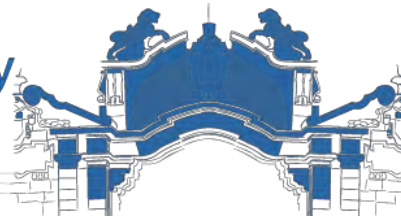




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ADDIS ABABA UNIVERSITY

SCHOOL OF GRADUATE STUDY

Department of Public Administration and Development Management

PRACTICES AND CHALLENGES OF GOOD GOVERNANCE IN ADDIS ABABA
UNIVERSITY:

THE CASE OF MAIN CAMPUS

By

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Addis Ababa Ethiopia

Sep. 2019

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Department of Public Administration and Development Management

PRACTICES AND CHALLENGES OF GOOD GOVERNANCE IN

ADDIS ABABA UNIVERSITY: THE CASE OF MAIN CAMPUS

**A Thesis submitted to the department of Public Administration and Development
Management in partial fulfillment of the requirements of the degree of master in
public management and policy**

By

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Sep. 2019

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This is to certify that the thesis prepared by Andualem Deribe entitled “practices and challenges of good governance: the case of Addis Ababa university main campus “and submitted in partial fulfillment of the requirements of the degree of master of art in public management and policy (PADM) complies with the regulation of the university and meet the accepted standards with respect to originality and quality.

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I declared that the thesis on “practices and challenges of good governance: the case of Addis Ababa university main campus” is my original work and that all source consulted for this thesis has been properly acknowledged in the references.

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STATEMENT OF CERTIFICATION

This is certify that a thesis entitled “practices and challenges of good governance: the case of Addis Ababa university main campus” was carried out by Andualem Deribe under my supervision and supposed to fulfill the minimum requirement for partial fulfillment for the award of Master’s degree in public administration.

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Abstract

This study aimed at finding out the role of practices and challenges of good governance in enhancing good governance practices in Addis Ababa University using the main campus of the university. The main objective of this study was to assess the practices and challenges of good governance at Addis Ababa University. The methodology used to conduct this study was qualitative and quantitative research design where random sampling method was employed to select respondents. Questionnaires were made use of to gather raw data from the respondents. Secondary data was also used. The data was analyzed by using, data analysis software SPSS version 20 and presented using tables. The study found that good governance practices are not adhered to at university. It was also revealed that good governance contribute to quality of education and employee satisfaction at Addis Ababa University. The study further found that good governance practices at Addis Ababa University are hindered by various factors such as bureaucracy, reluctance and inefficient. The study lastly concluded the existence of a relationship between good governance with quality of education and employee satisfaction. The study recommended that, to improve quality of education and employee satisfaction at, Addis Ababa University. The management of Addis Ababa University should ensure that all Addis Ababa University staff are aware of the principles of good governance and adhere to them in their day to day activities. It was suggested, Addis Ababa University , to pay attention to employee satisfaction and human resources development strategies with appropriate training packages to enhance knowledge of good governance.

Key word: Good governance, participation transparency, rule of law, accountability, and employee

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ACRONUMES

A.A.U	Addis Ababa University
ADB	Asian Development Bank
AFDB	African Development
CSOSC	Civil society organization
ECA	Economic commission for Africa
GTP	Growth and Transformation plan
GNP	Gross National product
GNP	Gross Domestic product
HDI	Human development index
IDA's	International development agency
LDC	Least development countries
MDGs	Millennium development goals
MOFED	Ministry of finance and Economy development
NEPAD	The New partnership for Africa's Development
OECD	Organization for Economic Cooperation and Development
SDPR	Sustainable development and poverty reduction program
SDPRP	Sustainable Development and poverty Reduction plan
UN	United Nation
UNDP	United Nations Development programme
UNECE	United Nation Development programme
UNECE	United Nations Economic Commission for Europe
UNESCAP	United Nation Economic and social Capital for Asia And Pacific
UN_ESCAP	Economic Social Commission for Asia and the pacific
USAID	United State Agency for International Development
WB	World Bank

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Good governance, in this period, has drawn public awareness of the operations of public institutions. It has also become an important factor in the consideration of a nation's ability to adhere to universally acceptable democratic standards (Bratton and Rothchild, 2012). It ensures that economic, social and political priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources (World Bank, 2003). Good governance in the public sector aims to encourage better performance and improved accountability by establishing a standard for good governance in the public sector (IFA, 2013). Effective governance in the public sector encourages better decision making, efficient use of resources and strengthens accountability for the stewardship of resources (Mutahaba, 2012).

According to IFA (2013), good governance is characterized by strong inspection which provides important pressures for enhancing public sector performance and tackling misconduct. It also improves management, leading to more effective implementation of the chosen interventions, better service delivery better outcomes.

The principles of good governance such as participation, rule of law, transparency, accountability, fairness and efficiency enable employees to be more effective and transparent in providing high quality services. It also protects them from the tendency towards misconduct (Alaaraj, 2014).

Recently the terms "*governance*" and "*good governance*" are being increasingly used in developing literature and governments' policies (UN-ESCAP, 2009). Its concept has come to dominate the writings of scholars of public administration and political science, and actions of development practitioners since 1990. Development practitioners and multilateral donor institutions were possessed with the concept of good governance as they considered it as an ultimate solution to the dissatisfaction in public administration. Good governance is not considered as an end by itself; rather it is taken as a means to achieve human rights, economic growth and development, effective and efficient service delivery to the public and fighting corruption (Gisselquist, 2013; Grindle, 2005; Vries, 2013).

Good governance is also expressed as the main target of the development as an agenda for fighting poverty and bringing about sustainable development which world leaders agreed on at the millennium

summit on September 2000. Not surprisingly, good governance has been increasingly cited as one of the most dominant factors contributing to economic performance in most developing countries ("MDGs").

The concept of good governance has received increasing attention in Africa at the end of the 1980s, the time that coincided with the end of the Cold War. Consequently, regional institutions, as well as the respective countries, have acknowledged its significance. The increasing relevance of the concept for overall development policies, for strategies to speed up development processes, for measures to change development institutions, and for quality enhancement at sector development intervention is accredited. In Africa, there has been a historical record of bad governance, improving the governance environment has been given a central place in the New Partnership for Africa's Development (NEPAD) - an initiative that represents the latest attempt by African leaders to place the African continent on a path of sustainable development encompassing good governance and prosperity with a consolidation of peace, security, and stability (African Development Bank, 1994). NEPAD has listed a number of prerequisites for African countries to move forward in their quest for sustainable development. Key among these is the proper adherence to good political, economic, and corporate governance (Hope, 2003).

Ethiopia is one of the members of NEPAD and it has been striving for alleviating bad governance at all levels of government since the 1990s. The installation of the decentralized governance in Ethiopia since the 1990s indicates one of the initial steps in the history of the nation, as it has shifted a highly centralized authority to regional and local units, which is expected in turn to promote good governance (Helvetia's Ethiopia, 2008). Therefore, in order to achieve sound development in countries like Ethiopia, good governance is not a matter of choice but a Prerequisite.

Taking this into account, Ethiopia has introduced good governance package since 2006. However, it has been reiterated that if the institutions and their public officials are not accountable, responsive and transparent, corruption will remain rampant and the task of the people working in the public institutions is likely to be inefficient and ineffective. It is, therefore, for this very reason that Ethiopia has also boldly incorporated the agenda of good governance as its core pillar in the Growth and Transformation Plan I (MOFED, 2010).

1.2. Statement of the problem

Good governance is a demand of people around the world for the quality of public service with the ultimate aim of increasing economic growth and advancement of their life. 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 Abdulla (2010) there is a common understanding within the society that is good governance is important to secure countries long term economic development and progress, even though it is not sufficient on its own. 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 and necessary condition for sustainable economic development. But in Ethiopia there was not a strong democratic institution; therefore the country faced a number of good governance challenges. So the democratic process is fragile and barely institutionalized. Transparency and accountability of institutions are hindered by the culture and practice of government secrecy, thereby generating corruption and nepotism; inefficiency and ineffective institutions are the main obstacle in good service delivery (ECA 2005).

Addis Ababa University is one of a Flagship academic institution to play a key role in the educational sector. It has over 50 thousand students and more than 7 thousand employees; it is the largest university in the country. It runs a large number of postgraduate and undergraduate programs and carries out numerous research activities and community service programs that have local and international importance. In addition, it is one of the few renowned universities in Africa playing a most important role in the advancement of education and research in the continent (aau.edu.et 2019). However, the community of the university seemed to be unsatisfied with the efforts of the university management and their administration system. The University was usually and repeatedly blamed for lack of good governance by their community and others in different ways. The practices of good governance can be used to solve a number of existing problems that continuously observed in the low practice of transparency, lack of accountability, poor participation, and lack of rule of law. Such challenges are obstacles that hinder the process of providing good service and sustainable development in the University. It is clearly known that without practicing good governance institutional development is impossible. Therefore, facilitating, and continuous training to the University management, deans, and directors with promoting good governance principles are indispensable in order to improve their institution's performance to alleviate the challenges. Therefore, the focal issue of this study was tried to find practices and challenges of good governance at Addis Ababa University.

There were three main reasons to study the issue; the first reason was that initiated the researcher to do this study is besides the current good governance issues of the country, related to the fact that effective practices of good governance at Addis Ababa University. The second reason was that inspired the researcher to conduct this study is due to the fact that it gives attention to good governance practices at Addis Ababa University. Unfortunately, the researcher cannot access any research which was conducted on good governance in the university is the other factor that makes the researcher conduct these study. As a result of research will conduct on this topic, it can be used as source of identifying problems of good governance practice and its challenge within Addis Ababa University. The assessment was carrying out by using four characteristics of good governance which involves accountability, transparency, participation, and rule of law because those elements are highly related with the raised problem. Therefore, the study will have the following objective.

1.3. The objective of the study

1.3.1. General objective

The general objective of this study is the role of good governance on efficiency at Addis Ababa University.

1.3.2. Specific objectives

Specifically, this study is intended:

- To identify the status of good governance at Addis Ababa University.
- To assess whether the University management attempt to maintain good governance principles.
- To assess the satisfaction of employee on the effort of management on good governance.
- To explore the main challenge that could hinder the implementation of good governance in the University in line with good governance principles.

1.4. Research question

Based on the specific objectives the researcher tries to develop the following research question.

1. What are the possible grounds for practicing good governance at the University?
2. To what extent does the University management attempt to maintain good governance principles?
3. To what extent the community of the University satisfied on the effort of management on good governance?

4. What are the main challenges of implementing good governance principles in Addis Ababa University?

1.5. Scope of the study

The scope of the research is limited to the factors of practices and challenges of good governance with relevant to the academic institutions. Because of time and resource constraints, the study addresses only on the main campus of Addis Ababa University by taking four characteristics of good governance, which was more related with the raised problems.(Accountability, transparency, participation, and rule of law).

1.6. Limitation of the study

Governance as the concept is multidimensional that includes social, administrative, economic, and political aspects. In this research, more emphasis was gives to the administrative aspect of it. Here it is difficult to draw inferences from the political and administrative dimensions. The issue of administration is highly sensitive to politics. Participants weighted the research based on the political aspect than its administrative value. Here officials and research participants were reluctant to provide genuine information. Lack of adequate research skills and time to use large samples may affect the outcome of this research to a certain extent. Lack of well organized secondary sources is a major limitation encountered during the development of this proposal. However the researcher were make the maximum possible effort to overcome the constraints and come up with reliable findings

1.7. Significance of the study

Many researchers are mainly conducting researches either to solve social problems or add valid knowledge to the existing ones. Therefore, this study, in one way or another, is expected to have the following significance.

- To indicate and Create Awareness about major challenges and practices of good governance in Addis Ababa University.
- To give some insight on how good governance plays a crucial role in economic and institutional development in Addis Ababa University.
- To provide input for university management.
- The study provides the opportunity to gain deep knowledge on Good Governance both application and practices.

- It provides empirical information to the University as well as the management about the Good Governance application and practices to take corrective measures.

1.8. Organization of the paper

This research document was structured to have five main chapters. Chapter one consists of introducing the background of the study, statement of the problem, the objective of the study, research question, scope of the study, the significance of the study, limitation of the study, and organization of the paper. Chapter two contains review of related literature. Chapter three contains research methodology. Chapter four contains presentation and analyses of data. Finally the last chapter five consists of, conclusion, and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

As we noted earlier, the purpose of this study is to assess the practices and challenges of good governance at Addis Ababa University. Hence the following literature review of good governance is provided to serve as a conceptual framework with which the administration performance and problem relating to good governance will be analyzed. In addition, this chapter also outlines indicators that will be used to assess the practice of good governance in Addis Ababa University. In this connection, it is essential to provide both conceptual and operational definitions and features of good governance. The indicators used for assessing the practices of good governance in the university can only be established after defining the concept of good governance. This chapter, therefore, seeks to explain, as much as possible, what Governance and Good Governance means.

