



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!



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

**Assessment of the Prevalence of Good Governance**  
**(Transparency, Responsiveness and Accountability) in**  
**Revenue Sector: the Case of Gullele Sub City of Addis**  
**Ababa City Administration**

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*ADDIS ABABA, ETHIOPIA*

*MAY, 2019*

**Addis Ababa University**  
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**Management**

**Assessment of the Prevalence of Good Governance (Transparency,  
Responsiveness and Accountability) in Revenue Sector: the Case of  
Gullele Sub City of Addis Ababa City Administration**

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Management and Policy (MPMP)*

*ADDIS ABABA, ETHIOPIA*

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**College of Business and Economics**  
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This is to certify that the thesis prepared by Mulugeta Moges entitled “**Assessment of the Prevalence of Good Governance (Transparency, Responsiveness and Accountability) in Revenue Sector: the Case of Gullele Sub city of Addis Ababa City Administration**”, which is submitted in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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# Declaration

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

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## List of Acronyms and Abbreviations

AsDB	Asian Development Bank
CBO	Community-based organizations
CCS	Citizen-centered services
COGG	Commission on Global Governance
CSPG	Commitment to serving the public good
ECA	Economic Commission for Africa
FDRE	Federal Democratic Republic of Ethiopia
MDGs	Millennium Development Goals
MoFED	Ministry of Finance and Economic Development
MWUD	Ministry of Work and Urban Development
NPA	New Public Administration
NPM	New Public Management
PASDEP	Plan for Accelerated Sustainable Development to End Poverty
RRL	Respect for the rule of law
UNDP	United Nations Development Programs
USAID	United States Agency for International Development
WBE	World Bank Experience

## **Abstract**

*Having seen its desperate importance and the great efforts of the government in achieving good governance, this study stands to assess governance in public institutions entitled “an assessment of the prevalence of good governance(Transparency, Responsiveness and Accountability) of Revenue Sector: the Case of Gullele Sub city of Addis Ababa City Administration”*

*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 in Gullele Sub city of Addis Ababa City Administration. The study employed qualitative research methodology and 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 three core elements of good governance namely: Transparency, Responsiveness and accountability, different achievements and failures were observed. Frameworks and mechanisms for good governance implementation are 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 for good governance issues , struggling against corruptions are recommended for amending the failures in public institutions in their attempts to achieve good governance.*

**Keywords:** *Transparency, Responsiveness and Accountability*

# CHAPTER ONE

## 1. Introduction

### 1.1. Background of the study

The term Good governance has been extensively used since few decades ago. It is worth to mention that the World Bank (1994) in its Report, “Governance: The World Bank’s Experience” underlined four elements of good governance: Public-sector management, Accountability, Legal framework for development, and Transparency and information. Furthermore, the Asian Development Bank (1995) emphasized Accountability, Participation, Predictability and Transparency as basic elements of good governance. The African Development Bank and African Development Fund (1999) also came up with Accountability, Transparency, Combating corruption, Participation Legal and judicial reform in support of good governance in the continent. UNDP (1997) incorporated this issue in its policy document - Governance for Sustainable Human Development. Accordingly the essential characteristics of good governance considered in this document include: Participation, Rule of law, Transparency, Consensus orientation, Equity, Effectiveness and efficiency, Accountability and Strategic vision. Graham, Amos and Plumptre (2003) suggested the five principles of good governance (legitimacy and voice, direction, performance, accountability and fairness) for the 21st century. Some emphasize The *Principles for Good Governance and Ethical Practice* to contain legal compliance and public disclosure, effective governance, financial oversight, and responsible fundraising.

By and large common to all are accountability, transparency, participation, reliable judicial and legal system and the rest are somehow mutually inclusive.

Like: **Predictability**. It refers to (i) the existence of laws, regulations and policies to regulate society; and (ii) their consistent application. Thus, there should be orderly existence of citizens and institutions in the society. This would be possible if there is rule of law.

The Twelve Ethical principles in Ethiopian civil Service, accountability, transparency, responsiveness and the like have stemmed from the aforementioned lists of good governance constituents. Decentralization, public-private partnership, and other change management models have been echoed for years. However, the practice on the ground remains an area of study

Good governance is a concept that has lately come in to focus in development and management. Governance is a key determinant for growth, development and poverty reduction. Governance has been variously defined as “the management of society by the people” (Albrow, 2001), and “the exercise of authority or control to manage a country’s affairs and resources” (Schneider, 1999). Governance is a complex system of interactions among structures, traditions, functions (responsibilities) and processes (practices) characterized by three key values of accountability, transparency and participation (USAID, 2002). Governance can also be seen as the instrument of the effectiveness of a society’s institutions. If the institutions are appropriate and effective, the outcome should be good governance (Duncan, 2003).

Since the 1990s, development investigators and policy developers have given a due attention on good governance as both intrinsic and extrinsic value. They conceived it as an instrument to achieve sustainable development and or an end in itself (Thomas, 2008). Moreover, Aktan (2008) contend that good governance bring results which raise human need to attain productive function in a fair way which sustain the marginalized ones or by making every one at least to have an equal opportunity. Dinissa (2008) also states that, good governance is the special virtue since it is widely recognized that to bring secure economic growth and responsive and transparent public institutions.

In Africa, NEPAD have been made a significant effort to change bad governance, and to create a favorable governance environment (Kempe, 2003). According to the author the main intention of NEPAD is therefore to implement good governance dimension because they are the necessary components for securing of economic growth and prosperity of the continent. Ethiopia is one among African countries that have made the indispensable effort for the consolidation and promotion of good governance environment at both the local, regional and national level especially after the incumbent government comes to power.

The inauguration of the decentralization governance in Ethiopia since 1990s indicates one of the most imperative in the history of the nation, as it has shifted a highly centralized authority to the regional and local units to develop a decentralized system of governance (Helvetas Ethiopia, 2008).

FDRE constitution (1995) stipulates that:

“State governments shall be established at state and other administrative levels that they find necessary and adequate power shall be granted to the lowest units of government to enable the people to participate directly in the administration of such units. “The constitution has therefore allowed substantial autonomy and autonomous decision-making power to the regional and local governments. Unfortunately, this wide reaching and internationally vital statement have not been sufficiently proved empirically in Ethiopia. To fill this gap in the literature, this study focused to analyze the prevalence of good governance in lower level administration in Gullele Sub city in selected Woredas.

For the reason that many weredas/lower level administrations have been witnessing a deficiency in attaining a viable local development and providing an efficient and effective service for their grass root people (Helvetas Ethiopia, 2008).

## **1.2. Statement of the problem**

Ethiopia like any other African country has faced a number of challenges in democratization and good governance building processes. In order to address the identified gaps, the government of Ethiopia developed a multi-sect oral national capacity building strategy which advocates the principles of decentralization, regional autonomy, and efficiency to enhance popular participation and to promote good governance, accountability and transparency (ECA, 2005).

People around the world are demanding good governance for the advancement of their life. Because it is the result of interactions, relationships and networks between or among the different sectors (public sector, private sector and civil society) and involves decisions, negotiation, and different power relations between stakeholders to determine who gets what, when and how (Alexandra, et al., 2009).

For Abdalla (2010), recently there is an agreement that good governance is important to secure countries long term development and progress even though it is not sufficient in its own. From my preliminary observation, the worda is selected for research has challenges that can deter for the promotion of governance.

A grievance of citizens observed on revenue administration, equal distribution of recourses, access to public services and information’s and non-transparent and non-responsive leaders, less

capable institutions in resolving possible conflicts and ensuring equity and equality of all citizens before the law and individual liberty and equal opportunity for all. Besides, there is rampant corruption, discrimination, and lack of the role of public authorities in areas of revenue administration, woreda court and social court etc. In addition there had a delay of decisions and justice from the part of the administration and the social and legal courts to the public problems of the woreda.

Therefore the researcher is assessed the implementation of transparency, responsiveness and accountability in the selected area.

Most importantly when the policy of decentralization was proclaimed in 2000, according to Ministry of Work and Urban Development (MWUD) (2007), the main objectives has been to create and strengthen urban local government that will ensure the traits of good governance such as public participation, democratization, and enhance decentralized service delivery through institutional reforms, capacity building, systems development and training. Formerly in its strategy, Ethiopia's Sustainable Development and Poverty Reduction Program (SDPRP), the issue of good and decentralized governance was considered as one of the building block and in the struggle against poverty (Kumara, 2006).

### **1.3. Research Questions**

The basic research questions are as follows:

1. To what extent the required information is accessible to residents of the Sub City in general and the service-seekers in particular?
2. To what extent the Sub City administration is responsive to public interests and demands?
3. What are the mechanisms employed by the Sub City to ensure accountability in the revenue sector?
4. What are the factors inhibiting good governance practices in the sub city?

## **1.4. Objectives of the study**

### **1.4.1. General Objectives**

The general objective of the study is to assess how good governance is prevalent in Gullele Sub City of Addis Ababa City Administration with particular focus on revenue sector.

### **1.4.2. Specific Objectives**

The specific objectives are:

- 1) To explore accessibility of the required information to residents of the Sub City in general and the service-seekers in particular.
- 2) To examine the extent to which the Sub City administration is responsive to public interests and demands
- 3) To assess the mechanisms employed by the Sub City to ensure accountability.
- 4) To identify the factors inhibiting good governance practices in the sub city.
- 5) To examine the degree of transparency in service provision process of the selected Woreda.
- 6) To provide recommendations how the problems can be mitigated

## **1.5. Significance of the Study**

It provides insights to the extent to which good governance has developed in Gullele Sub City in selected woredas as well as on the challenges that the wereda faces in the path towards promoting of good governance. The investigation of these challenges will provide a direction to other researchers to conduct further investigation and later they can suggest remedial measures to be taken by policy planners, practioners and implementers to address the issue. Thus, it encourages academicians and practioners with the similar field of study to conduct different related research activities because as far as the information that the researcher have seen little research activity related to governance that had been carried out with in the woreda and even within the country.

## **1.6. Limitation of The study**

This research has limitations as a result of combined factors of the following that include but not limited to:

- Lack of access to domestic scholarly written articles on related research problems.
- The unavailability of respondents returned the question paper having filled properly.
- Lack of adequate time and because of my being government employee.

## **1.7. Scope and of the Study**

This thesis assessed the prevalence of how good governance in public institutions is prevailing in Addis Ababa city focusing on five selected woredas: Woreda 1, 3, 7, 8, & 9 of Gullele Sub city.

