



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!



COLLEGE OF BUSINESS AND ECONOMICS

**DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT
MANAGEMENT**

**THE PRACTICES AND CHALLENGES OF GOOD GOVERNANCE IN
PUBLIC SERVICE: THE CASE OF ADDIS ABABA TRANSPORT
AUTHORITY**

BY:

TAMIRAT BALCHA

DECEMBER, 2022

ADDIS ABABA, ETHIOPIA

Tamirat Balcha

[Email: tbalcha67@gmail.com](mailto:tbalcha67@gmail.com)

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT
MANAGEMENT

THE PRACTICES AND CHALLENGES OF GOOD GOVERNANCE IN
PUBLIC SERVICE: THE CASE OF ADDIS ABABA TRANSPORT
AUTHORITY

BY:

TAMIRAT BALCHA

A THESIS SUBMITTED TO DEPARTMENT OF PUBLIC ADMINISTRATION AND
DEVELOPMENT MANAGEMENT OF ADDIS ABABA UNIVERSITY IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR MASTERS OF ART DEGREE IN
PUBLIC MANAGEMENT AND POLICY (MPMP)

ADVISOR:

ELIAS BERHANU (PhD)

DECEMBER, 2022

ADDIS ABABA, ETHIOPIA

DECLARATION

I, **Tamirat Balcha**, the undersigned, declare that this thesis ‘**The practices and challenges of good governance in public service: the case of Addis Ababa Transport Authority, Addis Ababa, Ethiopia**, submitted to Addis Ababa University College of Business and Economics for the award of the Degree of Masters in Public Management and Policy (MPMP) ’ is my original work under the mentorship of **Elias Berhanu (PhD)** and has not been presented or submitted partially or in full by any other person or academic institution, and that all sources of materials used for the purpose of this thesis have been duly acknowledged.

Declared by:

Name: Tamirat Balcha

Signature: _____

Date: _____

Confirmed by Advisor:

Name: Dr. Elias Birhanu

Signature: _____

Date: _____

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT
MANAGEMENT

Letter of Approval

This is to certify that it has been read and hereby recommended to Addis Ababa University to accept the thesis submitted by Tamirat Balcha Deresu, entitled ‘The practices and challenges of good governance in public service: the case of Addis Ababa Transport Authority’ in partial fulfillment of the requirements for the award of the Degree of Masters in Public Management and Policy (MPMP). The thesis work complies with the standards set by University with esteemed originality and quality.

Approved by Board of Examiners:

_____	_____	_____
Thesis Advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date
_____	_____	_____
Chairperson	Signature	Date

Acknowledgements

First and foremost, glory be to ‘my winning weapon, GOD the Almighty’, who nurtured me much endurance to perform my tasks from beginning to the end and without whom completing this thesis would have remained a dream.

Next, I am grateful to my advisor, Dr. Elias Birhanu for his painstaking guidance, constructive comments, supports, and encouragements throughout my research. I would like to sincerely thank officials of Addis Ababa Transport Authority and AACTB for providing me necessary information for the completion of this thesis work. My heartfelt gratitude also goes to the icons of my department Dr. Chala Amdisa & Dr. Deferew Kebebe for their scholarly advice, time devotion and helpful comments. Subsequently, I am appreciative of the moral, material and other supports I got from my families and all of my friends. Uniquely, I feel great about my mom Ms. Aynalem Legesse, whose roles cannot be itemized in words; she is a secret behind my success. The role of my brother Ashenafi Balcha and my sister Chaltu Balcha was also super decisive for this work. I cannot pass mutely about the contributions of my friends Erica Teshome, Eshetu Shiferaw and Debela Legesse in distribution and collection of the questionnaires in addition to other unspecified supports. Finally yet importantly, I am thankful to all the people who were involved in this research process, as their participation has contributed a lot i.e. placed stepping stone to elevate my journey towards the success of my thesis, and I appreciate all their efforts.

*To end with, I would like to set-aside this thesis as a living tribute of my sister **Zinash Balcha**, whom I miss a lot, but has been a long time since I last saw her. She was the one who designed a road map of my educational life. The very reason for my successful educational journey was begun from and easteemed on her Pragmatic guidance. Wherever she is, I hope GOD is there to safe her & will never let her down.*

May God keep you all safe!

Table of Contents

Contents

Acknowledgements.....	i
Table of Contents.....	ii
List of Figures.....	vii
List of Tables.....	vii
List of Acronyms.....	viii
Abstract.....	ix
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.1.1. Background of the Organization.....	4
1.2. Statement of the Problem.....	5
1.3. Research Questions.....	8
1.4. Research Objectives.....	9
1.4.1 General Objective.....	9
1.4.2. Specific Objectives.....	9
1.5. Scope of the Study.....	9
1.6. Significance of the Study.....	10
1.7. Limitations of the Study.....	10
1.8. Organization of the Study.....	11
1.9. Operational Definition of Vital Terminologies.....	11
CHAPTER TWO.....	13
REVIEW OF RELATED LITERATURE.....	13
2.1. Theoretical Foundations.....	13
2.1.1. The Concepts of Governance.....	13
2.1.2. Pillars of Good Governance.....	16
2.1.2.1 Transparency.....	16
2.1.2.2 Rule of Law.....	17
2.1.2.3 Responsiveness.....	17

2.1.2.4 Equity and Inclusion.....	18
2.1.2.5 Efficiency and Effectiveness	18
2.1.2.6 Consensus Oriented.....	18
2.1.2.7 Participation.....	18
2.1.2.8 Accountability	19
2.1.3. Good Governance in Ethiopia	19
2.1.4 Challenges of Good Governance.....	21
2.1.4.1 The State of Corruption.....	21
2.1.4.2 Lack of Accountability	22
2.1.4.3 The Lack of Effective Institutional Control	22
2.1.4.4 Level of public Sector Wages	22
2.1.4.5 Bureaucracy.....	23
2.1.4.6 The Infancy of Technology	23
2.1.5 Public Service and its Delivery	24
2.1.6. Grievance Redressing Mechanisms in Public Service Delivery	26
2.1.7. Public Service Delivery in Ethiopia	27
2.1.8. Pillars of Good Governance in the light of Public Service.....	28
2.1.9. Addis Ababa city Transport service and its Challenges in the Provision of Public Transport Services	29
2.1.10. Realities about Addis Ababa City Transport Service.....	30
2.1.11. The Role of Some Core Institutions in Transport Service Provision	32
2.1.12. Addis Ababa City Urban Mobility and Modes of Transport.....	33
2.1.13. Dimensions of Service Quality.....	36
2.1.14. The needs for Information in Good Governance and public Service Delivery	37
2.2. Empirical Studies	38
2.2.1. Good Governance and Public Service Delivery	38
2.2.2 Challenges of Good Governance	42
2.2.3. Knowledge Gap	45
2.3. Conceptual Framework	46
CHAPTER THREE	48
RESEARCH DESIGN AND METHODOLOGY	48

3.1. Research Design.....	48
3.2. Research Approach	48
3.3. Area of the Study.....	49
3.4. Research population	49
3.5. Data Type and Source	50
3.6. Sample Size and Sampling Techniques	50
3.7. Instruments and Procedures of Data Collection.....	52
3.7.1. Instruments of Data Collection.....	52
3.7.2. Procedure of Data Collection	52
3.8. Method of Data Analysis.....	54
3.9. Reliability and Validity of the Study.....	55
3.9.1 Reliability	55
3.9.2 Validity	55
3.10. Ethical Consideration of the Research	55
CHAPTER FOUR.....	56
DATA ANALYSIS AND INTERPRETATION	56
4.1. Response Rate	56
4.2 Profile of the Respondents	57
4.2.1 Gender Concerns	58
4.2.2 Age of the Respondents	59
4.2.3 Level of Education of the Respondents	59
4.2.4. Respondents’ Marital Status.....	59
4.2.5 Job Status.....	60
4.3 Descriptive Analysis of the Collected Data	60
4.3.1 Daily Consumption of Time around Waiting Station.....	60
4.3.2 Frequency of Public Transport Usage by the Respondents in a Week.....	61
4.3.3 Length of time the Respondents have been Using Public Transport Service (In Year)....	62
4.3.4 Respondents’ Level of Satisfaction with Addis Ababa public Transport Services	63
4.4. Respondents’ Attitude towards Pillars of Good Governance.....	65
4.4.1. Transparency	65
4.4.2. Rule of Law	68

4.4.3. Equity and Inclusion	70
4.4.4. Participation.....	73
4.4.5. Effectiveness and Efficiency	76
4.4.6. Consensus Oriented Actions.....	78
4.4.7. Responsibility	80
4.4.8. Accountability	82
4.5. Dimensions of Service Quality (SERVQUAL)	85
4.5.1. Reliability	86
4.5.2. Assurance.....	87
4.5.3. Tangibility	89
4.5.4. Responsiveness.....	91
4.5.5. Empathy.....	93
4.6. Relationship between Good Governance and Public Service Delivery	95
4.7. Descriptive Analysis of Service Providers (Staff members of AATA) Data.....	101
4.8. Major Challenges in Practicing Good Governance in AATA.....	104
4.9. Important Remedies to overcome Good Governance related Challenges in AATA	105
CHAPTER FIVE	107
RESEARCH FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	107
5.1. Summary of Major Findings	107
5.2. Conclusion.....	114
5.3. Recommendations	121
Reference	125
APPENDIXES	134

List of Figures

Figure 1: Overview of Addis Ababa City Public Transport Service (Researcher, 2021).....	30
Figure 2: Birds Eye View of Addis Ababa City (Researcher, 2021).....	31
Figure 3: Sample of public transport modes (Researcher, 2021).....	34
Figure 4: Conceptual Framework of the Study.....	47
Figure 5: How long the passengers stay at the station daily to get means of transport ?	61
Figure 6: How often do you use Public Transport Service per week?.....	62
Figure 7: How long have you been using public transport service (in year)?	63
Figure 8: Respondents' Level of satisfaction with Addis Ababa public Transport services	64
Figure 9: Position of AATA Employees.....	101
Figure 10: Employees' Experience.....	102
Figure 11: Respondents' Awareness regarding Good Governance Practices in AATA	103

List of Tables

Table 4.1 Response Rate.....	57
Table 4.2: General Profile of Respondents (N=545)	58
Table 4.3: Public Transport Service Users’ Attitude towards Transparency in AATA	66
Table 4.4: Public Transport Service Users’ Attitude towards Rule of Law in AATA	69
Table 4.5: Public Transport Service Users’ attitude towards Equity and Inclusion in AATA.....	71
Table 4.6: Public Transport Service Users’ Attitude towards Participation in AATA.....	74
Table 4.7: Respondents’ Attitude on Practice of AATA Effectiveness and Efficiency	77
Table 4.8: Respondents’ Attitude towards Consensus Oriented Actions in AATA.....	79
Table 4.9: Respondents’ Attitude regarding Responsibility in AATA.....	81
Table 4.10: Respondents’ Attitude regarding Accountability in AATA	83
Table 4.11: Respondents’ Perception of on the Reliability of AATA PTS	86
Table 4.12: Respondents’ Perception on AATA PTS Assurance.....	88
Table 4.13: Respondents’ Perception on Tangibility of AATA PTS	89
Table 4.14: Respondents’ Perception on Responsiveness of AATA.....	91
Table 4.15: Respondents’ Perception on Empathy at AATA	93
Table 4.16: There is Direct Relationship between Good Governance and PSD	95
Table 4.17: AATA’s Public Transport Service Delivery is backed by the Values of Good Governance.....	96
Table 4.18: AATA Staffs are committed to implement good governance pillars throughout their service.....	98
Table 4.19: AATA is practicing Good Governance with the aim of providing a Quality Public Transport Service	99
Table 4.20: Respondents’ Perception regarding Major Challenges when Practicing Good Governance.....	104
Table 4.21. Respondents’ Perception on Policy Recommendations to curb the Challenges.....	105

List of Acronyms

A G D I -----	African Governance and Development Institute
AACTB-----	Addis Ababa City Transport Bureau
AATA-----	Addis Ababa Transport Authority
ADB -----	Asian Development Bank
ADB-----	Asian Development Bank
AfDB-----	African Development Bank
CBOs-----	Community Based Organizations
CSOs-----	Civil Society Organizations
FDRE -----	Federal Democratic Republic of Ethiopia
IMF-----	International Monetary Fund
MDGs-----	Millennium Development Goals
MDGs-----	Millennium Development Goals
MoT-----	Ministry of Transport
MPMP -----	Master of Public Management and Policy
NGOs -----	Non-Governmental Organizations
OECD-----	Organization for Economic Cooperation and Development
PASDEP-----	Plan for Accelerated Sustainable Development to End Poverty
PSD -----	Public Service Delivery
PTS -----	Public Transport Service
SDPRP-----	Sustainable Development and Poverty Reduction Program
UN-----	United Nation
UNDP -----	United Nations Development Program
UNDP-----	United Nations Development Programs
UNECA-----	United Nations Economic Commission for Africa
UNESCAP-----	United Nation Economic and Social Capital for Asia and Pacific
UNESCAP-----	United Nations Economic and Social Commission for Asia & the Pacific
USAID-----	United States Agency for International Development
CGAATA-----	City Government of Addis Ababa Transport Authority
OTISRD -----	Organized Transport Information and system research Directorate

Abstract

The main aim of this study was to assess the The practices and challenges of good governance in public service the case of Addis Ababa Transport Authority (AATA). Due to subjectivity and elusive nature of Good Governance, this study took UNESCAP's eight pillars of good governance as a yardstick to examine the prevalence of good governance in Addis Ababa public transport services. The study employed a descriptive type of research design to describe the role of good governance in enhancing public service delivery in AATA. This study adopted both qualitative and quantitative approaches. The study used both primary and secondary sources of data. The primary data was collected through semi-structured questionnaire and in-depth interview whereas the secondary data was collected from published and unpublished research papers and annual reports of AATA. The targeted populations of the study were both employees of the Authority and Addis Ababa city public transport users. A random sampling technique was employed to sample out 161 respondents from the employees whereas purposive(judgemental) sampling technique was utilized to select 384 representatives of public transport service users. Totally. 545 representatives took part in this study. The collected data was analyzed using both quantitative and qualitative (Mixed) data analysis techniques. SPSS version 23 was used to produce simple descriptive statistical tools for the analysis. Results of study were presented using charts, graphs, diagrams and tables. The study found that a significant number of city people use public transport daily and spend 30 minutes and more waiting means of transport at station per single trip. It was also found that challenges like fastest population growth, urbanization, lack of smooth traffic flow and poor implementation of Master plan, low awareness of servants, lack of viable Organizational structure hampered practice of good governance effectively in AATA. Moreover, poor practice of transparency, accountability and responsibility, weak enforcement of rule of law, inefficient operation, low participation and inclusion were among core findings of the study. Again, AATA public transport service quality disclosed to be unsound i.e. reliability, tangibility, assurance, responsiveness and empathy are at their infant stage. The Staffs of AATA lacked seniority, awareness and commitment so that they could not practice value and change driven governance in daily operation. Hence, the study recommended that AATA in collaboration with the concerned bodies should primarily focus on building a robust integrity among and between public transport service users, providers, management bodies as well as other stakeholders.

Key Words: Governance, Good Governance, Public Transport service, Authority, Service Providers, Service users

CHAPTER ONE

INTRODUCTION

This Session hosts background of the study, background of organization, Statement of the problem, research questions, research objectives, scope of the study, significance of the study, limitation of the study, Organization of the study, and operational definition.

1.1. Background of the Study

The concept of governance is a very old one; it can be traced in the works of Aristotle, who referred to good governance to describe a state ruled by an ethical and just governor. In recent times, “governance” has been used increasingly to define the process of decision-making and implementation of decisions in a variety of contexts, such as corporate governance, international governance, national governance and local governance (CDL, 2011). Good governance emerged as a powerful idea when multilateral and bilateral agencies like the World Bank, UNDP, OECD, ADB, etc. realized that it is a citizen-friendly, citizen caring and responsive administration. In absence of good governance, no development schemes can bring any improvement in the quality life of the citizens. On the other hand, if the power of the state, exercised in improper ways then the poor will suffer the most, as poor governance generates and reinforces corruption, poverty etc., so it is essential to strengthen the governance and it is also the precondition for to improve the lives of the poor (Jindal, 2014).

Governance refers to the exercise of political and administrative authority at all levels to manage a country’s affairs. It comprises the mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. Specific reference is made to democratic governance as “a process of creating and sustaining an environment for inclusive and responsive political processes and settlements (New York, 2006). Over several decades, good governance has come to be a watchword for the development community. The concept itself is quite broad. When applied to the state, governance involves the political system; executive decision-making; the legal process of establishing, amending, and enforcing laws and regulations; institutions providing public

services; and even how citizens interact with political and legal institutions (Transparency International, 2020).

Almost all major development institutions today say that promoting good governance is an important part of their agendas. Despite this consensus, ‘good governance’ is an extremely elusive objective: it means different things to different organizations and to different actors within these organizations (Rachel M., 2012). For the millions of people throughout the world who live in conditions of public insecurity and instability, corruption, abuse of law, public service failure, poverty, and inequality, good governance is a mighty beacon of what ought to be. Due to this intuitive appeal, good governance has grown rapidly to become a major ingredient in analyses of what is missing in countries struggling for economic and political development (Grindle, 2008).

The effectiveness of community organizations depends on the existence of pillars of good governance like participation, accountability, transparency, predictability and rule of law. Effective participation of members in their organizations ensures vigilance, which is essential to create a sense of responsibility among the board and the personnel (R. Dayanandan, 2013). Beside this, the UNESCAP has mentioned eight pillars of good governance, namely, participatory, consensus oriented, equitable and inclusive, responsive, effective and efficient, follows the rule of law, and is transparent and accountable. Participation is related to consensus orientation and both refer to the active involvement of citizens through established structures. An equitable and inclusive government treats everybody equally and invites everybody to the party. Responsive, effective and efficient are also related and refer to a government that executes its mandate seriously and expeditiously. A government that follows the rule of law gives no special treatment to anybody and subjects everybody to equal judicial treatment. A transparent and accountable government conducts its business openly and allows its citizens to audit its decisions freely.

Weak governance is often blamed for public service failures. Corruption and the lack of transparency in service delivery attract the most attention. To access health, education, electricity, water, and other vital social services, people must navigate an obstacle course of corruption that includes bribes, favoritism and discrimination, theft and other diversion of public resources, and elite capture. The poor and marginalized are particularly vulnerable, as they can

afford neither to pay bribes nor to acquire services through private providers. Long waiting lines impose heavy opportunity costs. The sensitive issue of governance and service delivery and their relationship to state power, state resources and widespread looting has led to a definitional deadlock on governance and service delivery (Kenosi, 2011).

Public service exists to provide the necessary service to the public at low or no cost at all. These services are essential for the survival of the general public such as water, electricity, healthcare service, and general protection of lives and properties. One important factor in this level is the value of service provided for the citizens. This is why value in private service is quite different from that of the public service. The relationship between the service provider and the recipient of the service is very direct in private services (Shittu, 2020).

Service delivery is an aspect of the Millennium Development Goals (MDGs) and a key indicator of poverty (Njunwa, 2011). In its third meeting of the Committee on Human Development and Civil Society held in Addis Ababa, Ethiopia, the United Nations Economic and Social Council (2005) pronounced that the effective delivery of public services is central to achieving the Millennium Development Goals (MDGs). Thus, to ensure sustainable development and guarantee a progressive stride towards achieving many of the goals basic public services are proved to be fundamental preconditions (United Nations Economic and Social Council, 2005). However, the United Nations Economic and Social Council (ibid: 1) regrets that African governments, like most countries in the developing world, face a daunting task in their attempts to provide effective and equitable public services. When looking at the various surveys available, it becomes quite apparent that basic infrastructure in Sub-Saharan Africa (SSA) lags well behind the rest of the world. Poor quality and lack of widespread availability of services like electricity, water and sanitation, and roads are quite common in some SSA countries, and the average for the region is well below others.

Ramaswamy, V.,(2014) stated that measuring and monitoring the quality of supplied services is fundamental for guaranteeing to the service users good levels of quality service and a continuous improvement of the service characteristics. As cited in Yirgalem (2018), Adreassen (1995) conducted a survey among public transport users in Norway. As a result, he argued that in order to keep market share, public transport should provide service for different type of customers. Improvement of service quality will lead to increasing customer satisfaction because of higher

degree of congruence between supply and demand. To improve service quality organization needs to make the best use of information they already have on quality of service and they need to regularly collect and use feedback from service users (Filipa et al., 2010).

The lack of good governance affects the performance of a state in executing its core functions and its ability in meeting its major economic and social goals. Corrupt practices in public institutions, lack of transparency, accountability and responsiveness of public institutions to the demands of the private sector continue to have a significant impact on the operation and development of the private sector in Ethiopia (Mesenbet Assefa (PhD) & Samuel Teshale (PhD), 2018). The public transport system, is one of such elements mentioned above, with regards to the urban transport systems, that can be a valuable area of focus in this battle against congestion with all its socio-economic implications in particular and urban mobility in general (Meron, 2007).

When we come to the capital of Ethiopia, urban transport serves as veins to accelerate developments in Industry, trade, education, health and other services. However, there is no compatible urban transport supply and effective management to meet the increasing trip frequency and mobility needs of the people and goods which resulted in the seriousness of the challenges. The challenges are poor access to work place, education, health and other services due to lack of public transport service, continuous increases in transport fair especially for low income groups, lack of smooth traffic flow, lack of infrastructure for none motorized transport(nmt) (for walking and bicycle), high rate of traffic accidents, increasing air and noise pollution are the major ones (FDRE Ministry of Transport, 2011).

1.1.1. Background of the Organization

Addis Ababa transport Authority was re-established under Addis Ababa City Government Executive and Municipal service Organs proclamation No.43/2014 Article 45 to expand and administer the transport infrastructure to be used for public and freight transport service. In accordance with Article 23/1/f/ of the revised Charter proclamation No.361/2003 of Addis Ababa City Government and Article 84 of proclamation No.35/2004 the Government Cabinet has used this regulation. This regulation may be cited as ‘Addis Ababa City Government Transport Authority Structure and Function Regulation No.71/2015’. Structurally speaking, the Authority shall have general Manager, Deputy Manager and the necessary department and employees. According to the proclamation, the Authority shall have the powers and Functions

like organizing and disseminating appropriate information regarding mass and freight transport in the City. In addition, It is mandated to superiorly direct the general operation system of mass and freight transport, build and administer transport infrastructure (terminals, stations, bus stops, stores and depots), issues directives regarding mass and freight transport, study the supply and demand of mass and freight transport, Collect fee from the service it renders, ensure effectiveness and efficiency of the City. Besides, the Authority has ten branches, which are accountable to the general manager of the Authority with power and function of following up, and supervising mass and freight transport, administer stations and bus stops, prepare analysis of information based on results of implementation, and perform other activities designed by the Authority. It has the aim to make the city resident to be the users of modern, secured and fair public transportation with a mission to ensure the city to have modern, secured, fast and reliable transportation services, which fulfill the city residents' transportation desire and movement proportionally with fair price. To do so, Addis Ababa Transport Policy is formulated in 2011.

1.2. Statement of the Problem

According to (Grindle, 2008), Good governance is a good idea. According to him, We would all be better off and citizens of many developing countries would be much better off, if public life were conducted within institutions that were fair, judicious, transparent, accountable, participatory, responsive, well managed, and efficient

The issue of good governance is articulated as the main target of the Millennium Development Goals (MDGs) an agenda for tackling poverty and sustainable development. The degree of bad governance in the African countries is higher than other countries of the world. It is true that Africa has many institutions that are mostly known by their unproductive and spoiled service delivery. Ethiopia as one of the African countries has been striving for alleviating bad governance at all levels of government since 1990s. Decentralization and good governance remain critical issues for national led development programs in Ethiopia. Notwithstanding the achievements made so far, the performance of good governance, remained the most subtle and unsatisfactory (Mhrtey, 2016).

In poorly governed countries, it is argued, corrupt bureaucrats and politicians hinder development efforts by stealing aid contributions or misdirecting them into unproductive activities. Less obvious but equally pernicious, governments that are not accountable to their

citizens and with inefficient bureaucracies and weak institutions are unwilling or unable to formulate and implement pro-growth and pro-poor policies (Rachel M.,2012). This can be evidently seen in Ethiopian public transport service. According to (AACRA, 2021), the movement of people ensures that our cities thrive and grow. Nonetheless, as the world's population increases, and globalization and urbanization continue to intensify, we will have to transport an ever-greater amount of people in and between cities.

Bekele (2018) has pointed out that limited knowledge, attitudes, operational skills, poor communication, lack of financial and none financial rewards, lack of suitable environment, public transport services and absences of well-implemented rules and regulations were the major factors that affect the efficiency and effectiveness of service.

One way to know the prevalence of good governance is the delivery of good public service; this will help the governments, as a yardstick to evaluate its performance. There is problem of recognizing that good governance in Ethiopia typically leaves corresponding gaps, which are distilled in public services and its quality. Weak governance in Ethiopia relative to advanced economies can be seen in its public service gaps. According to Asian Development Bank (2015), for most of the people in a given country, governance expresses itself in the form of public service delivery, as public services are the main if not the only form of contact that individuals have with their government and bureaucracy. As a result, people judge the quality of governance by their experience in receiving essential public services. They infer, quite correctly, that their country is poorly governed if they cannot access basic services.

According to Addis Ababa city road transport bureau report (2016), the city's current mass transport sector is characterized by imbalance of demand and supply, presence of old , poorly maintained and pollutant vehicles, poor technological utilization in the sector, traffic congestions mainly resulting from poor infrastructure, and capacity and rent seeking and good governance problems. The existing public transport system of the city is critically in adequate to provide quality transport service to the existing travel demand. Hence, there is an urgent need to improve the public transport sector to meet the level of service quality required as well as attract more passengers in the future.

The increasing population size and physical expansion of the city contribute to the demand of public transport in the city. Social and economic purpose trips also contribute to the increase in

the demand (Wessling, 2008). However, the existing public transport service system could not meet the expectation (B. Eshetie, B. Birhanie, K. Daniel, 2013).

Today, Addis Ababa is facing many problems emanating from years of poor coordination between its existing urban systems. Despite the fact that an efficient public transport system is the best way to maximize urban mobility, in reality this mode of transport is in a critical condition to begin with in the city. Transport, one of these components of the urban system, which is responsible for bridging the gap between areas of production and consumption, as well as creating a medium for spatial interaction, continues to be in the thick of these challenges. The lack of properly planned urban transport in Addis Ababa is manifested through the low degree of efficiency of urban mobility that is now observed in almost all of the city's center, sub-centers and other major traffic corridors (Meron, 2007).

The researcher day-to-day experiences of transport problems in Addis Ababa accompanied by the current time ever challenging and uncontrollable transportation system sourced from alarm globalization, over-population, and urbanization typically initiated him to give a due focus to this area. A number of previous studies were conducted on practices and challenges of good governance and public service. However, they saw the practices from some selected pillars of good governance perspectives. Some of them are put as follows:

(Tewodros, Bitwoded & Demeke, 2020) assessed the practice and challenges of good governance at Hawassa city municipality from three pillars of good governance i.e. accountability, transparency, inclusiveness and equity.

(Bekele & Ago, 2020) studied Good Governance Practices and Challenges in Local Government of Ethiopia: The Case of Bonga Town Administration. Research in Educational Policy and Management. Their research was highly emphasized three indicators of Good Governance namely accountability and transparency, participation, rule of law.

Mintesnot Beyene,(2016), examined Governance and Public Service Delivery: The Case of Water Supply in Akaki Kaliti Sub-City". The study highly focused on Department for International Development's, (2010) indicators of good governance perspective. The indicators were responsiveness, transparency and accountability.

As evidently presented, many of previous works on this area were done from very limited indicators of Good governance perspective, which were not more than four. However, the researcher thought taking as many and comprehensive indicators as possible is more helpful to succeed the research objectives. Again, almost all of them were limited to some local level institutions with public services like water, education, health etc. So, the works had perspective and geographical limitations. Moreover, the researcher had conducted a survey on the study area identification before selecting the sector. Accordingly, the survey result disclosed that Transport is the most challenging concern in the Addis Ababa to be studied and given remedies. In addition, the pre assessed area of the study helped the researcher to know that no body had formally requested for information to research out good governance practices and challenges in Addis Ababa Transport authority. Thus, the researcher profound this gap and motivated to research out the city wide practices and challenges of Good governance from UNESCAP's eight pillars of Good Governance perspective, which the researcher thought them to be more sufficient to address the research questions, reach complete findings and conclusion as well as recommend possible policy options to overcome the good governance challenges in Adddis Ababa Transport Authority.

1.3. Research Questions

The research attempts to provide possible solutions to the following basic questions.

- ✚ What are good governance practices and their implications for public transport service delivery in AATA?
- ✚ To what extent prevailing good governance practices contribute in enhancing public transport service delivery in AATA?
- ✚ How service quality dimensions can influence the customers' perception of AATA public transport services?
- ✚ What are challenges related to good governance that AATA faces in the provision of public transport services?
- ✚ What actions should be taken and possible policy options to come up with more accountable and transparent governance?

1.4. Research Objectives

The following are the general and specific objectives of the study.

1.4.1 General Objective

The general objective of the study was to examine the practices and challenges of good governance in Addis Ababa public transport service.

1.4.2. Specific Objectives

- ✚ To assess good governance practices and their implications for public transport service delivery in AATA;
- ✚ To examine the extent to which prevailing good governance practices contribute in enhancing public transport service delivery in AATA;
- ✚ To assess how dimensions of service quality can influence customer perception regarding PTS of Addis Ababa;
- ✚ To identify the challenges related to good governance faced by AATA in delivering public transport service and
- ✚ To suggest possible policy options or recommendations for effective and efficient public transportation Service with more accountable and transparent governance system.

1.5. Scope of the Study

Geographically, the study was confined to assess the practices and challenges of good governance in public transportation services in Addis Ababa. Because, as a center and the most densely populated area of Ethiopia, Addis Ababa City is thought to be an important site to conclude about alarming transport problems in urban centers of Ethiopia. As far as the conceptual aspect is concerned, the study is restrained to the road public transport services within Addis Ababa city. Other transportation issues like, water transportation and air transportation were not embraced in this study. Conceptually speaking, the study paid an ample attention for the public transport services i.e. transport to include all status of societies; as stated by (ADB, 2015), In this Study, not all modes of Private transport (land, water and air) were encompassed because of their exclusive nature. Further, the study identified and selected only five better representative branches (routes) of the Addis Ababa Transport Authority, which were taken from Management

bodies through pre-sampling survey. Moreover, the study tried to identify basic challenges in the maintenance of good governance, the consequences of lack of good governance and defined the implications on the part of the institution (AATA) and public service users. The study examined the the practices and challenges of governance in public service delivery only from eight core elements of good governance perspective while the public transport service was examined from dimensions of service quality points of view.

1.6. Significance of the Study

The public at large, which currently confronting challenges of lack of good governance and poor service delivery are supposed to be the most beneficiaries of this study. Next, this research will help any of institutions that engaged in the provision of Public service to be aware of Good Governance and its practices and challenges in public service. In addition, the policy makers, practitioners, and academicians are expected to be benefited more from the findings of the research. The study will also help other organizations to understand how much Good Governance is determinant in altering the quality of the service to be delivered and so looking for improved performance. This will induce the institutions to come up with better amendment of the existing system of Governance. The result of this study is expected to assure good governance where accountable, transparent and committed public servants deliver effective services with lower complains and grievances at any level of organizations. It will also pinpoint the ways to apply good governance for good transportation service in Ethiopia; and Once more, the study will become a reference tool (stepping stone) for other researchers to conduct further study on the subject matter.

1.7. Limitations of the Study

The major constraints of this study include:

- ❖ Lack of getting an access to relevant information to the study, because the Authority was launched as a separate body very recently,
- ❖ The Authority does not have sufficient and supportive secondary materials relevant to the public transportation services,

- ❖ Failure of some respondents to complete the questionnaires provided. Reluctance and ignorance of some employees to reflect their real feeling due to the fear of their boss i.e. waiting for their boss command to fill the questionnaire.
- ❖ This hindered the timely compliment of the study and on the part of the respondents was another factor.

In spite of these drawbacks, the study could state the findings and remained unbiased.

1.8. Organization of the Study

The Study constituted five chapters. Chapter one includes background of the study and Organization, statement of the problem, research questions, objectives, significance, scope, limitations of the study and organization of the study. Chapter two of the study comprises related literature review on the role of good governance in Facilitating better public service delivery, which enables readers; comprehensively understand governance, good governance and public Service delivery from transport service perspective, and the conceptual frame works. It also hosts the linkage between good governance and public service delivery, how good governance contributes for better, accessible, and effective public service deliveries, which strengthen the awareness of readers and communities regarding the subject matter. Research methodology with its relevant and rational instruments and methods was utilized to collect data. Analyses also discussed in chapter three, and they will play an important role in the study. In chapter four, data obtained from questionnaires and interviews was presented and analyzed. Then, based on identified results, findings, conclusions, and possible recommendations were made in the fifth chapter.

1.9. Operational Definition of Vital Terminologies

Since they are measurable and concrete, operational definitions allow other people to realize the validity of the research. In scientific researches, each term has its own operational and extra ordinary meaning. The deviation of readers' understanding from contextual meaning of terms in research leads misinterpretation of the subject matter, which ultimately results in miss conclusion. Therefore, it is better putting the operational meaning of key terms clearly to boost the readers' understanding and confidence regarding issues under the study. This necessitates separate clarification of predominantly used terms in this research as follows.

Governance: refers to the exercise of political and administrative authority at all levels to manage a country's affairs. It comprises the mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences (New York, 2006).

Good Governance: is a governance that regards the governed as citizens with dedicated aspirations and expectations with regard to the result and the process of governance, which has eight main characteristics i.e. “participatory, consensus oriented, accountable, transparent, responsive, and effective and efficient, equitable and inclusive, and follows the rule of law” (UNESCAP, 2006:1).

Public Service: is a service availed to each member of society without any exclusion and machinery of government through which public policies are formulated and implemented without discrimination (Shittu, 2020).

Public Transport Service: In this context, public transport service is the service delivered to the general community; the transit options might be owned either by government but private with government close jurisdiction. The study concerned only road public transport service i.e. taxi, bus, mini bus and midi bus (the writer, 2022).

Authority: for this specific study, the term Authority is to say Addis Ababa Transport Authority (the writer, 2022).

Service Providers: In Addis Ababa Transport Authority, service providers are staffs that are mandated to control, schedule, and operate the transport transits. Typically, it constitutes staffs at operation level of the authority (the writer, 2022).

Service Users: means Passengers or travellers who use the public transport service in their daily movement (the writer, 2022).

Organization: refers to the association of human resources (staffs) and other resources in AATA (the writer, 2022).

Service Quality: is a service accompanied with five specific dimensions i.e. reliability, assurance, tangibles, empathy and responsiveness as criteria by which interaction, physical environment, and outcome quality may be judged by the users (Parasuraman, Zeithaml and Berry, 1988 in Tewodros 2020).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Under this section, different published & unpublished literatures that are directly related with the study especially, in the case of Ethiopia are reviewed. Accordingly, the body of this paper contains general discussion about the concepts of Good governance, meaning of governance, Operational definitions of good governance, good governance in Ethiopia, pillars of good governance, public service and its delivery, Public Service delivery in Ethiopia, Addis Ababa City Transport service and its challenges, empirical studies & conceptual framework of the study.

2.1. Theoretical Foundations

2.1.1. The Concepts of Governance

The roots of the good governance concept lie far in history. Paradoxically, as the ‘bad governance practices’ became perceived as something wrong and misleading, the new wave of interest in it had raised a ‘universalistic’ consideration of the term. Both the tendencies bottom-up and from the top could be recognized and it is not easy to find out what direction is more influential. Many examples show that good governance practice or various codes connected with it was formed by big investors in private sector or by umbrella associations in civil sector, as well as by the governments if some problems had become apparent and was seen as a political problem. That is, it is clear good governance could cover various levels of influence it could be designed for the individual firm, for the whole industry as well as for international community (Petr, 2008).

The concept of ‘governance’ is as old as human civilization. It is mentioned that, sometimes governance and government are used interchangeably, possibly because the former is regarded as a useful buzzword. Usually governance means government plus something else: public policies, institutions, and a system of economic relationships or a role for the non- governmental sector in the business of the state (Smith, 2007) in (Ahmed, 2017). Governance has been variously defined as the management of society by the people, or as the exercise of authority to manage a country's affairs and resources. It has to be noted, however, that there has hardly been a consensus as to its core meaning, and as to how it could be applied in

practice. The term does not yet possess a standard meaning nor has its meaning remained constant in the decade or so of its being accorded a central place in donor frameworks for development (Simonis and Udo E., 2004).