2.2 Theoretical literature review

This section in general deals with the theoretical literature review of the study. There is the theory that was developed from the philosophy of intuitionism defined by Fox and Meyer (1995) as the philosophy which states that moral and practical dilemmas can be solved by means of intuitions or the basic truths which tend to be intuitively known. The intuitive theory was developed in reaction to the theory of rationalism. According to intuitionism, one does not need to go through any kind of logical or experiential process to discover what is right or wrong since everyone has been born with a certain basic understanding of ethical truths. According to this philosophy, one's intuition is capable of informing him immediately when something is wrong as the result of being transparent to our natural moral laws that are influenced by outside factors such as lack of good governance, a healthy working environment, sound political institutions, good economic situation, adequate education and religious belief as the fruits of one's intuitive inner powers. A good code of ethics may be of great importance in inculcating the principles of good governance such as transparency and accountability.

Therefore, a code of conduct is significantly beneficial as enabling public officials to regain their correct intuitive powers and become transparent, responsible and accountable in their services to the community (Baure, 1997). The theory enabled the study to understand how public officials are supposed to act when

delivering service to the community, where they are guided by a code of ethics in implementing policies that will contribute to the social and economic development of the nation.

2.3. Governance

Governance is the manner in which a government exercises political power. Governance is always related to the institutions and structures that are also for exercising power; Governance suggests also that all relevant public decision-making processes have to be considered. Governance also implies that the implementation capacity for government action in a country is of relevance and government encompasses also the relation between the government and the public (Wohlmuth, 1998). (Gardon, 1992) conceptualize governance as "the conscious management of public realm." presupposes the existence of civil society which cares how it is governed and civil competence among citizens. Hyden and court (2002) define governance as the formation and leadership of the formal and informal rules that regulate the public realm, the arena in which state, as well as economic and social actors, interact to make decisions. Here governance refers to the quality of the political system rather than technical capacities or distributive aspects, which they argue are a function of policy.

Governance is a product of a 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 an 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 the more complex societal system.

The World Bank makes a distinction between governance as an analytical framework and governance as an operational framework, heading it to identify three aspects of governance. Firstly the form of political regime, secondly, the process by which authority is exercised in the management of a country's economic and social resources for development and thirdly, the capacity of governments to design, formulate and implement policies and discharge functions (Hyden G, et al.2010).

Governance refers to the formation and stewardship of the form as an informal rule that regulates the public realm, the arena in which states, as well as economic and societal actors, interact to make decisions.

According to the World Bank, there are six worldwide dimensions of Governance Indicators. These are:

1. **Voice and accountability**, which attempts to measure "perceptions of the extent to which the country's citizens are able to participate in selecting their government, as well as freedom of expression, freedom of association, and a free media"; (Zagel, 2010)
2. **Political stability and absence of violence**, focusing on "measuring perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically-motivated violence and terrorism"; (Zagel, 2010)
3. **Government effectiveness**, centered around "measuring perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies"; (Zagel, 2010)
4. **Regulatory quality**, with the goal to measure "perceptions of the ability of the government to formulate and implement sound policies and regulations that permit and promote private sector development"; (Zagel, 2010)
5. **Rule of law**, "measuring perceptions of the extent to which agents have confidence in and abide by the rules of society, and in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence"; (Zagel, 2010)
6. **Control of corruption**, aimed at "measuring perceptions of the extent to which public power is exercised for private gain, including both petty and grand forms of corruption, as well as 'capture' of the state by elites and private interests"(Zagel, 2010)

2.3.1. The conceptual definition of Governance

Lynn, Heinrich, and Hill (2007) explain that the concept of governance is used by "successive civilizations to refer to the exercise of authority, control and direction" by government. With governance being a dominant concept in the running of the state "some analysts warn about the state's implied lack of control" in that authority on policy matters is depleted among various actors at different societal levels (Sloat 2003). As conceived by the international financial institutions and most United Nations (UN) organizations governance is defined as "the manner in which power is exercised

in the management of a country's economic and social development'" (World Bank in Olowu 2003). The United Nations Development Programme -UNDP (Edigheji 2003) is more explicit and comprehensive in defining governance. Governance is the exercise of political, economic, and administrative authority in the management of a country's affairs at all levels. It comprises the complex mechanism, processes, and institutions through which citizens and groups articulate their interests, mediate their differences and exercise their legal rights and obligations.....Governance includes states but transcends it by taking the private sector and civil society. All three are critical for sustaining human development. The state creates a conducive political and legal climate. The private sector generates jobs and income. And civil society facilitates political and social interaction mobilizing groups to participate in economic, social and political activities. (United Nations Development Programme (UNDP, 2003). Compared to the definitions of the World Bank (in Olowu 2003), UNDP (in Edigheji 2003) and UNECA (1999), that of the Organization for Economic Co-operation and Development (OECD) is limited to the political dimension of governance. For the purpose of this chapter, the political dimension of governance is concerned with exercising political authority. This entails the authority to take political or policy decisions on matters that pertain to the management of public affairs. The OECD defines governance as "the use of political authority and exercise of control in society in relation to the management of its resources for social and economic development (Fuhr 2000).

According to (Furubotn and Richter's 1997) definition of governance is predicated on the political and administrative dimensions or facets of governance. It is defined as "a system of rules plus the instruments that serve to enforce the rules. This is similar to Bovaird and Loftier's (2002), the European Commission's (2002), and Lynn, Heinrich and Hill's (2007) definitions of governance. Bovaird and Loffler (2002) define governance as "the set of formal and informal rules, structures and processes which define the ways in which individuals and organizations can exercise power over the decisions (by other stakeholders) which affect their welfare and quality of life". Fowler (2002) defines governance as "the acquisition of and accountability for the application of political authority to the direction of public affairs and the management of public resources". This definition is biased towards the political dimension or facet of the concept. Although the concept of political authority is used in the definition, it is counter-balanced by the imperative of accountability, which appertains to the theory of democracy. The principle of accountability is one of the traditional cornerstones of democracy, which requires that the government ought to be held accountable for its act of governing or exercising authority or control in the management

of public affairs. In the context of the theory of democracy, which is premised on the concept of majority rule, governance is not just simply about government exercising authority or control. It is also, more importantly, about government being held accountable by those on whose behalf it ought to act in their interests (McLean 1996). In the United Nations, Economic and Social Commission for Asia and the Pacific (UNESCAP) governance is simply defined as "the process of decision-making and the process by which decisions are implemented (or not implemented)" (1998: on-line). The character of such a process is not specified. In a democratic society the process of decision-making and implementation is inclusive whereas in that which is undemocratic the opposite is the case. UNESCAP's formulation of the definition of governance differs from those of the international financial institutions and most United Nations (UN) organizations, which define governance as the manner in which power, authority or control is exercised in the management of a country's economic and social development. This is in spite of the fact that UNESCAP itself is one of the UN organizations.

In common usage, governance as distinct from good governance is often equated with 'government' or 'the act or process of governing'. 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. In defining governance much of the body of literature moves from the dictionary premise. The emphasis is on the exercise of authority, power or control and the tools for such are laws, rules or a system of regulations. The conceptualization of governance from this perspective presupposes that governance is essentially about control.

For instance, the UNDP defines governance as the exercise of economic, political and administrative authority to manage a country's affairs at all levels, which comprises mechanisms, processes, and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. For the IMF, it is the way by which public institutions conduct public issues and manage public resources (UNDP 2007: 128). For the OECD, it is 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, which encompasses the role of public authorities in establishing the environment in which economic operators function and in determining the Government means legislative, executive and judiciary as three elements of its roles and also includes law and order

machinery. People's growing disenchantment with post-colonial government in delivering rapid socio-economic development of the masses has led to the emergence of the concept of governance. Governance is seen as the joint responsibility of the governments, private businesses, and civil society. According to the governance working group of the International Institute of Administrative Sciences "Governance refers to the process whereby elements in society widely power and authority, influence and enact policies and decisions concerning public life and socioeconomic development. Governance is a broader notion than Government. Governance involves interaction between these formal institutions and those of civil society". Governance is the traditions and institutions by which authority in a country is exercised. This includes 1) the process, by which authority of governments are selected, monitored and replaced, 2) the capacity of the government to effectively formulate and implement sound policies and 3) the respect of citizens and the state for the institutions that govern economic and social interactions among them. The conceptualization of the term 'governance' indeed demands a full understanding of what governance is and the difference between government and governance because there is a common trend of equating government with governance. For this purpose, both the term governance and government are being defined below.

Government is described as the repository of confidence and power of the people delegated by them for a fixed period of time for the express purpose of identifying, mobilizing, organizing, guiding and directing all available resources, human and other, to facilitate planned and participatory transformation of their society towards enhanced well-being of its people, via just enjoyment of all its needs, rights,- aspirations and sustainable peace. Governments are necessarily political regimes pursuing a course of development activities that they consider as most suited within the construct and form of their society and its constitution. Government comprises the constitution and laws, institutions and structures, management mechanisms an administrative process. These are devolutionary instruments that make a government participatory and responsive.

Governance, on the other hand, is the sum of the cumulative practice of behavior and attitude of the government as seen in the manner they create and use the said evolutionary instruments. Form, style, systems, methods, and procedures of government generally reflect the pattern of governance in a nation or city. The quality and effectiveness of governance depend mostly on how judiciously the government uses the said instruments to help people achieve the ultimate goal of their progress-justice, equity, and peace (IDPAA PRIA, 200 1).

2.3.2 Dimension of Governance

According to Hyden (1992), the scope of governance includes five main levels of meaning which can be classified into economic, political, social, green, spiritual governance.

Administrative governance: is a system of policy implementation carried out through an efficient, independent, accountable and open public sector. These elements constitute the governance system, that is, the formal institutional and organizational structure of authoritative decision-making in the modern state. Administrative governance is concerned with the implementation of the decisions, the institutional framework, the knowledge, skills and experience of the personnel involved and the resources needed to ensure efficient and effective implementation of public policies, the supply of the public services and the manner in which they are delivered.

Political governance: includes setting policies, marshaling resources, and creating processes of political decision-making institutions, popular participation in governance, fundamental rights and democratic pluralism, rule of law, and socio-economic consensus and equity.

Economic governance: includes the economic and financial policy instruments, processes, and systems of economic decision-making, industrial policy and the role of the private sector, and impact of globalization and international trade.

Social governance: consists of social norms, values, and standard-setting, the role of culture, religion and civil society, the welfare system and institutions to control poverty and human deprivation.

Green governance: includes environmental democracy and sustainable development, green justice and eco-spirituality.

Spiritual/Morality: inspired governance is based on moral leadership, which is an essential requirement of good governance. Public confidence and trust in the process of governance can be maintained only in the presence of a high moral tone that draws on spirituality and sustains the common good

2.4 Good governance

The theories of development have been changing from dealing with economic growth and modernity to concerning poverty reduction and human welfare. The decades after the Second

World War development theory addressed economic problems thus focusing on economic growth and economic transformation. Political and social aspects were not taken into consideration together with the economic aspects. The assumption was that these issues were to follow if economic growth and transformation happened (Degnbol-Martinussen, 2004:5-6). In modernization theories development concerned the process underdeveloped and traditional societies undergo in order to transform into rich and modern societies similar to the Western (Degnbol-Martinussen, 2004:56).

In the 1970s, however, other aspects than economic issues increased insignificance. An alternative development paradigm emerged focusing on the social life of the individuals and civil society (Degnbol-Martinussen, 2004:289). Theories and approaches with emphasis on democracy, equality, redistribution, gender, participation, and empowerment came to the fore. It is within this theoretical framework that the concept of Good Governance has emerged. The following describes how the donors have embraced the concept.

2.4.3 The meaning of Good Governance

The World Bank first introduced the term Good Governance in 1989 and throughout the 1990s it became a much-used term in the development aid agenda. As described by the World Bank, bad governance was claimed to be the reason for the poor development, which opened up for the promotion of political development and the Good Governance agenda. Democracy was considered a prerequisite for sustainable economic growth, and democratization, respect for human rights and good governance policies entered the donors' development agenda (Abrahamsen. 2000:25). The argumentation behind the promotion of political development was that an effective and equality-oriented economic policy is attached to democratic and accountable regimes respecting human rights. Not only did the donors embrace the Good Governance agenda, they moreover have come to use it as conditions or selectivity for aiding by choosing countries that already have initiated political development programs (Degnbol-Martinussen, 2003:30).

