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ADDIS ABABA UNIVERSITY

**PRACTICE AND CHALLENGES OF GOOD GOVERNANCE IN LOCAL
GOVERNMENT: THE CASE OF GASERA WOREDA, BALE ZONE
OROMIA REGIONAL STATE**

BY: NANU DEMIE

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AUGUST, 2020

ADDIS ABABA, ETHIOPIA

ADDIS ABABA UNIVERSITY, ADDIS ABABA

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*A Thesis Submitted to the college of education and behavioral studies in Partial
Fulfillment of the Requirements for the Degree of Master of Arts in Civics and
Ethical Studies*

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DEDICATION

I dedicate this thesis to my wife Ms. Ayantu Wakgari for her whole hearted support and responsibility to take care of our children during my study periods.

STATEMENT OF THE AUTHOR

First, I declare and affirm that this thesis is my own work and that all sources of the materials have been duly acknowledged. This thesis has been submitted in partial fulfillment of the requirements for MA Degree at Addis Ababa University and is deposited at the University Library. I seriously declare that this thesis is not submitted to any other institution anywhere for the award of any academic degree, diploma or certificate.

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List of Acronyms

ADB	Asian Development Bank
CGG	Commission on Global Governance
FDRE	Federal Democratic Republic of Ethiopia
IIAS	International Institute of Administrative Sciences.
OECD	Organization for Economic Cooperation and Development
TIT	Tokyo Institute of Technology
UN	United Nations
UNDP	United Nations Development Programme

ABSTRACT

The study was to assess the practice and challenges of good governance local government in Gasera woreda, Bale Zone, Oromia Regional State. The research was conducted in Gasera woreda which was selected purposely. The specific objectives of the research were to assess the practice of good governance principles that exercised in local level, to explore the perception of service providers and community toward the practices and challenges of good governance in Gasera municipality office, to identify the determinant factors those affect the practices of the participation, accountability and transparency, effective and efficiently in relation to Gasera woreda administration and Come up with possible recommendations that help to curb the challenges of good governance. Among 20 woredas in Bale Zone, Gasera Woreda was selected purposely. Explanatory sequentially design was used for this study. To achieve the objectives of this research both qualitative and quantitative data were used. The respondents of the study were selected using simple random sampling and convenience technique. From total population of 368 respondents 104 residents of Gasera town and 36 from employers of town municipal and land management were used as a source of information for this study. Secondary data were collected from pertinent sources like institution reports, magazines, internet sources and others. Semi structured interview schedule was used for employees and service users and questionnaire was employed for officials to collect data from them. Data were analyzed using percentage and frequencies, tabulation, figure and the like. The finding of the study revealed poor practice of implementing Participation, accountability transparency and effective and efficiently of good governance in the town administration and land management. It also founded that the practice of good governance challenged by malfunction with, corruption, lack of commitment and bureaucrats skills and ethical problems, lack of capacity in the service providers disseminating information, accessibility of their institutions information, delivering a timely service and providing decision based on reasonable evidence had rarely practiced.

Therefore, the study recommended that the studied sectors should mainly focus on the Participation, accountability, transparency and effective and efficiency.

Key word: practice of Good governance, transparency, accountability, effectiveness and efficiency and participation, challenges

CHAPTER ONE

1.1 Background of the Study

Good governance is a concept that has lately come in to focus in development and management. The applicability of the norms of good governance to urban settlement requires rigorous commitment of government and public participation at large. It is when there is good governance that transparency, accountability, and participation could inevitable be addressed and trustworthy ensured at each and every decision maker level (executive organ and customers) citizens. Many of good governance concepts have been written by various scholars and researchers. Good governance means an efficient, open, accountable and audited public service which has the bureaucratic competence to help design and implement appropriate public policies and at the same time an independent judicial system to uphold the law (Leftwich, 1993).

According to oxley (1999), governance has to do with the institutional environment (the set of political, economic, social and legal conventions that establish the foundations basis for democratic governance) in which citizens interact among themselves and the governance agencies and officials. Good governance is the foundation on which society is built, and thus it is indispensable for the development of a country. If justice systems do not work, if public administration is inefficient and in transparent, or if a government disregards human rights, these are things that undermine the very footings of society. For that reason, promoting good government through public participation has been a priority and across cutting task of Ethiopian development policy for many years.

Good governance ensures that political, social, and economic priorities and based on broad consensus in society and that the voice of poorest and the most vulnerable and heard in decision making over the allocation of development recourses. In recent years there has been a large and rapid shift in thinking about governance approaches that involve strategic, structural, and procedural reforms in managing pubic services in the public sector. Demands for different kinds of services, expectations, for new approaches to getting access to these services and a demand for new models of organizations and management are some of the challenges in public services organizations.

According to Hyden (1992:7), good governance can be defined as follows: good governance refers to the conscious management of regime structures with a view to enhancing the public

realm. The catch phrases of the governance realm are authority, reciprocity, exchange, trust and accountability, with each of these components emphasizing or reinforcing democratic norms and practices in a way or the other. Since the early 1990s Africa has been experiencing a major ground swell of political change with people of the continent taking resolute to demand participatory and democratic systems of governance. After being gripped by series crisis of governance for much of their post-independence history, nearly all African countries have recently begun to initiate radical political and institutional changes. While a number of countries are still going through a period of civil strife and armed confrontation, it has become increasing apparent that the region as a whole is engage searching for appropriate ways and means of establishment democratic political foundation and the necessary environment for the promotion of good governance. In line with this, the government of Ethiopia has been implementing programs aimed at improving governance as part of its poverty reduction strategy. Nevertheless, Ethiopia continuous to face major governance challenges particularly with respect to democratic consolidation, accountability and rule of law where its performance ranks slowly even in comparison with the rest of sub-Sahara Africa Ethiopia's governance indicators compared to those (World Bank, 2000).

In view of that, in Ethiopia, like any other African country, has conducted with a number of challenges on the practices/processes of good governance. The practice of good governance principles in Ethiopia now day have been facing with serious and complex challenges. The more problem has deep root in the country's public sectors. According to (Mathewos, 2015), despite the efforts of the local and national, the current state of good governance in Ethiopia is not satisfactory. The main constraints were mainly poor implementation of the principles of good governance, especially at the level of local governments.

Accordingly, in generally the Regional State of Oromia, and particularly in local governance of Gasera town were facing with the similar challenges. This is why more efforts are needed to make local authorities more transparent, accountable and efficient in their response to the needs or interest of the people (Abuhay, 2015). Likewise, from the researcher's pre assessment and observation – main challenges of good governance of the selected sectors were poor implementation of the principles of good governance. This is due to lack of capacity and

commitment of leadership and employment, budget, limited participation of citizens, corruption, rent-seeking.

This is why the researcher motivated to assess the practice and challenges of good governance only by emphasizing the four pillars of good governance principles: participation, transparency, accountability and effective and efficiency. Since dimension of governance is bulky, It is difficult and beyond the capacity of the researcher to cover all those aspects of governance in this study. So the study was tried to assess the practice and challenges of good governance principles in the town administration and land management office.

As regarding to the administration structure Bale Zone is located in the south eastern part of Ethiopia in the Oromia Region and Gasera woreda is one of the 19 *woredas* and two self-administration town of *bale* , which is selected as study area.

However, unless the practices of transparency, rule of law, responsiveness and efficient are added to its effort, government cannot handle all and every activities and development affairs to promote good governance. Therefore, the practices of transparency, participation, accountability and efficient and efficiently are crucial elements of the development and good governance endeavors. Finally, the finding recommended on the way how the challenges would have been improving

1.2 Statement of the Problem

Good governance is a means to achieve human rights, economic growth and development, effective and efficient service delivery to the public, and fighting corruption (Grindle, 2005; Gisselquist & Vries, 2013). For the advancement of their life at everywhere people demanding good governance. Because it is the result of interactions, relationships and networks between or among the different sectors (public sector, private sector and civil society) and involves decisions, negotiation, and different power relations between stakeholders to determine who gets what, when and how (Alexandra, et al., 2009). For Abdalla (2010), recently there is an agreement that good governance is important to secure countries long term development and progress even though it is not sufficient in its own. In relation to these the idea of good governance became a way not only to assess the role of the state in development and invade safely the minefield of domestic politics; it became a defining quality for development and a necessary condition for it. In many developing countries, low practice of transparency and

accountability responsiveness, participation and lack of capacity to implement policies are the bottleneck for the success to provide good service to facilitate the success of development policies (woldeab etal.,2012 cited in mhrtay,2014).

Like other African countries, Ethiopia has also faced a number of challenges which hindered the practice of the principles of good governance. In order to solve these challenges address the gaps identified, the government has developed a multi- sectorial national capacity building strategy which advocates the principles of decentralization, regional autonomy, and efficiency to enhance popular participation and to promote good governance, accountability and transparency (ECA 2005). So good governance is not only an agenda of the state, but also is demanded by all society, by resident and various NGOs. Therefore all civil society is on the way for the sustaining good governance. The successful democratic system requires the ability of democratic elected governments to provide “good governance” while many citizens in *Gasera woreda* value characteristics associated with democratic principles, they are often equally interested in qualities, such as public accountability, responsiveness, transparency and participation. In practical terms the situations were different at *woreda* level administered to achieve above administrative reform areas. In fact that lack of effective practice of good governance principles and complaint presented by the residents of *Gasera woreda* for unsatisfied service provided by municipality and town land management office initiated the researcher to do this study. They alleged that they are not empowered and fully Participated, services are not adequately delivered, accountability and transparency are not ensured, rule of law is not adhered. Because, the local administrator and cabinet give focus for their own interest. Therefore, what logically follows from these arguments was the need to study on good governance in the Town.

Therefore studying certain elements of good governance such as participation, accountability, transparency and effective and Efficiency of Municipality office, town land management office were an imperative.

The objective of this study was to assess the overall practices and challenges of local good governance in the *woreda*. The assessment was conducted on town land Administrative office, Municipality Office. The Assessment was carried out by using four characteristics of good governance which involves accountability, transparency, and participation effective and Efficiency.

