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Assessment of Good Governance Practices:

The Case of Arada Sub City Administration.

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## **Abbreviation**

ADB	Asian Development Bank
ADF	African Development Fund
ADP	African Development Bank
AfDB	African Development Bank
APSC	Australian Public Service Committee
CBOs	Community Based Organizations
CGG	Commission on Global Governance
CSOs	Civil Society Organizations
DIP	Democratic Institution Programme
EBRD	European Bank for Reconstruction and Development
EC	European Commission
ECA	Economic Commission for Africa
EU	European Union
IMF	International Monetary Fund
NCBSP	National Capacity Building Strategy Programme
OECD	Organization for Economic Cooperation and Development
UN	United Nation
UNDP	United Nations Development Programme
UNESCAP	United Nation Economic and Social Commission for Asia and
WB	World Bank

## ABSTRACT

*The major goal of this study was to assess state of good governance in Arada sub city. The research was conducted in Arada sub city which was selected randomly. The specific objectives of the research were to examine the extent to which good governance practice applied in the Arada sub city; assesses the perception of public officials and employee towards the practice good governance in the sub city and to identify the perception of service users towards the practices of good governance in Arada Sub city. Among 10 sub cities in Addis Ababa town, Arada sub city was selected randomly. Survey research design was used for this study. To achieve the objectives of this research both qualitative and quantitative data were used. Primary data were collected from employees and officials of the institution (96) and service users (110). Secondary data were collected from pertinent sources like institution reports, magazines, internet sources and others. Semi structured interview schedule was used for employees and service users and questionnaire was employed for officials to collect data from them. Data were analyzed using percentage and frequencies, tabulation, figure and the like. Participation, accountability, transparency, equity & equality, effectiveness and efficiency were taken as indicators of good governance. The perception of majority of the service users were ranged from low to medium. On the other hand, the responses of employees and officials for the same indicators ranged from medium to very high. Besides, the study identified that the intention of the sub city to involve the service users in major development programs was low. Conducting periodic surveys, designing participatory development programs, and involving the service users in major decision that concerns the community will have immense contribution for future development and effective service delivery in the sub city.*

Key terms: governance, good governance, transparency, participation, accountability, equity and equality and effectiveness and efficiency

## CHAPTER ONE

### 1. Introduction

#### 1.1 Background of the Study

Arada/Arada sub city/ is mention it's name with the name of Addis Ababa regarding historical foundation. The reign of Emperor Minilik II in 1886 and Emperors Taitu Butil decide this place to the seat of their government. Most of their governmental structure, residences, and other social economic and political infrastructures established mostly here in Arada. Arada was also the famous and big market place. And it is the meeting place of the peoples of Ethiopia from different regions.

Since the seat of Minilik regime came here a lot of historical events and foundation such as modern educational institutions like Minilik II School, The first modern Hotel/ restaurant establish here in Arada elderly area Namely EtighieTaitu hotel. This hotel established in 1808 E.C. The seat Municipality Addis has established here in Arada sub city. It was located around Mahmud music house.

There is a lot of historical institutions, Building monuments such as the palace, parlama, worship buildings and...etc established in this sub city. So Arada is not only the name of sub city but it has historical asset. In general Arada is one of the ancient parts of Addis Ababa and also one of the areas where the early history of the city is most apparent.

Currently a lot of buildings built for different purposes such as worship, administration, education, health, business and today Arada is become one of the ten cities of Addis Ababa and the seat of the federal government of Ethiopia and also the seat of city government of Addis Ababa.

Land marks/ villages, In Arada sub city there are number of villages, Most of them are very historical since the Emperor Minilik II. Some famous / well known/ are like Eribekentu, Dejachwubie, Gedamsefer, Abakoran, bashawoldechilot, and Taliansefer,...etc. These villages have got their names some are from events happen at that time and others are given the name of higher officials who given that area land as owner by the emperor Minilik II. These and other

villages' residence of the city use them as the major land marks. Following this modern street/addressing system incorporate such type of land marks as major place.

The land area covered by Arada sub city is 949.86 hectares and this constitutes 1.82% of the city which makes Arada in the 8<sup>th</sup> place in land area covered from the 10 sub cities. Among the ten woredas, woreda one cover 150 hectares that is 16% of the sub city land area. And Woreda 10 covers the smallest area which is 40 hectares in the sub city land area. (Arada sub city Megazine,2014)

## **1.2 Statement of the Problem**

The democratic system requires the ability of democratically elected government to provide “good governance” while many residents of the Arada Sub-city value characteristics of good governance associated with democratic principles, they are often equally interested in good governance indicators such as public accountability, participation, transparency, equity and equality and efficiency and effectiveness . In practical terms the situation were different at local government level of the Arada Sub-city, of Addis Ababa even though the government of Addis Ababa city administration tried to achieve administrative reform area. Good governance dimension were undermined by a range of factors in the Arada Sub-city.

The Sub-city lacks to work with people and civil society organization in achieving people-centered development approach. There is lack of commitment to institutionalize civil society participation in the development activity, lack of responsiveness, transparency, accountability and weakness in tacking account majority interest in promoting efficiency and better service and lack of client-orientation service delivery process. Weakness in fostering popular participation in development project and program and inadequate cooperation and partnership with development partner in the Sub-city administration is another descriptive statement of the Sub-city. The absence of farsighted leader and inadequate institutionalize capacity in conducting political and strategic leadership are the major problem of the Sub-city administration. Besides lack of domestic consolidation due to absence of mediation of different interest to reach broad consensus on what is in the best interest of the groupe and were possible, on policies and procedure.

There is also a gap between the service provider (the Arada sub city administration) and the service user in the sub city. The main gap that are identified between the service provider ( the Arada Sub-city) and the service users were both does not know clearly their right and obligation. The employee of the service provider doesn't have commitment to provide the service what expect from them as the demand of the public. Besides there is lack of awareness concerning rules and regulation of the service provider among the service users and the Sub-city doesn't strive to create continuous awareness for the public using different mechanisms. There is also gap between the high demand of the service user in need of the service and the limited capacity of the service provider in fulfilling the demand raised by the public/society.

All these are the underlying drivers of bad governance in the Sub-city. So it is important to clear about the source of bad governance, as possible remedies will vary accordingly

### **1.3 Objective of the Study**

The study intended to analyze the opinion and perception of public officials and employee on good governance practice in the sub city and to identify the reason behind bad governance and to suggest ways and means for the practice of good governance in the sub city. Based on the information research gives overview of good governance practice of Arada sub city, bearing in mind the context of the current good governance debate and the progress made by government for sustainable development and poverty reduction.

#### **1.3.1 General Objective**

The study to assess the practice of good governance in the Arada sub city and to suggest the ways and means good governance for the development process in the sub city.

#### **1.3.2 Specific Objectives**

The ultimate goal of the study was to address the principles and realities of good governance practice in the Arada sub city and their applicability to promote best practice in the sub city through supporting the Woredas, Kebels, and Business Community to engage constrictively in the development, implementation, and dissemination of good governance practice at their respective local area. In addition to above mentioned objectives, the specific objective includes:

- To examine to what extent of good governance practice applied in the Arada sub city
- Assess the perception of public officials and employee towards the practice good governance in the sub city.
- To identify the perception of service users towards the practices of good governance in Arada Sub city.

#### **1.4 Research Questions**

1. To what extent does good governance prevail in the Arada sub city?
2. How the employees and public official perceive the practices of good governance in Arada sub city?
3. How do the service users of Arada Sub city office perceive the practices of good governance in Arada sub city??

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

The paper was of great interest to the applicability of principles of good governance to the realities of the Arada sub city, and was seen as an invitation for further localized debate on principles and realities of good governance in the sub city. Its finding played important role in addressing the major determinate factors undermining good governance practices in the Arada sub city. Some of the possible justifications are stated below.

- Clearly show the possible outcomes of the absence of the practice of good governance both up on the institution in particular and the service users in general.
- Describe the major points that Arada Sub-city should give due attention as far as their capacity development needs in relation to good governance concerned.
- To enable the institution to identify the basic factors that hinder the practice of good governance.

- To enable other researcher to make further studies in the area.
- It provides insight about the practice of good governance.
- It helps to assess the practice of good governance in the Arada sub city.
- It also gives some insight how good governance practice plays crucial roles in the day to day activities of the institution( Arada sub city)

### **1.6 Scope and delimitation of the Study**

The major intent of this paper was to assess the perception of employees, service users and Officials of Arada sub city administration. It tried to deal with assessing the perceptions of the aforesaid target groups about good governance (using participation, transparency, equity and equality, efficiency and effectiveness, and accountability as good governance indicators) in Arada sub city. Due to various factors, this study was limited in Arada sub city only.

### **1.7 Limitation of the study**

The major problem encountered in conducting the study related to the respondent. The respondent survey took more time than expected because of many problems that data collector encountered in the field. The following are some of the problem faced in the field:-

1. Lack of cooperation of employees in some offices to provide the necessary data as quickly as possible.
2. Most respondent not found in their office due to meeting, field survey, and evaluation made difficult for the investigator to collect the data.
3. The knowledge gap and understanding among the respondent may distort the data collected.
4. Shortage of time to gather reliable and sufficient data from different source and analyze them properly due to workload.

5. The difference in level of awareness about good governance among the respondent had an impact on the conclusion and generalization.
6. The researcher's lack of skill in using sophisticated statically packages for data coding and analysis process affect the accuracy and precision of the research outcome.
7. The sample in the sub city and the people selected for the investigation may not fairly represent the population and the diversity in the sub city and this in turn affect the outcome of the finding and the generalization to be made.
8. Inconsistence of Data from different institution office, some extreme differences in view of the officers and other local actors on Good Governance practice.

### **1.8 Organization of the Paper**

The Research paper will be expected to have four main parts i.e Part 1: Introduction which comprises Background of the study, Statement of the problem, Research Question, Objective of the study, Significance of the study, Delimitation of the study (Scope or Boundaries), Limitation of the study and Organization of the paper; Part 2: Review of Related Literature; Part 3: Methodology; Part 4: Result and Discussions; and Part 5: Conclusion and Recommendation.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1.Introduction**

As it was noted earlier, the purpose of this study is to assess the practice of good governance in the Arada sub city administration within the theoretical framework of good governance. Hence the following literature review of good governance is provided to serve as a conceptual framework with which the administration performance and problem relating with good governance will be analyzed. In addition, this chapter also outlines indicators that will be used to assess the practice of good governance in the Arada sub city administration. In this connection, it is essential to provide both conceptual and operational definitions and features of good governance. The indicators used for assessing the practice of good governance in the sub city administration can only be established after defining the concept of good governance. This chapter, therefore, seek to explain, as much as possible, what“ Governance” and “ Good Governance” means.

### **2.2.Conceptual Definition**

The concept of “Governance” is not new. However it means different things to different people. The actual meaning of the concept depends on the level of governance we are talking about, the goals to be achieved and the approach being followed. Good Governance is a theme that has gained popularity over the last decades. It has many definition and implications at the national and international level.

### **2.3.Definition and Meaning of Governance**

#### **2.3.1. Governance**

Towards the end of the twentieth century, the term governance gained the prominent attention of donor agencies, social scientists, philanthropists and civil society. This popularity stems from the fact that it can be applied to a wide range of issues, relationships and institutions involved in the process of managing public and private affairs. The term governance enlarges and better illustrates what Governments should be focusing on. In addition, at the end of the cold war, the

usage of the term was revitalized as donor agencies, notably the World Bank and International Monetary Fund (IMF), and Western countries urged the countries of the former Union of Soviet Socialist Republics and the countries of the developing world to undertake political, economic and administrative reforms (UN,2006).