Literally, good governance means, what is not bad governance or what is good enough governance, or that the level of goodness is high in governing processes. In this way it is suggested that good governance should be characterized as reduced corruption, improved accountability, adequately decentralized, well managed public resources, introduced proper laws and equality, restructured civil services and so on (Grindle 2004)

Additionally, 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. Four of these components are common and universally recognized which are: accountability, participation, 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). Indeed, participation, legitimacy, accountability, and transparency are considered major factors to ensure good governance (ODA 1993). These four elements of good governance of as by ADB as four pillars of governance which are universally applicable regardless of the economic orientation, strategic priorities or policy choices of the government (Aminuzzaman 2006:2).

Good governance is defined as the existence of political accountability, bureaucratic transparency, the exercise of legitimate power, freedom of association and participation, freedom of information and expression, sound fiscal management and public financial accountability, respect for the rule of law, a predictable legal framework encompassing an interdependent and credible justice system, respect for human rights, an active legislature, enhanced opportunities for the development of pluralistic forces including civil society, and capacity development (Hope, 2006).

Good governance is a societal state epitomized by, among others, the following characteristics: predictable, open, and enlightened policy-making; a bureaucracy imbued with a professional ethos; a strong civil society participating in public affairs; adherence to the rule of law; respect for basic human rights and freedoms; judicial independence; and consistent traditions and predictable institutions that determine how authority is exercised in a given nation-state, including: first, the process by which governments are selected, held accountable, monitored, and replaced; second, the capacity of governments to manage resources efficiently and formulate, implement, and enforce sound policies and regulations; and third the respect of citizens and the state for the institutions that govern the political, economic, and social interactions among those same citizens and the state (ibid.).

Good governance takes place when the process [collective power is utilized for the realization of common objectives] is conducted within the framework of a written constitution, constitutionalism, the

separation of powers and the rule of law, and ethical codes of conduct and traditions of the people; when it responds to the basic needs, wishes and aspirations of the people; when it is based on sound, efficient organizational and operational principles; and when the entire process is transparent and accountable, whose consequences are understood and predictable. Leadership, competence, political wills, integrity, and capacity is critical to the promotion of good governance (UNDESA, 2000). Bad governance occurs when the constitutional and legal provisions are faulted, law enforcement fails or is compromised, ethical and traditional codes of conduct are ignored or undermined; when accountability and transparency are lacking, appropriate organizational and operational principles are not applied, and the leaders are greedy, rapacious, corrupt, incompetent, and insensitive to the needs, wishes and aspirations of the people (ibid.).

Good governance is understood in two different ways. The first is a narrow administrative and managerial view adopted by the World Bank. In this conception, good governance "consists of a set of rules and institutions and a system of public administration which is open, transparent, efficient and accountable." The second notion of good governance is equated with democratic politics. In this sense, it involves "competitive multiparty system, regular, free and fair elections, an independent judiciary, free press and protection of human right ". Samia (2000) and Ruth Meena(2002) regard good governance as an observance of gender-based discrimination, protection of women's rights, and gender equality at all spheres including politics. Still others take broader view and extend the meaning to signify the relationship among various institutions of the state, non state and trans-state actors (Pier, 2000).

However, the different conceptions are neither exhaustive nor mutually exclusive. Rather they show different aspects of a difference of emphasis. Whatever is emphasized, consensus is emerging that good governance entails popular participation, equity, access to information, freedom of expression, wider participation of civil society , legitimacy, pluralist polity, free and fair election, accountability, separation of power, check and balance, independent judiciary and legislative, and combating corruption(UNDP, 1997,ECA,200S, Anwar,2007, WB,2000).

As well as setting the criteria for good governance, development agencies also make the establishment of good governance a condition of aid and development assistance for the recipient countries (Santiso 2001). This approach was initiated in 1989 after the World Bank first recognized the crisis in Sub-Saharan Africa as a crisis of governance, and identified good public management as one of the major preconditions of the development assistance strategies for developing countries (Kaufmann, Kraay&Mastruzzi 2003). Since then, IDAs have also been helping, in various ways, the potential

recipient countries to improve their governance condition. Participatory budgeting, that is, making local plans with the deliberations with local stakeholders, is one of the promising programs, which is led by the World Bank in different developing countries. Similarly, UNDP is helping different poor governments to achieve Millennium Development Goals (MDGs).

According to Leftwich (1993:611; 1994:371), the concept of democratic good governance has the three main aspects which can be classified into systemic, political and administrative. First, from a systematic angle, good governance is a government that embraces the formed institutional structure location of authoritarian decision making in the modern state power. In this sense, good governance denotes the structures of political and crucially, economic relationships and rules by which the productive and distributive life of a society is governed. In short, good governance means a democratic capitalist regime presided over by a minimal state which forms part of the wider governance of the New World Order (World Bank, 1989 & 1992).

Second, from a political sense, good governance presupposes a regime or state which enjoys legitimacy and authority, derived from a democratic mandate and built on the traditional liberal notion of a clear separation of legislative, executive and judicial powers. Whether in a presidential or parliamentary system, this presupposes a pluralist polity with a freely and regularly elected representative legislature, with the capacity at least to influence and check executive power (Leftwich, 1993: Leftwich, 1994).

Third, from an administrative point of view, good governance means an efficient, independent, accountable and open audited public service that has the bureaucratic competence to help design and implement appropriate policies and manage whatever public sector there is. It also entails an independent judicial system to uphold the law and resolve disputes arising in a largely free-market economy. The administrative aspect of good governance focuses on four main areas of public administration in general and public sector management in particular. These four areas are:

- **Accountability**, which in essence means holding officials responsible for their actions;
- **A legal framework for development**, which means a structure of rules and laws which provide clarity, predictability, and stability for the private sector, which are impartially and fairly applied to all, and which provide the basis for conflict resolution through an independent judicial system;
- **Information availability** by which is meant that information about economic conditions,

budgets, markets, and government intentions is reliable and accessible to all.

- **Insistence on transparency**, which is basically a call for open government, to enhance accountability, limit corruption and stimulate consultative processes between government and private interests over policy development (World Bank, 1992; Leftwich, 1993; Leftwich, 1994).

At the constitutional level, good governance requires changes that will strengthen the accountability of the political leaders to the people, ensure respect for human rights, strengthen the rule of law, and decentralize political authority. At the level of political action and organization, three attributes of good governance are common to the governance agendas of most aid agencies: political pluralism, opportunities for extensive participation in politics and probity and incorruptibility in the use of public powers and offices by servants of the state. Administratively, good governance requires accountable and transparent public administration; and effective public management, including the capacity to design good policies as well as to implement them (Simth, 2007).

Different organizations focus on different aspects of good governance. These are important attributes against which to analyze whether the government is good or bad. All the above different aspects of good governance, according to the United Nations, multilateral financial institutions and state whose governing apparatus has been captured by elites, are universal. It is these bodies who alternately decide on its form and substance.

2.4.4. The Aims of Good Governance

At first glance, it might seem that good governance is it self-evidently an end in itself or at least a direct means to an improvement in human well being. It must surely be better for people to have their civil and political rights respected rather than denied and abused, to receive entitlements without having to bribe officials, and to have those officials answerable to the law. However, standards of living have sometimes been dramatically improved without all of the components of good governance as in the case of Singapore for example. This is why it is necessary to reflect on the orthodoxy behind the advocacy of good governance—that it is compatible with economic and social development. Since it is clearly an assumption of aid donors that good governance will improve the chance of development taking place in countries less favorably placed than the industrialized democracies, it is important to know how development' is conceived in this context(Smith, 2007:11). Development in the economic sense refers to the growth of the countries as measured by indicators such as gross national product (GNP) and gross

domestic product (GDP). Countries or regions can then be compared in terms of average annual rates and their relative levels of development assessed. However, it would be quite wrong to think that a growth-centered approach to development is unconcerned with social causes and effects of growth. Much is revealed about social wellbeing by the per capita levels of GNP in different countries and distribution of national income between households. The World Bank recognizes the importance of investing in social development, and of comparing countries in terms of the level of education, and health (Smith, 2007:12). Comparisons of human or people-centered development are usually made by reference to life expectancy, literacy level, gender inequality, and human deprivation, human development has been defined as creating an environment in which people can develop their full potential and lead productive lives in accordance with their needs and interests expanding the choice people have to lead lives that they value...building human capabilities (UNDP, 2003b: 1).

The concept of human development also recognizes that economic achievements depend on social factors. Equally, economic growth is needed to achieve human development objectives such as poverty reduction, public investment in health and education. There is in effect a virtuous circle of human and economic development, each enhancing the other (Smith, 2007:13). Good governance here requires certain fundamental rules of political games to be in place. They also may be accompanied by changes in political attitudes and behaviors which might not have occurred were reforms being enforced by the way aid conditionality, but may be necessary if political accountabilities, human rights, the rule of law and decentralization are to be built into the structure of governance and become effective. Whenever constitutional reform is needed to improve the quality of governance, it will have to be accommodated by often very difficult histories and contexts. There is also a high level of interdependence between all types of reforms. For example, political accountability depends on the freedom to form political associations; freedom of association needs to be supported by respect for human rights. People then have to be mobilized to form and sustain political movements. Political accountability also depends upon the rule of law; the entrenchment of civil and political rights; a pluralistic articulation of political interests, and opportunities for a high level of participation, especially voting. Accountability can be also supported by public policies that aim to empower marginalized sectors of society such as the poor, women or ethnic minorities (Smith, 2007:14-15).

2.5. Indicators of Good Governance

There are failures to achieve consensus among academicians and practitioners on the indicators of good governance. Disputes about governance indicators are "endemically ideological". Decisions regarding what to measure and which indicators to use are based on public administration and political frameworks, and these are normative in character. This gives rise to a situation where the same indicator may have opposing interpretations, depending on which Ideological foundation is utilized some regimes, although forced into compliance by trade and aid considerations, are reluctant to produce and disseminate governance indicators that reflect adversely on their progress towards good governance. This reluctance is compounded when indicators are used in cross-country comparisons and rankings (Kaufman D. and A.Krayy, 2007).

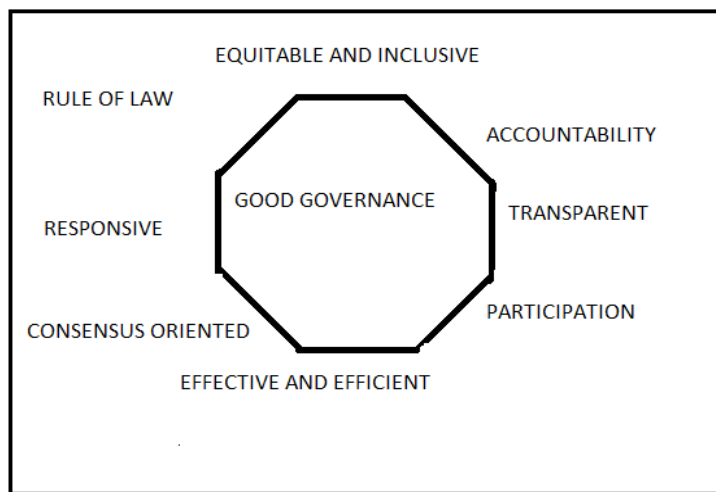
Despite such challenges, scholars in the academic world and policy practitioners came up with various indicators of good governance. For instance, The United Nations Economic Commission for Africa has identified six components of good governance: a political system that encourages broad input from all elements of civil society; impartial and credible electoral administration and an informed and active electorate; strengthened public sector legislative and administrative , institutions; transparency, predictability and accountability in political, oversight and regulatory decision by government and public bodies; effective public sector management with stable macroeconomic policy, effective resource mobilization and efficient use of public resources; adherence to the rule of law in a manner that protects personal and civil liabilities and gender equity and ensures public safety and security with equal access to justice for all. The Asian Development Bank came up with the following governance indicators. These were: a stronger, more efficient public service that is capable of implementing policy and delivering better public services to all; better and more transparent public financial management; wider access to justice and ensuring universal application; more participative and responsive government, particularly at local levels, and a government that fights corruption and waste at all levels (IDPAA PRIA, 2001), From the above conceptual explanations and discussions on governance, its institutional viewpoints and dimensions; good governance, and its indicators, it is essential to develop a working definition and conceptual framework that guide this study, for this end, good governance is the synchronization of important institutions in one hand and its attributes on the other hand. The qualities and characters of CSOs, media, executive/civil service, and political parties, together with attributes such as efficiency,

effectiveness, accountability, transparency, legitimacy and minimal corruption determine the governance system to be "bad" or "good".

2.6. Characteristics of Good Governance

Good governance has 8 major characteristics. It is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. Good governance is responsive to the present and future needs of the organization exercise prudence in policy-setting and decision-making, and that the best interests of all stakeholders are taken into account.