1.3 Research Questions

- 1 To what extent elements of good governance (accountability, transparency, effective and Efficiency and participation) practice applied in the *Gasera Woreda* administration?
2. What are the perceptions of service provider and community towards the practices and challenges of good governance?
3. What are determinant factors those affect the practices of the accountability and transparency, responsiveness participation in relation at local level?
4. What are the appropriate solution to restraint the challenges of good governance in *Gasera woreda*

1.4 Objective of the Study

1.4.1 General Objectives

The general objectives of this study was to assess the practices and challenges of good governance in terms of transparency, accountability, responsiveness and participation in selected sectors of *Gasera Woreda, Bale Zone, Oromia* Regional State.

Specific objectives

The specific objectives of the study were:

- ✓ To assess the practice of good governance(accountability, transparency, effective and efficiently and participation) that exercised in urban land management and municipality office
- ✓ To explore the perception of service providers and community toward the practices and challenges of good governance in municipality office.
- ✓ To identify the determinant factors those affect the practices of the accountability and transparency, rule of law and participation in relation to urban land management and *Gasera* town municipality office.
- ✓ Come up with relevant recommendations that help to curb the challenges of good governance.

1.5 Significant of Study

The researcher hope that this paper was inspired to the applicability of principles of good governance and come up with relevant recommendations that help to curb the challenges of good governance to the realities of Gasera woreda and all Woreda actors practitioners, researchers, individuals and organizations involve in governance and development actions. Good governance helps as a tool for development of national and for specific destination in particular. For achieving a sustainable development in one nation practicing of good governance in any a fairies play a pivotal role for a given nation in general and locality in particular. Therefore, the need for the study is helps as a guide line benchmark for individual who could work on the practice and challenges of good governance in the same others area of woredas as well as other parts of the country. The study was also provided possible recommendation and opportunities for institutions, researchers, practitioners, consultants and conduct further researches in the future. It created an opportunity and direction for concerned body to intervene and might then take the necessary action to readdress these problems.

The major significances of the study are

- ✓ It create better understanding about good governance and its significance
- ✓ It provide insight how good governance play an important roles in day to day activities of the administration
- ✓ It enable to explore the practice of good governance in the *Gasera* woreda administration(particularly in Gasera town municipality and urban land administration office)
- ✓ It helps the communities and service providers to practice good governance and as used as input to see the institutional problem

1.6 Scope of the Study

Good governance has a paramount contribution for sustainable development and democratization of the country that needs to be studied in detail. Due to time and resource constraints, it was not also including all administrative *woredas* in *Bale Zone*. This study was delimited to investigate practices and challenges of good governance in *Gasera woreda*. It tried to deal with assessing the perceptions of the aforesaid target groups about good governance (using participation, transparency, effective and efficiently and accountability as good governance indicators) in

selected sectors of woreda (*Gasera* town municipality and urban land management offices in order to make it more manageable.

1.7 limitation of the study

The study was conducting to assess the practice and challenges of good governance at local government and forward recommendation based on the finding. While carrying out this study, the researcher was faced certain constraints. Limitations that the researcher had relate to lack of cooperation of employees in some offices to provide the necessary data as quickly as possible. Most respondent not found in their office due to meeting, field survey, and evaluation made difficult for the investigator to collect the data. The knowledge gap and understanding among the respondent may distort the data collected. Shortage of time to gather reliable and sufficient data from different source and analyze them properly due to workload However, the researcher attempted to make the study as complete as possible even by going to the residences of some respondents. As a result, there was no negative impact made due to such limitation as 95.71% of the questionnaires were completed and returned.

1.8 Organization of the Study

This main body of this thesis is organized into five chapters. Chapter one the introductory part which includes the background to the study, statement of the problem, objective of the study, significance of the study, scope of the study, limitations of the study. Chapter two presents the review of literature relevant to the research. Chapter three discusses the research methodology and design, and the fourth chapter presents the analysis and interpretation of data collected. Chapter five of the study deals with the summary of the major findings, conclusions and recommendations.

CHAPTER TWO

Review of Related Literature

2.1. Introduction

As it was noted earlier, the purpose of this study is to assess the practice and challenges of good governance in local government in case Gasera woreda administration within the theoretical framework of good governance. Hence the following literature review of good governance is provided to serve as a conceptual framework with which the administration performance and problem relating with good governance will be analyzed.

2.2 The concept of Governance

In most dictionaries “government” and “governance” are interchangeably used, both denoting the exercise of authority in an organization, institution or state. Government is the name given to the entity exercising that authority. Authority can most simply define as legitimate power. Authority is therefore the based on an acknowledged duty to obey rather than on any form of coercion or manipulation. To study government is to study the exercise of authority. Since, the government doesn’t only decide for all and the civil society and the private sectors play vital role in the community, thus, the conception of the word “governance”. Governance is a broader term than government. In its widest sense, it refers to the various ways in which social life is coordinated. Government can therefore be seen as one of the institutions in governance; it is possible to have governance without government. (Heywood, 1997) There is no single and exhaustive definitions 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 difficult at the operational level. Depending on the context and the overriding objective sought, good governance has been said at various to encompass: full respect of human rights, the rule of law, effective participation, multi-actor partnerships, political pluralism, transparent and accountable process and institutions, an efficient and effective public sector, legitimacy, access to knowledge, information and education, political empowerment of people, equity, sustainability, and attitudes and values that foster responsibility, solidarity and tolerance. Good Governance is a theme that has gained popularity over the last decades. It has many definition and implications at the national and international level.

2.3. Definition and Meaning of Governance

In the Oxford English Dictionary of Current English (1996: 587) governance is defined as "the act or manner of governing, of exercising control or authority over the actions of subjects; a system of regulations". This dictionary definition appears to be a synthesis of various connotations that appeared over many centuries of the etymological evolution of the concept. The definition is more emphasis on the exercise of authority, power or control and the tools, rules or a system of regulations. In essence, therefore, governance may be taken as denoting how people are ruled, and how the affairs of a state are administered and regulated. The World Bank's 1989 report on Sub-Saharan Africa: From Crisis to Sustained Growth, which forcefully raised the issue of governance in the context of Sub-Saharan Africa, defined governance as "the exercise of political power to manage a nation's affairs". While these definitions do not presuppose any particular form of political organization, they do implicitly link governance with state sovereignty.

Governance is viewed by UNDP as the exercise of economic, political, and administrative authority to manage country's affairs at all levels and the means by which states promote social cohesion, integration, and ensure the well-being of their populations. It embraces all methods used to distribute power and manage public resources, and the organizations that shape government and the execution of policy. It encompasses the mechanisms, processes, and institutions through which citizens groups articulate their interests, exercise their legal rights, meet their obligations, and resolve their differences (UNDP 1997 a: 2-3)

According to UNDP (2002) governance denotes the "exercise of political, economic, and administrative authority in the management of a country's affairs at all levels. Good governance encompasses the states civil society, and the private sector -----its dimensions are the rule of law, transparency, responsiveness and efficiency, accountability, and strategic vision".

Governance has become a concept that includes more and more phenomena related to the steering of societal developments. Originally, it was seen as an alternative for government. It was -according to the scholars of that time - something like the final blow for government that had to accept that society cannot be hierarchically steered or controlled. The steering of developments had to be left to societal actors and had to be accomplished through networks in which hierarchy hardly played a role.

Good governance is now viewed as essential for promoting economic growth and alleviating poverty in the development countries, without good governance is assumed that the benefits of the reforms will not reach to the poor and funds will not be used effectively (Azmat and Coghill). It is obvious that good governance is a must for the development and growth of a nation. The most important distinction among countries relates not to their form of government but to their degree of government (Huntington, 1968). It is a matter of implementation decision by government and non- government authority to minimize the abuse of public authority in the form of corruption.

The concept and term of good governance and local participation are widely promoted by the both global (international) and regional donor agencies on governance such as the United Nations, World Bank, International Monetary Fund Asian Development Bank. More importantly, good governance and participatory democracy are closely associated with public sector reforms in most developing countries (Agree, 2000:1-4). Good governance is the foundation on which society is built, and thus all men and women, inclusive of the physically challenges, should have a voice in decision making, either directly or through legitimate intermediate institution that present their interest.

Such broad participation is built on freedom of association and speech, as well as capabilities to participate constructively. Participation is a process whereby policy- making, prorating issues, accessibility to public goods and services and also allocating resources is influenced by the key stakeholders.

Generally, public involvement includes three elements or “pillars”:

- Public access to information;
- Public participation in decision making process;
- Public access to judicial and administration redress often termed ‘access’ to justice.

Access to information can be passive or active. Passive access is where the public will get information up on request to government institution. Active access where by the government is obliged to give and disseminate information. Access to justice is where by the procedural rights of the public to information are respected and guaranteed. This is because for right to be effective there should a corresponding remedy. They are part of the basic tenets of good governance. The rational for public involvement can be discussed from various dimension from

human rights dimensions, people have the right to know, to be informed and participate in decision that affect them as well as seeking redress. From legal, ethical and moral dimension, citizens and government officials are obliged to ensure good governance. It has been argued that government processes are improved through public involvement. In an influential statements, the world bank learning group on participation as a ‘process through which stake holders influence and share control over development initiatives and the decisions and resources which affect them’ (World bank , 1995). From this perspective, local participation could be seen in the level of consultation or decision making phase of project cycle, from needs assessment to appraisal, to implementation, to monitoring and evaluation.

In generally, through the government of FDRE has taken important measures to promote good governance by ratifying a number of international human right instrument, and the FDRE constitution adopted multi- party governments and accepted most the internationally recognized rights conventions since 1991, the process of good governance building is facing and complex challenges. The challenges are mainly related with that of the infancy of building good governance in the country (Kumera, 2011).

Both ADB and ADF appropriately define governance as: ”a process referring to the manner in which power is exercised in the management of the affairs of a nation, and its relations with other nations”(ADB and ADF, 1999).

According to Goran Hyden: “Governance was never allowed to become a conceptual straightjacket but was expected to function as a rather loose framework within which each researcher could creatively explore political issues of significance. The problem that we encounter, therefore, is not the limitations stemming from the imposition of a confining concept, but rather the opposite: The challenge of making sense of the wide range of interpretations of governance that the authors bring to the agenda” (Abdellatif,2003).