There is common tendency to use ‘governance’ as a synonym for ‘government’ by whom. This confusion of terms can have unfortunate consequences. The concept of ‘governance’ is as old as human civilization. It is mentioned that, sometimes governance and government are used interchangeably, possibly because the former is regarded as a useful buzz- word. Usually governance means government plus something else: public policies, institutions, and a system of economic relationships or a role for the nongovernmental sector in the business of the state. The ‘governance’ means: the process of decision- making and the process by which decisions are implemented or not implemented. Governance is used in several contexts such as corporate governance, international governance, national governance and local governance. The World Bank and United Nations Development Programme (UNPD) see governance as the manner in which a country’s economic and social resources are managed and power is distributed. “Governance encompasses every institution and organization in society from the family to the state”(Uddin, 2008).

This view of governance recognizes the importance for development of institutions, particularly private property and the rule of law. Governance has been defined as a network of private non-governmental bodies that have a role to play in the formulation and implementation of public policy and the delivery of public services. Governance is government plus the private and third (not for profit) sectors. Government is one of the most important actors in governance. The other actors involved in governance vary depending on the level of government that is under discussion (Uddin, 2008).

According to ADB (1995), the term “governance” means different things to different people. Among the many definitions of “governance” that exist, the one that appears the most appropriate from the viewpoint of the Bank is “the manner in which power is exercised in the management of a country’s economic and social resources for development. On this meaning, the concept of governance is concerned directly with the management of the development process, involving both the public and the private sectors. It encompasses the functioning and

capability of the public sector, as well as the rules and institutions that create the framework for the conduct of both public and private business, including accountability for economic and financial performance, and regulatory frameworks relating to companies, corporations, and partnerships. In broad terms, then, governance is about the institutional environment in which citizens interact among themselves and with government agencies/ officials (ADB, 1995).

Discussions of governance often generate more rhetorical heat than empirical light. Since early 1980s, Governance has emerged as a popular vocabulary of development literature; nevertheless, a consensus on definitions is elusive. However, in general terms, Governance denotes 'how people are ruled, how the affairs of the state are administered and regulated as well as a nation's system of politics and how these function in relation to public administration and law" (Mills and Serageldin, 1991).

In view of the World Bank, governance is examined as “the manner in which power is exercised in the management of a country’s economic and social resources for development,” (World Bank 1992). Governance is assessed by researchers from a three dimensional perspective (Kaufmann, Kraay, and Zoido-Lobaton, 2000):

- process by which governments are selected, held accountable, monitored, and replaced;
- capacity of governments to manage resources efficiently and formulate, implement, and enforce sound policies and regulations; and,
- Extent of participation of the citizens in affairs of the state.

In addition according to the Oxford Dictionary, (1989), governance means “the act or manner of governing, of exercising control or authority over the actions of subjects; a system of regulations”. In essence, therefore, governance may be taken as denoting how people are ruled, and how the affairs of a state are administered and regulated. The World Bank’s 1989 report on Sub-Saharan Africa: From Crisis to Sustained Growth, which forcefully raised the issue of governance in the context of Sub-Saharan Africa, defined governance as “the exercise of political power to manage a nation’s affairs”. While these definitions do not presuppose any particular form of political organization, they do implicitly link governance with state sovereignty.

Both ADB and ADF appropriately define governance as: "a process referring to the manner in which power is exercised in the management of the affairs of a nation, and its relations with other nations"(ADB and ADF, 1999).

According to Goran Hyden: "Governance was never allowed to become a conceptual straight-jacket but was expected to function as a rather loose framework within which each researcher could creatively explore political issues of significance. The problem that we encounter, therefore, is not the limitations stemming from the imposition of a confining concept, but rather the opposite: The challenge of making sense of the wide range of interpretations of governance that the authors bring to the agenda" (Abdellatif,2003).

However, due to the inherent diversity in national traditions and public cultures as well as because of its broad and complex nature diverse institutions and individual define governance in different ways from different perspective. Some define governance broadly to cover a wide array of issues and still another defines it in a more narrowed manner but it does mean that narrow definition are necessarily more precise; broad definitions can be precise, and narrow definitions can be vague. For this case it is better to treat the definition of governance in light of the leading regional and international organization.

**World Bank.** Governance is defined as the manner in which power is exercised in the management of a country's economic and social resources. The World Bank has identified three distinct aspects of governance: (i) the form of political regime; (ii) the process by which authority is exercised in the management of a country's economic and social resources for development; and (iii) the capacity of governments to design, formulate, and implement policies and discharge functions (World Bank, 1994).

**UNDP.** Governance is viewed as the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. (UNDP, 1997) Going beyond the mediating role, another document of UNDP embraces the definition of governance from political dimension. According to this, "Governance is a political issue. It deals with power relations between central and local governments, between various actors in society (government, private sector and

citizens) and between donor agencies and countries in which they work” (UNDP- Paragon, 2002).

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

This broad definition encompasses the role of public authorities in establishing the environment in which economic operators function and in determining the distribution of benefits as well as the nature of the relationship between the ruler and the ruled (OECD, 1995).

**Institute of Governance, Ottawa.** Governance comprises the institutions, processes and conventions in a society which determine how power is exercised, how important decisions affecting society are made and how various interests are accorded a place in such decisions (Weiss, 2010 ).

**Commission on Global Governance.** Governance is the sum of the many ways individuals and institutions, public and private, manage their common affairs. It is a continuing process through which conflicting or diverse interests may be accommodated and co-operative action may be taken. It includes formal institutions and regimes empowered to enforce compliance, as well as informal arrangements that people and institutions either have agreed to or perceive to be in their interest (CGG, 1995).

**International Institute of Administrative Sciences.** Governance refers to the process whereby elements in society wield power and authority, and influence and enact policies and decisions concerning public life, and economic and social development. Governance is a broader notion than government. Governance involves interaction between these formal institutions and those of civil society (Weiss, 2010).

**Tokyo Institute of Technology.** The concept of governance refers to the complex set of values, norms, processes and institutions by which society manages its development and resolves conflict, formally and informally. It involves the state, but also the civil society (economic and

social actors, community-based institutions and unstructured groups, the media, etc) at the local, national, regional and global levels (Weiss, 2010).

**ADB.** Governance has to do with the institutional environment in which citizens interact among themselves and with government agencies and officials. The capacity of this institutional environment is important for development because it helps determine the impact achieved by the economic policies adopted by the government. This capacity, then, and the governance quality it reflects, is a vital concern for all governments (Weiss, 2010)..

**EBRD.** Governance should be based on support for markets and private enterprise rather than plans and commands. A key to explaining different assessments of governance across the region lies in the extent to which the state is subject to "capture"—or undue influence—by vested interests (Draft for Comments. April, 2001).

### **2.3.2. Dimension of Governance**

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

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

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

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

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

**Spiritual/Morality** inspired governance is based on moral leadership, which is an essential requirement of good governance. Public confidence and trust in the process of governance can be

maintained only in the presence of a high moral tone that draws on spirituality and sustains the common good

## **2.4. Good Governance**

### **2.4.1. The Concept of “Good Governance”**

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

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

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

choosing countries that already have initiated political development programmes (Degnbol-Martinussen, 2003:30).

#### **2.4.2. Definition of Good Governance**

The term good governance has acquired prominence in the context of revitalization of democratic institutions (what may be termed as third wave of democracy); in order to ensure participatory democracy, human development and to attain the goals of globalization. Early post-second world years, good governance was linked primarily to economic development. As such, in many instances the essential ingredients of good governance in the political context such as accountability, the rule of law, public participation, human rights and democratization were not addressed. The term was used mainly by aid givers when evaluating the performance of the third world countries seeking economic assistance. Until eighties, the focus remained on the economy because the World Bank was constrained by its articles of agreement not to take into account non-economic political considerations when responding to loan applications. In due course, non-economic factors, such as the environment, came to be taken into account when in its World Development Report, 1999; the Bank indicated a shift in its interpretation of good governance. It has been widely accepted now that the main reasons for human deprivation are not just economic. There are social and political factors too rooted in poor governance (Ali, 2015).

According to Etoungue Manguella: (Ali, 2015)“Good governance implies presence of rule of law, safeguard of human rights, and existence of honest and efficient government, accountability, transparency, predictability and openness ”Besides according to Michael Johnston, Good governance is: “A competent management of a country’s resources and affairs in a manner that is open, transparent, accountable, equitable and responsive to people’s needs.”(Ali, 2015).

In view of Surendra Munshi (UN, 2006), good governance “signifies a participative manner of governing that functions in a responsible, accountable and transparent manner based on the principles of efficiency, legitimacy and consensus for the purpose of promoting the rights of individual citizens and the public interest, thus indicating the exercise of political will for ensuring the material welfare of society and sustainable development with social justice” (United Nations, 2006).



For good governance, the presence of five variables is mandatory. These are: political freedom, constitutional and judicial protection of individual rights, a stable currency, provision of education and health care for all, and the executive's accountability to a freely – elected legislature. The United Nations Development Programme (UNDP, 1997) defines good governance as a process encouraging “staff incentives, training of civil servants, administrative and fiscal decentralization and dialogue between governments and civil society”. The UNDP has further underlined following main features of good governance:

- Political accountability and legitimacy;
- A free and fair judiciary
- Accountability of bureaucracy;
- Freedom of information and expression;
- Infective and efficient public sector management and cooperation with civil society organizations.

Similarly the World Bank researchers mentioned six indicators that define a government as good or bad (Kaufmann, Kraay&Lobaton 1999). They mentioned these indicators as follows:

- Voice and accountability: the extent to which citizens of a given country are able to participate in the selection of governments;
- Political stability/lack of violence: the likelihood that the government in power will be destabilized or overthrown by possibly unconstitutional and/or violent means;
- Government effectiveness: the quality of public service provision, the quality of the bureaucracy, the competence of civil servants, the independence of the civil service from political pressures and the credibility of the government's commitment to policies;
- Regulatory burden: the incidence of market-unfriendly policies such as price controls or inadequate bank supervision, and the burdens imposed by excessive regulation in areas such as foreign trade and business development; splice implant

- Rule of law: the extent to which agents have confidence in and abide by the rules of society and in particular the quality of contract enforcement, the police, and the courts, as well as the likelihood of crime and violence ;
- Graft: the extent to which public power is used for private gain (corruption), including both petty and grand forms of corruption, as well as —capture of the state by elites and private interests (Kaufmann, Kraay & Lobaton 1999 cited in Bekele,2013).

Dev Raj believed that decentralization of political and economic power is the core of good governance. The power should not be concentrated at the center but needs to be developed to the local institutions. It is assumed that decentralization will ensure democracy and development and both are preconditions to good governance. Thus, power within a political system characterizes good governance. In more specific definition for good governance may be given by Preti, as that which, “Applies to the exercise of power in a variety of institutional contexts, the object of which is to direct, control, and regulate activities in the interests of people as citizen, voters and workers.”