Fig.2.1. Characteristics of good governance



Source: (http://www.unescap.org/pdd/prs/projecties/on_going/gg/governance.asp)

1. Rule of Law

Good governance requires fair legal frameworks that are enforced by an impartial regulatory body, forth full protection of stakeholders.

2. Transparency

Transparency means that information should be provided in easily understandable forms and media, that it should be available and directly accessible to those who are affected by governance policies and practices, as well as the outcomes resulting therefrom and that any decisions are taken and their enforcement is in compliance with established rules and regulation.

3. Responsiveness

Good governance requires that organizations and their processes are designed to serve the best interests of stakeholders within a reasonable time frame,

4. Consensus Oriented

Good governance requires a consultation to understand the different interests of stakeholders in order to reach a broad consensus of what is in the best interest of the entire stakeholder group and how this can be achieved in a sustainable and prudent manner

5. Equity and Inclusiveness

The organization that provides the opportunity for its stakeholders to maintain, enhance, or generally improve their well-being provides the most compelling message regarding its reason for existence and value to society,

6. Effectiveness and Efficiency

Good governance means that the processes implemented by the organization to produce favorable results meet the needs of its stakeholders while making the best use of resources- human, technological financial, natural and environmental at its disposal.

7. Accountability

Accountability is the key tenet of good governance. Who is accountable for what should be documented in policy statements. In general, an organization is accountable to those who will be affected by its decisions or actions as well as the applicable rules of law.

8. Participation

Participation by both men and women, either directly or through legitimate representatives, is a key cornerstone of good governance. Participation needs to be informed and organized, including freedom of expression and assiduous concern for the best interests of the organization and society in general.

2.7. Empirical Literature Review

In this section what has been done in other studies regarding the role of good governance to increase the quality of education, research, and community service delivery, with the aim of economic growth in Addis Ababa University are discussed from the viewpoints of other authors.

2.8. Challenges facing Good Governance in Public Institutions

The World Bank (2004) conducted a National Governance Baseline Survey in Zambia to identify the governance challenges facing the government. The interview method was used for data collection. It was found that Zambia government organizations faced a number of governance challenges that can only be addressed through the application of a series of institutional reforms in key areas to improve transparency and accountability.

It was further discovered that corruption was a very serious problem affecting public sectors within the country, leading to poor governance and impeding development. Again, the delivery of some public services was found to be poor and uneven across the country. Lastly, the study saw that public officials are rarely recruited on the basis of quality and transparency. It was recommended that the Public Service Reform Program (PRSP) be implemented to improve governance within the public sector.

Hessen (2011) conducted a study on governance and good governance-related issues and sustainable development in Bangladesh. An explanatory design was used as well as extensive literature review and secondary sources. It was discovered that democracy and governance in both public and private institutions in Bangladesh are still plagued with violence, corruption, outdated policies, absence of human rights protection, absence of rule of law, non-accountability and heavy politicization of all government institutions including the judiciary. It was suggested that strong political leadership with a commitment to fight against deep-rooted corruption, non-accountability, non-transparency, and inefficiency is imperative for establishing good governance and for ensuring the sustainable development of both public and private sectors.

Asiimwe and Steyn (2013) assessed factors hindering the effective governance of public universities in Uganda. Qualitative and quantitative approaches were used and data was collected using interviews, questionnaires, and the focus group discussions method. Data were coded and analyzed by the statistical package of social science. The study revealed that the key obstacles to public university domination in Uganda were internal politics, lack of commitment, bureaucracy in management, conflicting values and cultures in the institution, centralization of authority and decision-making, inadequate funding, insufficient remuneration and the effect of globalization. It recommended that lack of commitment, bureaucracy in management, conflicting values in the institution, centralization of authority and decision-making, insufficient financing, financing higher education, and insufficient remuneration should be reduced by maximizing delegation and decision-making, increasing governance financing and balancing bureaucracy in management.

2.5. Good Governance in Ethiopia

For many years, throughout Ethiopia histories, governance and administrative practices have been highly centralized. The like dimension and concepts of accountability, transparency, community participation and rule of law and anti-corruption were paid little attention. But, after departed from the old system of governance, the government existing by now organized the country in to decentralized federal government system. Accordingly, the decentralized form of governance has become in place replacing the country old system unitary forms of government. Based on the 1995 constitution of the country article 50(2) (3) the country is organized in to federal and regional states. And each of the states has the legislative, executive and judiciary functions similar to the federal government (Ethiopian constitution, 1995).

The constitution provides also the protection of different democratic rights such as the right to hold opinion, thoughts and free expressions, freedom of assembly, public demonstration and the right to petition, right to association, freedom of movement, and rights of citizenship. The constitution further provides for the structure and separation of the three branches of state. Federal law making power is granted to the bicameral parliament of the House of Peoples Representatives and the House of Federations, executive power is granted to the Prime Minister and the Council of Ministers and establishment of an independent judiciary. In addition to this, periodic general elections have been taken place five times in the last two decades (1995, 2000, 2005, 2010 and 2015) government (Ethiopian constitution, 1995).

Consequently, the government of Ethiopia has also shown its commitment to promoting good governance through ratifying a number of international human rights mechanisms, reforming domestic laws to harmonize with international human rights standards, emphasizing good governance in different policies and programs such as the SDPRP/PASDEP. Still recognizing how far good governance is indispensable for poverty alleviation, the government of Ethiopia has been making efforts to achieve it (MoFED, GTP, V1). According to Government reports, over last consecutive year, Ethiopia has achieved encouraging development results and maintaining an economic growth rate of 11 %. However, no much agreement on the rate between different actors, the international community has recognized the growth. It has also been reported that the country has come to enjoy the fastest improvement in the Human Development Index (HDI) among Least Developed Countries (LDCs).

Moreover, it is determined to accelerate and maintain this development result while strengthening its good governance and democratic agenda (UNDP, 2012 Vol .I Developmental brief). But In light of major variables of good governance such as legitimacy, accountability, transparency of government activities, rule of law, competency of government as well as the provision of an enabling environment for economic growth and development in the country, the Ethiopian governance performance proved to be one of the low performing systems in the world Shimelis (2015).

2.5.1. Bad governance practices in Ethiopia

Where the Federal Audit General's three or more consecutive years report ranked education sector among the top as very poor in managing public finance, but schools and universities have faced shortage of education facilities and citizens' are crying for quality education; on the other hand Speaker of House of the parliament and top government officials are defending that it does not mean a corruption (Fikadu, 2013) Where corruption, extortion, favoritism, or nepotism in selecting teachers for promotion, upgrading, or grants; fraud to obtain teaching jobs; capture of recruitment by groups with vested interests; fraud in certification (transcripts and certificates) risks are high (ibid).

Where your literacy and numeracy program with whatsoever name like *Integrated Functional Adult Education* (IFAE) found to be astray and indeed evaluated as downsides of the sector for the last three or so years but millions left illiterate, (ibid). Where some classrooms in the inner city of Addis are left empty but children in the peripheral areas either attend school on shift bases or have never been to school; when it is rarely possible for the government to ensure national curriculum implementation and support educational institutions to prepare citizens' in line with the education policy objectives; Where

the drafted education law is downplayed for unknown reasons; and unlike Republic of South Africa's Education and Finance Ministers, ours are not being taken to court over poor standards at schools. But, startlingly promoted to the level of deputy PM; where Ethiopian Telecommunication downsized its employee size and employed "letter" (Fekadu, 2013).

Economics in its naming (from 26 to 12 letters of Ethio-telecom) without any significant improvements in the service; working under exacerbating connectivity problem that is found to be a bottleneck in the business and others activities; contradicting with e-governance principles; negatively affected career of those who were laid off and their families; Where the sole electricity supplier corporation always emphasizes on transformation capacity related problems for frequent power interruption; and labels the citizens government "dependent" but too late to respond to the poor quality procurement of equipment's; Where the state enterprises like regional water works and construction have been gripped in corrupt acts and the projects (Borena, Addis Ababa Zuria, Fentale, Didesa area etc) ceased or left planned; but millions are thirsty, food insecure (Fekadu, 2013).

Where the civil service cannot address dissatisfactions in the pay scales; whereas sector officials' willingness alone makes things to happen rather than research based reform via thorough scrutiny and job grading. Where some government organizations (Ethiopian Revenues and Customs Authority (ERCA), Technical and Vocational Education, Training Center of competency, Ministry of Urban Construction and Development) have made a pay reform, others have been prohibited the vertical and horizontal career growth; Where one of the major state revenue source custom tax subject to swindle by merchants and ERCA employees and officials; where the current corruption scandal in the ERCA divulges the futility of salary increment as a corruption prevention instrument (Fekadu, 2013).

Where the food item and other consumption goods price hike, but the regulatory measures intensifying than resolving the problem; when the consumers' right protection and consumers' cooperatives cannot stabilize the market; Where grievances related to quality service provision fall on deaf ears, but traditional criticism and self-denunciation have been taking place in government offices without any value addition or often worsening the situation (Fekadu, 2013).

2.5.2. Quality of public administration

The current Government inherited a highly centralized and control oriented civil service. The civil service lacked autonomy while accountability to citizens was weak. These institutional shortcomings, in turn, hindered the effectiveness and responsiveness of the state in public service delivery (FDRE, 2009).

Since 1994, the government of Ethiopia has embarked on a comprehensive civil service reform programme designed to improve performance and strengthen accountability and transparency. Decentralization was also initiated as part of broad based efforts to improve the effectiveness of the state in public service delivery and advance the democratization process. The laws, rules and regulations governing Ethiopia civil service have undergone changes in line with the 1995 Federal constitution to foster an impartial, ethical and accountable civil service. The degree of compliance with rules in the Ethiopian civil service is, generally high and control systems such as payroll are relatively strong. However, the transition from a socialist to a market oriented economy has necessitated a reorientation of the civil service toward a more service oriented public administration (ibid).

2.6.2.2. Information disclosure

There are several channels through which the executive communicates with citizens and their legislative representatives. “Question time” in Ethiopia’s Parliament affords legislators an opportunity to engage the Prime Minister and other Federal Government officials regarding the conduct and performance of the executive. Furthermore, the Prime Minister presents overall government annual plans at the beginning of each parliamentary session and submits a report on the performance of different ministries bi-annually to Parliament. This reporting mechanism is intended to enhance executive accountability. Each Ministry is also required to provide regular reports to the Council of Ministers on its performance (ibid).

2.6.2.3. Ethiopia’s good governance trend

Worldwide Governance Indicators show that in 2006, Ethiopia’s performance in government effectiveness was relatively better than the rest of Sub-Saharan Africa. Ethiopia’s ranking on the control of corruption dimension was also higher than for Sub-Saharan Africa, and to some extent on the rule of law. Ethiopia’s percentile ranking on voice and accountability and regulatory quality, however, was lower. The following table depicts the trend in Ethiopia’s governance indicators since 1996. The comparisons and trends, however, ought to be interpreted with extreme caution because the indicators are largely based on perceptions and sample sizes are small. Moreover, country comparisons, whilst useful, do not take into account differences in country historical, social and political contexts (ibid).

Good governance is characterized by responsiveness and balance in making decisions by accommodating various competing public interests and focuses on the best interest and needs of citizens. Timeliness, effectively and efficiency in the decision making process add special valued to the prevalence of good governance. Making decisions on a participatory manner is one of the linchpins of good governance. (Ethiopian Herald, 2015). Over the last fifteen years, good governance has become a major area of focus

by the Ethiopian government. The liberalization of the economy and the corresponding structural adjustments in various economic, relative democratization of public life and the promotion of the private economic sector has triggered the demand for good governance in the country. (ibid)

Although the government of Ethiopia exhibits a long political will to ascertain good governance in the country articulately in the upcoming GTP 2, period, there are huge challenges and hurdles that wait ahead. These challenges partially emanate from the old and recent history of the country. Ethiopia was ruled by aristocratic dynasties who claimed that they rule the nation by the divine power vested upon them as elects of God. Government administration was infested with the policy of gerontocratic meritocracy in which offices were held either as a reward for valor in war or as the result of a link to the royal family or a specific ethnic group. The unprecedented political suppression and economic oppressions which the citizens were subjected set the breeding ground for feudal mentality and belief in predetermined fate. (ibid)

The unprecedented political suppression and economic oppressions which the citizens were subjected set the breeding ground for feudal mentality and belief in predetermined fate. (ibid)

The prevalence of recurrent drought and food shortage, unfathomable level of poverty and the consequent poverty induced counterproductive mentality, periodic wars and displacement; migration that resulted from political repression the wiped out almost an entire generation threatened the survival of citizens and the existence of the Ethiopian state. The totalitarian regime of the Derge added fuel on the already raging fire. National chauvinism, narrow nationalism, nepotism and parochialism prevailed over the nation. There was no reasonable governance let alone good governance (ibid).