Good governance involves far more than the power of the state or the strength of political will. The rule of law, transparency, and accountability are not merely technical questions of administrative procedure or institutional design. They are outcomes of democratizing processes driven not only by committed leadership, but also by the participation of, and contention among, groups and interests in society processes that are most effective when sustained and restrained by legitimate, effective institutions (Johnston, 2002).

Good governance regards the governed as citizens with dedicated aspirations and expectations with regard to the result and the process of governance. It has eight main characteristics, according to the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP): it is “participatory, consensus oriented, accountable, transparent, responsive, and effective and efficient, equitable and inclusive, and follows the rule of law” (UNESCAP, 2006:1).

In the vocabulary of public administration, “good governance” is a recent entrant within a context. There are three ways of understanding this new development. One: It is an attempt to widen the scope of public administration by going beyond formal government. Two: It is an externally dictated term invented to prescribe aid-conditionality. Three: It is a genuinely democracy-intensifying concept to make public administration more open, transparent and accountable. It also sheds light on how good governance is linked to society and human rights. The links between good governance and human rights can be organized around four areas, which are democratic institutions, service delivery, rule of law and anti-corruption (Meetika, 2009).

The notion of governance began to influence policy debates as it became evident that the liberalizing market reforms from the 1980s would not accelerate economic growth or development. It was then generally presumed that such reforms would reduce, if not end, problems of economic inefficiency, corruption and arbitrary rule in developing countries. In this context, good governance was advanced as an alternative institutional conception of authority that would insulate markets from rent seeking (Jemal et al., AJSR, 2019).

Working definitions of good governance and the quality of governance more generally, are notable in their diversity. Major multilateral agencies, including the UN, the multilateral development banks, the European Commission, the IMF, and the OECD defined good governance from different perspectives. These definitions are drawn either from each organization's current policy on (good) governance (e.g., the IMF's Good Governance: The IMF's Role, published in 1997) or its most recent major public statement on the topic (e.g., the entry entitled 'Governance' on the UN's website).

According to United Nations Development Program (UNDP), good governance refers to governing systems that are capable, responsive, inclusive, and transparent. All countries, developed and developing, need to work continuously towards better governance. Good, or democratic governance as we call it at UNDP, entails meaningful and inclusive political participation. Improving governance should include more people having more of a say in the decisions, which shape their lives' (Clark, 2011).

Multilateral Development Banks have also put their own definition on the term good governance. World Bank mentioned that in the last half-century we have developed a better understanding of what helps governments function effectively and achieve economic progress. In the development community, we have a phrase for it. We call it good governance. It is essentially the combination of transparent and accountable institutions, strong skills and competence, and a fundamental willingness to do the right thing. Those things enable a government to deliver services to its people efficiently (WB, 2007).

According to the African Development Bank (AfDB), the principles of good governance include "accountability, transparency, participation, combating corruption, and an enabling legal and judicial framework" (AfDB 2013: 1), and should be built on a foundation of: i) effective states; ii) mobilized civil societies; and iii) an efficient private sector (Mbaku, 2020).

Other Multilaterals European Commission have put definition of Governance as rules, processes and behavior that affect the way in which powers are exercised at European level, particularly as regards openness, participation, accountability, effectiveness and coherence. Five principles underpin good governance and the changes proposed in this White Paper: openness, participation, accountability, effectiveness and coherence. Each principle is important for establishing governance that is more democratic. They underpin democracy and the rule of law

in the Member States, but they apply to all levels of government global, European, national, regional and local (EC, 2001).

International Monetary Fund (IMF) on its side proved that ‘Good governance is important for countries at all stages of development. Our approach is to concentrate on those aspects of good governance that are most closely related to our surveillance over macroeconomic policies namely, the transparency of government accounts, the effectiveness of public resource management, and the stability and transparency of the economic and regulatory environment for private sector activity’(IMF, 1997).

2.1.2. Pillars of Good Governance

Improved governance requires an integrated, long-term strategy built upon cooperation between government and citizens. It involves both participation and institutions. The Rule of Law, Accountability, and Transparency are technical and legal issues at some levels, but also interactive to produce government that is legitimate, effective, and widely supported by citizens, as well as a civil society that is strong, open, and capable of playing a positive role in politics and government (Johnston, 2002). Mostly it is defined by a list of basic principles introducing the fundamentals of the concept. The lists could be very broad and here are the synthesized basic characteristics that are most often associated with it. United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) identified the good governance in an inclusive conceptualization based on eight characteristics, which are interrelated to in a manner of fostering better decision-making, with much consideration of minorities and vulnerable’ inclusion. Those characteristics are part of the report of (UNESCP, 2008).

2.1.2.1 Transparency

Transparency means that process (together with responsibility depending on roles and functions) of decision-making and enforcement of it is done in manner that follows rules and regulations (APSC 2005: 3, UNESCAP, 2008). It is built upon free flow of information, on their availability, direct accessibility, clearness and in an understandable way for all stakeholders (UNDP, 1997); (UNESCAP, 2008); participation both the men and women should have voice through direct or intermediate subjects representing their interest. The precondition for that is that basic rights such as freedom of association and freedom of the speech are present for broad participation, as well as the capacities for participation are developed (organized civil society) (UNDP, 1997);

(UNESCAP, 2008). Although transparency is a controversial issue in some governments around the world, there is an increasingly widespread view that clear rules and openness reduce the risk of misuse of public office. Similarly, if the public is not adequately informed about how decisions are made, this adversely affects the image of the bureaucracy (ODI, 2003).

2.1.2.2 Rule of Law

The fair enforceable legal frameworks could primarily protect the human rights of all members of society. A crucial precondition is the independent and impartial judicial power, impartial police and investigation and non-corruption (UNESCAP, 2008); accountability is seen as the key requirement of the concept. The understanding of the word and its difference compared to the Slavic languages is very difficult, because it is understood as responsibility. Nevertheless, it is not. Accountability means to be answerable for decisions and having meaningful mechanisms in place to ensure adherence to all applicable standards (APSC, 2005: 1). It is dealing all the government, state administration, private and the civil sector, which should be accountable to the public, as well as to their institutional stakeholders generally to those who will be affected by its decisions or acting. This means that it covers a different range of insiders as well as outsiders. Accountability cannot be enforced without rule of law and transparency (UNDP, 1997); (UNESCAP, 2008). Government enforces equally transparent laws, regulations and codes’.

2.1.2.3 Responsiveness

Means that institutions and processes serve to all stakeholders within a reasonable timeframe (UNDP, 1997); (UNESCAP, 2008); consensus oriented is in the pluralist society a vehicle of mediating various interests and reaching of a broad acceptable consensus on what is in the best interests of the whole community and how this could be achieved. (Johnston, 2002) argues that government has the capacity and flexibility to respond rapidly to societal changes, takes into account the expectations of civil society in identifying the general public interest, and is willing to critically re-examine the role of government. (UNDP, 1997); (UNESCAP, 2008) finally, explains responsiveness as the broad agreement on the policies and procedures. It means a long-term perspective on the issue of what is necessary for sustainable human development and the way that it should be achieved in the light of the fact of historical, cultural and social context of the society.

Responsive governance also requires contextual sensitivity to, among other things, cultural traditions, power bases and public opinion. That seeking to ensure that effective governance is in place must address all these aspects and not mistake compliance with formal requirements as successful implementation (World Public Sector Brief, 2013 in United Nation, 2015).

2.1.2.4 Equity and Inclusion

Refers to the opportunity to improve or maintain their well-being (UNDP, 1997) and that all are included and have a stake in the mainstream society (UNESCAP, 2008); effectiveness and efficiency says that all processes and institutions produce results that meet the needs of the society while making the best use of resources at disposal (UNDP, 1997); (UNESCAP, 2008). In the light of the fact of several last decades, it also covers the sustainability use of natural resources and the protection of environment (UNESCAP, 2008).

2.1.2.5 Efficiency and Effectiveness

Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment (UNESCAP, 2008).

2.1.2.6 Consensus Oriented

There are several actors and as many viewpoints in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community (UNESCAP, 2008).

2.1.2.7 Participation

Most of the emphasis in the aftermath of political and economic transitions has been upon participation in liberalized economies and politics. Improved governance requires an integrated, long-term strategy built upon cooperation between government and citizens. It involves both participation and institutions. State and society must be able to influence each other, within

limits: policies must respond to social realities and demands, just as participation must be subject to the rule of law. Legitimate paths of access between state and society are just as important as boundaries between them; where legitimate access is insufficient it will become an illicit commodity to be bought and sold (Johnston, 2002).

Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other (UNESCAP, 2008).

2.1.2.8 Accountability

Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to who varies depending on whether decisions or actions taken are internal or external to an organization or institution. In general, an organization or an institution is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law (Ibid). Civil servants often have a degree of discretion in their work and the way they implement rules and provide services can have significant impact on citizens. Therefore, systems of accountability are considered important to reduce corruption or other forms of misuse of public office (ODI, 2003).

2.1.3. Good Governance in Ethiopia

For many years, Ethiopia remained unitary state under the philosophies of unitary governments. It was in 1991 that the country has departed from the old historical system of governance when the new constitution (1995) organized the country in to decentralized federal government system. Since then the devolved form of governance has come in place replacing the country's old aged unitary form of government. Based on the 1995 constitution of the country article 50(2) (3) the country is organized in to federal and regional states. Moreover, each of the regional states has the legislative, executive and judiciary functions similar to the federal government of Ethiopia.

According to the 2001-revised Regional State's Constitution, article 45(1) a regional state is divided into Woredas and Kebeles. In this way, the government and governance system, which is quite different from the traditional system of governance, is established in the country (Mulat, 2014).

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

As capacity has been described as the "missing link" in African development and democratization, Ethiopia as an African country has suffered from the problems of capacity and different capacity gap areas were identified. Moreover, in order to tackle against the capacity gap, the Government has formulated the National Capacity Building Strategy/Program, which is considered critical for broad based and sustainable growth. Implementation of the Program is being undertaken gradually to strengthen the democratization process in the country. Developments can be expressed in the various aspects of the Program: Civil Service Reform, Justice System Reform, Improved Democratic Governance, and Decentralization. The adoption of federal system of Government in Ethiopia resulted in open, transparent, and democratic governance that respects the right of all citizens, the adoption of the decentralization process, which gave power to regional governments to implement development policies and strategies and provided the opportunity for local residents to participate in development programs (PASDEP Volume I) (Jemal et al., 2019).

2.1.4 Challenges of Good Governance

Scholars have identified many challenges that today's government is facing to operate according to the principles of good governance. Among those challenges, the leadings are corruption, Lack of accountability, lack of effective institutional control,

2.1.4.1 The State of Corruption

Corruption is misuse of public power for private or political gain and one symptom of failure with private willingness-to-pay trumping public goals. Private individuals and business firms pay to get routine services and to get to the head of the bureaucratic queue. This includes Paying and receiving bribes, fraud, embezzlement, self-dealing, conflicts of interest, and providing a quid pro quo in return for campaign gifts (Ackerman, 2005). As (Anderson and Tverdova, 2003) quoted in (Ackerman, 2005) Corrupt governments lack political legitimacy. However, political supporters of corrupt incumbent governments, not surprisingly, express more positive views of the government. Presumably, this difference depends upon the individualized benefits that flow to these supporters.

Abstract currently, there is an unprecedented incidence of corruption in Ethiopia, which poses two, interconnected, problems. Allegations of corruption are used and abused by those in power to silence those having dissenting views. Corruption also poses a grave danger to the peace and stability of the country. Bribery was seen as normal in the Ethiopian societal culture. This can be seen in some of the popular sayings, the most common Amharic saying in this respect being ሲሾም ያልበላ ሲሻር ይቆጩዋል (sishom yalbela sishar yikochewal) the literal translation of which is one who does not eat while appointed would stand to regret when dismissed. This is to mean that one is likely to regret when out of office if he/she has not used his official position for gaining as much personal advantage as he/she could (Zemelak, 2017).

The common type of corruption in the country was what is often referred to as petty corruption, such as giving presents, in the form of cattle or some other agricultural productions, to a judge by one who is involved in a litigation to ensure that the judge decides in his/her favor. Bribing local administrators in a similar fashion was also common. Grand corruption, 'in the form of embezzlement of public funds, misuse of power and failure of duty for personal gain', began to creep in during reign of the Haile-Selassie and worsened during the Dreg's regime (Shimelis, 2005) as quoted in (Zemelak, 2017). However, it was not as prevalent as it is now in

the country. A disturbing trend of pervasiveness of corruption is seen in the past two decades. The past consecutive reports of Transparency International (TI), puts Ethiopia among the highly corrupt countries in the world despite the improvements of its ranks in the TI's reports from one year to the next (TI, 2007). The TI's 2016 report ranks Ethiopia 108 out of 176 countries. In this report, the country scored 34 out of 100, which puts it in the category of highly corrupt countries (Ibid).

2.1.4.2 Lack of Accountability

Accountability is a cornerstone of democratic governance and it simply means that those who hold public office must give account for their actions. There are two types of public accountability in a democratic state; vertical and horizontal. Vertical accountability refers to the power of citizens to hold those in powers accountable through, for example setting up anticorruption and human rights non-governmental organizations (NGOs), publishing corruption stories in the media and voting in public elections. Horizontal accountability embodies a wide range of institutions that oblige the accountability of officeholders to one another; 'this constraints executive power and so helps protect constitutionalism' (Diamond, L., 1999 in Aly, 2014).

2.1.4.3 The Lack of Effective Institutional Control

The existence of these controls reflects to a large extent the attitude of the political body toward this problem. Generally, the most effective controls are those that exist inside institutions. This is really the first line of defense. Honest and effective supervisors, good auditing offices, and clear rules on ethical behavior should be able to discourage or discover corrupt activities. Good and transparent procedures should make it easier for these offices to exercise their controls. Supervisors should be able to monitor the activities of their subordinates (Langseth, P. et al., 1997).

2.1.4.4 Level of public Sector Wages

The public sector's age-wage profile is steeper than that of the private sector. The regional wage differential is smaller in the public sector (AJRC,2014). Over the years many observers have speculated that the wages paid to civil servants are important in determining the degree of corruption. For example, Lindbeck attributes the low corruption in Sweden in this century

partly to the fact that at the turn of the century, high-level administrators earned 12-15 times the salary of an average industrial worker (Lindbeck, A.,1998; P.65 in Aly, 2014).

2.1.4.5 Bureaucracy

The quality of the bureaucracy varies greatly among countries. In some, public sector jobs give a lot of prestige and status; in others, much less so. Many factors contribute to that quality. Many years ago (Max Weber, 1947), the outstanding German sociologist, described what should be the characteristics of an ideal bureaucracy. He was aware that most bureaucracies are not ideal. Tradition and the effect that it has on the pride that individuals have in working for the government may explain why, some bureaucracies are much more efficient and much less vulnerable to corruption than others (Vito, T., 1998; P16). The bureaucracy, however, should not only be studied in the context of implementation of individual policies, but also in terms of governance. The rules that determine procedures in the bureaucracy, whether formal or informal, are especially important for public perceptions of how the state operates. As we know, many contacts that citizens have with government are with first-level bureaucrats responsible for processing requests for services and assistance. The recent Voices of the Poor study provides a demonstration of the importance of this set of issues ñ the poor highlighting that their experiences with bureaucrats are often unpleasant, unfair and corrupt (World Bank, 2000 in ODI, 2003).

2.1.4.6 The Infancy of Technology

Currently, it is difficult to imagine our lives without computers. They exist in cars, phones, aircrafts, banks, schools, etc. Technology-mediated applications are increasingly popular and have become part of our daily lives. One defining feature of our time, in developed countries (DC), is the omnipresence of technology and the related prevalence of internet access. In contrast to the exciting and promising opportunities that ICT offers to DC, in general developing and less developed countries (D/LDC) have not yet fully arrived in the digital era. Most have not yet developed their back office components (i.e., records related to the civil state, to education, to health, etc.), which are a fundamental prerequisite to any e-application. In many situations, e-government systems have been adopted just for appearances' sake, since it is the current standard to have a web portal, an email address and/or social media accounts for governmental agencies. When assessed, it appears that these web portals are ill-equipped for general use (no online

services, no localization capabilities, no local/appropriate content, no e-engagement, no precisions, no updates, etc. (Kettani and Moulin, 2014).

While information technology has been established to bring about these socio-economic and human development rewards, very little is known about the interaction between information technology and macroeconomic variables for institutional outcomes. In accordance with (Hellstorm, 2008), ICT is a vital tool for enhancing governance because it can improve transparency, accountability and the free-flow of information between several institutions and departments within a government. According to the author, ICT on the one hand eases the participation of citizens in the adoption of decisions that influence their living standards and on the other, enables the diffusion of information between citizens and governments. In summary, better governance is achieved by the means of the ICT enabling the convergence of societies for more participation and information sharing (AGDI, 2017).

2.1.5 Public Service and its Delivery

The term public services is defined as service which is provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing provision of services (Villadsen, 1999) as cited in (Ahmed, 2017). Different scholars in different contexts differently perceive public service. However, the central concepts are the same. According to (ADB, 2015), Public services are public goods in the sense of being non- excludable, non- rival and with positive externalities. Private providers will therefore tend to “free ride” on the provision of others, resulting in suboptimal provision of public goods. This market failure is the traditional argument for intervention. In contrast to these definitions, (Spicker, P., 2009) mentioned that Public services have been misunderstood. They are not simply services in the public sector, they are not necessarily there because of “market failure”, and they cannot be analyzed by the same criteria as market-based provision. They have four defining characteristics. They exist for reasons of policy; they provide services to the public; they are redistributive; and they act as a trust. They consequently operate differently from production for profit, in their priorities, costs, capacity and outputs.

The public services are not the same thing as the public sector, despite their identification in standard texts. The public sector is owned or at least controlled by government. The public services may not be. Some public services are instituted, developed and operated by independent,

voluntary and nonprofit organizations. They include, for example: Independently provided libraries, voluntary emergency services and, Public service broadcasting; however, there is no evident principal, while in others, like housing associations or universities, it can be unclear who the supposed principal is. The normal pattern of trusts is that the trustee, the provider of the service, not the funder - bears the primary responsibility, and determines the pattern of service provision (SPICKER, P., 2009).

There are, then, four defining characteristics of public services. Public services exist for reasons of public policy; they provide services to the public; they are redistributive; and they operate as a trust. Accordingly, the term “public service” is used not just descriptively, but normatively. Saying that something is a public service makes a moral claim about the way that organizations should behave. Public services differ from production for profit in their priorities, costs, capacity and outputs. The differences between public services and other organizations are not only due to the intervention of public policy, but to the other characteristics of such service the relationship with the public, the element of redistribution, and the operation of services as a trust (Ibid).

Humphreys, (1998), explains that Public services is clearly vary from commercial services in that most operates under central and/or local government, the health authorities, education, defense, justice/home affairs and noncommercial semi-state organizations and do not normally function for profit. (Saddler, 2001) mentioned that Service delivery refers to the systematic arrangement of activities in service giving institutions with the aim of fulfilling the needs and expectations of service Users and other stakeholders with optimum use of resource. Service Delivery is conceptualized as the relationship between policymakers, service providers, and citizens. It includes services and their sustaining systems that are typically regarded as a state liability (Government of Nepal ministry finance and Asian Development Bank, 2010).

Gezae (2017), has also explained service as any activity undertaken to meet social needs. Public service, particularly, refers to those activities of government institutions aimed at satisfying the needs and ensuring the well-being of society as well as enforcing laws, regulations and directives of the government. Modern service delivery, which has been a distinguishing feature of the private sector, has become a typical issue among government as well as non-government institutions to transfer good management practices from the private to the public sector. Service delivery refers to the systematic arrangement of activates in service giving institutions with the

aim of fulfilling the needs and expectations of service receivers and other stakeholders with the optimum use of resources. In short, improvement of service delivery means increasing the cost effectiveness, coverage and impact of services.

The current orthodoxy in the development community is that democracy and good governance are mutually supportive. However, this is often more of a hypothesis than an empirically established fact, and it is inappropriate to define governance in terms of the existence of democracy or to define democracy as tantamount to good governance (Fukuyama, 2013). Public services are often the face of governance in a country, because public service delivery is the main channel of contact that most people have with their government and bureaucracy sometimes the only one. Public services are essential services provided to citizens by their governments. This is done either directly through the public sector (that is, via public providers) or by nongovernment organizations (NGOs) receiving a subsidy from the government for service provision. These days, public services are so basic and essential to day- to- day life that they are considered fundamental human rights (such as the right to safe drinking water), and the state is expected to guarantee their universal provision to all citizens irrespective of income (ADB, 2015).

2.1.6. Grievance Redressing Mechanisms in Public Service Delivery

Grievance redress mechanisms are usually integrated in public service delivery systems. They can also be set up as part of contractual obligations of private service providers to program beneficiaries or service users. Grievance redress can also be non-institutionalized, such as in personal appeals and interaction between service providers and beneficiaries, as for example in schools. Three types of grievance redress mechanism operate at different levels: redress within government agencies, independent redress and redress through the courts. The first encompasses a plethora of arrangements, including dedicated mailboxes; email addresses, text-messaging systems, telephone hotlines, interactive websites and designated officials handling complaints (Ringold et al., 2012). Independent redress includes ombudsmen, tribunals, labour relations boards and community- based organizations. These are located outside the bureaucracy and often do not have the discretionary authority to enforce findings of investigations into complaints. The role of the courts varies depending on country contexts and governance arrangements, but in

many instances, courts can hear and redress shortcomings of formal agencies and service providers and compel them to comply with their obligations (ADB, 2015).

2.1.7. Public Service Delivery in Ethiopia

In Ethiopia, the authority to deliver services is heavily decentralized to regional and sub-regional tiers of government. While the federal institutions have largely policy making functions, regional levels have both policy making and service delivery functions. Since 2001, regions have significantly devolved their service delivery functions to woreda (district) level. At the root of the drive for decentralization is the need for ensuring effective and responsive public service delivery, with the aim of encouraging government responsiveness, citizen participation and greater accountability. One of the major objectives of decentralization was promoting the participation of citizens in issues affecting their life. It is primarily to ensure that development plans are adapted and responsive to local realities and to enhance efficient delivery of public services (Ministry of Information, 2004).

The fundamental assumption here is that decentralization brings government closer to the people and makes it easier to stimulate community participation (Ackerman, 2005). It is, however, important to note that decentralization is not a guarantee for increased participation of civil society or an improvement in the accountability of government). Service providers need to have capacity to deliver quality and timely services and to respond to customers' complaints, while it is expected, the users of service need to have the capacity to demand adequate and quality services, and hold service providers to account (Ibid).

Noting the significance of strengthening capacity for effective service delivery, Ethiopia has designed and implemented large public sector capacity building programs, which are aimed at improving public service delivery. The Public Sector Capacity Building Program Support Project (PSCAP), introduced in 2004, is one of the largest public sector capacity building programs that were designed and implemented. The aim of the program was to improve the scale, efficiency, and responsiveness of public service delivery at the federal, regional, and local level; to empower citizens to participate more effectively in shaping their own development; and to promote good governance and accountability (World Bank, 2004). This objective was to be achieved by scaling up Ethiopia's ongoing capacity building and institutional transformation efforts in six priority areas under PSCAP-(i) Civil Service Reform; (ii) District-Level Decentralization; (iii) Urban

Management Capacity Building; (iv) Tax Systems Reform; (v) Justice System Reform; and (vi) information and Communications Technology (Ibid).

Although the Ethiopian civil service has a long tradition and experience of serving various governments, it has so far given little attention to service delivery. The orientation, attitude and work practices of the bureaucratic machinery established to carry out highly centralized and control oriented government policies of the previous regimes are ill suited to the needs of the new policy environment in Ethiopia. Radical changes about political economic and social changes have taken place in Ethiopia since the establishment of the transitional government. The promulgation of the new constitution, the federal arrangement of the state, the decentralization of administration to the lowest level of government, the shift towards the market-oriented economy as well as the adoption of the Agriculture-led industrial development strategy have laid down the foundation upon which all other major policy changes are built. One of the prerequisites for service delivery improvement in the civil service is the existence of clearly defined policy that reflects government intentions and expectations regarding service delivery and quality of service as well as the rights and obligations of service providers and recipients in the process of service delivery. Accordingly, the Federal Government of Ethiopia has issued this policy primarily aimed at improving service delivery in the civil service (Gezae, 2017).

2.1.8. Pillars of Good Governance in the light of Public Service

To respond more efficiently and effectively to the multiple development challenges and identify people's real needs and aspirations, governments in many parts of the world have been collaborating with private businesses and civil society. Successfully undertaken, this collaboration enhances clarity and depth of understanding among parties and ultimately fosters more efficient and effective, and thus responsive, public policies. It also contributes to jointly prioritizing among the many competing needs to enhance the quality of life within communities. The United Nations has, in fact, recently acknowledged that the multi-stakeholder partnership model allows, "Sharing burdens, catalyzing action and bringing all relevant actors to bear in addressing specific problems" (United Nations, 2015).

In addition to the formal and informal nature and sharing of account-abilities, the United Nations Committee of Experts on Public Administration recognizes that a "lack of professionalism and corruption in the public service are often institutional problems at their roots". It is critical that

institutional arrangements, structures, systems and practices of public organizations should be well functioning and performing. They should also be conducive to civic engagement, transparency and accountability for both exercising the power and the use of public funds entrusted to them by society (United Nations, 2015).

Competent, diverse and ethical public servants under a credible leadership, engaged citizens and empowered communities, and multichannel service delivery with e-participation features can contribute to transforming public institutions to be more responsive. To succeed, these endeavors will need to take into account a major obstacle to responsive governance the co-existence between formal versus informal rules of human behavior. Responsive governance also requires contextual sensitivity to, among other things, cultural traditions, power bases and public opinion. Those seeking to ensure that effective governance is in place must address all these aspects and not mistake compliance with formal requirements as successful implementation. The challenge is not only to have formal mechanisms in place, but also that they are adequate to attaining sustainable development goals (United Nations, 2015).

When responsive governance is understood and practiced in this way, there can be burden-sharing and enhanced trust between the government and people. Citizens are no longer viewed passively as mere service recipients but also co-creators of public value (United Nations, 2015).

2.1.9. Addis Ababa city Transport service and its Challenges in the Provision of Public Transport Services

Having a growth rate of 2.1% the population of Addis Ababa constitutes 32.27 % of the total urban population of the country (CSA, 2010). In year 2012, the total population of Addis Ababa reaches 4 million and expected to be reaching 6 million and 10million in the year 2025 and 2040 respectively. Thus, the increase in population size coupled with the economic growth and increase in the size of the city demands a transport service supply in line with the increase in the mobility need of the people. Therefore compatible urban transport supply and effective management to meet the increasing trip frequency and mobility needs of the people and goods has become a challenge for the city. Addis Ababa Transport Bureau has identified the major challenges of the urban transport like poor access to work place, education, health and other services due to lack of public transport service and continuous increases in transport fair especially for low income Groups. In addition, lack of smooth traffic flow; lack of infrastructure

for None Motorized Transport (NMT) (for walking and bicycle), high rate of traffic accidents, increasing air and noise pollution were proved challenges for the city transport. Moreover, although transport problem are becoming critical improved traffic and transport system development are essential for the city.



Figure 1. Overview of Addis Ababa City Public Transport Service (Researcher, 2021)

The major factors that affecting the quality of public transport service in Addis Ababa city, the largest and one of the fastest growing cities. Providing and improving the public transport service is extremely important to meet the demand of the rapidly growing mass mobility resulting from high population growth and galloping urbanization in and around the city. The important role played by this mode of transport due to its flexibility, accessibility, and affordability. However, numerous researches indicated that in all the parameters of the operational performance, the PTS sector operates below the international standard and has deficiency to meet the expected level of service quality (CSA, 2010).

2.1.10. Realities about Addis Ababa City Transport Service

Urban transport is very crucial for the movement of goods and people, which make the backbone of the economy and sustainable development. However, transport system creates some problems like accident, congestion, and environmental pollution if not properly managed. Hence, the transport system of Addis Ababa City has shown evidence of traffic problems like accident,

congestion, environmental pollution etc. that are created due to improper driving practice of operators, lack of sufficient infrastructure, lack of regulatory framework etc. (Hagere, 2014). Addis Ababa, with an area of 540 km² is divided into 10 sub-cities and 116 woredas. The city is the country's political and economic center, the seat of Head Offices of African Union and United Nations Economic commission for Africa. It also accommodates many international Aid and Development organization and more than 100 embassies (FDRE MoT, 2011).



Figure 2. Birds Eye View of Addis Ababa City (Researcher, 2021)

The growth of Addis Ababa is a combination of three basic processes: rural-urban migration; natural increase, and re-classification of land from rural to urban categories. This growth leads to the mobility of the residents and consequently the demand for public transport for the movement. The trips by public transport to educational institutions, health centers, work places in the city are increasing. There is also high seasonal demand for public transport especially, for religious festival despite its economic importance and contribution to the country, Addis Ababa faces various problems including insufficient and poor quality of public transport. That means the existing public transport system in Addis Ababa is critically inadequate to provide service for the

increasing travel demand of the city, because the number of cars providing the service is not sufficient (Meshesha, 2014).

Ethiopia has more than 800,000 vehicles. Motorization increases more than 11% per year. 88% of the greenhouse gas emission in Ethiopia comes from transport and energy sectors. Currently, Ethiopian specially, Addis Ababa transport is being challenged by imbalance public transport demand and supply, increasing traffic congestions, road side parking, air pollutions due to the prevalence of old vehicles, poor of integration, presence of old and pollutant vehicles, poor technological utilizations in the sector, people waiting for transport service, and lack of integration among different mode transport. Moreover, Challenges like traffic congestions, air pollution problems due to lack of integration, traffic congestion, presence of old vehicles, management problems, rent seeking and good governance problems and capacity problems are common in Addis Ababa transport operation (Kassahun, 2017).

2.1.11. The Role of Some Core Institutions in Transport Service Provision

Institutions are key instruments in executing government policies and strategies. Nevertheless, transport institutions in Addis Ababa have severe capacity limitations in carrying out their responsibilities to lead the sector. Though transport service requires coordination among different institutions, evidence suggests that collaboration among these institutions seems to be minimal and ill coordinated. One of the basic problems in this respect is that, the institutions are organized under fragmented set-up. The existence of resource and capacity limitations in terms of knowledge in transport hence failure to accomplish their responsibilities are also the main challenge to lead the city's transport sector. There is a big difference in terms of organizational set-up among the concerned transport institutions the Addis Ababa City Transport branch office is accountable to the Federal Transport Authority, while the institution responsible for infrastructure development Addis Ababa City Roads Authority falls under the jurisdiction of the City Administration. On the other hand, Traffic control and investigation activities fall under the city Police Commission. In addition, the service provider; "Anbessa city transport service Enterprise used to be controlled by Public Enterprises Supervisory Authority (PESA) until it was transferred to the City administration very recently (FDRE MoT, 2011).

There is sufficient evidence that other relevant public institutions that have stakes in the city's transportation system are also organized and managed under different institutional organizations.

Compounded by lack of skilled labor and budgetary constraints, many of these institutions have exhibited fragmentation activities and fragmented institutional set-up, which have rendered failures to coordinate the transportation system of the city. With regard to the participation of the private sector in transport system of the city, which indicates that also, shortages of investment /disposable capital, and fragmentation of service provision, sub-standard transport management skills and lack of organizational structures are evident. This made it difficult for coordinating, harmonizing and work in accordance with norms of responsible government (Ibid).

2.1.12. Addis Ababa City Urban Mobility and Modes of Transport

Mobility is a precondition for the social and economic development of society. It is an important factor in our lives, whether that is on the way to school, work or to the shops, or whether it concerns the delivery of goods. For all these activities, we travel in different ways by foot, bike or car, or bus. As quoted in (Hagere, 2014), GTZ (2009), states that mobility is a basic condition for participating in working life, for engaging in social, cultural and political activities, and for availing educational opportunities. Mobility flows are a key dynamic of urbanization, with the associated infrastructure invariably constituting the backbone of urban form. Urban mobility systems aim to provide access to basic goods, services and activities to enable people to participate in civic life (UN HABITAT, 2013 in Hagere, 2014).

An enhanced urban mobility system is dependent on an efficient and effective urban transport systems and networks, which can significantly contribute to achieving global, national and regional objectives through a wide range of policy domains (Jewell, 2012). The success of policies and policy objectives on urban mobility and transport systems affects socio-economic objectives and serve as an important facilitator for growth, employment and sustainable development (Hagere, 2014).



Figure 3: Sample of public transport modes (Researcher, 2021)

The expansion of urban transport is caused by several factors; of which the increase in population, income growth, homework distances and urban land use systems are the major ones. Increment in number of urban transport is accelerating the global climate change through the emissions of greenhouse gases. Unless the climate change mitigation measures are taken, the growing number of urban transport will continue to put its pressure on the atmosphere and will exacerbate social vulnerability to adverse impacts of climate change. Several climate change mitigation measures are in place that could further classified as technical and non-technical. These measures are expected to reduce the current level of greenhouse gas emissions and enhance development of sustainable urban transport that in turn can reduce the incident of adverse climate change impacts (Tewelde, 2019).

The major modes of public transportation in the city are Anbessa bus and Minibus taxis. In addition, Sheger, Alliance bus, Higer midi-bus and Salon taxi are serving the city. Public transport is through public buses from three different companies (Anbessa City Bus Service Enterprise, Sheger, and Alliance), Light Rail or blue and white taxis. The taxis are usually minibuses that can seat at most twelve people, which follow somewhat pre-defined routes. Two people, the driver and a weyala who collects fares and calls out the taxi's destination typically

operate the minibus taxis. Sedan taxis work like normal taxis, and are driven to the desired destination on demand. In recent years, new taxi companies have appeared which uses other designs, including one large company using yellow sedan taxis. These providers are hardly able to cope with public's demand for transportation. Thus, residents of Addis Ababa have to face great inconveniences, as well as additional costs to the daily trips to their destinations. This study attempts to identify the major factors that contribute to the high demand for public transport system in the city. The increasing population size and physical expansion of Addis Ababa largely contributes to the demand for public transport. Social and economic purpose trips also contribute to the demand for public transport in the city. However, the existing public transportation system could not satisfy the demand. Moreover, the insufficient finance for investment by the government and the limited participation of the private sector in the service has also contributed for deficiency of transport supply in the city (FDRE MoT, 2011). The Ministry's policy has also identified the following problems as the major challenges in transport infrastructure and services.

- **Issues of the land-use system:** Poor coordination between the city urban development and road transport plans.
- **Infrastructure issues:** Shortages of road network with respect to the size of the city, Lack of sufficient access roads, Lack of off street parking facilities and over utilization of road space by parked vehicles. Moreover, Poorly designed road junctions, Lack of pedestrian walkways/facilities and miss-use of the existing facilities, sub-standard terminals for passenger and freight transport and inconvenient bus and taxi bays and Lack of segregated bike- ways.
- **Financial issues:** Financial constraints and Failure to devise and implement enhanced revenue generation schemes
- **Issue of public transportation services:** In-sufficient public transport service provision and limited coverage to main roads only, Lack of standard public transport service provisions and rising transport fares and Absence of stakeholder coordination in the sector
- **Issues of traffic rules enforcement:** Traffic congestion rendering to inefficient traffic flow resulting in high transport costs and travel time, lack of skilled manpower and capacity limitation for enforcement in traffic management, low level of awareness and publicity in traffic system for road users, absence of emergency and incident management, Problem of

parking service provisions and unregulated movement of commercial freight delivery vehicles (no restrictions in time and land use accessibilities).

2.1.13. Dimensions of Service Quality

Service quality is more difficult to measure than the quality of goods. The service quality perception depends on intangible differences between products and intangible expectations customers have on those products (Tripathi, 2011). The techniques of measuring service quality and service quality dimensions have become a major area in marketing literature during the past few decades. Since the increasing importance of services, scholars and practitioners have been operating on the quality of services delivered (Parasuraman, Zeithaml and Berry, 1988). (Parasuraman, et. al.) Also, argue that customers assess the service quality differences between what they are looking for according to their needs and their expectations related to it on the one hand, and the actual perceived services that they receive. Hence, by offering a superior quality of service, organizations can obtain a competitive advantage.

Like any measurable entities, service quality has certain parameters that can help ones to know the standard of service provided, which are called dimensions of Service quality. Service Quality has something with the expectation of the customers. Today the way to satisfy the needs of the customers becomes an important concern for public and private institutions to survive. Perceived quality of service is resulted from the comparison between perception about service delivery process and actual outcome of service. According to (Parasuraman, Zeithaml and Berry, 1988 in Tewodros 2020), Customers do not perceive quality in a uni-dimensional way but rather judge quality based on multiple factors relevant to the context. Similarly, the service qualities have been identified five specific dimensions as criteria by which interaction, physical environment, and outcome quality may be judged. These dimensions constitute reliability, assurance, tangibles, empathy and responsiveness.

