developing countries: Preconditions for Successful implementation. Commonwealth Journal of Local Governance.
- Onichakwe, C. C. (2016). The Role of Good Governance and Development Administration in national development. International Journal of Development and Management Review.

- Oritnau B. (2006). Marketing research. Newyork: McGrawhill
- Otoyhile, A., & Edigin, L. U. (2011). Local Government Administration and Development: a Survey of Oredo Local Government Area of Edo State, Nigeria. African Research Review, 5(3).
- Steytler, N. (2005). The Place and Role of Local Government in Fsederal Systems.
- Stumpfegger, E. (2015). Phenomenological approach: From research philosophy to research design. In Social Identity and Financial Investment Decisions, Springer
- World Bank (n.d). What Why & Where. Retrieved From [http://www1.worldbank.org/ public sector decentralization/What.htm](http://www1.worldbank.org/public-sector-decentralization/What.htm)
- World Bank (1994). Governance :The World Bank's Experience . Washington DC.
- Wayne, R. (2013). Focus Groups. In fortune A., Reid W., & Miler R. (Eds.), Qualitative Research in Social Work, Second Edition (pp. 264-283). Columbia University Press.
- Yadav, K., & Tiwari, S. (2014). E-Governance in India: Opportunities and challenges. Advance in Electronic and Electric Engineering.
- Zargar, T. A., & Sheikh, M. A. (2018). Good Governance in India: Challenges and Prospects. IOSR Journal Of Humanities And Social Science (IOSR-JHSS) Volume, 23.
- Zemelak, A. (2008). Local government in Ethiopia: adequately empowered? (Doctoral dissertation, UWC).

Addis Ababa University

School of Graduate Studies

Department of Regional and Local Development Studies

Appendix I

Interview guide for the *Woreda* officials

Dear Sir/ Madam

1. What does good governance mean to you and why it is needed in this *woreda* ?
2. Is there any structure or mechanism that enforces the implementation and practice of good governance?
3. What practice is being practiced to prevail good governance in the *woreda* administration?
4. Practices done to prevail participation, transparency, accountability, rule of law and responsibility
5. How good governance annual plan and report are drafted and reviewed respectively?
6. How is your relationship with the public wing in co-operation and co-ordination?
7. What challenges are faced regarding to promote good governance?
8. What measures have you taken to solve the challenges faced?
9. What are the challenges faced in resolving good governance problems at the *woreda* institutions and in the local government jurisdiction?
10. What are the major challenges experienced by most of the key public institutions?
11. How the administration is fighting corruption at work place?
12. What are the most complaints by service users?

13. What are the weakness and strengths of the *woreda*?

14. What opportunities do you think exist to promote good governance in the *woreda*?

Addis Ababa University

School of Graduate Studies

Department of Regional and Local Development Studies

Appendix I

Interview guide for the *Woreda* public wings

Dear Sir/ Madam

1. What does good governance mean to you and why it is needed in this *woreda*?
2. What roles and major practices the public wing of the *woreda* play and done regarding good governance?
3. What are the actual challenges for the public to realize their roles in promoting good governance in the *woreda*?
4. Good governance awareness program given by the *woreda*
5. What practices are being done by the *woreda* regarding good governance attributes namely, participation, transparency, accountability, rule of law and responsibility?
6. What good governance challenges are faced regarding to each of good governance attributes namely, participation, transparency, accountability, rule of law and responsibility?
7. What measures have you taken to address the problem faced?
8. How do you view the relationship between the public wing of the local government and the *woreda* public institutions?
9. What general challenges exist in the *woreda*?
10. What are the weakness and strengths of the *woreda*?
11. What opportunities do you think exist to promote good governance in the *woreda*?

Addis Ababa University

School of Graduate Studies

Department of Regional and Local Development Studies

Appendix I

Interview guide for the focus group discussion

Dear Sir/ Madam

1. What does good governance mean to you?
2. What practices are done in relation to good governance attributes namely, participation, transparency, accountability, rule of law and responsiveness?
3. What challenges are confronted regarding good governance attributes namely, participation, transparency, accountability, rule of law and responsiveness?
4. What solution have been set for the challenges faced?
5. What opportunities do you think could promote local good governance in this woreda?
6. What are the weakness and strengths of the woreda?

Addis Ababa University

School of Graduate Studies

Department of Regional and Local Development Studies

Appendix I

Observation guide lines

1. Practices and challenges faced related to popular participation, transparency, accountability and rule of law.
2. Daily routine of institutions, conduct of service delivery and administration operation