

**Addis Ababa University
School of Graduate Studies
Faculty of Business and Economics
Department of
Public Administration and Management**

**Assessment of Local Governance in Akaki Kality Sub City:
Practices, Challenges and Opportunities**

**A thesis submitted to the Department of Public Administration and
Management in partial fulfillment of the requirements for the degree of
Master in Public Management and Policy**

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Assessment of Local Governance in Akaki Kality Sub City:
Practices, Challenges and Opportunities**

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Abbreviations

AACG	Addis Ababa City Government
CBDS	Capacity Building for Decentralized Service Delivery
CBO	Community Based Organizations
CIDA	Canadian International Development Agency
CSO	Civil Society Organization
DFID	Department for International Development
EC	European Commission
EPRDF	Ethiopian People Revolutionary Democratic Front
EU	European Union
FDRE	Federal Democratic Republic of Ethiopia
FOCJ	Functional, Overlapping, and Competing Jurisdiction
GGLN	Good Governance Learning Network
IAP	International Association for Public Participation
ICG	International Crisis Group
IDASA	Institute for Democracy in South Africa
IMF	International Monetary Fund
LGB	Local Governance Barometer
LGI	Local Governance Index
NCBP	National Capacity Building Programme
NGO	Non Governmental Organization
PSCAP	Public Sector Capacity Building Programme
SNNP	Southern Nations Nationalities and Peoples
SNV	Netherlands Development Organization
UNDP	United Nations Development Programme
WB	World Bank

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Abstract

The concept of local governance can have different meaning to different peoples and groups. It doesn't have a universally accepted meaning. It should be understood based on the purposes of its application. Aid donors, development agencies, international financial institutions and social activists have developed their own concept and indicators of governance. Even though there are conceptual differences among these groups, all of them agreed up on the need for governance to promote development and improve the quality of citizens well being.

Local governance requires the involvement of various stakeholders living and working together to achieve different objectives. Local governance is more than the provision of services by local government. It requires the interaction and cooperation among different stake holders to promote their rights and discharge their responsibilities.

This study was conducted on Akaki Kality sub city. The main objective of the study was to assess the state of local governance in the sub city and describe the related practices, challenges and opportunities.

It was found that Akaki Kality sub city has a fairly low level of local governance practices. Different factors can be used to explain this situation. The study attempted to describe the local governance of the sub city based on five indicators.

The assessment was conducted by using Local Governance Barometer which was developed by Impact Alliance. The barometer consists of five indicators which include effectiveness, accountability, participation, equity, transparency and rule of law.

The study employed descriptive research methods. Survey and interview have been used to collect the primary data. The survey was conducted through stratified random sampling while interview was applied through purposive sampling. Non-governmental organizations, community based organizations, charity organizations, private business sectors, and governmental organizations were the key informants from whom the primary data was collected.

Chapter One

1. Introduction

1.1. Background of the study

–Local governance is about the processes by which public policy decisions are made and implemented. It is the result of interactions, relationships and networks between the different sectors (government, public sector, private sector and civil society) and involves decisions, negotiations, and different power relations between stakeholders to determine who gets what, when and how. The relationships between government and different sectors of society determine how things are done, and how services are provided. Governance is therefore much more than government and shapes the way a service or set of services are planned, managed and regulated within a set of political, social and economic systems.“ (Wilde, et al. 2009:5)

–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 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, multiple flows of information, and accountability” (UNDP, 2005:4-5)

This definition indicates that multiple stakeholders are involved in the local governance. These stakeholders can be Non-governmental organizations, community based organizations, private business sectors, governmental organizations, and administration of the sub city.

In order to facilitate the conditions for exercising local governance it is necessary to have various methods that can foster collaboration among these stakeholders. The collaboration should be based on shared vision through which common interests can be ascertained. This enables the stakeholders to promote their rights, discharge their responsibilities and work together towards solving common problems of the society.