Reliability: This is refers to the extent to which the service provider (the dealership) delivers on the promises made to the customer (O'Neill and Palmer, 2003; Buttle, 1996). Dealerships are known to contact the customer, promising that the vehicle will be ready for collection at a specific time. Upon arrival at the dealership, the customer is told that the vehicle is “nearly ready”, much to their frustration. Is Consistency of performance and dependability, accuracy in billing, keeping records correctly, performing the service right at the designated time. Reliability

is regarded as the most important dimension of service quality (Chowdhary and Prakash, 2007; Zeithaml et al., 2006).

Assurance: this is refers to the degree of confidence and trust that the dealership is able to engender in the customer, based on the interactions between the parties (Zeithaml et al., 2006; O'Neill and Palmer, 2003; Buttle, 1996). In the case of the dealership, the main source of assurance is with the service adviser. Their knowledge and manner of interaction with the customer inspires trust in the organization.

Tangibles: This is refers to the physical cues that are part of the service delivery process (Zeithaml et al., 2006; O'Neill and Palmer, 2003). They are used to communicate to the customer about the service that can be expected. Tangible cues that form part of this dimension include the signage, parking and layout of the dealership itself.

Empathy: Here, the customer is treated in such a way that they feel important to the organization, and that their needs are important to the organization, such as that they receive caring, individualized attention (Zeithaml et al., 2006; O'Neill and Palmer, 2003). In the case of the motor dealership, this can be seen in the interactions between the organization and the customer, and the nature of this interaction.

Responsiveness: this is refers to the willingness on the part of the service provider to deliver assistance to the customer (Zeithaml et al., 2006; O'Neill and Palmer, 2003). It is the willingness of an employee to help customers and provide prompt service (Parasuraman et al., 1988).

2.1.14. The needs for Information in Good Governance and public Service Delivery

Good governance initiatives will be supported by information technology and expansion of civic education. The public service delivery systems will be modernized made efficient, fair and transparent in their delivery (Girma Yohannes, 2014). The statistical information is a key input at every stage of the development process, including in the planning and implementation of programs and projects, in a country where transport information system prevailed. Adequate and well-organized statistical information provides tools for making informed decisions in identifying gaps, formulating policies and strategies, developing effective investment programs and for monitoring and evaluation (ECA, 2009).

The Relationships between providers and individual citizens are complex and may not change easily or quickly. Lack of information limits the extent to which citizens interact with providers. Citizens may not be willing or able to challenge providers if they lack information or time or if they do not feel empowered to do so. The latter is particularly salient in low-income countries, where providers may come from backgrounds that are more affluent and citizens may not feel in a position to question them. Currently, various innovations are emerging in the HD sectors and are being built into management information systems. Examples include the use of mobile phones to report pharmaceutical stock-outs, websites for posting local school budgets, and Citizens and Service Delivery grievance redress mechanisms for reporting problems in conditional cash transfer (CCT) programs (World Bank, 2012).

2.2. Empirical Studies

This section hosts what have been done in other studies regarding practices and challenges of good Governance in public service delivery from different perspectives of other researchers (Khalid et al., 2016). As per the researches assessed, many works have been provided with necessary evidences with regard to the practices and challenges good governance in public service, which can enhance readers to understand the subject matter. The empirical literature will enlighten the secret behind successes as well as failures many countries in effective implementation of good governance in public sector.

2.2.1. Good Governance and Public Service Delivery

The use of social accountability to improve services in low and middle-income countries is not new. Efforts by governments, donors, and civil society alike to improve governance, accountability, and development results on the ground have heightened attention to the idea that citizens can contribute to better public services by holding their policy makers, providers, and program managers accountable. In many low and middle-income countries, dismal failures in the quality of public service delivery are demonstrated by high rates of absenteeism among teachers and doctors; leakages of public funds intended for schools, health clinics, or social assistance benefits; and short ages and stock-outs of pharmaceuticals and textbooks. These failures have driven the agenda for better governance and accountability. Governments, civil society, and donors have become increasingly interested in the idea that citizens can contribute to improved quality of service delivery by holding policy makers and providers

of services accountable (World Bank, 2012). Governance and public service reform efforts in many developing countries from the 1980s continued to adopt the centralized, bureaucratic model of public administration as the point of departure for effective development. Re-establishing the conditions for a top-down and hierarchical model of development following years of predation and neo-patrimonial rule was the desired goal for many public management reforms (Nunberg, 1992).

To improve the trust of citizens and delivery of services, employing good governance principles in the public sector is very crucial. Despite the efforts made to improve service delivery, criticisms and complains toward public services continue their flow.

(Mintesnot, 2016) conducted a research on governance and public service delivery of water supply. The key objectives of the study were assessing the effectiveness of the government system in water supply service delivery with respect to CAR framework; assess the satisfaction of clients in water service delivery in Akaki-kality sub-city and show the major obstacles of water service. Qualitative and semi-quantitative methods with stratified sampling were used in the study. Beside that key-informant interview, was applied in the study. The study covers availability and accesses of water to observe the satisfaction of the clients more than 50% of the respondent are not satisfied with water service supply in Akaki-kality sub-city. With regard to effectiveness of government system most of the respondents disagree about effectiveness of the system. Findings show that lack of transparency, accountability and responsiveness are obvious in water service supply, restriction of private sector in the supply of potable drinking water with pipeline, the community forums role is insignificant in decision making of water service.

Misgana (2013) conducted a study on “an assessment of the prevalence of good governance in public Sector: the case of selected Public institutions in Addis Ababa city of Ethiopia”. The main objective of the study is assessing how far good governance is prevalent in public sector institutions and the research was conducted on five public institutions purposefully selected in Addis Ababa city of Ethiopia. The study employed qualitative research methodology, data was collected through questionnaire method, and the data obtained both from civil servants and service users together with the information obtained through interviews from selected officials. The descriptive analysis revealed that institutions are striving to achieve good governance practically in their institutions. Based on the analysis conducted using five core elements of good

governance namely participation, effectiveness and efficiency, accountability, transparency and equity and equality different achievements and failures were observed. The research has found successful accomplishment in institutional framework for the public participation and effective implementation in accepting, accommodating complaints and questions but with some shortcomings in giving quick solutions for complaints. But regarding CSOs, CBOs and other related organizations involvement in various aspects such as making public forum for women, youth and disadvantage groups, in consulting citizens whenever they needed to implement new programs, strategies and policies are poor. Moreover, involvement of service users to evaluate the institutions management, in making survey of satisfaction of customers and service delivery assessment through seminar, workshops or conferences is poor and if carried out it is accomplished poorly. Therefore, participation in the institutions is generally poor.

Tadesse (2013) also assessed the service delivery and governance system in the road agencies of the Benishangul Gumuz Regional State in Ethiopia. Specifically, the study examined the capacity and role of different actors and the good governance system in the public road service delivery in the regional state. The research revealed that, while private firms play a leading role among the non-state actors, the role of the public remains negligible. The designing of platforms in different good governance programs that involved the public is still inadequate. The level of transparency is higher in the road agencies at higher level than those at lower administrative levels. The road agencies in the region are less responsive to public needs. The main reasons for this problem are limited human resource capacity and political interference. The absence of appropriate voicing mechanisms and media coverage has adversely affected public responsiveness. On the other hand, there is no direct mechanism to make the road agencies accountable to the road users. The major problems are, staff incompetence within the regional road agencies and lack of qualifications on their part for position they hold and lastly the existing imbalance in budgetary allocation between, say the maintenance and construction work or between higher and lower level agencies. These in turn, negatively affected the level of transparency, responsiveness, voicing and accountability. However, to improve performance in the road agencies, capacity building alone will not suffice. There is need to formulate policies for empowering the public to enable them to raise their voice and to hold the service providers accountable in order to make the service a demand driven one.

KERARO and ISOE (2015) Studied “The Role of Good Governance Structure in Enhancing Service Delivery for Social Economic Development of Counties in Kenya. The paper used a stratified random sampling technique by grouping the Forty-Seven counties into eight geographic regions (strata), equivalent to the defunct eight Kenyan provinces from which eight counties were conveniently selected and a sample size of two hundred and eleven scientifically determined. Data was collected using questionnaires and interview guides. The obtained data was analyzed using the SPSS software supplemented with spreadsheets. From the findings, the study established that governance structures play a key role in Enhancing Service Delivery for Social Economic Development of Counties in Kenya. The study recommended that as county governments embrace strategic management practices for sustainable economic growth and service delivery, they should adopt lean management structures for effective and efficient management of county institutions. Further, the paper recommends that it is imperative for County Governments in Kenya to focus on determining important governance structural orientations that match their different strategies for better utilization and maximum gain from their varied local opportunities and resources. Finally, the paper recommends that County Governments should embrace governance structures characterized by reduced internal bureaucracy, a balance between centralization and decentralization and a budge from rigid orientations to more flexible governance structural systems that promote accountability in their struggle for social economic development.

Egwaikhide and Udon (2012) conducted a study on the role of service delivery and good governance in the institutionalization of taxation in Nigeria. Specifically, the study aimed to examine how good governance in tax collection can be improved through good governance and how service delivery can be improved by increasing tax collection especially in the petroleum sector. The findings of the study show that lack of good governance practices in the petroleum sector in Nigeria has led to rampant tax evasion and corruption, which undermine revenue collection. This, in turn, translates into poor service delivery and unequal distribution of wealth. These point a direct link between good governance and service delivery.

(Khalid et al., 2016) examined the status of good governance practices in the public sector of Malaysia. Primary data were collected from the responses of 109 department heads under 24 federal ministries to a survey questionnaire. Respondent perception of good governance practices was measured using a seven-point Likert scale and analyzed by descriptive statistics and path

measurement modeling. Standard diagnostic tests were also conducted to check the reliability of the data and model. Results indicated that nine factors were significant in the measurement of good governance practices. However, very few people in the public sector of Malaysia practice fraud control, which is at the lowest intensity. Among the service groups, the engineer group practiced good governance at the highest level, whereas the health service group practiced good governance at the lowest level. Therefore, still there are scopes available to improve good governance systems to become more reliable and efficient public sector in Malaysia. Findings of the study will help policy makers improve the efficiency of the public sector of Malaysia and other countries.

2.2.2 Challenges of Good Governance

Klndeye (2011) investigated the challenges and opportunities of good governance pertaining to the operation of institutions and the attributes of good governance in Addis Ababa. The Council, Political parties, the e Media, Workdays (Kebeless), CSOs and the Executive/Civil society' of the city are the institution that were scrutinized. Absence of corruption, legitimacy, participation, transparency, accountability and efficiency and effectiveness are the attributes analyzed in the study. For this end, a mixed research approach that combined qualitative analysis and simple Descriptive statistical method was employed. The former was used to analyze the information gathered from expertise and officials while the latter was employed to analyze the data gathered for 300 sample households. The findings revealed that weak councils and opposition political parties, lack of impartial and objective media, insufficient decentralization effort, and political consideration in promotion and career development in the civil service posed challenges to promote good governance in the city. Moreover, lack of enabling environment for operation of CSOs, high corruption incidence and rent seeking, lack of transparency and accountability, immature Participation, inefficiency and ineffectiveness in the provision of at least some basic services. Favorable constitutional arrangement and the city the civil service reform were also challenging concerns to the city governance. The effort to equip bureaus and offices in facilities and human power, the recent decentralization process, participation of mass based organizations in decision-making and success in providing some services are assets to further consolidate good governance. The study concludes that overarching government control of all matters, lack of

space for others results governance to be weak, fragile and slight though some improvements are observed.

Gizaw Yohanne (2014) conducted a research on the significance of good governance and its challenges Ethiopia ; the case study of Humbo Wereda Administrative Office. Descriptive survey based on cross sectional study was used to attain the objective of the research. The research has been carried out in Woliata Zone Humbo Worade. Questionnaires, interview and document review techniques were employed as data gathering instruments. The collected data were analyzed using descriptive statistics such as percentage, bar graph, pay chart, and cross – tabulations. Finally, the research found that significance of good governance and its challenge in Humbo Woreda has been presented. Lack of awareness of the society and knowledge and skill of the officers on properly implementation of good governance has impact on societal outlook, which constrains playing part in governance. To curb challenges, Ethiopian government has taken number of measures that could be considered as opportunities. This includes adaption of FDRE constitution, amendment of domestic laws, development plan that enhances the development of country in many accesses that helps society participate on government and related commitments of government.

Ram ((Asst. Professor), 2017) conducted a research on Challenges And Prospects Of Good Governance In Reduction Of Poverty: A Case Study Of Buee Town 01 Kebele, Ethiopia. The research employed different research design and methodology of the study such as data source that included primary and secondary source of data and sampling techniques. In the study area, there are about 327 household heads. From this sample size, the researcher has selected 81 household heads randomly and these offices were included in the interview. both Simple Random Sampling and Purposive Sampling techniques are used to select the sample. Then the study identified some major findings i.e. lack of community participation in plant preparation, discontinuity of public utility, lack of efficient and effective service delivery to the community, lack of competent work force between the community, the Kebele’s manager is not elected by community and the concerned body is not created awareness to the community with the concept and elements of good governance that contribute in reduction of poverty. The researcher believes that reduction of poverty need the existence of practical of good governance more.

Lemma and Alemu (2011) evaluated the contribution and challenges of service delivery reform in promoting good governance in woredas of Addis Ababa City Administration. It was conducted by using descriptive method of research wherein 840 respondents were taken as a sample by using both probability and non-probability sampling techniques. Subjects participated in this study include office heads, woreda experts and service users found on the spot. Data were collected through questionnaire, focus group discussions, and examinations of secondary documents, processed and analyzed by means of descriptive statistical tools. The study revealed that indicators of good governance (participation, transparency, responsiveness, efficiency and effectiveness) are being to some extent-positively affected due to the introduction of the reform. However, reform implementation is restrained by various factors like lack of: consultations in decision-making, commitment, and effective incentives for employees' performance. Finally, mobilization of additional resources through public participation, collaborative and close consultations with residents in decision-making are some of the possible solutions suggested.

Essien (2015) conducted a Contemporary study on 'The Challenges of Public Administration, Good Governance and Service Delivery in the 21st Century'. The study has revealed two dramatic findings. First, despite the moderate achievements in democratic governance and being rich in natural and human resources, there remain many politico-administrative challenges to be addressed in Nigeria. Second, ailing public administration has resulted in disturbing socio-economic indicators, which are among the worst in the world. This paper examines the challenges of public administration for effective service delivery and good governance in Nigeria. The paper employs descriptive method of research and content analysis, which is anchored on 'efficiency theory' to examine the subject matter. Findings reveal that, notwithstanding the dramatic administrative reforms, citizen's confidence in government service is near an historic low because of poor service delivery and exclusionary policies. The paper submits that the label of poor performance and absence of excellence in the public service has the tendency to undermine development and good governance in Nigeria.

Ashireka (2018) assessed governance the challenges of good governance in public institutions.' The main objective of the study was to assess the challenges of good governance in public sector and the research was conducted on 10 public institutions purposefully selected In Shabe Sombo woreda selected public office. The study employed qualitative and quantitative research methodology, data was collected through questionnaire method, and the data obtained both from

public institution employees and service users together with the information obtained through interview from selected officials. The descriptive analysis made revealed that institutions are on the way striving to achieve governance practically in their institutions. Based on the analysis conducted using five core elements of good governance namely accountability, transparency, equity and equality, effectiveness and efficiency and participation different achievements and failures were observed. Frameworks and mechanisms for good governance implementation were found ready. The necessity of engaging the society in full scale participation, the need for trainings, workshop, seminars, on good governance, increasing implementing capacity of the institutions, the necessity of using different mass medias including the regional mass medias for good governance issues, struggling against corruptions are recommended for the failures in public institutions in their run forward to achieve good governance.

2.2.3. Knowledge Gap

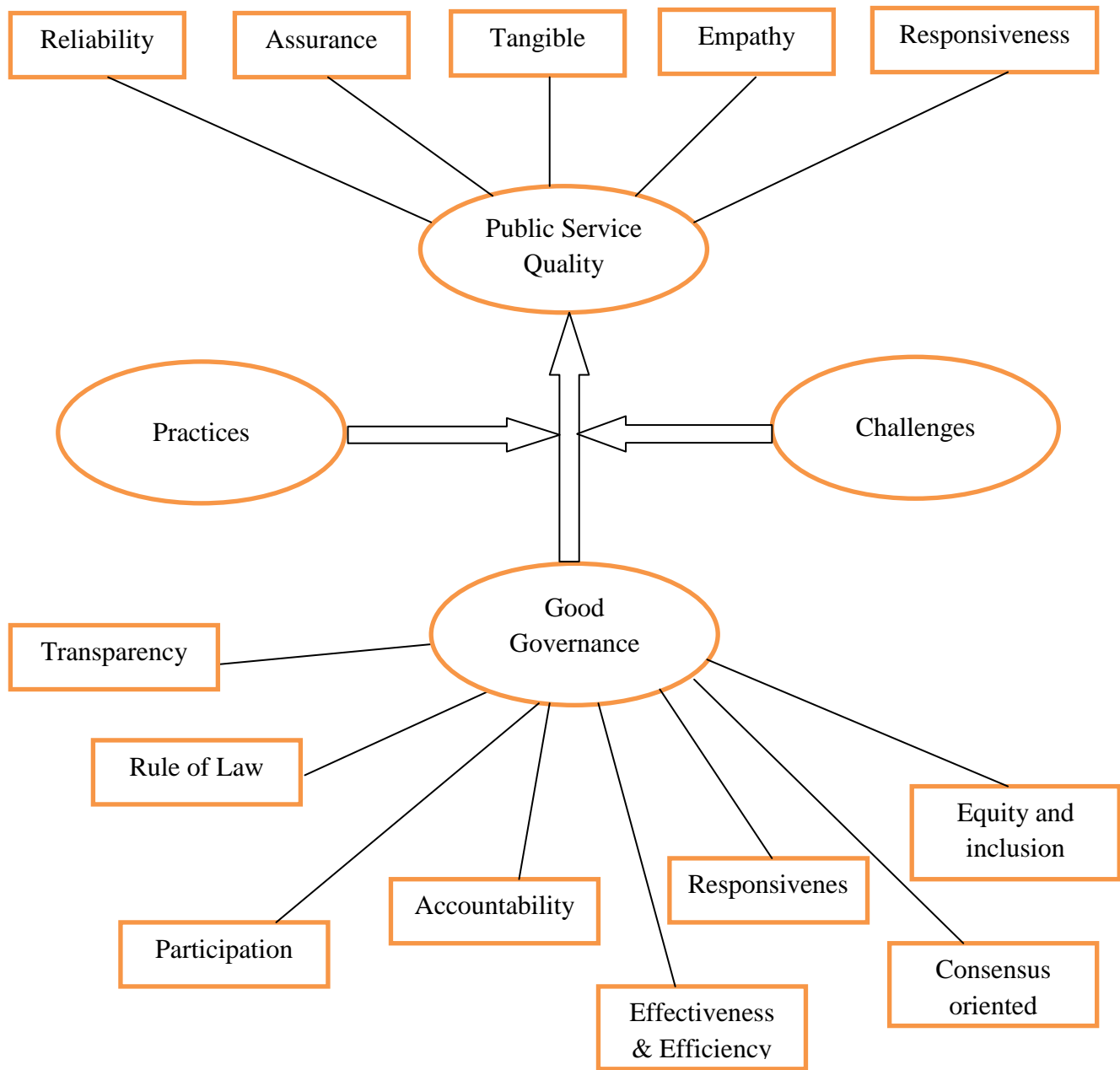
Based on many literatures reviewed in this study, it is found that many researches have been conducted on good governance and service delivery in different public institutions. Nonetheless, they could not clearly state the methodology they used with logical reasons. For instance, Misgana (2013) conducted a study on “an assessment of the prevalence of good governance in public Sector: the case of selected Public institutions in Addis Ababa city of Ethiopia”. But there is no ground for purposeful selection of five public institutions as the sample. On the other hand, some researches are not dependable due to inappropriate sampling techniques. For example, Ram (Asst. Professor), 2017) has conducted his research on “Challenges And Prospects Of Good Governance In Reduction Of Poverty” . But, the sample size was too small to conclude about the case. It cannot give the complete picture of the issues under the study. Again they were not balanced in studying the the title proposed to be studied. Rather, they tended to incline to one of the linked variables. Thus , as the knowledge gap to be filled, this research aims at filling this gap as well as providing materials for further research and reference.

2.3. Conceptual Framework

A conceptual framework is the total, logical orientation and associations of anything and everything that forms the underlying thinking, structures, plans and practices and implementation of entire research project. Thus, the conceptual framework comprises your thought on identification of the research topic, problem to be investigated, questions to be asked, literature to be reviewed, theories to be applied and methodology to be used. It also hosts methods, procedures and instruments, data analysis and interpretation of findings, recommendations and conclusions you will make (Ravitch & Riggan, 2017) in (Kivunja, 2018). Thus, the conceptual framework is a logical conceptualization of your entire study, metacognitive, reflective and operational contents of the research.

Fellows and Liu (2003) in (Sad, 2002) also explained that the conceptual model as the approach shows the important variables to be studied in the research either in graphical or narrative form as given. According to Kenneth (2005), 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.

Figure 4:- Conceptual Framework of the Study



Source: (Own- Compilation of the researcher, 2021)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Schwardt (2007:195) defines research methodology as a theory of how an inquiry should proceed. It involves analysis of the assumptions, principles and procedures in a particular approach to inquiry. Research methodology refers to how a research problem can be solved systematically through exhaustive investigation (Kothari, 2006). This chapter presented the methodology employed in the study. It constituted the research design, data Type and Source, Sample size and sampling techniques, data collection methods, and discussed techniques for data analysis.

3.1. Research Design

The design is the researcher's plan for the study, which includes the method to be used, what data will be gathered, where, how, and from whom (Tadayon, 2014). The purpose of the research design, as studied by Burns and Grove (2001) is to achieve greater control of the study in examining the research problem. As per the nature of the proposed study, the researcher used descriptive design. Descriptive research aimed at accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables. Descriptive study helps the researcher to describe how good governance provides service delivery in public institution i.e. Addis Ababa City Transport Authority (AATA). According to (Saunders et al., 2007), descriptive research is the research for which the purpose is to produce an accurate representation of persons, events or situations.

3.2. Research Approach

The research strategy was undertaken depending on how the problem looks, what questions the problem leads to and what result is desirable. This study adopted both qualitative and quantitative research design, because the mixed method is a better way of approaching to the research as it enables the researcher to overcome the weaknesses in both quantitative and qualitative types of research. Furthermore, the study described particular cases/problems with the help of certain statistical measures. Qualitative methods Concerned with a quality of information

and attempt to gain an understanding of the underlying reasons and motivations for actions and establish how people interpret their experiences and the world around them. Quantitative As the name suggests is concerned with trying to quantify things; it asks questions such as ‘how long’ or ‘how many’. The methods look to quantify data and generalize results from a sample of the population of interest. They may look to measure the incidence of various views and opinions in a chosen sample.

The study aimed at assessing the role of good governance practices in AATA as well as identifying a root cause of the poor service delivery in this institution. The study therefore focused on the quality of public services offered by public institutions as the dependent variable and indicators of good governance practices as independent variables. This has been clearly shown in the conceptual framework of the study. Survey research method was employed in this study to assess the role of good governance in enhancing Public transport service delivery. Again, to achieve the primary objective of this research, the researcher used descriptive methods. Descriptive research is useful because the major purpose of the research is to describe the role of good governance in enhancing AATA transport service delivery. Among different descriptive research methods, the survey method was used in the study.

3.3. Area of the Study

The study was bounded to and conducted in Addis Ababa region, because transport problem is uniquely worst (touching its extreme point) in the urban centers of Ethiopia, specially, Addis Ababa. AATA was selected as the case and only five selected branches of the Authority found in different parts of Addis Ababa were included in this study. The main reasons for selecting AATA as the study case was, this institution is the best information site to investigate the current sensitive transport problems in the City. On one hand, it has the closest and direct linkage with the public who are confronting these problems in their day-to-day life. On the other hand, the Authority involves officers responsible for simple as well as complex cases related to transport services provision within the targeted area of the study.

3.4. Research population

Population can be defined as the totality of observation with which the study is concerned (Saunders et. al. 2007). 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” In this study, the population comprised of all staffs and customers of AATA in Addis Ababa region within five selected branches of the authority. According to LoBiondo-Wood and Haber (1998:250), a sample as a portion or a subset of the research population selected to participate in a study, representing the research population. Hence, in this study the population samples were taken from employees of Addis Ababa Transport Authority as well as Addis Ababa City public transport users of the selected branches namely Yeka, Kirkos, Addis Ketema, Bole and Lideta. These branches were selected as the best representatives to reach at certain facts about Addis Ababa Transport Authority’s Good governance practices and Public Transport services.

3.5. Data Type and Source

To obtain the necessary data the researcher used both qualitative and quantities types of data. Regarding to the source of data, both primary and secondary sources were used. The primary data sources were Addis Ababa public transport users and employees of Addis Ababa Transport Authority whereas the secondary sources were consecutive year’s reports, newspapers, manuals, internal publications, internet, journals and books. These documents were used for the purpose of triangulation. Information obtained from these sources during the study helped and enlightened the researcher's mind in understanding the study variables of service delivery in the authority assess the past trends in relation to the topic.

3.6. Sample Size and Sampling Techniques

To select a representative sample, the researcher used Simple random-sampling technique for the staffs of the Authority and Purposive sampling technique for public transport users after determining the fixed sample size using Cochran’s (1977) formula of infinite population. Due to the fact that not all communities are supposed to have equal and similar knowledge regarding the subject under the study, questionnaire distribution process for the users was within a consideration of the service users’ literacy, knowhow about public transport services, questionnaire-returning time, frequency of their usage etc. Moreover, since the respondents could not fill the questionnaires timely, the distribution of the questionnaire was started always from

the back of waiting turn at the station. Generally, the researcher employed this technique to get the best information that help him to achieve the study's objectives.

The reason for taking probability-sampling technique for staffs is that there was higher possibility of getting the representative list of the target population due to their small size unlike non-probability sampling. Among probability sampling technique, the researcher used random sampling technique to distribute the questionnaires to the Employees of AATA. As all employees have the same interest with regard to good governance and transport service of the Authority, they will either take part into the study directly or sample representation. According to the organization's human resource process owner, currently AATA has more than 862 employees, including the higher management bodies. However, this research focused only on five best representative branches, which were identified through pre sampling survey conducted by the researcher. The Total eligible number of employees of different but relevant positions within five branches was 270 out of which 203 were male and 67 were female. The staffs with irrelevant positions i.e. Secretary, security guard, cleaner, messenger etc., were excluded purposely because of their poorer knowledge about the subject matter. The sample Staffs were selected randomly from different positions and departments .

(Ronald M weirs, 2002), states that "because of the tremendous of time and money required for a complete census of large population a sample can actually be more accurate than a census in conducting real world study". When sample is used there also sampling error, which occurs because of using sample. This sampling error can be decreased by taking large number of sample size. Depending on this assumption, the researcher estimated 5% of sampling error at the time of sampling and used the following formula to calculate sample size. The total population of the study is 270(male and female). So,

$$\text{Sample size (n)} = \frac{N}{1 + N(e)^2} \text{-----(1)}$$

Where N = Population size

e =Sampling error

$$\text{Sample size (n)} = \frac{270}{1 + 270(0.05)^2}$$

$$n = 161$$

To determine the sample size for the service users (AATA customers), the researcher used Cochran's (1977) formula of infinite population due to nature of the city's demography. Cochran

(1977) formula for calculating sample size when the population is infinite developed a formula to calculate a representative sample for proportions as;

$$n = \frac{Z^2 pq}{e^2}$$

Where, n = the desired sample size
 Z = the standard normal deviation at a given confidence level
 e = Margin of Error
 p = maximum variability of the population
 q = 1-p

Where, n_0 is the sample size, z is the selected critical value of desired confidence level, p is the estimated proportion of an attribute that is present in the population, $q = 1 - p$ and e is the desired level of precision. For example, suppose we want to calculate a sample size of a large population whose degree of variability is not known. Assuming the maximum variability, which is equal to 50% ($p = 0.5$) and taking 95% confidence level with $\pm 5\%$ precision, the calculation for required sample size will be as follows—

$p = 0.5$ and hence $q = 1 - 0.5 = 0.5$; $e = 0.05$; $z = 1.96$

$$\text{So, } n = \frac{Z^2 pq}{e^2} = \frac{(1.96)^2 (0.5)(0.5)}{(0.05)^2} = \frac{0.9604}{0.0025} = 384.16 = \underline{\underline{384}} \text{ (by converting or}$$

rounding the decimal to the nearest value)

3.7. Instruments and Procedures of Data Collection

3.7.1. Instruments of Data Collection

Primary data is the data, which is collected afresh and for the first time, and this happens to be original in character whereas the secondary data was collected by someone else earlier. The primary data was gathered through questionnaires and in depth interview while the secondary data were collected from relevant books, brochures, published and unpublished research papers, annual report, websites, journal articles, and internal records.

3.7.2. Procedure of Data Collection

The instruments for data collection used sequentially. Thus, the following tools were developed and employed. Questionnaire were prepared for the city public transport users and staffs of each branch of the Authority.

Questionnaire: was designed with informative cover page for confidentiality of the information. It also hosted clarification regarding purpose of the study and instructions of how to respond to the questionnaires. The questionnaire included both close and open-ended items for in-depth information. In the case of close-ended questions, items were rated by using Likert scale, rating scale based on the scale from “strongly agree” to “strongly disagree” or five part rating scale (1 to 5). Structured questionnaires were distributed to customers and employees selected by purposive and random techniques respectively. Regarding open-ended questions, the target is to get additional and supportive information about the study under consideration and to get background of information.

Interview Guides: - To get information from selected top managements who have better know how and long experiences on the issues under the study, 7 directors of different but relevant departments were interviewed. Open and close-ended interview questionnaires were prepared to gather primary data concerning the employee and customers’ perception on the role of good governance in enhancing public transport service delivery of the Authority. To undertake an interview, preparing interview guide questions was one of the pre-conditions. To this effect, guide questions were prepared in advance. The questionnaire was consisting of semi-structured questions to guide the interview. Semi-structured questions are preferred as they give flexibility to the researcher to modify, explain, omit, or include.

Secondary data are those gathered from the published (literature) sources; the other people have already collected these ones for some other purposes. (Sunders et al, 2007) in Ahmed (2017), explains it as the second hand information and include published ones the information gathered from secondary sources may not meet our specific needs in many cases; so we need to support it with primary data. Accordingly, the researcher tried too look for relevant works on the area and used it with due recognition through reference (citation). As a secondary data sources, the researcher relied on books, brochures, published and unpublished research papers, websites, journal articles, internal records and annual AATA performance reports were the main source of data. Information obtained from these sources expanded the researcher’s understanding about the study variables in the study.

3.8. Method of Data Analysis

The process of analysis involves the search for things that lie behind the surface content of the data core elements that explain what the thing is and how it works. The researcher's task is to probe the data in a way that helps to identify the crucial components that can be used to explain the nature of the thing being studied, with the aim of arriving at some general principles and can be applied elsewhere to other situations (Denscombe, 2007). The most crucial stage of the research design is the analysis and interpretation of data. After the data collection, the researcher gave full attention for the analysis and interpretation. In this sense, data analysis constitutes two important activities i.e. breaking the data down into bits and beating the bits together. The main purpose of such exercise is to make it easier for the researcher to locate transcripts or particular item in a data set. Accordingly, the analysis methods that a researcher employed were tabular form of data and frequencies supported by pie chart and bar chart and graphs. SPSS version 23 was used for simple descriptive statistics like average, mean, mode, standard deviation, percentage, tables, narrative explanations, and frequency of primary data.

In the analysis process, the value of coefficient alpha ranges from zero (no internal consistency) to one (complete internal consistency); accordingly, the alpha coefficient for the five items were 0.830, suggesting that the items have relatively high internal consistency. The Cronbac's alpha was calculated in SPSS (version 23) and used to analyze the data. The calculated mean was analyzed by Zaidatol and Bagheri (2009) cut points. According to these Authors, the mean score below 3.39 is considered as low while the mean score 3.40 up to 3.79 and 3.80 and above are considered as moderate and high respectively. Moreover, there is another developed evaluation criteria for the Likert items with their meaning (Huajuan, 2012). According to Huajuan , the differentiating points and range for each variable are calculated as follow:

The range = (maximum-minimum)/maximum $(5-1)/5= 0.8$

When we distribute this range in the entire likert items, it will give us certain categories. Accordingly, the score fall between the rages of: 1.00-1.80 is considered as strongly agree, 1.81-2.06 are considered as agree, 2.61-3.40 are considered neutral, 3.41-4.20 are considered as disagreed and 4.21-5.00 are considered as strongly disagree. In summary, the interval classification of the Likert Scale by Zaidation and Bagheri (2009) and Huajuan (2012) are very

similar. The difference between the researchers is Zaidation and Bagheri (2009) classified below 3.40 ranges as low whereas Huajuran identified neutral from 2.61 to 3.40.

Then ideas were organized into concepts and narrated. The results of interview (qualitative) are presented in the discussion part for triangulations with the responses of the staffs and public representatives.

3.9. Reliability and Validity of the Study

For a piece of research to be judged as ‘objective, it has to be both reliable and valid

3.9.1 Reliability

Reliability is meant the extent to which a measurement procedure yields the same answer whenever it is carried out i.e. a thermometer should show the same temperature in a room whenever it is plugged under the same condition. It is about consistency, i.e. your research would be reliable when repeated, using the same methods, if it brings the same results (Fenta, 2019). To ensure reliability the questionnaire were returned back to some people and recollected after a week. Then, the variance determined reliability of the questionnaire based on the significance of the response.

3.9.2 Validity

Validity-is the extent to which a measurement gives the correct answer. It refers to the accuracy of the data by the research instrument, whether it is an interview or questionnaire or some other means of research (Ibid). In order to prove validity, the researcher produced field-notes, got the report completed, listened as much as possible during the interview, checked the accuracy of what was taken as a note and begun to write early.

3.10. Ethical Consideration of the Research

With regard to the study processes, the respondents were informed in advance about the objectives and purpose of the study and verbal consent was obtained from each respondent. Thus, high consideration was given to the willingness and consent of the participants. Confidentiality was assured and information was recorded secretly. Equal selection of the subject was implemented to assure an equal chance of being included in the research. Moreover, High care was taken not to misrepresent, personalize and distort the actual data collected from the respondents in all research processes. Finally, any materials used for the study were acknowledged.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

In any research, immediate after data collection, an important task is data analysis. When conducting a research, the quality of data collected is a big deal but what matters more is the interpretation of that data. This chapter deals with presentation of data analysis and discussions of the findings. Data from all respondents to the questionnaires were compared to provide a better understanding of the subject matter. These comparison and triangulation were used to achieve the objectives of the study. This chapter hosts data presentation and analysis of data that were collected from the sample households using tabular forms as well as in figures. A simple statistical description of the data is presented. From the beginning, it tried to demonstrate demographic characteristics of the respondents and key informants. The rest information regarding the subject matter was presented onwards. Finally, the chapter ends with some discussions of findings, conclusions and recommendations based on the respondents feedback result.

4.1. Response Rate

Quality of surveys is at odds. In developed countries, the quality of household surveys has deteriorated during the last decades (Meyer, Mok and Sullivan, 2015) and such decline in quality is even worse for public opinion surveys (Pew, 2012). The situation in the developing world is more worrisome, where many countries are “data deprivat,” meaning they have little or no surveys at all (Serajuddin et al., 2015). Fundamentally, quality of surveys has been defined according to three metrics: i) unit non-response (i.e., whether an individual part of the sampling frame agrees to respond the survey or not); ii) item non-response (i.e., whether the interviewees respond every item of the questionnaire or not); and iii) measurement errors (i.e. whether the answer to the question is accurate or not). These three issues are particularly relevant since they contribute to bias in statistics calculated from survey data. If non-response is not random across the population, survey data would lead to biased estimates of distributions (Groves, 2006).

Before Starting the analysis, it is very important to assess response rate of the respondents. To present the response rate, 545 questionnaires were distributed to both service provider employees

and service users in total. Out of the total, 384 questionnaires were distributed to the service users, and the rest of 161 questionnaires were provided to the employees. From 384 questionnaires distributed to the service users, 346 of them were filled and returned to the researcher, and out of 161 questionnaires, which were distributed for the employees 155 were filled and returned to the researcher. However, (nine) were lost during the collection process. Totally, 44 (6 of Service providers side and 38 of service users side) questionnaires were left uncollected due to certain factors. Some of the reasons why the respondents failed to return the questionnaires were thought to be annual leave, ignorance, temporarily absence, carelessness and lack of willingness after taking the questionnaire on the employees' side. On the service users' side, time, uncomfortable sits, and lack of experience to fill questionnaire were some of the reasons.

Table 4.1 Response Rate

Respondents	Prepared questionnaires (Sample Size)	Uncollected questionnaires	Well completed questionnaires (Actual Response)	Response rate (percentage)
Employees	161	6	155	96.27 %
Service users	384	38	346	90.1%
Total	545	44	501	91.92%

Source: Researcher survey, 2021

As can be seen in the above table 155(96.27%) of AATA employees filled and returned the questionnaire whereas 8(3.72%) of them could not return the questionnaire. From the Service Users side, 90.1% of them responded. However, 9.9% of the questionnaires remained uncollected. All the questionnaires were distributed and collected with physical presence of the researcher.

4.2 Profile of the 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. Perry (2000) contends that, personal attributes like gender, age, education and experience had significant effect on understanding governance practices. The characteristics of respondents included in this research were sex, age, level of education, job and Marital Status.

Table 4.2: General Profile of Respondents (N=545)

	Parameters	Employees		Public transport users	
		Frequency	(%)	Frequency	(%)
Gender	Male	113	72.9%	203	58.7%
	Female	42	27.1%	143	41.3%
	Total	155	100%	346	100%
Age	18-25	29	18.7%	138	39.9 %
	26-35	92	59.4%	137	39.6%
	36-above	34	21.9%	71	20.5%
	Total	155	100%	346	100%
Educational Status	Diploma and below	58	37.4%	165	47.7%
	First Degree and above	97	62.6%	181	52.3%
	Total	155	100 %	346	100 %
Respondents' Marital Status	Unmarried (Single)	66	42.65	170	49.1%
	Married	87	56.1%	169	48.8%
	others	2	1.3%	7	2%
	Total	155	100%	346	100%
Job of the Respondents	Private	-	-	171	49.4%
	Government Employee	-	-	100	28.9%
	Others	-	-	75	21.7%
	Total	-	-	346	100%

Source: Researcher's field survey, 2021

4.2.1 Gender Concerns

The reason to record the gender of the respondents was to show that respondents came from both sexes. When the gender of the employees considered, 113(72.9%) of the total respondents were male, while the rest 42(27.1%) of them were female. Therefore, from the analysis result we can infer that AATA office is male dominated. In the same speech, demography of the users was also made up of 203 male representing 58.7% and 143 females representing 41.3%. The study expected somehow an equal number of males and females due to government advocacy of women empowerment and equal opportunities. However, the study associated this difference

with a patrilinealism mode of life whereby more males than female work and go to follow up public services in public institution.

4.2.2 Age of the Respondents

The second item was about age composition, there are 3 age categories of respondents. Accordingly, 29(18.7%) of the employee respondents are in the age range of 18-25 and 92(59.4%) of the respondents were in the age category of 26-35 years old, and 34(21.9%) of employees aged 36 and above whereas majority of the service users (39.9%) fallen in 18-25 range, 39.6% of respondents were in 26-35 years age, 20.5% of respondents were in the 36 and above years age. These result implied that majority of the respondents were relatively youngsters who are in their working age and thus need transport service every day.

4.2.3 Level of Education of the Respondents

The study had an interest of educational level of respondents because from the company side, employing a low-level educated employee is irrelevant in practicing good governance. On the other side, it is the way to check the understanding of the respondents about good governance. Kearney (1997) asserted that by who studied management and found out that those people with low education brought no change towards understanding management practices.

Table 4.2 shows the educational background of the respondents. Accordingly, 58 (37.4%) of the total employees had Diploma and below status whereas the rest 97(62.6%) respondents have attended First degree and above. On the service users side, 165 respondents had Diploma and below representing 47.7% and 181 respondents were First Degree and above representing 52.3%. The study wanted to know if understanding of good governance reflected education level. In fact, our findings asserted that educational level was not a factor in the understanding of good governance.

4.2.4. Respondents' Marital Status

As we can see from the above table, 66(42.6%) of the employees were identified to be unmarried while 87(56.1%) and 2(1.3%) of them were found married and others respectively. For the service users, 170 (49.1%) of respondents are married while 169 (48.8%) are unmarried. The rest 7 (2%) of the respondents are from other status (widowed or divorced). Marital status creates specific financial health care, tax, and shared opportunities and obligations to be discharged.

From this, we can easily infer that majority of the respondents use public transports are those who manage families. Managing family needs to be engaged in a sort of economic activities. Therefore, they need to move from their home to the work place via public transport service.

4.2.5 Job Status

Job status of the sample respondents constitute 171 (49.4%) from Private employers, 100 (28.9%) from Government Employee and 75(21.7%) from other kind of job. From occupational distribution of the sample, we can deduce that majority of the households 171 (49.4%) are privately employed.

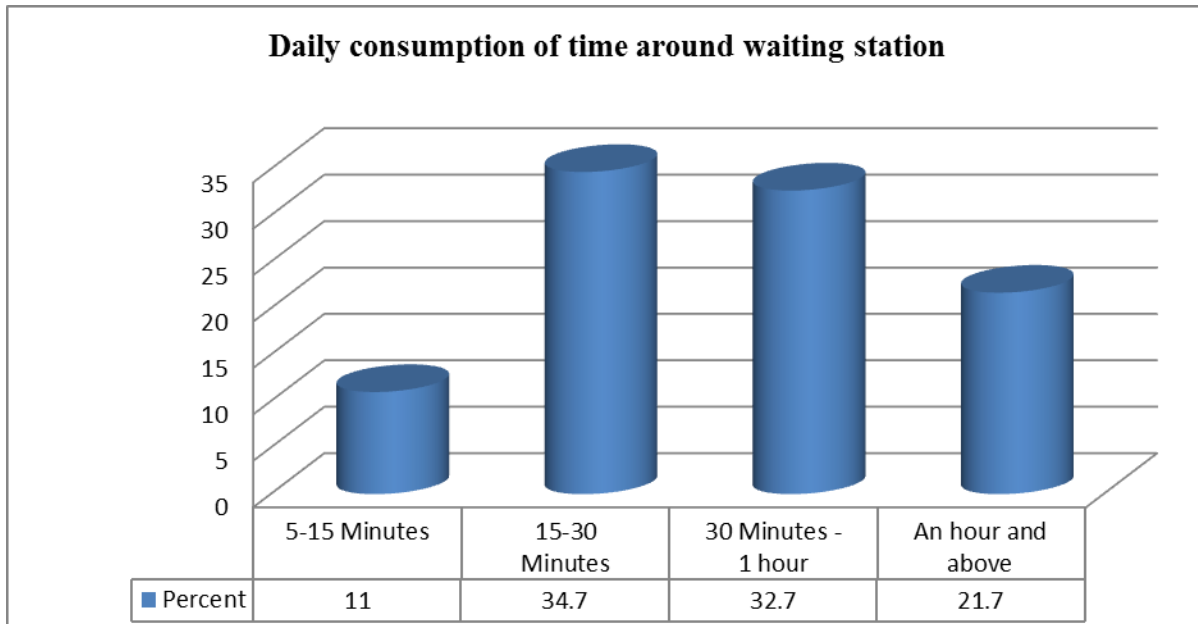
4.3 Descriptive Analysis of the Collected Data

Kothari (2004) stated that descriptive Statistics are used to describe important characteristics of the study's data. Accordingly, with descriptive statistics a researcher can easily describe what is or what the data shows. The cases under the study were described by using descriptive statistics like measure of central tendency (mode, media or mean) and dispersion (range, variance and standard division) distribution (percentage, frequency and cumulative). Regarding Likert scale measurement, 1 stands for minimum value while 5 stands for maximum value. The state of neutrality (indifference) is 3, which is resulted from minimum value (1) + maximum value (5) divided by 2 to get the average. Then, $6/2=3$. Thus, the data obtained from respondents were analyzed based on this assumption. Thus, this part basically deals with the fundamental results of the data collected from respondents regarding 'The Role of Good Governance in enhancing public service delivery in the case of Addis Ababa Transport Authority' via questionnaire and interview. The results are presented turn by turn as follows.

4.3.1 Daily Consumption of Time around Waiting Station

The study aimed at discovering daily consumption of time at the station when waiting for the transportation modes. In Addis Ababa city, waiting for transport is common at the stations. There is an occasion when people late for their job due to the extension of waiting time for their turn. In such a situation, people cannot meet their daily objectives; going in accordance to schedule will become a big challenge. Generally, the time spent for unproductive activity i.e. waiting for transport modes (which spending more than an hour become normal) is higher difficulty confronted daily by the city residents.

Figure 5: How long the passengers stay at the station daily to get means of transport ?



Source: Researcher’s field survey, 2021

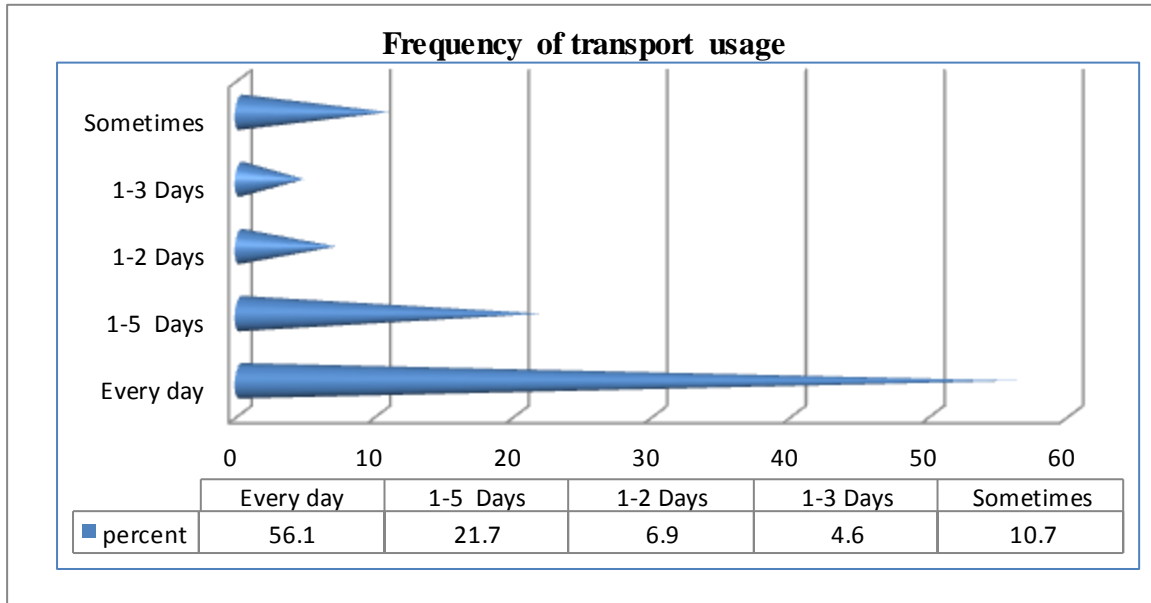
As shown in the above chart, 38(11%) of the respondents ranged their time consumption 5-15 minutes, 120(34.7%) of them ranged 15-30 minutes, 113(32.7%) ranged 30 minutes -1 hour and 75(21.7) spend an hour and above, this indicates that majority of the respondents spend 15-30 minutes when waiting for taxi or other modes of transport. However, when the total response is considered, majority of the respondents (188=54.4%) spend 30 minutes and more at the station. The response mean value 2.65 also aligns with the range stated by the respondents. Generally, from the given response we could perceive that majority of the city people spend more than 30 minutes to get the means of transportation.

4.3.2 Frequency of Public Transport Usage by the Respondents in a Week

The frequency of usage regarding certain services helps the people to analysis and concludes something about the nature of service delivered. This study is highly targeted at checking how much the respondents (Users of the services) are experienced enough to respond the questionnaire about public transportation service in the city. The more frequent users are respected to be more confident to say something about the public transportation within the city, which will ultimately increase the accuracy and dependability of the research to reach a conclusion. The real feeling is always inside of the participants who take part in those events, so,

the number of days you participate on the events equips you with higher knowledge regarding that event differently from non-participants.

Figure 6: How often do you use Public Transport Service per week?



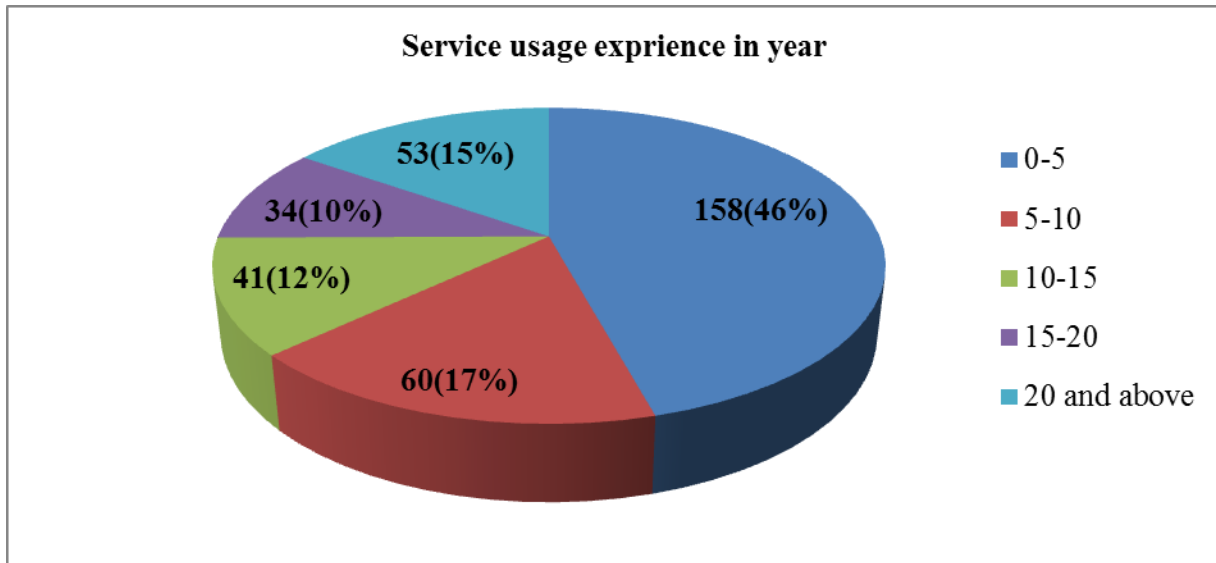
Source: Researcher’s field survey, 2021

As depicted on the above chart, 194(56.1%) of respondents use public transport every day while 115(33.2%) respondents use 1-6 days per week; however, 37(10.7%) of the respondents use public transport sometimes when needed. From their responses, it is possible to infer that majority of Addis Ababa City residents use public transport in their day-to-day movements.

4.3.3 Length of time the Respondents have been Using Public Transport Service (In Year)

The study analyzed the feedback of respondents about the length of time since they started to use public transport services. Their response to this question is depicted well by the following tool.

Figure 7: How long have you been using public transport service (in year)?



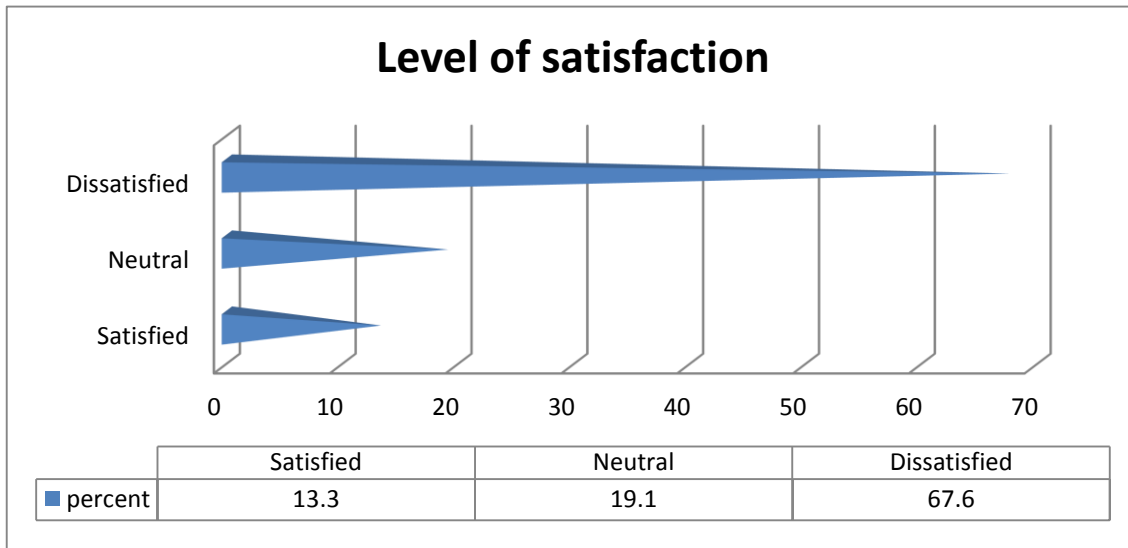
Source: Researcher’s field survey, 2021

The the above chart shows that 158(46%) of respondents have been using Public transport for 5 years and less, 60(17%) of the respondents have been using 5-10 years whereas 41(12%) of them have an experience of 10-15 years. The rest 53(15%) and 34(10%) of them have 15-20 and 20 and more years using experience respectively. From the result, we can infer that majority 188(54%) respondents have more than 5 years using experience. Therefore, the feedback collected is dependable and grounded on well experienced people in who have knowhow about public transport service in the city.

4.3.4 Respondents’ Level of Satisfaction with Addis Ababa public Transport Services

This questionnaire was designed to identify how much the public transport service users satisfied with the transport services rendered by AATA daily to the community. Knowing ones’ degree of satisfaction regarding certain services is very important for the improvement of drawbacks when rendering the service. The respondent’s feedback about the transport services of AATA is presented clearly in the following tool.

Figure 8: Respondents' Level of satisfaction with Addis Ababa public Transport services



Source: Researcher's field survey, 2021

As shown on the above chart, 46(13.3%) of the respondents are satisfied with the transport service they get daily, 66(19.1%) of them were Neutral in their response while 234(67.6) respondents are dissatisfied with the transport services rendered by Addis Ababa Transport Authority. From this, we can infer that majority of the respondents are dissatisfied. Beside this question, the respondents were asked to mention some of the factors made them dissatisfied with it. Accordingly, they responded that the reasons were less access & quality of service delivered unfair transport cost, unbridled corruption almost in all positions, tough bureaucracy to appeal, high traffic congestion and less obedience of servants to the principles of good governance. The study Conducted by City Government of Addis Ababa Transport Authority (2021) on the customers (transport service users) satisfaction had also identified many reasons why service users are not satisfied with the transport service being provided by AATA. Amongst, inconvenience of service provision from the providers side, poor implementation of trips' time schedule, insecurity of passengers, which might be sourced from exposure of the passengers to thieves, fear of destruction of the transporting mode and other unjust actions like crimes convicted by the drivers. Additionally, lack of infrastructures at the stations where the transport passengers wait for the mode of transport and their sanitation are some of the identified factors that affect the satisfaction of transport service users.

The researcher has also tried to test the significance of the difference in level of satisfaction along different marital statuses. It was hypothesized that those who are married and never married have higher satisfaction than those who are divorced and others. The collected data were analyzed using the between subjects one way ANOVA. The result reveals that level of satisfaction is significantly different among individuals with different marital statuses, $F(2, 27) = 14.26, p < 0.001$. Variation in marital status accounts for 51.4 variation in level of satisfaction. Tukey's HSD was used to post Hoc analysis. The result shows that the people who are married ($M=26.3, SD=67$.) and never married ($M=24.3, SD=34$) have a significantly higher level of satisfaction than people who are divorced ($M=16.6, SD= 3.84$) $ps < 0$. On the contrary, the level of satisfaction of those who are married and never married are not significantly different $p=0.557$. The finding suggest that the individuals who are married or never married are more likely to be contented with various aspects of their lives compare to those who are divorced.

4.4. Respondents' Attitude towards Pillars of Good Governance

4.4.1. Transparency

This study is about to examine the role of transparent practices in supporting better transport service in AATA. Transparency is the most important pillar of good governance. Day to day operations of any organizations need transparency. There is Transparency in business, health center, engineering, humanities and in other social contexts, to make their practices clear to the clients. Transparency is all about openness, communication, and accountability.

According to Carolyn (2009), the meaning of transparency is traced back to its use by nongovernmental and supranational organizations to its use in the international relations, nonprofit, public policy, and administration literature. It finds that the definition of transparency reveals three metaphors: transparency as a public value embraced by society to counter corruption, transparency synonymous with open decision-making by governments and nonprofits, and transparency as a complex tool of good governance in programs, policies, organizations, and nations.

The words "transparent" and "transparency" are creeping into the public's vocabulary and into political and policy academic writing. Over the years, particularly in the aftermath of Watergate in the 1970s, new laws and administrative rules have given the public greater access to governmental information, increasing the accountability of businesses, civil servants, and

politicians for their actions, and making decisions more open (Vaughn 2000). These include the Freedom of Information Act (FOIA) (1966, amended in 1974), the Sunshine in Government Act (1976), and the Presidential Records Act (1978), which together give the press and the public access to many government documents on request, to most meetings, and to many presidential materials (Carolyn, 2009). The following questionnaires were prepared to assess the status of transparency in Addis Ababa Transport Authority.

Table 4.3: Public Transport Service Users’ Attitude towards Transparency in AATA

No.	Items	The public Transport users’ response													
		Measurement scales													
		Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total		Tot. Mean	Tot. St.dev
		F	%	F	%	F	%	F	%	F	%	F	%		
1	There is free flow of Information between Service providers and users.	61	17.6	159	46.0	34	9.8	56	16.2	36	10.4	346	100	3.44	1.25
2	AATA officials are known for their welcoming services in their offices	69	19.9	124	35.8	77	22.3	47	13.6	29	8.4	346	100	3.45	1.19
3	Important information are well accessed to customers through AATA’s website.	60	17.3	171	49.4	33	9.5	50	14.5	32	9.2	346	100	3.51	1.20
	Average mean													3.47	
	Average St. Deviation														1.21

Source: Researcher’s field survey, 2021

Table 4.3, Item -1 shows that 61(17.6%) of respondents strongly Disagreed that free flow of Information between Service providers and users is available, 159(46%) of respondents disagree, 34(9.8%) of respondents remained neutral while 56(16.2%) and 36(10.4%) of respondents replied agree and strongly agree respectively. In spite of the difference in their degree of disagreement, majority 220(63.6%) of the respondents that took high percentage of the respondents’ number, disagreed with the availability of free flow of information between service

providers and users. The mean value of the for this specific item is 3.44, which is above the cut point of 3.4. Which means their level of agreement is low.

The second item of the above table said, “AATA officials are known for their welcoming services in their offices”. Accordingly, 69(19.9%) of the respondents strongly agreed, 124(35.8%) disagreed and 77(22.3%) said undecided. However, the rest 47(13.6%) and 29(8.4%) of employees agreed with the statement. Critical number of respondents 193(55.7%) took the disagreement side. The calculated mean for this item is 4.45, which is above the cut point, and this indicates the service users’ level of agreement is low.

When item-3 of the above table concerned, the respondents were asked whether important information are well accessed to customers through the authority's website. Out of the total respondents, 60(17.3%) replied strongly disagreed, 171(49.4%) disagreed and 33(9.5%) remained undecided while 50(14.5%) and 32(9.2%) responded agree and strongly agree respectively. As we can see from the result, majority 231(66.7) of the respondents replied either disagree or strongly disagree. The mean value of this specific item is 3.51, which is above the cut point of 3.4. This indicates that there is low level of respondents’ agreement.

Therefore, from the analysis, we can infer that there is low level of agreement regarding positively developed statements. The average standard deviation for all items was 1.21 with mean value 3.47, which is above the cut point of 3.4.

Consistent with this, the result from an interview shows that almost all interviewees of the study reasserted the poor practice of transparency in AATA. According to their points of view:

"so many factors contributed for the poor implementation of transparency. To mention some, the authority does not have fully-fledged and technologically supported service through which the passengers can directly communicate their problems to the concerned bodies. Even, there is no appropriate way of collecting and responding to the manually generated suggestions from the transport service users and there is lack of awareness from both service users and providers, which hampers free flow of information between the two stakeholders. In addition, the representatives of the service users neither report the interest, grievance and problems of the communities nor they let the communities to speak out themselves on their puzzles in an open manner. Reports of the controller staff does not line up with the actual events on the ground.

There are some manual ways to feed information to the public i.e. brushers, flyers, board notice, suggestion box and call center, which are accessed to limited number of the users.' On this base, the researcher could reach the conclusion that there are weak transparency supportive platforms to make the daily transport service open to both the public transport service users and providers. Therefore, the communities are victim of limited access to necessary information regarding something going on within the authority as well as bureaucratically built system, which does not allow the public to communicate something they felt regarding transport service they use daily. Therefore, the poor accesses to information in AATA as an essential factor resulted in poor practice of transparency. "

From this, the researcher could notice that the Authority activities as well as important information are not open enough to the public who use the service daily. This indicates that there is poor transparency in the Authority.

4.4.2. Rule of Law

Rule of law is one of the most important pillars of good governance. Without the presence of rule of law, it is difficult to talk about rights, fairness of services, justice and other pillars of good governance. A legal ground should be convenient for the public to be accessed for better services and good governance. This study assessed the presence of rule of law and practices of good governance.

According to American Bar Association (in Stein, 2009), the law is superior to all members of society, including government officials vested with executive, legislative, or judicial power. The law must be known, stable, and predictable. Laws are applied equally to all persons in like circumstances. Laws are sufficiently defined and government discretion sufficiently limited to ensure the law is applied non-arbitrarily. Members of society have the right to participate in the creation and refinement of laws that regulate their behaviors. The law is just and protects the human rights and dignity of all members of society. Legal processes are sufficiently robust and accessible to ensure enforcement of these protections by an independent legal profession. Judicial power is exercised independently of either the executive or the legislative powers and individual judges base their decisions solely on facts and law of individual cases. The following graph depicts the practices of rule of law within AATA.

Table 4.4: Public Transport Service Users' Attitude towards Rule of Law in AATA

No.	Items	The public Transport users' response													
		Measurement scales													
		Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total		Total Mean	Total St.dev.
		F	%	F	%	F	%	F	%	F	%	F	%		
1	In AATA There is safeguarding legal frame works	60	17.3	172	49.7	28	8.1	57	16.5	29	8.4	346	100	3.51	1.20
3	There is a well-developed mechanism to control and tackle corruptions.	63	18.2	186	53.8	21	6.1	53	15.3	23	6.6	346	100	3.61	1.14
	Total Average mean													3.56	
	Total St. Deviation														1.17

Source: Researcher's field survey, 2021

Table 4.4 depicts the respondents' feedback regarding the practice of rule of law within AATA. As it is presented, the response for item -1 shows that 60(17.3 %) and 172(49.7%) of the respondents replied strongly disagree and disagree regarding the existence of safeguarding legal frameworks in AATA; however, 28(8.1%) of the respondents remain indifferent while 57(16.5%) and 29(8.4%) of the respondents replied agree and strongly agree respectively. Totally, 232(67%) of the respondents responded either strongly agree or agree that there is safeguarding legal frame works in AATA. The mean value of safe guarding frame works was 3.51, which is above the cut point of 3.4. Which means their level of agreement is low.

Item 2 of the table shows the development of mechanism to control and tackle corruptions in AATA. As we can see in the above table, 63(18.2%) of the respondents strongly disagreed, 186(53.8%) respondents disagreed, whereas, 21(6.1%) of the respondents remained neutral, 53(15.3%) agreed and the rest 23(6.6%) of them strongly agreed. This indicates that majority 249(72%) of the respondents did not admit the existence of mechanisms in AATA.

Generally, the total average mean and standard deviation (SD) were found to be 3.56 and 1.17 respectively, of which total average mean falls above cut point of 3.4. Therefore, the analysis regarding the practice of rule of law in AATA revealed that the level of agreement is low.

To strengthen these findings, the researcher interviewed top management bodies of AATA regarding the practical aspects of rule of law. In support of the above result, almost all the key informants were also pointed out that:

“AATA is being criticized of many defects in implementing rule of law on the major reasons for poor implementation of rule of law are fused responsibility and accountability of the staffs, lack of cooperation from the public transport users to expose the violators, highly corrupted traffic police in collaboration with AATA staffs. As a case, some employees of AATA want to serve on the operational position when they have many years’ experience and can serve in the managerial position due to conducive environment at the operational level to exploit the public through bribery. This is highly sourced from lower salary they are afford. On the other hand, some employees of AATA have knowledge gap regarding their position due to their irrelevant academic background. Some have business background whereas the others are from engineering; however, transport field graduates would have been prioritized in for this specific position. Poor protection of the service providers from the reaction of the violators for the enforcement of the rule f law on them. There is also no sound standards by which the violators are penalized. So, the ensuring the public transport service users’ voice heard became difficult.”

Due to these and other non-stated points of the interviewee, the research could infer that AATA is poor in enforcing and implementing rule of laws in its daily operation.

4.4.3. Equity and Inclusion

This study aimed at describing the equity and inclusion wing of good governance within AATA. Equity and inclusion are the most important pillars of good governance, according to UNISCAP; equity is the one that favors equal and equitable access of resources without discrimination, equal opportunities and treatments, etc. for all sections of the society such as for women, for minorities, for disadvantaged groups etc.

Nothing gets people feel an active citizen than giving them the chance to be involved in something they concern and treated fairly. According to DESA (2009), social inclusion is understood as a process by which efforts are made to ensure equal opportunities for all, regardless of their background, so that they can achieve their full potential in life. It is a multi-dimensional process aimed at creating conditions, which enable full and active participation of

every member of the society in all aspects of life, including civic, social, economic, and political activities, as well as participation in decision-making processes. On the other hand, According to Asian Development Bank (2011), Equity in the vernacular sense is synonymous with justice and fairness; thus, equity is about putting things right, to give to one what one is due. Putting this squarely in economic terms, equity is about finding the “right” distribution of some good among individuals in a society. Equity requires a definition of what individuals in particular circumstances are entitled to, be it some minimum level of happiness or some share of society’s production. The equity and inclusion concerned issues within AATA are presented as follow.

Table 4.5: Public Transport Service Users’ attitude towards Equity and Inclusion in AATA

No.	Items	The public Transport users’ response													
		Measurement scales													
		Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total		Total Mean	Total St. Dev.
		F	%	F	%	F	%	F	%	F	%	F	%		
1	AATA highly considers the fairness in access to infrastructures like allocation of bus etc.	46	13.3	163	47.1	6	1.7	93	26.9	38	11	346	100	3.24	1.29
2	There is a proportion of women in management position in AATA	26	7.5	169	48.8	4	1.2	101	29.2	46	13.3	346	100	3.08	1.27
3	In AATA, there is fair access of opportunities for customers	43	12.4	140	40.5	12	3.5	97	28	54	15.6	346	100	3.06	1.34
	Total Average mean													3.12	
	Total Average St. Dev.														1.3

Source: Researcher’s field survey, 2021

As indicated in table 4.5, the respondents were asked some questions about practice of equity and inclusion in AATA. Concerning item-1, 46(13.3%) & 163(47.1%) respondents were strongly disagreed and disagreed respectively to the statement “AATA highly considers the fairness in access to infrastructures such like allocation of bus”. However, 6(1.7%) of them have a neutral opinion whereas 93(26.9%) & 38(11%) of them replied agree and strongly agree respectively.

From the respondents' feedback, it can be revealed that significant portion of the respondents 209(60.4%) strongly disagreed and disagreed regarding the existence of fairness in access to infrastructures allocation in AATA. The mean value of the specific item was 3.24, which falls between 2.6 and 3.4 cut points. It indicates that the respondents' level of agreement is medium.

Item-2 of the table is to know whether the women on the management position are proportional to the male staffs in AATA. In this concern, 26(7.5%), 169(48.8%), 4(1.2%), 101(29.2%) and 46(13.3%) of the total respondents replied strongly disagree, disagree, neutral, agree and strongly agree respectively. As it can be understood from the table, majority 195(56.3%) of the respondents either disagreed or strongly disagreed with the proportionality of women in the management positions of AATA. The mean value of the specific item was 3.08, which falls between 2.6 and 3.4 cut points. This indicates that the respondents' level of agreement is medium.

When item 3 of the table considered, 43(12.4) of the respondents strongly disagreed, 140(40.5) responded disagree and 12(3.5%) responded undecided respectively regarding the fairness of service opportunities for the customers whereas 97(28%) and 54(15.6%) of them disagreed and strongly disagreed respectively. Thus, it can be inferred that significant portion of the respondents (184 (52.9%)) responded either strongly disagree or disagree. The mean value of the specific item was 3.06, which falls between 2.6 and 3.4 cut points. It indicates that the respondents' level of agreement is medium.

Generally, the total average standard deviation and mean value for the three items presented in the above table were 1.3 and 3.12 respectively with medium level of agreement. For an accuracy of the result found from respondents' feedback, the researcher has collected additional data through interview. The interviewees' feedback has been presented below. The informants responded:

“in AATA there were certain attempts to make the public transport service fair and inclusive; however, due to unpredicted fluctuation and dynamic nature of the passengers number and their demand, it became challenging to make the public transport service fair and inclusive. Different from normally known facts, the population growth in the city is highly affecting the decision of the authority's fairness in its service. Once the transport modalities are allocated over certain routes, it works for a long period in spite of dramatic changes in number of the service users as well as their demand. Regarding

inclusion, interviewees pinpointed that in AATA it has been worked to encourage to women to take part in the management positions; for instance, some women hold Team Leader and Director Positions. Thus, fair opportunities and encouragements are among the values of AATA but still left with much assignment to be done.”

4.4.4. Participation

Participation has many implications and means a lot when talking about good governance and public services. Letting people to participate in a given arena is an appropriate way to test their attitude and let them to feel part of it. It is the main gate to democracy and good governance.

Participation is not a fixed notion, but is deeply embedded within our political realities and thus is the object of long-lasting and intense ideological struggles. The search for harmonious theoretical frameworks to capture contemporary realities might have been an important fantasy of the homo academics, but also it might not do the analysis of these realities any favors. This does not mean that conceptual contingency needs to be celebrated and radicalized; after all, “a discourse incapable of generating any fixity of meaning is the discourse of the psychotic” (Laclau and Mouffe, 1985) in (Carpentier 2011).

As stated by Carpentier (2011), an access and interaction remain important conditions of possibility of participation, but they cannot be equated with participation. The concept of access is based on presence, in many different forms: for instance, presence in an organizational structure or a community, or presence within the operational reach of media production technologies. Interaction is a second condition of possibility, which emphasizes the social-communicative relationship that is established, with other humans or objects. Although these relationships have a power dimension, this dimension is not translated into a decision-making process. The following table makes a portrait of participation in AATA.

Table 4.6: Public Transport Service Users' Attitude towards Participation in AATA

No.	Items	The public Transport users' response													
		Measurement scales													
		Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total		Total Mean	Total St.dev.
		F	%	F	%	F	%	F	%	F	%	F	%		
1	The communities have an access to be involved in policy formulation regarding the public transport service	48	13.9	208	60.1	6	1.7	56	16.2	28	8.1	346	100	3.55	1.156
2	There is an institutional framework for public participation in decision making	50	14.5	173	50.0	16	4.6	75	21.7	32	9.2	346	100	3.39	1.23
3	AATA considers the public interests whenever it develops policies and strategies	49	14.2	184	53.2	11	3.2	70	20.2	32	9.2	346	100	3.43	1.22
	Total Average mean													3.46	
	Total Average St.Dev.														1.2

Source: Researcher's field survey, 2021

As revealed by item-1 of the above table 4.6, the respondents were asked whether the communities have an access to be involved in policy formulation regarding the public transport service. Accordingly, 48(13.9%) respondents strongly disagreed, 208(60.1%) of them disagreed while 6(1.7%) kept undecided; however, the rest 56(16.2%) and 28(8.1%) of the respondents agreed and strongly agreed respectively with statement. Thus, a significant portion of the respondents 256(74%) did not admit that the communities have an access to be involved in policy formulation regarding the public transport service. From the result, it can be perceived that there is such an access within AATA. The mean value and standard deviation for this specific item were 3.55 and 1.16 respectively with an implication of low level of the respondents' agreement.

As far as the second item of the above table concerned, 50(14.5%) and 173(50%) of them strongly disagreed and disagreed respectively with the availability of institutional frameworks for public participation in decision making within AATA; however, 16(4.6%) of them responded undecided, whereas 75(21.7% and 32(9.2%) of the respondents agreed and strongly agreed that

the communities have a participation framework. From the results observed, the majority 223(64.5%) of the respondents responded either strongly disagree or disagree. The mean value of the item was 3.39, which falls between cut points of 2.6 and 3.4 with total SD of 1.23. From this it is possible to take an inference that the level of agreement regarding the stated issue is medium.