Thus the governance in any society, aims to ensure transparency through the exercise of economic political and administrative authority. It basically strives to establish quality relationship between the rulers and the ruled. In shorts it can be said that here that the good is not a static concept. Good governance has to work for the realization of popular aspirations. The aspirations have to be based on a sense of realism and dynamism. In more specific terms good governance may be defined as that which “applies to the exercise of power in a variety of institutional contexts, the object of which is to direct, control, and regulate activities in the interests of people as citizen, voters and workers.” Hence, it can be said that good governance is that which fosters human development through popular participation and social and economic equalities. The ultimate objective of good governance has to be to create a civil society (Ali, 2015).

As UNESCAP point out that the widely accepted definition says good governance is “the process of decision-making and the process by which decisions are implemented”(UNESCAP 2008) or “things are properly done”(Clark 2006: 1). It refers to the way how the resources (in any form) are used at various levels and in various areas of society’s life – frankly speaking the procedural

aspects are the most important. That is why the concept is not concerning on the explicit and concrete final outputs – it focuses more for designing the proper processes that result in and ensure the sufficient (preferable “good”) outcomes (Vymětal, 2008).

According to Danida (2007) the exact definition of Good Governance employed is the following: “the transparent and accountable management of human, natural, economic and financial resources for the purpose of equitable and sustainable development, in the context of a political and institutional environment that upholds human rights, democratic principles and the rule of law.” ( Gudbjerg J., 2008).

As viewed by Simonis (Simonis,2004)good governance can be identified with the following features:

1. Good governance is predicated upon mutually supportive and cooperative relationships between government, civil society, and the private sector. The nature of relationships among these three groups of actors, and the need to strengthen viable mechanisms to facilitate interactions, assume critical importance.
2. Good governance is defined as possession of all, or some combination of, the following elements: participation, transparency of decision-making, accountability, rule of law, predictability.
3. Good governance is normative in conception. The values that provide the underpinning for governance are the values postulated by the defining actors and institutions (Simonis,2004).

Generally, good governance is not only for a type of government and its related political values but also for certain kinds of additional components. It implies government that is democratically organized within a democratic political culture and with efficient administrative organizations, plus the right policies, particularly in the economic sphere. At the constitutional level good governance requires changes that will strengthen the accountability of political leaders to the people, ensure respect for human rights, strengthen the rule of law and decentralize political authority. At the political and organizational level, good governance requires three attributes those are common to the governance agendas of most aid agencies: political pluralism, opportunities for extensive participation in politics, and uprightness and incorruptibility in the

use of public powers and offices by servants of the state. At another level of understanding is Administration. So administratively, good governance requires accountable and transparent public administration; and effective public management, including a capacity to design good policies as well as to implement them (Uddin, 2008).

Including UN Secretary-General Ko. Annan(Weiss, 2010), some International organization and donor agencies define good governance in different perspective. Definitions of good governance vary substantially, as is evident from views on good governance of various international organizations shown below.

**United Nations** ‘In the community of nations, governance is considered “good” and “democratic” to the degree in which a country’s institutions and processes are transparent. Its institutions refer to such bodies as parliament and its various ministries. Its processes include such key activities as elections and legal procedures, which must be seen to be free of corruption and accountable to the people. A country’s success in achieving this standard has become a key measure of its credibility and respect in the world. Good governance promotes equity, participation, pluralism, transparency, accountability and the rule of law, in a manner that is effective, efficient and enduring. In translating these principles into practice, we see the holding of free, fair and frequent elections, representative legislatures that make laws and provide oversight, and an independent judiciary to interpret those laws. The greatest threats to good governance come from corruption, violence and poverty, all of which undermine transparency, security, participation and fundamental freedoms’ (UN, 2006).

**UN Secretary-General Ko. Annan.** Good governance is ensuring respect for human rights and the rule of law; strengthening democracy; promoting transparency and capacity in public administration (Weiss, 2010).

**African Development Bank** ‘Good governance is defined in several ways. According to the 2000 Bank Group Policy on Good Governance, governance is “a process referring to the manner in which power is exercised in the management of the affairs of a nation, and its relations with other nations”. The policy identifies the key elements of good governance as: accountability, transparency, participation, combating corruption, and the promotion of an enabling legal and judicial framework’ (AfDB, 2008: 15).

**European Union:** In the context of a political and institutional environment that upholds human rights, democratic principles, and the rule of law, good governance is the transparent and accountable management of human, natural, economic, and financial resources for equitable and sustainable development.

It entails clear decision making procedures at the level of public authorities, transparent and accountable institutions, the primacy of law in managing and distributing resources, and capacity building for elaborating and implementing measures that aim to prevent and combat corruption (Weiss, 2010).

**UNDP** defined good governance as: “The exercise of political, economic and administrative authority to manage a nation’s affairs is the complex mechanisms, processes, relationships and groups articulate their interests, exercise their rights and obligations and mediate their differences” (Ncube, 2005).

### **2.4.3. The Key Features of the Good Governance**

According to Multinational organization Like UNDP (1997), APSC (2005), and UNESCAP (2008) the characteristics of good governance can be viewed as follows:

**Transparency** – means that process (together with responsibility depending on roles and functions) of decision-making and enforcement of it are done in manner that follows rules and regulations (UNESCAP 2008); it is build upon free flow of information, on their availability, direct accessibility, clearness and in an understandable way for all stakeholders (UNDP 1997).

**Participation** – both the men and women should have voice through direct or intermediate subjects representing their interest. The precondition for that is that basic rights such as freedom of association and freedom of the speech are present for broad participation, as well as the capacities for participation are developed (organized civil society) (UNESCAP 2008).

**Rule of law** – the fair enforceable legal frameworks could primarily protect the human rights of all members of society. A crucial precondition is the independent and impartial judicial power, impartial police and investigation and non-corruption (UNESCAP 2008);

**Accountability** – is seen as the key requirement of the concept. It is understood as responsibility. But it is not. Accountability means to be answerable for decisions and having meaningful mechanisms in place to ensure adherence to all applicable standards (APSC 2005)

It is dealing all the government, state administration, private and the civil sector, which should be accountable to the public, as well as to their institutional stakeholders – generally to those who will be affected by its decisions or acting. This means that it covers a different range of insiders as well as outsiders. Accountability cannot be enforced without rule of law and transparency (UNDP 1997).

**Responsiveness** – means that institutions and processes serve to all stakeholders within a reasonable timeframe (UNDP 1997).

**Consensus Oriented** – is in the pluralist society a vehicle of mediating various interests and reaching of a broad acceptable consensus on what is in the best interests of the whole community and how this could be achieved. Finally it means the broad agreement on the policies and procedures. It means a long-term perspective on the issue of what is necessary for sustainable human development and the way how it should be achieved in the light of the fact of historical, cultural and social context of the society (UNESCAP 2008)

**Equity and Inclusion** – refers to the opportunity to improve or maintain their well-being (UNDP 1997) and that all are included and have a stake in the mainstream society (UNESCAP 2008);

**Effectiveness and Efficiency** – says that all processes and institutions produce results that meet the needs of the society while making the best use of resources at disposal (UNDP 1997); (UNESCAP 2008). In the light of the fact of several last decades, it also covers the sustainability use of natural resources and the protection of environment (UNESCAP 2008).

**Strategic vision** meaning that both leaders and the public have a broad and long-term perspective on good governance and human development, together with a sense of what is needed for such development. The precondition for it also understands of the historical, cultural and social complexities and context in which that perspective is grounded (UNDP 1997).

This list is not complete several other features could be also added, as: integrity – meaning acting impartially, ethically and in the interests of the agency, and not misusing information acquired through a position of trust (APSC 2005: 2); stewardship – means to use every opportunity to enhance the value of the public assets and institutions that have been entrusted to care (APSC 2005: 2); leadership – seen as leadership from the top is critical to achieving an agency-wide commitment to good governance (APSC 2005: 2); predictability; openness (EC 2001: 10); and many others.

In addition , the concept of good governance could be described by several attributes – it is about conflict solution, about checks and balances, about openness, impartial law, professionalism, capability and honesty, about sound policies and activities at all levels of society (Kabudi 2008: 1). All features make the concept complex, because they are closely interrelated and each could support the other one. (Vymětal ,2008 )

Figure 2.1: The Key Features of the Good Governance



Source: Governance and Good Governance: A Conceptual Perspective (Ali, 2015 )

#### 2.4.4. Creating the Conditions for Good Governance

Given the characteristics of good governance, its implications and the relevance to public sector reform within small developing nations, governments must create and sustain the conditions necessary for good governance within their respective territories.

## **Conditions for good governance**

1. Create and adapt basic legislation and institutions that guarantee political and economic freedoms as well as strive to meet a broader range of basic human needs (food, housing, health and medicare, education, etc.).
2. Relax regulations in order to remove obstacles to economic participation.
3. Improve financial management.
4. Build infrastructure to ensure that organizational capacity is available to handle the growing needs for services, increasing demands for better and more responsive services, and creating conditions for economic progress and social cohesion.
5. Train public officers, business people and entrepreneurs. With the improvements in access to education brings the challenge of rapid changes in many knowledge areas therefore government must institute an ongoing development programme for its human resources to ensure that they are equipped with the necessary skills.
6. Reform public management practices to address issues such as budget deficits, external pressures on competitiveness (globalization), antiquated work procedures, excessive centralization, inflexibility, lack of efficiency and perceived lack of public confidence in government.( UNDP,2005)
7. Freedom from distortionary incentives – through corruption, nepotism, patronage or capture by narrow private interest groups.
8. Accountability of politicians and civil servants to ensure that the power given to them through the laws and regulations they implement, resources they control and the organizations they manage is used appropriately and in accordance with the public interest (UNDP, 2005).

### **2.5.Definitions of Local Governance**

According to Bovaird and Loffler local governance is defined as “the set of formal and informal rules, structures and process which determines the ways in which individuals and organizations can exercise power over the decisions (by other stakeholders) which affect their welfare at local level” (Bovaired and Loffler, 2002) this definition implies that in addition to “considering the managerial and efficiency aspects, local governments should also consider networks,



negotiations and partnerships in the design, implementation and evaluations of public policies and services.”

“Local governance” is a broader concept and is defined as the “formulation and execution of collective action at the local level.” Thus, it encompasses the “direct and indirect roles of formal institutions of local government and government hierarchies, as well as the roles of informal norms, networks, community organizations, and neighborhood associations in pursuing collective action by defining the framework for citizen-citizen and citizen-state interactions, collective decision making, and delivery of local public services.” (.Shah and Shah, 2007).

The main definition that is used in this study is the one developed by UNDP and also used by impact alliance in its local governance barometer; “Local governance comprises as set of institutions, mechanisms and processes, through which citizens and their groups can articulate their interests and needs, mediate their differences and exercise their rights and obligations at a local level. The building blocks of good local governance are many: citizen participation, partnerships among key actors at the local level, capacity of the local actors across all sectors, multiple flows of information, and institutions of accountability” (UNDP, 2005).

## **2.6.Indicators**

Indicators are important tools which are used to illustrate the progress of a country in achieving a range of social, political economic and environmental goals (UNDP, 2009). Thus, despite the existence of the great varieties of good governance indicators many literature which is written by UNDP, World Bank (1994), Asian Development Bank(1995), Economic Commission of Africa(2004), and other a number of document related to the issue gives more emphasize on Effectiveness and Efficiency, Participation, Equity and Equality, Transparency, and Accountability as core elements of good governance. Therefore the study selected this indicator as a bench mark to assess the practice of good governance in the Arada sub city administration.