However, due to the inherent diversity in national traditions and public cultures as well as because of its broad and complex nature diverse institutions and individual define governance in different ways from different perspective. Some define governance broadly to cover a wide array of issues and still another defines it in a more narrowed manner but it does mean that narrow definition are necessarily more precise; broad definitions can be precise, and narrow definitions can be vague. For this case it is better to treat the definition of governance in light of the leading regional and international organization.

WB, Governance is defined as the manner in which power is exercised in the management of a country's economic and social resources. The World Bank has identified three distinct aspects of governance: (i) the form of political regime; (ii) the process by which authority is exercised in the management of a country's economic and social resources for development; and (iii) the capacity of governments to design, formulate, and implement policies and discharge functions (World Bank, 1994).

UNDP. Governance is viewed as the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. (UNDP, 1997) Going beyond the mediating role, another document of UNDP embraces the definition of governance from political dimension. According to this, "Governance is a political issue. It deals with power relations between central and local governments, between various actors in society (government, private sector and citizens) and between donor agencies and countries in which they work" (UNDP- Paragon, 2002).

OECD, The concept of governance denotes 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. This broad definition encompasses the role of public authorities in establishing the environment in which economic operators function and in determining the distribution of benefits as well as the nature of the relationship between the ruler and the ruled (OECD, 1995).

Institute of Governance, Ottawa, Governance comprises the institutions, processes and conventions in a society which determine how power is exercised, how important decisions affecting society are made and how various interests are accorded a place in such decisions (Weiss, 2010).

CGG Commission on Global Governance, Governance is the sum of the many ways individuals and institutions, public and private, manage their common affairs. It is a continuing process through which conflicting or diverse interests may be accommodated and co-operative action may be taken. It includes formal institutions and regimes empowered to enforce compliance, as well as informal arrangements that people and institutions either have agreed to or perceive to be in their interest (CGG, 1995).

IIAS, Governance refers to the process whereby elements in society wield power and authority, and influence and enact policies and decisions concerning public life, and economic and social development. Governance is a broader notion than government. Governance involves interaction between these formal institutions and those of civil society (Weiss, 2010).

TIT, The concept of governance refers to the complex set of values, norms, processes and institutions by which society manages its development and resolves conflict, formally and informally. It involves the state, but also the civil society (economic and social actors, community-based institutions and unstructured groups, the media, etc) at the local, national, regional and global levels (Weiss, 2010).

ADB, Governance has to do with the institutional environment in which citizens interact among themselves and with government agencies and officials. The capacity of this institutional environment is important for development because it helps determine the impact achieved by the economic policies adopted by the government. This capacity, then, and the governance quality it reflects, is a vital concern for all governments (Weiss, 2010)..

EBRD, Governance should be based on support for markets and private enterprise rather than plans and commands. A key to explaining different assessments of governance across the region lies in the extent to which the state is subject to "capture"—or undue influence—by vested interests (Draft for Comments. April, 2001).

2.4 Dimension of governance

What types of governance have been identified?

According to leftwich (1993:611, 1994:371), the concept of “democratic good governance “has the four main levels of meaning which can be classified into economic, political, administrative and systemic governance.

Economic governance: encompasses decision-making processes that have a bearing, direct on a country’s internal or external economic activities. Economic governance greatly impacts production of wealth, its distribution and the general quality of life.

Political governance: refers to political decision making and policy implementation of a legitimate and authoritative state. A democratic state is predicated on separate and checked

powers, a pluralist polity and regular and frequent participation of citizens in election of their leaders and representatives.

Administrative governance: - refers to system of administration and policy implementation carried out through an efficient, independent, accountability and open-audited public services which has the bureaucratic competence to help design and implement appropriate policies and manage whatever public sector there is.

Systematic or institutional governance: embraces all the attributes of governance geared to enhancing the life of citizens and subsumes the three types of governance mentioned above. This is to mean that, from a systematic angle, good governance is government that embraces the formed institutional structure location of authoritarian decision making in the modern state power.

2.5 The eight Characteristics of Good Governance by UNDP

What is good governance?

Like government, governance can be good or bad. Bad government and bad governance have similar characteristics: Corruption, Whimsical and Expedient Decision-Making, Shortsightedness, disregard for the concern of the many and decisions. In the same vein, the criteria for good governance and would be the same as good governance. They include accountability and ethics in decision-making and implementation, transparency and predictability, rule-bound decision-making and action, responsiveness, a long term view of the public interest. The public should therefore have a right to expect laws, a fair judicial system, politically accountable lawmaking and an effective and reform-minded bureaucracy. One goal of good governance is to enable an organization to do its work and fulfill its mission. Good governance results in organizational effectiveness.

Good governance is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society

2.5.1 Participation

Participation means all citizens are pivotal to the existence of good governance. Such wide participation is built on freedom of association and speech, as well as capabilities to participate constructively. Participatory governance offers citizens with access not only to information, but also to decision-making and power to influence public choices (Weldu.F, 2016).

Participation by both men and women is a key cornerstone of good governance. All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand. The condition of participatory democracy requires that, free and public discussions allow a broad range of affected parties to engage in rational, open-minded debate leading to collective decision-making. This, it is argued, can best be accomplished through the extensive use of public administration that can facilitate the input of societal interests into state policy making, even to the extent that these interests effectively have control over the policy making process.

2.5.2 Rule of law

According to Dicey (1982:120) rule of law means, “in the first place, the absolute supremacy or predominance of regular law as opposed to the influence of arbitrary power, and excludes the existence of arbitrariness, of prerogative, or even wide discretionary authority on the part of the government”. Laws, regulations and codes of conduct should be fair and enforced impartially, particularly the laws on human rights. One of the effective ways of tackling weak governance is to look at the disconnection between institutions within the broader governance environment including the scope of operation of the society in general. The availability of information is critical to good governance. Access to information and the promotion of procedural rights provide an enabling framework where accountability and improved delivery could enhance institutional changes. Information is critical for the leaders and their constituents to be informed

of their problems as well as the solutions. Likewise, it is important to review previous institutional constraints in order to map the future with viable options because a poor governance system serves private interests at the expense of the poor and they suffer in a multiplicity of ways. Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force.

2.5.3. Transparency

Transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them. It promotes openness of government action, decision - making processes, and consultative processes among public sector and all stakeholders. These processes are subject to scrutiny by other government institutions, civil society and external institutions. In a corrupt government, public resources are diverted from meeting the needs of the poor and benefits do not reach the intended beneficiaries. Human security is compromised by corruption. This is because corruption is both a cause and effect of bad governance. The poor are usually disproportionately affected by poor governance because health, education and police services are inaccessible. Their income is usually eroded through payment of bribes. Corruption can be classified into two broad categories, state capture and administrative corruption. State capture takes place when a framework of laws and rules has been distorted. This form of corruption is characterized by enactment of laws, policies and regulations that are influenced through illegal and non - transparent ways, as well as serving private interests. Administrative corruption is about distortion of the implementation of these laws and policies. It refers to the “intentional imposition of distortion in the prescribed implementation of existing laws, rules and regulations to provide advantage to either state or non state actors as a result of illegal transfer or concentration of private gains to public officials. As the UNDP has observed, transparency means “sharing information and acting in an open manner’. Moreover, transparency is defined by UNDP (1997:36) as “Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media. Transparency Systems have clear procedure for public decision

making and open Channels of communication between stakeholders and officials, and make a wide range of information available”.

2.5.4. Responsiveness

Generally denotes the speed and accuracy with which a service provider responds to a request for action or information. This is one of the most important conditions for promoting good governance since it forges trust between citizens and government officials. Good governance needs that institutions and processes try to serve all stakeholders within a reasonable timeframe. Responsiveness implies the receptiveness of institutions to the demands of their stakeholders. Institutions should be approachable to their clients and serve them within a reasonable time frame (Weldu.F, 2016). Institutions and processes try to serve all stakeholders within a reasonable timeframe. Thomas, (1998:35) defines responsiveness as “responding readily and sympathetically to some request or signal from an outside source”. Being responsive is recognizing stake holders’ need and addressing them by providing appropriate services and programs.

2.5.5 Consensus building

Good governance mediates differing interests to reach a broad consensus on what is in the best interest of the group and, where possible, on policies and procedures. Underlying this characteristic is the theory of consensus and consensus decision making. Consensus has two common meanings. One is a general agreement among the members of a given group or community. The other is as a theory and practice of getting such agreements. The process of achieving consensus involves serious consideration of every group member’s or stakeholders’ considered opinion. Consensus usually involves collaboration, rather than compromise. Instead of one opinion being adopted by a plurality, stakeholders are brought together until a convergent decision is developed.

Mezirow, (1995), states, “Agreement based on the unchallenged norms of a culture will obviously be less informed and dependable than those based on a wider range of experience”. Consensus requires people to transform their points of view or frames of reference, which is a process of learning.

2.5.6. Fairness and inclusiveness

According to Jae and Judy (1993), what does inclusiveness look like?

- Everyone is included regardless of religion, social status, sexual difference, gender, age, physical or mental ability, or any other factor that separates people:
- Differences in values, cultures, concepts, learning style and perceptions that individuals possess are used constructively
- Workplaces and communities are more diverse
- An openness can enriched, safe, equitable, hospitable and appreciative environment exists to support everyone;
- A wide range of involvement is evident; government with business people, with citizens, with other stakeholders and etc:
- The weakest and those generally most excluded in a society are included in decision making;
- Inclusiveness keeps faith with dream of a nation where all are welcome.

2.5.7. Effectiveness and efficiency

Processes and institutions produce results that meet needs while making the best use of resources. This characteristic promotes efficient public delivery systems and quality public outputs. It deals with the amount of public respect the civil service has. One aspect of poor service delivery is corruption. One of the ways of fighting corruption is through competitive salaries and motivating staff through incentives. There is also a need to introduce legislation governing civil service and a code of conduct. This legislation will define the appointments and promotions of civil servants through merit based processes as well as the organizational structure.