Despite the above mentioned drawbacks, since 1992, the country has enjoyed a comparative advantage through remarkable changes that had set the ground for the possibility of ascertaining good governance in the country. Constitutionally established federal state, unwavering political commitment of the government, prevalence of peace and tranquility in the country, economic liberalization, promulgation of favorable development policies, establishment of democratic institutions like Human Rights Commission and Office of the Ombudsman, huge human and natural resources would certainly help to buttress the ground work for instituting good governance in Ethiopia. The cornerstone for instituting good governance in Ethiopia are already in place but still there is more to be desired (ibid).

Good governance cannot be attained only through the efforts made by the government. Civil society organizations, the entire public, institutes of higher learning, the private sector, and religious

organizations should be able to find their niche in contributing to the enhancement of good governance in Ethiopia. (ibid)

There are considerable issues and concerns that are being voiced by the public. Fluctuations in the supply of electric power, undesirable red tape that is still prevalent in the public sector, unjustified skyrocketing of the prices of goods and services particularly on food items need to be addressed a concerted efforts to attain good governance (ibid).

2.9. Good Governance Practices in university

Some related studies were conducted by different researchers in different parts of Africa on the effective university management systems under the application of good governance perspectives .S. Asimwe and G.M. Steyn (2013) on his study permitted assessment of the Obstacles Hindering the Effective Governance of Universities in Uganda. The study has concerned the role of efficient governance in enhancing good educational service delivery in Uganda University. It focused on two public and three private universities in the central region of Uganda in identifying the obstacles in implementing effective governance. The main objective of the study was assessing the challenges facing such universities. It could be reduced by enhancing the ability of governance to maintain and reinforce the essential nature of the university and facilitate sensitivity to the needs of the people. The study employed qualitative and quantitative research method and data was collected through questionnaire, focus group interviews were conducted with the different groups of participants (the deans, the heads of departments, academic staff and the students) and the rest data were obtained from both civil servants and service users together through interview. The study revealed that Ugandan universities faced a number of obstacles that were limiting the effective governance of the universities. The obstacles were other interference with university governance matter included internal politics, lack of commitment, bureaucracy in management, conflicting values and cultures in the institution, centralization of authority and decision-making, insufficient funds, insufficient remuneration and the effect of globalization. It was clear from the findings that a holistic approach is necessary to address the obstacles identified in the study. However, the study provided recommendations for the above-mentioned obstacle. That was higher education institution planners with insight into how to address the obstacles in similar types of institutions. The following recommendations are made:

- Universities should be given more operational autonomy and in return, there should be more accountability measures within the allowable key policy framework set by the government. This

implies organized systems, inputs, processes, outputs and outcomes mediated by stakeholders' expectations.

- Governance challenges like internal politics, lack of commitment, bureaucracy in management, conflicting values in the institution, centralization of authority and decision-making, insufficient financing, globalization, financing higher education, and insufficient payment should be reduced by maximizing delegation and decision-making, increasing governance financing and balancing bureaucracy in management.
- Appropriate structures, systems, processes and procedures for decision-making and implementation are required. These should not increase the level of bureaucracy in the organization but should ensure that there are appropriate provisions to enable administrators and other officers involved in the management of the university to follow prudent methods of work that lead to efficiency and effectiveness.
- A mechanism for funding universities should be developed both internally and externally. The Ugandan government needs to establish a mechanism of funding critical aspects that are important to universities and to ensuring a culture of accountability: and to this end, correct financial behavior and effective utilization of funds should be in place. This implies the existence of positive rules and regulations, policies and budgets that will contribute to the systematic improvement of universities.

2.10. Commitment Gap

Based on the various literature reviewed in this study, the study found that many investigations have been conducted on good governance and service delivery in public institutions. In our set up, very little research has been conducted to determine the link between governance in public institutions and service delivery in the educational sector. The same is true in the case of Addis Ababa University. The result is a commitment gap that needs to be filled. The present research, therefore, aims to fill this gap as well as to provide material for further research and reference.

2.11. Conceptual Model

The conceptual model is known as the approach that shows the important variables to be studied in the research either in graphical or narrative form as given by Fellows and Liu (2003). According to Kenneth (2005), a conceptual framework is structured from a set of broad ideas and theories that help a researcher to properly identify variables that he/she is looking at, frame his/her questions and identify the relevant

literature. A conceptual framework helps the researcher to clarify his research question and aims. In this view this; conceptual framework was developed as shown in Figure 1.1.

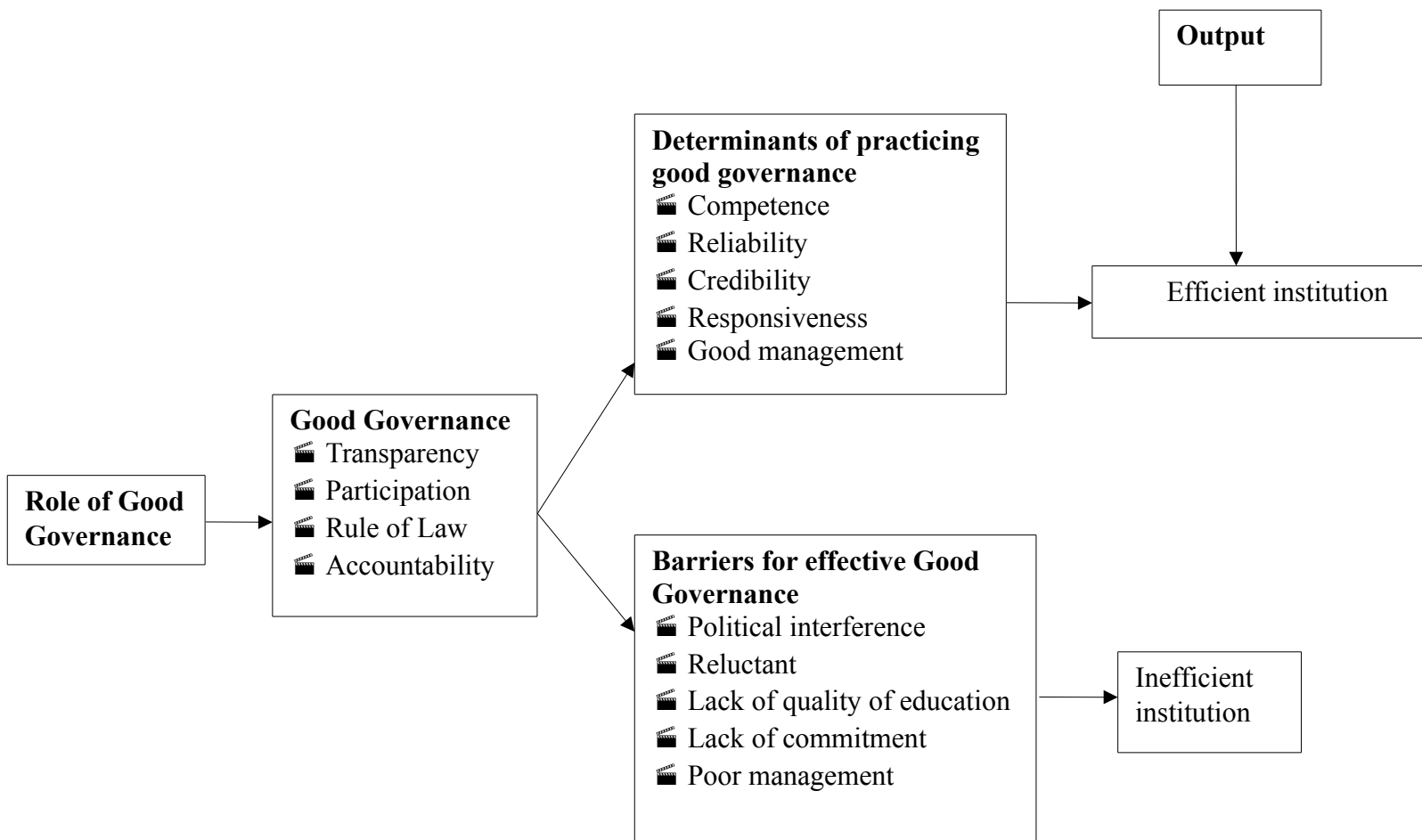


Figure 2.1: Conceptual Framework of the Study

2.12. Description of the Model

The model above is developed based on the study. The model shows the quality of education, economic improvement, and employee satisfaction that depends on proper practicing of good governance within the university. The variables were measured on the basis of the pillars of good governance namely; transparency in operating institutional activities, proper accountability, participation, rule of law, in establishing an equal administration system and building an efficient institution.

In the study, other variables (hindrance factors for good governance in public institutions) include; corruption, political interference, reluctant. Lacks of educational quality, lack of commitment, poor management. All these variables were analyzed in the context of factors challenging good governance in the university. And those variables build inefficient institution.

CHAPTER THREE

3. Research methodology

This chapter deals with the methodology part of the study. The chapter were arrange into different subsections starting from, research design, sources of data, population, sample size and sampling techniques, measurement, instrument and procedure of data collection, data collection, method of data analysis, interpretation and ethical consideration.

3.1. Research Design

The primary objective of this research was to assess the practices and challenges of good governance in Addis Ababa University's main campus. To achieve this objective, the researcher will use descriptive survey methods. Descriptive research is useful because the major purpose of the research is to describe the state of good governance practice in the university. According to best and Khan (2008), a Descriptive research design is important when it is aimed to assess the question of what is? They stated its use as....descriptive research design is concerned with conditions or relationships that exist, opinions that are held, processes that are evident or trends that are developed (Best and Khan, 2008).

According to John W.Best (2007), “A population is any group of individuals who have one or more characteristics in common that are of interest to the researcher. The population may be all the individuals of a particular type or a more restricted part of that group” (John W.Best, 2007).

It also gives room to use both quantitative and qualitative data in order to find a solution to the specific study. This, in turn, can help to describe and give an answer to certain life experiences. The researcher was also use both qualitative and quantitative mixed methods for triangulation, complementarily, development, initiation, and expansion via step by step presentation of evidence (Greene and Nagy 2010). A combination of qualitative and quantitative data will gather through semi-structured questionnaires and interviews as a primary source of information for the study. The information obtains from the primary source will be supported by a document analysis as a source of secondary data.

3.2. Source of data

In this study, the primary source of data was use. The primary sources of data were being collected form management, administrative, and academic staff on the main campus through interviews and questionnaires. The secondary data source was collected from; minutes and evaluation reports. These documents are used largely for the purpose of triangulation.

3.3. Populations, Sample Size, and Sampling Techniques

The campus was selected purposely because of its heterogeneous nature. And stratified sampling technique was being applied to assess practices and challenges of good governance in the selected campus of Addis Ababa University. After stratum of the campus, the researcher used a random sampling technique to select form each stratum. This enables the researcher together different data from the respondents that have different responsibilities in the selected campus and out of the total population of one thousand eight hundred twelve (1812) three hundred twenty-eight 328 (18) employees was select by Yamana sample size determination method. (Yamana, 1973). The calculation formula of Taro Yamane was being presented as follows:

$$\text{Sample size} = N / 1 + N (e)^2 = 1812 / 1 + 1812 (.05)^2 = 328$$

The population was divided into three subgroups on the basis of core operational functions, so managements; who gives administrative decision and perform a leading role; academic and administrative staff was taken accordingly.

Total population	Sub group	Populatio n	sample
Addis Ababa University Main campus	Members of Managements	6	6
	Academic staff	415	75
	Administrative staff	1381	248
	Total	1812	328(18%)

Source: AAU Human Resource office, 2019

3.4. Measurement

Form these types of measurement instruments the researcher used semi-structured questions in the interviews and both closed and open-ended types of questions in the questionnaires. The questionnaires contain standard questions as used by Rob Johns, (2010) involving the construction of multiple-item measures, known as Likert scales. These instruments usually require respondents to give their level of agreement or disagreement. In the interviews, the researcher was modify and adjust questions to evaluate the good governance practices and challenges and provides vital information about the interview to get the need data through the interview from the interviewees based on their individual perspectives and experience through direct discussion.

3.5. Instrument and procedure of data collection

3.5.1. The instrument of data collection

The instrument for data collection used sequentially. Thus the following instruments was developed and employed. Questionnaires are prepared for Academics, Administrative staff, and interviews for top Managements and managing directors.

Questionnaire: - Regarding the questionnaires, it is designed for- A cover page was prepared which explains the purpose of the study and instruction to be followed by the respondents. The question has both closed and open-ended items for in-depth information. In the case of close-ended questions, items were rated by using a Likert scale, rating scale based on the scale from "strongly agree" to "strongly disagree". Regarding open-ended questions, the purpose is to get additional and supportive information about the study under consideration and to get background information.