## **2.7.Conclusion**

To conclude, it is clear that the concepts of governance and good governance have over the years gained momentum and have a wider meaning. Apart from being an instrument of public organization affairs management or a gauge of political development governance and good governance have become a useful mechanisms to enhance the legitimacy of the public organization realms like the Arada sub city administration. It would also become an analytical framework or approach to comparative politics. These definition governance and good governance are small sample of many definition that can be encountered when assessing the literature.

## CHAPTER THREE

### 3. Research Methodology

#### 3.1. Research Design

This section describes the research technique of the survey and steps taken to select a representative random sample of respondent aged 18 years and above.

Opinions and attitudes are assumed best measured in survey research design. Thus, this research employee survey research design to address issues regarding on opinions and attitudes of service users and employees of Arada sub city towards good governance practices.

#### 3.2. Key Informants

The key informants used for this study were employees of Arada sub city administration public officials and employees at different capacity and service users from various sectors such as government employed( other than the city administration office), NGO employed, self-employed, students and unemployed..

Table 3.1: Total number of employees in various office in the city administration

Ser No	Key informants	Total Number of employee
	Name of the office	
1	Main Administrative office	341
2	Land Development Management office	333
3	Public Service HR office	302
4	Health office	50
5	Service users /Community	110
	Total	1136

(Soruice: Arada sub city Administration, 2017)

### 3.3. Sample frame

The sampling frame for this study were list of employees in the city admiration of different offices ( see table above) and randomly selected service users who visited the sub city for different purposes.

### 3.4. Sampling procedure

This section described the sampling techniques work in the survey and steps taken to select a representative random sample of respondent aged 18 and above. The study applied a multi stage sampling procedure to select respondents from different office in the sub city administration. In the first stage the employees were stratified in to various offices (main admiration office, land development management, public service HR office and health office). In the second stage a total of 96 respondents were obtained based on PPS. On the other hand 110 community members ( service users) were also obtained using simply random sampling method. Thus, this study used a total of 206 respondents.

### 3.5. Sample Size

Sample respondents from the sub city administration were selected using sample size determination formula (Tayler, 1998; Yemane, 1997). According to Taylor(1998), the sample size was determined based on the following formula.

$$n = N / 1 + N (e)^2$$

Where, n is the total sample respondents considered for this study

N is the population size of the employees in the sub city administration

e is the sampling error or the precision level , which is 10% for this study(Yemane, 1997).

$$\begin{aligned} n &= N / 1 + N (e)^2 \\ &= 1026 / 1 + 1026 (0.10)^2 \\ &= 1026 / 1 + 1026 (0.01) \\ &= 1026 / 1 + 10.26 \\ &= 1026 / 11.26 \end{aligned}$$

=91.12

=91

In order to account for problems with response rate, 5 percent of the sample were added

$n = 91 + 91(0.05)$

= 91 + 4.55

= 95.55

= 96

Finally a total of 96 respondents were obtained from the employees and officials of the sub city administration, besides to 102 sample respondents from the service users.

### **3.6.Source of Data**

Data were collected from primary and secondary sources. Primary data were collected from employees and official of the sub city administration, sample respondents from service users and personal observations. On the other hand, secondary data were obtained from documents, brochures, periodical reports, minutes and related sources from the sub city administration office. Besides, internet sources, journals, proceedings, newspapers and various written sources were also assessed to compliment the primary data obtained from the above mentioned sources.

### **3.7.Data collection instruments**

This study applied semi structured interview schedule, questionnaire and checklist. Semi structured interview schedule was applied for the service users and questionnaire was used for employees and officials of the sub city administration. On the other hand, check list was used for FGD discussants:-

### **3.8.Data analysis**

Majority of the data collected for this study were qualitative which was aimed to assess the perception of employees and officials at Arada sub city and community members who are users of service from the aforementioned institution. Thus, likert scale was used to analyze the responses of the respondents as per the type of questions asked to them. Data obtained from various sources were analyzed as per the type of information obtained from different sources;

Accordingly, data collected using semi structured interview ( likert scale) were analyzed using percentage and frequency and explained as per the objectives of the study. Data which were collected using FGD were categorized into different themes and narrated in line with the objectives of this study. Lastly data from secondary sources were analyzed to compliment data from primary sources. Data collected through the questionnaires were coded and reorganized into five main categories based on the five core good governance indicators so as to accomplish the target that the study was intended to achieve

## CHAPTER FOUR

### 4. Results and Discussion

#### 4.1.Data Analysis

##### 4.1.1 Organization Employees

##### 4.1.1.1 Participation

Good governance to be prevailed, all men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.

Table 4.1 Distribution of employees by their response to participation questions

Questions of participation	Category	Freq.	Percn.
1. The institution framework enables public users to participate in your institution.	Agree	70	72.9
	Disagree	26	27.1
2. How do you rate the participation of the peoples in the institution?	Excellent	1	2.6
	Very good	8	20.5
	Fair	20	51.2
	Poor	7	18.0
	Very poor	3	7.7
3. In your observation, what do you think the causes of poor participation of the people in the institution?	A. Impractical framework	1	6.3
	B. Lack of readiness by the public users	2	12.5
	C. Lack of conducive environment	9	56.3
	D. Disfavoring environment by public officials	4	25
4. The institution has public forum for Women, Youth and the disadvantaged groups.	Agree	61	63.5
	Disagree	35	36.4
5. There exists a mechanism of customers' consultation for the implementation of projects and programs.	Agree	36	37.5
	Disagree	60	62.5

Participation is one of the indicators to identify existence of good governance. The above table indicated that the level of perception of employees about existence of good governance specially, the aspect of participation. Majority 70 (72.9%) of the employees responded that the institutional framework enables public users to participate in in matters that concerns them. In line with majority (76.9%) of employees rate the participation of the service users as poor and fair. The FGD participants also attested that there is poor participation of service users in the institution. Poor participation of the public in the institution was emanated mainly from lack of conducive environment (56.3%) and disfavoring environment by public officials (25%).

Arranging form for disadvantaged community groups is one of the objectives of the Arada sub city administration office. Thus, 63.5 % of the employees replied that the institution arrange community forum for women, youth and disadvantaged community groups. Besides, according to the employees response, 62.5% percent of them perceived that the institution doesn't arrange consultation mechanism for implementation of the projects and programs with community.

#### 4.1.1.2. Effectiveness and Efficiency

Table 4.2 Organization employee responses on question of effectiveness and efficiency

S/N	Question of Effectiveness and Efficiency	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)
1	The institution is open to complaints, suggestions	2.1	20.8	39.6	31.3	6.3
2	The institution arrange training and workshop to its employees	5.2	10.4	52.1	20.8	11.5
3	The institution undertake customer satisfaction survey	4.2	10.4	36.5	41.7	7.3
4	The financial resource management in my institution is pretty good	2.0	13.5	30.2	38.5	15.6
5	Decision making processes is based on reliable information	1.0	11.5	34.4	36.5	16.7

Arada sub city is serving the service users concerning community issues. However, the service provision in most cases is not free of complaints. In this connection entertaining complaints



about the malpractice of the institution towards serving the community and receiving any constructive comments and suggestion are considered for this study. Thus, employees were asked whether Arada sub city is open to complaints and accept suggestions forwarded from the service users: 39.6% of the sample respondents either they don't want to answer the question or they are neutral about the issue. On the other hand 31.3% of respondents don't agree on the aforementioned statement i.e. disagree about the issue of openness to complaints and suggestions.

Arranging training or workshop to aware the service users about the activities of the sub city is one the strategies to address community needs. In this connection, the respondents' response indicated that nearly half (52.1%) of them have replied as neutral and 20.8% disagrees about the issue. In line with this the sample employees were asked whether the institution undertake customer satisfaction survey and 41.7% of them were found to be against this saying and they disagree about the presence of customer satisfaction survey.

Status of financial management and involving citizens in decision making process were pertinent questions asked to the respondents. Accordingly, 38.5% and 36.5% of the respondents don't agree on existence of proper financial management system and involvement of citizens in decision making process, respectively.

#### 4.1.1.3 Accountability

Table 4.3 - Responses of organization employee concerning question of accountability

S/ N	Question of Accountability	Strongly agree	Agree	Neutral	Disagre e	Strongly disagree
1	The institution has mechanism that enable the community to control the administration	1.1	3.1	10.4	54.2	30
2	the institutional framework allow the public review of the budget	3.1	10.4	31.3	31.3	23
3	There exists strong Monitoring and Evaluation procedures to follow up the implementation of the anti-corruption policy in the institution	1.0	9.4	45.8	34.4	9
4	The rate of corruption in the institution severe	12.5	16.7	28.5	29.2	3.1

Accountability is a key question as far as good governance is concerned. Thus, various questions were presented to employees to get their level of perception on the issue. Allowing community to control administration, review the budget of the institution, existence of strong monitoring and evaluation and rate and prevalence of corruption in the sub city were some of the pertinent concern of accountability in the sub city. As it can be depicted in the above table, majority of the respondents either they are indifferent or disagree almost in all cases. For instance 54.2% of the employees didn't agree that the institution has mechanism to enable community control the administration and 45.8 % of them replied feel that they are indifferent for the openness of the institution to show its budget to the service users, if they show, they don't allow to be reviewed by the community

Corruption seems unenviable among the sub cities. However, the responses of the employees showed the opposite. Only 29.2 %( 12.5% strongly agree and 16.7% agree) replied that its severity in the sub city.

#### 4.1.1.4 Transparency

**Table 4.4** Responses of organization employees on nature of transparency of their institutions

S/N	Question of Transparency	Strongly agree	Agree	neutral	Disagree	Strongly disagree
1.	The institution publicly disclosed procurement procedures	2.1	7.3	20.8	41.7	28.1
2.	the vacancies announcement( both internal and external) are simple, clear and easily understood	5.2	20.8	41.7	20.8	11.5
3.	staff members are informed when important decisions are made in the institutions	4.2	9.4	11.5	43.8	31.3
4	There is clear procedure to channel complaints and answers the service users' regarding the institution	1.0	10.4	41.7	31.3	15.6
5.	The institution avail and made accessible information for the service users' concern	3.1	9.4	50.0	26.0	11.5
6.	The institution is transparent towards the community	1.0	9.4	46.9	32.3	10.4
7.	The rule of game in the administration process in the institution is clear	5.2	13.5	47.9	25.0	8.3
8.	There is free access to obtain information on laws and regulations	4.2	24.0	44.8	24.0	3.1

Disclosing procurement procedures, making vacancies simple, clear and easily understandable; and informing staff members when important decisions are made as some of the indicators of transparency in the sub city. Responses from employees showed that only 9.4%, 26% and 13.6% of the respondents support existence of the above mentioned indicators of transparency, respectively.

Accessing information, being transparent for the service users and having clear procedures to complain and suggest were considered as part of the study. As far as state of transparency in the institution is concerned 42.7% of the employees agreed that the institution is transparent towards the service users. On the other hand, only 33.3% of the employees agreed about the rule of game in the administration process are clear. As it has been depicted in table 4.4, responses of fair number of respondents were neutral for most of the indicators.

