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AN ASSESSMENT OF CHALLENGES OF URBAN GOOD
GOVERNANCE: THE CASE OF FITCHE TOWN
ADMINISTRATION

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A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF ARTS IN PUBLIC MANAGEMENT AND POLICY

COLLEGE OF BUSINESS AND ECONOMICS

ADDIS ABABA UNIVERSITY

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OCTOBER, 2017

ADDIS ABABA, ETHIOPIA

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APPROVALS

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Letter of Certification

This to certify that **Teferi Zeleke Sime** has carried out his thesis work on the topic entitled “**An Assessment of challenges of urban Good Governance: The case of Fitch town Administration**” under my guidance and supervision. Accordingly, I here assure that his work is appropriate and standard enough to be submitted for the award of Master of Arts in Public Management and Policy.

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DECLARATIONS

I, **Teferi Zeleke Sime**, Registration/ID Number **GSE/0737/08**, do here by declare that this Thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of a degree in any other university or institution.

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ACKNOWLEDGEMENT

Primarily, I am very glad to express my sincere gratitude and appreciation to my advisor Dr. Mulugeta Abebe who provided me genuine, professional and constructive guidance and continuous encouragement to complete my thesis.

I would like to express my heartfelt appreciation to Mahaillet Hailu my beloved wife and to my children and my brother for their initiation, courage, support and help to work hard throughout my studies for the last two years.

I'm also indebted to thanks all my friends for their moral supports, initiation and encouragement for the success of this paper specially Asmera Gizew, Dadi Habtamu, Korsu Beka, Ermias Namomsa, Tihun Gessese and Abraham Tena.

My gratitude also goes to Fitch Town of civil servants of the Municipality, and Trade and Market Development as well as their customers for their support which I could have successfully completed this study, and all respondents who participated in providing the necessary data for this study.

God bless you all!

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ACRONYMS

ADB:	African Development Bank
AGF:	Africa Governance Forum
AGGN:	African Good Governance Network
AGOA:	African Growth and Opportunity Act
APRM:	African Peer Review Mechanism
CSRP:	Civil Service Reform Program
CSGGFT:	Civil Service and Good Governance of Fitch Town
GTP 2:	Growth Transformation plan 2
MDGs:	Millennium Development Organization Goals
M	Mean
MOFED:	Ministry Of Financial Economic Development
NGOs:	Non-Governmental Organizations
OPM:	Office for Public Management
SADC:	Southern African Development Community
SD	Standard Division
SDPRP:	Sustainable Development and Poverty Reduction Program
SSA;	Sub Saharan Africa
TICAD:	Tokyo International Conference on Africa Development
UNCED:	United Nations Conference on Environment and Development
UNCHS	United Nations Habitat
UNDP:	United Nations Development Programme
UNESCAP:	United Nations Economic and Social Council for Asia and Pacific
UNDESA:	United Nations Department of Economic and Social Affairs
UNECA:	United Nations for Economic Commission in Africa
WB:	World Bank
WGI:	Worldwide Governance Indicators

ABSTRACT

The study aimed at assessing the practice and the challenges of good governance through the approaches of the implementation of accountability and transparency in the selected public sectors of fitche town administration particularly municipality, and trade and market development offices. Descriptive survey design by using mixed approach (quantitative and qualitative sequentially) was used to accomplish the objective of the study. The respondents of the study were selected using simple random sampling and convenience technique. In all 96 sample employees were asked to fill the questionnaire and 92 were responded and used for analysis. Also 24 customers from the two selected offices were participated in the study through interview. The data collected from participants of the study were analyzed through descriptive statistical tools such as frequency, percentage, mean, and standard deviation. The result of the study was presented using charts, graphs and tables. The study revealed that poor practice of implementing accountability and transparency. It was also found that lack of capacity, weak low enforcement, malfunction with corruption, lack of commitment and awareness were identified as challenges of good governance. Therefore, the study recommended that the studied sectors should mainly focus on the effectiveness of accountability and transparency. In addition the sectors should promote effective good governance through minimizing the influence of the identified challenges of good governance in the public sectors of the town.

Key words: Good governance, Accountability, Transparency, Challenges.

CHAPTER ONE

1. Introduction

1.1 Background of the Study

The issue of governance is first raised in 1989 in the World Bank report evaluating ten years of structural adjustment lending experience (World Bank, 1989). In the early twentieth century, the concept of governance had been dealt with Max Weber in the functions of bureaucracy, without necessarily using or defining the term of governance. And then, the idea of new paradigm shift from Public administration to new management and to governance agenda were come to the World (World Bank, 1989). Governance is not similarly implemented in different countries; rather it is dissimilar level of implementation in different countries. To reconciling these issues, most writers assigned that the word 'good or bad' should be added on governance (good governance) to show its implementation varies or ranks. Some forms of governance are definitely better than others; therefore some literature is growing up around the concept of good governance (Plumptre.T & Graham.J., 1999).

Good governance is not only deal about a mode of polity, a procedural arrangement, but a holistic and consequential variable. Governments (State), private and social organizations like civil organization are including (UNDP, 1997). Good governance is dealing about engendering public welfare and promoting the greatest happiness for the greatest number of people (SOLOMON.E, 2006). In good governance process, a set of relationships and mutual interaction where take place in order to make desirable choices for the citizens. It involves the mechanisms, processes, and institutions that individual citizens, groups and societies utilize in joint decision-making and implementation, and in expressing their interest and in fulfilling their obligations as well as solving conflicts (African G .R, 2005). The Practice of good governances is based on different principles implantation: such as accountability, transparency and the like. Those principles have not well implemented in different countries of the world, mostly in developing countries. In those countries, good governance has characterized by poor practice of accountability, transparency, responsiveness, efficiency and effectiveness, poor handling of corruptions, poor control of public funds and high abuses of human rights.

According to IIAG (2007- 2015), measuring the world governance, African good governance overall were measuring show in low - medium percents of performances. In this case, by 2015 the majorities of African citizens (83%) live in the countries were living in low – medium performance in overall good governance, but some are on progress. Although the implementation of good governance is very important in all countries of Sub-Saharan Africa, there is highly challenging in order to successfully implementing. However, good governance in developing countries like African countries are mostly targeted to reducing poverty, corruption and rent sinking as well assuring political stability of the countries.

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

Accordingly, in generally the Regional State of Oromia, and particularly in local (urban) governance of Fitcha town were facing with the similar challenges. This is why more efforts are needed to make local authorities more transparent, accountable and efficient in their response to the needs or interest of the people (Abuhay, 2015). Likewise, from the researcher's pre assessment and observation – main challenges of good governance of the selected sectors were poor implementation of the principles of good governance. This is due to lack of capacity and commitment of leadership and employment, budget, limited participation of citizens, corruption, rent-seeking, problem of patronages (system of appointing leader based on the party trustee); and poor of law/code enforcement and the like..

This is why the researcher motivated to assess the challenges of good governance only by emphasizing the two pillars of good governance principles: accountability and transparency. Since dimension of governance is bulky, It is difficult and beyond the capacity of the researcher to cover all those aspects of governance in this study. So the study was tried to assess the practice and challenges of good governance principles in the selected public sectors of Fitcha

town administration: municipality, and trade and market development offices. Finally, the finding recommended on the way how the challenges would have been improving.

1.2. Background of the study Area

The study was conducted at Fitcha Town; North Shewa Zone(Selele), Oromia Regional State, Ethiopia. The Town is located at the latitude and longitude of 9.50°N 36.3°E/ 9.08°N 36.6°E to North west of Addis Ababa on the distance of 112 Km away from capital city of the country along the way of Gojam. It has formally well-structured 25 public Sectors including 4 kebeles (CSGGFTA, 2016) and have a total population of 70,000 (Communication Bureau-census, 2016). The climate condition is conducive for both crop and livestock production. The annual average rainfall is 1800 mm and an elevation of 2,088 meters above sea level. The annual average temperature is 21°C (NMSA 2011). There are four seasons of which two of the are rainy seasons, namely the kiremt and Belg.

1.3. Statement of the problem

Good governance is a means to achieve human rights, economic growth and development, effective and efficient service delivery to the public, and fighting corruption (Grindle, 2005; Gisselquist & Vries, 2013). Civil service organizations have to give much attention to their customers by working on their demand, developing strategies and systems that help to meet or exceed citizens' expectation, giving much time to their compliance; results for public satisfaction via effective good governance. In the absence of good governance, no one can claim to enjoy the fruits it, rather it is considered as bad governance (Grindle, 2004). Moreover Girdle argues that the agenda of good governance is unrealistically long and growing longer over time. Among the multitude of governance reforms that must be done, there is little guidance about "what is essential and what is not, what should come first and what should follow, what can be achieved in the short term and what can only be achieved over the longer term, what is feasible and what is not."

Some researchers argue that the practices of good governance at grass root level were not determined by the theoretical existence of institutions and good governance principles. But by the existence and practical implementation of these principles of good governance with strong

capacity, commitment of leadership and emplacements that fights corruption and rent seeking activities (Mardiasmo, 2008). Because, if all the principles of good governance that notified on the board in front of each public sectors, by articulating with others issues like regulatory had effectively implemented, the challenges of good governance should minimized or solved. As some literatures and empirical reviews pointed out, the issues of good governance have been more challenging at lower tiers of government for effective and efficient service provision as well as service delivery, nevertheless, the issue of good governance is not well researched at city administration/local government structure (Adisalem, 2014; Abrha, 2016 & Abuhay T. , 2015).

In this case, like any other African countries, Ethiopia has faced with a number of challenges of democracy and good governance practices on implementation of the indicators of good governance (Abuhay T. , 2015). This is mainly because of varied constraints in the process of putting the principles of good governance into practice particularly at the levels of the local governments (Mathewos, 2015). Most researches undertook so far in Ethiopia with regard to good governance in local level did not take in to account the key principles of good governance (Abrha, 2016). As a result the existing practice of good governance in Ethiopia is unsatisfactory. Accordingly, in Oromia regional state, at Fitch town administration of municipality, and trade and market development were similar challenges on the effectiveness of implementation of good governance's principles.

More over the researcher observe and made a preliminary assessment via orally interviews and review of some customers' comments, from community review meeting and civil servants' 'gimgama' with members of leading party leaders, the main challenges of good governance in the town administration were poor implementation of good governance principles. Accountability and transparency were taken a lion share in the public sectors. With regard to this the practice of rent seeking, corruption, discriminatory application for individual benefit, poor implementation of regulatory, lack of filling the positions with qualified, patronage based practice, lack of budget, lack of conducive environment for civil servants have seen widely in the sectors. Among those, the sectors which those problems shine out were the municipality, and trade and market development offices found at forefront position. For this reason, complain has been rising from the customers repeatedly on the public trust and satisfaction during service providing and delivering.

However no researches **can be** conducted on the area that deals with the issue of ‘good governance’ before, some related studies but different in variable or dimensions have been conducted by different researchers in/out of Regional State and country. For example Mathewos T.(2015) was conducted on an assessment of the Challenges and Prospects of Good Governance in general in the municipalities of Gedeo Zone, by employed employees and managers. Another study by Diana Saparniene (2012), that conducted on the general implementation of good governance principles in local self-government - municipality of Siauliai city, Lithuania, was also employed only the experts of the municipality. Thus, the researchers were used only one side actors. In spite of its complexity of good governance, using general approach and only one side actors - the researcher might not have got full evidence to reach the goal of the objective. In this case, there is a research gap on **dealing** good governance **implantation** with (tool) dimension of code enforcement, capacity and corruption with a limited principles rather than general.

Hence, disparately to the above studied, this study deals with challenges of good governance by using two sides of actors – customers and civil servants as target population. On the other hand, this study apart from the above researchers deals with the practice and challenges of transparency and accountability in public sectors. This used to associate the above **this** research gap.

Having the above indicators and awareness in mind, the researcher was highly initiated and motivated to undertake a research on the assessment of challenges of good governance in the two selected public sectors of Fitch town administration: municipality, and trade and market development offices. Because the two selected public sectors are found at front line of rendering urban public service; **fatherly** they are linked in either directly or indirectly for many services with the customers. So, the selected sectors were possible to represent the rest offices of the sectors because of their homogeneity characteristics. **Primary and secondary data were used through the research design of qualitative and quantitative sequentially.**

Finally, the aim of this research **was, to** assess the challenges on the implementation of good governance principles which are prevalent in public institutions of Fitch town administration and tried to identify the challenges and recommend a possible ways of addressing these challenges.

1.3.1. Research questions

The study tried to answer the following basic research questions;

- i. **What are the practice of good governance principles in the public sectors of** municipality, and trade and market development sectors in fische town?
- ii. What are the major challenges that hinder the practice or implementation of good governance principles: accountability and transparency in the municipality, and trade and market development sectors?
- iii. How the challenges of good governance principles: accountability and transparency in the public sectors of Fitchetown Administration can be addressed?

1.4. Objectives of the Study

1.4.1. General objective of the study

The general objective of the study was tried to assess the practice and challenges of good governance in the public sectors of Fitchetown administration; and to recommend the possible way of addressing the finding challenges.

1.4.2. Specific Objectives of the Study

- i. To assess the practice/implementation of accountability and transparency in municipality, and trade and market development of fitchetown administration;
- ii. To assess the main challenges that hinder the accountability and transparency has not been adequately implemented in the municipality, and trade and market development of the town;
- iii. To indicate the way how to addressing the challenges of good governance in the public sectors of Fitchetown Administration through effective implementation of accountability and transparency.

1.5. Research Methodology

Research methodology is a science of studying how research is done scientifically and it is a way to systematically solve the research problem. According to Kothari (2004), research methodology deals with the logic behind the methods we use in the context of our research study. Research methods do constitute a part of the research methodology. Research techniques refer to the behavior and instruments we use in performing research operations such as making observations, recording data, techniques of processing data and the like (Kothari, 2004).

Accordingly, the study applied the method approach or research design to address the aim of the research objectives and to answer the question of the research, regarding to the challenges of good governance in selective public sectors of Fitcha town administration.

1.5.1. Research Design

A research design was the arrangement of conditions for collection and analysis of data in a manner that aimed to combine relevance to the research purpose with economy in procedure; and it is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004). For the validity and reliability of information, researchers' biasness is avoided through carefully and judgmental selection of samples. In this case, the researcher was used both quantitative and qualitative in sequentially. In this way, researcher first conducts quantitative and analyzes the results, and then builds on the results to explain them in more detail with qualitative research. It is considered sequential because the initial quantitative phase is followed by the qualitative phase. This type of design is popular in fields with a strong quantitative orientation (Creswell, 2014).

There were sequentially used quantitative and qualitative of mixed method sampling procedures throughout the social and behavioral sciences (Teddlie, 2007). The methodology results from the quantitative strand influenced the methodology subsequently employed in the qualitative strand.

In this study, the qualitative strand was used as a subsample of the quantitative sample. Therefore, first for the purpose of qualitative data source (for interviewees) with customers of the two sectors, were employed through **convenience sampling methods until saturation**. This sample selection process was continued the person interviewed at random until your required

sample size has been reached at saturation. So for research, at where researcher's aimed to understand commonalities within a fairly homogenous group, 12 in- interviews should be sufficient (Saunders & Lewis, 2009). In this case, the researcher was conducted with 12 interviewees from municipality and 12 interviewees from trade and market development, totally 24 interviewees from the costumers of the two of the offices. First, for the purpose of quantitative data source (questionnaires), the researcher purposively selected the two sectors of the town civil servants which was a very much sensitive in providing services for the community of the town administration.

1.5.2. Population, Sample Size and Sampling Techniques

1.5.2.1. Population of the Study

According to Brink & Van Der Walt (2009), target population refers to the total number of people or objects which are of interest in terms of data collection. In other words, research population is that category of persons that meets the criteria in which the researcher is interested in studying. Furthermore, Fox & Bayat(2011),define population as the object of research and consists, among others, of individuals, groups, organizations, human products and events or the conditions to which they are exposed; and note that population is the full set of cases from which samples are taken, and in research these cases need not necessarily be people.

The target population of this study was both customers and employees of the two selected sectors: municipality, and trade and market development of Fitch town administration. The reason why this populations targeted were the researcher's high expectation to having the good information concerning to the challenges on the implementation of good governance principles in the public sectors of the town. In addition to this the costumers were the key actors; and civil servants were the implementers of the principles of good governance and others government regulatory. Thus, for the purpose of this study, municipality, and trade and market development offices were purposively selected from town public sectors, because they are found at the front line of rendering public service and construct with the burn issues of the urban good governance.

Therefore, 65 employees form municipality and 63 employees from trade and market development that total 128 of the town administration were taken as population of the study.

1.5.2.2. Sample Size

Size of the sample refers to the number of items to be selected from the universe to constitute a sample (Kothari, 2004). The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility. Thus, the study was drawn sample from all permanent employees of the selected sectors. Accordingly, in order to decide the participant of the study, the following formula of Kothari (2004) was used **to calculate sample size**.