2.5.8. Accountability

Decision - makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organization and whether the decision is internal or external to an organization. Central to the principle of accountability is information sharing and transparency which should be promoted by governance structures. Hence, accountability is hard to achieve especially in the absence of access to information. Public accountability is founded on two pillars. The first pillar

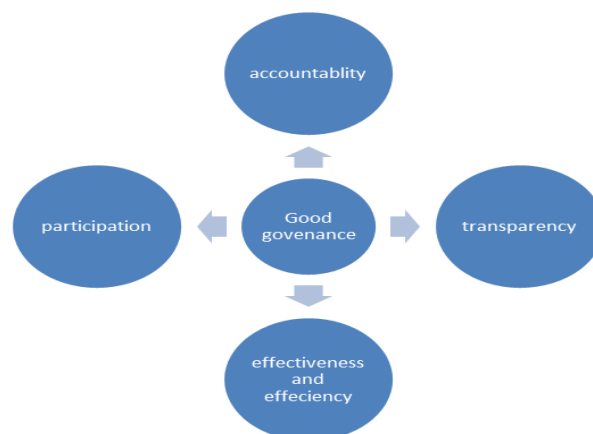
is related to accountability by the executive and the second pillar is based on institutional change. Accountability can be classified in four categories. These are public, financial, horizontal and vertical. Horizontal accountability is the relationship between the executive, legislature and the judiciary. Vertical accountability is whereby one actor reports to another subject to the interpretation of constitutional provisions. Informal checks on these relationships are reinforced by the civil society and the donor community

According to Thomas (1998:35), accountability is “answerability for performance or the process of holding someone answerable for performance”. It calls on the actors to bear responsibility for their actions. It is the opposite of arbitrariness and demands openness and the assumption of responsibility towards the population.

2.6 The theoretical framework for the principles of Good governance in municipality and land management office

The main objective of this study was to assess the practice and challenges of good governance of local government in selected land management and municipal office of Gasera town. Four good governance principles will be considered in the study for analysis. These are participation, transparency, accountability and efficiency and effectiveness which are appropriate and to be useful in understanding and measuring the practice of good governance in a selected institutions.

Fig. 1 principles of good governance



Source: own survey, 2020

CHAPTER THREE

Methodology and design

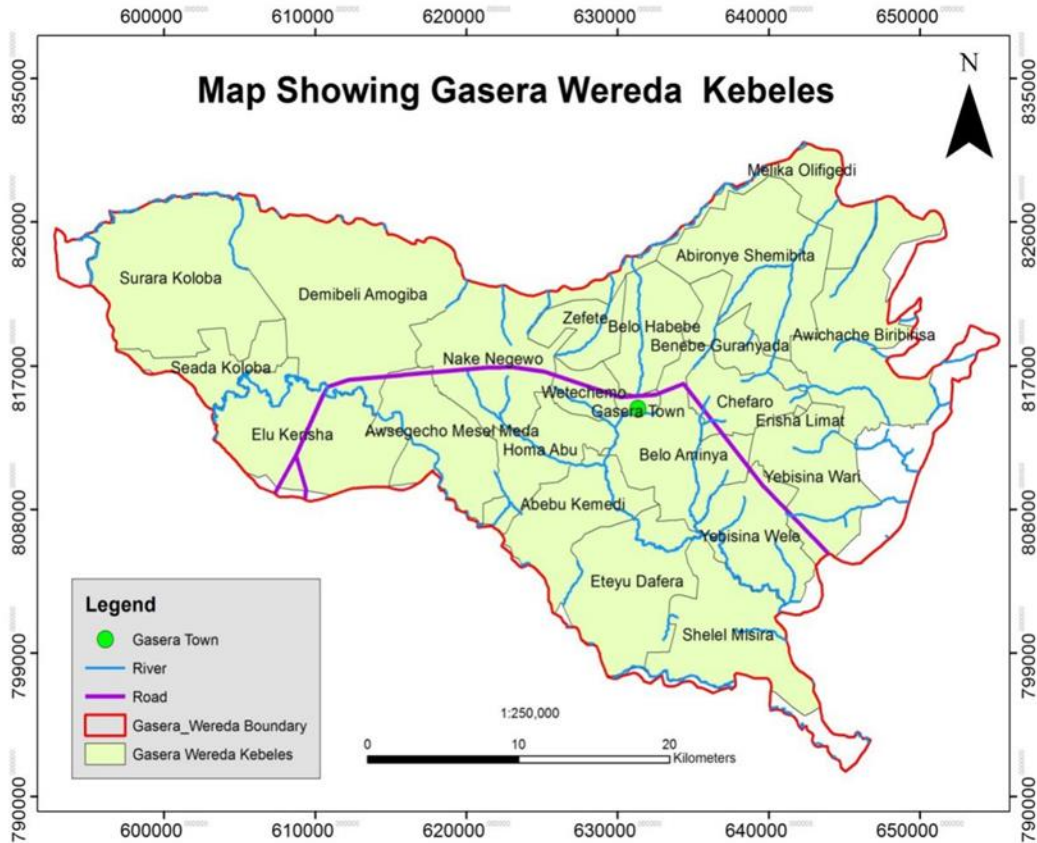
3.1. Description of Study Area

Gasera Woreda is one of the administrative territory of *Bale* zones which located North West Part of the zone. It has distance of 58 km from zonal capital city called *Robe* and 488km from center of the country and the region called *Finfine*. Until 1994 *Gasera* is merged with *Gololecha Woreda* but from this time two districts split and form their own administrative districts. The capital of the district is *Gasera* town.

The district is bounded *Agarfa* in the west, *Sinana* in the north, and *Ginir* in the south west, *Gololecha Woreda* in the East and *Arsi Zone* in the south. It have a total area of 1114 km² which ranked the district 17th largest (the second Smallest district next to *Dinsho Woreda*) among the zonal *Woreda*. The area of the district leads the district to have a share of 1.6 percent from the total area of the *Woreda*.

According to the 1999 project of population, the population of the district during the past two years (2003 & 2004) is 84903 & 87192 respectively. The settlement patterns of the district have a great variation because of physical factors (climate), availability of resources, fertility of soil, land form/topography/, socio-economic situation and demographic factors of the *Woreda kebeles*. All this characteristics can be analyzed by population density, which express the distribution of the *Woreda* population per unit area.

The land use of *Gasera Woreda* highly comprises of intensively cultivated and moderately cultivated land. The intensively cultivated land consists of peasant mixed farming. It is where high population pressure on land has critically seen. The largest percentage of its total area is devoted to grain productions of mechanized farming abundantly found in north and north western part of the district. Non-mechanized cultivated land found in central, southern and Eastern part of the *Woreda*.



Source: *Gasera woreda* administration (2012)

Figure: 2 Indicator Map of the Study Area

3.1. Research design

To achieve the objectives of the study explanatory sequential research designs was employ. This method chosen for its appropriateness to the nature of the topic, which needs wider description of the practice and challenges of good governance , as well as to collect and analyze data so as to find the practice and challenges of good governance. Explanatory strategy in mixed methods is characterized by the collection and analysis of quantitative data in a first phase followed by the collection and analysis of qualitative data in a second data that builds on the result of the initial quantitative results (Creswel,2009). In order to perform research it is important to get in touch with *Gasera* town residents (service user), municipality office and land management office employees.

3.2. Population, Sampling Technique and Sampling size

3.2.1. Population

Population is the group to whom the researcher would like to generalize the result of the study. The complete set of cases from which a sample is to be selected is called the population whether it describes human beings or not (Welman, 2005). For the purpose of this study, the researcher was selected 140 sample respondents by using simple random and purposive sampling techniques. From total population 104 respondents from residents of *Gasera* town and 26 from employers of *woreda* municipal and 10 from land management were used as a source of information for this study.

3.2.2. Sampling Technique

This section describes the sampling techniques employed for the study. To achieve the aim and objectives of this study the researcher predominantly non probability sampling techniques. The was carried out in *Gasera woreda*, which *Gasera woreda* was chosen by purposive sampling method, due to resource, time shortage and no research was conducted relating to good governance issue. Accordingly, *Gasera* municipality office and the office of land management were purposely selected from the existing 27 sectors because; these public institutions are selected due to consideration to the availability of large number of users in the public institutions. In order to acquire a representative sample for respondents for this study, using simply random sampling method would be used to selected town residents and government employee respectively.

3.2.3. Sampling Size

A sample is defined as a small proportion of an entire population a selection from the population (Lohr, 2010). Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample (Singh, 2008). Therefore According to Choen and Moniona(1994) argue for statistical analysis, a minimum sample is size of 30 is usually thought to be desirable. A number of factors are determined options for sample survey. These required less time and produced quick answer, more economical, and detailed information and high degree of accuracy because it deals with relatively small numbers of respondents. Furthermore, one could face financial, administration and time constraint to deal with the whole population. (walace 2006). Due to these the researcher was selected 140 sample respondents by using simply

random sampling techniques. From total of 368 respondents 104 residents of *Gasera* town and 36 from employers of *woreda* municipal and land management were used as a source of information for this study. But for the selection of residents the researcher used the sample size determination formula proposed by Yamane (1967):

$$n = \frac{N}{1 + N(e)^2} 2$$

Where,

N = total population =

e = precision level (sampling error) Therefore, the desired sample is

$$n = \frac{386}{1 + (0.05)^2} 2 \quad n=140$$

Table 1:-Population and sample of employees by sample office

No	Office	Target Population	Sample Size
1	Gasera town municipal office	26	26
3	Gasera town residents	350	104
4	Urban Land Management office	10	10
Total		386	140

3.3 Data collection instruments

For the purpose of this study, the researcher was gathered from both primary sources and secondary sources. The study was conducted by reviewing existing literature on good governance and its relevant issues.

The major sources were used for the collection of primary data from public officials and government employees, *Gasera* town residents report documents and internet. Therefore, both quantitative and qualitative data were gathered through questionnaire, interview and observation method of data collection. The secondary data was collected from various sources such as books, journals.

Three survey instruments were designed to obtain data and pertinent information with respect to democratic governance. These are:

3.3.1 Questionnaires

For this study, questionnaires were taken as a preferable data-gathering tool, because the researcher was to collect information on facts and attitudes from a wide range of sources. All of the questionnaires were preparing in English and translated in to *Afan Oromo* for more clarity and to ensure better understanding of the respondents. The questionnaires were designed in a clear and simple manner for the respondents to easily understand and complete each item without difficulty. The questionnaire also has both closed and open ended questions to got access to both quantitative and qualitative data. Close ended question is Likert scale type were used, because they were suitable for large scale survey as easy to analyze using statistical techniques and enable comparison to be made across groups. The open ended questionnaire enabled the respondent further to give chance for some more relevant information that the researcher is not included in the questionnaires. Questionnaires were distributed to 140 respondents. However, from questionnaires distributed for respondents, 6 copies of questionnaires were not properly filled and returned. The data were collect from 134 respondents. Therefore, the return rates of the questionnaires were 95.7 % for respondents. According to Mugenda(2003) and also Kothari (2004) a response rate of above 50% is adequate for a descriptive study. Thus the response rates under this study were adequate for study.

3.3.2. Interview guide

The interview permits greater depth of response which is not possible through any other means. Thus, the purpose of the interview was to collect more supplementary opinion, so as to stabilize the questionnaire response. Accordingly, they were 2 (two) from urban land management office, 1 (one) from municipal office, 1 (two) from employees, 5 (five) from service providers. They were ten (10) in number. Their number in each institution was determined depending on the importance and redundancy of information they provided. Semi structure items prepared for the above respondents. The reason behind the semi-structured interview items were the advantages of flexibility in which new questions could be forwarded during the interview based on the responses of the interviewee.

3.3.3 Observation: – in order to crosscheck the data and information gathered through the above instruments the researcher was personally observed some of the administrative activities and municipal service that were carried out by administration and other institutions. The researcher was conducted direct personal observation through informal contact of the users and in some office by being site in office.

3.3.3. Data processing and analysis

Data collected through the above techniques were organized by using descriptive statistical tools. As I have already suggested descriptive statistical tools were methods for presenting quantitative descriptions in a manageable form. In this case, the study used the following statistical methods for data analysis percentages, ratios, averages, tables, graphs and figures through SPSS and other software. Hence both quantitative and qualitative approaches were employed in the research to come up with the thesis report.

3.4. Ethical consideration

Research ethics is upheld at all stages of the research period. Honesty and objectivity prevailed when collect, analyzed, interpret and present data. So, prior to data collection from study participants, the researcher will be ensured the participants agreement to participate in the study. Information that is obtained from respondents is also treated with great care and confidence. Moreover, a piece of information (legal letter) presented on paper describing about the purpose of the research is shown for the participant and organization that needs to know about the detail

information of the research from Addis Ababa University college of education and behavioral studies and department of civics and Ethics.

CHAPTER FOUR

4. Data presentation, analysis and interpretation

4.1 General demographic characteristics of respondents

The demographic characteristics of the respondents were namely, sex, age, marital status and educational level and work experience have direct or indirect relations with the way they understand concerning practice and challenges of good governance in the woreda. The study was conducted in Gasera town administration and urban land management.

Table: 2 the demographic characteristics of the respondents

No	Items	Description	Sample respondents			
			Residents respondents		Officials and employees respondents	
			Frequency	%	Frequency	%
1	sex	M	66	66%	21	61.7%
		F	34	34%	13	38.3%
		Total	100	100%	34	100%
3	age	18-25	-	-	4	11.7%
		26 – 36	20	20%	16	47%
		37 – 45	52	52%	10	29.4%
		46 and above	28	28%	4	11.7%
		Total	100	100%	34	100%
4	Marital status	Married	79	79%	14	41.2%
		Unmarried	21	21%	20	58.8%
		Total	100	100%	34	100%
5	Level of education	Non literate	10	10%	-	-
		1- 4	23	26%	-	-
		5-8	15	15%	-	-
		9-12	22	22%	-	-
		certificate	1	1%	1	3%
		Diploma	16	16%	6	17.6%
		Degree and above	13	13%	27	79.4%
		Total	100	100%	34	100%

Source: Own survey 2020

The above table indicated the socio demographic characteristic of the respondents. Regarding to socio demographic characteristics of the respondents, the first category was about sex 87(64.9%)

of the Gasera town Residents respondents and Officials and employees respondents were male and 47(35.1%) respondents were female. Thus, from the above table it is possible to suggest that the majority of the respondents were male sex category. However the proportion of males and females were parted, the situation has no negative impact on the practice or the implementation of good governance principles in the selected sectors. The second item was about age. Regarding age 4(3%) of the respondents were in the age category of 18-25 years, 36(26.8%) of the respondents were in the age category of 26-36 years old, 62 (46.3%) of the respondents were in the age category of 37-45, 32 (23.8%) of the respondents were in the age category above 46 years old. Thus, from the above table it is possible to suggest that the majority of respondents were in the age category of 37-45 years. Therefore, respondents were matured enough for ensuring the value of the study, because maturity may have advantage in bringing good governance. The third item was about marital status, and concerning marital status, 93 (69.4%) of the respondents were married, 41(30.6%) of the respondents were unmarried. This implies that the majority of the respondents were married and those who married shoulder great responsibility for family and the community as appropriate. According to the above table the fourth item was about educational background, and regarding educational background 10(7.46%) of the respondents were an illiterate, 23(17.16%) of the respondents were grade 1-4, 15 (11.19%) of the respondents were grade 5-8, 23 (%)of the respondents were grade 8- 12, 2(1.49%) of the respondents were certificate educational level while 22 (16.4%) of the respondents were at the educational level of Diploma and 40 (29.8%) of the respondents were at educational level of Degree and Above. From the above table it is possible to suggest that the majority of the respondents were at educational background of literate.

The above table shows that the educational status and experiences of the majority respondents enable them to understand and provide relevant information for the study.

4.2 Respondents Questionnaire Description

4.2.1 Communities Participation

Communities' participation is a key principle of good governance. Communities of the woreda have the right to participate in political, socio-economic activities and development of their own district. They also fully involves in consulting the officials in planning and management of the project, taking part in meeting/conference to identify and discusses on their political, economic

and social problems of their vicinity. The officials of the town administration also receive input from the community before enacting decision and incorporated in its decision. When the officials invited community, the communities contribute in terms of free labor, funding

To promote public participation the officials commitment is important to ensure the involvement of all stakeholders in planning, implementing monitoring and evaluating development of their vicinity.

The voice of citizens is particularly important in all aspects of Woreda administration and residents should provide inputs. Members of the community need to understand *Woreda* administrations extensive mission, how formal authority is shared and the scope and form of their involvement in governances (Shah 1997 cited in Henok 2007:24).All citizens are pivotal to the existence of good governance. Such wide participation is built on freedom of association and speech, as well as capabilities to participate constructively. Participatory governance offers citizens with access not only to information, but also to decision-making and power to influence public choices (Weldu.F, 2016).

Table: 3 responses of the respondents on institutional frame work that enables community for participation

there is institutional frame work that enables community for participation	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	28	20.9	20.9	20.9
Valid Agree	106	79.1	79.1	100.0
Total	134	100.0	100.0	

Source: survey 2020

The above table shows that 106(79.1%) respondents perceived that institutions have a frame work that enable the community to involve in the matter that concern them, while 28(20.9%)respondents disagree with the existence of institutional frame work base for societal participation in the institution. Also most participants of interviews responded that *there is legal institutional frame work that helps the community for participation which legislate by the government but not implement as expected by institutions*. The researcher also attempt to observe different documents concerning legal institutional frame work in the selected institutions which enhance the participations of community.

Table: 4 response of the respondent on the rate community participation in the town

How do you rate community participation in the town	Frequency	Percent	Valid Percent	Cumulative Percent
very good	20	14.9	14.9	14.9
Valid Good	32	23.9	23.9	38.8
Poor	82	61.2	61.2	100.0
Total	134	100.0	100.0	

Source: survey 2020

The above table depicts that 82(61.2%) respondents perceived that poor participation of the community in the administration is the existence in the town administration. Among the respondents 52 (38.8%) of them argued that the participation of the community in the administration is good. In the same way, the most of the responses of the interviewees respond that *participation is a corner stone for good governance by mediating different interests to reach a broad consensus on what is the best interest of the community but due to the absence of good strong relationship between the leaders and community and lack of timely information in the necessary issue was the main reason behind the town's low participation of the community*. Mostly service providers' involvement is only through the suggestion box which found in the town administration rather than the officials discussed face to face with community.