#### 4.1.1.5 Equity and Equality

**Table 4.5** Organization employee responses on a question about proportion of women in key position in institution

A question in Equity and Equality	Category	Frequency	Percentage
1. In your opinion, what is the proportion of women in key positions in your institution?	Very low	48	50
	Low	5	5.2
	Medium	30	31.3
	High	13	13.5
	Very high	-	-

Equity is one of the aspects of good governance. It is proxy measure that indicates every segment of the community is beneficial from the fruits of development through the respective sub cities. The issue was raised to the employees of Arada sub city. Presence of women in key positions is one of the proxy indicators of equity and inequality in the sub city. Thus, 50%, 31.3% and 13.5%, of the respondents perceived that very low, medium% and high, respectively of key positions in the sub city were occupied by women.

Table 4.6 Organization employee responses on the possible outcome of absence of good governance in the sub city

Indicator	Category	Percentage
1. In your opinion, what do you think will be the consequences of the absence or less prevalence of good governance?	A) Hinders institutional performances	15.6
	B) strongly affects the community and retarded development	52.1
	C) slim down the overall aspect of the town	16.7
	D) damage investment, trade and the development and expansion of small/medium and micro enterprises	3.1
	E) Other,	12.9

Absence of good governance Hampers development and affects the service users not to get the requested service on timely basis. The respondents replied that: lags institutional performance (15.6%), affects community and retarded development (52.1) and damage investment, trade and development and expansion of small/medium and micro enterprises (3.1%).

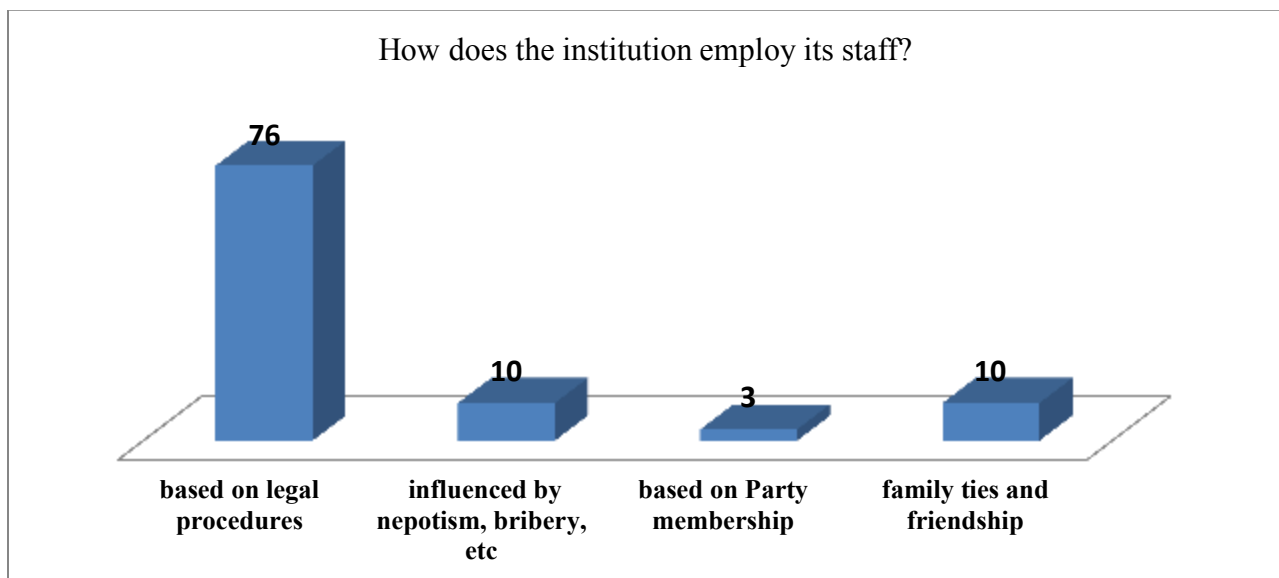
Table 4.7 Organization Employee response about promotion of employees in the institution

Indicator	Category	Frequency	Percentage
2. In your observation, what criteria does the institution use to promote its employees?	A. professional experience, merit and performance	59	61.5
	B. party membership/ affiliation	19	19.8
	C. friendship and family ties	16	16.7
	D. based on practices of corruption	2	2.1
	E. Based on level of education (qualification)	-	-

Criteria the institution use to promote its employee were taken as one of the indicators of good governance. In this regard respondents were asked about the types of criteria the institution use to promote its staff. Thus 61.5% of them responded that its staff promotion in Arada sub city is based on professional experience, merit and performance; according to 19.8% of them it is based on party membership, friends and family ties (16.7%).

Table 4.8 Organization employee response on the condition of hiring employ in the institution

Indicator	Category	Frequency	Percentage
3. How does the institution employ its staff?	A, based on legal procedures	73	76.0
	B. influenced by nepotism, bribery, etc	10	10.4
	C. based on Party membership	3	3.1
	D. family ties and friendship	10	10.4



One of the key questions of governance is mode of employing its staff. One of the concerns of this study was to assess the views of employees as to how employment in Arada sub city is going on? Thus, according to majority(76%) of the respondents it is based on legal procedure, and 10.4% of them said that it is either influenced by nepotism , bribery and related issues or it is based on family and friendship, and the result also indicated that only 3.1% of them perceived that it is based on political party membership.

Table 4.9 Organization employee response about the practice of good governance in the institution

Indicator	Category	Frequency	Percentage
4. How do you rate the practice of Good Governance in the Arada sub city administration?	A. Excellent	-	-
	B. Very Good	7	7.3
	C. Good	35	36.5
	D. Poor	44	45.8
	E. Very Poor	10	10.2
	Total	96	100

As we had been discussing somewhere in the text, governance is measured using various indicators. However, regardless of all these details the respondents were asked to express their feeling about the practice of good governance in their institutions. Based on their responses none of them replied as excellent and 45.8%, 36.5% and 10.2% of them level practice of good governance as poor, good and very poor, respectively.

Table 4.10 Responses of employees on the causes of poor governance

Indicator	Category	Freq.	Perc.
5. In your opinion, what do you think are the causes of poor administration in the institution?	A. Less concern by officials	11	17.4
	B. Lack of awareness by officials and employees	3	4.8
	C. Absence of institutional framework for the close follow-up of implementations	39	61.9
	D. The officials don't invite the community to discuss over the matter that concerns them	4	6.4
	E. Combination two or more factors	4	6.4
	E. Other( Specify)	2	3.2

In this connection, the causes of poor administration in the sub city, accordingly, majority (61.9%), replied that it is because of absence of institutional framework and yet 17.4% of them believe that causes of poor administration in the sub city is mainly due to less concerned officials.

#### 4.1.2 Service user/ Community

Table1. Frequency distribution of participant's gender

Source, own research 2017

Variable	Description	Frequency	Percent%
Sex of respondents	Male	69	62.7 %
	Female	41	37.3 %
	Total	110	100%

Among the study participants, 62.7% were male and 37.3% of them were female

Source; own research 2017

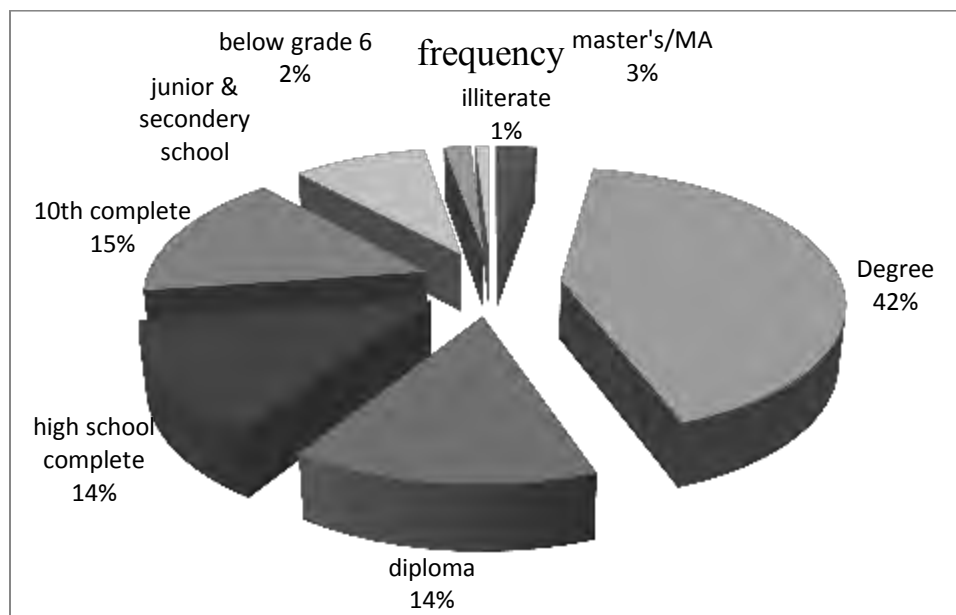


Figure 4.1 Distribution of respondents interns of educational level

Among the respondents, 41.8 % were first degree holders, 14.5% diploma, 13.6% high school completed and 15.5% junior and secondary school respectively.

#### 4.1.2.1 Participation

Table 4.11 Frequency distribution of respondents against participation in decision making process

Indicator	Description	Frequency	Percent %
The institution encourages the service users to participate in decision making process	strongly agree	12	10.9 %
	Agree	25	22.7 %
	neutral/indifferent	10	9.1 %
	Disagree	42	38.2 %
	strongly disagree	21	19.1 %
	Total	110	100 %

Source; own research 2017

Participation is one of the core elements of good governance that should be implemented by institutions in order to achieve good governance. It is practical and effective instrument in solving socioeconomic problems and achieving development, at the same time it allows stakeholders to take part in the process of ensuring good governance.

As far as the existence of participation in institutions' framework that enables the service users to take part is concerned, 33.6% of the respondents agree that, it is in place but more than half (57.3%) of the participants disagree on the availability of the frame within the institution.

Even though 33.6% of participants agree on the existence of participation, still the institution needs to work towards addressing the majority (57.3%) of participants who didn't agree about the institution's participation framework and practice if good governance needs to be in place.

Table 4.12. Distribution of service users by their responses whether they are consulted by institution

Indicator	Description	Frequency	Percent%
The institution consults the service users before a project or a program is implemented	strongly agree	15	13.6 %
	Agree	18	16.4 %
	neutral/in different	15	13.6 %
	Disagree	39	35.5 %
	strongly disagree	23	20.9 %
	Total	110	100 %

Source ;( own servey2017)



As part of participation, consulting allows all stake holders to take part in the process of ensuring good governance and building of democratization process, therefore service user should be consulted and involved on issues that matters to them if good governance should be in place. For a question asked to study participants about wither the service providing institution consults the service users before a project or a program is implemented, more than half of the study participants(56.4%) disagree on the mentioned issue and about30% agrees on raised issue.

Engaging 30% of communities/service users/ shouldn't be under mind but compared to the unengaged (56.4%) of service users the sub city has failed to do so and more work is needed in order to realize good governance indictors and build democratization .

Table 4.13.Distribution of service users whether they were invited to evaluate management of the institution

Indicator	Description	Frequency	Percent %
The institution invites service users to evaluate management of the institution	strongly agree	8	7.3 %
	Agree	19	17.3 %
	neutral/indifferent	28	25.5 %
	Disagree	34	30.9 %
	strongly disagree	21	19.1 %
	Total	110	100 %

Source; own survey 2017

Participation and transparency are among the core good governance indicators that should be practically observed in public institutions and in all of the institutions tasks that have either direct or indirect impacts on the life of the society. Service users should invite and participate in the process of evaluation of the effectives of the management of their institution as far as good governance is concerned. Accordingly for a question asked to participants concerning the above mentioned matter, half of the study participants (50%) didn't agree on the sub city effort to involve service users to evaluate the management of the institution or they never participate in any kind of evaluation of the institution management performance while 24.6% agrees the service is on place. According to the survey result the sub city has failed to participate half of the study participants and needs to work to address them accordingly.