The main objective of this study was to assess the quality of local governance in the administration of Akaki Kaliti sub city. The sub city has been delegated with various duties and responsibilities to administer different local affairs.

The sub city administers issues related with trade and Industry, education, Health, Sports, Design and Construction, Culture and Tourism, Labor and Social Affairs, Youth, Women's and Children's Affairs.

The services provided in these administrative offices cannot be obtained from any other organization. This leaves the society with only one avenue to receive different administrative services. The presence of this monopoly and huge relationships with society put the administration in the position where it can have the potential to harm or benefit the society.

Good practice of local governance is an essential condition to attain human and sustainable development and promote the rights of citizens. In order to achieve this objective, it is essential to get sound and reliable knowledge concerning the overall performance level of local governance practices and the related issues that needs to be improved or maintained. (The Impact Alliance, 2007)

This study attempted to assess the overall level of local governance in the administration of Akaki Kaliti sub city and describe the practices, challenges and opportunities. The assessment was carried by using the five indicators of the local governance barometer. This barometer was developed by the Impact Alliance and it includes effectiveness, accountability, transparency and rule of law, participation, and equity.

1.2. Statement of the problem

Good practice of local governance is an essential condition to attain human and sustainable development and promote the rights of citizens. In order to achieve this, it is essential to get sound and reliable knowledge concerning the overall performance level of local governance practices and the related issues that needs to be improved or maintained. (The Impact Alliance, 2007)

For many years in Ethiopia administrative practices of local issues have been highly centralized. Concepts like community participation, transparency, accountability, and rule of law were paid little attention. After the downfall of the military regime, the present government of Ethiopia has introduced various decentralization reforms with the intention to improve the involvement of local actors in administering their own affairs. Various researches still indicates that there is a problem concerning the issues of local governance in local administrations. Some of these problems are sub city administrations are not fully empowered interms of finance and human resources, the presence of weak partnership with other stakeholders, insufficient service delivery, and lack of community participation. The presence of these problems has negatively affected the practices of local governance. (Tigabu and Semu, 2008)

This study was conducted on the administration of Akaki Kality sub city. The sub city has undertaken its own assessment of good governance practices in the administration. Even though the assessment focuses only on service delivery and did not involve various stakeholders, it has identified lots of problems concerning the practices of good governance in the administration. Among those problems the following were some: Low level of effort was committed to practice good governance, and failure to relate good governance with the activities of service delivery (Akaki Kality Sub city Administration, 2003).

The main contribution of this study was to address local governance interms of multiple stakeholders. Local governance has not been assessed interms of multiple stakeholders. The objective of this study was to assess the overall level of local governance in Akaki Kality Sub city in relation with its practices, challenges and opportunities. The assessment was conducted on Non-Governmental organizations (NGOs), Community Based Organizations (CBOs), Private Business Sectors and Governmental Organizations.

The assessment was carried out by using five indicators of local governance which involves effectiveness, equity, accountability, rule of law & transparency, and participation. These criteria are based on the local governance barometer developed by impact alliance which intends to measure the quality of governance at the local level. (Wilde, et al, 2009)

1.3. Objectives of the study

The main objective of this study was to assess the state of local governance in the administration of Akaki Kality sub city and describe the practices, challenges and opportunities. This main objective has the following specific objectives;

- Evaluate the level of local governance in Akaki Kality sub city based on effectiveness, transparency and rule of law, accountability, participation, and equity.
- Identify the strengths and weaknesses of the administration interms of governance.
- Describe the practices, challenges and opportunities of governance in Akaki Kality sub city and recommend solutions.

1.4. Research questions

This study was conducted based on the guidance of the following research questions.

The main emphasis was to answer the primary question of the study: “what is the state of local governance in Akaki Kality sub city?” this central question was directed towards assessing quality of governance in relation with the existing practices, challenges and opportunities. The central question was accompanied by the following specific research questions:

- To what extent the administration’s vision and mission intends to solve the society’s problem and provides satisfactory services?
- What is the administration’s effort to inform the society about its plans, achievements, and challenges?
- What is the administration’s performance interms of Administrative justice?
- How far the administration is accountable to the public?
- What is the level of stake holder’s participation in the administration’s activities?
- What is the administration’s effort to achieve equity in service provision?
- What can be done to overcome the problems and achieve good local governance in the administration of Akaki Kality sub city?

1.5. Significance of the study

This study was conducted primarily for the purpose of assessing the level of local governance in the administration of Akaki Kality sub city and to describe the practices, challenges and opportunities existed in the administration. It goes further by determining the problems, weakness and strengths in the application of local governance. As a result the administration of Akaki Kality sub city was the primary beneficiary of this study, this because it was hoped that conclusions and recommendations of the study can be used as input to improve and strengthen its local governance. In addition to this it was also believed that the study can be very useful instrument to other researchers who wants to investigate local governance in other administrative areas.

1.6. Scope and limitation of the study

This study was limited only to the administration of Akaki Kaliti sub city. The key informants were private business organizations, Non-governmental organizations, governmental organizations, and employees of the sub city. The study did not include the higher-level branches of the government and it did not intend to assess the political dimension of governance. The study was limited to the key informants and the administration. It should be remembered that generalization or determining the population parameter was not the intention of this study. The findings of this study cannot be used to indicate the local governance situation in other sub cities. The indicators to assess the local governance in administration were based on the local governance barometer developed by impact alliance. The original model consists of five main indicators and twenty two sub indicators. Therefore, the results should be viewed in relation to this barometer only.

1.7. Research design and methodology

1.7.1. Types and methods of research

The main goal of this study was to assess the level of local governance in Akaki Kaliti sub city administration and describe the practices, challenges and opportunities. To achieve this goal the researcher has used descriptive research methods. Descriptive research is useful when the major purpose of the research is to describe the state of local governance in its present situation. Among the various descriptive research methods, the survey method was applied in the study. This was because surveys can enable to collect data at a given point in time to describe the status of the present situation.

On the other hand interview was conducted after the survey by using purposive sampling. This was done in order to acquire more explanation from resourceful individuals. The qualitative data collected through interview was used to support the quantitative data and provide explanations of the situation.

Local governance was measured by using the five indicators. These include accountability, equity, rule of law and transparency, participation, and effectiveness. These indicators were measured by using their sub indicators. The sub indicators were developed based on the research questions. The sub indicators were assessed by using qualitative and quantitative data. Quantitative data was collected through survey method. The survey was implemented on key

informants by using stratified sampling. The quantitative data was collected from non-governmental organizations, private business organizations, and governmental employees under the administration. The qualitative data was collected after survey. This was done to provide more explanations on the quantitative data. The qualitative data was gathered through interview with the employees of the administration who have a good knowledge on the concept of local governance.

1.7.2. Key Informants

This study was strictly limited to Akaki Kaliti sub city. The key informants were non-governmental organizations, private business sector, governmental organizations, and employees of the sub city administration who have working experiences on the issues of local governance.

- Civil society organizations: –Civil society organizations (CSO) are non-state actors whose aims are neither to generate profits nor to seek governing power. CSO unite people to advance shared goals and interests. They have a presence in public life, expressing the interests and values of their members or others, and are based on ethical, cultural, scientific, religious, or philanthropic considerations” (UNDP, 2006). The main CSO included in this study consist of nongovernment organizations (NGOs), and charity organizations.

In addition to these CSOs, Community- Based Organizations (CBOs) were also used in the study. Idir was the main CBOs. Here the main problem was to know the exact number of the total population which was consisted under the total of 344 Idirs located in the sub city. This problem was solved based on the advice received from the Labor and social affairs of Akaki Kaliti subcity administration. The officers in the labor and social affairs indicated that the average number of members in each idir was around 70. The researcher has used an average of 70 members in each idir to determine their total population.

- The private business sector: This consists of those organizations that are privately owned and their aim is to gain profit on continues bases. These organizations may involve in service provision, manufacturing, and also merchandising. The researcher randomly surveyed only those private business organizations that are recorded and listed in the sub city.

- Governmental organizations: This was specifically limited to those governmental organizations that are engaged in the provision of public services. The researcher has used the lists of governmental organizations that are recorded and work under the administration of Akaki Kality sub city.
- Employees of the sub city administration: They consist of high level and middle level managers who are currently working in the administration of the sub city and experienced with the issue of local governance. This part of the study population was considered only for the interview based on purposive sampling.

1.7.3. List of Key informants

The key informants were selected based on stratified sampling methods. Survey was implemented on civil society organizations, business organizations, and governmental organizations. The sub city maintains records about civil society organizations and business organization. The record contains information on the name of the organization, the number of employees/members and the contact address.

Table 1.1: List of key informants

Key informants	Number of organizations	Total number of employees/members
Civil society organizations	417	25,080
Business organizations	608	3,834
Governmental organizations	48	32,119
Total	1073	61,033

(Akaki Kality Sub city Administration, 2004)

1.7.4. Sampling design

The sampling design of this research was based stratified random sampling and purposive sampling. The major distinction made by the researcher was between the probability sampling and non-probability sampling. This was because interview was conducted with employees of the Akaki Kality sub city administration based on purposive sampling which was one type of non-probability sampling. The data collected through interview was qualitative data and it was used to make explanations and support the quantitative data collected through survey.

Interview was undertaken on 10 employees of the administration who have rich experiences on the issues of local governance.

Survey was conducted on civil society organizations, private business sectors and governmental organizations. Survey was carried out by using stratified random sampling.

Procedures in sampling:

- Three groups of key informants were developed. These include civil society organizations, private business organizations, and governmental organizations.
- Lists of the above three groups was received from the Akaki Kality sub city administration. The list consists of information such as name of the organization, its location address, telephone address, and total number of employees.
- The total sample size was determined based on the consideration of time, money and the sampling error. Sampling error exists within any sampling. The larger the sample size, the smaller sampling error. However, no sample will yield exactly the same information as if all people in the population had been included. The intention is to collect as close information that can be approximately close to the population in relation with the availability of time and money. (Taylor-Powell, 1998) The total sample size was determined based on the following formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where, n is the total sample size of the study

N is the total size of key informants

e is the sampling error or the precision level

(Yamane, 1970, Cited in Meron, 2007)

Taking various factors in to consideration the researcher has used a 7.5 percent sampling error.

Table 1.2: Sample size

Key informants	Total number of employees/members	Total number of organizations	Sample size	
			Number of respondents	Number of organizations
Civil society organization	25,080	417	71	5
Governmental organization	3,834	48	71	5
Private business organization	32,119	608	71	5
Total population (N)	61,033	1073	213	15

(Akaki Kaliti Sub city Administration, 2004)

$$N = 61,033$$

$$e = 0.075$$

$$n = 61,033 / (1 + 61,033 \times (0.075)^2)$$

$$n = 178$$

In order to account for problems with response rate, the researcher has used 20 percent of the sample. This is due to the reason that at the preliminary phase the researcher has distributed 30 questionnaires and out of this only 24 of them provided a full answer while the remaining 6 were incomplete.

$$n = 178 + 178 \times (0.2)$$

$$n = 178 + 35 = 213$$

The total sample size used in this study consists of 213 respondents.

As it can be noticed from the above Table 1.2. there is a big difference between the populations of governmental organizations as compared with the other two key informants. If samples were distributed proportionately, only 13 governmental employees would be surveyed. This would not enable to have reliable data from this group. In order to avoid this problem the total sample size was equally distributed. Each of the three group has equal number of sample size. This makes it possible to undertake a detailed survey from each group and enables to describe the existing

situation in detail. It should be understood that generalization or determining the population parameter was not the intention of this study. The emphasis was on assessing and describing the quality of local governance in the administration. Based on equal allocation, each of the three strata consists of a sample size of 71 respondents, which indicates the total sample size of 213 respondents.