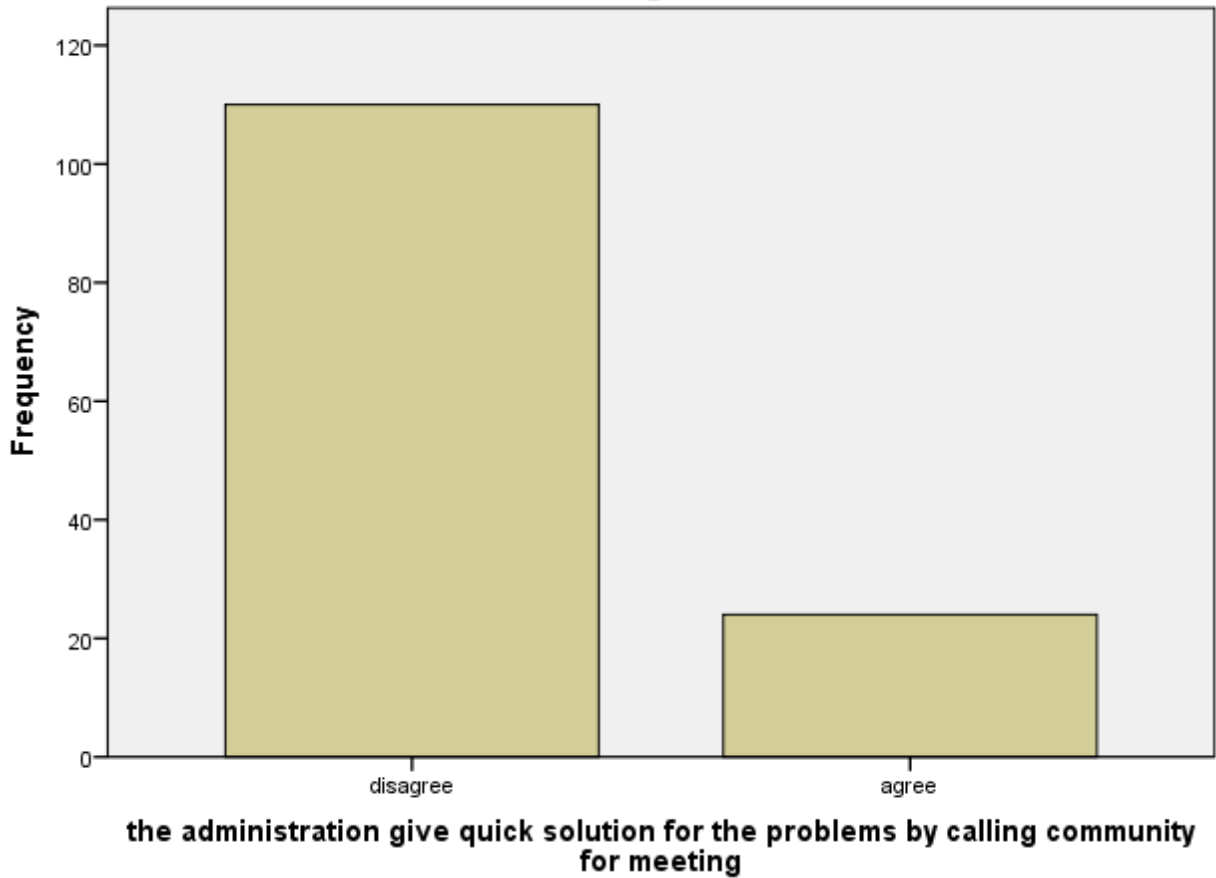
Table:5 response of the respondent on the administration carryout open with people on the issue of good governance

the administration carryout an open discussion with people on the issue of good governance	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	95	70.9	70.9	70.9
Valid Agree	39	29.1	29.1	100.0
Total	134	100.0	100.0	

Source: survey 2020

An estimate of 39(29.1%) respondents perceived that agree on the open discussion made on good governance, whereas the majority respondents of 95(70.9%) responses disagree on the open discussion carryout by the administration with people regarding the issue of good governance. The interview respondents assured that *in Gasera town public discussion held only one time per year to discuss on the current issue of the town. But, the people raised the major problem of the town like the problem of cleaning water, electricity, telephone service which was not solved for many years. Particularly, the woreda administration did not held discussion on the agenda of good governance.*

the administration give quick solution for the problems by calling community for meeting



Source: survey 2020

Fig3. The administrations give quick solution for the problems by calling community for meeting

From the above table we can see that the majority 115(%) reflected their disagreement on the statement of quick solution provided by the administration by calling community for meeting while the remaining 19(%) of the respondents response agree. This show the problems of the community did not solved quickly by involving the community.

Table: 6 response of the respondents on municipality office consult the community before any project of the town implemented

municipality office consult the community before any project of the town implemented	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	103	76.9	76.9	76.9
Valid Agree	31	23.1	23.1	100.0
Total	134	100.0	100.0	

Source: survey 2020

The above Table shows that, the respondent’s responses regarding to community consultation and involvement on project planned in their town and issues that matters to them if good governance should be in place the majority 103 (76.9%) of the respondents responses that disagreed on the mentioned issue and about 31(23%) agrees on raised issue. From the above table it is possible to conclude that there was no participation of service users or community consult about project and program before applied in the town. In support of this, almost all the interviewers also pointed out that, in fact: *“All most related to all, informants confirmed there some projects are planned and implements by the town administration but in any means there is no ways in which people involve in the planning by consulting before the projects implemented.* Consulting allows all stake holders to take part in the process of ensuring good governance and building of democratization process, therefore service user should be consulted and involved on issues that matters to them if good governance should be in place. For a question asked to study participants about wither the service providing institution consults the service users before a project or a program is implemented, we conclude that there is no ways in which people involve in the planning by consulting before the projects implemented.

Table: 7 response of the respondents on low participation and coordination of stakeholders in urban land law

there is low participation and coordination of stakeholders in urban land law	Frequency	Percent	Valid Percent	Cumulative Percent
disagree	38	28.4	28.4	28.4
Valid Agree	96	71.6	71.6	100.0
Total	134	100.0	100.0	

Source: survey 2020

As depicted in table we can see that 38(28.4%) respondent's replied disagreed while, 96(71.6%) respondents' responses agree with existence of weak participation and coordination of stakeholders in urban land law. From the above table it is possible to conclude that there is no good relationship between the leaders of land management office and the community. Similarly, the interview result shows that most of the interviewee of the study claimed that poor coordination of stakeholders in land administration were major challenges that exist in land management office. Most of the respondents said that, *the absence of harmonious coexistence among the stake holders encouraged delay and decision made not on the basis of merit, decision making process institutions.*

Table :8 response of the respondents on socio cultural believes of the community enhance to uncontrolled corruption

The socio cultural believes of the community enhance to uncontrolled corruption	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	46	34.3	34.3	34.3
Valid Agree	88	65.7	65.7	100.0
Total	134	100.0	100.0	

Source: survey 2020

As indicated in the above Table regarding, the socio cultural believes of the community enable to uncontrolled corruption, 46(34.3%)respondents response disagree while, the majority88(65.7%),

respondents response agree that socio cultural believes of the community discourage public participation for the good will of the community. The practice of corruption in the public offices is now day not considered as a shame; this is bad for coming generation. Economic, administrative, politics and socio-cultural beliefs are major causes of corruption and have their own factors to hinder the implementation of the principles of good governance in land administration. For instance, the old believes saying in the community, *He/she, who does not eat while in the power, will regret it when he is fire out*'. However, some interview respondents indicate that due to low pay, no equally benefited from the office's resources, bad culture of the offices, etc and others were because of poor law enforcement and weak practice of good governance might be caused for the practice of corruption in the sectors.

4.2.2 Transparency of municipality and land management office

Transparency can be important decision making of the municipality and land management office to be open and clear to communities and encourage the community to involve in decision making of the institutions. The office of municipality and land management disseminate clear and updated information, institutional rules, decision and budget of the administration posted clearly to the communities and have clear procedures for complain and suggestion. Service providers of the institutions open in any service delivery and processes should serve all community within a reasonable time frame. Not only the urban land proclamation and regulation, but also important information/decision is clearly accessible to the people through conducting an open discussion within all stakeholders of land administration. This is important to minimize corruption in public institutions.

Transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them. It promotes openness of government action, decision - making processes, and consultative processes among public sector and all stake holders. As the UNDP has observed, transparency means "sharing information and acting in an open manner".

Moreover, transparency is defined by UNDP (1997:36) as "Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

Table :9 response of the respondent on transparence of service delivery process in the town administration

There is a transparence of service delivery process in the town administration	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	99	73.9	73.9	73.9
Valid Agree	35	26.1	26.1	100.0
Total	134	100.0	100.0	

Source: own survey, 2020

Table 9 indicated that 99 (73.9%), respondents believed that they disagree with transparency service delivery in the town administration while, 35(26.1%) respondents response that the town administration is transparent in service they deliver.

Table :10 response of the respondents on easiness of commenting , Questioning, suggesting and complaining the institution

It is easy to comment questioning suggesting and complaining the institution	Frequency	Perce nt	Valid Percent	Cumulative Percent
Disagree	86	64.2	64.2	64.2
Valid Agree	48	35.8	35.8	100.0
Total	134	100.0	100.0	

Source: own survey 2020

As the above table indicates 86(64.2%) the sample respondents do not agree on the aforementioned statements and the remaining 48(35.8) agree on the easiness of to comment, Questioning, suggesting, and complaining the Institution. This shows that the institutions are not accepted service user’s complaining on maladministration issues, receive constructive comments and suggestion from community

Table: 11 responses of the respondents on the budget of the town publicly posted by town administration

the budget of the town publicly posted by town administration	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	88	65.7	65.7	65.7
Valid Agree	46	34.3	34.3	100.0
Total	134	100.0	100.0	

Source: own survey, 2020

The above table illustrates responses on the transparency the statement is given as; “the budget of the town posted by the administration”. Regarding to this statement, 88(65.7%) of the respondents responses that disagree to the statement and 46(34.3%) of the respondents responses that agreed to the statement. This is possible to suggest that the administration does not take input from community for planning and budget. The administration planned the budget without participation of the community and not accessible to the residents of the town.

Table: 12 response on the respondents public complaint on land issue

The public complaint on land issue solved within the specified time frame	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	111	82.8	82.8	82.8
Valid Agree	23	17.2	17.2	100.0
Total	134	100.0	100.0	

Concerning the public complaint on land issue as indicated in table above, majority, 111 (82.8%) of the respondents’ were disagree that pubic complaint on urban land issues never solved within the specific time given, while, 23(17.2%) respondent was agree on the issue. Similarly, the interview result shows that most of the interviewee of the study argues that, there are different complaints related to land presented to the land management of due to the absence committed officials and the officials needs unnecessary payment in another word they need bribery, solving the complaint needs a lot of time

4.2.3 Accountability

It is a process by which public officials and service providers of the municipality and land management office shows integrity, honesty, being accountable and have positive attitude toward service users and their institution is serving and officials and employees should be responsible/answerable for every action or measure they take as public servants. The institutions also create awareness among service providing staff members and take measures when officials had being found engaged in unlawful action. The office of both institutions have vertical responsibilities to the general public and they voted out of office for the violating their duties. Land management office employers must provide service for the community without corruption, rent seeking, nepotism and political affiliation, because, the absence of accountability in land administration led to severe corruption and abuse of officials responsibilities for private gain rather than discharging their assigned responsibilities as per the rule and regulation and also increasing high transaction costs in urban land administration.