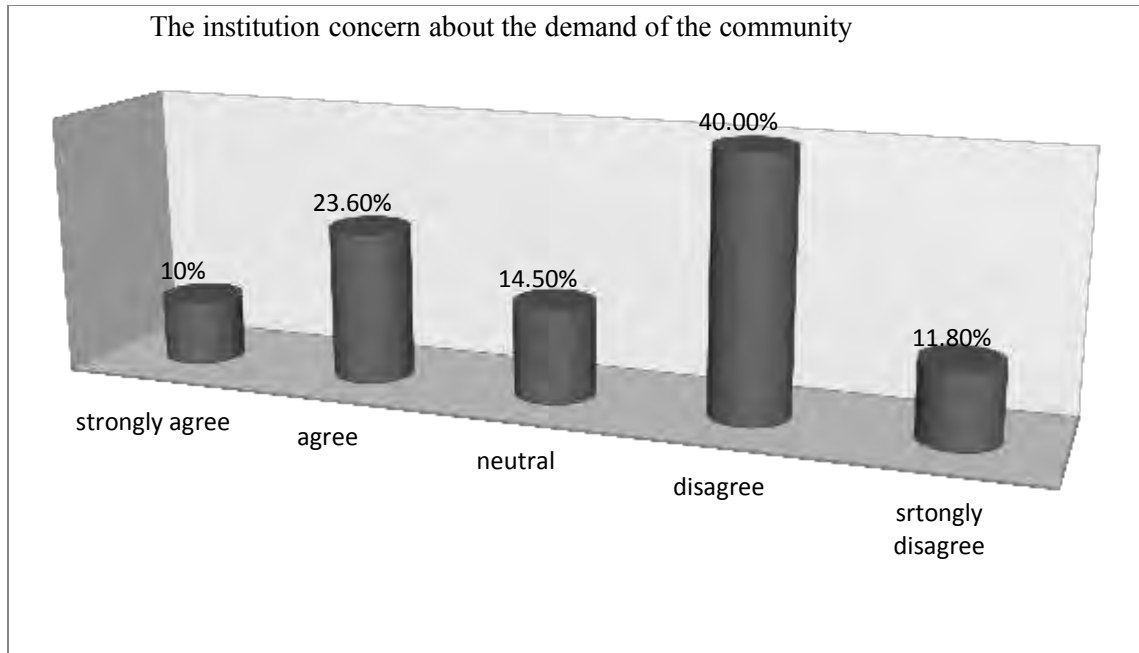


Figure 4.2. The institution concern about the demand of the community

A public service providing institution should know, understand and involve service users demands for its effectiveness and a better customer satisfaction service, concerning the above stated matter, 33.6% of the study participants agree that the institution is concerned about their demand, 14.5% were neutral/indifferent and 51.8% disagrees respectively.

Still half of the study participants (51.8%) didn't believe the institution is concerned about their demands and this creates mistrust and become a barrier for a smooth relationship between the service providing institution and the service users. If half of (51.8%) of the service users demand didn't considered at the institution then there is a huge gap between the two parties, therefore the sub city needs not only to consider the demand of the service users but also to involve the service users on the issues that matters to them.

Table 4.14. Distribution of service users regarding suggesting, complaining and questioning the institution

Indicator	Description	Frequency	Percent %
Questioning, suggesting, comment and complaining the institution is easy	Strongly agree	13	11.8 %
	Agree	17	15.5 %
	neutral/indifferent	25	22.7 %
	Disagree	37	33.6 %
	strongly disagree	18	16.4 %
	Total	110	100 %

Source; own research (2017)

Accepting citizens' suggestions, questions, accommodating petitions and solving complaints is among the main tasks of the institution operating under good governance. Concerning the existence and easiness of the mentioned frameworks for citizens' within the institution, out of the total respondent's majority 50% of the respondent disagrees and the rest 27.3% agree.

Having an active existing structure for accepting citizen's suggestions, questions and comments at the service providing institution is one thing, but addressing to the level of the rest 50% of the institution service users expectation form and the institution is necessary therefore, the sub city needs to thrive to accomplish it.

Table 4.15. Responses of service users by access to training and workshops

Indicator	Description	Frequency	Percent
I have got workshop or training meant for understanding on how the institution works	strongly agree	8	7.3
	Agree	8	7.3
	neutral/indifferent	26	23.6
	Disagree	40	36.4
	strongly disagree	28	25.5
	Total	110	100.0

Source; own research (2017)

Creating awareness on the rights and obligations of both the service provider institution and service users is an important role to build a clear understanding and expectations through trainings and workshops. When it comes to the service users, conducting those awareness trainings or workshops be forethe service users are already in the institution for service, not only

avoids unnecessary complaints of customers on the institution but also avoids unnecessary wastage of time and cost, at the same time it decreases unwanted work load on the service provider institution.

Concerning the above mentioned matter, among the study participants, majority (61.9%) didn't get any kind of training or workshop on the way the service providing institution render its service. Most of the service users came to get an answer for every issue that brought them there, or some of them were referred from lower institutions. Part of the service users visited the sub city assuming their issues will be addressed in the institution but in reality the issues could be addressed at lower level like woreda and others. Therefore since the institution needs to work to address the issue.

Source; ( own servey2017)

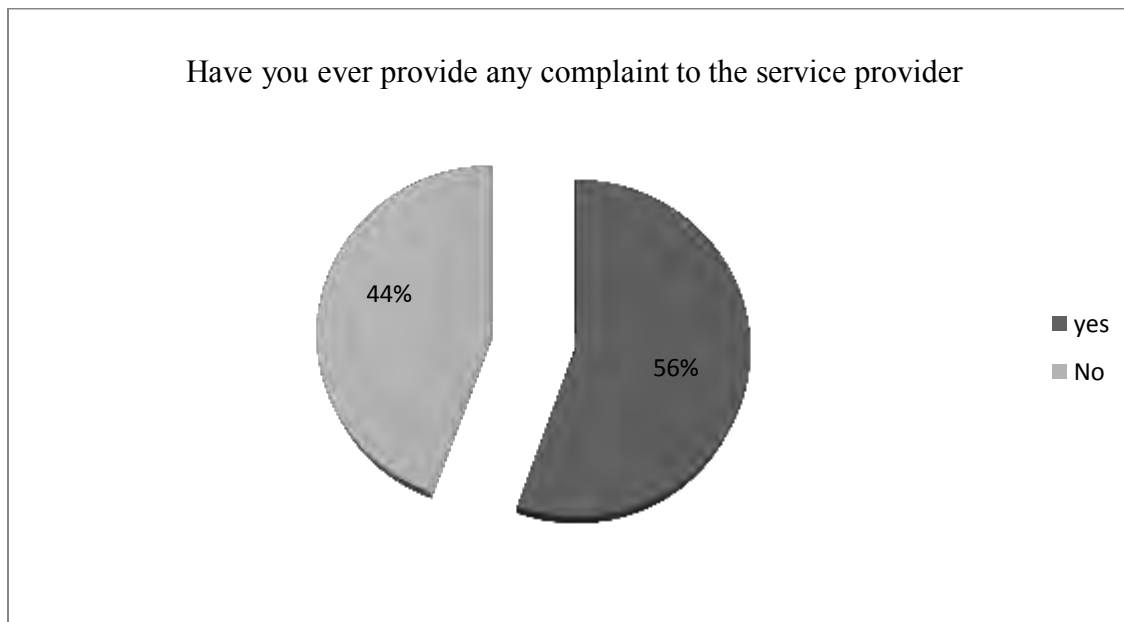
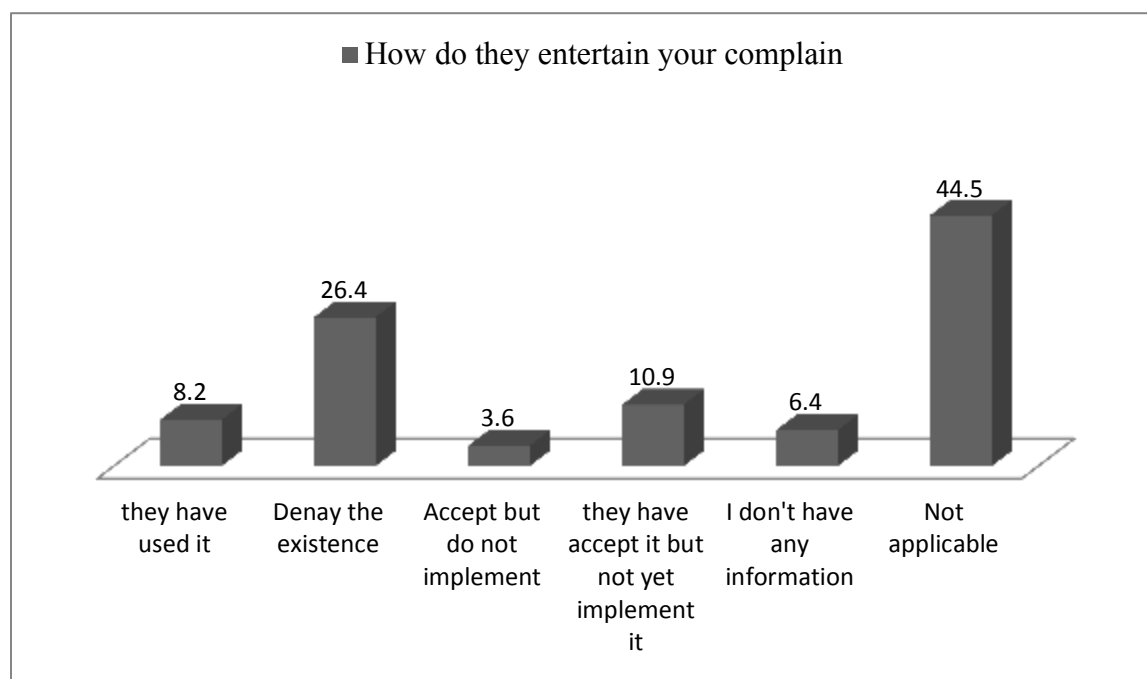


Figure 4.3. Service providers provide complaint to the sub city

In this study, nearly a half (56%)of study participants submits their complaints to the sub city about the service they got. As a public service provider institution creating this amount of complaints and dissatisfaction nearly to a half of the service users is a faller to the sub city. Not properly addressing issues like, providing service according to the rule of low, timely provision of information and any changes, corruption, not having special service for women and physically challenged people and other issues could create more complaint at the sub city.

Figure 4.4. How do they entertain your complain



Source; (own survey 2017)

Among the participants who submit complaint, 26.4% says the institution deny the existence of the issue, 10.9% accept the compliant but not yet used It, 8.2% accept and used it while 6.4% don't have any information about the compliant they submit.