The research also tried to identify major impediments deterring the prevalence of good governance, explore the consequences of lack of good governance and define the implications on the part of the institutions and public service users. And it is only five woredas included in the study out of several woredas found in Gullele sub city of Addis Ababa city. The main target of this research only assessed governance in public sector (Transparency, Responsiveness and Accountability) on revenue sector from the points of the twelve core ethical principles of good governance because it encompasses many issues that are the role of public authorities, substantive and procedural information and establishing standards or criteria for judging the performance of public officials.

## **CHAPTER TWO**

### **2. REVIEW OF RELATED LITERATURE**

This study gives emphasis to important pillars of good governance such as Transparency, Responsiveness and Accountability. As to what extent the user members and leaders realize these pillars.

#### **2.1. 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. And 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 in to Woredas and Kebles. In this way the government and governance system which is quite different from the traditional system of governance is established in the country.

Based on the described governance structures the government of the country has been striving to bring changes in socio-political and economical realm of the country since 1991.

As the issue of governance especially of good governance has recently got a special attention in the agendas of world arena, the government of the country has made the issue of good governance as one of the main issues of the government. (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 to be essential requirements and prerequisites.

(Misgana Worku, 2013, Cited: 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. The government has also shown its commitment to promoting good governance through ratifying a number of international human rights instruments, reforming domestic laws to harmonize with international human rights standards, emphasizing good governance in different policies and programs such as the (SDPRP/PASDEP). Plan for Accelerated and Sustainable Development to End Poverty.

USAID viewed governance as a concept that includes the capacity of the state, the commitment to the public goods, the rule of law, the degree of transparency and accountability, the level of popular participation, and the stock of social capital (<http://www.usaid.gov/fani/overviewgovernance.htm>).

INSTITUTE OF GOVERNANCE, Ottawa states governance as a concept that comprises the institutions, processes and conventions in a society which determine how power is exercised, how important decisions affecting society are made and how a variety of interests harmonized in such decisions (Institute of Governance, 2002).

ASIAN DEVELOPMENT BANK (AsDB) governance has to do with the institutional environment in which citizens interact among themselves and with government agencies and officials. The capacity of this institutional environment is significant for development in that it helps to determine the impact achieved by the economic policies adopted by the government. This capacity and the consequent governance quality it reflects, is a critical concern for all governments. (<http://www.adb.org/work/policies/governance/gov-policies.pdf>)

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

OECD describes governance that denotes the use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development.

This broad definition encompasses the role of public authorities in establishing the environment in which economic operators function and in determining the distribution of benefits as well as the relationship between the ruler and the ruled. (<http://www.oecd.org/dac/>)

However, despite all the efforts of the government and other philanthropy organization the process of building good governance is at its early stage, this is due to serious challenges that the process has faced. Some of the major challenges, according to Rahamato, are:

- lack of adequate awareness about human rights among the public,
  - the limited democratic culture and experience in the country,
  - limited participation of citizens in governance,
  - and lack of adequate and appropriate laws and policies in some areas; and
  - capacity limitations of law enforcement and governance organs of the government,
- etc. (Rahmato, et al, 2008:79)

## **2.2. UN Democratic Good Governance**

The term *Good governance* has been extensively used since few decades ago. It is worth to mention that the World Bank (1994) in its Report, “*Governance: the World Bank’s Experience*” underlined four elements of good governance: *Public-sector management, Accountability, Legal framework for development, and Transparency and information*. Furthermore, the Asian Development Bank (AsDB) (1995) emphasized *Accountability, Participation, Predictability* and *Transparency* as basic elements of good governance.

Therefore un democratic good governance lacked the above ethical principles.

Accordingly the essential characteristics of good governance considered in this document include: *Participation, Rule of law, Transparency, Consensus orientation, Equity, Effectiveness and efficiency, Accountability* and *Strategic vision*. Graham, Amos and Plumtre (2003) suggested the five principles of good governance (*legitimacy and voice, direction, performance, accountability and fairness*) for the 21st century. Some emphasize *The Principles for Good Governance and Ethical Practice* to contain legal compliance and public disclosure, effective governance, financial oversight, and responsible fundraising.

By and large common to all are accountability, transparency, participation, reliable judicial and legal system and the rest are somehow mutually inclusive. The Twelve Ethical principles in Ethiopian civil Service (Integrity, Loyalty, Transparency, Confidentiality, Honesty, and Accountability, Serving the public interest, Exercising legitimate Authority, Impartiality, Respecting the law, Responsiveness and Exercising leadership) have stemmed from the aforementioned lists of good governance constituents. Decentralization, public-private partnership, and other change management models have been echoed for years. However, the practice on the ground remains an area of study.

But the question could be raised whether good governance as it is now being interpreted would always be functional for the health of democratic institutions. It is possible that some of the requirements of good governance might even conflict with democratic control of government by the body of citizens and accountability. Since good governance is often interpreted in managerial terms, the tendency seems to be to substantially alter the traditional meaning of basic concepts of democratic theory such as citizenship or public interest or accountability to make them compatible with good government strategies.

In the World Bank publication *Governance and Development* (1992), four areas of governance were identified for action -public sector management, accountability, legal infrastructure, information and transparency. The importance of democracy for development and good governance became a part of received wisdom about the developmental state by the 1980s. The political instability which had followed from implementing structural adjustment programs in a number of countries contributed to the revived interest in democracy. The notion of democracy upheld representative liberal democracy including guaranteed rights, rule of law, accountability and participation.

It is significant that democracy was advocated now more for instrumental reasons than for its intrinsic values. Democracy was viewed as a useful precondition for change and not, as modernization theories had earlier suggested a possible consequence of them. It was felt that democratic freedoms might improve the effectiveness of economic management by the state and that democratic states might be more successful in carrying through reforms even when they imposed hardships on sections of the population.

Such practice has made an impact on the tradition of the country's governance. And since 2000 national declaration policies have formed part of a large scale reform of government resulting in the creation of institutional and legal frameworks for urban local government authorities which enabled the formerly marginalized municipalities to function as independent local authorities. The main objective has been to create and strengthen urban local government that will ensure public participation, democratization, and enhanced decentralized service delivery through institutional reforms, capacity building, systems development and training (Ministry of Work and Urban Development, 2007).

Democratic governance using its Plan for Accelerated and Sustainable Development to End Poverty (PASDEP) has given emphasis to continue supporting the enhancement of democratization and improved governance. It recognizes that democracy and good governance are necessary conditions for poverty reduction. To this end PASDEP promotes a more conducive environment to facilitate enhanced degrees of popular participation and increasing mechanisms of accountability, responsiveness and effectiveness of public institutions (MoFED, 2007).

A package of measures is being presented by the government, backed up by international agencies and donor governments, as necessary for efficient and honest administration and efficient administration is perceived as the pre- condition for the success of economic reforms and for political stability. Good governance espouses freedom of information, a strong legal system and efficient administration, backed by political mobilization of the disadvantaged through movements or political parties. Despite the increasingly individualist premises of state theory, representative democracy still provides avenues for public debate on social issues. The emphasis should thus be on strengthening democratic institution rather than by passing them through increased individual or governmental interventions.

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.

### **2.3. Transparency**

It is official business conducted in such a way that substantive and procedural information is available to and broadly understandable by, people and groups in society, subject to reasonable limits protecting security and privacy.

It refers to the availability of information to the general public and clarity about government rules, regulations and decisions. This can be done by enforcing the citizens' right to information. Transparency helps in curbing corruption.

Transparency too rests on a partnership: officials must make information available, and there must be people and groups with reasons and opportunities to put information to use. Chief among those are an independent judiciary and a free, competitive, responsible press, but an active civil society is critical too. Rules and procedures must be open to scrutiny and comprehensible: a transparent government makes it clear what is being done, how and why actions take place, who is involved, and by what standards decisions are made. Then, it demonstrates that it has abided by those standards.

Transparency requires significant resources, may slow down administrative procedures, and may offer more advantages to the well-organized and influential interests than to others. It also has necessary limits: legitimate issues of security and the privacy rights of citizens form two such boundaries. But without it, "good governance" has little meaning.

### **2.4. Accountability**

It means those who rule are answerable to those from whom they derive their authority. This means establishing standards or criteria for judging the performance of public officials.

Procedures requiring officials and those who seek to influence them to follow established rules defining acceptable processes and outcomes, and to demonstrate that they have followed those procedures.

While the language and some of the ideas in these definitions draw upon the Anglo-Saxon tradition, the fundamental concerns they embody—justice and the search for a good life—are universal concerns. These values must be pursued and protected in different ways in various societies. They are interdependent as well: accountability requires transparency, both function

best where laws are sound and widely supported, and the equitable enforcement of those laws raises major questions of accountability and transparency—to cite just a few interconnections.

Accountability is partly a matter of institutional design: formal checks and balances can and should be built into any constitutional architecture. But accountability requires political energy too: people, interest groups, civil society, the courts, the press, and opposition parties must insist that those who govern follow legitimate mandates and explain their actions. The same is true within governments: horizontal accountability (Schedler, Diamond, and Plattner, 1999) depends upon the ability of one part of government to find out—and, where necessary, to stop or correct— what other sectors are doing. Those demanding accountability must be confident that they can do so safely, that officials will respond honestly, and that social needs and demands are taken seriously.

Good Governance is equivalent to purposive, development oriented, citizen friendly, citizen caring, participatory and responsive public management committed to improvement inequality life of the people. Good Governance has become the major buzz word in aid policy and development thinking today. It has a manner in which power is exercised management of country's economic and social resource for the development of the country's economic and social resource for the development.

Good governance is to flow from enhanced accountability within the public sector transparency and openness in decision making, the rule of law and more efficient management. Good governance promotes accountability, transparency, participation, efficiency, effectiveness, equitability and rule of law in public organization at all levels. It also allows for sound and efficient management of human, natural, economic and financial resources for equitable and sustainable development. Moreover under good governance there is clear decision making procedures at the level of public authorities, civil society participation in decision making process and the ability to enforce rights and obligations through legal mechanism. (Global Journal of Political Science and Administration Vol.5, No.3, pp.13-27, June 2017)

Good governance became an essential instrument on development agenda in 1990s and often an integral component of programmers and projects. Awareness of the significance of good governance is also growing in partner countries. The particular value of good governance can be

seen by the fact that its terminology is programmatic and that the concept has proved to be practical and expedient in relation to the function of society and its political system. The UN

Secretary General Kofi Anon describes good governance, the most important factors for development and the elimination of poverty. In this respect, the Millennium declaration represents the most forceful and explicit commitment by the UN members states to date to principles of good governance. Good governance is a key to the achievement of the Millennium Development Goals (MDGs) which present the world for the first time with a compact set of international goals by which to measure poverty reduction human development and environmental protection. The most recent report the UN Millennium project notes a number of positive developments, but also many other ones that give rise to concern and which put the achievement of the MDGs by the year 2015 at risk. It recommends donor countries and their multilateral organizations to choose a poverty reduction based on MDGs and thus to support efforts in developing countries in the form of poverty reduction strategies to achieve the MDGs.