Table :13 response of the respondents public officials performing their job and discharging their duties without asking unnecessary payment

The public officials performing their job and discharging their duties without asking unnecessary payment for the service they provided	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	95	70.9	70.9	70.9
Valid Agree	39	29.1	29.1	100.0
Total	134	100.0	100.0	

As the above table indicates 95(70.9%) the sample respondents do not agree on the aforementioned statements and the remaining 39(29.15) agree on the unnecessary/irregular payment asked by the officials. This shows that there is a corruption and lack of good governance. According to the responses got from interviewees corruption incidences in the town had been widely perceived as a major obstacle in improving the quality of good governance.

Table:14 response of the respondents on the absence of accountability encourage corruption

Absence accountability in the institution encourage the officials to commit a corruption	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	11	8.2	8.2	8.2
Valid Agree	123	91.8	91.8	100.0
Total	134	100.0	100.0	

Corruption is among the serious core miseries in the process of building good governance and democratic institution. If corruption is a prevalent phenomenon in an institution, the overall activities of the institution are being forced to be liable for other related anti good governance problems. Corruption is the great enemy of nations it obliterated all other functions of institution and it has become the main sources of under development especially in developing countries. According to this study, 134(91.8 %) of the participants agree that, the absence of accountability in the institution encourage the officials to commit corruption, while 11(8.2%) disagrees. Therefore, the above result implied that corruption is one of the effects of the absence of accountability because when officials are perform their job and discharge their duties according to the rule and regulations of the institutions they are not expose for corruption.

Table:15 response of the respondents on accountability of the officials for damage or destruction caused by their decision made

Officials of the town administration are accountable to the damage or destruction caused by their decision made	Frequ ency	Percent	Valid Percent	Cumulative Percent
Disagree	116	86.6	86.6	86.6
Valid Agree	18	13.4	13.4	100.0
Total	134	100.0	100.0	

Source: own survey, 2020

Table 15 shows that 18 (13.4%) the respondents responses agree on the accountability of the officials for their action and decision and the majority 116(86.6%) were disagreed to the

officials of the Town and land management office are accountable to the damage or destruction caused by their action and decision. This shows that officials of the Town and land management office were not accountable to the damage or destruction caused by their decision made.

4.2.4 Effectiveness and Efficiency

Effectiveness and efficiency is one of the core elements of good governance.

The office of municipality and land management are expected to be effective and efficient of utilizing the society’s scarce resource and timely completion of duties and discharging responsibilities. The officials and staff members should have sufficient knowledge and skills to accomplish their duties and aware of what is expected from them and guests know where they go and to whom to talk to.

Table:16 response of the respondents on effectively and efficiently Utilizations of time human and financial resources

There are effectively and efficiently the Practices of Time, Human and Financial Resources Utilizations	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	93	69.4	69.4	69.4
Valid Agree	41	30.6	30.6	100.0
Total	134	100.0	100.0	

Source: own survey, 2020

Table16 deals with that, the majority 93(69.4) of the respondent’s responses did not agree on the statement of efficiency and effectiveness of the Practices of Time, Human and Financial Resources Utilizations and 41(30.6%) of the respondent’s responses agree. Similarly, most interviewees were responds that the institutions were poor time management and service delivery observed in the town administration and land management. So, the service users waste their time by staying in the institutions. At the same time human and financial resource of the institutions are also used ineffective and inefficiently.

Table: 17 response of the respondents on sufficient knowledge and skill of officials to accomplish their duties

The officials and employee of municipality and land administration have sufficient knowledge and skill to accomplish their duties	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	83	61.9	61.9	61.9
Valid Agree	51	38.1	38.1	100.0
Total	134	100.0	100.0	

Source: own survey, 2020

As the above table 17 depicted majorities of the respondents 83 (61.9%) believe that official and employees of the institutions did not have sufficient knowledge and skill to perform their duties while, 51(38.1%) agree that official and employees of the institutions have sufficient knowledge and skill to perform their duties.

Table :18 response of respondents on satisfaction of the service users on Service delivery

The service user are satisfied in the institution service delivery	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	94	70.1	70.1	70.1
Valid Agree	40	29.9	29.9	100.0
Total	134	100.0	100.0	

Source: own survey, 2020

Table4 deals with that, the respondent's responses on satisfaction of the service users in service delivery of the institutions. Regarding to this statement, 94(70.1%) of the respondents responses dissatisfied about service of the institutions and 40(29.9%) of the respondents reported that

agreement to the statement. So, it is possible to conclude that the community did not satisfy with the service provided from the institutions to them.

CHAPTER FIVE

Summary, conclusion, and recommendations

In the earlier chapter, the gathered data were discussed based on respondents' perceptions by using the technique of questionnaires and interviews. Therefore In this part of the paper findings of the research had briefly summarized more condensed and comprehensive statements had offered in the form of conclusions and recommendations on the presented data in light of the relevant empirical and literature reviews developed by scholars. Besides, this chapter provides towards to improve the implementation of good governance in the public sectors of town administration.

5.1 Summary of the major findings

The main aim of this study was to assess the practice and challenges of good governance in the municipality and land management of Gasera town administration from point of view participation, transparency, accountability and effective and efficiency

To what extent good governance (accountability, transparency, effective and Efficiency and participation) practice applied in the *Gasera Woreda* administration?, What are the perceptions of service provider and community towards the practices and challenges of good governance, What are determinant factors those affect the practices of the accountability and transparency, responsiveness participation in relation at local level? What are the appropriate solution to restraint the challenges of good governance in Gasera woreda?

In order to find out answer for the above research questions the study has used questionnaires and interview as the main data gathering tools also document analysis have been used as supplementary instruments to generate additional information. The collected data were analyzed using simple statistical technique such as percentage, charts, and tables.

The major findings of such analysis were briefly summarized as follow:-

Concerning the existence legal framework the majority 106(79.1%) respondents perceived that institutions have a frame work that enable the community to involve in the matter that concern them, while 28(20.9%)respondents disagree with the existence of institutional frame work base for societal participation in the institution. Also most participants of interviews responded that *there is legal institutional frame work that helps the community for participation which legislate*

by the government but not implement as expected by institutions. The researcher also attempt to observe different documents concerning legal institutional frame work in the selected institutions which enhance the participations of community.

Regarding to community participation, the majority 82(61.2%) of respondents perceived that poor participation of the community in the administration is the existence in the town administration. Among the respondents 52 (38.8%) of them argued that the participation of the community in the administration is good. In the same way, the most of the responses of the interviewees respond that *participation is a corner stone for good governance by mediating different interests to reach a broad consensus on what is the best interest of the community but due to the absence of good strong relationship between the leaders and community and lack of timely information in the necessary issue was the main reason behind the town's low participation of the community.* Mostly service providers' involvement is only through the suggestion box which found in the town administration rather than the officials discussed face to face with community.

An estimate of 39(29.1%) respondents perceived that agree on the open discussion made on good governance, whereas the majority respondents of 95(70.9%) responses disagree on the open discussion carryout by the administration with people regarding the issue of good governance. The interview respondents assured that *in Gasera town public discussion held only one time per year to discuss on the issue current issue of the town. But, the people raised the major problem of the town like the problem of cleaning water, electricity, telephone service which was not solved for many years. Particularly, the woreda administration did not held discussion on the agenda of good governance.* The above Table shows that, the respondent's responses regarding to community consultation and involvement on project planned in their town and issues that matters to them if good governance should be in place the majority 103 (76.9%) of the respondents responses that disagreed on the mentioned issue and about 31(23%) agrees on raised issue. From the above table it is possible to conclude that there was no participation of service users or community consult about project and program before applied in the town. In support of this, almost all the interviewers also pointed out that, in fact: *"All most related to all, informants confirmed there some projects are planned and implements by the town administration but in any*

means there is no ways in which people involve in the planning by consulting before the projects implemented

As depicted in table we can see that 38(28.4%) respondents replied disagreed while, 96(71.6%) respondents responses agree with existence of weak participation and coordination of stakeholders in urban land law. From the above table it is possible to conclude that there is no good relationship between the leaders of land management office and the community. Similarly, the interview result shows that most of the interviewee of the study claimed that poor coordination of stakeholders in land administration were major challenges that exist in land management office. Most of the respondents said that, the absence of harmonious coexistence among the stake holders encouraged delay and decision made not on the basis of merit, decision making process institutions. Concerning participation the above table (Table: 3) the majority 106(79.1%) respondents perceived that institutions have a frame work that enable the community to involve in the matter that concern them. Also most participants of interviews responded that *there is legal institutional frame work that helps the community for participation which legislate by the government but not implement as expected by institutions*. But, in the above table (Table: 4) the majority 82(61.2%) respondents response there is poor participation of the community in the town administration. In the same way, the most of the responses of the interviewees respond that *participation is a corner stone for good governance by mediating different interests to reach a broad consensus on what is the best interest of the community but due to the absence of good strong relationship between the leaders and community and lack of timely information in the necessary issue was the main reason behind the town's low participation of the community*

Regarding to carry out an open discussion with people on the issue of good governance, the majority of the respondents response (Table:5) 95(70.9%) shows there is no conference or meeting carry out on the issue of good governance. The interview respondents assured that *in Gasera town public discussion held only one time per year to discuss on the issue current issue of the town. But, the people raised the major problem of the town like the problem of cleaning water, electricity, telephone service which was not solved for many years. Particularly, the woreda administration did not held discussion on the agenda of good governance.*

The majority respondents response majority 103 (76.9%) (Table : 6) confirmed that there was no participation of service users or community consult about project and program before applied in the town.

Low participation and lack of coordination of stake holders in land law also weakened participation as shown in table 7 and due to socio cultural believes it is difficult to control corruption (table 8).

Regarding to transparence selected institutions (town administration, land management office) were less transparent in terms of service delivery in the institutions as shown in the above table(table 9), easiness to commenting , Questioning, suggesting and complaining the institution (table 10), as indicated in the table 11 the majority of the respondents 88(65%) and interviewees confirmed that the town budget was not publicly posted for community.

Concerning to accountability point of view the above table (table 11) shows the majority 95 (70.9%) of the respondents response there is a corruption and lack of good governance.

According to the responses got from interviewees corruption incidences in the town had been widely perceived as a major obstacle in improving the quality of good governance. The officials in both institutions encouraged to committed corruption due to the absence of accountability (table 14) and they are also not accountable to the damage or discussion caused by their decision made (table 15).