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 (N - 1) + z^2 \cdot p \cdot q}$$

Where n= sample size

N: Population

Z α /2: normal reduced variable at 0.05 level of significance z is 1.96

P: population reliability (or frequency estimated for a sample of size n), where p is 0.5

q = 1-p

e: acceptable error considered is 5 % for this study.

Thus,

$$n = \frac{(1.96)^2 * 0.5 * 0.5 * 128}{(0.05)^2(128-1) + (1.96)^2 * 0.5 * 0.5}$$

n = 122.9312

$$\sqrt{1.2779}$$

n = 96

Therefore, the sample size of the study was 96 employees' and 24 customers. In all 120 respondents were participated in the study.

1.5.2.3. Sampling Technique

Basically, there are two types of sampling techniques viz., probability and non-probability sampling. Probability samples are those based on simple random sampling, systematic sampling, stratified sampling, cluster/area sampling **whereas** non-probability samples are those based on convenience sampling, Purposive sampling (such as quota sampling, and judgment sampling) techniques. (kothari, 2004).

Consequently, the sampling technique in this study was simple random sampling using lottery technique and convenience sampling. The rationale of using simple random sampling is that each and every item in the population has an equal chance of inclusion in the sample and each one of the possible samples, in case of finite universe. From the total population of the two offices, the researcher was determined the sample frame by using proportional allocation. On the other hand convenience sampling technique was used to determine interviewee. Generally, from the population under study 120 participants were drawn (96 sample employees which consists of 49 from municipality, and 47 from trade and market development) and 24 customers as shown in Table 1.

Tables 1: Sample Frame

1. Respondents for		Quantitative			
S.N	Area	Population	proportion	Sample size	Percentage
1	Municipality	65	$65/128=0.51$	$0.51 \times 96=49$	$(65 \times 100)/128 =51$
2	Trade and Market development	63	$63/128=0.49$	$0.49 \times 96=47$	$(63 \times 100)/128 =49$
Total		128	1	96	100
2. Respondents for Interview					
S.N	Area	Interviewees	Explanation		
1	Customers of Municipality	12	Employed Convenience sampling methods until Saturation Reached		
2	Customers of Trade and market development	12	Employed Convenience sampling methods until Saturation Reached		
Total		24			

Source: Own Survey, 2017

1.5.3. Data sources and Types

Since the researcher applied sequential quantitative and qualitative methods, the two methods were employed in subsequently. The data sources were *both the costumers and civil servants* of municipality, and trade and market development sectors of the town administration. These purposively selected respondents were expected so as to having enough information about the principles good governance implementation namely: accountability and transparency. Therefore, the information provided by these categories was a vital to determine the fact factors that challenged to the urban good governance.

Table 2: Types and Sources of Data,

S.N	Date types	Methods/Techniques	Source of Data
1	Primary Data	Through conducting Questionnaires and Interviews	Determined – civil servants(employees) and customers of the selected sectors.
2	Secondary Documents	Through Referring and analyzing	<ul style="list-style-type: none"> - books, journals, articles, conference reports, news and other relevant documents etc - Official Mentis, Costumer feedback Agenda, performance evaluation/gimgema and - website or, Internet - published and unpublished literature

Source: Own Survey, 2017

1.5.4. Data collection techniques

In this study, the popular approaches include various data collection instruments such as interviews, and questionnaires were applied. The data would be collected mainly by using questionnaires for civil servants of municipality, and trade and market and development; and making an interviews with the customers of municipality and market and development of the of town administration. .

Collecting the primary data was very essential, because it could help the researcher to obtain first-handling the information on the challenges of implementation of good governance principles and, thereby, analysis and interpret the situation on town. For this purpose, researcher would applied structured questionnaires for the purposively selected employees (respondents), and unstructured for the costumers of the two sectors.

1.5..5 Method of Data Analysis

The process of categorizing and making data meaningful is referred to as data analysis. The manner data is analyzed, interpreted and reported also depends on the research design utilized. In this study both quantitative and qualitative methods of data analysis was employed sequentially.

The quantitative data was analyzed by **using** Statistical Package for Social Science (SPSS version 21). In order to analyze the statistical data that was obtained through questioner, the researcher was employed descriptive statistics such as frequency, percentage, mean and standard deviation. On the other hand qualitative data that obtained through interviews was first summarized and then analyzed using narration and interpretation.

Since the goal and intention of the governments are to set accountable, transparent governance to all citizens in the sectors, this is essential in order to assess the existing challenges of implementation of principle of good governance, and could created a good chance for recommend the possible way of minimizing the challenges of good governance in the the town administration.

1.6. Scope and Limitation of the study

By its nature, good governance is characterized by multidimensional issues that cover each corner of the governance matters (UNDP, 1997). Even though, there are three dimensions of governance: government, privet and civil society highly integrated in the campaign of effective governance, it is difficult and beyond the capacity of the researcher to cover all those dimensions of governance in this study. Enhance this study have been limited to the administrative/ government aspects of good governance. Accordingly, the study tried to assess the practice and challenges of the implementation of good governance principles via the two pillar principles of good governance: accountability and transparency; in the two public sectors of the town: municipality, and trade and market development.

Since the study were aimed to assess what challenges face the principles of good governance has not adequately implemented in public sectors, the researcher was purposively select the civil servant (employees) of municipality, and trade and market development office as a target population of this study. Those are very sensitive areas because of the nature of services they

provide to the citizens. Also they have more information about the challenges or factors that hinder the practice of good governance principles in their respective sectors from their day to day experiences.

In addition to this, customers are key actors in implementation of good governance and they know the achievements and failures due to serve and receive in the implementation processes. Therefore, the information provided by these bodies are very crucial to determine the factors/challenges and practices of urban good governance.

1.7. Significance of the study

Today good governance is an important tool for better democracy exercising, political stability, and economic growth and generally for sustainable development of one's country. For this reason, this study would going to promote the way good governance will be assured through assessing and identify the challenges of good governance with the recommendation of possible solution. Therefore the study will help the city administration to promote good governance and effective service delivery in the public office and enable to deal with challenges of good governance for the betterment of the general public. For city administrator of public sectors and the respective service providers, the study will have significance to implement the policies and strategies as well and help the sectors to provide services effectively and efficient manner to the community at large.

For the community, the study have significance in that it helps them to recognize and assure their rights of getting efficient and effective services from their respective administrators so as to articulate their interests. In addition, the study will aim to show the direction for further inquiry. It will also encourages academicians as well as other researchers with the similar field of study to conduct research related to the topic by taking the gap of this study in to account.

CHAPTER TWO

2. Review of Related Literature

Introduction

The literature review is used to discuss the nature and the environment of the study for the purpose of helping researcher to have detail knowledge and concept; as well as the study meeting the academic criteria. It is considered as a benchmark for theoretical and empirical grounds for the conceptualization of the study. According to Creswell (2009), literature review enables the researcher to familiarize with studies that are similar to the one being undertaken. It eventually allows connecting the research more specifically and concisely to the broader discussions on the subject matter, filling in gaps and referring to other studies upon which the provision of the study can be compared with other findings.

In spite of the dimensions of good governances are very broads, the researcher was focused on some challenges of good governance with by selective principles of good governance: accountability and transparency in the public sectors.

2.1 Theoretical Review

2.1.1 Definition and Concepts of Governance

The concept of 'governance' is developed from the positive or negative impact of public administrations and new public management, through the long process. According to Bhatpara (2006), the concept of governance had been dealt with Max Weber, who in the early twentieth century, without necessarily using the term. Through the long process of governments, were shifting towards to other layers of originations and government system that becomes to more complex and hand to govern. This issue was born another modernization and public innovation programs have been drafted in different European countries. In these programs, ideas have been developed about the need for change within the public sector. From governance point of view, these programs could be assumed to develop a perspective on state-society relations in a world that is growing ever more complex, interdependent and therefore hard to govern. In response, governments are shifting problem-solving capacity towards other layers of government or towards the private sector. This shift from 'government' towards 'governance' can be understood

as a modernization strategy (Bekkers, Dijkstra, Edwards, & Fenger, 2007). These have been took place in different phases.

There were **four phases of public administration process to governance** (Cheema, 2007; UNDP, 1997). *The first phase*, public administration was perceived to be a set of state structures, institutions, and processes. **Public administration was severely criticized in the 1970s for red tape, slowness, paternalism vis-à-vis citizens, wasting resources, and a greater focus on processes and procedures rather than results.** It was characterized, by hierarchy, continuity, impartiality, standardization, legal-rational authority, and professionalism. In the other hand, international business sector wants regulations that are conducive to investment and not state controls that **private sector initiatives.** This have emanated from the **rapid pace of globalization** have shifted the focus of the public sector from control to accountability and transparency in government actions (UNDESA, 2001, 2003).

The second phase, Public Management, focused on the **application of management principles, including efficiency** in utilization of resources, **effectiveness,** and customer orientation, reliance on market forces, and **greater sensitivity to public needs.** It called for **expanding the role of the private sector** and correspondingly, **minimizing the size of the public sector and the domain of traditional public administration.**

The third phase was the era of New Public Management (NPM) that continued the previous trends. **It focused on outcome-oriented partnerships between the public and the private sector to provide services to citizens.** Its main principles were: flexibility, empowerment of citizens, new responsibility, introducing **business principles into public affairs,** including outsourcing and contracting out; promoting professional ethics and performance management and budgeting.

The fourth phase, governance, has been defined as a **system of values, policies, and institutions** by which a society manages its economic, social, and political affairs through interactions within and among **the State, civil society and the private sector.** It comprises the **mechanisms and processes through which citizens and groups can articulate their interests, mediate their differences, and exercise their legal rights and obligations** (Griddle, 2007, UNDP, 1997).

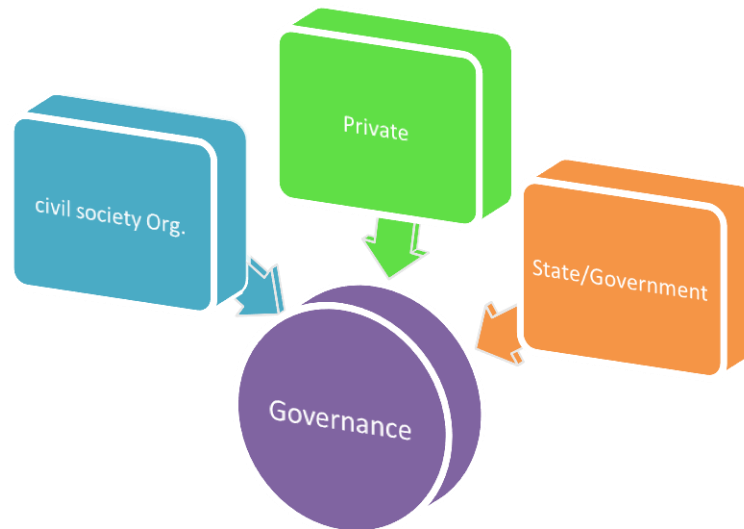
After this evolution, the *three governance actors* are wildly involved in the governance: *the State, which creates conducive political and legal environment; the private sector, which generates jobs and income; and civil society, which facilitates social and political interaction.* Therefore the essence of governance is to foster interaction among these three types of actors to promote people-centered development (Griddle, 2007).

Hence, governance is not government. Governance as a concept recognizes that power exists inside and outside the formal authority and institutions of government. It recognizes that decisions are made based on complex relationships between many actors with different priorities (UN-HABITAT, 2002). Governance is the exercise of political, economic and administrative authority in the management of countries affairs at all levels. It is a **neutral concept** comprising the complex mechanisms, processes, relationships and institutions through which citizens and groups articulate their interests, exercise their rights and obligations and mediate their differences.

However, **governance has been defined from different dimensions** by different scholars, donors and institutions. This fact has led to difficulty of coming up with a distinct definition that can satisfy all actors (Gisselquist, 2012). Governance has been defined in different **Aspects and dimensions** based on point of view different scholars and institutions. According to cited in (ECA, 2001). UNDP has identified **four aspects of governance that could be considered as a set of complex mechanisms, processes, relationships and institutions.** These aspects are: **Economic Governance, Political Governance, Administrative Governance and Systems Governance** (Processes and structures). All four aspects of governance are highly interdependent and interrelated that lack of one could seriously affect the other negatively and vice versa. It is mandatory to take into consideration all of the four aspects and efforts in trying to strengthen the overall governance atmosphere of a country need a holistic approach concentrating on all.

In another hand, governance in three dimensions which has been commonly understood by many scholars and institutions is, since the government doesn't only decide for all and doesn't covers the issues of governance, the civil society and the private sectors play vital role in the community, thus, the conception of the term governance.

Figure 1: Dimensions of Governances



Source: Own Survey

The State: is the set of political institutions whose specific concern is with the social and political organization and management, based on common interest, within a determined territory. The state's functions are various – among them, the social contract that defines citizenship, the authority that is mandated to control and exert force, having responsibility for in all four roles, the state faces a challenge - ensuring that good governance addresses the concerns and needs of the poorest by increasing the opportunities for people to seek, achieve and sustain the kind of life they aspire to. States can foster private sector development: **creating a stable macroeconomic environment, maintaining competitive markets,** ensuring the poor have easy access to credit, Nurturing enterprises that generate the most jobs and opportunities, attracting investment and helping to transfer knowledge and technologies, particularly to the poor, enforcing the rule of law, providing incentives for human resource development and Protecting the environment and natural resources.

The private sector: wants a more conducive market environment and a better balance between state and market. Most states now recognize the private sector is the primary source of opportunities for productive employment. In a mixed economy, private sector is the part of the economy not under government control and that functions within the market and private enterprise.

Civil society- Civil society organizations channel people's participation in economic and social activities and organize them into more powerful groups to influence public policies and gain access to public resources, especially for the poor. They also offer opportunities for people to develop their capacities and improve their standards of living – by monitoring the environment, assisting the disadvantaged, developing human resources, helping communication among business people (UNDP., 1997).

2.1.2 Good Governance

Many Western politicians turned a blind eye to the political repression and violation of basic political rights and civil liberties in the countries that belonged to the Soviet Union's sphere of influence (Hout., 2007). In another hand, the attitude of many Western politicians towards developing countries was colored by the position of the latter countries in the bipolar Cold War world. With the ending of the political dichotomy in world politics around 1990, attention for the nature of political regimes in developing countries has clearly gained thrust. And after the Reagan–Thatcher 'revolution' of the early 1980s, the attention for the principles of governance of developing countries achieved prominence (Hout, 2007).

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

Good governance is about making sure the power and authority is not concentrated in the hands of a single individual or group. This requires checks and balances be put in place within an organization that separates and balances power between different bodies and has clear lines of accountability and transparency between them (UN-HABITAT, 2002). The notion of good governance came from the World Bank itself. The first World Bank (1989), publication in which the concept was discussed a 1989 report on Sub-Saharan Africa. The conclusion of this evaluation of Structural Adjustment Programmers (SAPs) was that a lack of good governance explained their disappointing results. This was by no means a repudiation of the Bank's policy of decreasing the role and size of the state; the report concluded that Africa needed not just less

government but better government. The focus on the need for more efficient and professional institutions and bureaucrats hid the more political issue that was involved, that is, the struggle within African countries between those who benefited from and those who suffered from the SAPs (Demmers, Jilberto, & Hogenboom, 2004), Like the same to understand on the definition and concepts of ‘governance’, also there are so many aspects on the definition and concepts of ‘good governance’ in country to Worldwide (Demmers, Jilberto, & Hogenboom, 2004).

Good governance has been defined from different dimensions by different scholars, donors and organization or institutions. This fact has led to difficulty of coming up with a distinct definition that can satisfy all actors (Gisselquist R. , 2012). The differences by definition have come to the scene owing to the emphasis writers and proponents of good governance have tended to place. As some definition at below, there are list of definitions of good governance provided by different donors, institutions and organizations.

Table 3 shows same list of definitions of good governance.

S.N	Authors	Definitions
1	(World Bank, 1991)	As the manner in which power is exercised in the management of a country’s economic and social resources for development. Also it is a central to creating and sustaining an environment which fosters strong and equitable development, and it is an essential complement to sound economic policies
2	(UNDP, 2002)	As the striving for rule of law, transparency, responsiveness, participation, equity, effectiveness and efficiency, accountability, and strategic vision in the exercise of political, economic, and administrative authority.
3	(Negrut, VCostache, & Mafti, 2010).	It is describing by five main principles: openness, citizen participations, accountability, efficiency and relationship between public sectors, privet sectors and civil society.
4	(Saparniene, 2010)	It is a governance supported by democratic principles to which justices, efficiency, accountability and transparency as well as clear intention of government, societies, privet sectors and non-government organizations are characteristics;

Source: Own Survey, 2017

Generally, good governance is a wide subject area that ranges from: economic liberalism which constitutes private ownership, more investment and greater equality, political pluralism, which refers to participation of people in the development process, decentralization of authority

from the centre and **democracy, Social development** which includes **human rights, rule of law, independent judiciary** and **free press and administrative accountability** which reforms to **transparency, less corruption**, economic, **efficiency and effectiveness and public sector reforms, strategic planning and management of change** (Gellibrand, 2000). In contradict of this concept, the practices of bad governance, characterized by corruption, unaccountable governments and lack of respect for human rights, had become increasingly dangerous.