Item 3 of the above table shows that the respondents outlook regarding the considerations given to the interests of public transport users when developing different policies and strategies in AATA. As it can be seen, 49(14.2%) of the respondents strongly disagreed, 184(53.2%) of them disagreed and 11(3.2%) remained undecided whereas 70(20.2%) and 32(9.2%) of the respondents have responded agree and strongly agree. Thus, for this specific item, most of the respondents 233(67.4%) either disagreed or strongly disagreed or didn't admit that necessary considerations are given to the public transport users' interests in the development of policies and strategies by AATA. The mean value of the item was 3.43 with total SD of 1.22. The total mean of the specific item was above the cut point 3.4 with the inference of respondents' low level of agreement.

Generally, a significant number of respondents did not agree with the positively developed three consecutive items regarding participation. The averages mean value and Standard deviation for three items were 3.46 and 1.2 respectively, which indicates low level of agreement. In support of this, almost all the interviewees also pointed out that:

“When participation is concerned, not all stake holders take part in preparing, enforcing and implementing the policies set by the Authority. This is due to absence of participative platforms to let the large community to participate in every decision regarding the city public transport services. Moreover, there is unsystematic way of assigning representatives at different administrative units. The authority has ten branches in the city, which distributed over different sub cities saked with better management of the public interest on transport services. Until recent time, reports from different representative branches as well as individuals who are assigned to protect the public interest were considered real. However, after some reforms made in the authority, many past reports found not genuine. This shows that carelessness of the representatives about the public concerns. Generally, irresponsibility of staffs, lack of technological platforms, poor awareness of the stake holders, unmanageable population of the city and complex organizational structure are hampering factors in AATA to make its operation participative.”

4.4.5. Effectiveness and Efficiency

As clearly stated in (Productivity Commission, 2013), these terms are not always defined nor interpreted consistently within and across disciplines. It is common to see the words 'effective' and 'efficient' together, even though they hold very different meanings. While the two words have starkly different definitions, they often go hand-in-hand. Effectiveness refers to the process of producing a desired intent or result, and it requires doing the right thing to make it happen. On the other hand, efficiency refers to preventing or minimizing wasting materials, energy, effort, money or time. We can further break down the word efficiency by categorizing it. Technical efficiency refers to doing the most or making the most of something. A common idiom that relates to technical efficiency is 'getting the most bang for your buck' (Eisenstein 2019).

Organizational performance stimulation has always been a priority in private as well as in public sectors, since it is directly associated with the value creation of the entity. Organizations are constantly striving for better results, influence and competitive advantage. However, most organizations are struggling to get it right. Management is not always aware of the adequate assessment of their organizational performance. Plethora of models, frameworks or methods for conducting entities valuation creates unnecessary stress for management to select the path that is congruent with organizations believes and cultural philosophy (Richard, 2009 in Bartusevicienė & sakalyte (2013)). Common measures of the organizational performance are effectiveness and efficiency (Bounds at all, 2005; Robbins, 2000). For managers, suppliers and investors these two terms might look synonymous, yet, according to Mouzas (2006 in Bartusevicienė & sakalyte (2013)), each of these terms have their own distinct meaning. Most organizations assess their performance in terms of effectiveness. Their main focus is to achieve their mission, goals and vision. At the same time, there is plethora of organizations, which value their performance in terms of their efficiency, which relates to the optimal use of resources to achieve the desired output (Chavan, 2009 in Bartusevicienė & sakalyte (2013)). The question is, whether there is a difference if the organization is effective yet inefficient and visas versa.

Table 4.7: Respondents' Attitude on Practice of AATA Effectiveness and Efficiency

No.	Items	The public Transport users' response													
		Measurement scales													
		Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total		Total Mean	Total St. Dev.
		F	%	F	%	F	%	F	%	F	%	F	%		
1	The processes within AATA fulfill the service users' needs with the best use of resource	57	16.5	178	51.4	26	7.5	67	19.4	18	5.2	346	100	3.55	1.13
2	The Authority undertakes the customers satisfaction survey	55	15.9	197	56.9	16	4.6	49	14.2	29	8.4	346	100	3.59	1.16
3	The AATA resource Management is efficient	58	16.8	197	56.9	7	2.0	51	14.7	33	9.5	346	100	3.57	1.20
	Total Average mean													3.57	
	Total Average St. Dev.														1.16

Source: Researcher's field survey, 2021

As presented in the above table(item 1), respondents were asked to indicate whether there is better ground within AATA to fulfill users' needs with the best use of resource or not. Accordingly, 57(16.5%) of the respondents strongly disagreed; 178(51.4%) of them disagreed and 26(7.5%) remained neutral whereas 67(19.4%) of them agreed and 18(5.2%) of the respondents and strongly agreed respectively. Accordingly, Majority of the respondents 235(67.9) either strongly disagreed or disagreed that the processes within AATA fulfill the service users' needs with the best use of resource. The mean value and standard deviation of the item were 3.55 and 1.13 respectively, in which the mean value falls above 3.4 cut point with an implication of low level of the respondents' agreement.

When item -2 of the above table considered, the respondents were asked whether the Authority undertakes the customers' satisfaction survey or not. The result shows that 55(15.9%) respondents were strongly disagreed with the existence of customer's satisfaction survey in AATA, 197(56.9%) of respondents disagreed and 16 (4.6%) respondents kept neutral while

49(14.2%) of the respondents agreed with the stated premises and 29(8.4%) of them strongly agreed. The majority 252(72.8%) respondents stood on the disagreement side of the likert scale. The average mean for the specific item was 3.59 with total standard deviation of 1.16, which implies that there is low level of agreement.

Item 3 of the above table revealed that about 58 (16.8%) of the respondents strongly disagreed with the efficient resource Management in AATA, 197(56.9%) of the disagreed and 7(2%) remained neutral about it, while 51(14.7%) respondents disagreed with the existence of efficient resource management in AATA and 33(9.5%) of respondents strongly disagreed. Totally, 255(73.7%) respondents replied either strongly disagree or disagree. The average mean and standard deviation for this specific item were 3.57 and 1.2 respectively. The mean value falls above the cut point 3.4, which represents low level of agreement regarding the stated issue.

The total response average standard deviation and mean of this pillar were 1.16 and 3.57 respectively, which falls above the cut point 3.4; this indicates that the respondents' level of agreement was low. As we can infer from the analysis of efficiency and effectiveness, majority of the respondents did not agree on the existence of sound effectiveness and efficiency in AATA.

To realize the result, the researcher collected additional data from the management bodies of AATA through in depth interview. The *key position holders in AATA* (informants') response has presented as follow.

“Talking about effectiveness and efficiency with un-bridled corruptions of its staffs and other partner organization like traffic management is making failure the best friend of a success whose result is nothing. Still something can be said confidently is that AATA is somehow effective in its operation i.e. it achieves its annually set plans. However, nobody takes care about the resource utilization issue through the process. In addition, there is knowledge gap from both staffs and community side how to use public resources, Majority focus on the result only, instead of considering better usage of public resources like public infrastructures, commodities and finances, which amounts to efficiency by the end of the day. Generally, it is possible to concede that like any extravagant governmental organizations, AATA is not as efficient and effective as other private organizations.”

4.4.6. Consensus Oriented Actions

Consensus decision making is a creative and dynamic way of reaching agreement between all members of a group. Instead of simply voting for an item and having the majority of the group getting their way, a group using consensus is committed to finding solutions that everyone

actively supports, or at least can live with. This ensures that all opinions, ideas and concerns are taken into account. Through listening closely to each other, the group aims to come up with proposals that work for everyone. People around the world working towards a more just use consensus widely and equitable society: from small voluntary groups, cooperatives and campaign networks to businesses, local communities and, in some cultures, across much wider regions. The exact process may differ depending on the size of the group and other factors, but the basic principle of co-operation between equals remains the same (Seeds for Change, 2020).

Table 4.8: Respondents’ Attitude towards Consensus Oriented Actions in AATA

No.	Items	The public Transport users’ response													
		Measurement scales													
		Strongly Agree		Agree		Undecided		Disagree		Strongly disagree		Total		Total Mean	Total St.Dev.
		F	%	F	%	F	%	F	%	F	%	F	%		
1	There is mediation of different interests of public transport users and AATA to reach an agreement for service effectiveness	59	17.1	136	39.3	4	1.2	112	32.4	35	10.1	346	100	2.78	1.33

Source: Researcher’s field survey, 2021

As the above table shows, the respondents were asked whether mediation is flourished between interest of the public transport users and AATA to increase effectiveness of the public transport service. Accordingly, 59(17.1%) and 136(39.3 %) of them strongly agreed and agreed respectively with the stated premise whereas 4(1.2) of them are responded undecided; however, 112(32.4%) and 35(10.1%) of the respondents disagreed and strongly disagreed that mediation is flourished between interest of the public transport users and AATA to increase effectiveness of the public transport service. The result observed from the analysis of consensus oriented indicates that out of the total respondents, a significant number 195(56.4%) respondents replied either strongly agree or agree. The mean value of this item was 2.78, which is under cut point of 3.4 with standard deviation of 1.33. Thus, the respondents’ level of agreement was high. This shows that even though some of the respondents disagreed with it, Consensus Oriented Actions are being practiced in AAT.

“The feedback from informants indicates, everyone does believe that any decision regarding different interests, expectations and perspectives of the public should be made in the manner that reflects a deep understanding of the historical, cultural, economic and social context of the community. Accordingly, AATA staffs have started an stimulating activity to boost quality of service it provides and empower the community to build a brighter future together. However, some informants stated that the authority is still lagged back in creating conducive environments for practice of consensus-based decision.”

4.4.7. Responsibility

In spite of its challenging nature, providing an acceptable level of public transport services for the passengers is a big responsibility of the service operators. Good governance also requires that institutions and processes try to serve all stakeholders within a reasonable timeframe.

While the systems approach undoubtedly provides a strong theoretical framework for the responsiveness concept, within the management field a more specific definition is required. Kritchanchai and MacCarthy (1999), which however does not specifically mention the response to customer demand, or changes in the marketplace, have proposed initial definitions. Thus, based on Kritchanchai and MacCarthy (1999), the following definition is proposed: Responsiveness is the ability to react purposefully and within an appropriate time-scale to customer demand or changes in the marketplace, to bring about or maintain competitive advantage (Matthias, 2005).

Table 4.9: Respondents' Attitude regarding Responsibility in AATA

No.	Items	The public Transport users' response													
		Measurement scales													
		Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total		Total Mean	Total St. Dev.
		F	%	F	%	F	%	F	%	F	%	F	%		
1	In AATA, there is a rapid response to the public interests within a reasonable timeframe	86	24.9	190	54.9	5	1.4	39	11.3	26	7.5	346	100	3.78	1.13
2	AATA staffs are highly responsible for what they do	55	15.9	173	50.0	14	4.0	69	19.9	35	10.1	346	100	3.42	1.21
3	The staffs welcome any complaints regarding their services	68	19.7	203	58.7	2	0.6	48	13.9	25	7.2	346	100	3.70	1.22
	Total Average mean													3.63	
	Total Average St. Dev.														1.19

Source: Researcher's field survey, 2021

Concerning a rapid response to public interest, 86(24.9%) of the respondents strongly disagreed and 190(54.9%) of them disagreed with the existence rapid response. Besides, 5(1.4%) of the respondents remained neutral. The rest respondents 39(11.3%) and 26(7.5%) agreed & strongly agreed respectively that rapid response is being practiced within the time framework. As we can see from the result, majority of the respondents 276(79.8%) either disagreed or strongly disagreed or did not agree with AATA's rapid response to the public interests within a reasonable timeframe. The mean value of the item was 3.78, which falls above the cut point 3.4 with the inference of respondents' low level of agreement.

Regarding item -2 of the above table, the respondents were asked whether AATA staffs are highly responsible for what they do. Accordingly, 55(15.9%) respondents strongly disagreed with the existence highly responsible staffs in AATA, 173(50%) of respondents disagreed with it while 14 (4%) of the respondents kept neutral; the rest 69(19.9%) and 35(10.1%) of the respondents agreed with the stated point. A significant number of respondents 228(65.9%) took

the disagreement side of the likert scale. The mean value for the specific item was 3.42, which is above cut point 3.4. This implies that the agreement level of the respondents was low.

Item 3 of the above table depicted that about 68 (18.7%) of respondents strongly disagreed that The staffs welcome any complaints regarding their services, 203(58.7%) of them disagreed and 2(0.6%) remained neutral about it, while 48(13.9%) and 25(7.2%) respondents agreed and strongly agreed respectively. Thus, it can be inferred that significant portion of the respondents 271(77.4%) responded either strongly disagree or disagree. The mean value of the specific item was 3.70, which falls above 3.4 cut point. This indicates that the respondents' level of agreement is low.

To sum up, the average standard deviation and mean value for the three items depicted in the above table were 1.19 and 3.63 respectively, which is above cut point of 3.4. Thus, it shows that the level of respondents' agreement regarding responsibility was low. *As majority of the informants alleged*

“The responsibility of AATA staffs in discharging certain duties is indistinct due to some factors sourced from both external and internal. In AATA, responsibility is highly affected of unclear staff assignment to perform certain tasks in a given period. According to our view, unstable and patronage type of authority given to different position holders to discharge their duty, is the most hampering factor in AATA to diagnosis the person in charge of that specific duty, because they either leave the organization or change their position earlier than the set time. Any changes made to the governmental positions always affect the positions within AATA; this blurred the responsibility i.e. it became common to see new person on the chair of the person who had given you an appointment case to come. Another point should be bearded in mind is that majority of tasks in AATA are shared; not specified by person. Thus there is a tendency to externalize certain wrong actions as if they are not in charge of it when they are the most responsible person.”

4.4.8. Accountability

According to Khotami (2017), Accountability is a form of liability, which deals with to who and for what and what is accountable; this can be perceived as the obligation of the holder of the trust to provide accountability, presenting and reporting all activities that are his responsibility to the party who provides the trust has the authority to hold such accountability. The decision-makers of the government, the private sector, and community organizations are accountable to the public and to the agencies concerned. The form of liability depends on the type of organization

concerned. Accountability provides a very important role in creating a good governance activity as a part of improving public confidence in government performance. The conception of accountability can be seen that government officials are not only accountable to higher authorities in the institutional chain of command but also accountable to the general public, non-governmental organizations, mass media, and many other stakeholders.

Accountability is one of the steps that must be taken to maintain and increase public confidence in government performance. Talking about accountability is defined as the ability to provide answers to higher authorities over the actions of a person/group of people to the wider community within an organization. Accountability is a complex concept that is more difficult to achieve than eradicate corruption. Therefore, accountability needs to be interpreted as a continuous, consistent and transparent process in creating better organizational conditions (Khotami, 2017).

Table 4.10: Respondents’ Attitude regarding Accountability in AATA

No.	Items	The public Transport users’ response													
		Measurement scales													
		Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total		Total Mean	Total St. Dev.
		F	%	F	%	F	%	F	%	F	%	F	%		
1	Staffs of AATA are highly committed and value their job	50	14.5	188	54.3	18	5.2	61	17.6	29	8.4	346	100	3.49	1.18
2	AATA staffs admit their wrong did and take Accountability for correction	56	16.2	186	53.8	24	6.9	55	15.9	25	7.2	346	100	3.56	1.15
	Total Average Mean													3.47	
	Total Average St. Dev.														1.165

Source: Researcher’s field survey, 2021

The above table reveals the respondents response regarding accountability practices in AATA. Accordingly, item 1 of the table provided statement ‘Staffs of AATA are highly committed and value their job’ to the service users to rate it based on their outlook. Out of the total respondents, 50(14.5%) strongly disagreed, 188(54.3%) disagreed, 18(5.2%) kept undecided while 61(17.6%) and 29(8.4%) of them replied agree and strongly agree respectively. As it can be seen from the

table, significant number of respondents 238(68.8%) either disagreed or strongly disagreed with the high commitment of AATA staffs during their service and the value they give for their job. The average mean for the item was 4.49, which falls above cut point 3.4 with indication of low level of respondents' agreement.

Item 2 of the table depicts the service users' response whether AATA staffs admit their wrong did and take accountability for correction. As it can be seen in the table, 56(16.2%) of the respondents strongly disagreed, 186(53.8%) of them disagreed and 24(6.9%) remained undecided whereas 55(15.9%) and 25(7.2%) of the respondents responded agree and strongly agree. Thus, for this specific item, most of the respondents 242(78%) either disagreed or strongly disagreed that AATA staffs admit their wrong did and take accountability for correction. The mean value of the item was 3.56, which falls above cut point 3.4 with the inference of respondents' low level of agreement.

The total average standard deviation and mean for both items were 1.26 and 3.47 respectively, which indicates that the level of respondents' agreement was low. The interview results have been presented below:

“According to our view, poor practices of other pillars of good governance highly affect the implementation of accountability in AATA day-to-day operation. In addition to unclear accountability structure, there is lack of awareness from the staffs' side whether they are accountable for institutional chain of command or the public. Beside institutional accountability, everyone should know the existence of public accountability, because organization is there to serve the public. Some staffs created another informal structure, which deteriorated the degree of responsiveness, commitment, transparency, but created conducive environment for rent seeking and practice of corruption. Now days, in AATA majority of the staffs run out of their commitment and turn their face to the way to generate additional income instead of serving the public freely. This primarily sourced from the lower income they earn and incapability of winning the life challenges in the city. Evidently, it became common to observe when some staffs refuse to be promoted and serve in higher positions having sufficient job experience as well as capability to serve. This is to practice unbridled bribe. These and other unmentioned reasons led the staffs not to inculcate the concept of accountability in their daily service and admit and correct their wrong did.”

Thus, both the informants and service users have almost the same understanding about the practices of accountability in AATA. The interviewees pointed out some elaborative factors that

hamper systematized way of making the concerned bodies in charge of performing certain tasks accountable for what they do. As of the response of both groups, the structural problems and lack of genuine system within the authority took advanced proportion in affecting a healthier practice of accountability. This implies the presence of weak practice of accountability in AATA.

4.5. Dimensions of Service Quality (SERVQUAL)

Gabbie and O'Neill (1996) discovered that 'the real measure of company's success deceits in company's ability to satisfy customers consistently. Liljander and Strandvik (1994) have clearly exposed that satisfaction refer to an intrinsic perspective, the customer's experiences of a service whereas the outcome is measured by the received value what the customer give to receive something. According to Hunt (1977), satisfaction is all about an 'experience was good as it was perceived to be'.

In compare to quality of goods, Service quality is assumed more difficult to be measured. According to Tripathi, 2011, the service quality perception depends on intangible differences between products and intangible expectations customers have on those products. In the past few decades, techniques of measuring service quality and service quality dimensions have become a major area in marketing literature. Due to the increasing necessity of services, scholars and practitioners have been operating on the quality of services delivered (Parasuraman, Zeithaml and Berry, 1988).

When the Service quality is considered, Chang (2008) in Kabir and Carlsson (2010), stated that the concept of service quality should be generally approached from the customer's point of view because they may have different values, different ground of assessment, and different circumstances. Parasuraman, Zeithaml and Berry (1990) mentioned that service quality is an extrinsically perceived attribution based on the customer's experience about the service that the customer perceived through the service encounter.

According to Parasuraman et al. (1988) service quality is 'a global judgment or attitude with regard to the overall excellence or superiority of the service. Moreover, they suggested that overall service quality performance might be measured and determined by SERVQUAL scale that uses five generic dimensions listed below.

4.5.1. Reliability

Reliability is the degree to which a promised service is provided in accurate and dependable manner. It is all about the ability to perform the promised service dependably and accurately. Reliability from this perspective shows delivering on promises. According to (Wilson et al., 2008:85), Reliability dimension of service quality is consistently shown to be the most important determinant of perceptions. It deals about consistent way of meeting customers' needs, promise, keeping appointment time and meeting the deadline with ensured results.

Table 4.11: Respondents' Perception on the Reliability of AATA PTS

N o.	Items	The public Transport users' response													
		Measurement scales													
		Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total		Total Mean	Total St. Dev.
		F	%	F	%	F	%	F	%	F	%	F	%		
1	The public transportation means (taxi, buses...etc.) arrive at the station and serve the passengers timely	83	24	137	39.6	18	5.2	70	20.2	38	11	346	100	3.45	1.25
2	There is enough coverage of public transport on the routes	100	28.9	132	38.2	28	8.1	45	13	41	11.8	346	100	3.59	1.29
	Total Average mean													3.52	
	Total Average St. Dev.														1.27

Source: Researcher's field survey, 2021

As presented in the above table, respondents were asked to indicate whether the public transportation means (taxi, buses...etc.) arrive at the station and serve the passengers timely. Accordingly, 83(16.2%) of the respondents strongly disagreed and 137(39.6%) replied disagree 18(5.2%) of them chose undecided and 70(20.2 %) of the respondents agreed and the rest 38 (11%) responded strongly agreed. Majority of respondents 220(55.8%) took disagreement side of the likert scale. The mean value for the specific item was 3.45, which is above cut point 3.4. This implies that the agreement level of the respondents was low.

As far as item 2 of the above table concerned, the respondents were asked to rate whether there is enough coverage of public transport on the routes questioned whether there is enough coverage of public transport on the routes. Out of total respondents, 100(28.9%) of them strongly disagreed, 132(38.2%) of the respondents disagreed, 28(8.1%) respondents kept undecided whereas 45(13%) and 41(11.8%) respondents agreed and strongly disagreed. The analysis shows that majority of the public users 232(67.1%) took disagreement side of the likert scale. The average mean for the specific item is 3.59, which is above the cut point 3.4. This indicates that the respondents' level of agreement regarding the item was low, which can enhance us to reach at the finding that there is not enough coverage of public transport on the routes.

Generally, the service users average response mean value was 3.52, which falls under low label of agreement with total average standard deviation of 1.27. This implies that the level of agreement regarding reliability is low. The result found aligned with findings of research conducted by AATA (2021) on 'customer satisfaction'. The study gave much concern and assessed the public transport service users' satisfaction from five dimensions of service quality; the research found that there were poor implementations of trips' time schedule in AATA. Moreover, the researcher collected supportive data from the authority higher management bodies through in depth interview. According to the informants,

“public transport service of the town is not reliable due to many reasons. The most challenging thing in public transport service is that there is huge gap between number of passengers and transport modalities availed. Therefore, there is no adequate coverage of public transport on the routes. This ultimately resulted in lower the frequency of transporting rounds per day, which may obstruct the implementation of the designed schedule”.

Therefore, from the result found, it is possible to infer that AATA has poor reliability in its daily operation.

4.5.2. Assurance

Assurance is the extent to which service providers are knowledgeable, courteous, and able to inspire trust and confidence”. It deals with the competence of the system and its credibility in providing a courteous and secure service. This dimension is important when customers perceive services as high risk or feel uncertain about their ability to evaluate outcomes. The company

should seek to build trust and loyalty between service providers and customers (Wilson et al., 2008:86).

Table 4.12: Respondents’ Perception on AATA PTS Assurance

No.	Items	The public Transport users’ response													
		Measurement scales													
		Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total		Total Mean	Total St. Dev.
		F	%	F	%	F	%	F	%	F	%	F	%		
1	In Addis Ababa , Public transport is characterized by better care for the safety of the clients and their properties	53	15.3	211	61.0	2	0.6	29	8.4	51	14.7	346	100	3.54	1.27

Source: Researcher’s field survey, 2021

As presented in the above table, public transport users were requested to indicate their degree of agreement whether AA Public transport is characterized by better care for the safety of the clients and their properties. On this base, 53(15.3%) of the respondents strongly disagreed and 211(61%) replied disagree 2(0.6%) of them chose undecided and 29(8.4%) of the respondents agree and the rest 51(14.7%) responded strongly agree. Majority of respondents 264(76.3%) took the disagreement side of the likert scale. The mean value for the specific item was 3.54, which is above cut point 3.4. The total average of standard deviation was 1.27. This implies that the agreement level of the respondents is low. The study Conducted by City Government of Addis Ababa Transport Authority (2021) on the customers (transport service users) satisfaction found passengers are exposed of many challenges like discomfort ability of the vehicle seats and the stations.

In addition to what found from the analysis of assurance, the researcher gathered supportive data from Management bodies of AATA through in depth interview. Result of the interview is presented as follow:

According to the interviewees’ points of view:

“in AATA talking about passengers safety is something held as a vision. The organization did not reach the stage where it can think about betterment of the passengers when access became limited. However, the security issue is somehow practicable, but with

many shortcomings. Passengers need to be secured when transporting from place to place. However, it cannot be afforded due high demand for transport against insufficient supply of transport modalities. The rate in which the population increased is completely different from the increment rate of transport modalities' supply. Specially, mass transport service vehicles are becoming the most unsecured mode for passengers and their properties in compare to other modalities.”

4.5.3. Tangibility

Tangibility from this perspective is an extent to which physical facilities, equipment, appearance of personnel and communication materials are adequate. It represents the service physically. Companies should physically represent their service concurrently with what the customers imagined (visualized) and will use to evaluate quality, provide continuity and signal quality. Most of the times, companies would however, be confused of differentiating this dimension from another dimension to create strategy of quality service (Wilson et al., 2008:86).

Table 4.13: Respondents' Perception on Tangibility of AATA PTS

No.	Items	The public Transport users' response													
		Measurement scales													
		Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total		Total Mean	Total St. Dev.
		F	%	F	%	F	%	F	%	F	%	F	%		
1	There is consistent availability of public transport flow	56	16.2	110	31.8	95	27.5	67	19.4	18	5.2	346	100	3.43	1.3
2	The stations where the customers wait for the transport are safe and comfortable	54	15.6	94	27.2	120	34.7	49	14.2	29	8.4	346	100	3.51	1.31
	Total Average Mean													3.47	
	Total Average St. Dev.														1.305

Source: Researcher's field survey, 2021

An item 1 of the above table premise says, “There is consistent availability of public transport flow”. Accordingly, 56(16.2%) of the respondents replied strongly disagree, 110(31.8%) of them disagree and 95(27.5%) remained neutral whereas 67(19.4%) and 18(5.2) of the respondents

responded disagree and strongly disagree respectively. From the analysis of tangibility in AATA, it can be revealed that substantial portion of the respondents 136(39.2%) took the disagreement side (either disagree or strongly disagree) of the likert scale.

As far as the second item of the above table is concerned, 54(15.6%) and 94(27.2%) of them strongly disagreed and disagreed respectively with the premise “The stations where the customers wait for the transport are safe and comfortable”; however, 120(34.7%) of them responded undecided, whereas 49(14.2%) and 29(8.4%) of the respondents agreed and strongly agreed that the stations are safe and comfortable. From the results observed, majority of the public transport service users 148(42.9%) responded either strongly disagree or disagree. disagreed with the comfort ability of public transporting vehicles for the users The mean value of the specific item was 3.43, which falls above cut point 3.4 with the inference of low level of agreement regarding the statement.

Generally speaking, a significant number of respondents did not agree with the positively developed three consecutive items regarding tangibility. The average standard deviation and mean value for both items were 1.31 and 3.47 respectively, which indicates low level of agreement. Consistent with this, a research conducted by AATA (2021) on the ‘assessment of public transport service users’ had identified that there were lack of passengers’ security, infrastructures at the stations where the transport passengers wait for the mode of transport and sanitation impoverishment of the existing stations. As a result, it identified these as factors that affect the satisfaction of transport service users. Moreover, as indicated below the data collected from management bodies of AATA regarding their perception on tangibility of public transport service of the city. *The informants indicated that:*

“Tangibility and consistency is better to be considered in transportation access. Problems of traffic congestions and safety of road in Addis Ababa attributed to unsecured public transport service of the city. In Addis Ababa, it is also a long time since the public transport access lost its consistency. This emanated from the reasons aforementioned in other pillars of good governance and dimensions of service quality. Factors that affect the tangibility dimension of service quality in Addis Ababa transport service are lack of standardized terminals except the one found around Merkato, poor fulfillment of transport infrastructure, increased number of out dated transporting vehicles, unsafe and uncomfortable waiting stations. This is mainly resulted from the huge

coordination gap between the stakeholder institutions, i.e. Addis Ababa raod authority and Addis Ababa transport authority. Had Addis Ababa raod authority fulfilled necessary facilities, Addis Ababa transport Authority would not have been complained of poor service quality. Another important point should be raised is the failure of government to prioritize the provision of land and other infrastructures for this transport sector. For long period, the government has been requested to supply land so that the Authority in collaboration with concerned bodies can curb problem of standardized terminals, stations, roads and other important infrastructures. Even the design of built roods is out dated; it doesn't go with the demanded design of this era.”

4.5.4. Responsiveness

Responsiveness is the degree to which service providers are willing to help customers and provide prompt service”. The dimension emphasizes the attentiveness and promptness in dealing with customer requests, questions, complaints and problems. This includes the length of time a customer has to wait for assistance, answers to questions or attention to problems. Notion of flexibility and ability to customize the service to customer needs. Reflect customer’s point of view, not companies (Wilson et al., 2008:85).

Table 4.14: Respondents’ Perception on Responsiveness of AATA

No.	Items	The public Transport users’ response													
		Measurement scales													
		Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total		Total Mean	Total St. Dev.
		F	%	F	%	F	%	F	%	F	%	F	%		
1	The AATA Staffs responsibly accept complaints from the customers and provide necessary solutions	64	18.5	118	34.1	89	25.7	48	7.8	27	7.8	346	100	3.42	1.16
2	There is an institutionalized mechanism in AATA to handle complaints from the service users	57	16.5	166	48	32	9.2	56	16.2	35	10.1	346	100	3.45	1.25
	Total Average mean													3.44	
	Total Average St. Dev.														1.20

Source: Researcher’s field survey, 2021

In the above table (item-1), service users were asked whether AATA Staffs responsibly accept complaints from the customers and provide necessary service. Out of the total responds, 64 (18.5%) of them responded strongly disagree and 118 (34.1 %) said disagree 89(25.7 %) of them

choose undecided and 48 (7.8 %) of the respondents agreed and the rest 27 (7.8%) responded strongly agree. As it can be seen in the item -1 of above table, majority 182(52.6%) of the public transport service users disagreed that AATA staffs responsibly accept complaints from the customers and provide necessary solutions. The service users responses mean value was 3.42, which falls under low label of agreement.

Item-2 of the above table shows whether there is an institutionalized mechanism in AATA to handle complaints from the service users. Out of the total respondents, 57(16.5%) of the respondents replied strongly disagree and 166(48%) disagreed and 32(9.2%) remained neutral while 56(16.2%) of the service users agreed and the rest 35(10.1%) of the public transport users responded strongly agree. The service users responses mean value for item 2 was 3.45, which falls under low label of agreement.

In general, the average standard deviation and mean value of both items under responsiveness were 1.20 and 3.44 respectively, which indicates the label of agreement is low.

As majority of the informants stated:

“AATA Staffs do not have problem in receiving any complaints related with their service. There is also an institutionalized mechanism to handle complaints from the service users. However, the responsiveness to the received complaints is highly affected of weak enforcement capability of the staffs and some unauthorized mediator who use the event as an opportunity to bribe the people. This brings many grievances to the authority. The received complaints from the customers are held unaddressed for certain time, which violate the timely response value of the authority. This is sourced from weak awareness of the service users to whom the case should be reported. Frequently, people consider the public transport service as a mandate of Addis Ababa traffic police only when many stakeholders like Addis Ababa Transport bureau, AATA, Addis Ababa road authority and Addis Ababa Traffic management office are there. Therefore, asking a person in liberty needs some knowledge of the concerned bodies. That is why many complaints failed to reach the right person and be responded. It is known that if there were ease platforms through which the public can forward their feeling are afforded, the concerned body would respond timely. However, almost the authority operations are manual, which retard the responsiveness of the authority back to the technologically supported services”.

4.5.5. Empathy

Empathy is a degree to which the customers are offered caring and individualized attention. It is also the approachability, ease of access and effort taken to understand customers' needs. Customers are unique and special and it is important that their needs are understood. Every customer wants to feel important and understood by anyone who provides the service. It is better strategy for public institutions and businesses to know their customers by name and build relationships that reflect their personal knowledge of their requirements and preferences. The winning means and power in business competition is having empathetic attitude and reaction towards their customers. In both public organization and private businesses, customers want to be valued and understood (Wilson et al., 2008:86).

Table 4.15: Respondents' Perception on Empathy at AATA

No.	Items	The public Transport users' response													
		Measurement scales													
		Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Total		Total Mean	Total St. Dev.
		F	%	F	%	F	%	F	%	F	%	F	%		
1	Public transporting vehicles are comfortable for the users	59	17.1	163	47.1	41	11.8	47	13.6	36	10.4	346	100	3.47	1.22
2	There is Unique consideration to disadvantaged groups of society like children, pregnant women, elders, and disabled people	80	23.1	152	43.9	40	11.6	32	9.2	42	12.1	346	100	3.57	1.27
	Total Average mean													3.52	
	Total Average St. Dev.														1.245

Source: Researcher's field survey, 2021

In the above table (item-1), service users were asked whether Public transporting vehicles are comfortable for them. Accordingly, 59(17.1%) of them responded strongly disagree and 163(47.1%) said disagree 41(11.8%) of them choose undecided and 47(13.6%) of the respondents agree and the rest 36(10.4%) responded strongly agree. This indicates that the

majority (64.2%) of the public transport service user's respondents disagreed with the comfort ability of public transporting vehicles for the users. The service users responses mean value was 3.47, which falls under low label of agreement.

When item 2 of the above table concerned, the respondents were asked if there is unique consideration to disadvantaged groups of society like children, pregnant women, elders, and disabled people in their service. In due course, 80(23.1%) of the respondents replied strongly disagree and 152(43.9%) disagreed and 40(11.6%) remained neutral while 32(9.2%) of the service users agreed and the rest 42(12.1%) of taxpayer responded strongly agree. Thus, the results pertains that majority (67%) of the respondents disagreed with the devotion of unique consideration for disadvantaged groups of society like children, pregnant women, elders, and disabled people. The service users responses mean value for empathy was 3.57, which falls under low label of agreement. In general, the average standard deviation and mean value of both items under empathy were 1.25 and 3.52 respectively with the inference of low label of agreement. Consistently stating, CGAATA (2021), an Organized Transport Information and system research Directorate (OTISRD) assessed the comfort ability of mass transport service for handicapped, elders, women, and children. The research found out that there is uncomfortable waiting area at the terminals, poor information delivery regarding the transport means allocation, inconvenient mass-transport means entrance and exiting road toward the terminals, which resulted in less consideration for unprivileged group and handicapped people both at the terminals and loading stations.

“On the other hand, the researcher gathered supportive data through in depth interview from management bodies of the authority. Accordingly, it is admittable that Public transporting vehicles are not comfortable for the users; the comfortable issue is something held as a vision of the authority. It is unsound to talk about their comfort of the vehicles When there is no enough coverage of transport modalities. For the question whether there is unique consideration for the groups in need of it, obviously there is no well designed policy regarding their unique care. Eventhough there is not embraced in the public transport service policy, in Ethiopia there is humanitarian and culturally empathetic values, which let the public to consider disadvantaged groups of society like children, pregnant women, elders, and disabled people on transport.”

This is highly aligned with service users responses analyzed previously. Therefore, this endicates that empathy of AATA is at its lower stage.

4.6. Relationship between Good Governance and Public Service Delivery

Sherif Abagelan (2021) stated that the role of good governance in the public sector is to encourage delighting service delivery and accountability by establishing the benchmark for good governance in the public organizations. According to him, better governance in the public sector encourages better decision-making and the efficient use of resources. The existence of good governance in any sectors has also a role of strengthening accountability and transparency. Good governance leads to more effective implementation of better service delivery, and ultimately, better outcomes. People’s lives are thereby improved Good governance, in this era, has drawn public awareness of the operations of public institutions.

Table 4.16: There is Direct Relationship between Good Governance and PSD

	Service Providers			Service Users			Tot.A v.Mean
	f	%	M	f	%	Mean	
Strongly disagree	6	3.9	2.30	29	8.4	2.38	2.34
Disagree	23	14.8		55	15.9		
Undecided	21	13.5		16	4.6		
Agree	67	43.2		163	47.1		
Strongly agree	38	24.5		83	24		
Total	155	100		346	100		

Source: Researcher’s field survey, 2021

As shown in the above table, service providers were asked to rate their attitude regarding ‘existence of direct relationship between good governance and public service delivery’. Accordingly, 6(3.9%) of them strongly disagreed, 23(14.8%) respondents disagreed and 21(13.5%) of the respondents Kept undecided while 67(43.2%) replied agree and the rest 38(24.5%) respondents strongly agreed. The mean value of the relationship analysis was 2.30, which is under the cut point of 2.6. This indicates that their level of agreement is high.

The service user respondents were also offered to rate their feeling regarding ‘existence of direct relationship between good governance and public service delivery’. Accordingly, 29(8.4%) respondents replied strongly disagree while 55(15.9) disagreed with the statement. Amongst, 16(4.6) of respondents remained neutral; however, 163(47.1%) and 83(24%)

respondents agreed and strongly agreed respectively with the direct relationship of good governance and public service delivery. The mean value of the analysis is 2.38, which is under the cut point of 2.6. This indicates that their level of agreement is high.

Generally, 105(67.7%) of the service provider respondents took the agreement side whereas 246(71.1%) of the users agreed up on the stated premise with mean value of 2.3 and 2.38 respectively. The calculated total average mean for both groups is 2.34, which is below cut point of 2.6. This shows that the respondents' level agreement is high.

To add the validity of the finding additional data were collected from higher management bodies of AATA through in depth interview. Accordingly, majority of the informants confirmed that good governance has many things to do directly with public service and its delivery. They also stated that public service delivery is a mirror image of governance, i.e. if there is good governance there is delighting public service delivery and vice versa. Some of the interviewed directors mentioned that good governance results should not be imitated to better public service delivery; it is something supports the betterments of human life through improving political, economic, social and cultural aspects of societies.

Therefore, we can infer that there is a direct relationship between good governance and public service delivery; they go hand in hand, in which changes happened to one of them can affect the other simultaneously.

Table 4.17: AATA's Public Transport Service Delivery is backed by the Values of Good Governance

	Service Providers			Service Users			Tot.Av.Mean
	f	%	M	f	%	Mean	
Strongly disagree	8	5.2	2.43	53	15.3	3.41	2.92
Disagree	28	18.1		176	50.9		
Undecided	18	11.6		13	3.8		
Agree	70	45.2		69	19.9		
Strongly agree	31	20.0		35	10.1		
Total	155	100		346	100		

Source: Researcher's field survey, 2021

As it can be seen in the above table, the two groups respondents were asked to reflect their perception whether public transport service delivery is backed by values of good governance in AATA. From the service providers side, 8(5.2%) respondents replied strongly disagree while 28(18.1) disagreed with the statement. Amongst, 18(11.6%) of respondents remained neutral; however, 70(45.2%) and 31(20%) respondents strongly agreed with the statement. the service provider 53(15.3%) of them strongly disagreed, 176(50.9%) respondents disagreed and 13(3.8%) of the respondents kept undecided while 69(19%) replied agree and the rest 35(10.1%) respondents strongly agreed with the statement.

As it can be seen from the result, the majority 101(65.2) of the service providers replied either agree or strongly agree, which shows the majority admitted that public transport service delivery in AATA is backed by the values of good governance. The mean value of this item is 2.43, which falls under cut point of 2.60 with the implication of high degree of agreement. In contrary to this, the majority 229(66.2%)of public transport service users did not admit it. The mean value of this item was 3.41, which falls under low degree of agreement.

“As majority of the informants mentioned, it is assumed by the authority that public transport service is backed by values of good governance. However, there are many hindering factors not to practice them at the grass root level. The authority could not really implement the good governance pillars held as the values of the authority. Top challenging thing hinders the practice of good governance is unclear demarcation of responsibility and accountability among and between stakeholders like Addis Ababa transport bureau, Addis Ababa road authority and Addis Ababa traffic management office. The interviews also replied that it became difficult to let somebody responsible for certain tasks due to lack of clearly and procedurally stated responsibility linkage. Even, the environment is not conducive enough to back the public transport service with good governance; practice of good governance needs better public awareness on its importance and implementation; so, lack of awareness from majority of service users and some service providers has an enormous effect on backing the public transport service with good governance.”

A researcher had tried to test whether the difference in means between two groups was statistically significant or not. To do so, the independent samples t-test model was employed.

Accordingly, the alignment of good governance and public service delivery was checked whether it brings significant difference across gender, educational and marital statuses. However, no statistically significant difference observed from the test.

Table 4.18: AATA Staffs are committed to implement good governance pillars throughout their service

	Service Providers			Service Users			Tot.A v.Mean
	f	%	M	f	%	Mean	
Strongly disagree	9	5.8	2.29	73	21.1	3.56	2.93
Disagree	26	16.8		163	47.1		
Undecided	15	9.7		24	6.9		
Agree	56	36.1		58	16.8		
Strongly agree	49	31.6		28	8.1		
Total	155	100		346	100		

Source: Researcher's field survey, 2021

As depicted in the above table, the respondents were enquired to reflect their attitude about their commitment toward the implementation of good governance throughout their service. Out of total service provider respondents, 9(5.8%) of them said strongly disagree, 26(16.8%) of the respondents disagreed and 15(9.7) replied undecided while 56(36.1%) of them agreed and 49(31.6%) of the respondents strongly agreed with the stated point. On the other hand, out of the total service users 73(21.1%) of them replied strongly disagree, 163(47.1%) of the respondents disagreed and 24(6.9%) replied undecided while 58(16.8) of them agreed and 28(8.1%) of the respondents strongly agreed.

Comparatively stating, majority of service providers 105(67.7%) took the agreement side, with mean value of 2.29, which falls below cut point of 2.6. This shows high degree of respondents' agreement regarding the point under the study. On the service users side, majority 236(68.2%) of them took the disagreement side with mean value of 3.56, which falls under low level of agreement.

To test whether the means difference between the two groups are statistically significant an independent samples t-test model was utilized. Accordingly, the commitment of the service providers towards the implementation of good governance pillars was checked whether it brings

significant difference across gender, educational and marital statuses. However, no statistically significant difference observed from the test.

In addition to the data collected via questionnaire, the researcher interviewed top management bodies of AATA to add the validity of the findings. Accordingly, the informants’ feedback is presented below:

“In spite of the efforts made to boost the employees’ dedication in their daily activities, still their commitment is deteriorating from time to time. Due to the fact that AATA poor rewarding (compensation) for whatever their performance, weak safeguarding law for the staffs for the risky nature of their position, lack of integration among and between the stakeholders, and poor feeling of belongingness, commitment of the staffs could not be exhibited in the service. Again, there is weak implementation of motivational strategies at work place and poor culture to recognize the employees for their better performance. Now a day, the Authority planned many things to curb these and other hampering factors that may weaken the motivation and commitments of the employees at the work place.”

Table 4.19: AATA is practicing Good Governance with the aim of providing a Quality Public Transport Service

	Service Providers			Service Users			Tot.A v.Mean
	f	%	M	f	%	Mean	
Strongly disagree	5	3.2	2.39	64	18.5	3.42	2.905
Disagree	32	20.6		159	46		
Undecided	17	11		17	4.9		
Agree	65	41.9		70	20.2		
Strongly agree	36	23.2		36	10.4		
Total	155	100		346	100		

Source: Researcher’s field survey, 2021

The above table shows respondents’ perception on practical aspect of good governance pillars with the aim of providing a quality public transport service in AATA. Out of the total service provider respondents, 5(3.2%) strongly disagreed and 32(20.6%) disagreed with the stated point,

17(11%) responded undecided while the rest 65(41.9%) and 36(23.2%) respondents replied agree and strongly agree respectively. This pertains that a significant number of respondents 101(65.1%) replied either agree or strongly agree. The mean value of this item was 2.39, which falls under high degree of agreement. On the public transport service users side, 64(18.5%) of the respondents strongly disagreed and 159(46%) disagreed with the stated point, 17(4.9%) responded undecided while the rest 70(20.2%) and 36(10.4%) respondents replied agree and strongly agree respectively. This shows that a significant number of respondents 223(64.5%) disagreed up on the statement. The mean value of this item was 3.42, which falls under low level of agreement.

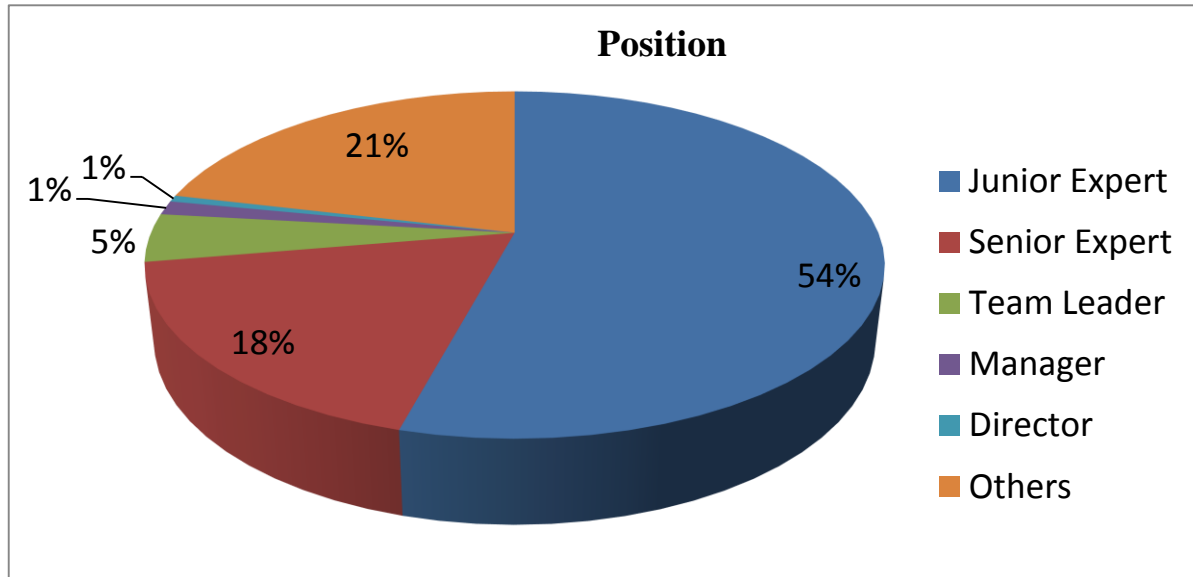
To align the two group reflections, the researcher collected reconciling data from higher management bodies via indepth interview. The informants feedback presented as follow:

“The result from the interview indicates that ofcourse, it is every staff’s aim to provide delighting public transport service, however, it might be challeging to back it with good governace. As it was mentioned above related cases, the authority has its own organizational values which can be termed as pillars of good governance. But, with poor implementation of the pillirs, achieving better service delivery will remain a dream. So, there is desire to make the public transport service incredible dispite tha fact that the pillrs of good governance practice is so poor.”

To test whether the means difference between the two groups are statistically significant an independent samples t-test model was utilized. Accordingly, the commitment of the service providers towards the implementation of good governance pillars was checked whether it brings significant difference across gender, educational and marital statuses. However, no statistically significant difference observed from the test.

4.7. Descriptive Analysis of Service Providers (Staff members of AATA) Data

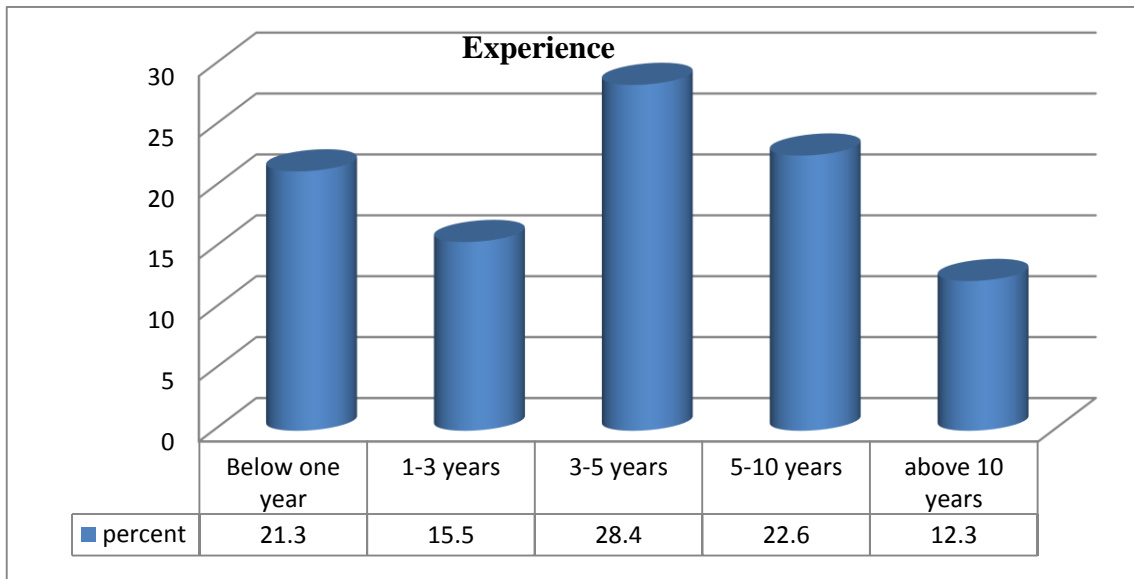
Figure 9: Position of AATA Employees



Source: Researcher's field survey, 2021

As presented in the above diagram, the respondents were asked what position they hold in AATA. The researcher prepared this questionnaire to know how long the service providers stayed in this Organization; so that it is possible to guess how much experienced are they to serve the people effectively. Accordingly, 84(54.2%) of the respondents responded Junior Expert, 28(18.1%) of them respondents said Senior Expert while 7(4.5%), 2(1.3%), 1(0.6%), 33(21.3%) of the respondents responded Team Leader, Manager, Director, and other respectively. The result indicated that majority 84(54.2%) of AATA, employees are junior experts. From this, it is possible to infer that AATA is collections of newly employed staffs with zero experience regarding the Authority functions. It has negative impact on the organizational performance. One of the implications of this phenomenon is the feedback collected from the public transport service users, which is full of complaints.

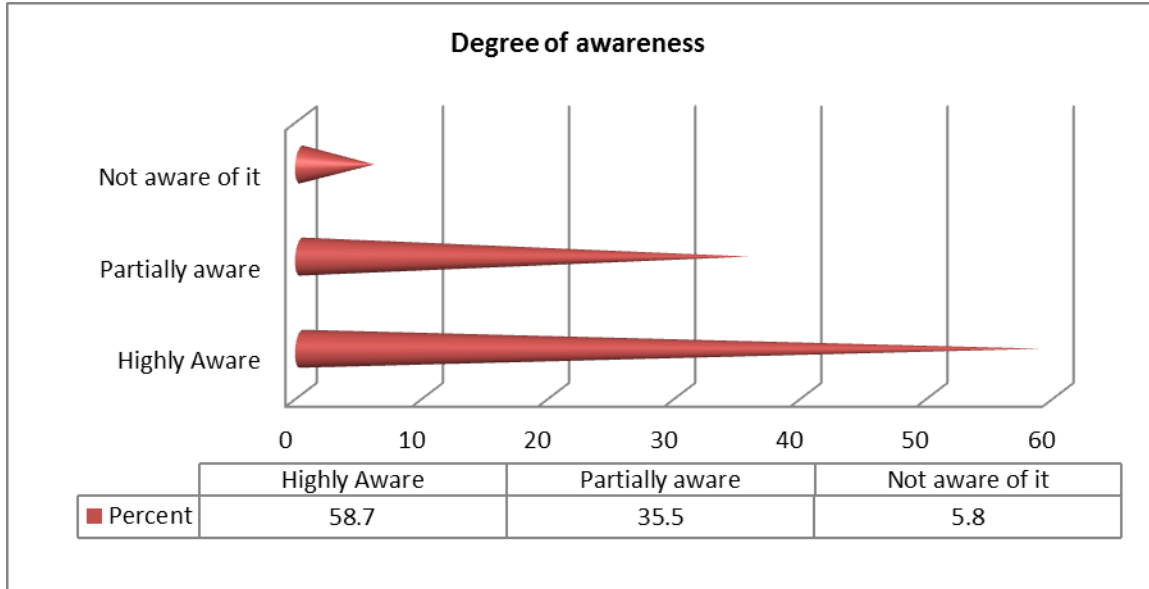
Figure 10: Employees' Experience



Source: Researcher's field survey, 2021

As depicted on the above chart, the respondents were also asked how many years of experience they have on the position they hold; accordingly, 33(21.3%) of the respondents responded that their experience is below one year, 24(15.5%) replied 1-3, while 44(28.4%) responded 3-5 and 35 (22.6%) of them have 5-10 years; the rest 19(12.3%) responded that they have more than 10 years. Their response is highly consistent with the one they replied regarding the position they have in the Authority. When they were asked regarding their position, majority of the respondents were identified to be junior expert, with aligned with having below 5 years of experience. Thus, out of the total population 101(65.2%) respondents have below 5 years of experience. From this, we can infer that the quality of service is highly affected due to low experience the service providers have. This could be understood from the feedback collected from the public transport service users through another questionnaire.

Figure 11: Respondents’ Awareness regarding Good Governance Practices in AATA



Source: Researcher’s field survey, 2021

The above chart presented the respondents’ response regarding their awareness on the practice of good governance in their organization (AATA). The question was ‘how much is your awareness regarding the practice of good governance within AATA?’ the result of analysis shows that majority 91(58.7%) of the respondents confidently responded that they are highly aware, while 55(35.5%) of them responded partially aware; the rest 9(5.8%) were not aware of it. It known that little gap awareness has great impact on the practice of good governance. Therefore, the staffs that do not have awareness supplemented with those who have partial awareness will probably bring a large and visible gap in the practice of good governance; that’s why majority the service users response regarding practice of good governance had taken the disagreement side of the likert scale. Thus, we can say AATA has not uniformly aware staffs regarding practice of good governance, so, it should be corrected through different trainings and other awareness creation programs.

4.8 Major Challenges in Practicing Good Governance in AATA

Table 4.20: Respondents’ Perception regarding Major Challenges when Practicing Good Governance

No	Statement	Users		Rank
		Mean	SD	
1	Lack of viable Organizational structure	2.43	1.29	9
2	Lack of sufficient infrastructures like roads	2.25	1.30	7
3	Awareness of servants about needs of the public and policy of their organization	2.49	1.12	10
4	Overlapped demands due to acculturated similar working hour in almost all institution i.e. 8:00 am- 5:00 pm	2.04	1.07	4
5	High demands for transport service with increasing trip frequency and mobility needs	2.06	1.03	5
6	The fastest growth of population size and urbanization	1.70	0.98	1
7	Lack of smooth traffic flow in the city	1.97	1.15	2
8	Reliance on vehicles that hold small passengers i.e private automobiles & taxi	2.21	1.17	6
9	Serious corruption within the AATA governance	2.39	1.22	8
10	poor implementation of Master plan	2.02	1.22	3
Average of mean		2.16		
Average standard deviation			1.16	

Source: Researcher’s field survey, 2021

As indicated in table 4.20, the respondents were asked to rate intensity of the listed challenges in Addis Ababa Transport Authority not to practice good governance in its services. As depicted in the above table, the respondents' response regarding the questionnaires developed both negatively and positively, the mean score was ranged from 1.7 to 2.49. Accordingly, the mean value of respondents for the first, second and third items were 1.70 with SD=0.98, 1.97 with SD=1.15, and 2.02 with SD=1.22 respectively, which represent higher levels of agreement. These results indicate that the fastest growth of population size and urbanization, Lack of smooth traffic flow in the city and poor implementation of Master plan are among the top-ranked challenges being faced by AATA not to practice good governance effectively in its service.

The lastly ranked three items, awareness of servants about needs of the public and policy of their organization, Lack of viable Organizational structure and Serious corruption within the AATA governance , with mean value of 2.49, 2.43 and 2.39 respectively can relatively be considered as less challenging factors for the practice of good governance in AATA. However, all the stated challenges have earned high degree of agreement from the respondents, so that total average

mean (2.16) falls under Zaidatol and Bagheri's high level of agreement. From the result, we can infer that it is not due to infrastructures, awareness of servants and organizational structure that AATA is facing difficulties to practice good governance in its transport services. Rather, it is due to dramatic increment of demand for transport that sourced from fastest population growth in the city and lack of smooth traffic flow.

4.9. Important Remedies to overcome Good Governance related Challenges in AATA

Table 4.21. Respondents' Perception on Policy Recommendations to curb the Challenges

No	Statement	Users		Rank
		Mean	SD	
1	Equipping officials and employees with the knowhow of good governance through training	2.19	1.19	6
2	Empowering citizens and let them practice Good governance	2.03	1.01	5
3	Establish an institutional framework for good governance implementation follow up	1.99	1.04	4
4	Establishing standards by which check and balance is made on good governance	1.97	1.07	3
5	Creating an accountable and responsible Officials	1.97	1.08	3
6	Encouraging the involvement of service users in the decisions related to public affairs	1.86	1.00	2
7	Proactive Management in checking and balancing the daily operation	1.85	1.09	1
Average of mean		1.98		
Average standard deviation		1.06		

Source: Researcher's field survey, 2021

As we can see from the above table, the respondents' mean score was ranged from 1.85 to 2.19. On the bases of a response degree, the mean values of respondents, 1.85, 1.86, & 1.97 were ranked first, second and third respectively by earning higher degree of response in compare to the rest items. According to the respondents' feedback, Proactive Management in checking and balancing the daily operation, encouraging the involvement of service users in the decisions related to public affairs and creating an accountable and responsible Officials are highly responded to be prioritized among the provided remedial options. The value- precedence of these

items does not mean the rest are needless, but they should come later. Even though all items earned high degree of response, establishing an institutional framework for good governance implementation follow up, empowering citizens and let them practice good governance and equipping officials and employees with the knowhow of good governance through training, took the last 4th, 5th and 6th ranks respectively. Their mean values were 1.99, 2.03, and 2.19 respectively. Thus, based on the observed result, it is very important for AATA to give much attention to establish proactive management, which enable the Authority to check and balance daily operations, involvement of service users in decision making related to public affairs, create responsible and accountable officials, were put in their prioritization order so that it will work on the rests.

CHAPTER FIVE

RESEARCH FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

In the previous chapter 4, data were collected via questionnaires and interviews, analyzed and interpreted based on perceptions of the respondents regarding ‘the role of good governance in enhancing public service delivery in the case of Addis Ababa transport authority’. This chapter hosts the summary, conclusion and recommendation of the study grounded in the data obtained from different sources in addition to the related literature, empirical and theoretical reviews developed by prior researchers.

5.1. Summary of Major Findings

Based on the analysis of the collected data the following major findings were presented.

The central objective of the study was assessing the role of good governance in enhancing public service delivery in the case of Addis Ababa transport authority from pillars of good governance and service quality dimensions perspectives. For achievements of the objective, a researcher employed both primary and secondary data. The primary data were collected via questionnaire and interviews whereas the secondary data sources were authority’s consecutive annual reports, related literatures, manuals, internal publications, internet, and journals. The data collected via questionnaire was analyzed using SPSS version 23. In addition, the researcher had employed descriptive statistics such as standard deviations, frequency, percentage and means to describe the basic features of the data in a study. Finally, the findings were presented via graphs, diagrams, charts, tables and narrations.

Thus, on the base of respondents’ perception, the study’s analysis resulted in the following important findings.

- With regard to respondents’ time consumption at the waiting station, majority of the respondents (188=54.4%) spend 30 minutes and more at the station. The response mean value (2.65) also aligns with the range stated by the respondents. It hosts 2.1% and above of the day (24 hours) for a single trip. This implies that great number of people spend their precious time at transport station when they would have used it for more productivity.

- When frequency of public transport usage by the respondents within a week is considered, the study revealed that a significant number 194(56.1%) of the respondents use public transport every day. Therefore, majority of Addis Ababa City residents are confronting the transport challenges in their day-to-day movements.
- As far as length of time respondents have been using public transport service is concerned, the study revealed that 158(45.7%) of respondents have been using public transport for 5 years and less whereas the rest 188(54.3%) respondents have more than 5 years' experience of using public transport service. This assures the accuracy and dependability of the collected data because of their higher experience in using the service for long period of time.
- Regarding level of respondents' satisfaction, the study exhibited that majority 234(67.6) respondents are dissatisfied with public transport services while 46(13.3%) of the respondents are satisfied with public transport service they get daily. This implies the public transport service being delivered is poor.
- The study had also found out that there is low level of agreement with positively developed statements regarding transparency. The total average standard deviation for all items was 1.21 with mean value 3.47, which is above the cut point of 3.4. This clearly indicates that the practice of implementing transparency in AATA was not pleasing due to problems like poorly managed flow of information between Service providers and users, unwelcoming services in their offices and lower access of necessary information for service users.
- When the rule of law considered, Majority of public transport service users disagreed with effectual practice of rule of law in the authority. The total average mean for this specific pillar was 3.56, which falls above cut point of 3.4. Therefore, it is revealed that level of agreement regarding the practice of rule of law in AATA is low. In support of the feedback from the respondents, almost all the key informants (interviewed management bodies of AATA) pointed out some justifications for why the public transport service users took the disagreement side. Based the finding and supportive points stated by the interviewed management bodies of AATA, It is possible to infer that in AATA, rule of law is not practiced as pretty as expected by the service users.
- The analyzed data result shows that moderate number of respondents replied either disagree or strongly disagreed with the practical aspects of inclusion in AATA in terms of equality of opportunity, fairness in access to infrastructures like allocation of bus etc. and

proportionality of women in management positions. The total average standard deviation and mean value were 1.3 and 3.12 respectively with possible inference of medium respondents' level of agreement meaning there is moderately sound Equity and Inclusion in AATA.

- The study revealed that participation in terms of an access to be involved in policy formulation, participating in decision-making and consideration of the public interests in development of policies and strategies regarding the public transport service in AATA had been seen at low. Accordingly, a significant number of respondents did not agree with the positively developed three questions regarding participation. The averages mean value was scored below moderate. i.e. (M= 3.46 with SD= 1.2), which indicates low level of agreement.
- With regard to Effectiveness and Efficiency, majority of the respondents either disagreed or strongly disagreed. The total response average standard deviation and mean of this pillar were 1.16 and 3.57 respectively, which falls above the cut point 3.4; this indicates that the respondents' level of agreement was low. As we can infer from the analysis of efficiency and effectiveness, majority of the respondents did not agree on the existence of sound effectiveness and efficiency in AATA.
- Regarding Consensus oriented practice in AATA, the finding indicates that a significant number 195(56.4%) respondents replied either strongly agree or agrees. The average mean was scored below cut point. i.e. (M= 2.78 with SD= 1.33). Thus, the respondents' level of agreement was high, which shows that even though some of the respondents disagreed with it, Consensus Oriented Actions are being practiced in AAT.
- When accountability is concerned, the finding shows that there is poor practice and mechanism for implementing accountability in AATA in terms of valuing their job and admitting their wrong did and taking accountability for the correction. Majority of the respondents took the disagreement side in their response. Thus, the average mean for accountability was scored above moderate (M= 3.47 with SD= 1.26) with an indication of respondents' low level of agreement.
- It was found that the level of respondents' agreement regarding responsiveness was low in which majority of the respondents replied either disagree or strongly disagree with positively developed statements. i.e. whether welcoming of any complaints, being responsible for what to be done and responding within reasonable timeframe are practiced to the expected extent. As a result the descriptive statistics of average mean of responsiveness was scored above

moderate ($M= 3.63$ with $SD= 1.9$). From the result, it is possible to infer that AATA staffs are not responsive enough in their services.

- The service users average response mean value for reliability was ($M=3.52$, with $SD= 1.27$) which falls under low level of agreement. This implies that the majority did not agree with the existence of reliable service in AATA. The result found is aligned with findings of research conducted by AATA (2021) on ‘customer satisfaction’. The study gave much concern and assessed the public transport service users’ satisfaction from five dimensions of service quality. Thus, the research identified that there were poor implementation of trips’ time schedule; therefore, from the result found, it is possible to infer that AATA has poor reliability in its daily operation.
- As per the finding from analysis of Assurance, majority of respondents 264(76.3%) who were asked whether there is better care for the safety of the clients and their properties, took the disagreement side of the likert scale. The mean value for the specific item was ($M= 3.54$, with $SD=1.27$), which is above cut point. This implies that the agreement level of the respondents is low. Therefore, we can infer that in Addis Ababa, public transport is characterized by underprivileged care for the safety of the clients and their properties.
- Concerning tangibility, a significant number of respondents did not agree with the affordability of comfortable vehicles and unique consideration for disadvantaged groups of society like children, pregnant women, elders, and disabled people. The average standard deviation and mean value for both items were ($M=3.47$ and $SD=1.31$), which indicates low level of agreement. Consistent with this, a research conducted by AATA (2021) on the ‘assessment of public transport service users’ had identified that there were lack of passengers’ security, infrastructures at the stations where the transport passengers wait for the mode of transport and sanitation impoverishment of the existing stations. As a result, it identified these as factors that affect the satisfaction of transport service users. This shows that service of AATA are poorly tangible.
- Be on the mind of responsiveness, the finding shows that the average standard deviation and mean value of both items under responsiveness were 1.20 and 3.44 respectively, which indicates the label of agreement is low. This means majority of the respondents either disagreed or strongly disagreed on the responsiveness of AATA staffs in their service.

- The average standard deviation and mean value of both items under empathy were (SD=1.25 and M= 3.52) respectively with the inference of low level of agreement. The study Conducted by City Government of Addis Ababa Transport Authority (2021) on the customers (transport service users) satisfaction found passengers are exposed of many challenges like discomfort ability of the vehicle seats and the stations. Therefore, there is logical ground to infer that empathy in AATA is in a serious problem.
- It is found that the authority is junior staff dominated, which is sourced from poor retention and instability of employees' positional assignment in AATA. Junior experts are likely to perform less and have relatively poor awareness of organizational operation. Likewise, the higher number of junior staffs in AATA the lower awareness as well as performance.
- When the relation between good governance and public service delivery is concerned, majority of both service providers and users admitted that good governance has direct relationship with public service delivery. The average means for both groups of respondents was 2.34. Significant number of the informants also confirmed that good governance has many things to do directly with public service and its delivery. They also stated that public service delivery is a mirror image of governance, i.e. better exercised good governance themore delighting public service delivery and vice versa.
- The analysis whether public transport service delivery in AATA is backed by the values of good governance found up that majority 229(66.2) of the service users took the disagreement side of the likert-scale whereas majority 101(65.2) of the provider respondents replied either agree or strongly agree. The mean values for both items were 3.41 and 2.43 respectively, which contrarily fall above and below cut points of 3.4 and 2.60 respectively with the implication of low and high degree of users and providers' agreement respectively.

The informants also stated that it became challenging to back the service with values of good governance at the grass root level due to unclear demarcation of responsibility and accountability among and between stakeholders like Addis Ababa transport bureau, Addis Ababa road authority and Addis Ababa traffic management office. Lack of awareness from majority of service users and some service providers has also an enormous effect on backing the public transport service with good governance.
- ❖ Asked whether AATA staffs are committed to implement good governance pillars throughout their service, majority of service providers 105(67.7%) took the agreement side,

with mean value of 2.29, which falls below cut point of 2.6. This shows high degree of respondents' agreement regarding the point under the study. On the service users side, majority 236(68.2%) of them took the disagreement side with mean value of 3.56, which falls under low level of agreement. As a reconciling idea, Management bodies stated that in AATA staff commitment is deteriorating from time to time and could not be exhibited in the service because of poor rewarding (compensation) for whatever their performance, weak safeguarding law, lack of integration among and between the stakeholders, and poor feeling of belongingness.

- ❖ Whether the practice of good governance aimed at assuring quality service was another important point dealt with. As a result, the respondents took two controversial margins. From the public transport service providers side, majority replied either agree or strongly agree whereas the users responded took the disagreement sideline. To reconcile the difference of the responses, the researcher collected additional data from higher management body through in-depth interview. According to the informants, it is every staff's aim to provide delighting public transport service; however, it might be challenging to back it with good governance.
- ❖ The result indicated that majority 84(54.2%) of AATA, employees are junior experts. From this, it is possible to infer that AATA is collections of newly employed staffs with zero experience regarding the Authority functions. It has negative impact on the organizational performance. One of the implications of this phenomenon is the feedback collected from the public transport service users, which is full of complaints.
- ❖ Thus, out of the total population 101(65.2%) respondents have below 5 years of experience. From this, we can re infer that the quality of service is highly affected due to low experience the service providers have. This could be understood from the feedback collected from the public transport service users through another questionnaire.
- ❖ Accordingly, 142 (91.6%) of them responded yes, while 9(5.8%) and 4(2.6%) responded No and I doubt to say anything respectively. Thus, Even though self-value is common when talking about self, it is possible to say that majority of AATA employees are confident & sure enough that they are discharging their responsibilities in the right way.
- ❖ The study had also identified that the fastest growth of population size and urbanization, Lack of smooth traffic flow in the city and poor implementation of Master plan are among the top-ranked challenges confronted by AATA not to practice good governance effectively

in its service. The mean scores for these challenges were ranged from 1.7 to 2.49. Accordingly, the mean value of respondents for the first, second and third items were 1.70 with SD=0.98, 1.97 with SD=1.15, and 2.02 with SD=1.22 respectively, which represent higher level of agreement. As per the respondent' feedback, the rest preceded challenges are awareness of servants about needs of the public and policy of their organization, Lack of viable Organizational structure and Serious corruption within the AATA governance. Their mean values were 2.49 with SD=1.12, 2.43 with SD=1.29 and 2.39 with SD=1.22 respectively. In compare with other challenges mentioned, they were considered as less challenging factors for the practice of good governance in AATA. However, all the stated challenges have earned high degree of agreement from the respondents, so that total average mean (2.16) falls under Zaidatol and Bagheri's high level of agreement. From the result, we can infer that it is not merely due to infrastructures, awareness of servants and organizational structure that AATA is facing difficulties to practice good governance in its transport services; rather, it is due to dramatic increment of demand for transport that sourced from fastest population growth in the city and lack of smooth traffic flow.

- ❖ Asked for the alternative remedies of the aforementioned challenges, the respondents have put certain ranked mitigating measures. Accordingly, proactive management in checking and balancing the daily operation (with M= 1.85 & SD=1.09), encouraging the involvement of service users in the decisions related to public affairs (with M= 1.86 & SD=1.0), establishing standards by which check and balance is made on good governance (with M= 1.97 & SD=1.07) and Creating an accountable and responsible Officials (with M= 1.97 & SD=1.08) were highly responded to be prioritized among the provided remedial options. The average mean values was found to be (1.98 with SD=1.06), which indicates high degree of agreement. Moreover, equipping officials and employees with the knowhow of good governance through training, empowering citizens and letting them practice good governance, establishing an institutional framework for good governance implementation follow up are ranked last but important remedial actions with high degree of agreement.

5.2. Conclusion

Based on the data analysis and interpretation the study had finally come up with the following conclusions: These Conclusions are drawn by way of answering the basic research questions.

- ✚ Whenever the issue of Addis Ababa city's transport is raised, something comes to everyone mind is length of time to be spent for waiting the means of transport. Being the capital of the country, the public transport service in the city would have been better accessed; however, today the city became the most crowded place where majority spend 30 minutes and more at the station for a single trip. When the returning time is considered, an individual is expected to spend minimum of an hour per day, which covers 4.2% of the day. Based on the finding, the researcher could reach a conclusion that the city transport system is affected due to high traffic congestion and insufficient supply of means of transport.
- ✚ Another notable point is frequency of public transport usage by the respondents in a week. Accordingly, it could be identified that significant number 194(56.1%) of the respondents use public transport every day. From result of the study, it is possible to conclude that majority of Addis Ababa City residents use public transport service daily in their movements.
- ✚ According to the finding, it was revealed that majority of the respondents have more than 5 years' experience of using public transport service. This has an implication that the response of respondents was not intuitive; rather it was deep-rooted on long time observation and sufficient experience of the respondents regarding public transport service in the city. Therefore, this is an important evidence for the reliability and trustworthiness of data collected from the public transport service users.
- ✚ As of the finding, it is possible to conclude that majority of public transport service users are dissatisfied with transport service provided by AATA. The major reasons behind their dissatisfaction were less access & quality of service delivered unfair transport cost, unbridled corruption almost in all positions, tough bureaucracy to appeal, high traffic congestion and less obedience of servants to implement principles of good governance. CGAATA (2021) had also demonstrated inconvenience of service provision from the providers' side, poor implementation of trips' time schedule, insecurity of passengers, which might be sourced from exposure of the passengers to thieves, fear of destruction of the transporting mode and other unjust actions like crimes convicted by the drivers as factors affect passengers' satisfaction.

- ✚ Transparency is a corner stone for the practicability of good governance. Some scholars even equate transparency with good governance, because other pillars of good governance are grounded on transparency. However, the finding of the study revealed that there was low level of agreement on positively developed statements concerning the practice of transparency in AATA with mean value of 3.47. From the finding, it can be inferred that there is poor practice of transparency in the authority. Consistent with this, the result from an interview shows that almost all interviewees of the study reasserted the poor practice of transparency in AATA due to poor information dissemination system and lack of some service providers' openness.
- ✚ When the finding regarding rule of law is considered, it was identified that there is weak safeguarding legal framework and unsound mechanism to control and tackle corruptions. Moreover, the researcher interviewed top management bodies of AATA regarding the practical aspects of rule of law. In support of the above result, almost all the key informants were also pointed out challenges like lack of integrity, indistinct responsibility and accountability of the staffs, lack of cooperation from the public transport users to expose the violators, highly corrupted traffic police in collaboration with AATA staffs not to practice rule of law as per the scheme. These worsen the operational gap and paved a way for unbridled practice of corruption. Thus, the researcher could infer that AATA is poor in enforcing and implementing rule of laws in its daily operation.
- ✚ Participation is one of the best indicators of good governance. The state of being involved in a given scenario always keeps the stakeholders aware of what is going on around. Despite these facts, the finding of this study revealed that participation in terms of an access to be involved in policy formulation, participating in decision-making and consideration of the public interests in development of policies and strategies regarding the public transport service in AATA had been seen at low.
- ✚ The study finding indicates that moderate number of respondents agreed with the practical aspects of inclusion in AATA in terms of equality of opportunity, fairness in access to infrastructures like allocation of bus etc. and proportionality of women in management positions. Medium respondents' level of agreement implies that there is moderately sound equity and inclusion in AATA. According to the informants of AATA, due to unpredicted fluctuation and dynamic nature of the passengers' number and their demands, it became

challenging to make the public transport service fair and inclusive. Different from normally known facts, the population growth in the city is highly affecting the decision of the authority's fairness in its service. Once the transport modalities are allocated over certain routes, it works for a long period in spite of dramatic changes in number of the service users as well as their demand. Therefore, the issue of inclusion should be accompanied by corrective actions.

- ✚ As of the finding, respondents' level of agreement was low regarding practical aspect of Effectiveness and Efficiency in AATA. The informants also judged the effectiveness and efficiency in AATA as poor due to the knowledge gap from both staffs and community sides how to use public resources. In AATA, there is too much attention for the result only, instead of considering better usage of public resources like public infrastructures, commodities and finances and other factors, which amounts to an efficiency by the end of the day. Finally, the interviewees conceded that like any extravagant governmental organizations, AATA is not as efficient and effective as private organizations. From this, the researcher took an inference that AATA is somehow effective in meeting its objectives, but poor in its efficiency.
- ✚ It was found that majority of the respondents agreed up on the existence and practice of consensus oriented action in AATA. With the same speech, the respondents' level of agreement was high. This shows that even though some of the respondents disagreed with it, Consensus Oriented Actions are being practiced in AATA. This was supported by the informants' feedbacks on the same subject. They stated that everyone does believe that any decision regarding different interests, expectations and perspectives of the public should be made in the manner that reflects a deep understanding of the historical, cultural, economic and social context of the community. Accordingly, the AATA staffs have started initiative activities to boost quality of service it provides and empower the community to build a brighter future together. However, some informants stated that the authority is still lagged back in creating conducive environments for practice of consensus-based decision." From the two sources of data, the researcher could take a notice that consensus oriented is among highly valued pillars on which AATA is performing better but with many deficiencies.
- ✚ The finding discovered the respondents' lower level of agreement regarding positively developed statements on responsiveness. i.e. whether welcoming of any complaints, being responsible for what to be done and responding within reasonable timeframe are practiced to

the expected extent. In support of this, majority of the informants alleged that in AATA responsibility is highly affected of unclear staff assignment to perform certain tasks in a given period and patronage type of authority given to different position holders to discharge their duty, which is the most blurring factor in AATA to diagnosis the person in charge of that specific duty. From this, it is possible to infer that AATA staffs are not responsive enough in their services.

✚ Finding of the study also shows that there is poor practice and mechanism for implementing accountability in AATA in terms of valuing their job and admitting their wrong did and taking accountability for the correction. According to majority of the informants, poor practices of other pillars of good governance highly affect the implementation of accountability in AATA day-to-day operation. In addition to unclear accountability structure, there is lack of awareness from the staffs' side whether they are accountable for institutional chain of command or the public. Beside institutional accountability, everyone should know the existence of public accountability, because organization is there to serve the public. Some staffs created another informal structure, which deteriorated the degree of responsiveness, commitment, transparency, but created conducive environment for rent seeking and practice of corruption. Evidently, it became common to observe when some staffs refuse to be promoted and serve in higher positions having sufficient job experience as well as capability to serve. Obviously, it is to practice unbridled bribe. These and other unmentioned reasons led the staffs not to inculcate the concept of accountability in their daily service and admit and correct their wrong did. Thus, as of the response of both informants and service users, the structural problems and lack of genuine system within the authority took advanced proportion in affecting a healthier practice of accountability. This implies the presence of weak practice of accountability in AATA.

✚ Reliability of service can be assured when a promised service is provided in accurate and dependable manner. Consistent way of meeting customers' needs, promise, keeping scheduled time and meeting the deadline with ensured results should be into consideration. When reliability dimension of AATA transport service considered, majority of respondents did not agree with its actuality. The result found is aligned with findings of research conducted by AATA (2021) on 'customer satisfaction', which identified that there was poor implementation of trips' time schedule. The informants also asserted that public transport

service of the town is not reliable due to huge gap between number of passengers and available transport modalities. Therefore, there is no adequate coverage of public transport on the routes, which resulted in lower the frequency of transporting rounds per day and obstruct the implementation of the designed schedule. Therefore, from the result found, it is possible to infer that AATA has poor reliability in its daily operation.

- ✚ As of Majority of respondents, in Addis Ababa, public transport is characterized by underprivileged care for the safety of the clients and their properties. The agreement level of the respondents regarding practicably of assurance in AATA was low. The study Conducted by City Government of Addis Ababa Transport Authority (2021) on the customers (transport service users) satisfaction found that passengers are exposed of many challenges like discomfort ability of the vehicle seats and the station. Majority of the interviewees stated that AATA did not reach the stage where it can think about betterment of the passengers when access became limited. However, the security issue is somehow practicable, but with many shortcomings. The rate in which the population increased is completely different from the increment rate of transport modalities' supply. Specially, mass transport service vehicles are becoming the most unsecured mode for passengers and their properties in compare to other modalities. Therefore, Assurance of AATA is at its infant stage.
- ✚ To attain 'a quality service, physical facilities, equipment, appearance of personnel and communication materials should be adequate. Unless and otherwise, talking about tangibility remains not more than a dream. The study of AATA service found that there is lack of standardized terminals except the one found around Merkato, poor fulfillment of transport infrastructure, increased number of out dated transporting vehicles, unsafe and discomfort able waiting stations and roads. Consistent with this, a research conducted by AATA (2021) on the 'assessment of public transport service users' had identified that there were lack of passengers' security, infrastructures at the stations where the transport passengers wait for the mode of transport and sanitation impoverishment of the existing stations. Grounding on the three data sources, the research could find that service of AATA is poorly tangible.
- ✚ A per the finding, majority of the respondents disagreed with responsiveness of AATA staffs in their service. Currently, many grievances are coming to the authority due deficiency of some staffs responsiveness. The received complaints from the customers are held

unaddressed for long time, which violate the timely response value of the authority. This is sourced from weak awareness of the service users to whom the case should be reported and corrupted staffs that uses the position for backhanding. Thus, the researcher could infer that ATA is less responsive.

- ✚ When empathy dimension of AATA transport services considered, Majority of the respondents found to be on the disagreement side. Consistently stating, CGAATA (2021) assessed the comfort ability of mass transport service for handicapped, elders, women, and children. The research found out that there is uncomfortable waiting area at the terminals, poor information delivery regarding the means of transport allocation, inconvenient mass-means of transport entrance and exiting road toward the terminals, which resulted in less consideration for unprivileged group and handicapped people both at the terminals and loading stations. However, the informants replied that even if it is not embraced in the public transport service policy, in Ethiopia there is humanitarian and culturally empathetic values, which let the public to consider disadvantaged groups of society like children, pregnant women, elders, and disabled people on transport. Based on the points stated by both informants and service users, it is possible to infer that the operations of AATA have poor empathy.
- ✚ Regarding the position of Employees of AATA, it is possible to conclude that poor seniority of AATA is one of the contributing factors behind lower quality of public transport service in AATA, which ultimately affected the satisfaction of the passengers.
- ✚ The findings comprised both challenges in practicing good governance and remedial actions need to be taken. As a result, it is identified that the fastest growth of population size and urbanization, lack of smooth traffic flow in the city and poor implementation of master plan are among the top-ranked challenges being confronted by AATA not to practice good governance effectively in its day-to-day operation. In addition, the respondents confirmed that AATA is encountering challenges like lower awareness of servants about needs of the public and policy of their organization, lack of viable organizational structure and severe corruption. Due to these bottlenecks, the authority success path highly deviates from the expected one. Something can be inferred from the finding is that unbalance between population size and number of means of transport available in collaboration with inefficiency of the authority worsening the systems within the authority.

- ✚ Even though, the authority is confronting these challenges, the respondents suggested some important and action oriented ways of overcoming. Accordingly, Proactive Management in checking and balancing the daily operation, encouraging the involvement of service users and creating accountable Officials, establishing an institutional framework for implementation good governance, empowering citizens and let them practice good governance and equipping officials and employees with the knowhow of good governance through training were mentioned as ways of overcoming the challenges.
- ✚ Based on the respondents response regarding the relationship between good governance and public service delivery, the researcher reached a conclusion that there is a direct relationship between good governance and public service delivery; they go hand in hand, in which changes happened to one of them can affect the other simultaneously. Even, the type of governance within certain system can obviously determine the status of public services to be delivered.
- ✚ From the finding it is also possible to conclude that the public transport service delivery in Addis Ababa is not or poorly backed by the values of good governance; instead, the values written on the banner and tapped on the wall remain Lion's picture.
- ✚ The finding regarding commitment of service providers also identified that AATA staffs are not committed enough in their service as per the expectation of their customers.
- ✚ From the result observed, it is reached a supposition that AATA is poor in practicing good governance but still aimed at providing quality public transport service, meaning the practice of good governance is not as per the prescribed aim of achieving quality public transport service.
- ✚ As a final point, important things that can be noticed from the analysis of pillars of good governance are, low employees' commitment, awareness, un-openness of service users to expose wrong actions and deep-rooted corruption within the authority could be identified as root for poor implementation of pillars of good governance, which ultimately resulted in poor public transport service in Addis Ababa.

5.3. Recommendations

For Management and Employees of AATA Consideration:

The research found that majority of the respondents, who use public transport daily spend more than half an hour per single trip waiting means of transport. Being more than five years users of the service, they stay dissatisfied with transport service provided by AATA due to unfair transport cost, unbridled corruption almost in all positions, tough bureaucracy to appeal, high traffic congestion and less obedience of servants to implement principles of good governance are some factors mentioned as the reasons behind their dissatisfaction. Bearing this into mind, the researcher would like to recommend the AATA to reform its structure in which it can create obedient and committed staffs who serve public timely with fair transport cost and free of corruption. The Government should also give much concern for the transport sectors than ever, because safety and security of the public is being exposed to transport challenges. It should balance the number of means of transport and population within the city. To minimize the traffic congestions, sufficient routes and quality roads should be available and walking roads should totally be apart from the vehicles. To do so, AATA in collaboration with government, AARA, Addis Ababa Traffic Management office and other concerned bodies should do their part.

Other Specific but important recommendations are also as follows:

- ❖ The Study disclosed that there is poor practice of transparency in the authority. Therefore, Authority should improve its operational transparency and should build robust platforms or systems by which everyday functions and events can be open and available for all concerned bodies. Again, it had better to build technologically supported way of information dissemination to make the communication easier than ever. To do so, awareness should be created on both service providers and users so that barriers to communication will be avoided and reliable, complete, and consistent information will be delivered timely so that creating a transparent institution will absolutely be possible.
- ❖ The authority rule of laws enforcing and implementing is found to be poor. Thus, the Authority should adopt what is best measure work with much consideration of its enforcement ability. It should create strong integrity, rule of law enforcement and Make everyone responsible for specific task given to him or her. Strong follow up should also be

there to reduce the unbridled corruption practiced against the Authority's rule of law scheme. To do so, anyone convicted of corruptions should be surrendered and corrected according to the rule of law and procedure set by the Authority. Any violence of law of transport should not be tolerated..

- ❖ To boost the low participation within the Authority, any policy formulation related to transport, the stakeholder's interest should be taken into account. This can be achieved through assigning real representatives who can reflect the communities feeling to the concerned body. The government should adopt digital communication paths through which information can be fed easily. The government left with many assignments to encourage participation of women to seize the management positions in authority.
- ❖ The Authority operation is also revealed to be inefficient due to higher extravagancy. Hence, the government better have strong management and auditing experts. The Authority and other concerned bodies should give due attention to the usage of public resources like public infrastructures, commodities and finances including human resource, which determine efficiency level of the organization. The accomplishment should be with the least amount of wasted time, money, and competency so that the authority can achieve its effectiveness meaning meets its goal or objectives.
- ❖ The responsiveness aspect of study has also ascertained that responsiveness of the Authority was low. Thus, the authority in collaboration government should set standby procedures by which position assignment can be made stable and non-patronage with clearly stated responsibilities of the assigned person. Then the public may get the right person who can address their case and respond timely. Whenever people assigned to certain position in the authority, they should be kept responsible until they either leave the organization or change their position. Even, on their resignation or transfer, they should be audited seriously to control maladministration and corruption. fragile
- ❖ Accountability of the Authority is identified to be at its infant stage. Hence, the Authority should root its operation into valuing one's job and admitting any wrong done and taking corrective actions. Holding an individual accountable is often grounded on job description of the position held. It should not allow both over action and under action of its staffs. Once they are given a responsibilities and duties, keeping them accountable might be easy. The act

of dictating rent seeking and practice of corruption are better given to neutral bodies like anti-corruption commission and ombudsman.

- ❖ AATA in collaboration with Transport Minister and other concerned bodies should work on adequacy of means of transport on respective routes. The entities are also responsible in assuring accuracy and dependability of public transport service through meeting customers' needs, implementing schedule and meeting the deadline with ensured results.
- ❖ It was found that the authority's assurance was low due to poor care for the safety of the clients and their properties. Therefore, it is recommended that the authority and other concerned bodies should work uniquely on the way to serve the passengers including their properties. Standard of car should be tested before letting it starts providing a service, because it determines the safety and care given to the passenger. Specially, mass transports should not load more than the maximum number of passenger set by the traffic management.
- ❖ The research could find that service of AATA is poorly tangible. So, the authority is recommended to be supplied and possess adequate physical facilities, equipment, appearance of personnel and communication materials. In doing this, the government should be in charge of supplying necessary materials including land. Transport infrastructure like standardized terminals, waiting stations and roads should be given due attention by both AATA and AARA. Even the availed ones should be maintained and kept clean as well as comfortable.
- ❖ To improve the identified poor empathy in the Authority, at least mass transports like Anbessa, Sheger, Sheger supportive bus and others should prepare reserved entrance and exist for handicapped, elders, pregnant women, and children. There should also supportive legal policy regarding this and other groups who need special treatment when moving from place to place. Addis Ababa Road Authority should also assure the conformability of waiting areas at the terminals or station where majority spend more than half an hour.
- ❖ Finding it as a victim of poor seniority in its operation, the Authority is recommended to work on retention and stability through free patronage assignment and attractive compensations.
- ❖ It is recommended that the authority should create transparent, accountable and responsible staffs who devote them self for serving the public genuinely. It is also important to work on the integrity of both service users and providers to let them aware of values of good governance and their implementation. The Government should give a mandate to external

auditor to crosscheck the authority's values of good governance against actually delivered public transport service.

- ❖ There is no doubt that commitment of employees is essential in creating person of integrity through advancing their trust worthy, dependability and responsibility. To improve the poor commitment observed, the Authority in collaboration with the government should set at least survival salary scale and attractive rewarding (compensation) system. Again, the authority should give due care for the staffs and defend them against positional risks. They should have been provided at least means of transport, which pick them from their office or house and drop them safely after a job. The authority should recognize better performance of its employees, boost their feeling of belongingness, and let them feel antipathy against bad deed like corruption.
- ❖ A big aim of something cannot be attained with less action, meaning balanced effort should be exerted. With the same speech poor implementation of pillars of good governance, thinking about quality Public service is like waiting for crop production without sowing any seed on the farmland. Therefore, the authority should work on effective implementation of pillars of good governance to bring about the quality transport service it aimed to be delivered. It should accompany its aim with keeping its operations transparent, rule of law-oriented, accountable, agreeable and corruption free, which needs every employees' actions.
- ❖ Generally, the authority should overcome the challenges of Good governance through implementing the suggested remedies. The implementation needs a cooperation between and among the stake holders like public transport service users, AATA, AATB, AACRA, FDRE ministry of transport, Addis Ababa Traffic Management and other concerned bodies.

Reference

- Addis Ababa City Roads Authority (2021), “Current Transport situation in Addis Ababa”, Client
- AGDI (2017), “The Role of Openness in the Effect of ICT on Governance” Working Paper, African Governance and Development Institute and Coventry University
- American Bar Association (2009), World Justice Project
- András Lakatos , János Tóth and Péter Mándoki (2020), Demand Responsive Transport Service of ‘Dead-End Villages’ in Inter urban Traffic, Department of Transport Technology and Economics, Budapest University of Technology and Economics
- Anil B. Deolalikar, Shikha Jha Pilipinas and F. Quising(2014) “Governance In Developing Asia ; Public Service Delivery and Empowerment”, University of California, Riverside, USA &Asian Development Bank, Philippines
- Ashireka Aba Giga(2018) “the challenges of good governance in selected public institutions: In Case of Shabe Sombo Woreda Jimma Zone Oromia Regional State Ethiopia” a Master’s thesis , Ethiopian Civil Service University College Of Leadership And Governance institute Of Leadership and Good Governance, Addis Ababa, Ethiopia
- Asian Development Bank (2011), “Equity and Well-Being; Measurement and policy practice” London and New York.
- Asian Development Bank, (2015), (Ed. by Anil B. Deolalikar, Shikha Jha, Philippines Pilipinas F. Quising), “Governance in Developing Asia; Public Service Delivery and Empowerment” ,Co-Publication of the Asian Development Bank and Edward Elgar Publishing
- Ball Carolyn (2009) ‘What Is Transparency?’ Public Integrity; Journal of Public Integrity VL - 11 (293-308 p); University of Southern Maine
- Bekele W. B. & Ago F. Y. (2020). Good Governance Practices and Challenges in Local Government of Ethiopia: The Case of Bonga Town Administration. Research in Educational Policy and Management, 2(2), 97-128.

- CDL (2011), “ European Commission For Democracy Through Law (Venice Commission) ;Stocktaking On The Notions Of “Good Governance” And “Good Administration” Document On the basis of comments by Mr Oliver KASK (Member, Estonia)
- Chang, J C., 2008, “Taiwanese Tourists” perceptions of Service Quality on Outbound Guided Package Tours: A Qualitative Examination of the SERVQUAL Dimensions” Journal of Vacation Marketing, Volume 15(2), P.164-178
- City Government of Addis Ababa Transport Authority (2021), ‘assessment of the comfort ability of mass transport service for handicapped, elders, women, and children’; Investigative research, Addis Ababa
- Cohen L , Manion L , Morrison K (2000)“Research methods in education”. Brit J Educ Study.
- Committee of Experts on Public Administration, Definition of basic concepts and terminologies in governance and public administration (E/C.16/2006/4) (New York, 2006), Completion, Project Report, Addis Ababa, Ethiopia
- Deliberate Action of repeated
- Denzin NK (1970) The researches act: A theoretical introduction to sociological methods. New Jersey: Transaction Publishers, Google Scholar
- DESA (2009) Creating an Inclusive Society: Practical Strategies to Promote Social Integration
- Dr. Charles Kivunja (2018), Distinguishing between Theory, Theoretical Framework, and Conceptual Framework: A Systematic Review of Lessons from the Field, School of Education, University of New England.
- Dr. Victor Nyarangi KERARO & Dr. Headmound Okari ISOE (2015), “Good Governance And The Enhancement Of Effective Service Delivery For Accelerated Economic Development Of Counties In Kenya “, International Journal of Innovative Social Sciences & Humanities Research 3(3):18-32, Technical University of Kenya, School of Business and Management Studies, Nairobi
- Driss Kettani and Bernard Moulin (2014), E-Government for Good Governance in Developing Countries, Al Akhawayn University and Laval University

- Duncan, R.C. (2003). Governance and growth, paper presented to the Symposium on Governance held at the University of the South Pacific, Suva.
- Essien, Essien (2015), "The Challenges of Public Administration, Good Governance and Service Delivery in the 21st Century", *International Journal of Civic Engagement and Social Change*, VL - 2, (53-66)
- Federal Democratic Republic of Ethiopia Ministry of Transport (2011), "Transport Policy of Addis Ababa" Addis Ababa, Ethiopia.
- Gezae Assefa (2017), "The role of civil service reform in improving public service delivery: the case of woreda 4 health center, kolfe keranyo subcity, addis ababa city administration-ethiopia, A thesis Submitted to the School of Graduate Studies of Addis Ababa University in partial fulfillment of requirement for the Master's Degree of Public Management and Development Addis Ababa University,
- Gisselquist, Rachel M. (2012) : Good governance as a concept, and why this matters for development policy, WIDER Working Paper, No. 2012/30, ISBN 978-92-9230-493-5, The United Nations University World Institute for Development Economics Research (UNU-WIDER), Helsinki
- Global Development Network (2016), "Varieties of Governance: Effective Public Service Delivery,"
- Goran Hyden, Julius Court and Ken Mease (Overseas Development Institute, 2003), "The bureaucracy and governance in 16 developing countries", *World Governance Survey Discussion Paper*
- Hagere Yilma(2014) , "Challenges and Prospects of Traffic Management Practices of Addis Ababa City Administration" A Thesis Submitted to the School of Graduate Studies of Addis Ababa University in Partial Fulfillment of the Requirements for the Degree of Masters of Art degree in Public Management and Policy, Addis Ababa University
- Holweg Matthias (2005) "The three dimensions of responsiveness" VL - 25 *International Journal of Operations & Production Management* (603-622pp)
- Hufty M. (2011), "Governance: Exploring four approaches and their relevance to research"

- Hussain Kabir and Therese Carlsson (2010), Service Quality; “Expectations, perceptions and satisfaction about Service Quality at Destination Gotland” ; A case study, Master thesis in Business Administration, Master’s Program in International Program, Gotland University
- Ilna Bartuševičienė & Evelina Šakalytė (2013), “Organizational Assessment: Effectiveness vs. Efficiency “Social Transformations in Contemporary Society, Mykolo Romeris universitetas, Lithuania
- Janelle Plummer, ‘Overview’ in Janelle Plummer (ed.), Diagnosing Corruption in Ethiopia Perceptions, Realities, and the Way Forward for Key Sectors (World Bank, 2012)
- Jemal Abagissa(2019), “ Governance and Leadership Practices and Challenges in Ethiopia; The Case of Dukem Town, Oromia Regional state”, American Journal of Social Research
- Joppe M (2000) “The research process”
- Khalid, M. A., Alam, Md. M., Said, J. (2016), Empirical Assessment of Good Governance in the Public Sector of Malaysia, Economics and Sociology, Vol. 9, No 4, pp. 289-304.
- Khotami (2017) “The Concept of Accountability in Good Governance”, International Conference on Democracy, Accountability and Governance (ICODAG 2017), Advances in Social Science, Education and Humanities Research (ASSEHR), volume 163
- Klndeye Fenta (2011), “Addis Ababa, Ethiopia April, Challenges And Opportunities Of Good Governance: The Case Of Addis Ababa City Administration” , Addis Ababa University School Of Graduate Studies Institute Of Regional And Local Development Studies , Addis Ababa, Ethiopia
- kothari, C. (2004). Research methodology; Methods and Teckniques. New Delhi: New Age International (P) LTD, Publishers.
- Lekoko Kenosi (PhD) (2011) “Good governance, service delivery and records: the African tragedy” Journal of the South African Society of Archivists, Vol. 44, University of Botswana (Department of Library and Information Studies), Gaborone, Botswana

- Lemma, M, Alemu, T (2011), “The Contribution and Challenges of Service Delivery Reform To Promote Good Governance: A Case Of Addis Ababa”, Journal Ethiopian Journal of Public Management and Development (EJPMD) Volume 2
- Lena Eisenstein (2019), “the Importance of Effective and Efficient Local Governments”
- Lulit Hailemeskel, (2011), “Assessment of Land Administration Service Delivery In two Selected Services: Title deed /Ownership Certificate and Compensation Services: In Arada Sub-city of Addis Ababa, Addis Ababa University.
- Mansuri, Ghazala and Rao, Vijayendra (2013), Localizing Development: Does Participation Work? A World Bank Policy Research Report, World Bank, Washington, DC
- Margaret Saner, Contribution to World Public Sector Brief, (2013)
- Merilee Grindle (2008), “Good Governance: The Inflation of an Idea” Harvard University.
- Merilee Grindle (2008), “Good Governance: The Inflation of an Idea”, Faculty Research Working Paper Series, Harvard University
- Meron Kassahun (2007), Public transportation system and its impact on urban mobility: The case of Addis Ababa, Masters’ Thesis for Partial Fulfilment of Masters Degree, Addis Ababa University
- Mesenbet Assefa (PhD) & Samuel Teshale (PhD), GOVERNANCE IN PUBLIC SECTOR: IMPLICATION ON PRIVATE SECTOR DEVELOPMENT IN ETHIOPIA Final Study Report
- Mhrtey Adisalem Tikue(2016), “ Good Governance in Land Administration from Below: The Case of Naeder Adet Woreda, Ethiopia” International Journal of African and Asian Studies ; An International Peer-reviewed Journal Vol.23, 2016 Department of Civics and Ethical Studies College of Social Science and Humanities, Arba Minch University, P.O.BOX:21, Arba Minch University
- Michel Camdessus (1997), IMF Managing Director, Address to the United Nations Economic and Social Council
- Ministry of Information (2004), Issues of Democratization in Ethiopia (Amharic), Addis Ababa,

- Mintesnot Beyene,(2016), “ Governance and Public Service Delivery: The Case of Water Supply in Akaki Kaliti Sub-City”, A Thesis for the Partial Fulfillment of the Requirements for the Masters of Art in Public Management and Policy Specialization Area in Development Management, Addis Ababa University College of Business and Economics Public Administration and Development Management , Addis Ababa, Ethiopia
- Misgana Worku (2013), Assessment of the Prevalence of Good Governance in Public Sector: the Case of Selected Public Institutions in Addis Ababa City of Ethiopia Masters of Arts (Public Administrations), Indira Gandhi National Open University
- Mulat Chanyalew (2014), The Significance and Practice of Good Governance in Addis Ababa, Ethiopia, The Case of Bole Sub-city, A Thesis for Partial Fulfillment for the Requirement of Master of Arts in Public Administration, Indira Gandhi National Open University.
- Nico Carpentier (2011) “The concept of participation: If they have access and interact, do they really participate?” Vrije Universiteit, Belgium.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L, (1988), “SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality”, Journal of Retailing, Volume 64(1), P. 12-40
- Parasuraman, A., Zeithaml, V. A. and Berry, L. L., 1990, “Delivering Quality Service: Balancing Customer Perception and Expectations”, The Free Press, New York, P. 226
- Plumptre, T., & Graham, J. (1999). Governance and good governance: international and aboriginal perspectives. Ottawa: Institute of Governance
- Productivity Commission (2013), On efficiency and effectiveness: some definitions, Staff Research Note, Canberra
- R. Dayanandan, PhD (2013) “Good Governance Practice for Better Performance of Community Organizations - Myths and Realities!”; Journal of Power, Politics & Governance, Vol. 1 ,American Research Institute for Policy Development
- Ram Prasad Pal (Asst. Professor), 2017): “Challenges And Prospects Of Good Governance In Reduction Of Poverty: A Case Study Of Buee Town 01 Kebele, Ethiopia”, Department

- of Public Administration and Development Management, Dilla University, Dilla, Ethiopia. *Global Journal of Political Science and Administration* Vol.5, No.3, pp.13-27, June 2017 , Published by European Centre for Research Training and Development UK (www.eajournals.org).
- Razieh Tadayon Nabavi (2014), “Research Method & Design”; Master of Science Developmental Psychology, University of Science and Culture.
- Robert Stein (2009) “Rule of Law Symposium; Rule of Law: What does it mean?” *Minnesota Journal of International Law* Vol. 18:2; University of Minnesota Law School
- Sad (2002) Division for Democratic Governance Good Governance
- Satpathy, B., Muniapan, B. and Dass, M. (2013), ‘UNESCAP’s characteristics of good governance from the philosophy of Bhagavad-Gita and its contemporary relevance in the Indian context’, *Int. J. Indian Culture and Business Management*, Vol. 7, No. 2, pp.192–212
- Seeds for Change (2020), *Consensus decision making A guide to collaborative decision-making for activist groups, co-ops and communities*, Second edition
- Shimelis Ayallew (2005), “Corruption and Anticorruption in Ethiopia: A Case Study of the Ethiopian Customs Authority”, Unpublished MA Thesis, Addis Ababa University, P-(63-74)
- Simonis, Udo E. (2004), “Defining good governance, the conceptual competition is on WZB” Discussion Paper, P 2004-005, Wissenschaftszentrum Berlin für Sozialforschung (WZB), Berlin
- SPICKER, P. (2009), the nature of a public service, published in *International Journal of Public Administration*, Volume 32 (11), pp. 970-991.
- SPICKER, P.,(2009), ‘The nature of a public service. *International Journal of Public Administration*’, 32 (11), pp. 970-991.
- Susan Rifkin and Maria Kangare (2002) “What is Participation?”
- Tewelde Gebre (2019), *Road Transportation and the Environment: A Review of theories and Evidences from Ethiopia*

Tewodros Abuhay, Bitwoded Admasu & Demeke Desta (2020), “ Practices and challenges of Good Governance in Ethiopia: The case of Hawassa City Municipality, South Nation, Nationality And People Regional State, Ethiopia”; International Journal of Development in Social Sciences and Humanities Assistant: Professor of Development Studies, Department of Civics and Ethical Studies, College of Social Sciences and Humanities, University of Gondar, P. O. Box 196, Gondar, Ethiopia , Assistant Professor of European Studies, Department of Civics and Ethical Studies, College of Social Sciences and Humanities, University of Gondar, P. O. Box 196, Gondar, Ethiopia; , Lecturer of Civics & Ethical Studies, Department of Civics and Ethical Studies, College of Social Sciences and Humanities, Jinka University, Jinka, Ethiopia. <http://www.ijdssh.com>

The Challenges of Public Administration, Good Governance and Service Delivery in the 21st Century Essien D. Essien, University of Uyo, Uyo, Nigeria

The International Bank for Reconstruction and Development / the World Bank (2012), “Citizens and Service Delivery; Assessing the Use of Social Accountability Approaches in the Human Development Sectors”, 1818 H Street NW, Washington DC 2043

Transparency International (2017), “Transparency International ‘Ethiopia: Corruption Perception accessed “

Transparency International (2020) ‘National strategies for advancing good governance in Africa’ Anti-Corruption Helpdesk document, Europe

UNESCAP (2006); “What is good governance?”

United Nations (2015), “Responsive and Accountable Public Governance” World Public Sector report, Department of Economic and Social Affairs, New York

United Nations Development Program (2014), “Democratic Governance Ethiopia; Civic Engagement for Effective Service Delivery in Ethiopia: Tools, Opportunities and Challenges” Working Paper No. 2

United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP, 2008), what is Good Governance?

United Nations, (2015) “A life of dignity for all: accelerating progress towards the Millennium Development Goals and advancing the United Nations development agenda

Valcke, Anthony (2012) “The Rule of Law: Its Origins and Meanings” (A Short Guide for Practitioners)

World Bank (2004), “FDRE Public Sector Capacity Building Programmed Support Project. Project Appraisal Document”

Zemelak Ayitenew Ayele (2017) “Corruption in Ethiopia: A Merely Technical Problem or a Major Constitutional Crisis”, Addis Ababa University.

4. **Marital Status:** Married Unmarried Widowed Divorced
5. **Job Status:** private Government Employee Student Unemployed

Part II questionnaire for Public Transport Service users (customers of AATA)

1. Which mode(s) of transport do you use frequently?
 Anbessa Bus Sheger Bus public service Mini Bus Taxi Midi Bus
 Please Specify if any (other) _____
2. How much time do you spend daily for waiting transport services around the station?
 5 -15 Minutes 15-30 minutes 30 Minutes -1 hour an hour and above
3. How often do you use public transport per week?
 Every day 1-5 days 1-2 days 1-3 days sometimes
4. How long have you been using public transport service (in years)?
 0-5 5-10 0-15 15-20 20 and above
5. From your experience, what problems have you been observing with Addis Ababa public transport system?
 Unequal access to services ineffective transport service unfair transport cost
 Severe corruption in traffic management unqualified public servants
 Overloading transportation systems disobedience to the public transport rule and regulation Traffic Congestion
 Preferred response not listed (Please specify) -----

6. Please indicate your level of satisfaction with Addis Ababa public transport Service.
 Satisfied Neutral Dissatisfied
7. If your response to question No.5 is ‘Dissatisfied’, which factor badly affects your satisfaction? Less access & quality of service delivered tough bureaucracy
 unfair transport cost High traffic congestion Unbridled corruption less obedience of servants to the principles of good governance Please Specify if any (other) -----

**A). Questions concerned with the Respondents’ attitude towards pillars of good governance
(Their importance and linkage with Public transport service delivery)**

Please indicate your degree of agreement by putting the right mark (√) in front of each statement.

1. Respondents’ attitude towards the practical aspects of eight pillars of good governance in AATA						
Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Strongly
1. Transparency						
a) There is better public access to know the policies to reduce misconduct in the service						
b) There is a free flow of information between service users and servants						
c) AATA officials are known for their welcoming services in their offices						
d) Important information regarding rules, regulations, and policies are well accessed to customers through AATA’s website.						
2. Rule of Law						
a) There is safeguarding legal frameworks, laws, regulations, and codes in AATA						
b) There is an independent and impartial judicial power, impartial police investigation, and non-corrupt judgment on the transport service of AATA						
c) In AATA, there is a well-developed mechanism to control and tackle Corruption.						
3. Responsiveness						
a) In AATA, there is a rapid response to the public interests within a reasonable timeframe						
b) AATA staffs are responsible for what they do						
c) The staffs welcome any complaints regarding their services						
4. Equity and Inclusion						
i) AATA highly considers the fairness in access to infrastructures i.e. allocation of buses etc.						
ii) There is a proportion of women in management positions in AATA						
ii) In AATA, there is equality of opportunity for all customers						
5. Efficiency and Effectiveness						
a) The processes within AATA fulfill the service users’ needs with the best use of resources						
b) The institution undertakes the customers’ satisfaction survey						
c) The AATA resource management is efficient						
d) The AATA provides training and workshop for the staffs’ effectiveness						
e) AATA officials have better quality in handling complaints						

6. Consensus Oriented						
a) There is high mediation of different interests of public transport users and AATA to reach agreement for the service effectiveness.						
a) The communities have the access to be involved in policy formulation regarding the public transport service of AATA						
7. Participation						
b) There is an institutional framework for public participation in the decision making of AATA						
c) AATA considers of the public interests whenever it develops policies and strategies						
8. Accountability						
a) Staffs of AATA are highly committed and value their work						
b) AATA Staffs admit their wrong did and take responsibility for the correction						
c) Answerability of performance or outcomes is implemented by all departments of AATA						
2 The Linkage Between Good Governance(GG) and better public service delivery(PSD)						
a) There is direct relationship between good governance and Public service delivery						
b) In AATA public service delivery is backed by the values of good governance						
c) AATA staffs are committed to implement good governance throughout their service						
d) AATA is practicing Good governance with the aim of providing a quality Public transport services						

B). Questions related to Dimensions of Service Quality(Serviquals)

Items		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The Reliability of Public Transport service in Addis Ababa						
R₁	The public transportation means (taxi, buses...etc.) arrive at the station and serve the travelers timely					
R₂	The public transport drivers take a responsibility for any action related to their customers					
R₃	There is enough coverage of public transport on the Routes					
The Assurance of Public transport service in Addis Ababa						
A₁	In Addis Ababa, Public transport is characterized by better care for the safety of the clients and their properties					
A₂	There is a standardized system, which ensures the safety of the transported customer					

The tangibility of public transport service in Addis Ababa						
T₁	There is consistent availability of public transport flow					
T₂	The stations where the customers wait for the bus are safe and comfortable					
T₃	AATA Staffs are highly abide to the rule and regulations of their organization					
The Responsiveness issue in AA Public transport service						
Res₁	The AATA staffs responsibly accept complaints from the customers and provide necessary solutions					
Res₂	There is a willingness of AATA employees to help customers and provide quick service					
Res₃	There is an institutionalized mechanism in AATA to handle complaints from the service users.					
Empathy in public transport service in Addis Ababa						
Em₁	Public transporting vehicles are Comfortable for the users					
Em₂	There is unique consideration to disadvantaged groups of society like children, pregnant women, elders, and people with disabilities					

C). Questionnaire about Challenges related to good governance in AA Public transport Service & possible overcoming mechanisms

Please indicate your degree of agreement concerning the following questions by putting the right mark (√) in front of each statement.

Items	Very high	High	Medium	Low	Very low
1. To what extent do the following factors challenge the Good Governance within public transport system in Addis Ababa?					
Ch₁. Lack of viable Organizational structure					
Ch₂. lack of sufficient roads and other infrastructures					
Ch₃. Awareness of Servants about needs of the public and policy of their Organization					
Ch₄. Overlapped demands due to acculturated similar working hours in almost all institutions (8:00 am-5:00 pm)					
Ch₅. High demands for transport service with increasing trip frequency and mobility needs					
Ch₆. The fastest growth of Population size and urbanization					
Ch₇. lack of smooth traffic flow in the city					
Ch₈. Reliance on vehicles that hold small passengers i.e. private automobiles & taxi					
Ch₉. Serious corruption within the AATA governance					
Ch₁₀. Poor implementation of Master plan					

2. To what extent do you agree with the actions should be taken to overcome the challenges that hamper good governance practices in the public transport service by AATA?	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A ₁ . Equipping officials and employees with the knowhow of good governance through Training					
A ₂ . Empowering citizens and let them practice good governance					
A ₃ . Establish an institutional framework for good governance implementation follow up					
A ₄ . Establishing Standards by which check and balance is made on good governance					
A ₅ . Create accountable & responsible officials					
A ₆ . Encouraging the involvement of Service users in the decisions related to public affairs.					
A ₇ . Proactive management in Checking and balancing the daily operation					

Please mention if any other remedial actions that should be taken to cope up with the above challenges _____

Thank you for your Time and Response!

Appendix II
አዲስ አበባ ዩኒቨርሲቲ

የቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

የህዝብ አስተዳደር እና ልማት አመራር የትምህርት ክፍል

የፕብሊክ ማኔጅመንት እና ፖሊሲ ማስተርስ ዲግሪ መርሃ ግብር

ለአዲስ አበባ የትራንስፖርት አገልግሎት ተጠቃሚዎች የተዘጋጀ ቃለ መጠይቅ

ውድ መላሾች፤ ይህ ቃለ መጠይቅ በአዲስ አበባ ዩኒቨርሲቲ ፕብሊክ ማኔጅመንት እና ፖሊሲ ትምህርት መርሃ ግብር ተማሪ የተዘጋጀ ሲሆን፤ ዓላማውም በፕብሊክ ማኔጅመንት እና ፖሊሲ የማስተርስ ዲግሪ ማሟያ የሚውል የምርምር መረጃ ለመሰብሰብ የተዘጋጀ ነው። ይህ ምርምር ትኩረት የሚያደርገው በአዲስ አበባ ትራንስፖርት ባለስልጣን የሕዝብ አገልግሎት አሰጣጥ ውስጥ የመልካም አስተዳደር ሚናዎችን ለመመርመር ነው። እርስዎ የሚሰጡት መረጃ በሚስጥር የሚያዝ ሆኖ ለምርምር ዓላማ ብቻ የሚውል ይሆናል። ስለዚህ ለጥያቄዎቹ ምላሽ ለመስጠት ትብብር እንዲያደርጉ እጠይቃለሁ።

ለትብብርዎት እና ፍቃደኝነትዎ በቅድሚያ ምስጋና አቀርባለሁ !

አጠቃላይ መመሪያዎች፤

- ስምዎትን መፃፍ አይጠበቅብዎትም፤
 - በሚመርጡት ሳጥን ላይ “✓” ምልክት ያድርጉ፤
 - በተቻለ መጠን ክፍት ለሆኑት ጥያቄዎች ግልጽ እና የተጣራ ምላሽን ይስጡ፤
 - ከአንድ በላይ ምርጫዎችን መምረጥ ይችላሉ።
- ❖ ለተጨማሪ መረጃ/ ግልፅ ላልሆነ ጥያቄ 0944321915 ላይ ደውለው መጠየቅ ይችላሉ።

ማሳሰቢያ

- ❖ ‘አአ’ እና ‘አአትባ’ የሚሉት ምጽሐፈ ቃላት በቅደም ተከተል አዲስ አበባ እና አዲስ አበባ ትራንስፖርት ባለስልጣን ማለት ነው።

ክፍል 1 የመላሾች የግል መረጃ

1. ያታ፡ ወንድ ሴት
2. እድሜ፡ 18-25 26-35 36-45 56 እና ከዛ በላይ
3. የትምህርት ደረጃ፤ አንደኛ ደረጃን ያጠናቀቀ ሁለተኛ ደረጃን ያጠናቀቀ ቴክኒክ እና ሙያ የኮሌጅ ድፕሎማ የመጀመሪያ ዲግሪ ሁለተኛ ዲግሪ እና ከዛ በላይ
4. የጋብቻ ሁኔታ፤ ያገባ ያላገባ ባሏ/ሚስቱ በህይወት የሌለ/ች አግብቶ የፈታ/ች

5. የሥራ ሁኔታ፤ የግል የመንግስት ሰራተኛ ተማሪ ስራ-አጥ

ክፍል 2 ለአዲስ አበባ የትራንስፖርት አገልግሎት ተጠቃሚዎች የተዘጋጀ ቃለ መጠይቅ

1. ለእለት እለት አንቅስቃሴዎት የሚገለገሉበት የትራንስፖርት አይነት የቱ ነው?

አንበሳ አውቶቡስ ሽገር አውቶቡስ ፐብሊክ ሰርቪስ የሚኒ ባስ ታክሲ
ሚዲ ባስ ልላ ካለ (እባክዎትን ይጥቀሱ) _____

2. የትራንስፖርት አገልግሎት መጓጓዣን ለመጠባበቅ በቀን ምን ያህል ጊዜ ይወስድብዎታል?

5-15 ደቂቃ 15-30 ደቂቃ 30ደቂቃ -1-ሰዓት 1-ሰዓት እና ከዛ በላይ

3. በሳምንት ምን ያህል ጊዜ የሕዝብ ትራንስፖርት አገልግሎት ይጠቀማሉ?

በየቀኑ 1-5 ቀናት 1-3 ቀናት 1-2 ቀናት አልፎ አልፎ

4. የሕዝብ ትራንስፖርት አገልግሎት (ፐብሊክ ትራንስፖርት) ለምን ያህል ጊዜ ሲጠቀሙ ቆይተዎል (በዓመታት)? 0-5 5-10 10-15 15-20 20 እና ከዛ በላይ

5. ካለዎት ልምድ አንጻር የአዲስ አበባ የሕዝብ ትራንስፖርት ሥርዓት ላይ የሚታዩት ችግሮች ምን ምን ናቸው? ያልተመጣጠነ የትራንስፖርት ተደራሽነት ቅልጥፍና የሌለው የትራንስፖርት አገልግሎት ተመጣጣኝ ያልሆነ የትራንስፖርት ዋጋ በትራፊክ ቁጥጥር ውስጥ ከፍተኛ ሙስና ብቁ ያልሆኑ ሰራተኞች የትራንስፖርት ህግና ሥርዓትን አለመከተል ከአቅም በላይ መጫን የትራፊክ መጨናነቅ ያልተጠቀሱ ተመራጭ ምላሾች ካለዎት (እባክዎትን ይጥቀሱ) _____

6. በሕዝብ ማመለሻ ትራንስፖርት አገልግሎት ላይ ያለዎትን የእርካታ መጠን ይግለጹ።

የሚያረካ ነው ድምጸ ተግቅቦ የማያረካ

7. ለጥያቄ ቁጥር 6 መልስዎት 'የማያረካ' ከሆነ በእርስዎ እርካታ ላይ ከፍተኛ ተጽዕኖን ያሳደሩ ነገሮች ምን ምን ናቸው ብለው ያስባሉ?

የተደራሽነት ችግር የአገልግሎት አሰጣጥ ጥራት ቢሮክራሲ ተመጣጣኝ ያልሆነ ዋጋ ሙስና ሰራተኞች ለመልካም አስተዳደር መርሆች የመታዘዝ ሁኔታቸው ዝቅተኛ መሆን ያልተጠቀሱ ተመራጭ ምላሾች ካለዎት (እባክዎትን ይጥቀሱ)

ሀ. የመልካም አስተዳደር መርህዎችን በተመለከተ የመላሾች አስተሳሰብ ነክ ጥያቄዎች (ከሕዝብ አገልግሎት አሰጣጥ ጋር ያላቸው ግንኙነት እና ጠቀሜታቸው)

እባክዎትን በእያንዳንዱ ጥያቄ ፊት ለፊት “✓” በማድረግ የስምምነት መጠንዎትን ያመልክቱ

ዝርዝር	እስከመጨረሻው በጣም	እስከመጨረሻው በጣም	ሀቅዑ ፀላይ	እልቅ በጣም	እልቅ በጣም
1. በአዲስ አበባ ትራንስፖርት ባለስልጣን የትራንስፖርት አገልግሎት ዘርፍ የመልካም አስተዳደር መርህዎች ትግበራን በተመለከተ የመላሾች አስተሳሰብ					
1. ግልፅነት					
ሀ. የትራንስፖርት አገልግሎት ፖሊሲዎችን ለህዝብ ተደራሽ ለማድረግ በአገልግሎት አሰጣጥ ላይ ብልሹ ስነ ምግባርን ለመቀነስ ያግዛሉ					
ለ. በአገልግሎት ሰጪዎች እና ተጠቃሚዎች መካከል ነፃ የመረጃ ልውውጥ አለ					
ሐ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ሰራተኞች በጥሩ አቀባበል እና መስተንግዶ ይታወቃሉ					
መ. ሕጎች፣ ደንቦች እንዲሁም ፖሊሲዎችን በተመለከተ ጠቃሚ መረጃዎች በአዲስ አበባ ትራንስፖርት ባለስልጣን ድህረ ገጽ አማካኝነት ለደንበኞች በአግባቡ ተደራሽ ይደረጋሉ፤					
2. የሕግ የበላይነት					
ሀ. በአዲስ አበባ ትራንስፖርት ባለስልጣን መስሪያ ቤት ውስጥ የሕግ ማዕቀፎች፣ ሕጎች፣ ደንቦች እና አሰራሮች ይተገበራሉ					
ለ. የአዲስ አበባ ትራንስፖርት ባለስልጣን አገልግሎትን በተመለከተ ገለልተኛ የአሰራር ክትትል እና ምርመራ አለ፤					
ሐ. በአዲስ አበባ ትራንስፖርት ባለስልጣን ሙስናን ለመቆጣጠር እና ለመቀነስ የተዘጋጀ አሰራር አለ					
3. ገቢ-ዊ ተጠሪነት					
ሀ. በአዲስ አበባ ትራንስፖርት ባለስልጣን ውስጥ ለሕዝብ ፍላጎት እና ጥያቄ ፈጣን ምላሽ ይሰጣል					
ለ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ሠራተኞች ለሚሰጡት አገልግሎት ኃላፊነት ለመቀበል ዝግጁ ናቸው					
ሐ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ሠራተኞች በአገልግሎታቸው ላይ ለሚቀርቡ ማናቸውንም ቅሬታዎች ተገቢ ምላሽ ይሰጣሉ					
4. ፍትሃዊነት እና አቃፊነት					
ሀ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ለመሠረተ ልማት፣ የአውቶብሶች ምደባ ወዘተ ተደራሽነት ከፍተኛ ፍትሐዊነትን ከግምት ውስጥ ያስገባል					
ለ. በአዲስ አበባ ትራንስፖርት ባለስልጣን በማኔጅመንት በሥራ ድርሻዎች ላይ የሴቶች ተሳትፎ ተመጣጣኝ ነው					
ሐ. በአዲስ አበባ ትራንስፖርት ባለስልጣን ለሁሉም ደንበኞች እኩል የአገልግሎት እድል ይሰጣል					

5. ቅልጥፍና እና ውጤታማነት				
ሀ. በአዲስ አበባ ትራንስፖርት ባለስልጣን ውስጥ የሚገኘው አሰራር ግብዓቶችን በላቀ ሁኔታ በመጠቀም የአገልግሎት ተጠቃሚዎችን ፍላጎት ያሟላል				
ለ. የአዲስ አበባ ትራንስፖርት ባለስልጣን የደንበኞች እርካታን በተመለከተ ተግባራዊ ጥናት ያደርጋል				
ሐ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ብቁ የሃብት አስተዳደር አለው				
መ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ለሰራተኞች ትምህርት እና ስልጠና ይሰጣል				
ሠ. የአዲስ አበባ ትራንስፖርት ባለስልጣን የሥራ ኃላፊዎች ቅሬታዎችን በማስተናገድ ረገድ የተሻለ ብቃት አላቸው				
6. ስምምነት ተኮር				
የአዲስ አበባ ትራንስፖርት ባለስልጣን የህዝብ ፍላጎትን እና አቅርቦትን ለማጣጣም አንዲሁም በጋራ ለመስራት ትልቅ ጥረት ያደርጋል				
7. ተሳትፎ				
ሀ. በአዲስ አበባ ትራንስፖርት ባለስልጣን የሕዝብ ትራንስፖርት አገልግሎትን በተመለከተ ፖሊሲዎች ሲወጡ የህብረተሰብ ተሳትፎ አለ፤				
ለ. በአዲስ አበባ ትራንስፖርት ባለስልጣን ውስጥ ህብረተሰቡ በውሳኔ አሰጣጥ ላይ ተሳትፎ እንዲያደርግ ተቋማዊ ማዕቀፍ አለ፤				
ሐ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ፖሊሲዎችን እና እስትራቴጂዎችን በሚያወጣበት ጊዜ የሕዝብ ፍላጎትን ከግምት ውስጥ ያስገባል፤				
8. ተጠያቂነት				
ሀ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ሠራተኞች ለሥራቸው ከፍተኛ ቁርጠኝነት አላቸው				
ለ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ሠራተኞች ስህተታቸውን ተቀብሎ ለማስተካከል ኃላፊነቱን ይወስዳሉ				
ሐ. በሁሉም የአዲስ አበባ ትራንስፖርት መምሪያዎች የሥራ ወይም ውጤት ትግበራ በተመለከተ ምላሽነት አለ				
2. የመልካም አስተዳደር እና የተሻለ የሕዝብ ትራንስፖርት አገልግሎት አሰጣጥ ተዛማጅነት				
ሀ. በመልካም አስተዳደር እና በሕዝብ ትራንስፖርት አገልግሎት አሰጣጥ መካከል ቀጥተኛ ግንኙነት አለ				
ለ. በአዲስ አበባ ትራንስፖርት ባለስልጣን የሕዝብ ትራንስፖርት አገልግሎት አሰጣጥ ውስጥ የመልካም አስተዳደር እሴቶች ይተገበራሉ				
ሐ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ሠራተኞች በአገልግሎታቸው መልካም አስተዳደርን በመተግበር ረገድ ቁርጠኞች ናቸው።				
መ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ጥራት ያለው የሕዝብ ትራንስፖርት አገልግሎቶች መስጠትን ዓላማ ያደረገ መልካም አስተዳደር ይተገብራል።				
ለ. የሕዝብ ትራንስፖርት አገልግሎት ጥራት አቅጣጫ ነክ ጥያቄዎች				
የአዲስ አበባ የትራንስፖርት አገልግሎት አስተማማኝነት				
አ1. የሕዝብ ትራንስፖርት አገልግሎት መንገዶች በጊዜ ጣቢያ ደርሰው ተጓዦችን ያገለግላሉ				
አ2. የሕዝብ ትራንስፖርት ሹፌሮች ከደንበኞቻቸው ጋር ተያያዥነት ባላቸው				

ድርጊቶች ኃላፊነትን ለመውሰድ ዝግጁ ናቸው					
አ3. በየመስመሮቹ በቂ የሕዝብ ትራንስፖርት አገልግሎት ሽፋን ዓለ					
በአዲስ አበባ የትራንስፖርት አገልግሎት ማረጋገጫ					
ማ1. የአዲስ አበባ ሕዝብ ትራንስፖርት ባለስልጣን ለደንበኞቻቸው እና ለንብረቶቻቸው ደህንነት በተሻለ ሁኔታ ጥንቃቄ ያደርጋል					
ማ2. የተገልጋይዎችን ደህንነት የሚያረጋግጥ እና ደረጃውን የጠበቀ ስርዓት አለ					
የአዲስ አበባ የሕዝብ ትራንስፖርት አገልግሎት ተጨባጭነት					
ተ1. ወጥ የሕዝብ ትራንስፖርት ፍላጎት አለ					
ተ2. ደንበኞች ትራንስፖርትን በሚጠብቁባቸው ጣቢያዎች ደህንነታቸው የተጠበቀ እና አመቺ ናቸው					
ተ3. የአዲስ አበባ ትራንስፖርት ባለስልጣን ሠራተኞች የድርጅቶቻቸውን ሕግ እና ደንቦችን በከፍተኛ ሁኔታ ይተገብራሉ።					
የአዲስ አበባ የሕዝብ ትራንስፖርት አገልግሎት ገቢራዊ ተጠሪነት ጉዳይ					
ገ1. የአዲስ አበባ ትራንስፖርት ባለስልጣን ሠራተኞች የሚቀርብባቸውን ቅሬታዎች በሃላፊነት ተቀብለው ተገቢውን ምላሽ ይሰጣሉ					
ገ2. የአዲስ አበባ ትራንስፖርት ባለስልጣን ሠራተኞች ደንበኞችን ለመርዳት እና ፈጣን አገልግሎት ለመስጠት ፍላጎት አላቸው					
ገ3. የአዲስ አበባ ትራንስፖርት ባለስልጣን ውስጥ ከአገልግሎት ተጠቃሚዎች የሚቀርቡ ቅሬታዎችን የሚያይ የተቋም አሰራር አለ					
በአዲስ አበባ የሕዝብ ትራንስፖርት አገልግሎት ሀዘኔታን በተመለከተ					
ሀ1. የሕዝብ ትራንስፖርት አገልግሎት ተሽከርካሪዎች ለተጠቃሚዎች አመቺ ናቸው					
ሀ2. የ “አኦትባ” አገልግሎት ልዩ እገዛ የሚሹ የማህበረሰብ ክፍሎች እንደ እነ ልጆች፣ ነብሰ ጡር ሴቶች፣ አዛውንቶች እና የአካል ጉዳተኞችን ከግምት ውስጥ ያስገባ ነው።					

በአዲስ አበባ ሕዝብ ትራንስፖርት አገልግሎት መልካም አስተዳደር ነክ ችግሮች ዙሪያ እና

ሊኖሩ የሚችሉ መፍትሄ አሰራሮች ቃለ መጠይቅ:

ከዚህ በታች ለተጠቀሱት ለያንዳንዱ ጥያቄዎች “✓” ምልክት በማድረግ የስምምነት መጠንዎትን ይግለጹ

በአዲስ አበባ ሕዝብ ትራንስፖርት ስርዓት ውስጥ ከዚህ በታች የተገለጹ ሁኔታዎች ምን ያህል የመልካም አስተዳደር ትግበራ ላይ ተፅዕኖ ያሳድራሉ ?	ኢትዮጵያ ሕገመንግሥት	ኢትዮጵያ ፍትህ ስርዓት	ኢትዮጵያ ግንባታ ስርዓት	ኢትዮጵያ ግንባታ ስርዓት	ኢትዮጵያ ግንባታ ስርዓት
ሁ1. የጠንካራ መዋቅር እጦት፣					
ሁ2. በቂ የመንገድ እና ሌሎች መሰረተ ልማት እጦት፣					
ሁ3. የድርጅቱ ፖሊሲ እና የሕዝብ ፍላጎትን በተመለከተ የአገልጋዮች ግንዛቤ፣					
ሁ4. በሁሉም ተቋማት በሚባለው ሁኔታ ተመሳሳይ የሥራ ሰዓታት በመኖራቸው የትራንስፖርት የፍላጎት መደራረብ (ከ2:00 -11:00 ሰዓት)፣					

ሁ ₅ . የጉዞ ድግግሞሽ እና የእንቅስቃሴ ፍላጎት መጨመር ጋር ተያይዞ ከፍተኛ የትራንስፖርት አገልግሎት ፍላጎት፤					
ሁ ₆ . ፈጣን የሕዝብ ብዛት እና የከተማ እድገት፤					
ሁ ₇ . በከተማ ውስጥ ቀልጣፋ የትራፊክ ፍሰት እጦት፤					
ሁ ₈ . ትንሽ ተሳፋሪዎች የሚይዙ ተሽከርካሪዎች ማለትም የግል አውቶሞቢሎች እና ታክሲ ላይ መመርኮዝ፤					
ሁ ₉ . በአዲስ አበባ ትራንስፖርት ባለስልጣን ውስጥ ያለው ፅኑ የሙሰና አሰራር፤					
ሁ ₁₀ . ትክክለኛ የማስተር-ፕላን አፈፃፀም አለመኖሩ፤					
በአዲስ አበባ የሕዝብ ትራንስፖርት አገልግሎት መልካም አስተዳደርን ተግባራዊ ለማድረግ በተዘረዘሩት የመፍትሄ አቅጣጫዎች ምን ያህል ይስማማሉ ?	እስማማለሁ	እስማማለሁ	ድምፅ ታቅብ	አልስማማም	እልስማማም
መ ₁ . የሥራ ኃላፊዎች እና ሰራተኞች የመልካም አስተዳደር ግንዛቤን በስልጠና ማሳልበት፤					
መ ₂ . ዜጎችን በማብቃት እና መልካም አስተዳደርን ተግባራዊ እንዲያደርጉ ማድረግ፤					
መ ₃ . የመልካም አስተዳደር አፈጻጸም ክትትል ተቋማዊ መዋቅር ማስቀመጥ፤					
መ ₄ . በመልካም አስተዳደር ላይ ቁጥጥር የሚደረግበትን መስፈርት ማስቀመጥ፤					
መ ₅ . ተጠያቂ እና ኃላፊነት የሚሰማቸውን የሥራ ኃላፊዎችን መፍጠር፤					
መ ₆ . ህዝብን በሚመለከቱ ማንኛውም ጉዳይ ላይ የተገልጋይዎችን ተሳትፎ ማበረታታት፤					
መ ₇ . የቀን ተቀን ሥራዎችን ለመቆጣጠር እና ለማመዛዘን ንቁ አስተዳደር መፍጠር።					

ሌሎች የመፍትሄ ሃሳቦች/አቅጣጫዎች ካሉ ይጥቀሱ _____

ለጊዜዎት እና ለትብብረዎት ከልብ አመሰግናለሁ !!

3. Educational Status

Primary school completed

Secondary school completed

Technical and vocational training

College diploma

Degree holder

Second Degree and above

4. **Marital Status:** Married Unmarried Widowed Divorced

Part II questionnaire for Staffs of Addis Ababa Transport Authority

1. In what position you were/are serving in AATA.

Junior expert senior expert Team leader Manager Director Other

2. Duration of your experience in the respective position

Below a year 1-3 years 3-5 years 5-10 years 10 and above years

3. To what extent you are aware of good governance practices in your organization?

Highly aware partially aware Not aware

4. Are you discharging your duties and responsibilities effectively at the workplace?

Yes No I doubt so

5. If your response to question No. 3 is 'low & very low', what factors do you think hinder your effective and satisfactory service delivery?

Unadoptable organizational culture Poor management within the organization

Lack of awareness regarding the values, principles and policies & strategies of the organization

Unbridled corruption Inconvenient working environment Rigid and rule-based organizational structure

Please Specify if any (other) -----

2. Who do you think is responsible for the improvement of public transport service in the city?

AATA Staffs Government officials Civil Servants Political Elites

Service users NGOs specify if any (other) -----

Part 3: Questions concerned with the Respondents' attitude towards The Linkage Between Good Governance(GG) and better public service delivery(PSD)

Please indicate your degree of agreement by putting the right mark (√) in front of each statement.

3.1: The Linkage Between Good Governance(GG) and better public service delivery(PSD)					
Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
a) There is direct relationship between good governance and Public service delivery					
b) In AATA public service delivery is backed by the values of good governance					
c) AATA staffs are committed to implement good governance throughout their service					
d) AATA is practicing Good governance with the aim of providing a quality Public transport services					

Part 4: Questionnaire about Challenges related to good governance in AA Public transport Service & possible overcoming mechanisms

Please indicate your degree of agreement concerning the following questions by putting the right mark (√) in front of each statement.

Items	Very high	High	medium	low	Very Low
4.1: To what extent do the following factors challenge the public transport system in Addis Ababa?					
Lack of viable Organizational structure					
lack of sufficient roads and other infrastructures					
Awareness of Servants about needs of the public and policy of their Organization					
Overlapped demands due to acculturated similar working hours in almost all institutions (8:00 am-5:00 pm)					
High demands for transport service with increasing trip frequency and mobility needs					

The fastest growth of Population size and urbanization					
lack of smooth traffic flow in the city					
Reliance on vehicles that hold small passengers i.e. private automobiles & taxi					
Serious corruption within the AATA governance					
Poor implementation of Master plan					
4.2: How do you rate the action that should be taken to maintain good governance practices in the public transport service by AATA?					
Equipping officials and employees with the knowhow of good governance through Training					
Empowering citizens and let them practice good governance					
Establish an institutional framework for good governance implementation follow up					
Establishing Standards by which check and balance is made on good governance					
Create accountable & responsible officials					
Encouraging the involvements of Service users in the decisions related to public affairs.					
Proactive management in Checking and balancing the daily operation					

Thank you for your Time and Response!

Appendix IV

አዲስ አበባ ዩኒቨርሲቲ

የቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

የህዝብ አስተዳደር እና ልማት አመራር የትምህርት ክፍል

የፕብሊክ ማኔጅመንት እና ፖሊሲ ማስተርስ ዲግሪ መርሃ ግብር

ለአዲስ አበባ ትራንስፖርት ባለስልጣን ሠራተኞች የተዘጋጀ ቃለ መጠይቅ

ውድ መላሾች፤ ይህ ቃለ መጠይቅ በአዲስ አበባ ዩኒቨርሲቲ ፕብሊክ ማኔጅመንት እና ፖሊሲ ትምህርት መርሃ ግብር ተማሪ የተዘጋጀ ሲሆን፣ ዓላማውም በፕብሊክ ማኔጅመንት እና ፖሊሲ የማስተርስ ዲግሪ ማሟያ የሚውል የምርምር መረጃ ለመሰብሰብ የተዘጋጀ ነው። ይህ ምርምር ትኩረት የሚያደርገው በአዲስ አበባ ትራንስፖርት ባለስልጣን የሕዝብ አገልግሎት አሰጣጥ ውስጥ የመልካም አስተዳደር ሚናዎችን ለመመርመር ነው። እርስዎ የሚሰጡት መረጃ በሚስጥር የሚያዝ ሆኖ ለምርምር ዓላማ ብቻ የሚውል ይሆናል። ስለዚህ ለጥያቄዎቹ ምላሽ ለመስጠት ትብብር እንዲያደርጉ እጠይቃለሁ።

ለትብብርዎት እና ፍቃደኝነትዎ በቅድሚያ ምስጋና አቀርባለሁ !

አጠቃላይ መመሪያዎች፤

- ስምዎትን መጻፍ አይጠበቅብዎትም፤
- በሚመርጡት ሳጥን ላይ “✓” ምልክት ያድርጉ፤
- በተቻለ መጠን ክፍት ለሆኑት ጥያቄዎች ግልጽ እና የተጣራ ምላሽን ይስጡ፤
- ከአንድ በላይ ምርጫዎችን መምረጥ ይችላሉ።
- ❖ ለተጨማሪ መረጃ/ ግልፅ ላልሆነ ጥያቄ 0944321915 ላይ ደውለው መጠየቅ ይችላሉ።

ማሳሰቢያ

- ❖ ‘አአ’ እና ‘አአትባ’ የሚሉት ምጽሐፈ ቃላት በቅደም ተከተል አዲስ አበባ እና አዲስ አበባ ትራንስፖርት ባለስልጣን ማለት ነው።

ክፍል 1 የመላሾች የግል መረጃ

5. ያታ፡ ወንድ ሴት
6. እድሜ፡ 18-25 26-35 36-45 56 እና ከዛ በላይ
7. የትምህርት ደረጃ፤ አንደኛ ደረጃን ያጠናቀቀ ሁለተኛ ደረጃን ያጠናቀቀ ቴክኒክ እና ሙያ የኮሌጅ ድፕሎማ የመጀመሪያ ዲግሪ ሁለተኛ ዲግሪ እና ከዛ በላይ

8. የጋብቻ ሁኔታ፤ ያገባ ያላገባ ባሏ/ሚስቱ በህይወት የሌለ/ች አግብቶ የፈታ/ች
9. የሥራ ሁኔታ፤ የግል የመንግስት ሰራተኛ ተማሪ ስራ-አጥ

ክፍል 2. ለአዲስ አበባ ትራንስፖርት ባለስልጣን ሠራተኞች የተዘጋጀ ቃለ መጠይቅ

1. የአዲስ አበባ ትራንስፖርት ባለስልጣን ውስጥ በምን የሥራ ድርሻ ሲሰሩ ቆይተዋል/ እየሰሩ ይገኛሉ? ጀምሮ ባለሙያ ከፍተኛ ባለሙያ የቡድን መሪ ሥራ አስኪያጅ ዳይሬክተር ሌሎች ካሉ ይጥቀሱ _____
2. በተሰማሩበት የሥራ ድርሻ ላይ ያለዎት ልምድ በዓመታት፡ ከ1 ዓመት በታች ከ1-3 ዓመታት ከ3-5 ዓመታት ከ5-10 ዓመታት 10-እና ከዛ በላይ
3. በድርጅትዎ ውስጥ የመልካም አስተዳደር ሥራዎችን በተመለከተ ያለዎት ግንዛቤ ምን ያህል ነው? ከፍተኛ ግንዛቤ በከፊል ግንዛቤ ዝቅተኛ ግንዛቤ ግንዛቤ የለኝም
4. በሥራ ገበታዎ ላይ ኃላፊነትዎን በብቃት እየተወጡ ይገኛሉን?
አዎ አይደለም እጠራጠራለው
5. ለጥያቄ ቁጥር 4 መልስዎት 'አይደለም ወይም አተራጠራለው' ከሆነ የእርስዎ ብቃት እና አገልግሎት አሰጣጥ ይቀንሳሉ ብለው የሚያስቡት ነገሮች ምን ምን ናቸው?
የግንዛቤ እጦት የማይለመድ ድርጅታዊ ባህል በድርጅቱ ውስጥ ያሉ መልካም ያልሆኑ አመራሮች የድርጅቱ መርሆች እና ፖሊሲዎች እና ስትራቴጂዎች የማይመች የሥራ ቦታ የማይለወጥ እና አምባገነናዊ ድርጅታዊ መዋቅር እባክዎ ሌሎች ካሉ ይግለጹ _____
6. በከተማው የሕዝብ ትራንስፖርት አገልግሎትን ለማሻሻል ኃላፊነት ያለበት አካል ማን ነው ብለው ያስባሉ? የአዲስ አበባ ትራንስፖርት ባለስልጣን ሠራተኞች የመንግስት ባለስልጣናት የመንግስት ሠራተኞች የፖለቲካ ሊቃን አገልግሎት ሰጪዎች መንግስታዊ ያልሆኑ ድርጅቶች የአገልግሎቱ ተጠቃሚዎች ሌሎች ካሉ ይጥቀሱ _____

ክፍል 3: የመልካም አስተዳደር መርህዎችን በተመለከተ የመላሾች አስተሳሰብ ነክ ጥያቄዎች (ከሕዝብ አገልግሎት አሰጣጥ ጋር ያላቸው ግንኙነት እና ጠቀሜታቸው)

እባክዎትን በእያንዳንዱ ጥያቄ ፊት ለፊት “✓” በማድረግ የስምምነት መጠንዎትን ያመልክቱ

ዝርዝር	እስመላላው ሰጪ	እስመላላው ሰጪ	ድምፅ ታቅጥ	አልሰጠም	አልሰጠም ሰጪ
ሀ. በመልካም አስተዳደር እና በሕዝብ ትራንስፖርት አገልግሎት አሰጣጥ መካከል ቀጥተኛ ግንኙነት አለ					
ለ. በአዲስ አበባ ትራንስፖርት ባለስልጣን የሕዝብ ትራንስፖርት አገልግሎት አሰጣጥ ውስጥ የመልካም አስተዳደር እሴቶች ይተገበራሉ					
ሐ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ሠራተኞች በአገልግሎታቸው መልካም አስተዳደርን በመተግበር ረገድ ቁርጠኞች ናቸው።					
መ. የአዲስ አበባ ትራንስፖርት ባለስልጣን ጥራት ያለው የሕዝብ ትራንስፖርት አገልግሎቶች መስጠትን ዓላማ ያደረገ መልካም አስተዳደር ይተገብራል።					

ክፍል 4: በአዲስ አበባ ሕዝብ ትራንስፖርት አገልግሎት መልካም አስተዳደር ነክ ችግሮች ዙሪያ እና ሊኖሩ የሚችሉ መፍትሄ አሰራሮች ቃለ መጠይቅ:
 ከዚህ በታች ለተጠቀሱት ለያንዳንዱ ጥያቄዎች “✓” ምልክት በማድረግ የስምምነት መጠንዎትን ይግለጹ

4.1: በአዲስ አበባ ሕዝብ ትራንስፖርት ስርዓት ውስጥ ከዚህ በታች የተገለጹ ሁኔታዎች ምን ያህል የመልካም አስተዳደር ትግበራ ላይ ተፅዕኖ ያሳድራሉ ?	ከፍተኛ ሰጪ	ከፍተኛ	መካከለኛ	ዘቅተኛ	ዝቅተኛ ሰጪ
ሁ ₁ . የጠንካራ መዋቅር እጦት፤					
ሁ ₂ . በቂ የመንገድ እና ሌሎች መሰረተ ልማት እጦት፤					
ሁ ₃ . የድርጅቱ ፖሊሲ እና የሕዝብ ፍላጎትን በተመለከተ የአገልጋዮች ግንዛቤ፤					
ሁ ₄ . በሁሉም ተቋማት በሚባለው ሁኔታ ተመሳሳይ የሥራ ሰዓታት በመኖራቸው የትራንስፖርት የፍላጎት መደራረብ (ከ2:00 -11:00 ሰዓት)፤					
ሁ ₅ . የጉዞ ድግግሞሽ እና የእንቅስቃሴ ፍላጎት መጨመር ጋር ተያይዞ ከፍተኛ የትራንስፖርት አገልግሎት ፍላጎት፤					
ሁ ₆ . ፈጣን የሕዝብ ብዛት እና የከተማ እድገት፤					
ሁ ₇ . በከተማ ውስጥ ቀልጣፋ የትራፊክ ፍሰት እጦት፤					
ሁ ₈ . ትንሽ ተሳፋሪዎች የሚይዙ ተሽከርካሪዎች ማለትም የግል አውቶሞቢሎች እና ታክሲ ላይ መመርኮዝ፤					
ሁ ₉ . በአዲስ አበባ ትራንስፖርት ባለስልጣን ውስጥ ያለው ፅኑ የሙሰና አሰራር፤					
ሁ ₁₀ . ትክክለኛ የማስተር-ፕላን አፈፃፀም አለመኖሩ፤					

4.2: በአዲስ አበባ የሕዝብ ትራንስፖርት አገልግሎት መልካም አስተዳደርን ተግባራዊ ለማድረግ በተዘረዘሩት የመፍትሄ አቅጣጫዎች ምን ያህል ይስማማሉ?	የሚመዘኑት ስራዎች	የሚመዘኑት ስራዎች	የሚመዘኑት ስራዎች	የሚመዘኑት ስራዎች	የሚመዘኑት ስራዎች
መ ₁ . የሥራ ኃላፊዎች እና ሰራተኞች የመልካም አስተዳደር ግንዛቤን በስልጠና ማሳልፍ፤					
መ ₂ . ዜጎችን በማብቃት እና መልካም አስተዳደርን ተግባራዊ እንዲያደርጉ ማድረግ፤					
መ ₃ . የመልካም አስተዳደር አፈጻጸም ክትትል ተቋማዊ መዋቅር ማስቀመጥ፤					
መ ₄ . በመልካም አስተዳደር ላይ ቁጥጥር የሚደረግበትን መስፈርት ማስቀመጥ፤					
መ ₅ . ተጠያቂ እና ኃላፊነት የሚሰማቸውን የሥራ ኃላፊዎችን መፍጠር፤					
መ ₆ . ህዝብን በሚመለከቱ ማንኛውም ጉዳይ ላይ የተገልጋይዎችን ተሳትፎ ማበረታታት፤					
መ ₇ . የቀን ተቀን ሥራዎችን ለመቆጣጠር እና ለማመዘዝን ንቁ አስተዳደር መፍጠር።					

ሌሎች የመፍትሄ ሃሳቦች/አቅጣጫዎች ካሉ ይጥቀሱ _____

ለጊዜዎት እና ለትብብረዎት ከልብ አመሰግናለዎት !!