Interview guides:-One of the prerequisites for undertaking interviews was preparing interview guide questions. To this effect, guide questions are prepared in advance. The questions have consisted of semi-structured questions so as to guide the interview. Semi-structured questions are preferred as they give flexibility to the researcher to modify, explain, omit, or include certain questions in the context of the conversation (see Merriam 1998; Robson 1993). As highlighted above, the selected interviewees are communicated by the researcher via telephone calls and face to face.

3.5.2 Procedure of data collection

The researcher was giving the questionnaires by hand, and collects the questionnaires from the respondents. For the Interview, guiding semi-structured questions was being prepared in Amharic for clarity of information and it makes easy to communicate between the researcher and the respondents. By the same procedure, all the papers were being returned to the researcher. Then the document analysis and interviews was also being conducted simultaneously.

3.6. Method of Data Analysis and Interpretation

Data analysis was beginning with a report that gives a piece of information regarding the number of questions that are distributed to the respondents, who filled them.

Surely the researcher focuses on the questions that are filled properly and correctly to give the analyses. The data that are gathered through the questionnaire are presented in two parts. The first part was deal with the presentation related to the socio-demographic characteristics of the respondents. And the second section was deal with the presentation of all the data gathered based on the basic research questions of the researcher which he/she needs to get the answer from the respondents to achieve the objective of the study.

The data that were gathered through the questionnaires was be analyzed and interpreted using descriptive statistics like frequency, percentage and mean and was be described using tables to get them clear. The data was also being coded using scientific statistics data analysis software SPSS version 20. Moreover, in the end, the data that is gathered through interview and document reviews was presented, analysed and interpreted in line with the research basic questions.

3.7 Ethical Consideration

All participants in this study were participating willingly and the researcher let them know the purpose of the study; and the researcher was giving them all the necessary information regarding the research. The study is conducted in a manner that is consistent with ethical issues that need to be considered in conducting a research. Accordingly, letter from the department of public administration and development management was being written for the concerned bodies. Moreover, consent of informants was being asked before conducting interview.

CHAPTER FOUR

DATA ANALISES AND INTERPRITATION

4.1. Introduction

Analyses of data is a very important part of any research the quality of data collected matters but what matter more is the interpretation of the data. This chapter deals with presentation of data analyses and interview of the finding. Data of all the respondents to the questioners were compared to provide a better understanding of the situation. The comparison used to achieve the objective of the study.

The researcher has distributed 328 questioners among thus 305 questioner were correctly managed and returned buck but the remaining 13 questioners, some of them were not properly filled and some of them not returned.

4.2. Socio-Demographic Characteristics of Respondents

This section aims at discussing the respondents' profile to help the study establish the extent of judgment one might have in the area of the study. The researched respondents' characteristic included sex, age, educational background, status, and services year in Addis Ababa University. Perry (2000), contends that, personal attributes like gender, age, education and experience had significant effect on understanding good governance practices and its challenge.

Table 4:1 Socio-demographic characteristics of respondents.

ITEM	RESPONSE	F (%)
Sex	Male	156(50.8%)
	Female	149(48.9%)
	Total	305(100%)
Age	20-30	101(33.1%)
	31-40	152(49.8%)
	Above 40	51(16.7%)

	Total	305(100%)
Status	Academic	46(15%)
	Administrative	259(85%)
	Total	305(100%)
Educational Background	Diploma	43(14.1%)
	BA/BSC	175(57.3%)
	MA/MSc	81(26.6%)
	PhD	6(2%)
	Total	305(100%)
Services year in University	1 years – 5 years	109(35.7%)
	6 years – 10 years	153(50.2%)
	11 years – 15 years	43(14.1%)
	Total	305(100%)

Source: Field survey, 2017

Table 4:1 depicts the socio demographic characteristic of the respondents. Regarding to socio-demographic characteristics of the respondents, the first category was about sex. 155 (50.8%) of the respondents were male while 149(48.9%) of them were female. Thus, from the above table it is possible to suggest that the majority of the respondents were male sex category.

The second item was about age. Regarding age 101(33.1%) of the respondents were in the age category of 20-30 years, 152(49.8%) of the respondents were in the age category of 31-40 years old, 51(16.7%) of the respondents were in the age category of above 40 years old. Thus, from the above table it is possible to suggest that the majority of respondents were in the age category of 29-35 years.

The third item was about status, 46(15%) of the respondents were academic staffs, 259(85%) of the respondents were Administrative staff. From the above table, it is possible to conclude that the majority of the respondents were Administrative staff.

According to the above table the fourth item was about educational background, and regarding educational background 43(14.1%) of the respondents were at diploma educational level while 180(59%)of the respondents were at the educational level of BA/BSC and 6(2%) of the respondents were at educational level of PhD . From the above table it is possible to suggest that the majority of the respondents were at educational background of BA/BSC.

The above table also indicated that about the services year in University 109(35.7%) of the respondents were 1 – 5 years services, 153(50.2%) of the respondents were 5-10, 43(14.1%) respondents were also 11-15 and 12(4%) of respondents were above 16 years services. From the above table it is possible to suggest that the majority of the respondents were 5-10 years services.

The researcher of this study has designed a questionnaire regarding to practice and challenge of good governance in Addis Ababa university main campus. The designed questionnaire had three major topics. The first deals about regarding to the University management efforts in practicing good governance, regarding to the community of University satisfied in the effort of management activity and regarding the challenges of good governance. Under each major topic there are sub topics or dimensions which are transparency, participation, rule of law and accountability. To describe each dimension hypothetical statements were designed. The questionnaires were distributed to the respondents and then they were collected and coded and the output obtained was analyzed and interpreted as follows.

4.3. Application of Good governance

The practice of good governance principles in the context of four dimensions has been described as follows. Transparency is one of the dimensions of good governance.

Transparency

Table 4:2 Responses of University employees on nature of transparency of their institutions

Statement	Response	Descriptive statistics		
		F(%)	Mean	SD
1. The management provides clear and internalized rule, regulation, and procedures which are available to the community of the University.	Strongly agree		2.92	.634
	Agree	74 (24.3%)		
	Disagree	181(59.3%)		
	Strongly disagree	50 (16.4%)		
	Total	305(100%)		

2. Is there a transparent job resulted oriented evaluation is applied in the university?	Strongly agree	6 (2.0%)	3.12	.746
	Agree	50 (16.4%)		
	Disagree	149(48.9%)		
	Strongly disagree	100(32.8%)		
	Total	305 (100%)		
3. The management provides different announcing opportunities on their decision to community of University and others.	Strongly agree	6(1.9%)		
	Agree	76 (24.9%)		
	Disagree	157(51.5%)		
	Strongly disagree	66 (21.6%)		
	Total	305(100%)		

Table 4.2 revealed that none of respondents strongly agree that the management provides clear and internalized rule, regulation, and procedures which are available to the community of the University. (24.3%) of respondents agree, (59.3%) of respondents disagree and (16.4%) of respondents strongly disagree. Overall, 75.7of respondents either strongly disagree or disagree .So that there was no transparency in management effort at Addis Ababa University.

The second hypothetical statement designed to describe transparency under the heading of application of good governance was “Is there a transparent job resulted oriented evaluation is applied in the university? Regarding to this issue, 149 (48.9%) of the respondents disagreed to the issue while 100 (32.8%) of the respondents responses that they strongly disagreed. The mean is 2.543 less than the likert scales mean (3). The mean is concentrated far from the standard deviation.634. This implies that there was no transparent job resulted oriented evaluation is applied in the university.

The third hypothetical statement also designed to describe transparency under the heading of application of good governance was “Does the management provide different announcing opportunities to community of University and others, on their decision? Regarding to this issue, 157 (51.5%) of the respondents strongly disagreed to the issue while 66 (21.6%) of the respondents responses that they disagreed. This implies that there was no clear and internalized rule, regulation, and procedures in the university.

Participation

Good governance to be prevailed, all community of University should have a voice in decision-making, either directly or through their representative that represent their interests.

Table 4.3 Distribution of employees by their response to participation questions

Statement	Response	F(%)	Mean	SD
1. There is a procedure that allows the community of the University to be participant in the process of formation of rule, regulation and preparation of manual.	Strongly agree		3.006 6	.65390
	Agree	64 (21.0%)		
	Disagree	175(57.4%)		
	Strongly disagree	66 (21.6%)		
	Total	305(100%)		
2. There is sufficient opportunity and participation to solve teaching and learning problems in the University.	Strongly agree	12 (3.9%)	2.944 3	.65407
	Agree	38 (12.5%)		
	Disagree	210(68.9%)		
	Strongly disagree	45 (14.8%)		
	Total	305(100%)		

Participation is one of the indicators to identify existence of good governance. The first statement is read as; is there a procedure that allows the community of the University to be participant in the process of formation of rule, regulation and preparation of manual? Regarding to this statement, 241(79%) of the respondents stated that they disagreed to the statement while 64(16.4%) of the respondents expressed their agreement to the statement. And the second one stated that: Is there

sufficient opportunity and participation to solve teaching and learning problems in the University? Regarding to this statement, 255(83.7%) of the respondents stated that they disagreed to the statement while 50(16.4%) of the respondents expressed their agreement to the statement. Thus, from the above table indicated that: there is no a procedure that allows the community of the University to be participant in the process of formation of rule, regulation and preparation of manual and no opportunity and participation to solve teaching and learning problems.

Rule of law

Data was analyzed on whether the rule of law in the University is observed or not at main campus.

Table 4.4 shows the summary of results

Statement	Response	F(%)	Mean	SD
1. Do you believe that the management's decision is free from political bias? (employees who involve in politics are fever without merit)	Strongly agree		2.944 3	.64902
	Agree	73 (23.9%)		
	Disagree	176(57.7%)		
	Strongly disagree	56 (18.4%)		
	Total	305(100%)		
2. Do you agree the management decision is free from discrimination?	Strongly agree		2.957 4	.71737
	Agree	85 (27.9%)		
	Disagree	148(48.5%)		
	Strongly disagree	72 (23.6%)		
	Total	305 (100%)		
3 Do you think the decision process of the management is short and quick in terms of time?	Strongly agree		3.055 7	.63880
	Agree	54(17.7%)		
	Disagree	180(59.0%)		
	Strongly disagree	71(23.2%)		
	Total	305(100%)		

4. Is all decisions of management are according to laws, regulations and rules.	Strongly agree		2.9836	.72302
	Agree	82(26.9%)		
	Disagree	146(47.9%)		
	Strongly disagree	77 (25.2%)		
	Total	305(100%)		

Table 4.4 deals with respondents responses on rule of law concerning the practice of rule of law in the University, statements were designed to investigate the situation. The first statement is read as; do you believe that the management's decision is free from political bias? Regarding to this statement, 232(76.1%) of the respondents stated that they disagreed to the statement while 73(23.9%) of the respondents expressed their agreement to the statement. the second statement stated that "Do you agree the management decision is free from discrimination? Regarding to this statement, 220(72.1%) of the respondents stated that they disagreed to the statement while 85(27.9%) of the respondents expressed their agreement to the statement. The third statement also stated that concerning the decision process of the management is short and quick in terms of time, Regarding to this statement, 251(76.7%) of the respondents stated that they disagreed to the statement while 54(23.3%) of the respondents expressed their agreement to the statement. The final statement stated that Is all decisions of management are according to laws, regulations and rules? Regarding to this statement, 223(73.1%) of the respondents stated that they disagreed to the statement while 82(26.9%) of the respondents expressed their agreement to the statement. Thus, from the above table indicated that: there is no established principle of rule of law in the university.

Accountability

The fourth dimension of application of good governance principle was Accountability.

To assess the status of Accountability in the university, statements were designed which enable to investigate accountability practice to bring good governance. The result is given as follows.

Table 4.5 shows the summary of results about Accountability.

Statement	Response	F(%)	Mean	SD
1. Are employees are punished, for their	Strongly agree		2.8951	.76658
	Agree	107(35.1%)		

wrong doing or decision		)		
	Disagree	123(40.3%)		
	Strongly disagree	75(24.6%)		
	Total	305(100%)		
2. Management of the University is accountable to the damage or destruction caused by their decision.	Strongly agree		3.029 5	.66574
	Agree	63(20.7%)		
	Disagree	170(55.7%)		
	Strongly disagree	72(23.6%)		
	Total	305(100%)		

Accountability is a key question as far as good governance is concerned. Thus, various questions were presented to employees to get their level of perception on the issue. The first item was “Are employees are punished, for their wrong doing or decision. Regarding to this issue, 198 (64.9%) of the respondents disagreed to the issue while 107 (35.1%) of the respondents reported their agreement. Thus, from the above table it is possible to conclude that employees were not punished, if he/she did not correct his/her wrong doing.

The second hypothetical statement that focuses on accountability is the Management of the University accountable to the damage or destruction caused by their decision regarding to this statement, 242(79.3%) of the respondents responded that they disagree at the statement, while 63 (20.7 %) of the respondents replies that they agree to the statement designed. From the above table it is possible to suggest that in the university, there was no a system which the Management of the University accountable to the damage or destruction caused by their decision.

4.2. Satisfaction on Practices of Good governance

Transparency is built upon free flow of information, its availability, direct accessibility, and clarity in an understandable way for all stakeholders.

Table 4.6. Responses of service users on the state of timely information provision

Transparency

Statement	Response	F(%)	Mean	SD
1. Do you agree that Clear and updated information is transmitted when the university makes change of educational policy and administrative system?	Strongly agree	6(2.0%)	2.8426	.67484
	Agree	79 (25.9%)		
	Disagree	177(58.0%)		
	Strongly disagree	43 (14.1%)		
	Total	305(100%)		
2. Do you think the Promotion on different position (administrative and academic) is transparent in the main campus?	Strongly agree	6 (2.0%)	2.8262	.75609
	Agree	100(32.8%)		
	Disagree	140(45.9%)		
	Strongly disagree	59(19.3%)		
	Total	305 (100%)		
3. Do you agree the information of management activity (their decision, achievement, and services) is provided to employee with regular and clear manner?	Strongly agree	2 (7%)	2.8393	.73253
	Agree	104(34.1%)		
	Disagree	139(45.6%)		
	Strongly disagree	59 (19.3%)		
	Total	305(100%)		

The first item was Do you agree that Clear and updated information is transmitted when the university makes change of educational policy and administrative system. Regarding to this statement, 220 (72.1%) of the respondents said that disagreement to the statement while 85(27.9%) of the respondents replied that agreement to the statement. The calculated mean was 2.8426 which

are less than likert scale mean (3) the calculated mean was concentrated far from the standard deviation .67484. The second hypothetical statement that focuses on Transparency Do you thinks the Promotion on different position (administrative and academic) is transparent in the main campus Regarding to this statement, 199(65.2%) of the respondents said that disagreement to the statement while 106(34.8%) of the respondents replied that agreement to the statement. The calculated mean was 2.8262 which are less than likert scale mean (3) the calculated mean was concentrated far from the standard deviation.75609. The final statement is, Do you agree the information of management activity (their decision, achievement, and services) is provided to employee with regular and clear manner regarding to this statement, 198(64.9%) of the respondents said that disagreement to the statement while 106(41.1%) of the respondents replied that agreement to the statement. The calculated mean was 2.8393 which are less than likert scale mean (3) the calculated mean was concentrated far from the standard deviation.73253. Thus, from the above table, it is possible to suggest that clear and updated information was not transmitted when the university made a change of service delivery and system. Because Transparency is among the core indicators of good governance in the process of building democratization; in this regard Addis Ababa University has failed to deliver what is expected and needs to work on it if good governance needs to be in place.

Participation

To assess the **employee** participation, the following statement was designed and the result has been discussed as follows.

Table 4.7: Report on custom participation

Statement	Response	F(%)	Mean	SD
1. Is there is satisfactory participation on preparation of educational policy and structure of university before the implementation?	Strongly agree	6 (2.0%)	2.908 2	.72871
	Agree	78 (25.6%)		
	Disagree	159 (52.1%)		
	Strongly disagree	62 (20.3%)		
	Total	305 (100%)		
2. Is there is wide	Strongly agree	12 (3.9%)	2.996	1.8892

participation of community of university to solve teaching and learning problems in the campus?	Agree	72 (23.6%)	7	0
	Disagree	155 (50.8%)		
	Strongly disagree	65 (21.3%)		
	Total	305(100%)		

The first illustrates the respondents responses on customer participation the statement is given as; is there is satisfactory participation on preparation of educational policy and structure of university before the implementation Regarding to this statement, 221(72.4%) of the respondents responses that disagreed to the statement and 84(27.6%) of the respondents responses that agreed to the statement. The calculated mean were 2.9082 which is less than likert scale mean (3). The standard deviation . 72871 concentrates far from the calculated mean. The second hypothetical statement that focuses on participation is; Is there is wide participation of community of university to solve teaching and learning problems in the campus Regarding to this statement, 220 (72.1%) of the respondents said that disagreement to the statement while 84(27.5%) of the respondents replied that agreement to the statement. The calculated mean was 2.9967 which are less than likert scale mean (3) the calculated mean was concentrated far from the standard deviation1.88920. From the above table, it is possible to suggest that in the university, there was no wide participation of employee and the community to solve teaching and learning problems.

Rule of law

Data was analyzed on whether the rule of law in practice and challenge of good governance in Addis Ababa University.

Table 4.8 shows the summary of results.

Statement	Response	F(%)	Mean	SD
1. The decision of	Strongly agree		2.944	.
	Agree	83 (27.2%)		

Management on administrative grievance is based on convincing evidence.	Disagree	156 (51.1%)	3	69786
	Strongly disagree	66 (21.6%)		
	Total	305 (100%)		
2. The process of disciplinary measure on employees is taken short and quick in terms of time.	Strongly agree		2.970	.69000
	Agree	77 (25.2%)	5	
	Disagree	160 (52.5%)		
	Strongly disagree	68 (22.3%)		
	Total	305 (100%)		

The first illustrates the respondents' responses on rule of law the statement is given as the decision of Management on administrative grievance is based on convincing evidence. Regarding to this statement, 222(72.7%) of the respondents responses that disagreed to the statement and 83 (27.2%) of the respondents responses that agreed to the statement. The calculated mean were 2.9443 which is less than likert scale mean (3). The standard deviation .69786 concentrates far from the calculated mean .The second hypothetical statement that focuses on participation is; the process of disciplinary measure on employees is taken short and quick in terms of time. Regarding to this statement, 228(74.8%) of the respondents responses that disagreed to the statement and 77(25.2%) of the respondents responses that agreed to the statement. The calculated mean were 2.9443 which is less than likert scale mean (3). The standard deviation .69000 concentrates far from the calculated mean. From the above table, it is possible to suggest that in the university, there was no wide participation of employee and the community to solve teaching and learning problems.

Accountability

Accountability is the second dimension of community satisfaction. Two hypothetical statements were designed to assess accountability in the context of community satisfaction.

Table 4.9: Respondents report on accountability.

Statement	Response	Descriptive statistics		
		F(%)	Mean	SD
1. Do you agree the chance	Strongly agree	6 (2.0%)	2.9180	.80080
	Agree	93(30.5%)		

of training to employee of the University for Performance Appraisal is fair?	Disagree	126(41.3%)		
	Strongly disagree	80(26.2%)		
	Total	305 (100%)		
2. Is Management of the University is accountable to the damage or destruction caused by their decision made?	Strongly agree	6 (2.0%)	3.0721	1.85530
	Agree	60(19.7%)		
	Disagree	174 (57%)		
	Strongly disagree	64 (21.0%)		
	Total	305 (100%)		
3. Is there official motivation (reward) to employee who accomplished his/her duty efficiently?	Strongly agree	6 (2.0%)	3.0656	.64555
	Agree	36 (11.8%)		
	Disagree	195(63.9%)		
	Strongly disagree	68 (22.3%)		
	Total	305 (100%)		

Accountability is a key question as far as good governance is concerned. Thus, various questions were presented to employees to get their level of perception on the issue. The first illustrates the respondents' responses on Accountability the statement is given as what you think in Management decisions: Do you agree the chance of training to employee of the University for Performance Appraisal is fair? Regarding to this statement, 206(67.5%) of the respondents responses that disagreed to the statement and 99(32.5%) of the respondents responses that agreed to the statement. The calculated mean were 2.9180 which is less than likert scale mean (3) The second hypothetical statement that focuses on participation is; Is Management of the University is accountable to the damage or destruction caused by their decision made? Regarding to this statement, 238 (78%) of the respondents responses that disagreed to the statement and 66 (21.7%) of the respondents responses that agreed to the statement. And also on the third question the illustrates the respondents' responses given as; Is there official motivation (reward) to employee who accomplished his/her duty efficiently? Regarding to this statement, 263 (86.2%) of the respondents responses that disagreed to

the statement and 42 (13.8%) of the respondents responses that agreed to the statement. From the above table, it is possible to suggest that in the university, there were not any person who is accountable to the damage or destruction caused by their decision made in the university

4.3. challenges of Good governance

The study also wanted to know the challenges hindering good governance practices at Addis Ababa University. The findings of the analysis were summarized in Table 4.26.

Transparency

Table 4.10: Report on custom transparency

Statement	Response	F(%)	Mean	SD
1. Do you know that the University management gives immediate and updated notice to the community of when problem occurred?	Strongly agree			
	Agree	61 (2.0%)	3.0295	.65578
	Disagree	174(57%)		
	Strongly disagree	70 (32.0%)		
	Total	303(99.3%)		
2. The decisions of management on employee request have accessible Information to all.	Strongly agree	14 (4.6%)	2.7934	.68342
	Agree	67 (22.0%)		
	Disagree	192(63.0%)		
	Strongly disagree	32 (10.5%)		
	Total	305 (100%)		

To assess respondents responses on transparency, statement were designed which the first statement states that; do you know that the University management gives immediate and updated notice to the community of when problem occurred? Regarding to this statement, 244 (89%) of the respondents responses that disagreement to the statement and 61(2%) of the respondents responses that agreement to the statement. Also the second statement states that; the decisions of management on employee request have accessible Information to all. Regarding to this statement, 224 (73.5%) of the respondents responses that disagreement to the statement and 81(26.6%) of the respondents responses that agreement to the statement. From the above table it is possible to conclude that the community of the university

does not have official notice and Information about the decisions or enforcement to the University community when problem happened.

Participation

To assess the employee participation, the following statement was designed and the result has been discussed as follows.

Table 4.11: Report on custom participation

Statement	Response	F(%)	Mean	SD
1. Is there a procedure that allows the community of the University to be participant in the process of formulation of rule, regulation and preparation of manual?	Strongly agree		3.0230	.55262
	Agree	43(14.1%)		
	Disagree	212 (69.5%)		
	Strongly disagree	50 (16.4%)		
	Total	305 (100%)		
2. Does the University management call meeting to discussing on problems and give quick solution?	Strongly agree	2 (0.7%)	.62544	.55262
	Agree	56 (18.4%)		
	Disagree	192(63.0%)		
	Strongly disagree	55 (18.00%)		
	Total	305 (100%)		

Participation is one of the indicators to identify existence of good governance. The above table indicated that the level of perception of employees about existence of good governance specially, the aspect of participation. The first statement states that; Is there a procedure that allows the community

of the University to be participant in the process of formulation of rule, regulation and preparation of manual? With a reference of this statement, 272 (85.9%) of the respondents responses that agreed to the statement and 43(14.1%) of the respondents responses that disagreed to the statement. also the second statement states that Does the University management call meeting to discussing on problems and give quick solution? With a reference of this statement, 247 (81%) of the respondents responses that agreed to the statement and 58(19.1%) of the respondents responses that disagreed to the statement. Thus, from the above table, it is possible to conclude that in the University there was not employee Participation on the matter of the University.

Rule of law

Data was analyzed on whether the rule of law in good governance practices and its challenge at Addis Ababa University.

Table 4.12: Report on custom participation

Statement	Response	F(%)	Mean	SD
1. The management decisions indicate that there is supremacy of the law in the university.	Strongly agree	18 (5.9 %)	2.798 0	2.4982 9
	Agree	110(36.1%)		
	Disagree	145(47.5%)		
	Strongly disagree	27 (8.9%)		
	Total	305 (100%)		
2. Do you think administrative/disciplinary decisions are made based on convincing evidence?	Strongly agree		2.678 7	.77483
	Agree	13(4.3%)		
	Disagree	130(42.6%)		
	Strongly disagree	162(4.8%)		
	Total	305 (100%)		

Rule of law is one of the main indicators to identify existence of good governance. The first statement states that; what do you think in the decisions making, is it based on supremacy of the law? Regarding to this statement, 172(56.4%) of the respondents responses that disagreed to the statement and 128(42%) of the respondents responses that agreed to the statement. The calculated mean were 2.7980 which is less than likert scale mean (3). The second hypothetical statement that focuses on rule of law is Do you think administrative/disciplinary decisions are made based on convincing evidence? Regarding to this statement, 192(95.7%) of the respondents responses that disagreed to the statement and 13(4.3%) of the respondents responses that agreed to the statement. The calculated mean were 2.7980 which is less than likert scale mean (3) Thus, from the above table, it is possible to conclude that in the University there was not submitted to the principle of rule of law.

Accountability

Data was analyzed on whether the accountability in good governance practices and its challenge at Addis Ababa University.