Finally, the **three attractions of Good Governance are**: it filled a conceptual and **policy gap**, part of the attraction of the idea lies in **economic, social, political and cultural processes** into manageable issues of governance and policy, and it is a notion that **hides important disagreement** about the concept and processes of development (Demmers, Jilberto, & Hogenboom, 2004).

To improving and promoting good governance, the practice of decentralization and democracy is very important. In all the three dimensions of governance, decentralizations and democracy are the key tools for ensuring good governance.

2.1.2.1. Democracy and good Governance

The aim of this section is to show the relationship or interdependency of democracy and good governance as well as their framework in governance practices. When we talk about good governance, in another means there is a democracy exercise. **Democracy and good governance have a common values and principles in process like transparency, accountability, the rule of law, respect for human rights and civic participation** (Shimmalis, 2015). Those all are not only necessary for securing economic productivity, equitable distribution and state legitimacy but also denote the existence of good governance. It can be argued that, **although governance practices include a wide variety of private and public actors, the incorporation of organized interests into the formulation and implementation of political decisions can hardly be considered a process of democratization** (Papadopoulos, 2003).

In another hand, governance practices also provide **new arenas** for democratic involvement (Sorensen 2002). Good governance and democracy are highly inter-linked and considered both necessary and complimentary for securing state effectiveness and legitimacy as well as equitable distribution of the fruits of economic growth. This is because, accountability, transparency, stakeholder participation, which constitutes important aspects of good governance

are also key ingredients for democracy. At all through **change of government system** (administrative paradigm shift), there have been an integration of democracy and governance or good governance. In similar way, decentralization is very important in administrative system for effective or failure of good governance.

2.1.2.2. Decentralization and Good governance

There is no commonly accepted definition of decentralization. Nevertheless, almost all authors who attempted to define the concept, even if in varied forms, transferring responsibilities, powers, functions and resources from a centre to peripheral governmental institutions (KauzyaJ.M, 2005). In this case different literatures were described the relationship or integrating of decentralization and good governance in different forms. According to (Johnson. & Minis, 2000), **Decentralization offers a key element of the enabling environment for good governance through which responsibilities are transferred from the central government to the local level, where citizens can more readily participate in decisions making that affect them.** Decentralization offers partnerships between local government institutions, civil society organizations and the private sector for attainment of good governance.

Also (UNDP, 2005), supports that the idea on such mutual relationship by stating that decentralization is the logical application of the core characteristics of good governance at the sub-national and local levels. These characteristics include **accountability, transparency, rule of law and responsiveness. This statement infers that without decentralization, good governance seems to be unsuccessfully implemented similarly, the** Center for Democracy and Governance (USAID, 2000).

Decentralization and good governance has been reciprocally explaining. Decentralization is a process of transferring power, resources and responsibilities from the central to the sub-national levels of government, while governance is a new mode of government which is creating a horizontal relationship among a multitude of actors both public and private with the government. Decentralization aims to **promote good governance by enabling citizen participation, democratic elections and through citizen empowering** (Green, 2005; Griddle, 2007 & Kassahun, 2004).

One of the major reasons that decentralization program is to enhance and promote good governance and local self-rule and hence local development is hardly realizable without

establishing the basic principles good governance (Mahat, 2007). Good governance is an **indeterminate term** used in development literature to describe how public institutions conduct public affairs and manage public resources in order to guarantee the realization of human rights. In addition to performing democracy governance and decentralization governance with good governance, Political willing/commitment and capacity building are the other importance tool for the achievement/implementation of good governance principles at well.

2.1.3. Principles of Good Governance

According to TESEV (2008) definition, the fundamental function of good governance in the public sector is to ensure that entities achieve their intended outcomes while acting in the public interest at all times. Acting in the public interest requires: behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law and ensuring openness and comprehensive stakeholder engagement. Ensuring the implementation of good governance in public sectors, actors must have done or implemented the principles of good governance properly. There are different concepts and definition about the principles of good governance. In the literatures reviews, different scholars, donors and institutions describing the principles of good governance in different approaches. But they **have similar goals and objectives, that is promoting how the good governance is ensured the organization.**

In this case the following table is indicating some principles of good governance point of view scholars, donors and institutions.

Table 4 - The principles of good governance

Principle	7ps of UK	HABT T	W B	UN	OEC D	AD B	UNDP
Accountably	x	x	x	x	x	x	X
Effectiveness & Efficiency		x	x	x	x		X
Transparency		x	x	x	x	x	X
Openness	x		x	x	x		
Rule of law			X	x	x		X
Participation		x		x	x	x	X
Objectivity	x						
Honesty	x						
Partnership				x			
Control of corruption							
Integrity	x						
Selflessness	x						
Leadership	x						
Equity and inclusiveness		x					X
Consensus oriented							X
Decentralization		x					
Sustainability		x	x	x			
Legal and judicial reforms						x	
Predictability						x	
Citizenship and security		x					
Poverty reduction			x	x			

Source: From my own survey

Other definition of good governance principles, as a report of committee on standard matter in public life of United Kingdom (UK), January, 2013, so called ‘**the seven principles in public life**’. According to (Kelly KCB, 2013), Standards of behavior matter are particularly important where public money is being spent on public services or public functions. Citizens have a right to expect that holders of public office who take decisions which affect their lives should do so with impartiality, should be truthful about what they are doing and should use public money wisely. Society can expect better outcomes when decisions are made fairly and on merit and not influenced by personal or private interests. Therefore, they believe that Organizations in every sector benefit from the greater legitimacy when the public has confidence in their integrity based on the following seven principles of public life.

The principles of public life apply to anyone who works as a public office-holder, includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the public service. All public office-holders are both servants of the public and stewards/keeper of public resources (Kelly KCB, 2013).

Even though all those principles of good governance that mention in the above discussion are very important for ensuring good governance, the study was not covered all those principles. Consequently, the basic principles included in the study were discussed below;

2.1.3.1. Transparency

In the governance, transparency is a pillar of good governance that signifies an openness of the governance system through clear processes, procedures and easy access to public information for citizens promoting ethical awareness in public service which ultimately ensures accountability for the performance of the individuals and organizations handling resources or holding public office (Suk Kim et al 2005). It is also define as a characteristic of governments, companies, organizations and individuals of being open in the clear disclosure of information rules, plans, processes and actions' (Transparency International 2009:); has a positive impact on resource allocation, increased efficiency and better growth development.

The concept of transparency is usually associated with the flow of timely and reliable economic, social and political information with the government (Vishwanath and Kaufmann, 1999). Transparency is a mechanism or tool by which government get correction and new ideas from public. According to pope, (2007) when people are properly informed and able to see what public officials are doing they can articulately interact with their state institutions to build up dialogue on social and economic issues in society; no one has a monopoly on the truth. Citizens are able vigorously to debate government policies and the future direction of their country, and freedom is maximized, but the weak and the poor activities are protected. Transparency allows stakeholders to gather information that may be critical to uncovering abuses and defending their interests. Transparent systems have clear procedures for public decision-making and open channels of communication between stakeholders and officials, and make a wide range of information accessible (UNDP, 1997).

In terms of Information Laws, three components have been identified which need to be addressed without ambiguity: Disclosure of official information as of right by clearly defining the public and the procedures of machine requests for official information and time limits by which requests must be replied, Exemptions prohibiting the release of certain kinds of information deemed necessary to be kept secrets in a nation's interests and because of personal privacy issues.

Finally effective transparency could have accessibility: enforcing timely and equitable dissemination of information; relevance: difficulty of subjectivity and overloading being important; quality and reliability: timely, complete, fair, consistent, and represented in clear and simple terms and Comprehensiveness: all relevant data and information included (Vishwanath and Kaufmann, 1999). Transparency as a concept wraps event transparency (open information about inputs, outputs and outcomes), process transparency (open information about transformations that take place between inputs, outputs, and outcomes), real-time transparency (information released immediately), or retrospective transparency (information available only after time passes) (Hood, 2007).

Kopits and Craig (1998) identify transparency as “openness toward the public at large about government structure and functions, fiscal policy intentions, public sector accounts, and projections. It involves ready access to reliable, comprehensive, timely, understandable, and internationally comparable information on government activities so that the electorate and financial markets can accurately assess the government’s financial position and the true costs and benefits of government activities, including their present and future economic and social implications.

Generally, transparency in government is an essential element of good governance that are the more informed citizens can be, the more meaningful role they will play in dialogue with their governments and with each other and also often be very important prerequisites for accountability, because they may provide forums with the necessary information (Cheema, 2007).

2.1.3.2. Accountability

In contemporary political and scholarly discourse ‘accountability’ often serves as a conceptual umbrella that covers various other distinct concepts. It is used as a synonym for many

loosely defined political desiderata, such as transparency, equity, democracy, efficiency, responsiveness, responsibility, and integrity (Mulgan 2000b; Behn 2001; Dubnick 2002). It is used to positively qualify a state of affairs or the performance of an actor. It comes close to 'responsiveness' and 'a sense of responsibility', a willingness to act in a transparent, fair, and equitable way. Elsewhere (Bovens 1998), I have called this active responsibility, or responsibility-as-virtue, because it is about the standards for proactive responsible behaviour of actors.

According to Bovens (2005), usually there are four important questions to be asked in accountability: first in relation to accountability is **always: to whom is account to be rendered?** To which the actor is required to render account. A second, logical question is: **who should render account?** Who is the actor required to appear before the action? **In ordinary social relationships amongst citizens, it is usually clear who the actor is who will render account.** But this is a far more complicated question to answer when it comes to public organisations. The third question is: about **what is account to be rendered?** This concerns the question of the aspect of the conduct about which information is to be provided. This can yield classifications on the basis of e.g. financial, procedural or programmatic accountability (Day & Klein 1987; Sinclair 1996; Behn 2001).

Domestic accountability, there are three (3) key concepts: transparency; answerability and enforceability. Domestic accountability involves both a horizontal and a vertical dimension. **The horizontal dimension is the system of checks and balances among the executive, the legislative and the judicial branches.** Vertical accountability entails the relationships between citizens and decision makers, including the ability of citizens to influence political decision-making processes (GOVNET OECD-DAC, 2013).

Rather than seeing particular accountability actors (for instance, civil society, parliaments, or the media) as the entry point for the case studies, the model above prompted a focus on specific issues. This meant exploring the scope and dynamics of domestic accountability systems involving multiple stakeholders, and assessing how these systems worked to demand or deliver accountability in particular areas, such as in budget processes or service delivery. This approach helped to situate the analysis in a practical and concrete context (GOVNET OECD-DAC, 2013).

In spite of this, improving accountability and transparency is a fundamental part of making states more responsive and accountable to their citizens. In recent years, donors and governments have been increasing their attention to accountability and transparency issues, partly as a way of ensuring and effectiveness, improving good governance and aiding economic growth. The question of what do citizens want form governments has got accountability, that is clearly, citizens want from the government are: honesty, fairness, and responsiveness, account for any action, inclusiveness, welfare, right etc. Therefore, accountability is the pillar of democracy and good governance that compels the state, the private sector, and civil society to focus on results, seek clear objectives, develop effective strategies, and monitor and report on performance (Cheema, 2007).

Others, two types of accountability are identified in a state or a public sector (WWW.WorldBank.Org): Accountability of government workers and civil servants to elected officials. Elected officials exercise this by their legislative and oversight powers as in the case of a parliament and Accountability of elected officials to the general constituency and the community at large exercised usually through elections (Turner and Hulme, 1997).

Table 5: Tools of Accountability

1	Legitimacy of Decision Makers	by using tools of constitutions, electoral systems of for governance and decision making bodies, legislations, formal delegation of authority and sanding orders
2	Moral Conduct	By using tools of societal values, concepts of social justice and public interest, professional values, training and induction programs
3	Responsiveness	by using tools of public participation and consultations, debates, advisory bodies, public meetings and freedom of speech,
4	Openness	by using tools of parliamentary question times, public information, freedom of information laws, public hearings, green and white papers and annual reports,
5	Optimal Resource Utilization	by using tools of budgets, financial proceudres, parliamentary public accounts committees, auditing, public inquires and participation, and formal planning systems
6	Improving Efficiency and Effectiveness	by using tools of information systems, value for money audits, setting objectives and standards, program guidelines, appraisal

Source: Own Survey, 2017

According to (SISWANA, 2007), the benefits of accountability as a governance principle is to improve governance in the public service, public servants must be accountable and responsible about their departmental activities. Younis & Mostafa (2000:14), explains the benefits of accountability: Official authority (Clear and specific sets of guidelines, rules and regulations are required in order to facilitate accountability, and to encourage responsible conduct); used for Official supervision; Administrative competence (facilitates administrative competence in government); Control Corruption if operated fully; Management information; Performance evaluation; Maintain Administrative culture; Centralization/decentralization ensures popular participation in state affairs and reduces delays in decision-making; Rule of law or strengthen legality, and Responsiveness and responsibility i.e Strong accountability strengthens responsiveness and responsibility.

Generally, to be accountable is to be expected to give a satisfactory account of the execution of responsibilities. The above benefits of accountability could assist in understanding the broader analysis of governance in terms of the significance of accountability as one of the elements of good governance.

Even though the study was focused on accountability and transparency as a study area, the concepts of the rest principles of good governance are highlighted as the following.

Participation: by all citizens is pivotal to the existence of good governance. Such wide participation is built on freedom of association and speech, as well as capabilities to participate constructively. Participatory governance offers citizens with access not only to information, but also to decision-making and power to influence public choices (Weldu.F, 2016). The participation of the governed in their government is, in theory, the cornerstone of democracy (Cheema, 2007). It refers to the involvement of citizens in the development and governing process that Citizens could participate either directly or through legitimate institutions or representatives to effect decisions regarding their country's affairs.

Effectiveness and Efficiency: Under certain systems of governance, processes and institutions should produce results that meet needs while making the best use of resources. Effectiveness as a principle of good governance concerns the ability of public bureaucrats to skillfully and to efficiently transform public resources into services and infrastructure that publicly determined priorities. Therefore, good governance here means that processes and institutions produce results that meet needs of the society while making the best use of resources at their disposal. On the other hand, the concept of efficiency that is, good governance is a sustainable use of natural resources and protection of environment. An effective urban governance system should be established to administer urban growth and development at various levels particularly the local authority level. This will ensure that the value of assets, economy, social and the environment will be maintained and value-added towards attaining sustainable urban (Jusoh, Abdul Malek, & Abdul Rashid, 2009).

Rule of Law: Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force (Weldu.F, 2016). It is used for equal protection (of human as well as property and other economic rights) and punishment under the law. The rule of law reigns over government, protecting citizens against arbitrary state action, and over society generally, governing relations among private interests. It ensures that all citizens are treated equally and are subject to the law rather than to the whims of the powerful.

The rule of law is an essential precondition for accountability and predictability in both the public and private sectors. The establishment and persistence of the rule of law depend on clear communication of the rules, indiscriminate application, effective enforcement, predictable and legally enforceable methods for changing the content of laws and a citizenry that perceives the set of rules as fair, just or legitimate, and that is willing to follow it (UNDP, 1997).

Responsiveness: generally denotes the speed and accuracy with which a service provider responds to a request for action or information. This is one of the most important conditions for promoting good governance since it forges trust between citizens and government officials. Good governance needs that institutions and processes try to serve all stakeholders within a reasonable timeframe. Responsiveness implies the receptiveness of institutions to the demands of

their stakeholders. Institutions should be approachable to their clients and serve them within a reasonable time frame (Weldu.F, 2016).

It is the capacity to realize organizational or individual objectives. Effectiveness requires competence; sensitivity and responsiveness to specific, concrete, human concerns; and the ability to articulate these concerns, formulate goals to address them and develop and implement strategies to realize these goals.

Consensus Orientation: There are many actors and as many view points in a given society. Therefore, good governance should mediate differing interests in order to reach broad consensus on the best interests of the group and, where possible, on policies and procedures. ((Ara & Rahman, 2005), noted that good governance requires mediations of different interests of the society to reach abroad consensus in society especially on what is the best interest of the society of the whole community and how this can achieved.

Equity and Inclusiveness: A society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well-being.