#### 4.1.2.2 Effectiveness and Efficiency

Table 4.16. Distribution of respondents by their level of satisfaction about the service users

Indicator	Description	Frequency	Percent (%)
I am satisfied with the service of service provider	strongly agree	3	2.7
	Agree	12	10.9
	neutral/indifferent	13	11.8
	Disagree	47	42.7
	strongly disagree	35	31.8
	Total		110

Source;( own survey 207)

Customer satisfaction survey enables institutions to see their strengths and weaknesses so as to avoid their failures and build their strength and successes. Hence as making customer satisfaction survey is one of the ways to assess institutional efficiencies and effectiveness, as indicated in the above table, a great deal amount of the study population (74.5%) were unsatisfied with the service they got from the institution while 13.6% of the participants were satisfied. Having 74.5% of service users unsatisfied as public service providing institution is huge and the sub city needs to work to address the issue critically

Table 4.17. Responses of service users by their responses whether the institution is politically

<b>Indicator</b>	Description	Frequency	Percent
The service provider institutions are independent from political interferences	Strongly agree	5	4.5
	Agree	9	8.2
	neutral/ indifferent	28	25.5
	disagree	29	26.4
	strongly disagree	39	35.5
	Total	110	100.0

Public service providing institution should be free from political interference and pressure at every aspect of their service and management as far as good governed is concerned. According to this study, 12.7% of the respondents agree that the institution is independent of any political interference, 25.5% were neutral and 61.9% disagrees respectively. Majority of the respondents(61.9%) believes that, the institution is political dependant or there is a political interference.

Table 4.18. Distribution of service users based on their response on nature of observing rule of law of the institution

<b>Indicator</b>	Description	Frequency	Percent
There is nature of observing the rule of law in service provision as well as other functions related to the community	strongly agree	5	4.5
	Agree	34	30.9
	neutral/indifferent	27	24.5
	disagree	28	25.5
	strongly disagree	16	14.5
	Total	110	100.0

Concerning the nature of observing of rule of law of the institution during service provision as well another functions related to the community, 35.4% of participants agrees the institution is on the right truck while a closer proportion (40%) disagrees. By not undermining the 35% of accomplishment of the institution regarding the above mentioned matter, still a long way is expected from the institution to achieve good governance in relation to observing of the rule of law.

Table 4.19. Responses of service on bureaucratic delay in the institution

<b>Indicator</b>	<b>Description</b>	<b>Frequency</b>	<b>Percent</b>
There is bureaucratic delay and much process whenever engaged in service provision	strongly agree	30	27.3
	Agree	31	28.2
	neutral/indifferent	16	14.5
	Disagree	21	19.1
	strongly disagree	12	10.9
	Total	110	100

As far as a bureaucratic delay and much process is concerned, 55.5% of the study participants agrees that there is much more process whenever they seek for a service at the institution but 30% of the study participants didn't agree about the delaines or bureaucratic process. Nearly a half of the participants face bureaucratic delay and much more process for the service that brought them to the institution and the institution needs to start working with integrity and minimize delaines and much more process if good governance is expected to be in place.

Table 4.20. Distribution of responses by their level of responses on special service delivery

<b>Indicator</b>	<b>Description</b>	<b>Frequency</b>	<b>Percent</b>
Service providing institution has special delivery service for women and disadvantaged people	strongly agree	7	6.4
	Agree	22	20.0
	neutral/indifferent	39	35.5
	Disagree	27	24.5
	strongly disagree	15	13.6
	Total	110	100.0

Source (Own research 2017)

Good governance is a mechanism by which women, youth, minorities and disadvantaged groups are treated in a special manner and given due emphasis. In the process of building good governance, giving a special attention to the already mentioned parts of a society is mandatory and it is by what institution did to them that the prevalence of good governance is measured.

So that as shown in the Table 21 above, 38.1% of the respondents disagree that the service is not in place and the rest 26.4% agrees. The result showed that the sub city under discussion had an existing framework on place to discharging their responsibility regarding treating women, disadvantage groups and the youth but not enough to the standard it should be. Those who disagrees (38.1%) should be addressed and the sub city has to do more in encouraging the participation women, disadvantage groups and the youth.

Table 4.21. Distribution of service users by their response on rate of efficiency of service provision

Indicator	Description	Frequency	Percent
How do you rate the efficiency of your service providing institution?	Excellent	1	.9
	very good	6	5.5
	good	28	25.5
	poor	46	41.8
	very poor	29	26.4
	Total	110	100.0

Source; own research 2017

Concerning the efficiency of the institution, 41.8% of the study participant's rate the institution's as poor and 26.4% very poor which is 68.2% of the service users rate the sub city as inefficient. A tremendous amount of service users believe the institution is in efficient in terms of service provision and this huge gap between the service users expectations and the service providing institution should be narrowed and the institution needs to review its efficiency in order to address the society if good governance is going to be addressed.



Table 4.22. Distribution of service users by their response on level of trust on the institution

<b>Indicator</b>	Description	Frequency	Percent
How much trust or degree of confidence do you have for your institution	very high	1	0.9
	High	7	6.4
	Medium	38	34.5
	Low	42	38.2
	very low	22	20.0
	Total	110	100.0

Source; own research 2017

Trust between the service providing institution and the society comes through transparency, participation, accountability and other good governance indicators and at the same time trust is a result of good governance. For a question asked to service users, have you trust the service providing institution? Only 7.3% of the customers had trust the sub city but majority (58.2 %) of service users didn't have trust on the institution which is more than a half of the service users. Trust between the service providing institution and the society is fundamental for an effective relationship among those two parties and failing to do so creates dissatisfaction among service user and have a negative impact towards building good governance

Table 4.23. Responses of service users by their responses on nature of rule of law in administration of the institution

<b>Indicator</b>	Description	Frequency	Percent
How do you evaluate the nature of observing the rule of law in service provision as well as other provisions related with the community?	excellent	2	1.8
	very good	8	7.3
	Good	30	27.3
	Poor	50	45.5
	very poor	20	18.2
	Total	110	100.0

Source; own research 2017

Concerning institutional practice, observing the rule of law is a key factor in addressing pretty much every factor that related to good governance like, equity, equality, effectiveness, efficiency and at the same time it has a great impact on the process of achieving good governance. Among the study participants, 63.7% disagree about the institution's practice towards observing the rule

of low but a very low number (9.1%) of service users agree on the subject matter. A remarkable amount of service users of the sub city disagrees on the way how the institution operates towards considering rule of law. Therefore the institution should check the way a service is provided to service users and needs to follow the rule of law accordingly.

#### 4.1.2.3 Accountability

Table 4.24. Distribution of service users by their response whether they were asked irregular payment

Indicator	Description	Frequency	Percent
Personnel/officials ask irregular payment	strongly agree	24	21.8
	Agree	20	18.2
	neutral/indifferent	29	26.4
	Disagree	20	18.2
	strongly disagree	17	15.5

Source; own research 2017

Good governance required officials to show integrity, honesty, being accountable and have positive attitude towards customers or service users that their institution is serving, at the same time, officials should be accountable for every measure they take as public servants and figure of the institution.

On this matter about 40% of study participants said that, they had been asked for irregular payment from personnel or other officials of the institution while they were seeking service but 33.7% says they had not asked for any kind of money and 26.4% were neutral/indifferent.

Looking in to the numbers,40% of customers who had been asked for any king of unnecessary payment for the service they seek at the sub city which suppose to be free show that, there is a corruption and lack of good governance and the institution needs to create awareness among the service providing staffs and take measures when officials had being found engaged in such an action if good governance need to be achieved at the institution.

Source, own research 2017

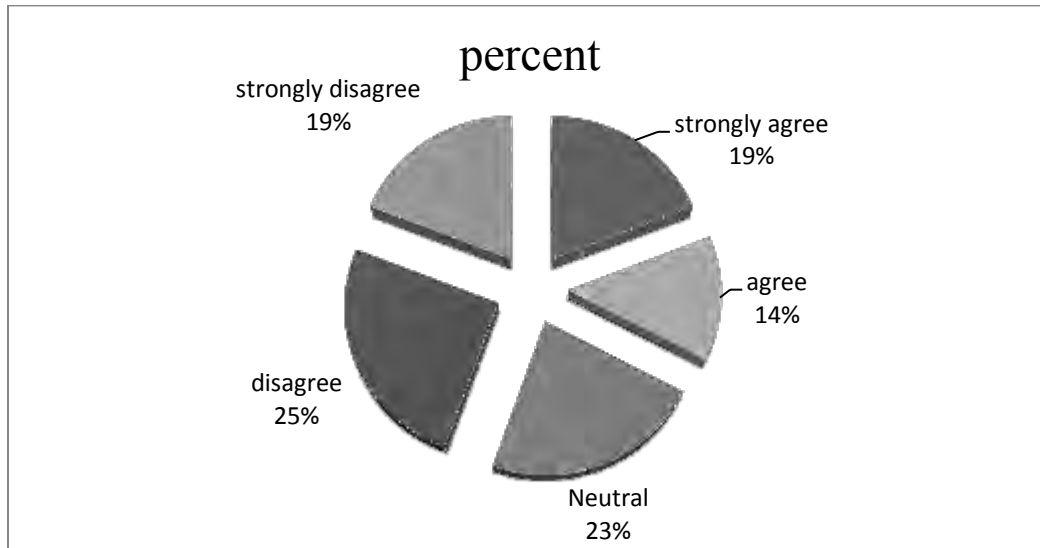


Figure 4.5. The institution is open to show its budget (to be reviewed by the users) to the service users

Public sector budgets should be managed and put in to use accountably, efficiently, effectively and transparently. In an institution where good governance principles are accepted and practically implemented, there is institutional framework that enables the public (service users) review the budget. Concerning this issue more than a half of the study participants (44.6%), didn't agree on the institutions' trend but 32.7% agrees.

Even though the (33%) of the study participants agree about the subject matter, the sub city is not in a good position regarding the issue therefore much work is needed in the future for the institution in order to address the rest 44.6% of participants who disagrees and the remaining 22.7% of neutrals.

Table 4.25. Distribution of service users on their response about the level of corruption of the institution

<b>Indicator</b>	Description	Frequency	Percent
The service providing institution is corrupted	strongly agree	25	22.7
	Agree	16	14.5
	neutral/ indifferent	44	40.0
	Disagree	13	11.8
	strongly disagree	12	10.9
	Total	110	100.0

Corruption is among the serious core miseries in the process of building good governance and democratic institution. If corruption is a prevalent phenomenon in an institution, the overall activities of the institution are being forced to be liable for other related anti good governance problems. Corruption is the great enemy of nations it obliterated all other functions of institution and it has become the main sources of under development especially in developing countries.

According to this study, 37.2 % of the participants agree that, there is a corruption at the service providing institution, while 22.7% disagrees. But 40% of the participants were neutral and didn't have evidence and information about the existence of corruption at the sub city.

Since corruption is among the core indicators of good governance, having 37.2% of customers rating the sub city as a corrupted institution is not low level rate rather it is an alarming finding not to mention that, some 40% of the study population had been asked for unlawful payment for seeking service at the institution as mentioned above in (table 26). Therefore the institution's practice towards good governance regarding corruption is poor and much more work is needed to minimize corruption and build good governance.