Table 4.13: Report on custom participation

Statement	Response	F(%)	Mean	SD
1. Are employees accountable when they are found on unethical practice, corruption and inefficiency?	Strongly agree	8(2.6%)	2.7508	.75014
	Agree	109(35.7%)		
	Disagree	139(45.6%)		
	Strongly disagree	49 (16.1%)		
	Total	305 (100%)		
2. Is there clear internal job monitoring and evaluation mechanism and regulation in the University of main campus?	Strongly agree	10 (3.3%)	2.7377	.77165
	Agree	111(36.4%)		
	Disagree	133(43.6%)		
	Strongly disagree	51 (16.7%)		
	Total	305		

		(100%)		
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Good governance required officials to show integrity, honesty, being accountable and have positive attitude towards customers or service users that their institution is serving, at the same time, officials should be accountable for every measure they take as public servants and figure of the institution. On this matter about the first statement states that; Are employees accountable when they are found on unethical practice, corruption and inefficiency? Regarding to this statement, 188 (61.7%) of the respondents responses that disagreement to the statement and 117(38.3%) of the respondents responses that agreement to the statement. The second hypothetical statement that focuses on accountability is; Is there clear internal job monitoring and evaluation mechanism and regulation in the University of main campus? Regarding to this statement, 184 (60.3%) of the respondents responses that disagreement to the statement and 121(40%) of the respondents responses that agreement to the statement. From the above table, it is possible to suggest that, the employee were not accountable when they are found on unethical practice, corruption and inefficiency and no clear internal job monitoring and evaluation in the university.

4.6. Summary of Data Analysis and Interpretation

An interview was supposed to be held with three top management/directors but two of top management went abroad for international training, so the interview was held with one of top management member and three main campus directors. Accordingly, the data gathered through the interview held with one top management member and three directors of the main campus have been presented here as follows.

When we come to the first item which asked the interviewees whether there were evaluate the current status of good governance practice in the University, all the respondents participated in the interview confirmed that there were some indicators of implementing good governance principles have showed. But it was not well structured.

The second items in the interview asked the interviewees to describe the strengths and weakness of the University regarding the issue of good governance. When they described about the strength, they confirmed that the rights and the privileges of the employees was attempted to be carried out according to the governed law and in line with manuals of the university and civil servant

commission proclamations. And they added the point that whenever a problem occurred, they tried to give a solution to the happen problem. Additionally when they described about the strength of their University, they said that any individual working as academics or administrative employee who was in charge of an office was criticized by others and he/she also criticized himself or herself whenever there was a problem identified and known by everyone in a given situation. Regarding their weakness they explained that they were not able to carry out problem as it should have been according to the stated statements of either the plan or the manual.

According to the third item that asked the interviewees what opportunities are available and what challenges have you faced? the respondents participated in the interview confirmed that; As higher academic institution Addis Ababa University has many professionals' and researchers, who give scientific and professional support for implementation of good governance principles. But the main challenge is; not all employee of the university understand scientific application of good governance principle. The next item in the interview is read as; what type of measures is taken by the university management to address the problem? The respondent says that however it is not fruitful the university management were arranged a system for all offices had prepared and implement good governance plan and prepared many tanning about good governance to the community.

The other item in the interview is read as; are you satisfied with the overall service which provide by the employee? They say in short "no". the interview asked the interviewees to give their comments that could be helpful to improve good governance in the university and all the interviewees suggested that the university should practice every activity according to the specific rules and regulations forwarded either in the plan or in the manuals, and they also added that the problems identified had to get immediate solution as much as possible without taking too much time.

Apart from interview and questionnaires, document review has also been used by the researcher when data collected for the study being conducted. Accordingly, the followings documents have been observed and examined.

- Proclamation on the Federal civil servant proclamation no.1064/2010
- Higher education proclamation no.650/2009
- University senate legislation April 2013
- Ethics Guideline
- Minutes of performance Evaluation Covering the Period from (2009-2011)

Here the researcher wanted to confirm that the documents that have been mentioned above were only some of the documents among the many available one. In the different manuals that have been observed and examined it was understood the researcher that there were some points here and there that were related to the issue of good governance. However, there was no self-contained manual that was altogether concerned only with the issue of good governance. Even if the manuals that were said to be available in the University, it could be said that they were not very well internalized by the employees of the University.

Concerning the minutes of the evaluation covering from the year 2009-2011, it was also learnt that there were some problems that indicated the presence of good governance effectively and these problems occurred now and again each year. Moreover, as it was observed in the minutes although a lot of attempts have been tried to solve these problems yearly, it was almost impossible to avoid all of them radically.

Especially employee is sources of a lot of improvement if appropriately used, so the management of the University may understand its weakness and take corrective measures. And the management should take this concern as input and improve such problem.

The responses of employees and the management indicators seemed different. Most of the responses from the management of the university side indicated positive responses; on the other hand, the responses from the employee were the opposite. In this regard, further research need to be designed and conducted.

Furthermore, this study only surveyed conducting at Addis Ababa University main campus; therefore, the findings cannot be generalized to all collage and research institution of the Addis Ababa University. Therefore Future researchers may collect samples from the rest of the college and research institution on practice and challenge of good governance and continue to test the assumptions of this research.

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

The main purpose of this study was to investigate the practice and challenge of good governance at Addis Ababa University. More specifically the study had designed to answer the following research questions: -

What are the possible grounds for practicing good governance in the University? To what extent does the University management effort to maintain good governance principles? To what extent the community of the university unsatisfied with university good governance? What are the major challenges of implementing good governance principles in Addis Ababa University?

In order to achieve the purpose intended, out of the total number of 1812 population found in the main campus 328 people were made to participate in the study, and data supposed to use full for the study were gathered through questionnaire and interview from 305 respondents including members of management respectively. 23 respondents were not properly filling the questioner. The questions asked both the questionnaire and the interview were focused on the practice and challenge of Good governance in relation to its indicators. The collected data were analyzed using frequency, percentile, mean, standard deviation. The major findings of such analysis were briefly summarized as flow:- Accordingly the triangulation surveys of interview, questionnaires, and document analysis, There result of this study indicate that in the University there are easily understandable rules, regulation, and guidelines, but it is unknown and unfamiliar to employee (academic and administrative staffs) ; job result oriented also weak performance which is applied on the ground of the university; the management does not provide different announcing opportunities about their decision to community of university and others. There is no wide participation in the University to solve teaching and learning problems among academic and supportive staffs. The university management does not give official notice to the University community when problem happened. Finally, at the University there is no participation of employee in discussion about educational policy and programs before applying within the University. So there are the problems that hinder to applied good governance. Regarding transparency the study indicates that clear and updated information is not transmitted. When about concerning to rule of law in the University: the finding of the study indicated that there is no effective and efficient practice on the principle of rule of law.

The University officials are not accountable for the damage or destruction caused by their decisions, and the University does not trying to create satisfactory and attractive working environment. According to those mentioned problems employee of university doesn't satisfied.

Recommendations

Good governance practice has a critical issue in the University thus, based on the finding the researcher tried to recommend the following.

- The study recommends the management of Addis Ababa University should ensure implementing the principles of good governance and adhere to them in their day to day activities, and will prepare visible strategies with appropriate training packages to enhance knowledge of good governance.
- The management of the University should promote and applied easily understandable service guidelines, rule and regulation, to employee for the purpose of creating a good and healthy working environment.
- The management of the University gives emphasis on the Applying the principles of good governance and its practices.
- The management of the University should promote and applied easily understandable service guidelines, rules and regulations to employee for the purpose of creating a good, satisfactory and healthy working environment.
- The University management should prepare clear inside monitoring and evaluation mechanisms.
- The University management should prepare a system which used to promote official motivation (rewards for efficient duty accomplishment of employees.)

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Annex- I:

Questionnaires

Addis Ababa University

College of Business and Economics

Department of Public Administration & Development Management

Dear respondents,

This questionnaire is designed to gather information for a research required for the fulfillment of Master of Public Administration and Development Management. The questionnaire will be administered to the employee of the University to gather their opinion regarding challenges and practices of good governance in the University. The information you provide is valuable for the success of the research project. Therefore, I kindly request you to be honest and objective while filling the questionnaire. I assure you that the information you give will be used only for academic purpose and will be kept confidential.

Notice: you do not need to write your name on this questionnaire. Kindly put a (✓) mark with the option that reflects your level of agreement with the given. If you have any inquiry, please do not hesitate to contact me and I am available as per your convenience (Tel; 0912158176 or e-mail andualemcu@yahoo.com) Thank you very much for your time and cooperation!

Part one: - background information

1. Sex: Male ☐ Female ☐

2. Age: 20-30 ☐ 31-40 ☐ >40 ☐

3. Rank: Prof. ☐ Dr./ ☐ Ato/wro. ☐ .

4. Educational Qualification: Diploma ☐ BA/B/SC ☐ MA/M/SC ☐ PHD ☐

5. Services year in the University: 1-5 years ☐ 6-10 years ☐ 11-15 ☐ years above ☐

Question regarding to the University management efforts in practicing good governance on:

I. Transparency

1. The management provides clear and internalized rule, regulation, and procedures which are available to the community of the University.

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

2. Is there a transparent job resulted oriented evaluation is applied in the university?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

3. The management provides different announcing opportunities on their decision to community of University and others.

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

II. Participation

1. Is there a procedure that allows the community of the University to be participant in the process of formation of rule, regulation and preparation of manual?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

2. There is sufficient opportunity and participation to solve teaching and learning problems in the University.

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

III. Rule of

1. Do you believe that the management's decision is free from political bias? (employees who involve in politics are fever without merit)?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

2. Do you agree the management decision is free from discrimination?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

3. Do you think the decision process of the management is short and quick in terms of time?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

4. Is all decision of management are according to laws, regulations and rules?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

IV. Accountability

1. Are employees are punished, for their wrong doing or decision?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

2. Management of the University is accountable to the damage or destruction caused by their decision.

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

Question regarding to the community of University satisfied in the effort of management activity.

I. Transparency

1. Do you agree that Clear and updated information is transmitted when the university makes change of educational policy and administrative system?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

2. Do you think the Promotion on different position (administrative and academic) is transparent in the main campus?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

3. Do you agree the information of management activity (their decision, achievement, and services) is provided to employee with regular and clear manner?

A. Strongly agree
B. Agree

C. Disagree
D. Strongly disagree

II. Participation

1. Is there is satisfactory participation on preparation of educational policy and structure of university before the implementation?

A. Strongly agree
B. Agree

C. Disagree
D. Strongly disagree

2. Is there is wide participation of community of university to solve teaching and learning problems in the campus?

A. Strongly agree
B. Agree

C. Disagree
D. Strongly disagree

III. Rule of

1. The decision of Management on administrative grievance is based on convincing evidence.

A. Strongly agree
B. Agree

C. Disagree
D. Strongly disagree

2. The process of disciplinary measure on employees is taken short and quick in terms of time.

A. Strongly agree
B. Agree

C. Disagree
D. Strongly disagree

IV. Accountability

1. Do you agree the chance of training to employee of the University for Performance Appraisal is fair?

A. Strongly agree
B. Agree

C. Disagree
D. Strongly disagree

2. Is Management of the University is accountable to the damage or destruction caused by their decision made?

A. Strongly agree
B. Agree

C. Disagree
D. Strongly disagree

3. Is there official motivation (reward) to employee who accomplished his/her duty efficiently?

A. Strongly agree
B. Agree

C. Disagree
D. Strongly disagree

Question regarding the challenges of good governance

I. Transparency

1. Do you know that the University management gives immediate and updated notice to the community of when problem occurred?

A. Strongly agree
B. Agree

C. Disagree
D. Strongly disagree

2. The decisions of management on employee request have accessible Information to all.

A. Strongly agree
B. Agree

C. Disagree
D. Strongly disagree

II. Participation

3. Is there a procedure that allows the community of the University to be participant in the process of formulation of rule, regulation and preparation of manual?

A. Strongly agree
B. Agree

C. Disagree
D. Strongly disagree

4. Does the University management call meeting to discussing on problems and give quick solution?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

I. Rule of

1. The management decisions indicate that there is supremacy of the law in the university.

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

2. Do you think administrative/disciplinary decisions are made based on convincing evidence?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

I. Accountability

1. Are employee accountable when they are found on unethical practice, corruption and inefficiency?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

2. Is there clear internal job monitoring and evaluation mechanism and regulation in the University of main campus?

A. Strongly agree

C. Disagree

B. Agree

D. Strongly disagree

Part two: Interview question

Interviews to the university management and directors

1. How do you evaluate the current status of good governance practice in the University?
2. What is your suggestion about the weakness of the university in relation with good governance practices?
3. What opportunities are available and what challenges have you faced?
4. What type of measures is taken to address the problem?

5. What are the possible solutions to improve good governance in the University of the main campus?
6. Are you satisfied with the overall service which provide by the employee?