2.1.2. Challenges of Good Governance.

There are many challenges which facing African continent towards adopting stable participatory, transparency, accountability and sustainable governance systems. **The first challenge to be examined is that represented itself by the definition of good governance; other challenges derive from the implementation of good governance principles.** Some efforts undertaken towards a common understanding on governance principles will also be examined as well as the need for a precise analysis of the responses to governance challenges. A proliferation of governance approaches which are reflected in different titles highlighting specific principles such as **engaged, inclusive or shared governance** focusing on the participation principle, and democratic governance focusing on legitimacy and voice, direction and leadership, accountability, human rights and fairness. **Governance is also labeled at urban/local, national, international, economic, institutional and corporate.**

In political science literature, governance is approached as the **fundamental rules** that **regulate the relationships between rulers and the ruled**. These fundamental rules refers to the **constitutional rules as ‘ground-norms’**. This definition could be referred as to democratic governance. According to (African Governance Report, 2005), the major challenges include that 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, lack of adequate and appropriate policies and laws in some areas and capacity limitations of law enforcement and governance organs of the government; these are sited in (Abuhay T., 2015). Based on the African governance survey conducted by the Economic Commission for Africa for 28 countries (African Governance report, 2004)), Ethiopia’s performance in all indices of measuring good governance has fallen below the sample average which is 53%. According to (Shimmalis, 2015) the sample index of Ethiopia is 36%; and the same trend persists in the country governance profile by subsequent ECA’s governance survey (ECA, 2005).

2.1.2.1. Capacity and Good Governance

Capacity is defined as —the **ability of individuals or groups and Organizations to perform the functions effectively, efficiently and sustainably; whereas Capacity building is an evidence-driven process of strengthening the abilities of individuals, organizations, and systems to perform core functions sustainably, and to continue to improve and develop over the time** (Whyte, 2004).

In this conception, **capacity development will consist on up-grading capacity of individuals, groups and populations as well as reforming, transforming and modernizing the entire work and life environment for new leadership or for service renders** (CAFRAD, 2004).

The capacity of the government **to effectively formulate and implement sound policies like government effectiveness –quality of public services, the degree of independence from political pressures, the quality of policy formulation and implementation, degree of government's commitment and etc. The degree of awareness and understand,, quality of decision making, quality of communication, quality of regulatory enforcements were promote good governances. Therefore, capacity building is required for creating incentives for localities to undertake actions that enhance capacities effectively; and providing support and guidance as they build**

skills in decision making, planning, resource mobilization and management, communication and coordination, conflict resolution, etc.(7th Global Forum ,2007.)

Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group governors need both skills and knowledge to do their jobs well. Skills need to be developed continually to improve performance in the functions of the governing body. The necessary skills include the ability to scrutinize and challenge information received from the executive, including skills in financial management and the ability to recognize when outside expert advice is needed. Knowledge also needs to be up dated regularly to equip governors for changing circumstances (OPM and CIPFA, 2004). Civil service reform has taken place at large capacity building. This is used to promote service render more effective, accountable and transparent in the sectors (UNDP, 1997, ECA, 2001 and Parida, 2013).

Weak human competencies and institutional capacities were not well performed good governance because of it's the complexity and multipurpose. Therefore capacity challenges, are a real paradox that more comprehensive and complex. According to (DFID, 2010), there are five core capabilities which enable an organization and individual to perform and survive that can help to identify capacity strengths or weaknesses and to monitor the change over time. It is importance to understand the ability to identify challenges and constraints and react to these situations.

Finally, Capacity is a combination of institutions and respective organizations; commitment and vision of leadership; financial and material resources; skilled human resources (Farrell, 2007, UNDP, 2006; Baser and Morgan, 2008); and a process of unleashing, strengthening, creating, adapting and maintaining capacity overtime (OECD, 2006; World Bank, 2005 and Mulubiran, 2012). It further requires institutional adjustments, free access to information, capacity-building and political commitment (WPSR, 2015). Therefore, at the absence of capacity, the principles of good governance have never implemented in the public sectors.

Lack of Commitment of Leadership and Employments were challenges the good governance in public sectors. This is why effective leadership and employments are essential for successful good governance. It can increase political commitment to sustainable human

development, include assistance for training in planning and implementation, building national competencies and developing approaches to public-private partnerships.

UNDP has concentrated on strengthening management in three areas that are vital to sustainable human development - reform of the civil service, economic and financial management and urban management. This is because, Leadership capacity enhancement programs must be conceived and implemented with the aim of making leaders capable of effectively addressing the key challenges facing the sectors. Hyden's efforts to operationalize governance inevitably lead to associate good governance with democratic values and procedures. (Salami Issa & Kehinde, 2012).

2.1.2.2. Code Enforcement and Good Governance

Poor implementation of laws and regulations can often be traced back to implementation gaps persisting in key areas of governance, such as government accountability, transparency, and citizen oversight. Its negative effects are particularly visible and most painfully felt in developing countries where poor governance and weak implementation of laws have the greatest impact on daily lives of ordinary citizens (Center for International Private Enterprise and Global Integrity, 2005).

"Code Enforcement is the prevention, detection, investigation and enforcement of violations of statutes or ordinances regulating public health, safety, and welfare, public works, business activities and consumer protection, building standards, land-use, or municipal affairs." (www.solano.com). The main aim of code enforcement is used to a reaction at where and when law; rule and regulation were implemented in wrong doing or malfunction in the government office and private offices. This due to shaping and controlling the wrong process and function in the offices for the purpose of ensuring good governance as well as other issues or goals which have the relation with the public services.

According to (Bertucci, 2004), the existing of laws and regulations pertaining to transparency and accountability are generally adequate, although there may still be more scope for their further improvement. But there exists a visible discrepancy between those legal provisions and the actual practice. Law enforcement is rather weak in the realm of preserving

accountability and transparency, especially when it comes to the application of penalties whenever a public official is convicted with conduct contrary to the latter considerations.

2.1.2.3. Corruption and Good Governance

Ethical conduct and corruption in the public sector are the two sides of the one coin. Conversely, control opportunities for corruption and you make room for ethical practices to become established. Corruption is defined by the World Bank and Transparency International as the misuse of public resources for private gain. As such, it involves the improper and unlawful behavior of public-service officials, both politicians and civil servants, whose positions create opportunities for the diversion of money and assets from government to them and their accomplices (Langseth, 1999). These are rising from different factors that based on the behavior of the countries like policies of the country, programs and activities that are poorly conceived and managed, failing institutions, poverty, income inequality, inadequate civil servants' remuneration/payments, and the most factors is lack of accountability and transparency.

Transparency, combined with the empowerment of the civil society, helps governments ensure the efficient use of resources and manage a change process that results in increased accountability and improved service delivery, two elements that assist in the creation of an enabling environment for private-sector development and economic growth. And to institute accountability and transparency in government, both internal and external pressure is needed. Accountability must be generated by a combination of political will from the top and public pressure from the base.

The approach to promote good governance through among other things, prevention, is to help client countries curb corruption and build integrity, and therefore, improve their public services and create an enabling environment for the private sector. The Governance and Anti-Corruption program comprises three principal activity areas: (a) improving public sector service delivery by focusing on public sector accountability and legal reform in order to re-introduce rule of law; (b) building integrity by promoting governmental accountability and transparency; and (c) building an prevention and anti-corruption capacity of the public sectors including parliament, watchdog and enforcement agencies, and the judiciary and of civil society,

particularly by strengthening non-governmental organizations (NGOs) and the media (Langseth, 1999).

A National Integrity System is based on eight pillars of integrity: (1) executive, (2) parliament, (3) judiciary, (4) watchdog agencies, (5) media, (6) private sector (Chambers of Commerce, etc.), (7) civil society and (8) law enforcement agencies.

The pillars are interdependent, a weakening of one pillar results in an increased load being shifted on the others. Where several pillars weaken, the system can no longer support sustainable development and effectively collapses. On the other hand lack of transparency and information access is highly associated with corruption and increases in transaction costs which could cause market failures (Langseth, Stapenhurst, & Pope, 1997). Politically lack of transparency diminishes the ability of democratic systems to judge and correct government policy, conceals the activities of special interests and creates rents by giving those with information power to trade with and economically it negatively affects aggregate output and distribution of both benefits and risks.

2.2. Empirical Review

For the long period of time more studies were conducted on the effectiveness and challenges of good governance in public sectors via the implementation of the principle of good governance in different sectors or organization in different countries in either developing or developed countries. However value of accountability and transparency are the same in public sectors, according to the literature reviews, but there are varieties of the challenges and level of implementation of the principle of good governance from countries to countries' public sectors/organizations. **Ibrahim Index of measuring over all good governance in African** countries is showing more detail the varieties of implementation. According to (King, Owusu, & Braimah, 2013), the notion of good governance has several views of which transparency and accountability are key. It has set of values and principles. This allows people to have say in how they are governed, in how decisions are made and implemented, in how diverging opinions are mediated and conflicting interests are reconciled in a predictable fashion and in accordance with the rule of law.

In spite of dimension of governances is bulky, the study focused to assess the challenges of good governance: via accountability and transparency in selected public sectors: municipality and trade and market development of fitche town administration. Based on this issue, there are different empirical reviews that help to **develop the reliability of the literatures** and the gap of the study as follow.

According to the finding of Mr. Tagesse Mathowes (2007), municipality of Gedeo was faced with great challenges on the process and exercising good governance due to the absence of standard training, commitment of leadership and employees, skilled and qualified man power as well as poor implementation of management tools such as BBR and BSC. That's why good governance in the municipality of gedeo was unsatisfactory. **In the same way**, in Lithuania - Siauliai city municipality that studied by Diana Saparnine (2012), where indicated that challenges affect the implementation of accountability and transparency in the city municipality were lack of people's interest, poor dialogue among the members and society, deficiency of respect ethical behavior rather pursuit for personal or political benefits were mentioned in the finding. Thus, the study shows that the implementations of principles of good governance were unsatisfactory in the sectors.

The study conducted by King, Owusu, & Braimah (2013), reveal that good practice in the local government of Ghana promoting Social accountability used as a complementary for ensuring accountability of public office holders. That is though budget allocations, good performance of service provider, having a clear mechanism and systems to providing information in accuracy and relevant by either supply-side or government. However, the process required skills and experience, full training, level of education, competency and knowledge of the legal instruments and enforcing legal provisions, setting a clear role of stakeholders, promoting cooperation from the law enforcement agencies, and building capacity of actors- staff, community, executives and other stakeholders. This was fairly practiced in the local government of Ghana.

In Oromia Regional State, Gindeber and Abuna Gindeberet wereda by (2012), to assess the status of human resource development. The reports show that the insignificant changes to the existing in the woreda, insignificant outcome of capacity building could be discovered in light of the above mentioned objectives. Because of weak capacity building of materials or logistics,

financial, the enabling environments and human resources were existed, the capability of the leaders and experts will be low; and the results would be poor implementation of principles of good governance in the wereda's sectors. And also there were limited capacities to enforce the regulatory. Other study conducted by Makanyeza (2013) in Kenya revealed that some of the critical institutional challenges facing service delivery at the level of local authorities include limited skilled manpower and resources.

Good governance has own principles. Each principle is supported by rules, regulations, policies, and procedures to establish the accountability and transparency at all levels for their decisions making, actions and omissions. These tools provide the specific operational objectives and administration requirements to achieve the Organizational mandate and objectives. This is supports the implementations of management accountabilities within each of the four pillars and highlight the specific roles and responsibilities, control activities, delegations of authority and reporting requirements. Generally, they serve to guide and support staff in complying with the rules and regulations and policies and in enacting their duties and fulfilling their responsibilities towards accountability. -----

According to (Pillay, 2004), commented on his finding, to achieve the good governance, certain challenges with corruption is needed to address: skill, fighting without fear and strengthen the corruption agency; effective power could undermined accountability, separated power; power of inspection, mechanism of questions, confiscate evidence, conduct across the borders and power of check and balance to ensuring accountability were no abused; Independence in economic, operational, and others interferences of political power, and set a clear an accountable and accountability mechanism; integrated with strategy and setting a clear mechanism by which all community, government and civil society participated, additionally developed an ethics in work place, political will and strong commitment, give a rightful place for accountability and transparency, rule and regulation or procedures must articulated, public interest put first, misconduct should take immediate sanction, and ethical education or training should take a priority. In this case (Temmes, 2012), reports of the ethical values and mechanisms were helped in informing trust, because public trust is realized and improved when anti-corruption activities are able to reduce corruption. Ghana and Nigeria are basically good, because of the processes put in place to handle cases reported by citizens, which make

investigations of cases to be comprehensive. In Ghana, unethical acts are one core way of increasing trust and combating corruption. In other hand relation to general structural design, the anticorruption agency in Nigeria is most efficient and proper (good), because of the separation of administrative and operational structures.

2.3. Conclusion

From the above broad portion of literature and empirical reviews, it is possible to conclude that good governance and its challenges are not covered and reached by the scope of this research gap, because it has a broad nature. In both developing and developed countries, have embraced changes in the public sectors as a result of effectively implemented the principles of good governance. In the context of effectively implemented the principles of good governance in public sectors, one of the main goal is to improve the way public organization are operated and managed or setting the framework service delivery for citizens via ensuring accountable and transparent.

According to the above literatures and some empirical reviews, there are many constraints or challenges in the process of implementing of principles of good governance in any public sectors. However, it has varied from countries to countries as well as sectors to sectors, Some common challenges are: lack of detail awareness of good governance, lack of capacity (materials, skilled human powers, basic knowledge, level of awareness (in both citizens and civil servants), law commitment of leadership and employees, in somewhat - budgets constraints, lack of good policy, government structures, corruption, and so on were mentioned by (Tagesse Mathowes,2007, Temmes, 2012, Pillay, 2004, (King, Owusu, & Braimah, 2013) and etc). All of these constraints face up to the implementation of good governance principles in public sectors. Eventually the chapter helps to connecting the research more specifically and concisely from the broader discussions on the subject matter, filling in gaps and referring to other studies upon which the provision of the study can be compared with other findings.

In spite of the dimensions of good governances are very broads, the researcher should be focused on assessing challenges of good governance with selective principles of good governance: accountability and transparency in selective two public sectors: municipality, and trade & market development of fitche town administration.

CHAPTER THREE

3. Data Presentation and Analysis

3.1. Introduction

This chapter deals with data presentation, analysis and interpretation of data gathered from respondents concerning the the practice and challenges of good governance in the selected public sectors of fitche town administration. It also deals with data presentation on background information of respondents as well as the town administration. Accordingly, presentation, analysis and interpretation were made to achieve the objective of the study using different methods of analysis. Descriptive methods of data analysis such as, frequency, percentage, mean and standard deviation, were mainly used to analyze data obtained from respondents through questionnaire and interview. In addition, in order to complement the primary data, different secondary sources have been used. The chapter, apart from discussing background of the study area, also was discussed selected principles of good governance: accountability, transparency and some challenges of good governance mentioned in literatures such as: capacity, code/law enforcement, the practice of corruption in the selected public sectors of fitche town. The finding of the study was presented using tables, graphs and diagrams. Accordingly, each of sub topics of this chapter were presented and analyzed as follows:

3.2. Background of Study Area

The study's setting will be Fitch Town, and Fitch is the capital town of the North Shoa Zone, Oromia, which is located to Northern Ethiopia at about 112 Km from Addis Ababa; in the main road from Addis Ababa to Gojam/ Gondar. Topographically, the area is located at about 2800m meters above Sea Level. The average annual rain fall and temperature are 800-1600mm & 10-24°C respectively. Fitch town is bounded by Debre Tsie woreda in the South, Degem woreda in the North, Yaya gulele woreda in the east, Jema River in the west. There are 58,120 people in Fitch Town, out of which 29,670(51.05%) are females & 28,450(48.95%) are males (Fitch Municipality, 2016). It has formally well-structured 25 public Sectors including 4 kebeles (CSGGFTA, 2016).

3.3. Response Rate

The response rate of respondents was summarized in the following table. As have been seen in the table 6, out of 96 survey questionnaires distributed, 92 (95.88%) questionnaires were returned and used for analysis. This high response rate was attained due to the survey was administered by the researcher. Therefore, it is possible to say that the sample size will be represented the target population of the study.

Table 6: Respondents response rate

Sectors/Offices	Sample size	Expected Response	Actual Response	Percentage
Municipality	49	49	46	93.88
Trade and Market Development	47	47	46	97.88
Total				95.88

Source: Own Survey, 2017

3.4. Reliability Analysis

If a multiple-item construct measure is administered to respondents, the extent to which respondents rate those items in a similar manner is a reflection of internal consistency. This reliability can be estimated in terms of average Cronbach's alpha- (BHATTACHERJEE, 2012). The reliability measurements were calculated based on the Good Governance and its challenges. In this case, the total average inter item correlation/alpha coefficient of Good Governance and its challenges were computed ($\alpha= 0.871$) as shown in table 8.

A value of .00 means no consistency in measurement, while a value of 1.0 indicates perfect consistency in measurement, but the acceptable range is between 0.70 and 0.90 or higher depending on the type of research. That is, 0.70 is acceptable for exploratory research while 0.80 and 0.90 are acceptable for basic research and applied scenarios respectively (How2Stat, 2015).

Table 7: Reliability Statistics and Case Processing Summary of challenges of good governance

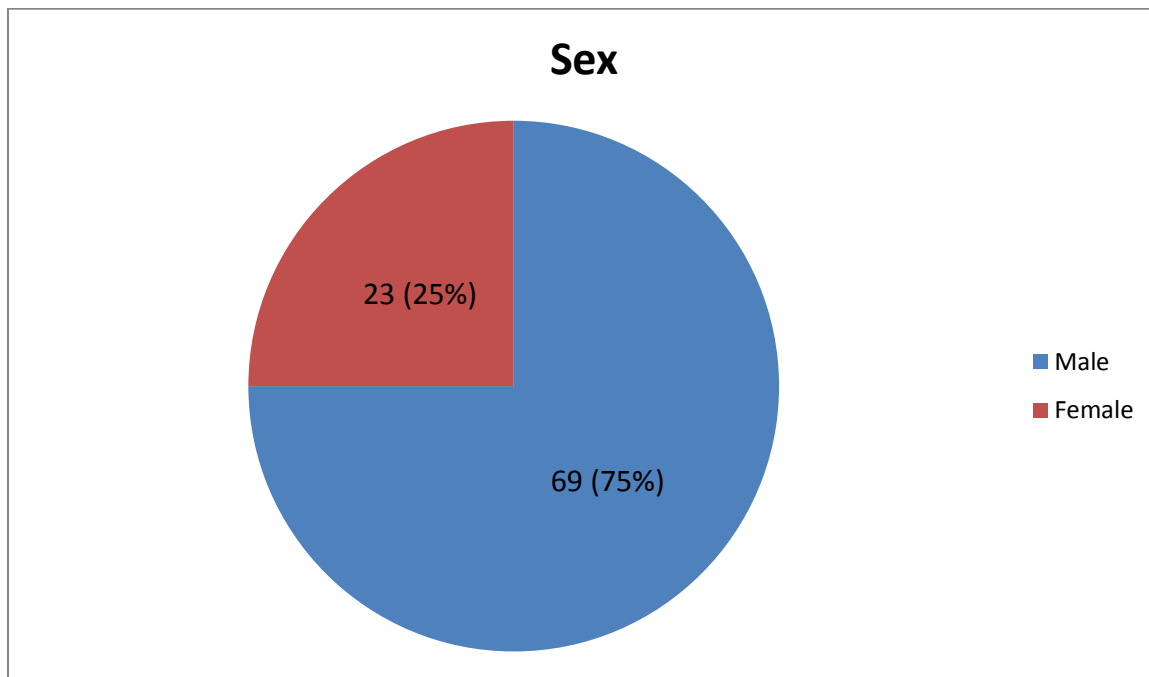
Case Processing Summary of good governance and its challenges			
		N	%
Cases	Valid	92	100.0
	Excluded ^a	0	.0
	Total	92	100.0
a=List wise deletion based on all variables in the procedure.			
Reliability Statistics			
Cranbach's Alpha		N of Items	
0.871		30	

Source: Own Survey, SPSS, 2017

3.5. Demographic Information of the Respondents

The profiles of respondents' analysis here mainly focused on four items about demographic information. That is, it covers the personal data of respondents, such as sex, age, educational status and service year (experiences). The following subsequent diagrams/charts 2 - 6 will reveal the demographic characteristics of the respondents.

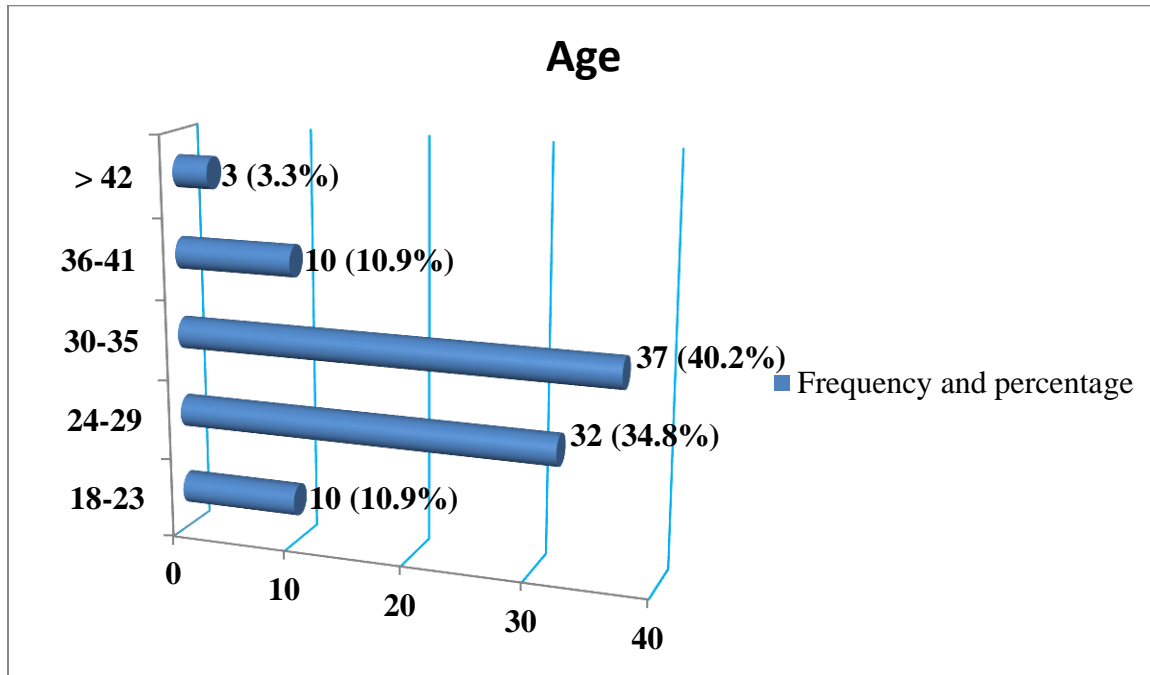
Figure 2: Sex



Source: Own Survey, SPSS, 2017

As illustrated in the above figure 2, from sample respondents were 69(75%) represented male and 23(25%) respondents were represented female. This indicates that from all participants of the study, male respondents were dominated. However the proportion of males and females were parted, the situation has no negative impact on the practice or the implementation of good governance principles in the selected sectors.

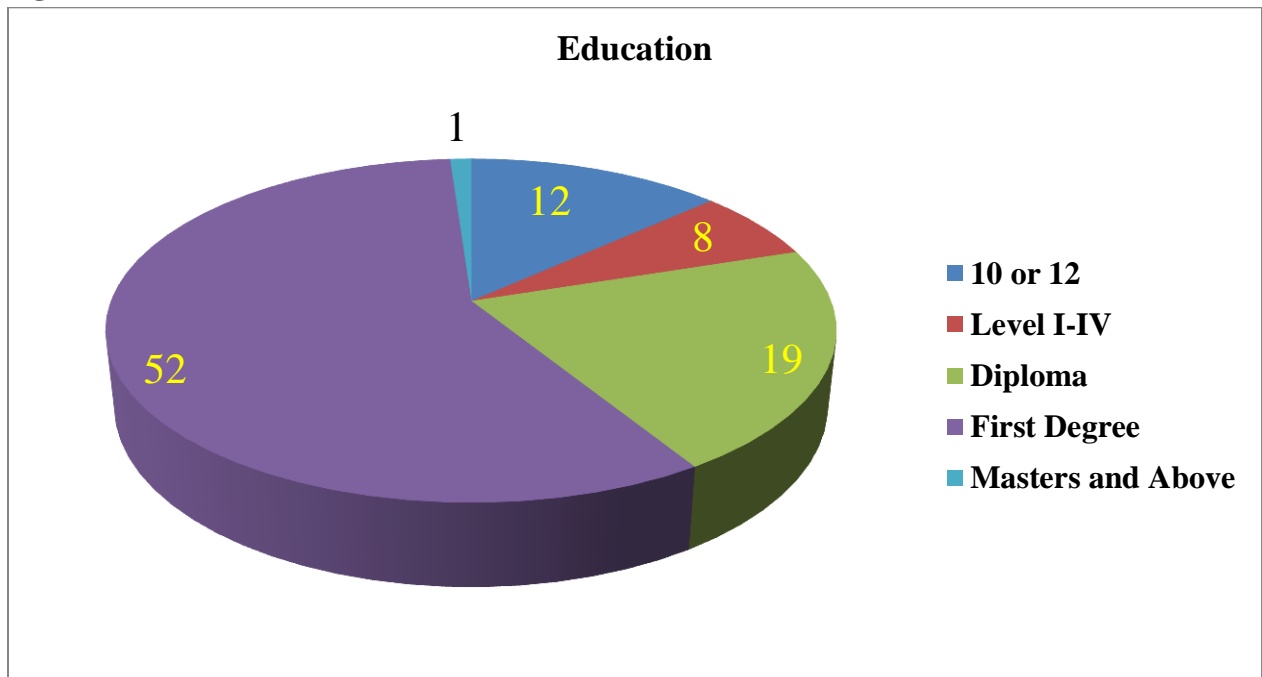
Figure 3: Age



Source: Own Survey, SPSS, 2017

The above Figure 3 indicates age distribution of respondents. Accordingly: 10(10.9%) respondents were falls between the age 18-23 years; 32(34.8) respondents were falls the age between 24-29 years; 37(40.2%) respondents were falls the age between 30-35 years; respondents whose their ages 36-41 and above 41 years were falls under 10(10.9%) and 3(3.3%) respectively. Respondents those their ages 24-29 and 30-35 years have taken the large percents of the total respondents. Even though the employees of the sectors were dominated by workable age group, slightly the combination and variation have a negative impact on the implementation of good governance, like level of awareness, understanding, experience and communications. However respondents were matured enough for ensuring the value of the study, because maturity may have advantage in bringing good governance.

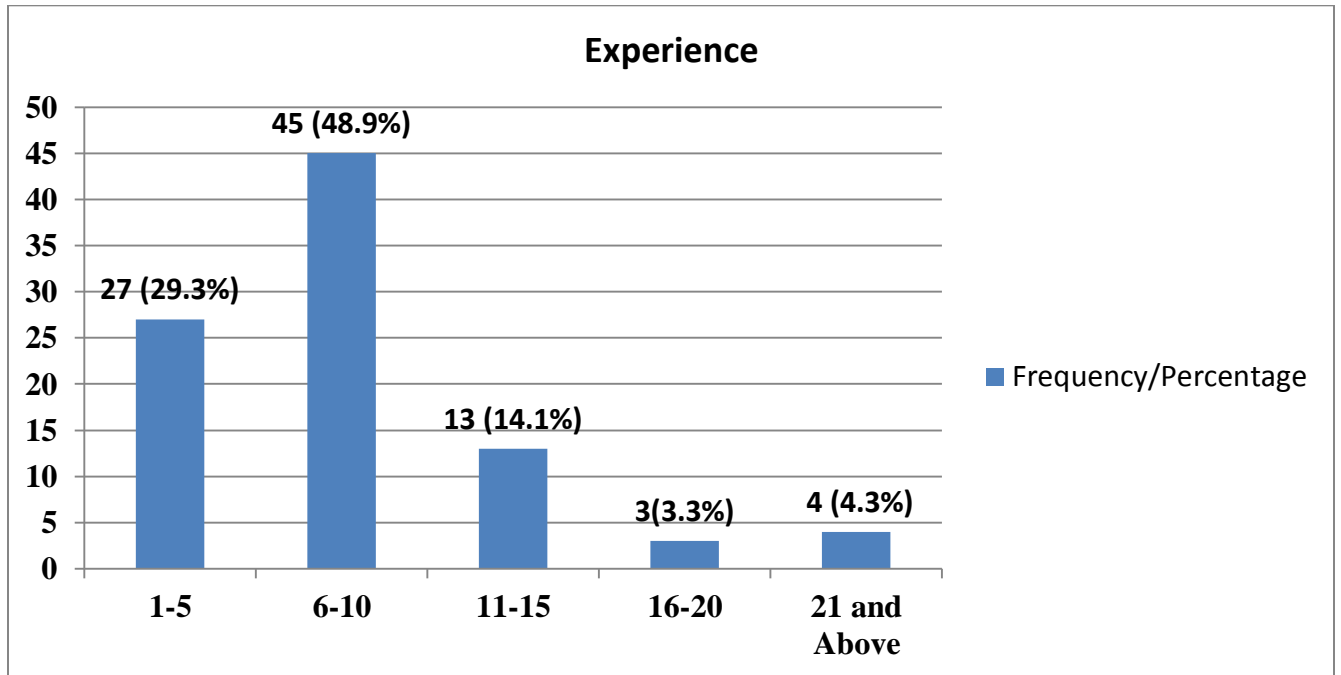
Figure 4: Level of Education



Source: Own Survey, SPSS, 2017

As indicated on Figure 4, with respect to education, out of total participants of the study 1(1.1%) had master's degree; 52(56.52%) respondents have first degree; 19(20.65%) respondents were represented Diploma, 8(8.70%) respondents were represented level I-IV, and 12(13.04%) of respondents were completed grade 10 and 12. Even though all respondent were attended high school, majority of respondents were obtained first degree and Diploma. This aid the researcher to gate matured information or responses that help to increase the reliability of the study.

Figure 5: Experience



Source: Own Survey, SPSS, 2017

The above Figure 5 indicates that 27(29.3%) of the respondents have 1-5 years of working experience; 45(48.9%) have been served for 6 to 10 Years; 13(14.1%) have been served from 11 to 15 years; 3(3.3%) of the respondents have been served 16 to 20 Years; and 4(4.3%) have been served 21 years and above in different sectors. The composition of work experience of the respondents may have a positive effect on the quality of the findings of the study because views of those groups were incorporated in the data, and the respondents expected to have better understanding on the practices and challenges of good governance due to having long work experience. In addition, the respondents seem to enough mature to respond the questionnaires. This is helped the researcher to increase the validity and reliability of the study.

3.6. Descriptive Analysis

Descriptive Statistics are used to describe the basic features of the data in a study. According to Kothari (2004), in descriptive statistics we are simply describing what is or what the data shows and by using distribution (frequency, percentage and cumulative), central tendency (mean, mode or media) and dispersion (standard division, range and variance).

In the average range of the likert scale measurement scale 1 - 5, the minimum value [1], the maximum value is [5]; and the moderate is $[(1+5) / 2 = 3]$ or $[1+2+3+4+5 = 15 / 5] = 3$. Thus, the data obtained from respondents were analyzed based on this assumption.

Accordingly, this section deals with the main results of the data gathered from respondents on the practice and challenges of good governance in the selected public sectors of Fitch town Administration through questionnaire and interview. The results were presented in the following.

3.6.1. Awareness

Civil Servants who have enough awareness on good governance are expected for active participation on effective implementation of good governance principles in public sectors. This is true for the communities or for service receivers. Thus, the researcher addressed the questionnaires to the respondents for the purpose of understanding their awareness on the practice and challenges of good governance in their offices. Therefore, the responses of respondents were summarized as shown in Table 8.

Table 8: Descriptive Statistics for Awareness of respondents on Good Governance

Descriptive Statistics			
Items	No.	Mean	Std. Deviation
I know what good governance means.	92	2.6304	1.34832
There is sufficient staff training on the principle of good governance (ethics principles of civil services).	92	3.0652	1.22971
I have enough concepts on 'for whom, for what, and where' I accountable and transparent.	92	2.5217	1.22679
Effectively implementing accountability and transparency is used to providing effective service delivery for the Public.	92	2.1196	1.25656
Average Awareness	92	2.5842	.95451
Valid N (list wise)	92		

Source: Own Survey, SPSS, 2017

As depicted in table 8, even though the some respondents have the awareness on challenges of good governance on the practice of accountability and transparency in the studied public sectors, the level of agreement for all scales of awareness shows below **average except** the existence of sufficient staff training on principles of good governance (ethics of civil servant). Respondents were mean scored for each items of awareness as 2.6, **3.0**, 2.5, and 2.1 respectively.

The average mean (AM) for the awareness of respondents regarding good governance obtained **M= 2.58**. The results shows that the respondents have no enough good governance awareness since the mean score recorded on awareness was below moderate, that is M= 2.5. This implies that generally they have poor awareness on how the principles of good governance are effectively implemented in the public sectors. For example, for the item, ‘effectively implementing the accountability and transparency in the offices is importance to providing effective service delivery for the Public’ were scored at lower AM= 2.11 when compared with all the items provided to measure awareness.

Likewise the interviews resulted also shows that:

*“**Most key informants** were responds that the sectors were not providing an expected guidance, support and other related activities to enhance the awareness of the community who are customers of the sectors. Because **they didn't framed** with those **principles rather than work based on their past experiences**. The results indicates that absence of awareness on good governance principles and its implementation of public sector employees were resulted for **ineffective or poor service delivery** which is output for **reduced customers' satisfaction**. The same manner the administration didn't give awareness for the community on the principle of good governance and also on newly enacted rule and regulation of the organization, but this principles have been written on the board in two languages: In Afan Oromo and Amharic. Due to this, **we are exposed to confusion and this is also difficult for us to know or identify our right from our obligation.**”*

Therefore, it can be concluded that in the studied sectors employees have no the expected understanding of implementing effective principles of good governance; accountability and transparency in public sectors.

3.6.2. Accountability

Accountability as a principle of good governance here refers to the obligation of organizational or public officials and individual to responsive for all action and to provide information about **their decisions and actions** and to justify them to their customers and those institutions of accountability tasked with providing oversight. Besides this, it is the capacity of accounting organizations and their people to **impose sanctions on power-holders who are wrong** doing and who **violated their public duties** in the practice of good governance.

In this case, the evaluation of accountability dimension is based on the average respondents or mean of the **six items** as shown in Table 9.

Table 9: Descriptive Statistics of Accountability in Good Governance

Table 14: Descriptive Statistics			
Items	N	Mean	Std. Deviation
I have enough understanding 'what accountability mean'.	92	2.3696	1.26419
I know my individual accountability on what I am doing; and how I accountable for wrong action in my office.	92	2.3370	1.29477
Based on periodic monitoring and evaluation system, there is a quick correction action whenever and wherever wrong doing in my office.	92	3.3152	1.23972
There is a responsive and clear appealing mechanism, at when decision is biased and for complaint or grievance handling.	92	3.6522	1.16199
There is actively listing to what stakeholders and service recipients are saying and accountable for my wrong doing.	92	2.9457	1.18009
Avoiding biased of power misused and malfunction: patronage, partiality and self gain practice is used to foster/ensured the individual and organization accountability.	92	1.9022	1.12962
Average Accountability	92	2.742	0.63546
Valid N (list wise)	92		

Source: Own Survey, SPSS, 2017

As shown in the above table, the averages mean score of the respondents on: ‘the **concept of accountability in good governance**’ and on ‘the way of the implementation of accountability **for what, for whom, how**’ or ‘accountability for individual and organization’ was scored mean (M= 2.36 with SD=) and (M= 2.33) respectively. Despite the evaluation indicates that the employees have no detail concept and knowledge on the characteristic of accountability in good governance. The item three (3), four(4) and five (5) that illustrated in table 9, on the exercise of ‘periodic monitoring and evaluation system as well as quick correction action have been taken’ and ‘responsive and clear appealing mechanism **for complaint or grievance handling** with clear transparency and accountable, without delaying’, actively listing stakeholders and service recipients are saying and accountable for my wrong doing’ were scored average mean (M= 3.31 with SD= 1.23), (M= 3.65 with SD= 1.16) and , (M= 2.94 with SD= 1.18) respectively. This indicates, the most of respondents agreed that there is a quick correction action whenever and wherever wrong doing and also there is a responsive and clear appealing mechanism. **On the other hand, the extent to which employees are accountable on their wrong doing was scored slightly below moderate. However, the average mean score for accountability scales were scored below moderate (M= 2.742 with SD= 0.63546). This score shows that the strength and level of accountability implementation in the public sectors were not pleasing. This is due to the challenges with wrong way responsibility exercising, power misused and malfunction practice like lack of participation of stakeholders and service recipients, corruption, patronage, partiality and self gain practice, lack of clear appealing mechanism or complaint/grievance handling and lack of fully strength periodic monitoring and evaluation system were high in the public sectors of the town administration.**

In support of this, almost all the **key** informants were also pointed out that:

*“From point of view of the customers’ respondents, the accountability mechanisms were **escalating** in same level of the sectors, but **there is no visible action** of accountability implementation at where and when wrong doing is occurred in the public sectors. The informants argue that the reasons are: poor implementation of rule and regulation, leaders/political power interference, law concepts of communities, weak official responsiveness, and lack of commitment specially the management and capability, limit transparency, rent seeking and practice of corruption etc. were their common understanding on the season. To against these wrong actions/practices, there*

were organized compliant receiving systems such as *complaint boxes, note books, complaint forwarding formats and also through face to face dialog*. However, there is no fairness, and transparent responses or decision making; because the customers didn't participate on decision making actively and sometime our reality were covered. From this response we can considered that there is *no genuine systems that address the challenges of the implementation of good governance: accountability in public sectors of the town administration. This implies that weak practice of accountability existed in the office (weak good governance practices)*. In other hand, some interviewees respond that few civil servants were not accountable to the people (customers) or to the law rather than *accountable to their bosses or to the party leaders.*"

Therefore, it can be concluded that the practice of accountability as a principle of good governance in the studied sectors is ineffective.

3.6.3. Transparency

Transparency is the core and pillar of good governance, here, means clarity and accessibility of information on the laws, rules, regulation and procedures, decision making processes, openness on service delivery processes, and free flow of information from the offices to service users or the communities. This is contributed for ensuring good governance and enables institutions transparent and accountable. Table 10 indicated that the evaluation of transparency in good governance by *using six items of survey questionnaires* based on mean and standard deviation.

Table 10: Descriptive Statistics for Transparency in Good Governance

Items	N	Mean	Std. Deviation
I have enough understanding on 'what transparency is' and where transparency is needed in my organization.	92	2.5652	1.31186
There is way of effective implementation on clear and accurate information is disseminated to the public in time in my office.	92	2.3696	1.26419
I know: disseminating properly and accurate information for public/service recipient in an accessible, visible and understandable way in my organization.	92	2.5217	1.14333
Weak implementation of law, rule and regulation is contributed for poor implementation of transparency.	92	2.2717	1.21441
There is a transparency problem on hiring and promoting the leader or employees according to performance, rule and regulation of the organization.	92	2.3370	1.28625
In my organization, there is an active public participation for the purpose of information source and shaping the organization decision based on a common sound with the organization.	92	2.9348	1.22971
Average Transparency	92	2.8387	0.68716
Valid N (list wise)	92		

Source: Own Survey, SPSS, 2017

Table 10 depicted that transparency items were scored (M= 2.56 with SD= 1.31), (M= 2.36 with SD= 1.26), (M= 2.52 with SD= 1.14), (M= 2.27 with SD= 1.21), (M= 2.33 with SD= 1.28), and (M= 2.93 with SD= 1.22) respectively. Even though mean score for the existence of active public participation obtained slightly below moderate, all the rest of transparency scales were scored below moderate. This implies there is a gap in effectively implement such activities in order to enhance the practice of good governance. Furthermore, the finding shows that **employees have no similar awareness**, concepts and knowledge of principles of good governance: on the right way of implementing transparency in the public offices.

When we see the average mean score for effectiveness of transparency in enhancing good governance, it was scored (M= 2.83 with SD= 0.68). This implies that the practice of implementing transparency on the expected manner in the studied sectors were unsatisfactory due to the problems like **lack of understanding the characteristics of transparency**, problem on **disseminating transparency in accurate, accessible and visible information on the process of law**,

rule and regulation or procedures of the sectors disseminated for all concerned bodies were still a great challenges in the studied sectors.

Similarly, the interview result shows that most of the interviewee of the study claimed that:

“The the way information provided or disseminated to the concerned bodies (to public) were so weak and outdated. In both offices have limited and at most case secretes way of providing information to the communities or for service recipients. Similar comments were rising from most interviewees. The way information disseminating via the known process (በዘፈቀደ እና በተለምዶ) by posting on boards and sometimes by distributing through flyers or brushers or on general meeting; this mostly done for the purpose of against and for reconciliation/minimizing the problem that raised for the communities after the result . From this, the researcher has been reached on the decision that there is no a clear system or procedures that responsible offices and individual to be transparent for their communities, especially for their service takers in fully accessible and accurately. Therefore, there are weak/poor practices or implementation of transparency provided for service recipients that difficult to know what is going on and to act fast before to be a victim. Due to this the customers/communities were lose the opportunity to negotiate, suggest and appeal before decisions made.”

3.7. Challenges of Good Governance

3.7.1. Capacity and Good Governance

The concepts of capacity that discussed in literature review was the ability of individuals, organizations and societies to perform functions, solve problems, and set and achieve goals as well as design, implement, manage, monitor and evaluate development policies and programs in order to achieve the intended goals and objectives successfully (UNDP, 2006).

The questions forwarded under capacity were shown that how capacity have been contributed to improving the challenges of good governance, especially the effectiveness of implementing accountability and transparency in public sectors. Accordingly the following items were used to evaluate the issue.

Table 11: Descriptive Statistics for Capacity and Good Governance.

Descriptive Statistics			
Items	N	Mean	Std. Deviation
I have no sufficient and relevant training on how accountability and transparency is effectively implemented.	92	2.5326	1.23547
In my office, there is lack of capacity and capability that caused for poor implementation of the principle of good governance.	92	2.5217	1.14333
Lack of leadership commitment, effective plan and decision making is the challenges for ensuring good governance in my office.	92	2.2826	1.17039
There are administrative obstacles like red tape, rent seeking and Insufficient resources (skilled man power and budget) to providing the overall service on time as per the service standard in my office.	92	2.4022	1.24970
Level of the availability of employees' satisfaction or motivation, way of dimensioning and up grading has some sharing on the problem of good governance.	92	2.4565	1.26154
Average Capacity	92	2.4391	.88466
Valid N (list wise)	92		

Source: Own Survey, SPSS, 2017

As depicted in table 11 the descriptive statistics result shows that all items of capacity were rated below moderate. Accordingly, when we see the issue of presence of training for employees on implementation of effective accountability it was scored (M= 2.53 with SD= 1.23) which is below moderate. This means that, the sectors are not providing relevant and sufficient capacity building activity which is expected to strengthen good governance. And also the finding shows that there is insufficiency on providing required resources both skilled man power and budget (M= 2.40 with SD= 1.24). From this data the researcher concluded that incapable civil servants could not implementing the principle of good governance effectively.

Finally, the data discussed in table 11 resulted that lack of capacity of civil servants, political leadership, and material resource were the main challenges of good governance and highly affect the implementation of the principles of good governance: transparency and accountability in the public offices.

Likewise, more than half of the informants were pointed out results of quantitative support, but some informants were claimed different ideas:

*“Empowering citizens through total engagement will be created a demand to Pressure the civil service. This pressure is important to create a culture of effective implementation of accountability and transparency between service givers and service users. Interviewee claimed that **trainings or awareness were giving for communities and service recipients –it is not known, even short term mostly centralized that is provided to top level leaders of officials and core process owners.** Also while service renders coming to the office, more civil servants of the offices were not interested and refused us. We think that this is may be due to the complexity of the work, limited skill and knowledge, available payment and incentive of the civil servants. There is very limit chance and systems to claim them their performance. For this reason, more servants didn’t apply their responsibility/duties and some were not, same were inefficient, and **do unethical practices while thy service providing.**”*

*Based on the informants’ responses, the final analysis show that most of the **customers have very poor understanding and awareness on good governance and far apart from modern service system that is one reason why the old system repeated didn’t removed that lead to passive community participation or activities.** Overall offices are not sufficient enough capacity to effectively implement the principles of good governance written on the board.”*

3.7.2. Code Enforcement

The main aim of code enforcement is used to a reaction at where/when law; rule and regulation and procedures were implemented in wrong doing, through shaping and controlling the wrong process and function in the offices for ensuring good governance and achieving goals which have a relation with the sectors. However there is clearly defined authority in regard to implementing the good governance in any public office, there is no effective rules and regulation accomplishment. The **following descriptive spastics of table 11 were revealed the above concepts.**

Table 12: Descriptive Statistics for Code Enforcement and Good Governance

Descriptive Statistics			
Items	N	Mean	Std. Deviation
Responsible bodies are familiar in managing legal matters in my office.	92	3.1087	1.35433
There are clear and easily workable administration procedures, rules and regulation as well as reforms and capacity building package practices are weak in the office.	92	2.8261	1.20081
There are misused rule and regulation of organization on decision making that opposed with transparency and accountability.	92	2.5870	1.10097
Legislation, rule and regulation play an active role during malfunction of accountability and transparency.	92	2.5000	1.30510
Average Code enforcement	92	2.7554	.89717
Valid N (list wise)	92		

Source: Own Survey, SPSS, 2017

Table 11 indicate that respondents' responses were scored (M= 3.10 with SD= 1.35), (M= 2.82 with SD=1.20), (M= 2.58 with SD= 1.10) and (M 2.50 with SD= 1.30) respectively. Except one item, other majority of items were scored mean under moderate; and finally the general descriptive statistics were scored (AM= 2.75 with SD=0.89) also scored slightly under moderate. This implies that there is weak code enforcing in the selective public offices. This is lead to that while implementing the principle of good governance, weak controlling or shaping were employed on the employee of the sectors since biased accountable and transparent.

The final conclusions of descriptive statics of table 11 show that there is high misused procedures and weak controlling the rule and regulation of organization during service delivering due to Low/weak implementation of legislation, rule and regulation during wrong doing with accountability and transparency in the studied offices. Based on the data evaluation this why Lack of commitment of leaderships and employee of the sectors, lack of sufficient capacity (system, skill and knowledge etc.), problem of awareness and integration were some challenges mentioned. The challenges can either directly or indirectly affect the successes of good governance in the selective public sectors.

In the same way, the majority responses of interviewees were argue that:

“The most interviewees respond that there are wide activities and complex escalating pressure to stable the implementation of law, rule and regulation in the public offices, but have been not seen the real implementation of the law, rule and regulatory at an expected level in the offices. Especially same interviewees aggressively respond that if all the government sectors were well committed to influence the implements of law/code all governmental regulatory, as well as accountability and transparency should be effectively implemented in any government offices sectors; the immediate results will be achieving good governance. In addition to this truly speak we have a wide range of lack of awareness on using the government regulatory in our communities. Therefore the reality that the perception of the interviewees were showed there is poor/weak enforcing regulatory since there were misused power practices and malfunctioned exercising in the public sectors of the town administration. That is a one cause for weak implementation of good governance principles in the sectors of the town.”

The general conclusion of this dimension is indicated that the integration of good governance principles and the regulatory of the sectors have a huge gap and have no clear framework. For this reason any leadership and employees of the sectors were perform the accountability and transparency as they want.

3.7.3. Corruption

In this case, poor implementation of transparency and accountability is the basic reason why the corruption takes place in wide range in public sectors. Additionally the poor practice of code enforcement has a lion share for corruption existed. In table 12, the mean and standard deviation of each item of the dimension descriptive statistics were scored (M= 2.01 with SD= 1.25), (M= 2.18 with SD= 1.08), (M= 2.10 with SD= 1.19), (M= 2.15 with SD= 1.23), and (M= 2.17 with SD= 1.22) respectively. The average mean and standard deviation of this dimension was scored very low value, which is scored (AM= 2.14 with SD= 0.93).

Table 13: Descriptive Statistics for Corruption in Good Governance.

Descriptive Statistics			
Items	N	Mean	SD
Practice of Corruption is facilitated for poor implementation of accountability and transparency.	92	2.0978	1.25846
The poor implementation of accountability and transparency is giving a chance to misuse of power that affects citizens.	92	2.1848	1.08870
Hiring relatives, friends, and group members to the excluded of other qualified persons that caused for poor implementation	92	2.1087	1.19022
Building the capacity and integrity by promoting accountability and transparency can minimize the corruption in the public sectors.	92	2.1522	1.23977
Empowering and keeping the safety of stakeholders, customers and civil servant as to account for any malfunction.	92	2.1739	1.22796
Average Corruption	92	2.1435	.93589
Valid N (list wise)	92		

Source: Own Survey, SPSS, 2017

The results of analysis in table 12 is show that **poor implementation of accountability and transparency in the offices were the root for escalating corruption in the public sectors; and then the growing up of corruption in the selective public offices offices were caused for existing poor good governance and vise verse.**

In support of this, almost all the interviewers also pointed out that, in fact:

*“All most related to all, informants confirmed that corruption was **burning issues** for the government organs and to community development and growth. It is a **bottleneck** for good governance practices in the sectors. Due to this, the customers had lost their right and benefits from the public offices - particularly, one informant was respond that ‘What makes me irritating and shameful is the **practice of corruption in the public offices is now day not considered as a shame**; this is bad for coming generation. The old believes saying in the community ‘**He/she who does not eat while in the power, will regret it***

when he is fire out'. The interviewees have different perception on the reason. Some informants expected that due to low pay, no equally benefited from the office's resources, bad culture of the offices, etc and others were because of poor law enforcement and weak practice of good governance might be caused for the practice of corruption in the sectors. Their finally understand to improving the implementation of the principles of good governance in the public offices via empowering the organization, capacitating the costumers and stakeholders, in addition to effectively and efficiently implemented the principle of good governance that have written on the board of each in front of the public offices."

According to the respondents' responds and perceptions very poor implementation of accountability, transparency practice in secrete weak capacity and poor implementation of code enforcement the offices were opened the door for the full practice of the corruption.

3.8. Conclusion

This chapter deals with data presentation and data analysis based the gathered data though interview and questionnaires. Accordingly the researcher describes the following conclusion in separately the practice and challenges of good governance based on the above evaluations.

Average Mean for practice of Good Governance: generally all the result of each the three dimensions that determined for the evaluation of practice of good governance in the selected sectors were scored under moderate mean (M= 2.58 with SD= 0.95), (M= 2.74 with SD= 0.63), (M= 2.83 with SD= 0.68), respectively. And also the average practice of good governance is scored under moderate (AM= 2.72 with SD= 0.62). This is describing in table 13.

Table 14: Average Descriptive Statistics for practice of Good Governance

Descriptive Statistics			
	N	Mean	Std. Deviation
Average_Awareness	92	2.5842	.95451
Average_Accountability	92	2.7428	.63545
Average_Transparency	92	2.8388	.68716
Average practice of Good_Governance	92	2.7219	.62179
Valid N (listwise)	92		

Source: Own Survey, SPSS, 2017

Generally, due to so many factors mentioned in the above data presentation, the practices of good governance in the selected sectors were **very poor in the aspects of awareness, accountability and transparency implementations.** Under those segmentation, the core factors that describing in the finding were: poor awareness on how performing effectively the principles of good governance., poor implementation of rule and regulation, leaders/political power interference, law concepts of communities, weak official responsiveness, and lack of commitment of management, leaders. Poor capacity, limit transparency, rent seeking and practice of corruption, wrong way responsibility exercising, power misused and malfunction practice like lack of participation of stakeholders and service recipients, corruption, patronage, partiality and self-gain practice, lack of clear appealing mechanism or complaint/grievance handling and poor periodic monitoring and evaluation system were **core challenges in the public sectors of the town administration.**

Average Mean for challenges of Good Governance: The result of each the three dimensions for the evaluation of challenges of good governance in the selected sectors were scored under moderate (AM= 2.43 with SD= 0.88), (M= 2.75 with SD= 0.89), (M= 2.14 with SD= 0.93) respectively. And also the average challenges of good governance are scored under moderate average mean: M= 2.44 with SD= 0.67. This is describing in the following table 14.

Table 15: Average Descriptive Statistics for Challenges

Descriptive Statistics			
	N	Mean	Std. Deviation
Average_Capacity	92	2.4391	.88466
Average_Code_enforcement	92	2.7554	.89717
Average_Corruption	92	2.1435	.93589
Challenges of Good Governance	92	2.4460	.67668
Valid N (listwise)	92		

Source: Own Survey, SPSS, 2017

In sum, the challenges of good governance in town administration is hindered by lack of qualified man power and in adequate resources; weak coordination among stakeholders; weak implementation capacity; weak public awareness; absence of strong monitoring and evaluation mechanisms and lack of transparency and accountability on the practice of corruption.

Generally, the challenges that describing in the above data presentation shows that challenge of good governance in the selected sectors were Sevier. Under those pigmentation, the core challenges that describing in the finding were: lack of capacity of employee, political leadership, and material resource, poor integration of good governance principles and the regulatory implementation of the sectors have huge gap and have no clear framework, very poor practice of accountability, transparency implementation in secret, and poor implementation of code enforcement were the main challenges of good governance and highly affect the implementation of the principles of good governance: transparency and accountability those written on the board.

CHAPTER FOUR

4. Summary, Conclusion and Recommendation

In the earlier chapter, the gathered data were discussed based on respondents' perceptions by using the technique of questionnaires and interviews. Therefore this chapter deals with the summary, conclusion and recommendation on the presented data in light of the relevant empirical and literature reviews developed by scholars. Besides, this chapter provides towards to improve the implementation of good governance in the public sectors of town administration.

4.1. Summary of Major Findings

The main objective of the study was aimed to assess the practices and challenges of good governance in the municipality and trade and market development of the fitche town administration from point of view transparency and accountability; and some tools which used to measure the challenges of good governance such as capacity, code enforcement and the problem with corruption. In order to achieve this objective, the researcher used both secondary and primary data through questionnaire and interviews. Also revised the documents based on accountability, transparency, awareness, code enforcement, capacity and practice of corruption. The collected data was analyzed using SPSS version 21. Descriptive statistics such as percentage, frequency, means, and standard deviations were employed, and the finding the study was presented using charts, tables and narration.

Therefore based on the respondents' perception and then the result of the analysis, the finding of the study have been summarized as the following.

Out of 96 questionnaires distributed to sample respondents, 92 were returned and all the drawn 24 interviewee were responded. In all 116 respondents were participated in the study. Besides, based on the demographic profiles of the respondents, the higher share was taken by male employees' (64.8%) and females were (35.2%). In terms of age, while the majority (40.2%) of respondents belongs to 24 – 29 which indicates most of employees were youngster, only (3.3%) were above 42 years. In relation to their education while (57.62%) of respondents had first degree and above, the remaining (42.38%) had college Diploma, technical and vocational certificate and completed grade 10 and 12. Furthermore, the data shows that majorities (70.7%) of respondents were working above five years and the remaining (29.3%) were below five years of experience.

- With regarding to awareness, there were low level of awareness in both side of employees and customers. The finding shows as the average mean were scored below moderate. i.e. (M= 2.58 with SD= 0.95).
- The study revealed that transparency in terms of clarity, openness on the procedures, decision making, manuals, rule and regulations, and generally the way of providing accessible information have seen at low. Based on the data analysis, were scored at below the moderate value. i.e. (M= **2.83 with SD= 0.68**). Also the result of interviews opinion confirmed that limited openness and information dissemination system of the two sectors confirmed as unsatisfactory.
- From accountability point of views, the finding shows that there are poor actions/practice and mechanism for implementing accountability in the sectors. This is due to the challenges with wrong way responsibility exercising, power misused and malfunction practice like lack of participation of stakeholders and service recipients, corruption, patronage, partiality and self gain practice, lack of clear appealing mechanism or complaint/grievance handling and lack of fully strength periodic monitoring and evaluation system were high in the public sectors of the town administration. Thus, the average mean for accountability were scored **below moderate (M= 2.74 with SD= 0.63)**.
- It was observed that there is lack of sufficient training for employees which engaging them skill and knowledge on the way solving the challenge of good governance and effectively implementing the principles of good governance. As a result the descriptive statistics of average mean of capacity in the challenges of good governance were scored below **moderate (M= 2.43 with SD= 0.88)**.
-
- The average mean score for code enforcement was obtained (M= 2.75 with SD= 0.89), which is considered as below moderate. The finding also shows that there is high law/code ‘misused and breaking of the procedures, directives, rules and regulations during service delivery and decision making in the sectors. This is due to weak controlling or shaping since biased accountable and transparent in the sectors while implementing the principle of good governance. The challenges can either directly or indirectly affect the successes of good governance in the public sectors. Hence, there were poor implementations of code enforcement in the selected public sectors of the town.

- Finally the analyzed data shows that, poor implementation of accountability and transparency in the sectors would be the root for escalating corruption in the public sectors; and then the growing up of corruption in the offices were caused for existing poor governance.

4.2. Conclusion

Based on the data analysis and interpretation the study had finally come up with the following conclusions:

[*], Employees who have enough awareness of good governance were expected to be active and effective implementation of the principles of good governance in public sectors. Consequently, regarding to the respondents' perceptions on awareness, the researcher can be concluded that particularly there were huge variety among the employees of the sectors, and generally they have poor awareness on how the principles of good governance is effectively implemented. This is due to insufficient training and poor information dissemination system on the issues of good governance in the sectors.

[*] The other notable principle which highly influences the performance of good governance which considered as a core and pillar of good governance is the practice and challenges of accountability in public sectors. According to the result of the study, average mean for accountability were scored below moderate ($M= 2.74$ with $SD= 0.63$). This score shows that the strength and level of accountability implementation in the public sectors were not pleasing. This is due to the challenges with wrong way responsibility exercising, power misused and malfunction practice like lack of participation of stakeholders and service recipients, poor accountability management, corruption, patronage, partiality and self gain practice, lack of clear appealing mechanism or complaint/grievance handling and lack of fully strength periodic monitoring and evaluation system were high in the public sectors of the town administration.

More to the point, accountability is not in practice in the means of individual and organization can be responsible and accountable for their action and wrong doing the public sectors rather the escalate is putting in the system.

[*] In the governance, transparency is a pillar of good governance that signifies an openness of the governance system through clear processes, procedures and easy access to public information for citizens through promoting ethical awareness in public service which ultimately ensures accountability for the performance of the individuals and organizations handling resources or holding public office (Suk Kim et al 2005).

But the reality in the finding of the study indicated that, way of information disseminating on procedures, the practice of law, rules and regulations and other public issues have no accessibility, reliability (timely, complete, fair, consistent) as expected level. Even though there were some practice of transparency in both sectors, the problems like lack of having a uniform understanding, the way of information disseminated, problem on equally transparent in accurate, accessible and visible information for all concerned bodies in time were still challenges in the practice of good governance. This is due to weak mechanism, practice of corruption, limited participation, limited costumers awareness, poor transparent procedures, limited capacity and poor commitment are some challenges distinguished in the finding. For ensure, the average mean for transparency in enhancing good governance were scored ($M= 2.83$ with standard dev. 0.68). This implies that the practice of implementing transparency on the expected manner in the studied sectors were not satisfying.


. [*] The other notable challenge which was influenced the implementation of good urban governance was Lack of capable work force and in a wide area required personnel are not on position. It would have not been sufficient for the effective operation of the principles of good governance in the organization. This in turn resulted in limited individual capacity in the sector in one way and limited capacity of the office in other to provide sufficient and quality service to the customers in particular and the community in general.

Additionally lack of capacity and capability caused for poor implementation of the principle of good governance. As a result the average mean value of the dimension of capacity and capability was scored below moderate ($M= 2.43$ with $SD= 0.88$). This data is raveled the above reality that concerned capability with the implementation of good governance principles.

Finally, the study shows that lack of capacity and capability of civil servants, political leader commitment including material resource were caused for poor implementation of the principles of good governance, especially: on transparency and accountability in both offices.

[*] Regarding to code enforcement, the poor control mechanism, weak implementation of rule and regulatory escalating in the public sectors, here were poor implementation of accountability and transparency; this implies the main reason for weak good governance. The most importance of code enforcement is used to a reaction at where and when law; rule and regulation were implemented in wrong doing in the government office and private offices. Therefore the practices of good governance either directly or indirectly have relations with code enforcement process.

The present study shows that average mean score for code enforcement was obtained ($M= 2.75$ with $SD= 0.89$) which is considered as below moderate. As a result it was confirmed that there is weak code enforcing in the selected public sectors. This implies that while implementing the principle of good governance, weak controlling action and shaping mechanism were employed in the sectors; since exercising unfair accountable and transparent. Thus, the challenges can either directly or indirectly affect the successes of good governance in the selected public sectors.

[*] Corruption is a broad concept that covers a wide range of practices in types and behaviors. The level of implementation of accountability and transparency is directly affecting the practice of corruption in public sectors and **vice versa**. Study also outshined that one of  the root causes for escalating rent seeking and practice of corruption in the public sectors and then the growing up for the challenges were cause for existing poor governance.

The average mean and standard deviation for corruption was scored very low when compared to other dimensions, which is ($M= 2.14$ with $SD= 0.93$). This implies that **the practice of corruption is pointed as Sevier challenges of good governance in the studied sectors; due to misuse of power, net work based hiring, low participation of stakeholders and customers,** and poor implementation of accountability and transparency were some distinguished in the finding. So, the evaluation by customers has an implication as they were victims or vulnerable due to lack of transparency and accountability.

4.3. Recommendation

Based on the data discussions, analysis and the findings, the following recommendations are forwarded:

[1] It is recommended to conduct continuous training for leadership and employees as well awareness creation for service takers regarding to good governance issues.

[2] Even though, there is a practice in order to ensuring accountability in the sectors, due to the nature and characteristics of accountability is very complex and dynamic, the reality is poor. Because it requires inclusive active participation of stakeholders & partnerships, costumers and political will, skilled man power with strategic alliances as well as effective enforcing the rule and regulation while developing and implementing it. Therefore, it was recommended that the government should set a clear and frame worked system by which the accountability will effectively implement in the public sectors. Furthermore, the government should have to articulate all code and regulatory like directives, rules and regulations with the practice of accountability to ensure good governance.

[3] The sectors should have to transparent for public and should build a clear mechanism or systems by which every government functions and procedures could open and available for the public. Thus, it is recommended that rules of ethics and professional integrity by the public offices should be put into operation and monitored and take immediate corrective measures on who have been involving in malpractices. Moreover, employees need to aware on every government functions like events, process, and results should be disseminating in an accessible (in time and equitable), and in reliable (timely, complete, fair, consistent or regularly).

[4] According to finding overall capacity of the sectors is not sufficient enough to effectively execute its mandates. Therefore, capacity development program that involve on employees including customers and their stakeholders should be in place with due focus on human resource development through training and development, hiring qualified and adequate human resource and allocating adequate budget. Additionally the government should have to be done on skills and knowledge development, creating community awareness and promoting the concerning

bodies to involving in the town administration regulation formulation as well as in developing the plan.

[5] The finding of the study indicated that even though the sectors have the written documents such as procedures, directive, law, rules and regulations, (codes) proclamation, such documents were not effectively implemented at where and when performing a wrong doing like misused power as well as for malfunction of accountability and transparency in the public sectors. Therefore, the government should put in to real practice those written documents in order to promote effective implementation of good governance principles.

To minimize such challenges, the sectors should build a clear mechanism, procedures and should have to appropriately enforcing the law, rules, regulations, codes and proclamation and other things which integrated with this issues. This can help the actors for fully mandatory and responsible without any interference of the upper political powers and unlimited power exercising as well as viable to transparent for any public functions and immediate accountable for any wrong doing.

[6] Corruption is considered as major hindrance of good governance. Directly, by minimizing the challenges of urban good governance through effectively implementing the principles of good governance that have written on the board of each public sectors , the practice of corruptions could immediately minimize in the sectors. Those concepts would have been realizing through exposing and fighting the corruption, enforcing (code) rules and regulations, political commitment/will, increasing the community parturitions, existing check and balance mechanism, and ensuring transparency and accountability for any public functions.

Additionally, the sectors should be inculcated the driving forces and the watchdogs in the struggle against corruption via monitoring the practice of corruption, and the actors should be fully protected and promoting with incentives.

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APPENDECIES:

Addis Ababa University

School of Graduate Studies

**Department of Public Administration and Development
Management**

Survey Questions for government employees (Civil Servants).

Dear sir/Madam

With this questionnaire, the researcher intends to **assess challenges of urban good Governance** in public sectors, at Fitcha Town Administrative. Since this research has been done for academic purpose, I assure you that all verbal and written responses are confidential.

For genuinely doing so by devoting your time and exerting effort, the student researcher really remains very grateful to you. Meanwhile, he/she wishes to bring in to your attention that the outcome of this study will highly depend on your sincere and timely response.

Thank you so much in advance for your understanding and cooperation.

N.B.

- Don't need to write your name
- Please use any language of the three: **English, Amharic and Afan Oromo** to answer the short and precise for open-ended (if any).

Part I: General instruction and Personal information

A: General instruction

Read the following items and respond to each question by putting a tick mark (✓) to your choice and/or providing a short answer where necessary.

B: Personal information

1. Sex: Male Female

2. Age: 18 – 23 24 – 29 30 – 35 36 – 41 Above 42

3. Educational Level: 10/12 Level I–VI 10 + 1 -10 + 3/Diploma

Degree MA/MS and above

4. Year of work Experience: 1–5 6–10 11–15 16–20 Above 21

Part II: Questionnaires for respondent for Civil Servant of Fitch town public sectors :(-----office).

(Please answer the following by ticking (√) in the appropriate box)

Key: 1= Strongly Agree (SA) 2= Agree (A) 3= Neutral (N) 4= Disagree (D) 5= Strongly Disagree (SD)						
<i>S.N</i>	1. Level of awareness On Good governance	<i>SA</i>	<i>A</i>	<i>N</i>	<i>D</i>	<i>SD</i>
1.1	I know what good governance means.					
1.2	There is sufficient staff training on the principle of good governance (ethics principles of civil services).					
1.3	I have enough concepts on ‘for whom, for what, and where’ I accountable and transparent.					
1.4	Effectively implementing accountability and transparency is used to providing effective service delivery for the Public.					
2. Practice and Challenges of Good Governance						
2.1 Accountability		<i>SA</i>	<i>A</i>	<i>N</i>	<i>D</i>	<i>SD</i>
2.1.1	I have enough understanding ‘what accountability mean’.					
2.1.2	I know my individual accountability on what I am doing; and how I accountable for wrong action in my office.					
2.1.3	Based on periodic monitoring and evaluation system, there is a quick correction action whenever and wherever wrong doing in my office.					
2.1.4	There is a responsive and clear appealing, when a decision is biased and for complaint or grievance handling with clear accountable without delaying.					
2.1.5	There is actively listening to what stakeholders and service recipients are saying and accountable for my wrong doing.					
2.1.6	Avoiding biased of power misused and malfunction: patronage, partiality and self gain practice is used to foster/ensured the individual and organization accountability.					

2.2 Transparency		SA	A	N	D	SD
2.2.1	I have enough understanding on ‘what transparency is’ and where transparency is needed in my organization.					
2.2.2	There is way of effective implementation on clear and accurate information is disseminated to the public in time in my office.					
2.2.3	I know: disseminating properly and accurate information for public/service recipient in an accessible, visible and understandable way in my organization.					
2.2.4	Weak implementation of law, rule and regulation is contributed for poor implementation of transparency.					
2.2.5	There is a transparency problem on hiring and promoting the leader or employees according to performance, rule and regulation of the organization.					
2.2.6	In my organization, there is an active public participation for the purpose of information source and shaping the organization decision based on a common sound with the organization.					
2.3 Capacity and Capability		SA	A	N	D	SD
2.3.1	I have no sufficient and relevant training on how accountability and transparency is effectively implemented.					
2.3.2	In my office, there is lack of capacity and capability that caused for poor implementation of the principle of good governance.					
1.3.3	Lack of leadership commitment, effective plan and decision making is the challenges for ensuring good governance in my office.					
1.3.4	There are administrative obstacles like red tape, rent seenk and Insufficient resources (skilled man power and budget) to providing the overall service on time as per the service standard in my office.					
2.3.5	Level of the availability of employees’ satisfaction or motivation, way of dimensioning and up grading has some sharing on the problem of good governance.					
2.4 Code enforcement		SA	A	N	D	SD
2.4.1	Responsible bodies are competent in managing legal matters in my office.					
2.4.2	There are clear and easily workable administration procedures, rules and regulation as well as reforms and capacity building package practices are weak in the office.					
2.4.3	There are misused rule and regulation of organization on decision making that					

	opposed with transparency and accountability.					
2.4.4	Legislation, rule and regulation play an active role during malfunction of accountability and transparency.					
2.5 Corruption		SA	A	N	D	SD
2.5.1	Practice of Corruption is facilitated for poor implementation of accountability and transparency.					
2.5.2	The poor implementation of accountability and transparency is giving a chance to misuse of power that affects citizens.					
2.5.3	Hiring relatives, friends, and group members to the excluded of other qualified persons that caused for poor implementation					
2.5.4	Building the capacity and integrity by promoting accountability and transparency can minimize the corruption in the public sectors.					
2.5.5	Empowering and keeping the safety of stakeholders, customers and civil servant as to account for any malfunction.					

If you have any other idea: -----

Part II: Interviews questions for -----to collecting information about challenges of urban good governance: Implementation of accountability and transparency in selected public sectors of

Fitche town administration, -----office

1. I think you have enough awareness on principles of good governance ‘accountability and transparency’ means in public Sectors. A) Agree B) Disagree

If your Answer for question (2), is ‘A’; What is your reason?

2. Both transparency and accountability are the pillars principles of good governance; that integrated directly or indirectly with governance functions. Though, through making transparency and accountability real, the government can ensure good governance for the citizens.

So, do you think practice of answerability, responsiveness and clear appealing mechanism at where decisions can be contested and for complaint or grievance handling based accountable and transparency without dely.

- A) Agree B) Disagree.

➤ If your Answer for question (2), is ‘B’; what do you think on the way accountability and transparency implanted in this office? -----

3. Do think your office make available, reliable and timely information about the existing conditions, decisions, new enacted law and function of organization in an accessible, visible and understandable approach to the public in good ways? A) Agree B) Disagree.

➤ If your Answer for question (2), is ‘B’; what are the challenges would be solved at here? -

4. Do think if Law, rule and regulation is play active role in the malpractice (*negligent professional behavior*) during the implementation of good governance principle: accountability and transparency, the problem of good governance solved in this office? A) Agree B) Disagree.

➤ If your Answer for question (4), is 'A'; what do you think to do so? -----

5. Do you think the practice of misused power/responsibility, lack of leader's commitment with some obstacles like: rent seeking, red tape and insufficient resources (skilled man power and budget) have been caused for the problem of good governance weakness? If your Answer for question (2), is 'A'; write your comment and the problem can solved? -----

6. Do think hiring relatives, friends, group members and pressure of patronages to the exclusion of other qualified persons? If there, how this problem solved for the future, write your comments. -----

7. Some Principles of Good governance of the country has legal base integration with the constitution and other law, rules and regulation of the country. Mind in the above concept, do you agree, if the government is carefully implemented those law, rule and regulation, the implementation of the principles of good governance will be promoted in the public sector.

- 1) Agree
- 2) Disagree

➤ What is your comment? -----

8. If all the principles of good governance that have been written on the boards had been effectively implemented in this office, the problem that across the costumer would have been highly minimized.

A) Agree B) Disagree

➤ Please give your comment, if your answer for Question No.(1) is 'A' list other challenges/hindrance

- a) -----
- b) -----
- c) -----
- d) -----
- e) -----

Thanks!

Gaafii Odeffannoo/Data Funaannuf Hojjetoota Mootummaa Waajjira Mana koppeessa Bulchiinsa Magaalaa Fiicheetiif Qophaa'e
(Gaafilee Armaan gaditti dhihaataniif deebii amante mallattoo saanduqa keessa jiru kanaan agarsiisaa (√))

Safartoo: 1= Garmaleen Itti Amana (SA) 2= Ittin Amana (A) 3= 'Neutralidha' (N) 4= Itti hin Amanu (D) 5= Garmaleen itti hin Amanne (SD)						
<i>Lak</i>	<i>1. Gaafii Sencaa hubannoodhaf</i>	<i>5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>1</i>
1.1	Bulchinsi gaarii maal akk ta'e ni beeka.					
1.2	Leenjiin gahaa ta'e dudhaalee(principles) bulchhinsa gaarii irratti hojjetootaf ni kennama					
1.3	Ani akkan 'eenyuf, Maalif akkasumas akkamiin' ittigaafatamummaa fi iftoomona qabaachuu akkan qabu irratti hubannoo gahaan qaba.					
1.4	Itti gaafatamummaa fi iftoominni akkaataa barbaadameen hojii irra yoo oole, kenninsa tajaajilaa akkaataa barbaaddamen ummataaf dhiheessuu ni dandeenya.					
<i>2. Haala Raawwii and Rakkolee(challenges) Bulchhinsa Gaarii</i>						
<i>2.1 Itti Gaafatamummaa</i>		<i>5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>1</i>
2.1.1	Ani itti gaafatamummaa jecchuun mal akka ta'e hubannoo gahaan qaba.					
2.1.2	Waajjira koo keessatti, Wantan raawwadhu irratti, dhunfaadhan itti gaafatamumman koo maal akka ta,e fi waan badaa yoon raawwadhe akkamiin akkan itti gaafatamu nan beeka.					
2.1.3	Waajjira koo keessatti, gochi badaa yoo raawwate, yoomiyyuus ta'ee eessattiyyuu tooftaa hordoffii fi gamaggama yeroo yroodhan godhamu irratti hundaa'amee atattamaan sirreeffamni ni fudhatama					
2.1.4	Murtii kenname tokkorratti yoo itti quufne, haalli namni kommi fi mormii itti dhiheeffatee deebii atattamaa karaa itti					

	gaafatamummaa qabun itti kennamu jira.					
2.1.5	Wajjira koo keessatti, raawwiin seerraa, qajeelfamaa fi dambii, hojii ittigaafatamummaaf kaka'umsa uumuf/jajjabeessuuf gahee guddaa taphata.					
2.1.6	Haala si'ataa ta'een qaama wajjiricha waliin hidhata qabu if maamiltoota isaa dhaggeeffachuun, badiin uumeef akkaatan itti gaafatamu jira.					
2.1.7	Akkaataa dogongora ta'een akkasumas itti gafatamummaa fi iftoomina hin qabneen dalaguun, faayidaa dhuunfa dursuu, fi 'parciality'n yoo dhabamsiisne sadarkaa wajjiraattis ta'ee nama dhuufatti itti gaafatamummaa mirkaneessuf nugargaara.					
2.2 Iftoomina		5	4	3	2	1
2.2.1	Wajjirri koo iftoominni essaatti akka barbaachisuuf I anis dhunfaadhan iftoominni maal akka ta'e hubanno gahaan qaba.					
2.2.2	Wajjira koo keessatti, adamsi odeffonnoo sirri fi qulqullu ta'e yeroo yeroon ummataaf itti darbaa jiru halaa gaaridhaan rawwatamaa jira.					
2.2.2	Odeeffannoon guutuu, sirrii fi qulqullina qabu akkaataa mul'atuun fi iddoo ifa ta'ee namni hundi arguu dand'atti maamoltoo fi umma bira geechifaamaa akka jiru nan beeka.					
2.2.3	Haalli raawwii seeraa, danbii fi qajeelfama hojimaata wajjirichaa laafaa yoo ta'e, akkaataan hojii irra ilmaa iftoominaa dadhabaa aakka ta,u gumaacha qaba.					
2.2.4	Wajjira koo keessatti,haalli hojjetoota ykn geggeesitootni itti guddatuu, qacarammu, fi faayidaa isaaaf malu itti argatu, akkaataa iftoomina qabuu fi qajeelfammaa fi dambii bu'uureefate raawwachuu irratti rakkoo qaba.					
2.2.5	Raawwiin hirmaannaan ummataa si'ataa ta'ee fi murtiiwwan sagalee tookkon irratti waliigalamee murteessuf ykn sirreessuf akkasumas madda ragaa hojimaata wajjiricha godhachuu irratti bu'uureffame ni jira.					
2.3 Capacity		5	4	3	2	1
2.3.1	Itti gaafatamummaa fi iftoomina haala barbaadameen hojii irra olchuuf leenjii gahaa ta'e hin qabu.					
2.3.2	Wajjira kiyya keessa, rakkoon dandeettii raawachiisummaa dudhaalee(principles)'oota bulchiinsa gaarii akkaataa barbaaddameen hijiitti hiikuf sababa ta'e ni jira.					
1.3.3	Hanqinni kuttannoo, karoosuu, murtii haqa qabeessa ta'e kennuu fi					

	itti gaafatamummaa ofii faayidaa dhuunfaa waliin wal-qabsiisanii itti fayyadamuu, bulchiinsi gaarii akkaataa barbaadameen mirkaneessuu irratti rakko(challenges) ta'era.					
1.3.4	Birrokrasii, egatumman, hanqinni bajataa if iddoo isaarratti nama haalan gahoomee tajaajila ummataaf yeroon fi standardii isaa egate dhihesuu irratti rakkoo ta'era.					
2.3.5	Haalaa mijaa'aa dhabuu fi Akkaatan hojjettotni waajjirichaa keessatti waan isaanif male argachuu fi dhabuun bulchiinsi gaarii akka hin mirkanoofne gumaach qaba.					
2.4 Raawwii qajeelfamootaa (Code enforcement)		5	4	3	2	1
2.4.1	Waajira keenya keessatti, qaamni itti gaafatamummaa qabu hundi dhimmoota seeran walqabate hunda(qajeelfama, labsii kknf.) beekke geggeessaa jira.					
2.4.2	Halli reformiwan, adeemsa hojmaataa, qajeelfamotni fi dambileen waajjirichaa akkaataa salphaa fi ifa ta'een hubatanii hojiitti hikuu irratti laafinsi waajjiricha keessatti ni mul'ata.					
2.4.3	Haalitni hojii irra oolmaa qajeelfamoota fi labsiiwanii yeroo dudhaa itti gaafatamummaa fi iftoominaa waliin wal faallessu jira.					
2.4.4	Qixaan hojii irraa olman seerota waajjirichaa, akkaataa itti gaafatamummaani fi iftoominni waajjiricha keessatti fi hojetaadhan hojii irra oolan ni murteessa.					
2.5 Malamaltummaa		5	4	3	2	1
2.5.1	Gochi fi ilaalchi malaamaltumma jiraachhuun waajjiricha keessatti raawwiin itti gaafatamummaan fi iftoominaa akka laafaa ta'uuf gumaacha guddaa qaba.					
2.5.2	Akkaatan raawwii itti gaafatamummaa if iftominaa laafaa waan ta'eef, gochi fi ilaalchi kiraa sassabummaa ni bal'ata..					
2.5.3	Gochi firummaan, hiri'umman, gareedhan fi faayidaadhan angoo fi hojiitti wal fiduu laafinsa bulciinsa gaarii uummu keessatti gahee guddaa qaba					
2.5.4	Dandeettii rawacchiisuma cimsuu, seeraa, haqumman fi dhugummaan dalaguun hinqina raawii dudhaalee bulchiinsa gaarii waajjiricha keessatti mul'atu hir'suu danda'a.					
2.5.5	Maamiltoota fi 'stakholderota' waajjirichaa angeessuu fi nageenyummaa isaanii eeguudhan gochoota hanqina iftominaa fi itti gaafatamummaa qaban irratti qabsaa'un kiraa sassabdummaa hir'isun ni danda'ama.					

Yeroo kee aarsaa goote waan odeeffannoo waan naaf kenniteef galatooami!

Kutaa I:

Gaafii Afaanii Maamiltoota Waajjira Mana Qopheessaa fi Waajjira Daldalaaf Misooma Gabaa Bulchiinsa Magaalaa Fiichee Irraa Odeeffannoo Dhimma Rakkoolee Bulchiinsa Gaarii Hojjiirra Olchuurratti Wal qabatee Jiru funaanuf Qophee'e.

1. Yeroo waajjira kanarraa tajaajala argachuu dhuftu, pirinisipiloonni bulchiinsa gaarii balbala waajjirichh fuulduratti maxxanfamanii jiran kanneen irratti hubannoon ati qabdu maal fakkaata?

2. Yeroo ati waajjira kanarraa taaajla argattu haaalli hojjettonni isaanii itti sikeessummeessa akkaataa pirinsipiloota kanaatin keessattu: kaallaattin gahee isaanii bahuu irratti, waan hojjetanii fi balleessa ykn waan seran ala raawwatan gubbaarratti haalli hojii irra oolmaa ittigaafatamummaa(Accountability) waajiiricha keessatti mul'atu haala kamiin ibsita?

❖ Yoo akkaataa barbaadamen hojjiirra oolaa hin jirre ta'e, sababa isaa maalta'uu hubatte ?

- a) -----
- b) -----
- c) -----
- d) -----
- e) -----

3. Iftoomminni (Transparency) waajjirri kun dhimmoota kenniinsa tajaajilaa fi kan biroo hawaasichaa kennu ykn dhiheessu irratti qabu akkaataa hubannoo ketitiin maal fakkaata?

❖ Yoo akkaataa barbaadamen hojjiirra oolaa hin jirre ta'e, sababa isaa maalta'uu hubatte ?

- a) -----

- b) -----
- c) -----
- d) -----
- e) -----

4. Hojimaata waajjirichaa ilaalchisee, Madaaliin ykn taajjabbiin at dandeettii raawwachuu fi raawwachiisuu hojjetoota waajjirichaa maal fakkaata?

❖ Hanqinoonni ati hubatte yoo jiraatee, isa kamfaatu bulchiinsa gaariif gufuudha?

- a) -----
- b) -----
- c) -----
- d) -----
- e) -----

5. Waajjiricha keessattitti Caccabiinsi iftoominaa fi ittigaafatamummaa yeroo uumammu haalli hojii irra oolmaa Labsii, Dambii, serri fi qajeelfamni hojii mootummaa akkaataa barbaadameen hojiirra oolurratti maal hubatte?

❖ Yoo akkaataa barbaadamen hojiirra oolaa hin jirre ta'e, sababa isaa maalta'uu hubatte?

- a)-----
- b)-----
- c) -----
- d) -----
- e) -----

6. Haala Ilaalchii fi gochi kiraa sassabummmaa hojii irra oolmaa laafisuu danda'u waan hubatte haala kamiin ibsita?

7. Walumaa galatti, Osoo Pirinsipilootni bulchiinsa gaarii boordii/taappeellaa irratti maxxanfamanii jiran kanneen: keessattuu iftoominnii fi ittigaafatamummaan akkaataa barbaaddameen hojiirraa oolanii, bulchiinsi gaariin wajjira kanaa ni mirkanaa'a jettee ni amantaa? -----

❖ Pirinsipilootni kanneen, keessattuu: ittigaafatamummaa fi iftoomoni akkaataa barbaaddameen hojiirra ooluf akka yaada keetitti waajirichas ta'ee maamiltootni Maal raawwachuu qaba jetta ?

- a) -----
- b) -----
- c) -----
- d) -----
- e) -----

Hub.Yaadonni sihafe yoo jiraate waraqaa kana duubasarratti ibsuu dandeecha

‘ Yeroo kee aarsaa gootee deegarsa naaf gumaachiteef guddaan sigalateeffadha!’

Eebla, 2009