According to table 15 the majority 93(69.4%) respondent's response did not agree on the statement of efficiency and effectiveness of the Practices of Time, Human and Financial Resources Utilizations Similarly, most interviewees were responds that the institutions were poor time management and service delivery observed in the town administration and land management. So, the service users waste their time by staying in the institutions. At the same time human and financial resource of the institutions are also used ineffective and inefficiently. It was observed that there is lack of sufficient training for employees which engaging them skill and knowledge on the way solving the challenge of good governance and effectively implementing the principles of good governance

Table18 deals with that, the respondent's responses on satisfaction of the service users in service delivery of the institutions. Regarding to this statement, 94(70.1%) of the respondents responses

dissatisfied about service of the institutions and 40(29.9%) of the respondents reported that agreement to the statement. So, it is possible to conclude that the community did not satisfy with the service provided from the institutions to them.

5.2 Conclusion

The main purpose of this study was to assess the practice and challenges of good governance with the case of two selected institution in Gasera woreda. Specifically, the study intended to address the following basic research questions:

- ✓ To assess the practice of good governance(accountability, transparency, effective and efficiently and participation) that exercised in *urban land management and Gasera town municipality office*
- ✓ To explore the perception of service providers and community toward the practices and challenges of good governance in *Gasera municipality office*.
- ✓ To identify the determinant factors those affect the practices of the accountability and transparency, rule of law and participation in relation to *urban land management and Gasera town municipality office*.
- ✓ Come up with relevant recommendations that help to curb the challenges of good governance

Based on the findings of the study, the following conclusions are drawn.

- ❖ Regarding the overall assessed practice of the good governance in the selected institutions has not been exercised perfectly or totally it is poor in any of the four important principles of good governance.
- ❖ The study revealed that town administration/municipality has legal framework for community participation but due to lack of Poor relationship between officials and community, Lack of timely information in necessary issues, lack of strong system of administration the participation of the community in the institution is poor. The administration did not make the service users to take part in consultation of the projects, planning and executing of the budget, decision making process and in solving problems that faced the community.

- ❖ In Good governance principle, transparency is a pillar of good governance that signifies an openness of the governance system through clear processes, procedures and easy access to public information for citizens through promoting ethical awareness in public service which ultimately ensures accountability for the performance of the individuals and organizations handling resources or holding public office (Suk Kim et al 2005). In this study Majority of the respondent response in terms of service delivery, Proper dissemination of accurate information in accessible and visible ways was unsatisfactory.
- ❖ Regarding, to commenting, questioning, suggesting and complaining the respondent confirmed that institutions are not accepted service user's complaining on maladministration issues, receive constructive comments and suggestion from community.
- ❖ The issues of land were not solved on specific time given, as interviewee reported that any issues related to land was never solved without bribe. This implies officials' needs unnecessary payment from service users.
- ❖ The study indicates that majority of the respondent assured that both institutions (municipality and land management) lack accountability. The finding shows that public officials are not accountable for their actions and decisions. Lack of Knowledge and confidence, low awareness of law and intervention beyond their jurisdiction and delay in taking of action has been the major problems in municipal office and land management office for asking unnecessary payment or that causes corruption.
- ❖ Additionally, regarding to efficiency and effectiveness the finding of the study indicated that there is no effective and efficient the public officials of municipal and land management have no sufficient knowledge and skills to accomplish their duties, working on time, and financial resource, human power were not properly utilized.

To sum up, the study shows that the town administration introducing legal and institutional framework conducive for the practice of good governance, but, due to lack of political leader commitment including material resource were caused for poor implementation of the principles of good governance.

5.3 Recommendation

Good governance practice has an important issue in public institutions. So, Based on the above conclusion researcher suggest the following recommendation

- ✓ In order to ensure participatory of the community according to the introduced legal frame work of the institutions the officials in both selected institutions create conducive environment for community to involve in consultation of the projects, planning and executing of the budget, decision making process and in solving problems that faced the community.
- ✓ Both selected institutions should be transparent to the people. Thus, it is recommended that rules of ethics and professional integrity by the public offices should be put into operation and monitored and take immediate corrective measures on who have been involving in malpractices. Moreover, employees need to aware on every government functions like events, process, and results should be disseminating in an accessible (in time and equitable), and in reliable (timely, complete, fair, consistent or regularly) and understandable ways.
- ✓ Town administration and land management office should establish a mechanism that enables the officials to be accountable for their decision and action. Moreover, the government should set a clear and frame worked system by which the accountability will effectively implement in the public sectors. Furthermore, the government should have to articulate all code and regulatory like directives, rules and regulations with the practice of accountability to ensure good governance.
- ✓ Municipal and land management institution must have adequate numbers and skilled manpower to carry out their tasks effectively. Up grading the skills of land officials, sufficient knowledge and skills to accomplish their duties, working on time, and financial resource, human power will be properly utilize.

Furthermore, this study only surveyed conducting in *Gasera* municipal and land management office; therefore, the findings cannot be generalized to other public institutions. Future researchers may collect samples from different organizations application of good governance and practices and continue to test the assumptions of this research.

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APPENDIX-I

ADDIS ABABA UNIVERSITY

COLLEGE OF EDUCATION AND BEHAVIORAL STUDIES

DEPARTMENT OF CIVICS AND ETHICS

Questionnaire to be filled by residents/community

Dear sir/Madam

Dear respondent, this questionnaire is designed to be distributed for an academic purpose for the fulfilment of MA degree in Civics and Ethics. Generally the objective of the study is to assess Practices and challenges of good governance in local government: The case of Gasera Woreda, Bale Zone, Oromia Regional State. Therefore, you are kindly requested to give information concerning Practices and challenges of good governance in local government by filling this questionnaire. The information obtained will be confidential. Your responses are of high value for research purposes and may be important to improve good governance practice in Woredas and finally to inform how to solve the challenges. Thank you for cooperation.

Instructions:

- i. Please do not write your name.
- ii. Put “X” marks in box given for your choice
- iii. If you are required to provide specific data, please write it precisely on the spaces provided.

Section 1: Background Information

1. Your sex

Male

B. Female

2. Your level of education

Non literate

1-4 grade

5-8 grade

9-12

certificate

diploma

BA and above

3. Age A. 18 - 25 years

B. 26 – 36 years

C.36 – 45 years

D. 46 and above

4. Marital status married unmarried

1. The institutions has a framework that enables the community to participate in the in the institution A. agree B. disagree
2. The administration carryout discussion with the people on the issue of good governance A. agree B. disagree
3. The town administration office(municipality office) and town land management give quick solution for public problems by calling the community for meeting A. agree B. disagree
4. Municipality office consult the community before any project of the town implemented A. agree B. disagree
5. How do you rate the community or service users participation in the town administration A. Excellent B. very good C. fair D. poor
6. If your answer for #5 poor In your opinion what do you think for the cause poor participation of the community
A. Lack of legal institutional frame work B. Poor relationship between officials and community C. The absence community interest D. Lack of timely information in necessary issues
7. The service providers/community involve actively in Decision Making process of the town administration A. agree B. disagree
8. There is weak participation and coordination of stake holders in the urban land law A. agree B. disagree
9. The socio cultural believes of the community enhance to uncontrolled corruption A. strongly disagree B. disagree C. agree D. strongly agree
10. Low community participation and consultation in the land law A. strongly disagree B. disagree C. agree D. strongly agree
11. There is a transparency of service delivery process in the town administration A. strongly disagree B. disagree C. agree D. strongly agree
12. It is easy to comment, Questioning, suggesting, and complaining the Institution A. strongly disagree B. disagree C. agree D. strongly agree
13. the budget of the town is publicly posted by the administration

- A. Agree B. disagree
14. The town administration is carryout an open discussion with people on the issue of good governance A. agree B. disagree
15. Gasera town administration is open to show its budget (to be reviewed by the users) to the service Users A. agree B. disagree
16. The office of land management is open and clear in its decision
A. agree B. disagree
17. The public complaint on land issue solved within the specified time frame
A. agree B. disagree
18. It is easy to obtain the rule and regulation of the urban land administration
A. agree B. disagree
19. There is transparency of land service delivery process in land management office
A. agree B. disagree
20. The officials asking unnecessary payment for the service they provided
A. agree B. disagree
21. Absence accountability in the institution encourage the officials to commit a corruption
A. agree B. disagree
22. Officials and employees of land management office perform their duties with out corruption A. agree B. disagree
23. Officials of the town administration are accountable to the damage or destruction caused by their decision made A. agree B. disagree
24. There is a responsive and clear appealing, when a decision is biased and for complaint or grievance handling with clear accountable without delaying
A. agree B. disagree
25. There is no unethical practice, nepotism and embezzlement in the institutions
A. agree B. disagree
26. The contribution of the existing rules and regulations of the urban land administration is minimizes rent seeking
A. agree B. disagree

27. There are effectively and efficiently the Practices of Time, Human and Financial Resources Utilizations
A. strongly disagree B. disagree C. agree D. strongly agree
28. There is bureaucratic delay and much process whenever engaged in service provision
A. strongly disagree B. disagree C. agree D. strongly agree
29. The officials and employee of municipality and land administration have sufficient knowledge and skill to accomplish their duties A. agree B. disagree
29. The service user are satisfied in the institution service delivery
A. agree B. disagree
30. Lack of adequate skilled and knowledge affect good governance in the administration
A. agree B. disagree
31. The institution is open to complaints and comments
A. agree B. disagree
33. Municipality and land management office held public conference to aware the community about the activities of the institutions
A. agree B. disagree

APPENDIX-II

Interview question for community and officials

1. To what extent the principles of good governance applied in the town administrations and land management office
2. Does the institutions held meeting/conference or discussion with community to solve problem, to consult projects or to discuss regarding issue good governance
3. In your opinion what are the determinant factor that affect the practice of the principles of good governance in town administration and land management?
4. What are your perception toward the practice and challenges of good governance in the institutions
5. Do you think that the office land management and town administration are transparent and encourage the community to engage in the institutions?