In the bilateral context the MDGs should be formulated as specific operational goals for countries in the frame work of bilateral programmers and the Millennium project report stresses the importance of good governance for achieving the MDGs. (Published by European Centre for Research Training and Development UK ([www.eajournals.org](http://www.eajournals.org)))

Freedom of information legislation, the administrative decisions reviews and administrative appeals processes have created new channels for bringing information on the actions of public servants into the public domain. Public servants are now legally accountable for their actions to institutions other than the Parliament, and can be obliged to explain their actions and justify their decisions to the courts and quasi-judicial bodies.

Traditionally, the primary accountability obligation of public servants is to the government of the day. Ministers are accountable to Parliament for the exercise of ministerial authority, while public servants are accountable to ministers for the exercise of delegated authority. This has had implications for the way in which decisions are made, and for the cost and complexity of the systems and processes that are maintained to support decision-making.

As the model shows, public servants are accountable mostly through a vertical and hierarchical chain, but it does include some horizontal accountability to external review bodies. This

accountability map includes formal processes for reporting to Parliament such as annual reports, portfolio statements, appearances before the Senate committees and the system of performance reporting on programme outcomes.

A number of public service reforms over the last few years have sought to make public servants more responsive to their clients. As is often noted, public servants are now seen as accountable outwards to the public as well as being accountable upwards through the hierarchical chain of managerial command.

The citizen has no power to sanction the public servant other than by refusing to accept the service on offer. The power of the citizen to call the service provider to account is even weaker in the case of government services delivered by an outsourced provider.

Measures of an organization's state of being mindful of the emerging social concerns and priorities of internal and external stakeholders (community, employees, governmental and nongovernmental organizations, management, and owners) it is reflected in the organization's verifiable commitment to certain factors (which may or may not be tied directly to its processes) such as (1) willing compliance with employment, health and hygiene, safety, and environment laws, (2) respect for basic civil and human rights, and (3) betterment of community and surrounding.

## **2.5. Responsiveness**

It means that institutions and processes try to serve all stakeholders within a reasonable time. Effectiveness and efficiency imply that institutions and processes produce results that meet the needs of the society while making the best use of resources at their disposal.

Good quality public services are critical to the lives of citizens, and ensuring their provision is an essential function of government. But governments are not alone in this; experience and evidence built up over a number of decades has shown that citizens and civil society also have important roles to play in improving and delivering public services, and achieving social outcomes. Open government reforms have the potential to improve existing services, and unlock the ideas, knowledge and capacity for new solutions to societal challenges

Open public service reforms are based on the simple idea that public services that are more responsive and accountable to people - and benefit from their insights, ideas, energy and scrutiny - will work better for people. Though designing transformative reforms can be anything but simple, there are plenty of examples of open public service reforms achieving a wide range of benefits for citizens.

A democratic government is a responsive government. At minimum, public officials in a democracy are required to acknowledge people's needs for Basic services and to provide them with opportunities for citizenship (like registering to vote).

## **2.6. Characteristics of Good Governance**

Good governance is said to have following eight characteristics: 1. it is participatory, 2. consensus oriented, 3. accountable, 4. transparent, 5 responsive, 6. effective and efficient, 7. equitable and 8. Inclusive, and follows the rule of law. Of this accountability, Responsiveness and transparency have already been explained above. Consensus-oriented means that in a society, where there are as many opinions as there are actors, it is mediation of different interests to find the best interest of the community and improving public services measures that address the full spectrum of citizen services including health, education, criminal justice, water, electricity, telecommunications and any other relevant service areas, by fostering public service improvement or private sector innovation.”

Equity and inclusiveness call for a society whose well-being depends upon ensuring that all its members feel that they have a stake in it and nobody feels excluded from the mainstream of the society. Finally, rule of law stands for fair legal frameworks that are enforced impartially. This also includes protection of human rights.

## **2.7. Governance in developing revenue and Poverty Reduction**

Good Governance simply means the effectiveness, which government performs its work and promotes the public services. Public service means enforcement law and order, collection of revenue, provision of infrastructures and promotion of human welfare services. Democracy always enhances good governance. Under the guidance of good governance, poverty eradication plan would involve, not only for policy making but government has moral responsibility to intends poverty by improving revenue geration. It is moral duty of government to enhance people participation, ensure accountability, political and economic citizenship rights. Good governance, perhaps the single most important factor in eradicating poverty and promoting development. In addition, democratic governance wants achievement of the Millennium Development Goals, as it providing the enabling environment for the realization of the MDGs and in particular, the elimination of poverty.

Eliminating world poverty, making governance work for the effective states is the development of Federal government. It protects people's right and provides security, economic growth and services like education and health care. There is a broad consensus in the initial donor community that one of the key obstacles to achieving the MDGs is poor governance. Poverty reduction cannot be achieved without a institutional environment policy because it facilitates growth of the nation.

Good governance can enhance capacity building in government for poverty reduction strategies. The main strategies are:

- Political-when we talk of good governance in the context of Ethiopia the need for political reforms occupies the most prominent place.
- Political legitimacy through periodic free and fair election during which results are acceptable to both winners and losers.
- Equality of law-government without privileged to any individual on the basis of tribe, region, race, sex, income and discrimination for any other ground.
- Proper implementation of the policies at the local level.
- Adequate power to the lowest unit of government to enable the people to participate directly in the administration of such bodies by the regional government.

- Ensure people participation in policy making and decision making at the grass-root levels by the federal level.
- Effective formulation and review of public policy to avoid, routine making of ‘plans’, as response to donor pressure or external conditionality’s.

First, government led by privileged elites are more likely to accept formal commitments to the poor that can enhance their legitimacy and international acceptability than to commit domestic resources to meeting the needs for the under privileged.

Second, the higher ‘turnout’ in target setting in Africa may well have been the results of the expectation of the inflow of donor funds should the government demonstrating seriousness in the fight against poverty. Further, survey found that the seriousness with which government took to fight poverty could be determined by the ministry or government department, within which the poverty programme was ‘housed’. The significant of the location, however, does not mean that much funding by the government to poverty reduction. The problem , however, is that reliable statics are not yet available to assess the relationship between effective governance measured in terms of appropriate identifying of pro-poor projects and financing them for poverty reduction i.e., improving the living standards of the poor in terms of food, housing, clothing, education , social security and human rights.

## **2.8. Responsible and respected government in serving the public interest**

Public administrations are a vehicle for expressing the values and preferences of citizens, communities, and society as a whole. Some of these values and preferences are constant; others change as societies evolve. Periodically, one set of values comes to the fore, and its energy transforms the role of government and the practice of public administration.

Recent decades have been marked by tremendous change, both nationally and globally. Not surprisingly, public administrations are in a period of transition. Current practice of public administration draws key strengths from past models: the Classic model, with its emphasis on control and organizational design; the Neo-bureaucratic model, built upon rational decision-making processes; the Institutional model of the 1950s and 1960s, which was deeply rooted in

behavioral sciences; and the Public Choice model, with its reliance on political economy (Denhardt, 2003).

In many ways, public administrations are pushing ahead. With one foot in the past, they are also eager to keep stride with – and indeed anticipate – the rapidly advancing sectors that will shape the future. Thus, the practice of public administration is no longer totally consistent with the Classic theory; nor is it yet supported by a ‘new’ and unifying philosophy.

The public service, as we know it today, owes much to the public administration theory that prevailed at the beginning of the twentieth century including:

- Respect for the rule of law.
- A commitment to serving the public good.
- An expectation that public servants will exhibit integrity, probity and impartiality in serving the public trust.

Today, a growing proportion of the services provided by government are ‘knowledge based’ – i.e. they involve the gathering, processing, analysis and interpretation of information. These services are not repetitive and cannot easily be codified, much less prescribed. They require a high level of discretion. In many instances, the service provided results from the interaction between the service recipient (the citizen) and the public servant providing the service. The quality of the service provided depends on a combination of factors, including the accumulated knowledge, know-how and expertise of the public servant.

Public policies are much more than the simple affirmation of political will – they are the means by which we strive to achieve a desired public policy outcome. In today’s world, the search for the best public policy options often involves an increasingly complex process of interactions inside and outside government. Political will is in no way diminished through this dialogue. The final decision still rests with elected officials who decide whether a new policy is deserving of public support and initiatives deserve to form part of the government agenda. Ergo, the competent professional advice acquired through the broader interaction strengthens political will. Through experience, we have come to see that this approach increases the likelihood of success, reduces the risks of unintended consequences and facilitates implementation.

Public servants play a critical role in this process. They have a fundamental responsibility to contribute to robust policy analysis, to identify viable policy options and to assess the impact of various policy choices. Within these functions, they are called upon to ‘speak truth to power’ and to provide ‘fearless advice’ – thus the role of public servants realizes its true meaning through this interaction with elected officials engaged in the difficult process of policy formulation (Bourgon, 1997).

The public policy role of government is of fundamental importance to the performance of countries and the well-being of citizens. The policy advisory role is one of the most complex and challenging functions performed by a professional, non-partisan public service.

The public policy issues of the twenty-first century are increasingly complex and will require even more interaction including:

- Interactions among public servants in local, national and international organizations – to exchange information and to marshal the best available evidence in support of policy decisions.
- Interactions between public servants and elected officials at all levels – to consider the impact of alternative policy options.
- Interactions between elected officials and citizens who are claiming a larger voice in the policy decisions that will most affect them in the future.

Given the increased demand for accountability across all levels of government, there is a growing need to find a new balance between many conflicting lines of tension:

- Political accountability must be balanced against the growing demand for public scrutiny of the advice and personal actions of public servants.
- Parliamentary accountability for fulfilling the legislated mandate of public agencies and for the use of public funds must be balanced against growing costs (in money and time) associated with the ever-increasing number of controls and reporting requirements of central and oversight agencies.
- Hierarchical accountability must be balanced against shared responsibility for results among departments or across partnerships involving other governmental, non-governmental or community-based organizations.

## **2.9. The New Public Management theory**

The New Public Management (NPM) theory takes its intellectual foundations from Public Choice theory, which looks at government from the standpoint of markets and productivity, and from Managerialism, which focuses on management approaches to achieve productivity gains. At its core, NPM represents a set of ideas, values and practices aimed at emulating private sector practices in the public sector in regarding improving good governance.

NPM has both protagonists (Osborne and Gaebler, 1992; Osborne and Plastrik, 1997) and vehement opponents. It has been criticized for the values it promotes, the disaggregation of the concept of a unified public service and the effects of managerialism on democratic values (Terry, 1993; Carroll and Lynn, 1996).

However, the underlying issues NPM attempts to resolve – some of which had previously been neglected – deserve our careful attention. Three of the most important issues include:

- Citizen-centered services.
- Value for taxpayers' money.
- A responsive public service workforce.

A New Public Administration theory should help us to address these issues from a public sector perspective, based on public sector values.

Citizen-centered services the most fundamental characteristic of the public service should be its commitment to serve citizens in order to advance the public good. A public service true to its mission should be recognized for ongoing improvement of services and for its respect for the citizens it serves. It should be at the leading edge in exploring best practices, and should provide co-ordinate and integrated services among departments and agencies. In addition, it should use the power of modern information and communication technologies to enable citizens to reclaim their democratic institutions and to access government on their own terms and according to their needs. In a word, the public service should put citizens first although we all know that this is not always the case (Bourgon, 1998).

A citizen-centered approach to service delivery does not reduce the role of the citizen to that of a customer or a mere user of government services. Rather, it embraces a fuller recognition and

affirmation of citizens' rights and of the breadth of their interests. A New Public Administration theory should help to reconcile the need for stability with the need to be responsive to citizens' needs and expectations.

A flexible public service workforce to better serve the public interest, government must be able to modernize its role and to respond to the changing needs of citizens. This is particularly true in a new global economy and society. Governments must be able to create new services. At the same time, they need mechanisms to withdraw from activities previously performed. We all know how difficult and how controversial this is, both in the public service and in the court of public opinion.

Public servants are 'especially responsible citizens who are fiduciaries for the citizenry as a whole' (Cooper, 1998). Because of their very special role in society, public servants are awarded special status and special protection. This special status was never intended to frustrate the will of the democratically elected governments or to place the corporatist interest of the public service above the collective interest it must serve. The privileges and protection help to ensure that public servants can withstand political pressures in performing their duties and resist the temptations of corruption. Such protections also enable them to provide 'fearless advice'.

The protection granted to public servants should be commensurate to their risk of being subjected to political influence, which varies considerably depending on their responsibilities and functions. Different countries have taken different approaches to creating a meritorious public service and protecting public servants. The creation, maintenance, and development of a meritorious non-partisan and professional public service does not, in itself, require guaranteed employment for life, guaranteed promotions, or upward mobility based on seniority. Nor should it preclude taking actions against poor performers.

## **CHAPTER THREE**

### **3. METHODOLOGY OF THE STUDY**

#### **3.1. Description and selection of the study area**

This study has been conducted in Gullele sub city, in Addis Ababa city administration. It had a population of 284,865 people among them 137,690 male and the rest 147,175 female and also with a total area of 30.18 sq km and it has ten wereda administrations under a municipality.

#### **3.2. Research Design**

The study is systematically inquire about the implementation of the prevalence of good governance in Gullele sub city. Thus it used a descriptive research design so as to scientifically assess the influence of the independent variable that would special factors on the dependent variable which would ability of in acquiring the needed knowledge, skill and value as well as the intervening variables which was the attitude of stakeholders, the implementation condition and also the involvement /employment of inputs.

#### **3.3. Target population and sample selection**

The study had target populations of 304 public servants of Gulele sub city in ten woredas revenue office and random samples of the clients of these institutions made to be target population.

#### **3.4. Population, Sampling techniques and sample size**

Addis Ababa City Administration has ten Sub Cities, from these ten sub cities the researcher decided to choose Gullele sub city. Gullele sub city has 304 employees in revenue section as a target population. Thus, the study was selected sample size from five woreda's employees in the sub city purposively

The study was undertaken on purposively selected five public woredas' revenue administrations employees (60) out of (304) ten woredas' revenue administration employees. The public sector institutions were selected purposively because of the magnitude and importance of institutions in

serving the community and their relation with diverse stakeholders (accommodating different stakeholders).

Accordingly, the study is employed purposive judgmental sampling technique to choose 60 employees as a samples size out of the target population. For using purposive sampling method the rationale is the reality that purposive sampling technique could address the purpose and objective of the researcher and the raised /set basic research questions to use all staffinformants.

### **3.5. Data Collection Instruments**

In order to collect reliable up-to- date and comprehensive data, the study was employed carefully designed and well prepared data gathering instruments.

Therefore Questionnaire – open –ended and close- ended types of questionnaires were used to collect data from selected samples of wereda administration staffs, Interview- structured and semi Structured interview were conducted with woreda administration service users randomly and Observation- by having had observation manuals, brochures how Good Governance implementation had been conducted.

### **3.6. Methods of data analysis**

Data was collect through questionnaires and had been reorganized in to three main categories based on: Three main good governance indicators used in the study and were analyzed descriptively. Data Collected by using questionnaires were organize, coded, and then analyzed by using different tables under a separate headings and sub-headings in order to facilitate the process detecting errors, omissions. In addition analyze the data and information obtained directly from civil servants and service user respondents. On the basis of data analysis, conclusions have been derived and recommendations were made.

### 3.7. Ethical Consideration

This study had strictly considered the following Ethical points which were

- No need of writing your name.
- None of the responses of respondents had been used other than the purpose of this study.
- None of the replied of respondents had been transferred to a third party.

Table 1: Number of civil servant respondents

Name of the institution	Number of respondents			
	Male	Female	Total	Percentage
Woreda 1	4	8	12	20
Woreda 3	4	8	12	20
Woreda 7	5	7	12	20
Woreda 8	6	6	12	20
Woreda 9	7	5	12	20
TOTAL	26	34	60	100

Table 2:-Number of service seeker respondents

Name of the institution	Number of respondents			
	Male	Female	Total	Percentage
Woreda 1	6	4	10	20
Woreda 3	7	3	10	20
Woreda 7	7	3	10	20
Woreda 8	8	2	10	20
Woreda 9	8	2	10	20
TOTAL	36	14	50	100

## CHAPTER FOUR

### 4. Data Analysis and Interpretation

#### 4.1. Data Analysis of samples

After the data was collected and organized as to its theme, the data analysis and interpretation had been presented. Thus, as fifty two (52) respondents had been able to fill and return back the questionnaire that the return rate was 86.7%.

##### 4.1.1. Questionnaire Analysis

60 questionnaires were distributed to five woredas revenue departments. Out of which the researcher was able to collect 52 questionnaires and the rest were not collected due to various reasons. In addition interview was held with random samples of customers who seek service from the office.

Based on the collected questionnaire the data acquired as follows:

**Table 3:- Personal information about the woreda's civil servants respondents**

No	Description of the respondents	Respondents	
		No	%
1	Sex		
	a. Male	22	42.3%
	b. Female	30	57.7%
	<b>Total</b>	<b>52</b>	<b>100</b>
2	Educational background		
	a. Certificate	8	15.4%
	b. College diploma	16	30.8%
	c. First Degree	22	42.3%
	d. MA/SC	6	11.5%
	<b>Total</b>	<b>52</b>	<b>100</b>

Source: - (own survey 2019)

**Table 4:- Employees’ work experience in the staff**

No	Description of respondents	Male	Female	Total	Respondents in %
1	How long have you worked in the staff?				
	a. Less than a year	3	4	7	13.5
	b. 2 - 5 years	10	15	25	48.1
	c. 5 -10 years	6	11	17	32.7
	d. 11 and above years	1	2	3	5.7
	<b>Total</b>	<b>20</b>	<b>32</b>	<b>52</b>	<b>100</b>

Source: - (own survey, 2019)

Concerned the question “how long have you worked in the staff” 52 of the employee of the offices have been working for less than a year and 48.1% have been working 2 to 5 years and the rest 32.7% have been working for more than 5 years. This shows that most of the workers have stayed for more than a year in the revenue administration. According to the above result we can see that most of the workers have been working in the department for quite long time.

## I. Good Governance in the selected Woredas

Table 5:- Responses of civil servants about good governance to bring efficiency and effectiveness

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
1. Training on good governance is given to the workers.				
1. Strongly Disagree	5	7	12	23.1%
2. Disagree	8	12	20	38.5%
3. Neutral	1	-----	1	1.9 %
4. Agree	7	12	19	36.5 %
5. Strongly agree	----	---	---	----
<b>TOTAL</b>	<b>21</b>	<b>31</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As indicated in Table5, stating about whether trainings are delivered on Good Governance to promote efficiency and effectiveness of civil servants working in public institutions, 23.1% of the respondents said ‘Strongly disagree’, 38.5% of the respondents have been disagreed, the next 1.9% of the respondent is neutral and the last 36.5% respondents have ‘agreed’ . The researcher found that training is not prearranged on good governance adequately to the public servants to egg on efficiency and effectiveness to achieve the targeted goal and objectives of the government revenue.

Whether to know how efficient and effective in providing services for the society one of the Smallest things that an institution should do making to know the people about good governance Knowing prevalence of good governance enables institutions to see their strengths and weaknesses so as to avoid their failures and strengthen their successes. Hence as making customer awareness was one of the ways to assess institutional efficiencies, as indicated in question No.1, the majority 61.6% (38.5+23.1) ensured that the institution have no attention to deliver any training and seminars. The result obtained concerning this issue through questionnaires provided for civil servants was also checked by interviews made with key officials.

One of the respondents said that “The top management of the woreda doesn’t entertain his/her authority on the staff because of different reasons; firstly we don’t touch each other, secondly they always worry about the report what they are going to present in front of their top management.

Customer awareness has high value in governance measurements that most international Organizations like UNDP, WORLD BANK, and others use it as an indicator whenever assessing good governance. Still some others use it as one of the sub indicators in measuring an institution efficiency and effectiveness. Thus, the affirmative responses by the majority (61.6%) clearly show that the existence of lack of awareness about good governance in the institutions.

The following Table 6 shows that civil servant responses for further questions of effectiveness and efficiency provided in the form of Liker type questions.

**Table 6: Responses of civil servants regarding the accessible of information to improve good governance**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
2. The required Information is accessible to residents of the sub city to improve good governance.				
1. Strongly Disagree	-----	8	8	15.3%
2. Disagree	7	13	20	38.5 %
3. Neutral	-----	-----	-----	-----
4. Agree	6	11	17	32.7 %
5. Strongly agree	3	4	7	13.5 %
<b>TOTAL</b>	<b>16</b>	<b>36</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

Regarding availability and access to information in the institutions the respondents responded as follows:

As indicated in Table 6, stating about whether the required information is accessible to residents of the sub city to improve good governance, 15.3% of the respondents said ‘Strongly disagree, 38.5% of the respondents have been disagreed, the next 32.7% of the respondents said ‘agree’ and 13.5% of respondents are strongly agreed the researcher found that: 46.2% ( 32.7+13.5) of the respondents have agreed, but the majority 53.8 % (15.3%+38.5) of the respondents ensured that absence of information to the public/society to improve good governance. The result shows absence of information makes the resident’s refuse to trust the government on its action.

**Table 7: Responses of civil servants regarding the awareness of the service users on good governance**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
3. The service seekers have awareness about good governance.				
1. Strongly Disagree	1	-----	1	1.9%
2. Disagree	6	9	15	28.8%
3. Neutral	2	1	3	5.8%
4. Agree	7	15	22	42.3%
5. Strongly agree	2	9	11	21.2%
<b>TOTAL</b>	<b>18</b>	<b>34</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As indicated in Table 7, stating about whether the service seekers have awareness about good governance:1.9% of the respondents are strongly disagree, 28.8% of the respondents said disagreed, 5.8% of respondents are neutral and the next 42.3% of the respondents said agree and the last 21.2% of respondents are strongly agreed the researcher found that: 63.5% (42.3+21.2) of the respondents have agreed on that the customers have awareness about good governance, but 30.7 % (28.8+1.9) of the respondents have agreed on that no existence of awareness among the users about good governance and 5.8% respondents are cannot answer any. Finally 30.7% respondents need additional exercise to create resident's awareness on good governance.

**Table 8: Responses of civil servants regarding the mechanism which is taken to ensure transparency**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
4. There are clear mechanisms to ensure good governance.				
1. Strongly Disagree	1	6	7	13.4%
2. Disagree	2	7	9	17.3%
3. Neutral	-----	-----	-----	-----
4. Agree	8	16	24	46.2%
5. Strongly agree	4	8	12	23.1%
<b>TOTAL</b>	<b>15</b>	<b>37</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As indicated in Table 8, stating about whether such mechanisms are taken to ensure good governance, 13.4% of the respondents said ‘Strongly disagree, 17.3% of the respondents have been disagreed and the next 46.2% of the respondents said ‘agree’ and the last 23.1% of respondents are strongly agreed the researcher found that: 69.3% (46.2+23.1) of the respondents have agreed on that such mechanism is at hand to the employees. But 30.7 % (13.4+17.3) of the respondents have ensured that there are no clear mechanisms to ensure good governance. To uphold good governance the management makes the service seekers to be participant on the preparation of rule and regulation to run service provision.

**Table 9: Responses of civil servants regarding the awareness of good governance**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
5. The woreda administrations prepare manuals on good governance to aware the community.				
1. Strongly Disagree	6	3	9	17.3%
2. Disagree	3	7	10	19.2%
3. Neutral	2	3	5	9.6%
4. Agree	10	15	25	48.1%
5. Strongly agree	1	2	3	5.8%
<b>TOTAL</b>	<b>22</b>	<b>30</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As indicated in Table 9, stating about whether wereda administrations prepare manuals on good governance to aware the community. 17.3% of the respondents said strongly disagree, 19.2% of the respondents have been disagreed, 9.6% of respondents are neutral and the next 48.1% of the respondents said ‘agree’ and the last 5.8% of respondents are strongly agreed the researcher found that: 53.9% (48.1+5.8) of the respondents have agreed on that the existence of manuals about good governance to aware the community and 36.5 % (17.3+19.2) of the respondents have disagreed on that woreda administrations prepare manuals but 9.6% are neutral. The majority 53.9% respondents’ ensured that the management took action to prepare manuals on the growth of awareness for the community.

**Table 10: Responses of civil servants regarding factors that affect good governance in the sub city of the administration**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
6. No factors inhibiting good governance in the sub city.				
1. Strongly Disagree	3	8	11	21.2%
2. Disagree	4	9	13	25%
3. Neutral	2	2	4	7.7%
4. Agree	7	11	18	34.6%
5. Strongly agree	1	5	6	11.5%
<b>TOTAL</b>	<b>17</b>	<b>35</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As indicated in Table 10, stating about whether factors affecting good governance in the sub city, 21.2% of the respondents strongly disagree, 25% of the respondents said disagree, 7.7% of the respondents are neutral and the next 34.6% of the respondents said ‘agree’ and the last 11.5% of respondents are strongly agreed the researcher found that: 46.1% (34.6+11.5) of the respondents have agreed on that no factors that affect good governance in the sub city, but 46.2 % (21.2+25) of the respondents have ensured that there are some factors that affect good governance in the sub city. Due to the majority 46.2% respondents assured that there are factors (corruptions) violation of laws, programs and policies affecting good governance in the sub city. Therefore manuals, rules and regulation should be obeyed to minimize any obstacles in the running of service provision.

## II. Accountability in the selected Woredas

**Table 11: Responses of civil servants regarding the awareness of accountability in woreda administration**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
1. Woreda administration is working very well towards the improvement of accountability.				
1. Strongly Disagree	5	8	13	25%
2. Disagree	8	11	19	36.5%
3. Neutral	1	----	1	1.9%
4. Agree	6	7	13	25%
5. Strongly agree	3	3	6	11.5%
<b>TOTAL</b>	<b>23</b>	<b>29</b>	<b>52</b>	<b>100</b>

Source :- ( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

Accountability means those who rule is answerable to those from whom they derive their authority. This means establishing standards or criteria for judging the performance of public officials.

As indicated in Table 11, stating about whether, the awareness of accountability in the woreda administration 25% of the respondents are Strongly disagree, 36.5% of the respondents disagreed, 1.9% of the respondents neutral and the next 25% of the respondents said ‘agree’ and the last 11.5% of respondents are strongly agreed the researcher found that: 36.5% (25+11.5) of the respondents’ responses were agreed on that, woreda administration is working well to improve accountability, but the majority 61.5% (25+36.5) of the respondents ensured that woreda administration did not work to improve accountability.

**Table 12: Responses of civil servants regarding with collaborative effort between management and staff to improve accountability**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
2. There is good counseling center or collaborative effort between management and staff to promote accountability.				
1. Strongly Disagree	5	8	13	25%
2. Disagree	7	10	17	32.7%
3. Neutral	1	-----	1	1.9%
4. Agree	5	9	14	26.9%
5. Strongly agree	3	4	7	13.5%
<b>TOTAL</b>	<b>21</b>	<b>31</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As shown in the above Table 12, stating about whether, existence of collaborative effort between management and staff to promote accountability. 25% of the respondents are Strongly disagree, 32.7% of the respondents disagreed and 1.9% of the respondents, neutral and the next 26.9% of the respondents said 'agree' and the last 13.5% of respondents are strongly agreed the researcher found that: 40.4% (26.9+13.5) of the respondents ensured that the existence of collaborative effort between management and staff to advancement of accountability. But the majority 57.7% (25+32.7) of the respondents agreed on that, the absence of collaborative effort between management and staff to advance accountability, and the rest 1.9% of respondents are neutral.

**Table 13: Responses of civil servants regarding with feedback to the staff in their performance of accountability**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
3. The service users are forwarding good feedback to enhance accountability.				
1. Strongly Disagree	2	6	8	15.4%
2. Disagree	6	10	16	30.7%
3. Neutral	2	2	4	7.7%
4. Agree	8	9	17	32.7%
5. Strongly agree	3	4	7	13.5%
<b>TOTAL</b>	<b>21</b>	<b>31</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As indicated in Table 13, stating whether forwarding of good feedback to the staff to enhance accountability. 15.4% of the respondents are Strongly disagree, 30.7% of the respondents disagreed respectively, 7.7% of the respondents, neutral and the next 32.7% of the respondents said 'agree' and the last 13.5% of respondents are strongly agreed the researcher found that: 46.2% (32.7+13.5) of the respondents have agreed on the existence of good feedback to the staff to enhance accountability. But 46.1% (15.4+30.7) of the respondents have agreed on that, there is lack of good feedback to the staff to enhance accountability the rest 7.7% respondents are neutral to say any.

**Table 14: Responses of civil servants regarding with capacity development system in the office to improve accountability**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
4. There is good capacity development system in the office to improve accountability				
1. Strongly Disagree	2	4	6	11.5%
2. Disagree	4	16	20	38.5%
3. Neutral	2	2	4	7.7%
4. Agree	7	9	16	30.8%
5. Strongly agree	2	4	6	11.5%
<b>TOTAL</b>	<b>17</b>	<b>35</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As indicated in Table 14, stating whether there is good capacity development system in the office to improve accountability: 11.5% of the respondents are strongly disagree, 38.5% of the respondents said disagreed, 7.7% of the respondents are neutral and the next 30.8% of the respondents said agree and the last 11.5% of respondents are strongly agreed the researcher found that: 42.3% (30.8+11.5) of the respondents have agreed that the existence of good capacity development system, but the majority 50 % (11.5+38.5) of the respondents ensured that lack of good capacity development system in the office. The rest 7.7% of respondents is neutral to any response.

**Table 15: Responses of civil servants regarding cooperative work between top management and woreda administrators**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
5. The top management of the sub city holds the woreda administration for its actions.				
1. Strongly Disagree	4	16	20	38.5%
2. Disagree	2	4	6	11.5%
3. Neutral	2	2	4	7.7%
4. Agree	2	4	6	11.5%
5. Strongly agree	7	9	16	30.8%
<b>TOTAL</b>	<b>17</b>	<b>35</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As indicated in Table 15, stating whether there is cooperative work between top management of the sub city and woreda administration to improve accountability: 38.5% of the respondents are strongly disagree, 11.5% of the respondents said disagreed, 7.7% of the respondents are neutral and the next 11.5% of the respondents said agree and the last 30.8% of respondents are strongly agreed the researcher found that: 42.3% (11.5+30.8) of the respondents have agreed on that top management of the sub city and woreda administrators are working cooperatively, but 50% (38.5 +11.5) of the respondents have ensured that the two parties are notworking together. The rest 7.7% of respondents is neutral to any response.

**Table 16: Responses of civil servants regarding the potential of accountability of the sub city administration for its action**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
6. The sub city administration is accountable for its action.				
1. Strongly Disagree	4	5	9	17.3%
2. Disagree	7	12	19	36.5%
3. Neutral	-----	2	2	3.8%
4. Agree	6	8	14	26.9%
5. Strongly agree	4	4	8	15.4%
<b>TOTAL</b>	<b>21</b>	<b>31</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned

As indicated in Table 16, stating whether the sub city administration is accountable for its action: 17.3% of the respondents are strongly disagree, 36.5% of the respondents said disagreed, 3.8% of the respondents are neutral and the next 26.9% of the respondents said agree and the last 15.4% of respondents are strongly agreed the researcher found that: 42.3% (26.9+15.4) of the respondents have agreed on that the sub city administration is accountable for its action, but the majority 53.8 % (17.3+36.5) of the respondents have not agreed on that the sub city administration is accountable for its action. The rest 3.8% of respondents is neutral to any response.

### III. Transparency in the selected Woredas

**Table 17: Responses of civil servants regarding with the concept of Transparency**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
1. There is clear information about the objectives and expectations of the service-seekers.				
1, Strongly Disagree	3	3	6	11.5%
2, Disagree	7	9	16	30.8%
3, neutral	-----	-----	-----	-----
4, Agree	10	16	26	50%
5, Strongly agree	1	3	4	7.7%
<b>TOTAL</b>	<b>21</b>	<b>31</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

Transparency rests on a partnership: officials must make information available, and there must be people and groups with reasons and opportunities to put information to use.

As shown in the above table 17, stating about whether , there is adequate transparency in service provision process of the selected Woredas: 11.5% of the respondents said ‘Strongly disagree, 30.8% of the respondents have been disagreed and the next 50% of the respondents said ‘agree’ and the last 7.7% of respondents are strongly agreed the researcher found that: the majority 57.7% (50+7.7) of the respondents have agreed on that there is adequate transparency in service provision of the selected Woredas. But 42.3 % (11.5+30.8) of the respondents have ensured that there is shortage of transparency in service provision in the selected Woredas.

**Table 18: Responses of civil servants regarding with culture of transparency**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
2. The woreda Administration is encourage the culture of transparency.				
1. Strongly Disagree	5	7	12	23.1%
2. Disagree	4	7	11	21.2%
3. Neutral	1	2	3	5.8%
4. Agree	8	12	20	38.5%
5. Strongly agree	2	4	6	11.5%
<b>TOTAL</b>	<b>20</b>	<b>32</b>	<b>52</b>	<b>100</b>

Source :- ( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

Transparency refers to the availability of information to the general public and clarity about government rules, regulations and decisions.

As indicated in Table 18, stating about whether the woreda Administration is encourage the culture of transparency: 23.1% of the respondents are strongly disagree, 21.2% of the respondents said disagreed, 5.8% of the respondents are neutral and the next 38.5% of the respondents said agree and the last 11.5% of respondents are strongly agreed the researcher found that: 50% (38.5+11.5) of the respondents have agreed on that the woreda administration is promote the culture of transparency but 44.3 % (23.1+21.2) of the respondents have disagreed on that: the woreda administration is encourage the culture of transparency the rest5.8% of respondents are neutral to any response.

**Table 19: Responses of civil servants regarding with team spirit among staff and the service user in the promotion of transparency**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
3. There is a good team spirit among staff and the service seeker in the promotion of transparency.				
1. Strongly Disagree	4	4	8	15.4%
2. Disagree	3	9	12	23.1%
3. Neutral	-----	3	3	5.7%
4. Agree	10	12	22	42.3%
5. Strongly agree	3	4	7	13.5%
<b>TOTAL</b>	<b>20</b>	<b>32</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As indicated in Table 19, stating about whether there is a good team spirit among staff and the service seeker in the promotion of transparency: 15.4% of the respondents are strongly disagree, 23.1% of the respondents said disagreed, 5.7% of the respondents are neutral and the next 42.3% of the respondents said agree and the last 13.5% of respondents are strongly agreed the researcher found that: 55.8% (42.3+13.5) of the respondents have agreed on the existence of good team spirit among staff and the service seeker in the promotion of transparency but 38.5 % (15.4+23.1) of the respondents have not agreed on that: there is a good team spirit among staff and the service seeker in the promotion of transparency the rest 5.7% of respondents are neutral to any response.

**Table 20: Responses of civil servants regarding with the transparency and fairness of revenue transaction**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
4. The revenue transaction is transparent and fair to achieve targeted goal and objectives.				
1. Strongly Disagree	3	6	9	17.3%
2. Disagree	5	4	9	17.3%
3. Neutral	-----	3	3	5.8%
4. Agree	12	10	22	42.3%
5. Strongly agree	1	8	9	17.3%
<b>TOTAL</b>	<b>21</b>	<b>31</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As indicated in Table 20, stating about whether the revenue transaction is transparent and fair to achieve targeted goal and objectives: 17.3% of the respondents are strongly disagree, 17.3% of the respondents said disagreed, 5.8% of the respondents are neutral and the next 42.3% of the respondents said agree and the last 17.3% of respondents are strongly agreed the researcher found that: 59.6% (42.3+17.3) of the respondents have agreed on that the revenue transaction is transparent and fair to achieve targeted goal and objectives but 34.6 % (17.3+17.3) of the respondents have disagreed on that: the revenue transaction is transparent and fair to achieve targeted goal and objectives the rest 5.7% of respondents are neutral to any response.

**Table 21: Responses of civil servants regarding the sub city is transparent for every decision on its action**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
5. Mechanisms of customers 'consultation for the implementation of policies and program?				
1. Strongly Disagree	5	6	11	21.2%
2. Disagree	4	9	13	25%
3. Neutral	-----	-----	-----	-----
4. Agree	7	17	24	46.2 %
5. Strongly agree	2	2	4	7.6%
<b>TOTAL</b>	<b>18</b>	<b>34</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As shown in Table 21, stating whether there is transparency in the implementation of policies and program 21.2% of the respondents are strongly disagree, 25% of the respondents said disagreed, and the next 46.2% of the respondents said agree and the last 7.6% of respondents are strongly agreed the researcher found that: 53.8% (46.2+7.6) of the respondents have agreed on that the institutions are transparent on the implementation of policy and program but 46.2 % (21.2+25) of the respondents have ensured that there is the absence of transparency when the implementation of policy and program. And it makes the people refuse to trust the public officials.

**Table 22: Responses of civil servants regarding the role of the administration to create awareness to the service seekers**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
6. The administration makes the clients aware how they collect tax revenue.				
1. Strongly Disagree	2	3	5	9.6%
2. Disagree	5	6	11	21.2%
3. Neutral	----	5	5	9.6%
4. Agree	9	18	27	51.9%
5. Strongly agree	----	4	4	7.7%
<b>TOTAL</b>	<b>16</b>	<b>36</b>	<b>52</b>	<b>100</b>

Source :- ( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As shown in Table 22, stating whether the administration make clients awareness: 9.6% of the respondents are strongly disagree, 21.2% of the respondents said disagreed, 9.6% of the respondents are neutral and the next 51.9% of the respondents said agree and the last 7.7% of respondents are strongly agreed the researcher found that: 59.6% (51.9+7.7) of the respondents have agreed, but 30.8 % (9.6+21.2) of the respondents ensured that the administration did not create awareness to clients how the collection system is made and the rest 9.6% respondents are neutral.

#### IV. Responsiveness to the civil servants

**Table 23: Responses of civil servants regarding responsiveness to the service-seekers**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
1. The Staff members recognize the demands of the service-seekers and address them by providing appropriate Service.				
1. Strongly Disagree	3	4	7	13.5%
2. Disagree	3	9	12	23.1%
3. Neutral	-----	-----	-----	-----
4. Agree	8	15	23	44.2%
5. Strongly agree	4	6	10	19.2%
<b>TOTAL</b>	<b>18</b>	<b>34</b>	<b>52</b>	<b>100</b>

Source :- ( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

Good quality public services are critical to the lives of citizens, and ensuring their provision is an essential function of government.

As shown in Table 23, stating about the recognition of the staff members to the demand of the service seekers 13.5% of the respondents are strongly disagree, 23.1% of the respondents said disagreed, and the next 44.2% of the respondents said agree and the last 19.2% of respondents are strongly agreed the researcher found that: 63.4% (44.2+19.2) of the respondents have agreed. This shows that institutions act better performance in the provision of appropriate service to the public. But 36.6 % (13.5+23.1) of the respondents have ensured that the delay of service provision is common in every institution of the government.

**Table 24: Responses of civil servants regarding with institutional structure**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
2. The institutional structure and processes are designed appropriately to ensure responsiveness.				
1. Strongly Disagree	3	7	10	19.2%
2. Disagree	5	9	14	27%
3. Neutral	1	3	4	7.7%
4. Agree	9	13	22	42.3%
5. Strongly agree	----	2	2	3.8%
<b>TOTAL</b>	<b>18</b>	<b>34</b>	<b>52</b>	<b>100</b>

Source :- ( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As shown in Table 24, stating whether the institutional structure and processes are designed appropriately to ensure responsiveness, 19.2% of the respondents are strongly disagree, 27% of the respondents said disagreed, 7.7% of the respondents are neutral and the next 42.3% of the respondents said agree and the last 3.8% of respondents are strongly agreed the researcher found that: 46.1% (42.3+3.8) of the respondents have agreed, but 46.2 % (19.2+27) of the respondents ensured that the institutional structure and processes are not designed appropriately to ensure responsiveness this implies lack of responsiveness and it leads to conflict between the public and public servants and the rest 9.6% respondents are neutral.

**Table 25: Responses of civil servants regarding with citizens complaints**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
3. Complaints and suggestions of citizens are properly administered by the staff workers.				
1. Strongly Disagree	6	7	13	25%
2. Disagree	5	6	11	21.2%
3. Neutral	-----	-----	-----	----
4. Agree	8	13	21	40.4%
5. Strongly agree	3	4	7	13.5%
<b>TOTAL</b>	<b>22</b>	<b>30</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As shown in the above Table 25, stating whether Complaints and suggestions of citizens are properly administered by the staff workers. 25% of the respondents are strongly disagree, 21.2% of the respondents said disagreed, and the next 40.4% of the respondents said agree and the last 13.5% of respondents are strongly agreed the researcher found that: 53.9% (40.4+13.5) of the respondents have agreed. This shows that the administration have better capacity to administer Complaints and suggestions of citizens but 46.2 % (25+21.2) of the respondents have ensured that Complaints and suggestions of citizens are not administered properly.

**Table 26: Responses of civil servants regarding mechanism of evaluation**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
4. The woreda administration has mechanisms to evaluation and follow-up responsiveness of the staff members.				
1. Strongly Disagree	4	6	10	19.2%
2. Disagree	6	8	14	27%
3. Neutral	-----	-----	----	-----
4. Agree	8	12	20	38.5%
5. Strongly agree	3	5	8	15.3%
<b>TOTAL</b>	<b>21</b>	<b>31</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As shown in the above Table 26, stating whether the woreda administration has mechanisms to evaluation and follow-up responsiveness of the staff members 19.2% of the respondents are strongly disagree, 27% of the respondents said disagreed, and the next 38.5% of the respondents said agree and the last 15.3% of respondents are strongly agreed the researcher found that: the majority 53.8% (38.4+15.3) of the respondents have agreed. But 46.2 % (19.2+27) of the respondents have ensured that the woreda administration has not mechanisms to evaluation and follow-up responsiveness of the staff members. This results to difficulty of coordinating and controlling of the staff members.

**Table 27: Responses of civil servants regarding institutional responsiveness**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
5. Institutions and processes try to serve all stakeholders within a reasonable time.				
1. Strongly Disagree	2	9	11	21.2%
2. Disagree	7	11	18	34.6%
3. Neutral	-----	-----	----	----
4. Agree	10	11	21	40.4%
5. Strongly agree	1	1	2	3.8%
<b>TOTAL</b>	<b>20</b>	<b>32</b>	<b>52</b>	<b>100</b>

Source :- ( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

Institutions and processes try to serve all stakeholders within a reasonable time.

As shown in the above Table 27, stating whether the. Institutions and processes try to serve all stakeholders within a reasonable time 21.2% of the respondents are strongly disagree, 34.6% of the respondents said disagreed, and the next 40.4% of the respondents said agree and the last 3.8% of respondents are strongly agreed the researcher found that: 44.2% (40.4+3.8) of the respondents have agreed. But the majority 55.8 % (21.2+34.6) of the respondents has ensured that the institutions and processes are not tried to serve all stakeholders within a reasonable time. The result shows there is lack of responsiveness in the administration.

**Table 28: Responses of civil servants regarding responsive to basic service to society**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
6. Public officials in a democracy are responsive for Basic services and to provide them with opportunities for citizenship (like registering to vote).				
1. Strongly Disagree	1	4	5	9.6%
2. Disagree	8	15	23	44.2%
3. Neutral	----	----	-----	-----
4. Agree	9	10	19	36.5%
5. Strongly agree	1	4	5	9.6%
<b>TOTAL</b>	<b>19</b>	<b>33</b>	<b>52</b>	<b>100</b>

Source :-( Owen Survey. 2019) \* Total of 52 respondents has been questioned:

As shown in the above Table 28, stating whether the. Public officials in a democracy are responsive for Basic services and to provide them with opportunities for citizenship (like registering to vote). 9.6% of the respondents are strongly disagree, 44.2% of the respondents said disagreed, and the next 36.5% of the respondents said agree and the last 9.6% of respondents are strongly agreed the researcher found that: 46.1% (36.5+9.6) of the respondents have agreed. But 53.8 % (9.6+44.2) of the respondents have disagreed on that the Public officials in a democracy are responsive for Basic services and to provide them with opportunities for citizenship (like registering to vote). The result shows the majority 53.8% indicates that Public officials in a democracy responsiveness is poor.

## II. Service users' views on good governance in selected woredas

**Table 29:- Responses of service seekers in the selected woredas**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
1. How do you explain Complaints and suggestions of citizens are properly administered by the staff workers?				
A. Very Good	3	2	5	10%
B. Good	5	3	8	16%
C. Faire	4	2	6	12%
D. Not good	23	6	29	58%
E. No	1	1	2	4%
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>
2. How much policies and programs are implemented to enhance good governance?				
A. Very Good	---	---	---	---
B. Good	4	2	6	12%
C. Faire	5	2	7	14%
D. Not Good	22	8	30	60%
E. No	5	2	7	14%
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>
3. How do you rate the relationship between the service users and the staff administration?				
A. Very good	2	1	3	6%
B. Good	10	5	15	30%
C. Faire	6	3	9	18%
D. Bad	18	5	23	46%
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>

4. How can you measure the public officials when you getting service from the office?	Male	Female	Frequency	Percentage
A. Very good	2	3	5	10%
B. Good	5	4	9	18%
C. Faire	8	6	14	28%
D. Not good	16	----	16	32%
E. No	5	1	6	12%
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>
5. How much the top management of the sub city holds the woreda administration for its action?	Male	Female	Frequency	Percentage
A. Very good	1	3	4	8%
B. Good	4	6	10	20%
C. Fair	19	1	20	40%
D. Not good	12	4	16	32%
E. No	----	----	----	---
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>

Source: (Own Survey, 2019); \* Total of 50 respondents have been questioned:

The implementation of policies and programs on the ground is one that favors equal and equitable access of resources without discrimination, equal opportunities and treatments to enhance good governance.

As indicated in table 29, the majority of respondents rated 'Not good' (58%) Complaints and suggestions of citizens are properly administered by the staff workers, 'Fair' (60%) implementation of good governance, 'Faire' (46%) communication of the two parties (Service users and Public officials) 'Not good' (32%) delivery of service, and 'Faire' (40%) the integration of the sub city and the woreda administration for its action.

Therefore it can be concluded that good governance in public institutions is poor in order to know their reasons a question was asked as indicated in the, table.

## I. Accountability in the selected Woredas

Table 30:- Responses of service seekers in the selected wordas

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
1. How much accountability is there in the provision of service in the city administration?				
A. Very Good	12	----	12	24%
B. Good	6	3	9	18%
C. Faire	12	8	20	40%
D. Not good	6	3	9	18%
E. No	----	----	----	----
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>
2. To what extent the city administration is accountable for decision of its responsibility?	<b>Male</b>	<b>Female</b>	<b>Frequency</b>	<b>Percentage</b>
A. Very Good	6	4	10	20%
B. Good	17	5	22	44%
C. Faire	11	4	15	30%
D. Not Good	2	1	3	6%
E. No	----	----	---	---
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>
3. What kind of feedback forwarded to the public servants from the service users to enhance accountability?	<b>Male</b>	<b>Female</b>	<b>Frequency</b>	<b>Percentage</b>
A. Very good	6	5	11	22%
B. Good	6	5	11	22%
C. Faire	19	1	20	40%
D. Bad	5	3	8	16%
E. No	---	---	---	---
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>

/Source: (Own Survey, 2019); \* Total of 50 respondents has been questioned

Public servants are now legally accountable for their actions to institutions other than the Parliament, and can be obliged to explain their actions and justify their decisions to the courts and quasi-judicial bodies.

As shown in the above table 30 the majority of respondents rated ‘Faire’ (40%) accountability is there in the provision of service in the city administration, ‘Good’ (44%) the city administration is accountable for decision of its responsibility, ‘Faire’ (40%) feedback forwarded to the public servants from the service users to enhance accountability. So it can conclude that corruption in public institution is common.

## II. Transparency in the selected Woredas

Table 31:- Responses of service seekers in the selected wordas

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
1. In what way you explain the transparency when you getting any service from the office of revenue administration?				
A. Very Good	7	3	10	20%
B. Good	11	4	15	30%
C. Faire	12	5	17	34%
D. Not good	6	2	8	16%
E. No	---	---	---	---
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>
2. To what extent the City Administration is promote the culture of transparency to the public?				
A. Very Good	19	8	27	54%
B. Good	8	3	11	22%
C. Faire	6	2	8	16%
D. Not Good	3	1	4	8%
E. No	----	----	----	----
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>

3. How do you rate the city administration and woreda administration work collaboratively to bring good team spirit among staffs to improve transparency?	<b>Male</b>	<b>Female</b>	<b>Frequency</b>	<b>Percentage</b>
A. Very high	20	6	26	52%
B. High	8	6	14	28%
C. Faire	4	2	6	12%
D. Bad	4	--	4	8%
E. No	---	---	---	---
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>
4. To what extent training is given to the service seekers to promote transparency?	<b>Male</b>	<b>Female</b>	<b>Frequency</b>	<b>Percentage</b>
A. Very good	18	5	23	46%
B. Good	14	2	16	32%
C. Faire	2	1	3	6%
D. Not good	2	6	8	16%
E. No	----	----	----	----
<b>Male</b>	<b>Female</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Male</b>

/Source: (Own Survey, 2019); \* Total of 50 respondents has been questioned

One of the responsibilities of public institutions as far as employment of workers is concerned is making announcements simpler, clear and easily understood when imposing taxes which are notified either publicly or in the institutions. The matter of making vacancies simple, clear and easily understood is directly or indirectly related to good governance. AS a result concluded in the above table 31 that ‘Faire’ (34%) getting any service from the office of revenue administration,’ Very Good’ (54%) promotion the culture of transparency to the public, ‘Very high’ (52%) the city administration and woreda administration work collaboratively to bring good team spirit among staffs to improve transparency, ‘Very good’ (46%) training is given to the service seekers to promote transparency. Accordingly (52%) and (54%) of the respondents confirmed respectively that the existence of transparency and it indicates the city administration has better performance in the promotion of transparency.

### III. Responsiveness to the service-seekers

**Table 32: Responses of service seekers in the selected wordas**

Description of the respondents	Respondents			
	Male	Female	Frequency	Percentage
1. How can you determine the responsiveness of an institution?				
A. Very Good	7	3	10	20%
B. Good	8	4	12	24%
C. Faire	6	5	11	22%
D. Not good	15	2	17	34%
E. No	----	----	----	----
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>
2. Rate the institutional structure and processes are designed appropriately to ensure responsiveness?				
A. Very Good	3	2	5	10%
B. Good	6	4	10	20%
C. Faire	12	3	15	30%
D. Not Good	10	4	14	28%
E. No	5	1	6	12%
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>
3. How much Staff members recognize the demands of the service-seekers and address them by providing appropriate Service?				
A. Very good	8	3	11	22%
B. Good	6	3	9	18%
C. Faire	6	4	10	20%
D. Bad	16	4	20	40%
E. No	----	----	----	----
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>100</b>

Source: (Own Survey, 2019); \* Total of 50 respondents has been questioned:

A number of public service reforms over the last few years have sought to make public servants more responsive to their clients.

The most fundamental characteristic of the public service should be its commitment to serve citizens in order to advance the public good. A public service true to its mission should be recognized for ongoing improvement of services and for its respect for the citizens it serves.

*Based on the above table 32: 'Not good' (34%)* the responsiveness of an institution, 'Faire' (30%) institutional structure and processes are designed appropriately to ensure responsiveness, 'Bad' (40%) the recognition to the demands of the service-seekers and address them by providing appropriate Service by the staff members. The result shows that responsiveness in public institutions is poor.

# CHAPTER FIVE

## 5. Summary, Conclusion and Recommendation

### 5.1. SUMMARY OF THE FINDINGS

Although all of the institutions have not failed fully to achieve all of the operational questions and interviews prepared based on the assessment of the prevalence of good governance sub indices, in some those are found effective and in other indices they were found poor. As far as the service seekers have awareness about good governance on table 7, 63.5% (42.3+21.2) of the respondents have agreed on that the creation of awareness about good governance among the workers and the service users.

Table 8 69.3(46.2+23.1) the existence of clear mechanisms to ensure good governance, and table 9 53.9 (48.1+5.8) the preparation of manuals on good governance to aware the community indicates good performance of the institution.

Regarding section two accountability in the institution there is lack of counseling center or collaborative effort between management and staff to promote accountability. ‘The upper level management doesn’t know what lower officials doing on the ground more over the management of the words doesn’t entertain His /Her authority on the staff because of different reasons: firstly, the workers doesn’t touch each other, second, the management always worry about the report when they are going to present in front of their top management’.

As far as citizen consultation before implementation of programs and policies is concerned, institutions have poor record in the research finding. Based on the result obtained from both service users and civil servants institutions’ achievement is poor on the issue (Table21). And (Table 27) on the question Institutions and processes try to serve all stakeholders within a reasonable time.

Based on the research finding customers proved that they could easily provide their suggestions, questions, comments and complaints for their service provider institutions without any difficulties, however, the research has found institutions failing to give immediate solutions for the complaints and questions provided. But this does not mean that intuitions nature of

accommodating complaints, suggestions, comments and questions is poor because the number of respondents complaining is small which implies better performance of institutions in this direction.

In general 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, to know *Principles for Good Governance and Ethical Practice* to contain legal compliance and public disclosure, effective governance, financial oversight, and responsible fundraising. 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 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.

## **5.2. CONCLUSIONS**

Results of this study show that, institutions assessed have not been perfectly effective in any of the three good governance indicators used in the study. Instead they were found effective in some of the sub indices of the indicators and ineffective in some other sub indices of the indicators. Therefore in order to avoid generalization by simply using indicators for conclusion, the study has drawn its conclusion focusing on specific sub indices of the indicators used. In addition, in the conclusions and recommendations focus has been given to the weak side of institutions.

As they are directly representing the society, Civil Society and Community Based Organizations have strong contributions in building good governance. However, poor achievements are observed on part of institutions in accommodating them. This greatly affects the overall performance of the institutions and leads them to score weak institutional achievements. In addition, poor performance of institutions in cooperating with CBOs and CSOs has the influence of weakening the organization and prevent the contribution they have in good governance building process.

In general those described as successes and failures of public institutions based on the three good governance indicators have their own positive and negative effects. Successes described by the study promote institutional performances, ensure productivity of institutions creates benefit for the society and facilitates the build-up of good governance in public institutions.

### **5.3. RECOMMENDATIONS**

Civil Society and Community Based Organizations are among the most relevant stakeholders that must be given place in the process of good governance building because as they directly represent the society they can strongly contribute to building of good governance. However, poor achievements were observed on the part of institutions in accommodating the important stakeholders. Thus, preparing clear frame works and its correct implementation will enable to realize the desired role of Civil Society and Community Based Organizations in public institutions.

Rule of law according the FDRE constitution is one of the highest democratic practices in the country and it is expected that all members of the country should be under the law.

Especially government institutions need to be abided by the laws of the country. Thus, corrections in these issues are highly relevant for institutions.

Institutions in any of their activities are expected to be active and promote accountability which is necessary both for the users and the institution. Hence institutions should correct delaying and prolonging processes while serving the society or user understanding that customers are hurting and good governance is very much an administrative practice in a modern society and need to be aware of concerning their efficiency in providing services so as to increase degree of confidence (trust) of the users. The services being totally independent from political influence encourage users. One the most important things that institutions expected to achieve is the establishment of procedures to follow up the implementation of anti corruption policy.

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## **Appendix 01**

Addis Ababa University

College of Business and Economics

Department of Public Administration and Development Management

### **Masters in Public Management and Policy**

#### **Questionnaire for Staff of Gullele sub city Woreda 1, 3, 7, 8, and 9 on the Revenue Section**

This questionnaire is designed to request information for purely academic purpose .This is to enable the researcher, Mulugeta Moges a graduate program student at Addis Ababa University.

Department of public Administration and Development Management to complete his thesis on the topic to assess: The Prevalence of Good Governance (transparency, Responsiveness and Accountability) on Revenue, in the Public sector: in the case of Gullele sub city of Addis Ababa City Administration. In Pursuance of Masters of Public Administration and Development Management. I would like to thank you in advance for your co-operation and for generous time , honest and prompt responses .The data you provide are believed to have a great value for the success of this research. I confirm you that all data will be used for academic purpose and analyzed anonymously through the authorization of the university. As a result you are not exposed to any harm, because of the information you provide. Finally this research is to be evaluated in terms of its contribution to our insight about Good Governance Focusing on (Transparency, Responsiveness and Accountability) in the study area in particular.

#### **General Instruction:**

- No need of writing your name.
- In all Cases where answer options are available please tick ( ✓ )
- For scale typed questions please encircle your preferred level of agreement.

Thank you in advance for your honest co-operation!!

**PART I: Demographic Information (please put “√ ” inside the box)**

1. Sex:    A. Male                          B. Female   

2. Age:    \_\_\_\_\_

3. Educational Level:

A. Certificate                          C. First Degree                          E. PhD   

B. Diploma                          D. MA/SC   

4. Please indicate your position in the staff: \_\_\_\_\_

5. Work Experience (in year):

A. <1 year        C. 5-10 years   

B. 1-5 years        D. 11 and above years   

**PART II: Please put (√) your level of opinion for each given statement using the following scales: 1= strongly disagree    2= Disagree    3= Neutral  
4= Agree    5= strongly agree**

I	Good Governance in the selected Woredas	Measurement Scale				
		1	2	3	4	5
1	Training on good governance is given to the workers.					
2	The required information is accessible to residents of the Sub City.					
3	The service users have awareness about good governance					
4	There are clear mechanisms to ensure transparency					
5	The woreda administrations prepare manuals on good governance to aware the community.					
6	No factors inhibiting good governance in the sub city.					

II	Accountability in the selected Woredas	Measurement Scale				
		1	2	3	4	5
1	Woreda administration is working very well towards the improvement of accountability.					
2	There is good counseling center or collaborative effort between management and staff to promote accountability.					
3	The service users are forwarding good feedback to the staff to enhance accountability.					
4	There is good capacity development system in the office to improve accountability.					
5	The top management of the sub city holds the woreda administration for its action.					
6	The sub city administration is accountable for its action.					

What are the problems related to accountability in your organization?

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What mechanisms should be employed by the Sub City to ensure accountability?

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III	Transparency in the selected Woredas	Measurement Scale				
		0	1	2	3	4
1	There is clear information about the objectives and expectations of the service-seekers					
2	The woreda Administration is encourage the culture of transparency.					
3	There is a good team spirit among staff and the service user in the promotion of transparency.					
4	The revenue transaction is transparent and fair to achieve targeted goal and objectives.					
5	There are mechanisms of customers' consultation for the implementation of policies and program?					
6	The administration makes the clients aware how they collect tax revenue.					

What are the major problems related to transparency in the Woreda administration?

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What measures should be taken to promote transparency in the sub city?

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IV	Responsiveness to the service-seekers	Measurement Scale				
		0	1	2	3	4
1	The Staff members recognize the demands of the service-seekers and address them by providing appropriate Service					
2	The institutional structure and processes are designed appropriately to ensure responsiveness					
3	Complaints and suggestions of citizens are properly administered by the staff workers.					
4	The woreda administration has mechanisms to evaluation and follow-up responsiveness of the staff members					
5	Institutions and processes try to serve all stakeholders within a reasonable time.					
6	Public officials in a democracy are responsive for Basic services and to provide them with opportunities for citizenship (like registering to vote).					

To what extent the Sub City administration is responsive to public interests and demands?

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What mechanism should be used to improve the responsiveness of the Woreda administration to the service-seekers?

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## Appendix 02

Addis Ababa University

College of Business and Economics

Department of Public Administration and Development Management

### Masters in Public Management and Policy

#### Questionnaire for the service users

##### PART I: Demographic Information

1. Sex:        Male                       Female
2. Age: \_\_\_\_\_
3. Educational Level: \_\_\_\_\_
4. Type of service received: \_\_\_\_\_
5. Number of years of service received: \_\_\_\_\_

##### PART II. Main Issues

1. How do you explain Complaints and suggestions of citizens are properly administered by the staff workers?

- A. Very good     B. Good     C. Faire     D. Not good     E. No

2. How much policies and programs are implemented to enhance good governance?

- A. Very good     B. Good     C. Faire     D. Not good     E. No

3. How do you rate the relationship between the service users and the staff administration?

- A. Very good     B. Good     C. Faire     D. Not good

4. How can you major the public officials when you getting service from the office?

A. Very good  B. Good  C. Faire  D. Bad

5. How much the top management of the sub city holds the woreda administration for its action?

A. Very good  B. Good  C. Faire  D. Not good

6. How much accountability is there in the provision of service in the city administration?

A. Very good  B. Good  C. Faire  D. Not good

7. To what extent the city administration is accountable for decision of its responsibility?

A. Very good  B. Good  C. Faire  D. Not good  E. No

8. What kind of feedback forwarded to the public servants from the service users to enhance accountability?

A. Very good  B. Good  C. Faire  D. Not good  E. No

9. In what way you explain the transparency when you getting any service from the office of revenue administration?

A. Very good  B. Good  C. Faire  D. Bad  E. No

10. To what extent the City Administration is promote the culture of transparency to the public?

A. Very good  B. Good  C. Faire  D. Not good  E. No

11. How do you rate the city administration and woreda administration work collaboratively to bring good team spirit among staffs to improve transparency?

A. Very high  B. High  C. Faire  D. Bad  E. No

12. To what extent training is given to the service seekers to promote transparency?

A. Very good  B. Good  C. Faire  D. Not good  E. No

13. How can you determine the responsiveness of the institution?

A. Very good  B. Good  C. Faire  D. Not good  E. No

14. Rate the institutional structure and processes are designed appropriately to ensure responsiveness?

A. Very good  B, Good  C. Faire  D. Not good  E. No

15. How much Staff members recognize the demands of the service-seekers and address them by providing appropriate Service?

A. Very good  B. Good  C. Faire  D. Not good  E. No