#### 4.1.2.4 Transparency

Source; (own survey 2017)

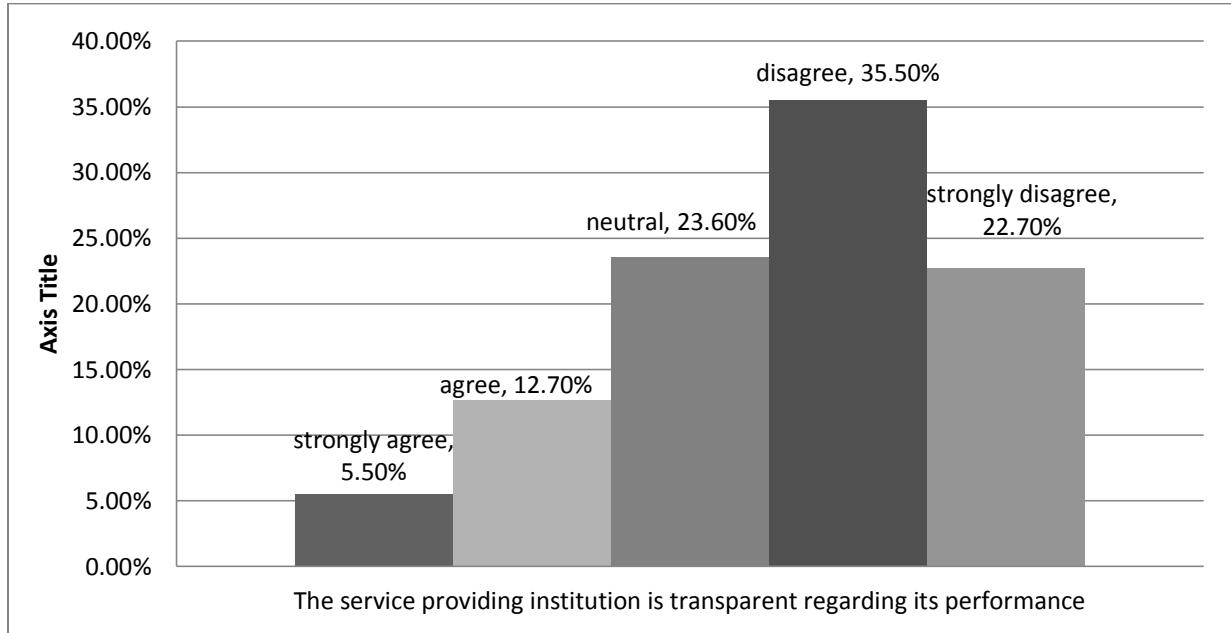


Figure 4.6. Service providing institution transparency performance.

Transparency is built upon free flow of information, its availability, direct accessibility, and clarity in an understandable way for all stakeholders. It is also about the process of decision-making and its enforcement according to the rule of law. Accordingly, 58.2% of this study participant disagree that there is no transparency at the institution but 18.2% agrees its presence. Transparency is among the core indicators of good governance in the process of building democratization; in this regard Arada sub city administration has failed to deliver what is expected and needs to work on it if good governance needs to be in place.

Table 4.26. Responses of service users on the state of timely information provision

Indicator	Description	Frequency	Percent (%)
The institution provide timely information for any changes occurring in the institution	strongly agree	12	10.9 %
	Agree	13	11.8 %
	neutral/indifferent	20	18.2 %
	Disagree	48	43.6 %
	strongly disagree	17	15.5 %

Source; own research 2017

Different kinds of decisions from the lower to the higher levels in public institutions are always decided. But whenever importance decision had made which directly concern the service users, it should be communicated timely. If not, according to good governance principles transparency in the institution is become under question. Accordingly, for a question whether the institution provides information or changes timely, 22.7 % of the study participants agree but more than half of the participants (59.1 %) disagree on the institutions' performance regarding the above mentioned issue. According to those findings, the institution needs to provide information and changes timely for the service users if good governance is expected to build and be in place.

Table 4.27. Distribution of respondents by their response whether the institution admit its weakness

<b>Indicator</b>	Description	Frequency	Percent
The institution admits its weakness and takes measure accordingly	strongly agree	10	9.1
	Agree	9	8.2
	neutral/indifferent	28	25.5
	Disagree	35	31.8
	strongly disagree	28	25.5
	Total	110	100.0

Source; (own survey 2017)

Among the participants 57.3% didn't agree about the sub city trend regarding admitting its weakness and take measures accordingly but 17.3% agrees. Admitting weakness and take measure about the issue is being accountable and process of building good governance and democratization. Arada sub city needs to admit weakness and make necessary changes about it.

## CHAPTER FIVE

### 5.1. Conclusion and Recommendation

The perception of community towards practice of participation in major decision making process was poor. Thus, the sub city administration should device strategies to involve them in critical development programs. Besides, the sub city administration need to conduct periodic survey intended for identifying the needs of the community and as to how their input will be incorporated for future actions.

Arrangement of training and workshops intended to aware the community to involve them in their own development in the sub city was found to be very low. This is one of symptoms of failed institutions. Thus, the institutions, as part of its strategic as well as operational programs, has to design various trainings, workshops, experience sharing's and the like with regard to active involvement of the population in the development programs in the sub city.

Level of satisfaction by the service rendered from the sub city was found to be very low. Thus, the institutions need to revisit its plans, conducting customer satisfaction surveys and strengthening, monitoring and evaluation of programs and projects.

The study indicated that (according to majority of them), disadvantaged community segments such as women, children, elderly, disables and children were ignored by the sub city. Thus, it is recommended that the institution need to design programs specially geared to disadvantaged community groups or if it is already planned, the institution need to revisit the implementation of such programs and take appropriate measures to correct the malpractice in this regard.

Comments and suggestions, especially from the customers are sources of improvements if appropriately used. The community (service users) felt that the institutions are not as such willing to absorb its weakness and take corrective measures. Thus, concerned bodies in the institution should take this concern as input and improve such behaviors as the outcome will be catastrophic.

The responses of employees and service users for most of the indicators seem different. Most of the responses from the employees' side indicated positive responses; on the other hand the responses from the community or service users were the opposite. In this regard, further research that clarifies the meager of data need to be designed and conducted. Furthermore, the institution, besides to external research activities, need to conduct assessments regarding the major success and challenges faced by the institution and service users.



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## APPENDICES

**The objective of this research is to assess practices of good governance in Arada Sub-city of employee. The information obtained will be confidential. Your responses are of high value for research purposes and may be important to improve good governance practice in Arada Sub-city**

1. In your observation is there any institutional framework that enables the public users or the society to participate in your institution? A. Agree B. Disagree
2. How do you rate the participation of the peoples in your institution?  
A. excellent B. very good C. fair D. poor E. very poor
3. In your observation, what do you think the causes of poor participation of the people in the institution?
  - A. Impractical framework
  - B. Lack of readiness by the public users
  - C. Lack of conducive environment
  - D. Disfavoring environment by public officials
4. In your view is your institution has public forum for Women, Youth and the disadvantaged groups?  
A. Agree B. Disagree
5. In your observation are there mechanisms of customers' consultation for the implementation of projects and programs? A. Agree B. Disagree
6. Rate the institution procedures for the collection of citizens' petitions, complaints and suggestions, with an institutional follow up?  
A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
7. Rate the institution workshop, training or seminar all about good governance?  
A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
8. Rate the customer satisfaction survey done in the organization?  
A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
9. The financial resource management in my institution is pretty good  
A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

10. How do you rate relevant decision making processes based on reliable information being the culture of your institution?  
 A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
11. The rule of game in the administration process in the institution is clear  
 A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
12. Rate your institution vulnerability to political pressure  
 A. Very high B. High C. Medium D. Low E. Very low
13. The mechanism in the institution that enables the society to control the administration ?  
 A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
14. The institutional framework allow the public review of the budget A. Excellent  
 A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
15. There exist strong Monitoring and Evaluation procedures to follow up the implementation of the anti-corruption policy in the institution  
 A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
16. The rate of corruption in the institution severe  
 A. Very high B. High C. Medium D. Low E. Very low
17. The vacancies announcement ( both internal and external) are simple, clear and easily understood  
 A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
18. Staff members are informed when important decisions are made in the institutions  
 A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
19. There is clear procedure to channel complaints and answers the service users' regarding the institution  
 A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
20. The institution is transparent towards the community  
 A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
21. There is free access to obtain information on laws and regulations  
 A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
22. The institution publicly disclosed procurement procedures  
 A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly Disagree
23. Rate the proportion of women in key positions in your institution?  
 A. Very high B. High C. Medium D. Low E. Very low



24. What do you think will be the consequences of the absence or less prevalence of good governance?

A. Hinders institutional performances B. strongly affects the community and retarded development C. slim down the overall aspect of the Sub-city D. damage investment, trade and the development and expansion of small/rural micro enterprises

E. All

F. Other (specify) \_\_\_\_\_ i

25. In your observation, what criteria does the institution use to promote its employees?

A. professional experience, merit and performance

B. party membership/ affiliation

C. friendship and family ties

D. based on practices of corruption

E Based on level of education (qualification

26. How does the institution employ its staff?

A. based on legal procedures

B. influenced by nepotism, bribery, etc

C. based on Party membership

D. family ties and friendship

27 .How do you rate the practice of Good Governance in the Arada sub city administration?

A. Excellent B. Very Good C. Good D. Poor E. Very Poor

28. In your opinion, what do you think are the causes of poor administration in the institution?

A. Less concern by officials

B. Lack of awareness by officials and employees

C. Absence of institutional framework for the close follow-up of implementations

D. The officials don't invite the community to discuss over the matter that concerns them

E. Combination two or more factors

F. . Other( Specify)

## Interview questions:

This interview is conducted on the public officials of Arada Sub-city administration. The main purpose of the interview is to acquire more explanations on the results of the survey questionnaires.

1. What is the main reason behind poor achievement in the participation of the society in your institution?
2. Why there is poor level in equity and equality in relation to women holding low level in key position?
3. What is the main reason behind good achievement in the transparency in your institution?
4. How do you ensure the level of accountability in the administration?
5. How do you measure the effectiveness and efficiency of your organization?
6. What should be done to achieve good practices of governance in the administration of Arada sub city administration?

**The objective of this research is to assess practices of good governance in Arada Sub-city the service user/community. The information obtained will be confidential. Your responses are of high value for research purposes and may be important to improve good governance practice in Arada Sub-city**

1. The institution encourages the service users to participate in decision making process

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

2. The institution consults the service users before a project or a program is implemented

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

3. The institution invites service users to evaluate management of the institution is implemented that concerns you?

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

4. The institution concern about the demand of the community

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

5. It is easy to suggest, question, comment or complain the institution

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

6. I have got workshop or training meant for understanding on how the institution works

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

7. Have you ever provide any complaint to the service provider A. Yes B. No

8. How do they entertain your complain?

A. They have used it B. deny the existence C. accept but don't implement D. they have accept but not yet implement it E. I don't have any information F. Not acceptable

9. I am satisfied with the service of service provider

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

10. The service provider institutions are independent from political interferences

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

11. There is nature of observing the rule of law in service provision as well as other functions related to the community

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

12. There is bureaucratic delay and much process whenever engaged in service provision

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

13. Service providing institution has special delivery service for women and disadvantaged people

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

14. How do you rate the efficiency of your service providing institution

A. Excellent B. Very good C. Good D. Poor E. Very poor

15. How much degree of confidence (trust) do you have for your institution

A. Very High B. High C. Medium D. Low E. Very Low

16. How do you evaluate the nature of observing the rule of law in service provision as well as other provisions related with the community?

A. Excellent B. Very good C. Good D. Poor E. Very poor

17. Personnel/officials ask irregular payment

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

18. The institution is open to show its budget (to be reviewed by the users) to the service users

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

19. The service providing institution is corrupted

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

20. Service providing institution transparency performance

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree