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**Addis Ababa University
College of Business and Economics
Department of Public Administration and Development
Management**

THE CHALLENGES AND PROSPECTS OF GOOD

GOVERNANCE:

**The Case of Addis Ababa University College of Business and
Economics Administrative Staff**

By

WOSEN KETEMA

September, 2019

Addis Ababa Ethiopia

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Administrative Staff

BY

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A thesis submitted to the Department of Public Administration and Development Management of Addis Ababa University in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP)

September, 2019

Addis Ababa, Ethiopia

APPROVAL PAGE

**Addis Ababa University
College of Business and Economics
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Management**

This is to certify that the thesis prepared by Wosen Ketema entitled “The Challenges and Prospects of Good Governance: The Case of Addis Ababa University College of Business and Economics Administrative Staff”, which is submitted in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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DECLARATION PAGE

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

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ABSTRACT

The purpose of this study was to assess the challenges and prospects of good governance in Addis Ababa University, College of Business and Economics. Descriptive survey based on cross sectional study was used to attain the objective of the research. Questionnaires, interview and document review techniques were employed as data gathering instruments. The collected data were analyzed using descriptive statistics such as percentage and table. The analysis has been carried out based on the six core elements of good governance namely: accountability, transparency, equity and equality, effectiveness and efficiency, rule of the law and participation different achievements and failures were observed. Frameworks and mechanisms for good governance implementation are somehow found ready in the College. However, limitations are found in engaging the staff in full scale participation, in capacitating employees, in accountability and transparency, in fairly providing benefits for employees and in freedom of commenting higher managers. So, based on the findings hosting panel discussions, putting suggestion boxes, assessing employees' job satisfaction level, facilitating capacity building workshops, promoting employees based on their current performance and educational status and designing a policy to struggle against corruption are some the recommended issues for the limitations in order to run forward to achieve good governance practices in the College.

Acknowledgment

Foremost I would like to thank my Lord Jesus Christ for his countless help, which has done to me to be successful in my study.

Secondly, my heartfelt thanks go to my advisor Elias Birhanu (Dr.) for his valuable advices and constructive comments and the time he dedicated until the finalization of this paper. Also I would never forget the shares of my family members, my husband Ato Mekonnen Gameda, my sister Kibebewa Ketema and my kids they were continuously helping and encouraging me throughout my education and carrying out the paper.

My special thanks goes to my friends and all my instructors who have been taught and encouraging me in the last two years.

Lastly, I am very grateful for those respondents and officials who played greater role in the study by filling the questionnaires and responding interviews.

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Acronyms

AAU	Addis Ababa University
ADB	Asian Development Bank
AUSAID	Australian Agency for International Development
BPR	Business Process Re-engineering
CBOS	Community Based Organizations
CGP	Country Governance Profile
CIPFA	Country Indicator for Foreign Policy
ECA	Economic Commission for Africa
FDRE	Federal Democratic Republic Of Ethiopia
GTPII	Growth Transformation Plan II
JEG	Job Evaluation and Grading
IDAs	International Development Agencies
IMF	International Monetary Fund
MoFED	Ministry Of Finance and Economy Development
NAP	The National Action Plan
OSCE	Organization for Security and Cooperation in Europe
PASDEP	Plan For Accelerated Sustainable Development To End
Poverty SDPRP Program	Sustainable Development and Poverty Reduction
SHRDC	SAAR Human Resource Development Center
TVET	Technical and Vocational Educational Training
UGGP	Urban Good Governance Project
UN	United Nations
UNDP	United Nations Development Programs
UNESCAP	United Nation Economic and Social Capital for Asia And Pacific
USAID	United States Agency for International Development
UNO	United Nations Organization
USAID	United States Agency for International Development
WB	World Bank

CHAPTER ONE: INTRODUCTION

In this Chapter the general background, statement of the problems, the research question, objective of the study, significance of the study, the scope of the study, and limitation of the study has been discussed.

1.1. Background of the Study

Though the notion of governance has been familiar for years; it became popular since early 1980s with emerging of development literature and appeared in the discussion about social organization (Aminuzzaman, 2007:13;SHRDC, 2004:1). Yet, since then consensus has not reached on among different stakeholders around a single definition of governance (Plumptre and Graham, 1999). Despite the wide range of governance definitions by different authors and organizations, one should not conclude that there is a total lack of definitional consensus in this area. Since most definitions of governance accept the importance of a capable state operating under the rule of law (Kraay, 2003).

There are variations in the definition and concept of governance in literature. The most widely accepted definitions of governance are coined by UNDP and Commission on Global Governance. According to UNDP (1997) governance is a multidimensional concept that covers all aspects of exercise of authority through formal and informal institutions in the management of the resource endowments of a state. The mechanisms, processes and institutions, through which citizens and groups communicate their interests, carry out their legal rights, meet their duties and mediate their difference. It is the means of achieving the aims and objectives of any institution. Governance is about how government and other social organizations/institutions interact, how they communicate with citizens and how decisions get taken in an increasingly complex world.

Similarly, Commission on Global Governance illustrates governance as the totality of ways and means individuals and institutions, public and private handle their own common

affairs (Commission on Global Governance, 1995). It is an ongoing process by which various and conflicting ideas may be accommodated and cooperative actions may be taken (Commission on Global Governance, 1995). It encompasses formal institutions and regimes as well as formal/informal arrangements that people and institutions either have reached on common consensus or perceive to be in their interest (UNESCAP, 2009).

The term 'Good governance' has been broadly used currently mainly in political and technocratic contexts which is different from governance and suggests that governance should be "good" not "bad". It is a term that symbolizes the paradigm shift of the role of government (Holzer Marc & Kim Byong-Joon, 2002; Stella Ladi, 2008). Good governance implies that a number of desirable qualities, including transparency, inclusiveness, professionalism and effectiveness should be included in decision making processes, and a number of desired effects such as respect for civil and political rights, economic development, poverty reduction, political stability and individual security ought to be achieved by policies.

Furthermore, according to Holzer and his friends good governance ensures accountability, using information and technology based service to improve citizen government interface, improve the productivity of employs; and promote organizational pluralism-state, market and civil society organization for governance. Also it includes capacity to formulate and implement sound policies by the government with due respect for citizens.

On the other hand, as these writers continuing their discussion there are times when bad governance which is characterized by corruption, unaccountable governments and lack of respect for human rights, are widely practicing and endanger human life and environment.

The implementation of these government objectives regarding good governance needs to be assessed through timely research. Thus, for various reasons the researcher is being motivated to study the challenges and prospects of good governance in the case of AAU, College of Business and Economics administrative staff members.

1.2. Background of the College

As the history that has inscribed Addis Ababa University is a state university in Addis Ababa, the capital city of Ethiopia. The university was originally called the University college of Addis Ababa in 1950 and was later renamed Haile Selassie I University in 1962 after the Ethiopian Emperor Haile Selassie I. The institution received its current name in 1975. Addis Ababa University has thirteen campuses. Twelve of these are situated in Addis Ababa, and one is located in Bishoftu, about 45 kilometers away. It also maintains branches in many cities throughout Ethiopia. The government assigns qualified students to these universities upon completion of secondary school. One of the thirteen campuses are college of Business and Economics.

The college of Business and Economics consists of the former Faculty of Business and Economics (established in Nov 1990) and School of Commerce (established in 1943). The former Faculty of Business and Economics has its origin in the creation of the Department of Economics in 1959 under the Faculty of Art of the University College of Addis Ababa. This first move was followed by the establishment of the College of Business Administration in 1963, which consisted of two departments, namely the Department of Management and the Department of Accounting. In 1978 the College of Business Administration the faculty of Art and the School of social work were merge to form the College of Social Science. Twelve Years later (in 1990), the University senate decided to recognize the College of Social Sciences, which resulted in the formation of the Faculty of Business and Economics (FBE). In 2010, the school of Commerce, the school of Information Science and the Faculty of Business and Economics were merged and name as “The College of Management, Information and Economic Sciences”. In April 2012, as a result of the revised governance system of the university, the college was restructured and named as the College of Business and Economics, consisting of four departments and one school.

1.3.Statement of the Problem

As stated in background good governance refers to transparency, equity, justice, promotion and respect human rights, whether civil, political, economic social and cultural, promotion the rule of law, decentralization (UNDP, 1997; Kraay, 2003). Accordingly, good governance can be political, economic, social and corporate and also requires legitimacy of power or democracy (Mangu, 2005). However, Ethiopia like any other African country has faced a number of challenges in democratization and good governance building processes. In order to address the gaps identified the government developed a multi-sectoral 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).

In Ethiopia, there are few researches that have been conducted on significant and prevalence of good governance in urban and zone public services. Although the researcher could not find studies that carried out related to the College administrative staff, two researchers, Tagesse (2015) and Dinka (2016) have conducted a research on challenges and prospects of good governance on emphasis of municipality services and land administration respectively. The focus of these researchers and others mostly assessed how good governance is practicing in service givers and receivers.

In this research, it is hypothesized that lack of participation, lack of filling positions with qualified and competent workforce, lack of published performance standards, lack of accountability and transparency, lack of upgrading employees' skill and lack of equality and equity are among the challenges of good governance in the College of Business and Economics. Thus, the study attempts to assess challenges and prospects of good governance mainly in leadership, resource and budget utilization, employees' capacity building, transparency, the status of hiring and promotion of employee among higher managers and staff members.

Basic research question

This study, therefore, has been guided by the following leading questions:

1. How do the administrative staffs in the College of Business and Economics participate in the affairs of the College?
2. How are the principles of good the principles of good governance are being exercising in the College of Business and Economics?
3. What are the prospects of good governance that have not been harnessed?
4. What will be the appropriate solutions to the challenges of good governance in college of Business and Economics?

1.4.Objective of the study

1.4.1. General objective

The General objective of this study is to identify the major challenges and prospects of good governance among the administrative staff members of the College of Business and Economics of Addis Ababa University.

1.4.2. Specific objectives

Specifically this study is intended to:

- To access how the administrative staffs in the College of Business and Economics are participating in the affairs of the College.
- To identify how the principles of good governance are being exercising in the College of Business and Economics.
- To assess the prospects of good governance that has not been harnessed?

- To forward the appropriate solutions to the challenges of good governance in college of Business and Economics?

1.5.Scope of the study

The research has conducted in Addis Ababa University, College of Business and Economics and focused on the major challenges and prospects of good governance in the College. The dean office is the source of managerial activities, strategies, directives, missions and standards of the College. It was a good opportunity for the researcher to save time, finance and collect relevant data accordingly.

The targeted groups of this research were top, middle and technical levels of the College management. Thus, these groups were the source of data or information about the practice of good governance and the existing strength and weaknesses of good governance in the College.

1.6. Significance of the study

The researcher assumed that findings of the study will primarily contribute to identify the major challenges and the prospects of good governance and provide valuable information-to-information seekers regarding the major challenges of good governance in the College. Furthermore, it may serve as a stepping-stone for others who want to pursue further study on similar or the same topic in the area and will provide an input to authorities of the College and decision makers for further action.

CHAPTER TWO: REVIEW OF LITERATURE

Literature review provides essential background knowledge about similarities and differences between the present study and prior research studies done. In this section of literature topics and subtopics on the issues of good governance and others related with the topic will be included. As mentioned above, the focus of this thesis is on the challenges and prospects of good governance. The literature review will focus on: the concepts, definitions, principles, elements, characteristics and related issues of good governance. It explains what they mean and how they relate to one another in coherent review schemes.

2.1. Conceptual framework of governance

Scholars agree that the definitions of governance is multidimensional that includes social, economic and political aspects; it is difficult to draw inferences from political and administrative dimension alone, it is beyond. As the innate diversity in national traditions and public cultures as well as because of its broad and complex nature, diverse institutions and individuals define governance in different ways from different perspectives. For instance, some define governance broadly to cover a wide collection of issues and still others define it in amore narrowed manner. Nevertheless, it does not mean that narrow definitions are necessarily more precise; broad definitions can be precise, and narrow definitions can be vague. Gordan, (1996) for this case, scholars prefer and comment to treat the definition of governance in light of the leading regional and international organizations.

The term of “governance” is a catch-all word that entered common usage during the 1990s. It is said that the term was first coined in the 1989 World Development Report where it referred mainly to financial accountability of governments. The meaning of this term was later re-conceptualized by UNDP, defining “governance” as the exercise of political, economic and administrative authority to manage a country’s affairs. Gardon (1992) an

important objective of governing institutions, according to UNDP, is to promote constructive interaction between the state, the private sector and civil society. Afterward, in World Bank and donor discourse, it became a call to arms for advancing a new agenda of development assistance, “the perception being that financial or technical assistance would not be put to good use until such concepts as transparency and account ability, due process, probity and efficiency were institutionalized in the systems of government of recipient countries.”

As GizawYohannes (2014) stated, governance is a product of human organization that helps define the relations and interactions between state and society. Others have adopted a similar or perspective, arguing that governance “involves affecting the framework within which citizens and (state) officials act and politics occurs.” Rules affect outcome hence the importance of selecting them as institutional framework for the realization of democratic ideas also tallies with the interpretation by public administration scholar in that it recognizes the revision of rules in order to meet the demands of more complex societal system. On the other hand, the World Bank makes a distinction between governance as on analytical framework and governance as an operational framework, heading it to identify three aspects of governance. They are the form of political regime, “the process by which authority is exercised in the management of a country’s economic and social resources for development” and capacity of governments to design, formulate and apply policies and release functions (Hyden and Gardon, 2010). UNDP uses abroad definition of governance and conceptualizes governance through “inclusive participation, responsive institutions and certain principles and values, such as human rights, gender equity and integrity.” UNDP argues that governance is an end in itself, and a means to achieve human development (UNDP-Oslo Center, 2009:19).

Furthermore, the Organization defines governance as the exercise of economic, political and administrative authorities to manage a country’s affairs at all levels. Governance comprises mechanisms, processes and institutions through which citizens and groups

articulate their interests, exercise their legal rights, fulfill their obligations and accommodate their differences (UNDP, 1997). Moreover, the institution describes the character of governance based on human development and says governance “as the system of values, policies and institutions by which a society manages its economic, political and social affairs through interactions within and among the state, civil society and private sector (UNDP, 1997:32).” It is the way a society organizes itself to make and implement decisions— achieving mutual understanding, agreement and action. It comprises the mechanisms and processes for citizens and groups to articulate their interests mediate their differences and exercise their legal rights and obligations. It is the rules, institutions and practices that set limits and provide incentives for individuals, organizations and firms. Governance, including its social, political and economic dimensions, operates at every level of human enterprise, be it the household, village, municipality, nation, region or globe. (UNDP Oslo Center, 2007).

The concept of good governance emerged mainly because of practices of bad governance characterized by corruption, unaccountable governments and lack of respect for human rights. And this had become increasingly dangerous, the need to intervene in such cases had become urgent, and thus, the issue has become essential ingredient in any socio-political agenda and development discourse throughout the world (ibid). According to UNDP (1997) good governance is defined as the exercise of economic, political and administrative authority to manage a country’s affairs through participatory, transparent, accountable, effective and equitable manner which promotes the rule of law, ensures that social, political and economic priorities are based on broad consensus in society and that voices of the poor and the most vulnerable are heard in decision making over the allocation of development resources.

USAID (2005) refers good governance as the ability of government to develop an efficient, effective and accountable public management process. It is characterized by transparent, pluralistic, citizens involvement in decision making, representation and accountability by

focusing the areas of legislative strengthening, decentralization and democratic governance, anti corruption, civil-military relations, and improving policy implementation. Good governance is also described as how the institutions, rules, and systems of the state- the executive, legislative, judiciary and military operate at central and local level by providing opportunities for all people to influence government policy and practice, macroeconomic stability to promote the growth necessary to reduce poverty; implement pro-poor policy that guarantees equitable and universal provision of effective basic services; ensure personal safety and security and manage national security arrangements accountably by developing honest and accountable government (DIFD, 2001). Generally, we can summarize the concept of governance by Wohlmuth's (1998) description. He said that governance is a government exercises political power, is always related to the institutions and structures that are also for exercising power, public decision making processes have to be considered, and it implies the implementation capacity for government action in a country.

2.2. Characteristics of good governance

For the first time, the concept of good governance was formulated by the World Bank in 1992. It was defined as "Manner in which power is exercised in the management of a country's economic and social resources for development" (IGNOU 2009). It is obvious that good governance is a concept that has recently come into regular use in political science, public administration and more particularly development management. It appears alongside such concepts and terms as democracy and civil society, popular participation, human rights and social and sustainable development. The United Nations Development Programs (UNDP, 1997) highlighted good governance as the good exercise of a nation's affairs at all levels. It described that governance is good when it subscribes to nine characteristics, which are participation, rule of law, transparency, responsiveness, consensus orientation, equity, effective and efficient, accountability, and strategic vision.

Participation: Participation means that all men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Participation has a wide range of definitions. On the one side, some researchers take participation to mean simply engaging with any particular activity (Waheduzzaman, 2010); on the other side, researchers define participation as a process through which people influence and share control over development initiatives (World Bank, 1996).

Rule of law: Rule of law is all about fairness and impartiality of legal frameworks, particularly the law on human rights. It requires full protection of human rights, particularly those of minorities and voiceless. This should be supported by appropriate enforcement machinery of laws requires an independent judiciary and an impartial and incorruptible police force which instills confidence in the people (IGNOU, 2009).

Transparency: Transparency is a processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them. In other words, it 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 (IGNOU, 2009) and their enforcement. Consequently, enough information can provide easily understandable forms and media. Transparency is broadly defined as public knowledge of the policies of government and confidence in its intentions. This requires making public accounts verifiable, providing for public participation in government policy making and implementation, and allowing contestation over choices impacting on the lives of citizens. It also includes making available for public scrutiny accurate and timely information on economic and market conditions (Agere, 2000). Transparency requires that governments not only do not impede the flow of information to the public, but also an active involvement on their part to make the necessary provisions to ensure that public information can have a

feedback effect on governmental performance. It can thus strengthen the legitimacy of government (UN Department of Economic and Social Affairs, 2007).

Responsiveness: Responsiveness refers institutions and processes try to serve all stakeholders. Responsibility refers to the public servant's responsiveness to the public, by methods and procedures to enforce the public will. Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe (Obaidullah, 2001). Also responsiveness as the capacity to satisfy the preferences of citizen's especially those who are dependent upon the institution. In simple language, bureaucratic responsiveness means responding to public community needs and demands. In other words, being responsive to citizen's need and concerns is the key to effective and efficient service delivery. Unfortunately, traditionally officials were less responsive to citizens and there were more discretion (Hari, 2010).

Consensus orientation: According to United Nations Development Programs (1997) definition, good governance mediates differing interest or each abroad consensus on what is in the best interests of the group and, where possible, on policies and procedures. There are several actors and as many view points in a given society. Good governance requires mediation of the different interests in society to reach abroad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community (Upadhyay, 2006).

Equity: Equity means all men and women have opportunities to improve or maintain their well- being. Since governance structures and mechanisms aim at participation, they have to promote equity. A society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This

requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well being (IGNOU, 2009). According to UN-Habitat the sharing of power leads to equity in the access to and use of resources. Women and men must participate as equals in all urban decision- making,

Priority-setting and resource allocation processes. Inclusive cities provide everyone-be it the poor, the young or older persons, religious or ethnic minorities or the handicapped-with equitable access to nutrition, education, employment and livelihood, health care, shelter, safe drinking water, sanitation and other basic services (Linkola, 2002).

Effectiveness and efficiency: Effective and efficient processes and institutions produce results that meet needs of society while making the best use of resources. UN (2007) has expressed efficiency as “the extent to which government is fostering an economically efficient system of production and distribution, reducing uncertainty. It is the allocation of public spending managing the economy and implement its’ policies in a stable and predictable manner.” On the other hand, effectiveness is giving services to the public, utilization of resources both human and material.

Accountability: Accountability is a key requirement of good governance. An organization or an institution is accountable to those who will be affected by its decisions or actions. Decision-makers in government, private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. However, accountability cannot be enforced without transparency and the rule of law. It is defined as holding responsible elected or appointed individuals and organizations charged with a public mandate to account for specific actions, activities or decisions to the public from whom they derive their authority. In a narrow sense, accountability focuses on the ability to account for the allocation use and control, i.e. budgeting, accounting and auditing. In a broader sense, it is also concerned with the establishment and enforcement of rules and regulations of corporate governance (Agere, 2000).

Strategic vision: Leaders and the public have abroad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. Similarly, the UNESCAP identifies eight values of good governance. These are: accountable, participatory, transparent, consensus oriented, responsive, follows the rule of law, effective and efficient and equitable and inclusive (UNESCAP, 2008). The World Bank (WB) defines good governance as good management of a country's economic and social resources for development. So the organization identified and proposed six criteria or principles that enable the definition. These are accountability, participation, rule of law and control of corruption, governance effectiveness, regulatory quality and political stability and absence of violence; that underpin the concept of good governance (Turner & Hulme 1997). Likewise, the Asian Development Bank (ADB) identified four basic components of governance that help a government to operate most effectively and efficiently.

The Twelve Ethical Principles in Ethiopian civil Service have stemmed from the aforementioned lists of good governance constituents. Decentralization, public-private partnership, and other change management models have been echoed for years. However, the practice on the ground remains an area of scrutiny (Fekadu, 2013). In contrast, to the above criteria, International Development Agencies (IDAs) such as the World Bank, the United Nations Development Programs (UNDP), and the Asian Development Bank (ADB) have identified a number of basic components for good governance. Among these components four are common and universally recognized: accountability, participatory, predictability, and transparency. By accountability it is understood that the governing authority would be answerable for its delivering of services. By participation the understanding is that local people and private sectors would be engaged with decision making processes. By predictability it is understood that, governing authority would make a decision implementable by following local laws and regulations. And finally, by transparency the understanding is that all the information that affects people should be available to the people (ADB 2000, Gurung 2000).

In other version, good governance is characterized as a major factor in creating an environment of peace, stability and security in which people can pursue various productive and creative activities, creating wealth and employment and thus promoting human development and alleviating poverty. But good governance is a product of deliberate policies. It requires all the institutions of governance to function in accordance with a country's constitutional provisions of the rule of law, due process of law, cultures and traditions. And in order for the institutions of governance to perform their functions efficiently and effectively they must be endowed with the appropriate capacities.

To sum up, good governance which is characterized by the above principles that have been defined by different institutions from different perspective and interest is can be summarized in the following dimensional concepts. The principle of good governance covers different ideals for a better society. First of all, there's a technical dimension of the concept, which refers to the economic aspect of governance, namely the transparency of government accounts, the effectiveness of public resources management, and the stability of the regulatory environment for private sector activity. Secondly, the social dimension, i.e. to build, strengthens and promotes democratic institutions as well as tolerance throughout society. And thirdly, the political dimension refers to the legitimacy of government, the accountability of the political elements of government and respect for human rights and the rule of law. When it comes to participation, equity, inclusiveness, or transparency, minorities need a specific approach with regard to good governance strategies in terms of their relationship to the major stakeholders, since their position in the society is most often fragile and too minor (Ayee, 1998).

2.3.Importance of Good Governance

As attempted to discuss the conceptual and characteristics of good governance in the above, good governance is important for citizens regardless of age, education status, sex, and color. From Gizaw Yohannes's (2014) presentation, some of the benefits that good governance realizes for citizens are summarized as follows:

- Promotes community confidence-people are more likely to have confidence in their local government if decisions are made in a transparent and accountable way regard less of differing opinions and other issues.
- Encourages elected members and council officers to be confident-they will feel better about their involvement in local government when good governance is practiced.
- Leads to better decisions-decisions that are informed by good information and data, by stakeholder views, and by open and honest debate will generally reflect the broad interests of the community.
- Helps local governments to meet its legislative responsibilities-if decision-making is open and able to follow by observers, it is more likely that local governments will comply with the relevant legal requirements.
- Supports ethical decision making- it creates an environment for elected members and council officers to ask themselves 'what is the right thing to do?' when making decisions.
- Promoting organizational pluralism, state, market, and civil society organization for the governance. Therefore, Good governance relates to the quality of governance through attributes such as, participation, empowerment, accountability, equity and justice. Good governance includes the capacity to formulate and implement sound policies by the government with due respect for citizens.

- Enhancing protection of human rights and support for the rule of law. Good governance requires respect for human rights, compliance with accepted standard and norms such as reporting, establishment of requisite institutions (court and human rights institutions) and consistent enforcement. Disrespect for human rights and the rule of law undermine good governance and signify the possibility of conflict, disorder and anarchy in the society (ECA, 2005). African countries have overwhelmingly ratified or consented to the primary international human rights instruments. And Africa has a strong regional human rights framework that in some instance far exceeds the international instruments in their scope and progressive positions. But these progressive developments also a wide gap between the rhetoric about human rights and their relation on the ground. Most countries have not fulfilled the obligations they have assumed in ratifying human rights treaties by incorporating those treaties in domestic laws, there by leaving in place a discriminatory and sometimes repressive legal frame work. They have not adopted laws and policies to redress discriminatory practice against women and vulnerable and have limited access to justice for their citizens. They have not done enough to support institutions that they themselves have created to protect human rights—in fact, all too frequently they have actually undermined the institutions. There is uncertainty and equivocation about human rights in Africa. Many countries have recently taken important steps toward democratization and the opening political space and have improved the overall human rights situation. But these governments are too few and are often overshadowed by very public setbacks (ECA, 2009).

In the same way, Mafusire (2010) stated that good governance is a crucial for ensuring the effective and efficient provision of infrastructure. Furthermore, he has identified three significance of good governance these are: (i), “good governance means that resource allocations will reflect national developmental priorities and thus respond to societal demands.”(ii), good governance “promotes accountability, reduces corruption and therefore minimizes resource wastage through in efficiency.”(iii), good governance

ensures stability (economic and political stability) and reduces the level of risk associated with large and lumpy infrastructure investments. This in turn facilitates the mobilization of both public and private sector financing resources that are critical for infrastructure development. Moreover, good governance is a major factor and instrument in creating an environment of peace, stability and security in which people can pursue various productive and creative activities, creating wealth and employment and thus promoting human development and alleviating poverty. Since good governance is a product of deliberate policies and it is a development issue with capacity-building ramifications (ECA, 2005:197)

Generally, literally good governance is, what not bad governance is or what is good enough governance, or that the level of goodness is high in governing processes. In this perspective it is suggested that good governance should be answering in reducing corruption, improving accountability, adequately decentralizing, well managing public resources, introducing proper laws and equality, restructuring civil services and so on (Grindle 2004) As governance matters for any activities that a country tries to achieve, it must be practically and touchily established. Unless good governance substantially established and assorted with existing national institutional frameworks, all effort to ensure development and democracy would remains in fiasco. Although economic growth is a driving force in reducing poverty, but experience has shown that good governance and pro-poor choices are vitally important in the process of alleviating poverty.

2.4. Good Governance in Ethiopia

Kassahun (2010) and Mulat (2014) have assessed in their study what good governance looks like in Ethiopia. They have evaluated the basic characteristics of good governance of the country from 1995 constitution, FDRE Civil Service Agency (2001) and Ombudsman (2012). Thus they recapitulated the following basic features of good governance of the country briefly.

For many years Ethiopia was remained unitary state under the philosophies of unitary governments. According to FDRE Ombudsman (2012) before 1991 “there was not good governance in Ethiopia.” So it was in 1991 that the country has departed from the old historical system of governance when the government existing by now organized the country in to decentralized federal government system. Since then that the devolved form of governance has become in place replacing the country old aged unitary forms of government philosophies. Based on the 1995 constitution of the country article 50(2) (3) the country is organized into federal and regional states. And each of the states has the legislative, executive and judiciary functions similar to the federal government. In this way the government and governance system which is quite different from the traditional system of governance established in the country.

Based on the described governance structures the government of the country has been striving to bring changes in socio-political and economical realm of the country since 1991. As the issue of governance especially of good governance has recently got a special attention in the agendas of world arena, the government of the country has made the issue of good governance as one of the main issues of the government. As recently the relation between strong institutions and good governance has been clearly acknowledged by most African governments in establishing and enriching a culture of accountability and transparency in the management of national affairs, efficient and effective institutions are considered to be essential requirements and prerequisites. Thus, according to ECA (2004) “Measuring and Monitoring Progress towards Good Governance in Africa” is about capacity to promote democratic governance, and to improve the structures and institutions to properly discharge their assigned responsibilities.” Mulat (2014:53)

As capacity has been described as the “missing link” in African development and democratization, Ethiopia as an African country has suffered from the problems of capacity and different capacity gap areas were identified. And in order to tackle against the capacity gap, the government has formulated the National Capacity Building Strategy/Program, which is considered to be critical for broad based and sustainable growth. Implementation of the program is being undertaken step by step to strengthen the

democratization process in the country. Developments in the various aspects of the Program: Civil Service Reform, Justice System Reform, Improved Democratic Governance, and Decentralization. The adoption of federal system of Government in Ethiopia resulted in open, transparent, and democratic governance that respects the right of all citizens, the adoption of the decentralization process, which gave power to regional governments to implement development policies and strategies and provided the opportunity for local residents to participate in development programmes. This is further strengthened by according to PASDEP Volume I (2006).

As clearly understood in the above discussion, the elements of good governance, such as, rule of law, participation, transparency and accountability, responsiveness and representativeness are incorporated in the constitution, proclamations, regulations, directives, policies and strategies. Therefore, now a day, Ethiopia has all fundamental elements of good governance in paper and even in practice though still facing huge challenges. This is further strengthened by according to PASDEP Volume I and tried to implement in last decade.

According to Country Governance Profile (CGP) of Ethiopia (2009), the following issues have assessed and identified as the strengths and weaknesses of the Country's governance. The focus is on dimensions of accountability, transparency, participation, judicial and legal reform and anti-corruption, which are of particular concern to the Bank in the context of its development mandate and the Good Governance Policy of 2000.

- Regarding compliance with formal rules and regulations in the Ethiopian civil service is high and control systems are relatively strong. Public sector performance is, however, constrained by limited institutional and human resource capacity. Under the Public Sector Capacity Building Programme (PSCAP), donors are assisting the Government to deepen on-going civil service reform and address capacity gaps. This CGP has underlined the need to intensify these efforts, while safeguarding the autonomy and professionalism of the civil service to ensure effectiveness in the delivery of public services and enhanced accountability.

▪ In public financial governance Ethiopia is based on a solid legal and regulatory framework, consisting of an extensive body of laws, rules, and regulations and supporting institutions. In addition, the report has shown that as sustained reform implementation has led to the strengthening of the planning, budgeting, and accounting systems. These gains are reflected in improvements in the budget preparation process, budget comprehensiveness, as well as timeliness in fiscal reporting. Despite these improvements, Ethiopia's PFM exhibits weaknesses in several areas, which have implications for accountability. "These include :(i) low quality of fiscal data in some of the regions; (ii) inadequate capacity of key oversight agencies, namely the Federal Auditor General and Regional Auditor General;(ii) weak procurement capacity; and;(iii) weak implementation of audit recommendations."

▪ The CGP has also assessed progress in decentralization, which lies at the core of Ethiopia's efforts to strengthen democratic governance and improve basic service delivery. However, the key challenge is to build the requisite institutional and human resource capacity at sub-national levels in order to effectively empower sub-national governments and communities. "At the same time, there is need to strengthen the demand side of governance by moving forward the social accountability agenda, which is still in its infancy."

▪ The availability of information to citizens is vital for enhanced accountability. While access to information in Ethiopia has improved significantly, this aspect of governance remains challenging. The CGP has highlighted the importance of establishing an appropriate legal framework to underpin freedom of access to information, which is a basic human right.

▪ The other dimension of assessment of the report is focused on the practice and level of corruption. The report has stated that the degree of corruption in Ethiopia

has historically been low. There is, however, a growing perception that the incidence of corruption in Ethiopia is on the rise. This seems to be borne out by the recent trend in the Transparency International Corruption in dices for Ethiopia. Whilst the legal and institutional frame work for combating corruption exists, a more active engagement of non-state actors in monitoring corruption would be vital for the success of the anticorruption drive.

- Finally the CGP has also assessed the judicial system in Ethiopia, and has identified weaknesses impeding its effectiveness and efficiency. These weaknesses are being addressed through the on-going Justice System Reform Programme, which is supported under the PSCAP. However, a key challenge in efforts to promote the rule of law, and strengthen horizontal accountability is to protect the independence of the judiciary.

In line with CGP's assessment report, at the end of GTP I some of the challenges of good governance are being evaluated and found as gapes and re-planned in GTP II to fight through different strategies. Some of these strategies are strengthening the organized public participation in government decision making and public service delivery. It supposed that ensuring the organized participation and empowerment of the public in government decision making, public service delivery, and development and political activities in general as the critical instruments to achieve equity, transparency and accountability, and root out corruption and misconducts. As a result, during GTP II period the service delivery problems will be addressed by on-going mechanism to strengthen direct participation of the public in government institutions' planning and monitoring and evaluation of the implementation process based on the established feedback mechanisms. Further the quality of public participation would also be enhanced by making the public consultative forums and well organized, well planned, predictable, transparent, effective and accountable dialogues.

Apart from public participation, ensuring transparency and accountability in government decision making also the focal point of the GTP II. Especially in the area of government

service delivery and decision making to eradicate rent seeking and corruption and ensuring good governance in identified sectors. Thus, key sectors that are vulnerable to rent seeking has been underlined and due emphasis will be given to concurrently address the root causes of rent seeking. These vulnerable sectors are land administration, tax and customs administration, government finance and procurement and domestic trading and business licensing and registration. (GTPII, 2016)

In general, as discussed above though Ethiopia has introduced the elements of good governance since 1995 (as the FDRE Constitution adopted) the country is not free of lack of good governance. The above reports have shown that the country has suffered from the problems of capacity and different capacity gap areas. In order to tackle against the capacity gaps, the government has formulated the National Capacity Building Strategy/Program, which is considered to be critical for broad based and sustainable growth. It is believed that if the implementation program is taking place step by step it would strengthen the democratization process in the count

2.5. The Principles of Organizational Governance

The Chartered Institute of Public Finance and Accountancy (2004), identifies six principles of good governance. Each principle contributes the most valuable ideas to build the organizational governance system. All has a direct link to the engagement of stakeholders in making accountability real.

2.5.1. Focusing on the Organization's Purpose and on Outcomes for Citizens and Service Users

Simply the material (CIPFA) discusses the function of governance is expecting to ensure that an organization or partnership fulfill to its overall purpose, achieves its intended outcomes for citizens and service users, and operates in an effective, efficient and ethical

manner. Also having a clear organizational purpose and set of objectives is a hallmark of good governance. If this purpose is communicated effectively, it can guide people's actions and decisions at all levels in an organization.

2.5.2. Performing Effectively in Clearly Defined Functions and Roles

Good governance requires all concerned to be clear about the functions of governance and their own roles and responsibilities and those of others, and to behave in ways that are consistent with those roles. In other words, being clear about one's own role, and how it relates to that of others, increases the chance of performing the role well. Moreover, clarity about roles helps all stakeholders and staffs to understand how the governance system works and who is accountable for what.

Thus, governors and governing bodies need to be clear about the nature of their relationship with the public. The governing body's role is to direct and control the organization in the public interest and to ensure accountability to the public. Being clear about this increases the chances that governors and others will understand governors' responsibilities to the public and be aware of the limitations of what they can be expected to do.

2.5.3. Promoting Values for the Whole Organization and Demonstrating the Values of Good Governance through Behavior

Good governance flows from a shared ethos, as well as from systems and structures. It cannot be reduced to a set of rules, or achieved fully by compliance with a set of requirements rather the ethos of good governance need to be expressed as values and demonstrated in behavior. It to be built on the seven principles for the conduct of people in public life like: selflessness, integrity, objectivity, accountability, openness, honesty and leadership. A hallmark of good governance is the development of shared values, which become part of the organization's culture, underpinning policy and behavior throughout the organization, from the governing body to all staff.

It is apparent that individual behavior has a major factor in the effectiveness of the governing body also can influence the reputation of the organization, the confidence and trust members of the public have in it and the working relationships and morale within it as well. For instance, conflicts, real or perceived, can be arisen between the organization's interests and those of individual governors. Public trust can then be damaged unless the organization implements clear procedures to deal with these conflicts.

2.5.4. Taking Informed, Transparent Decisions and Managing Risk

Decision making in governance can be complex and challenging. So it must further the organization's purpose and strategic direction and be robust in the medium and longer terms. Since, to make such decisions, governors need to be well informed. Governors making decisions need the support of appropriate systems, to help to ensure that decisions are implemented and that resources are used legally and efficiently. Transparent decisions that are clearly explained are more likely to be understood by staff, the public and other stakeholders and to be implemented effectively. It is also easier to evaluate the impact of decisions that are transparent, and therefore to have evidence on which to draw in making future decisions.

2.5.5. Developing the Capacity and Capability of the Governing Body to be Effective

Public service organizations need people with the right skills to direct and control them effectively. Governing bodies should consider the skills that they need for their particular situation. To increase their chances of finding these people and to enrich governance deliberations by bringing together a group of people with different backgrounds, governing bodies need to recruit governors from different parts of society. Public trust and confidence in governance will increase if governance is not only done well, but is done by a diverse group of people who reflect the community. Governance roles and responsibilities are challenging and demanding, so governors need the right skills for their roles. In addition,

governance is strengthened by the participation of people with many different types of knowledge and experience. Good governance means drawing on the largest possible pool of potential governors to recruit people with the necessary skills. Governors need both skills and knowledge to do their jobs well. Skills need to be developed continually to improve performance in the functions of the governing body.

2.5.6. Engaging Stakeholders and Making Accountability Real

Governing bodies of public services have multiple accountabilities: to the public and to those who have the authority, and responsibility, to hold them to account on the public's behalf. These include: commissioners of services, Parliament, ministers, government departments and regulators.

Real accountability requires a relationship and a dialogue. The Public Services accountability involves an agreed process for both giving an account of your actions and being held to account; a systematic approach to put that process into operation; and a focus on explicit results or outcomes. Real accountability is concerned not only with reporting on or discussing actions already completed, but also with engaging with stakeholders to understand and respond to their views as the organization plans and carries out its activities. Staff is accountable to the governing body, but the governing body also has serious responsibilities, as an employer, to the staff. Recruiting, motivating and keeping staff are vital issues if public services are to be effective. The governing body needs to provide an environment in which staff can perform well and deliver effective services, by creating a culture that welcomes ideas and suggestions, responds to staff views and explains decisions. The governing body is itself the last point of appeal for staff with complaints or concerns that they have not been able to deal with through the organization's management structures.

CHAPTER THREE: METHODOLOGY

3.1. Research Method

As clearly stated earlier the purpose of the study is to identify challenges and prospects of good governance. In order to meet the objectives of the paper a descriptive research method was employed. This type of method was used because the research has been tried to assess the existing governance conditions of the College on the basis of different good governance indicators. In order to identify the basic features such as, implementation, challenges and prospects of good governance in the College questionnaires and structured interviews have been conducted. For the purpose of this study, six basic characteristics of good governance, such as, participation, transparency and accountability, rule of law, efficiency and effectiveness, equitable and inclusiveness were included in the questionnaires. Based on this, about 27 items of tools were produced.

3.2. Data collection

As a result, to conduct the research it was important to contact employees of the College and collect information from office informants by administering survey questionnaires and structured interview questionnaires. The survey questionnaires were close-ended types of question. The close-ended questionnaires were prepared for administrative staff respondents while structured questionnaires were administered to collect information by interviewing from higher managers. Both survey and interview (structured and unstructured) questionnaires were originally prepared in English and translated to Amharic language. In order to ensure the appropriateness of the items in each instrument, a pilot study was carried out on some of employees of the college before the original work has commenced. In general, the data used to this study included both primary and secondary data sources. As mentioned above the primary data was directly collected from the respondents while secondary data relied on published and unpublished materials, such as internet, books, magazines, reports, research papers and journals.

3.3. Sampling design and procedures

In order to obtain a representative sample of respondents for this study, non-probability purposive sampling methods were used. According to Choen and Moniona(1994) cited in Sibelo, argue for statistical analysis, a minimum sample size of 30 is usually thought to be desirable. This required less time and produced quick answer, more economical, and detailed information and high degree of accuracy because it deals with relatively small number of respondents. Due to these, out of total 192 population (administrative staffs) 44 sample respondents, who have been working in different positions, were purposively administered and all filled out the items and returned accordingly.

The other 8 higher and middle managers have been interviewed in both structured and un-structured manner of questionnaire face to face (personal) and obtained accurate information. Before carrying out the collection of data the researcher was given clear orientation to respondents individually and in group how to communicate and fill out the questionnaire. Then the data were carefully administered by giving adequate time and freedom for respondents and collected on time.

3.4 Methods of Data Analysis

Data collection through questionnaires were organized in to six main categories based on six main good governance indicators and will be analyzed descriptively. In analyzing of the data, SPSS software version 16 has used for simple averages and frequency identification

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATIONS

This chapter consists of two major parts. The first part presents the characteristics of respondents while the second part will be dealt with the analysis of data which were collected from respondents to seek answers for the basic questions those are raised in the questioner. Also under this section the result of survey and interviews, the general assessment and findings are discussed.

4.1 Background of the respondents

Table 4.1 depicts that 28(63.6%) of the respondents were female. While 16 (36.4percent) of the respondents were male. With regard to age 5(11.4%) of the respondents were from 20-25, 16(36.4%) of them were from 26-30(36.4%) and 31 and above were 23(52.2%) age. Regard to educational qualification 20(45.4%) of TVET and diploma and 24(54.6%) of them were BA and above. Work experience 9(20.45%) have 0-5 year and 45(79.54) have 6 years and above experiences. Finally the respondents are working at different department and position and most of them are from procurement 11(25%,) 8(18.2%) of them were finance, 7(15.9%) of them were student service, 10(22.8%) of them were from library and facility, 4(9.1%) of them were from registrar, 3(6.8%) of them were from human resource and 1(2.3%) was from standard, safety and security. Generally, as the demography of the respondents have shown majority of respondents have an adequate experience and educational qualification to carry out their duties and to provide relevant information for the study. So it is fair to conclude the informants have understandings about significance of good governance and its challenge in their college.

Table4.1: The back ground information of the respondents

Variable	Characteristics	Frequenci	Percenta
Sex	Male	16	36.4%
	Female	28	63.6%
	Total	44	100%
Age	20-25	5	11.4%
	26-30	16	36.4%
	31-40	13	29.5%
	41 and above	10	22.7%
	Total	44	100%
Education Qualification	TVET	3	6.8
	Diploma	17	38.6
	Degree	19	43.2
	MA	5	11.4
	Total	44	100.0
Experience Year in administration function	0-5	9	20.45%
	6-15	19	43.18%
	16-25	8	18.18%
	26andabove	8	18.18%
	Total	44	100%
	HR	3	6.8
	Facility	5	11.4
	Finance	8	18.2
	Procurement & Purchasing	11	25.0
	Registrar	4	9.1

	Library	5	11.4
	Student service	7	15.9
	Standard, Safety and Security	1	2.3
	Total	44	100.0

All data have been obtained from primary sources (2018)

4.2 Data Presentation and Discussion

In order to identify the basic features such as, implementation, challenges and prospects of good governance in the College of Business and Economics, the preparation of questionnaires, and structured interviews have been conducted to the respective respondents. For the purpose of this study, the 6 basic elements, such as, participation, efficiency and effectiveness, equitable and fair distribution of resources, transparency and accountability, and rule of law are included in the questionnaires. These basic elements of good governance will be presented and discussed.

4.2.1. Participation

Participation is one of the core elements of good governance that should be achieved by institutions for good governance is to be practical and effective instrument in solving socio- economic problems and achieving the GTPII goals. Participation allows all stakeholders to take part in the process of ensuring good governance and building of democratic processes that could be solution for many problems stuck developing countries.

As mentioned earlier administrative staff members are the main stakeholders in the process of building good public governance in the College. Thus as indicated in Table 4.2, two questions were administrated to level the practice of participation in the College. The first item is regarding to the encouraging and involving the administrative staffs in decision making process. So 49 (65.9%) of respondents were disagree, 6(13.6%) were undecided and 9(20.4%) were agree. Thus, the figure shows that there is a gap of involving administrative staff in decision making. The second item of measurement is about the

possibility and practicing of openly opposing higher managers' mal-administration in the College. The respondents were responded that 24(54.5%) were disagree, 8(18.2%) were undecided, 12(27.3%) agree. As shown in the data openly opposing higher managers' mal-administration was not practicing.

In general, based on the respondents' response to the two items it is clearly seen that the practice of the core element of good governance, participation in the College was not that much effective. Moreover, during interview session top managers were confirmed that less participation is taking place in the College. The managers said that most of decisions have been carried out at top management level, though rarely involving middle level management. They stated that participation of staff gender, position... is not a culture of the College and even there is no suggestion box in which the staff at least get an opportunity to participate in the College's decision affaires.

Table4.2: Shows the responses to participation

Item	Item response	Response						
			Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Total
1	Your college encourages administrative staff to engage in decision making	Frequency	11	18	6	7	2	44
		Percent	25	40.9	13.6	15.9	4.5	100
2	Openly opposing higher	Frequency	8	16	8	7	5	44

managers mal administrati on is possible and practicing in your college	Percent	18.2	36.4	18.2	15.9	11.4	100
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All data have been obtained from primary sources (2018)

4.2.2. Transparency and accountability

Responses related to transparency and accountability is shown in Table 4.2.2. In order to measure transparency and accountability, which are elements of good governance 10 different items were held and the respondents answered the following. Regarding to practice of a procedure of the collection of staffs' petitions, complaints and suggestions, with an institutional follow up 10(22.7%) respondents were strongly disagree, 14(31.8%) were disagreed, 6(13.6%) were undecided, 9(20.5%) and 5(14.4%). The position of communication among staffs especially across managerial levels in your institution is very good 7(15.9%) were strongly disagreed, 16(34.6%) were disagreed, 8(18.2%) were undecided, and 9(20.5%) were agreed and 4(9.4%) were strongly agreed. In terms of publicizing procurement procedures 5(11.4%) were strongly disagreed, 7(15.9%) were disagreed, 14(31.8%) were disagreed, 14(31.8%) agree and 4(9.1) were strongly agreed.

Regarding to the very good availability and access to information for the community 4(9.1%) were strongly disagreed, 16(34.6%) were agree, 5(16.4) were undecided, 14(34.1% were agreed and 4(9.1) respondents were strongly agree. In terms of frequently informing staff members when important decisions have held the respondents 8(18.2%) were strongly disagreed, 15(34.1%) were disagreed, 11(15.4%) were undecided, 11(25%) were agree and 5(11.4%) were strongly agreed.

Concerning the College’s administrations (top managerial) transparency to words the staff 26(59.1%) were agreed and 12(29.5%) were agreed. This shows that still there was a problem in purchasing system, maintenances and utilization of material. The result implies that there was violation of rules and regulation of government concerning the abovementioned issues. Regarding the existence and practicing of procedures of monitoring and reviewing the implementation of the anti-corruption policy about 17(38.6%) respondents were disagreed, 12(27.2%) were undecided and 15(34.1%) were agreed. Therefore the survey result shows that there was somehow an awareness gap on procedure of monitoring and reviewing implementation of anti-corruption policy.

Regarding to good position of financial resource management about 14(31.9%) respondents were agreed, about 6(13.6%) were undecided and about 24(54.5%) were agreed. From the respondents response it can be concluded that financial resources management of the College existed in good position. Concerning high independence of different departments to make decisions about 21(47.7%) respondents were disagree, 9(20.5%) were undecided and 14(31.8%) were agree. So that it can be seen that there were a gap of independency of departments by themselves. Finally, concerning a mechanism that enables the staff to control the administration 27(61.4%) respondents were disagreed, 18(18.2%) were undecided, and 9(20.8%) were agree. As plainly stated there is a gap of a mechanism that staffs controlling the administration.

Table 4.2.2. Shows the responses to transparency and accountability

Item	Item response	Response
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			Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Total
1	The college has a procedure of the collection of staffs' petitions, complaints and suggestions, with an institutional follow up	Frequency	10	14	6	9	5	44
		Percent	22.7	31.8	13.6	20.5	14.4	100
2	Communication among staffs (across managerial levels) in your institution is attractive	Frequency	7	16	8	9	4	44
		Percent	15.9	36.4	18.2	20.5	9.1	100
3	Procurement procedures are publicly disclosed	Frequency	5	7	14	14	4	44
		Percent	11.4	15.9	31.8	1.8	9.1	100
4	The	Frequency	4	16	5	15	4	44

	availability and access to information for the community is strong	y						
		Percent	9.1	36.4	16.4	3.1	9.1	100
5	Staff members are always informed when important decisions are made	Frequency	8	15	5	11	5	44
		Percent	18.2	34.1	11.4	25	11.4	100
6	The College's administrations (top managerial) are transparent to words the staff	Frequency	10	16	5	11	2	44
		Percent	22.7	36.4	11.4	25	4.5	100
7	Monitoring and reviewing procedures is existing to follow up the implementation of the anti-corruption policy	Frequency	7	10	12	12	3	44
		Percent	15.9	22.7	27.3	7.3	6.8	100
8	Financial	Frequency	5	9	6	17	7	44

	resource management is strong	y						
		Percent	11.4	20.5	13.6	38.6	15.9	100
9	Different departments are high independent of each other to make decision	Frequenc y	4	17	9	11	3	44
		Percent	9.1	38.6	20.5	25	6.8	100
10	The college has a mechanism that enables the staff to control the administration	Frequenc y	9	18	8	5	4	44
		Percent	20.5	40.9	18.2	11.4	9.4	100

All data have been obtained from primary sources (2018)

4.2.3. Effectiveness and efficiency

Regarding the effectiveness and efficiency two items were administered to assess whether the College facilitates workshops and trainings to enhance good governance and/or capacity building (See Table 4.2.3). So about 29 (65.9%) respondents were disagreed, 7(15.9) were undecided and about 8(18.1%) were agree. The data showed that there was a huge gap respecting to offering capacity building trainings for staff based on either good governance or other capacity building trainings. On the other hand, respondents responded on whether seminars, workshop, trainings or conferences change positively your institutions 8(18.1%) respondents were disagreed, about 5(11.4%) were undecided and about 31(70.4%) agree.

As the Table 4.2.3 shows the College was not giving seminars or workshops concerning good governance/capacity building were found poor. As the issue good governance is “a matter of life and death” as one of the government officials said, the seminars, workshops and trainings should have been given for the College staff members. But as it is proved by respondents, either trainings or seminars/workshops on the issue were not given.

The result obtained concerning this issue through questionnaires provided for civil servants was also checked by interviews made with key officials. The interviewed respondents similarly stated that capacity building workshop/trainings are rarely conducting due to different reasons. However, all of interviewed managers were not willing to mention the reason. On the other hand, as discussed in the literature review part capacity building is one of the strategies of realization of good governance in GTP II (GTPII, 2016). Moreover, Misgana Worku (2013) has discussed the negative consequence of failing in capacitating civil servants can affect the productivity, job satisfaction and job security of the employees.

Generally training is helping to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations.

Table 4.2.3. Shows the responses to effectiveness and efficiency

Item	Item response	Response						
			Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Total
1	Workshops, training or seminar all about good governance and/or capacity building is giving for staff	Freque ncy	13	16	7	6	2	44
		Perce nt	29.5	36.4	15.9	13.6	4.5	100
2	Seminars, workshop, trainings or conferences can change positively your institutions	Freque ncy	2	6	5	6	25	44
		Perce nt	4.5	13.6	11.4	13.6	56.8	100

All data have been obtained from primary sources (2018)

4.2.4. Rule of the law

As the Table 4.2.4 indicated four items were administered to assess the status of the rule of the law in the College. Therefore, concerning freeness of hiring employees from external pressure like politics and others about 40.9% of the respondents stated that the hiring procedure is not fair, about 9.1% of the respondents were undecided and about 50% of respondents were believe that hiring is free of such external pressures. Thus, we can observe that there is a gap of the rule of the law in hiring procedure. Relating employees' promotion whether it is performed based on employee's profession and performance about 34.1% of respondents were disagreed, about 13% of the respondents were undecided and about 52.2% of the respondents were agree. This result was also triangulated with interview conducted with higher and middle level managers. It was confirmed that before commencing business process reengineering (BRP) most of positions had not been placed by the right person or the right person had not been at the right place. As the interviewed stating, still reforming has been carrying out at national level by Ministry of Public Service and Human Resource Development in order to advance putting the culture of placing the right person at the right place. So the interviewed were hoping the new management system, Job Evaluation and Grading (JEG) that is expected to be implemented at end of June/2018 as it could address the gaps mentioned above.

Concerning totally independence of public services from political interference about 34.8% were disagree, about 15.9% were undecided and about 47.7% were disagree. Regarding this issue during interview higher managers and admin staffs were not agree. Higher mangers were believed that there is no political interference in public services while admin staffs were disagree. However, admin staffs stated that higher mangers are given priority to their political interest than their office responsibility and even held meetings regularly with individuals who are other than staff of the College at their office.

Table 4.2.4. Shows the responses to rule of the law

Item	Item response	Response						
			Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Total
1	Hiring employees is free of external pressure like politics and others	Frequency	8	10	4	13	9	44
		Percent	18.2	22.7	9.1	29.5	20.5	100
2	Employees promotion is based on their profession and performance	Frequency	5	10	6	13	10	44
		Percent	11.4	22.7	13	29.5	22.7	100
3	Public services are independent from political interference	Frequency	7	9	7	15	6	44
		Percent	15.9	20.9	15.9	34.1	13.6	100
4	The college administrative is highly	Frequency	3	7	12	13	9	44

	vulnerable to political pressure	Percent	6.8	15.9	27.3	29.5	20.5	100
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All data have been obtained from primary sources (2018)

4.2.5. Equity and equality

According to UN-HABITAT among the core elements of good governance, equity and equality is the one that favors equal and equitable access of resources without discrimination, equal opportunities and treatments, etc for all sections of the community civil servants regardless of gender, political interest, ethnic background, physical status...and concerning for women, for minorities, for disadvantaged groups etc. However, the focus of the research has given to administrative staffs' equity and equality regarding freedom of expressing self perspective and properly acquiring opportunities that the rule of the College has offered. Also it concerned how the managers are filling out employees' efficiency and follow up its implementation. Thus, as indicated on the Table 4.6 with respect to a freedom of expressing concerns and personal perspectives about 34% respondents show their agreement, whereas about 36% have indicated their agreement to the statements. But about 23% were undecided.

While observed from key informants (officials and administrative staff members) interview concerning this item managers and administrative staffs had different views. The managers stated as an example that there is a podium, which is held two times a year that each staff being participated and comment self feelings, concerns and even confront higher managers. On contrary, admin staffs refused that the podium has held only two times over last five years and even employees were afraid of speaking against the managers. They witness that as some staffs that were spoken against the managers assaulted through different strategies like refraining from valid benefits,

devaluing/rejecting once work without reason, frustrating... Consequently, as both data have shown it needs immediate attention for solutions.

Regarding getting free scholarship without discrimination 61.3% indicated disagreement, 13.6% of respondents were undecided and 25% show their agreement. The figure indicates that all staff members were not accessing free scholarship equally. This gives much attention in order to realizing fairness, equity and equality. Concerning filling employees' efficiency and follow up its implementation 54.5% respondents were disagreed, 15.9% respondents were undecided and 29.2% of agreed.

Table 4.2.5. Shows responses to equality

Item	Item response		Response					Total
			Strongly disagree	Disagree	Undecided	Agree	Strongly agree	
1	All staffs express their idea freely during panel discussion	Frequency	7	8	13	10	6	44
		Percent	15.9	18.2	29.5	22.7	13.6	100
2	All staff can get free scholarship without discrimination	Frequency	10	17	6	5	6	44
		Percent	22.7	38.6	13.6	11.4	13.6	100
3	The College fills employees' efficiency and follow up its implementation	Frequency	10	14	7	9	4	44
		Percent	22.7	31.8	15.9	20.5	9.1	100

All data have been obtained from primary sources (2018)

CHAPTER FIVE SUMMARY, CONCLUSION AND RECOMMENDATION

Under this particular chapter the paper findings had briefly summarized, more condensed and comprehensive statements had offered in the form of conclusions and recommendations.

5.1. Summary of the major findings

The main purpose of this study was to investigate the challenges and prospects of good governance in Addis Ababa University College of Business and Economics administrative staffs. More specifically the study had designed to answer the following research questions:

- How do the administrative staffs in the College of Business and Economics participate in the affairs of the College?
- How the principles of good governance are being exercised in the College of Business and Economics?
- What are the prospects of good governance that have not been harnessed?
- What will be the appropriate solutions to the challenges of good governance in college of Business and Economics?

In order to find out answers for the above research questions the study has used questionnaires and interviews as well as secondary document analysis have been used as supplementary instruments to generate additional information. The collected data were analyzed using simple statistical technique like percentage and tables.

The major findings of such analysis were briefly summarized as flow:

- ❖ Concerning participation the study shows that there is a gap of participation among the staff members in the College. Thus, it could be concluded that the College administrative wing was poor in participating its staff members in like discussion making, planning, and its execution.
- ❖ With respect to transparency and accountability, significant number of respondents confirmed that there was a gap of transparency and accountability.

This may mean that the College administrative officials were less accountable and transparent to their employee.

- ❖ On the effectiveness and efficiency of the administrative staff members, the study shows that about 65.5% of the respondents did not believe in effectiveness and efficiency. And about 15.9% were undecided while 18.1% of them show agreement on the presence of effectiveness and efficiency in the College. The intention of effectiveness and efficiency issue is to deal with capacitating staffs to enhance their service giving fast and quality that realizing good governance. Consequently, as the survey has clearly shown the College has a huge gap in capacity building works. This can directly affect staffs to abuse their roles and responsibilities and to lack energy to fight good governance problems.
- ❖ Regarding the rule of the law, the study shows that about 33.6% of respondents indicated that there was the rule of the law, about 16.3 were undecided while 49.95% of the respondents were agreed in the in practice of the rule of the law. As the result has shown below half of the sample size alone verified the exercising of the rule of the law. Thus the College had a limitation of realizing the rule of the law.
- ❖ With respect to equity and equality the study shows that about 50% of respondents confirmed that there was not equity and equality, about 19.6% were undecided and 30.4% were agreed in of existence of equity and equality. From these results, it could be concluded that the College administrative officials were poor in treating staffs fairly by providing equal access regardless of gender, political orientation, and ethnicity.

5.2. Conclusions

The study attempted to address in assessing the challenges and prospects of good governance in Addis Ababa University College of Business and Economics with the following five specific objectives:

- ❖ To identify the major challenges of good governance in the College of Business and Economics administrative staff.
- ❖ To analyze the extent that the principles of good governance are practicing in the College.
- ❖ To identify the prospects of good governance in the college which have not been harnessed.
- ❖ To identify and recommend an appropriate solutions to the challenges of good governance in college of Business and Economics.

In line with the objectives stated above there are major findings obtained from analysis. Firstly, higher and middle managers were poor in participating staffs in compulsory issues like discussion making, planning, execution, openly opposing higher managers' mal-administration and evolutions. Secondly, The College was less accountable and transparent to their staff in accessing relevant information, in arranging mechanisms of controlling administration, in resource utilization, and in creating conducive and comfortable communication between higher managers and staffs.

Thirdly, the work of capacitating and making employees skillful was the other extremely poor practicing in the College. Fourthly, the college has a limitation of higher and promotion of employee based on their education and performance and vulnerable to political influence that is undermine the rule of the law. Fifthly, lack of freedom of commenting during panel discussions and having equal benefit package like free scholarship, overtime payments...are the major findings that obtained in the study. To sum up, the significances of good governance was not made fully aware in the College administrative staffs. This made the applications of good governance challenging.

5.3 Recommendations

Based on the conclusions reached, the following recommendations were made:

- ❖ The administration systems could be participatory. All representatives of the College's departments should participate in discussion issues, planning, execution, openly opposing higher managers' mal-administration and evolutions.
- ❖ Upgrading the knowledge of employees in anti-corruption is mandatory. Since in order to reduce corruption and rent seeking the ethics promotion office should be established. This will directly tackle the problem of the rule of the law.
- ❖ Sharing experiences and the best practices from those who are performing well. This is because experiences and exemplary practices from other organizations can enhance the good governance in the college.
- ❖ Conducting survey of satisfaction level of the staffs and giving seminar, workshops or conferences regarding the gaps. This can be also further strengthened with frequent feedbacks through suggestion boxes and aware staffs to put their concerns freely. All these efforts would help for the managers of the college to know their current status on the practice of the good governance.
- ❖ Moreover, presence of evaluation methods that staffs evaluate higher manager and higher managers evaluate staffs should be vital to measure and control the capacity and performance of administrative staffs.

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Addis Ababa University
College of Business and Economics
Department of Public Administration and Development Management
Masters of Public Management and Policy

Dear Participants,

My name is Wosen Ketema, who is a Master's student of Public Management and Policy at Addis Ababa University, in Department of Public Administration and Development Management.

The objective of this research is to collect relevant information to assess the challenges and prospects of good governance in the College. The information obtained will be confidential and has high value for the research to propose suitable solution. Please feel free to share your comments about any specific challenging issues facing your college regarding good governance. Thank you in advance for your kind cooperation.

PART I: Demographic and respondents profile

Answer by putting "X" mark in one of the blank box corresponding to each item

1. Department -----

2. Position for the last 5 years-----

3. Gender : M F

4. Age: 22-25 26-30 31-40 40 and above

5. Educational Background

TVET School College Diploma Bachelor's Degree MA Degree

6. How long have you been working in the University?

Less than 5 years 6-15 years 16-25 years more than 25 years

Part II: Rating scale in challenge of good governance and its prospects. Specify the degree of agreement and disagreement by putting “X” mark in front of each item under the following five:-

1) Strongly disagree 2)Disagree 3)Undecided 4)Agree 5)strongly agree

No	Item	5	4	3	2	1
	In the following there are different questions which could be expressed and rating challenges of good governance and its prospects.					
	A. Questions related to participation					
1	Your college encourages administrative staff to engage in decision-making.					
2	Openly opposing higher managers’ mal administration is possible and practicing in your college.					
	B. Questions related to transparency and accountability					
1	The College has a procedure of the collection of staffs’ petitions, complaints and suggestions, with an institutional follow up.					
2	Communication among staffs (across managerial levels) in your institution is very good.					
3	Procurement procedures are publicly disclosed					
4	The availability and access to information for the community is very good					
5	Staff members are always informed when important decisions are made.					
6	College’s administrations (top managerial) are very good transparent towards the staff.					
7	Monitoring and reviewing procedures is existing to follow up the implementation of the anti-corruption policy.					
8	Financial resource management is very good.					
9	Different departments are high independent of each other to make decision.					
10	The College has a mechanism that enables the staff to control the administration.					

	C. Questions related to effectiveness and efficiency)					
1	Workshop, training or seminar all about good governance and/or capacity building is giving for staff.					
2	Seminars, workshop, trainings or conferences can change positively your institution					
	D. Questions related to rule of the law					
1	Hiring employees is free of external pressure like politics and others					
2	Employees promotion is based on their profession and performance					
3	Public services are totally independent from political interference					
4	The college administrative is highly vulnerable to political pressure					
	E. Questions related to equity and inclusiveness					
1	All staffs express their idea freely during panel discussion					
2	Top-level manager's has a good interest towards the administrative staff					
3	The College fills employees' efficiency and follow up its implementation					
4	All staff can get free scholarship without discrimination					

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