Table of random numbers was used to randomly select the organizations and the respondents. Table of random numbers is useful to ensure equal selection opportunities when the population is large. It was done by assigning consecutive numbers to the names on the lists of organizations or respondents. (Taylor-Powell, 1998)

By using a table of random numbers, the researcher has selected five organizations from the lists of each group. A total of 15 organizations were used to select the respondents.

Finally, the respondents were selected from each organization based on equal allocation and by using table of random numbers from the lists provided in their respective organization.

Regarding the interview a total of 10 respondents were selected based on purposive sampling. All of these 10 interviewees have a good knowledge and working experiences in the issue of governance. The data collected through the interview was used only for explanation and to support the quantitative data collected through survey.

1.7.5. Sources and instruments of data collection

The study has utilized both primary and secondary data. The primary data was mainly collected from the study groups which consist of civil society organizations, governmental organizations, private business organizations, and employees of Akaki Kaliti sub city administration.

The primary data has both qualitative and quantitative nature. The quantitative primary data was collected through survey methods that consists of closed ended questionnaires developed based on the local governance indicators. This close-ended questionnaire consists of a blank space through which the respondents can forward their explanation for their responses. The close ended questions consist of five parts and 9 categories of responses on the scale where respondents put their response by choosing one of the nine options. The qualitative primary data was collected through interview which was entirely based on open ended questions.

The secondary data were collected by referring different written materials concerning the administration. Besides this it is also necessary to note that the researcher has reviewed various books, related researches and information on websites.

1.7.6. Data processing and analysis

The collected data consists of both qualitative and quantitative data. The qualitative data was used to support the quantitative data and provide a detailed explanation of the situation.

The local governance assessment model is organized like a tree. At the top there is a local governance index which is followed by five main criteria's. These five main criteria's have also their own sub criteria. These sub criteria were developed based on the research questions. Finally at the bottom there are questionnaires. Each question on the survey consists of nine response categories that are scaled continuously from +1 up to -1 with the interval of 0.25. Scores at the higher level are obtained by using arithmetic calculation of the scores at the lower level. The collected quantitative data was analyzed individually for each criteria and then summed together to indicate the level at the higher indicators. The data has under gone through simple mathematical and statistical calculations. Finally the results were presented through tables and graphs with the necessary explanation obtained from the qualitative data.

Respondents were asked to rank each answer on a scale from +1 to -1; where +1 indicates a perfect practices of local governance while -1 stands for the absence of local governance in the administration. The higher the score is the better local governance.

The following Table 1.3. shows the scales assigned to each category of the nine responses.

Table 1.3: Scale to assess local governance.

value	Local governance description
+1	Perfect
+0.75	Very Good
+0.5	Good
+0.25	Fairly good
0	Neutral
-0.25	Fairly poor
-0.5	Poor
-0.75	Very poor
-1	Inexistent

(The Impact Alliance, 2005)

The scores at the lower level was determined by using the average (mean score).

The score at the higher level was calculated by adding the weighted results of the main 5 indicators. –All weights have a default value of 1.0. Since the set of criteria is assumed to have an equal impact, all criteria are assigned equal weights. It is recommended to use the default weight.” (The Impact Alliance, 2006)

The 5 indicators were assigned equal weights. The weight for each of the 5 indicators is 0.2 or 20 percent which totally gives 1 or 100 percent.

Table 1.4: Scale for result interpretation

Score	Description
+1	Perfect Situation
< +1 - >or = + 0.5	Good
< + 0.5	Fairly Good
>- 0.5	Fairly Poor
< or = -0.5 - > -1	Poor
-1	Inexistent: No Governance

(Developed and modified based on local governance barometer result interpretation of Impact Alliance, 2006)

The final score for each indicator was calculated based on the mean score of each response. The indicators at the higher level were interpreted based on the categories of the score indicated at Table 1.4. The highest possible result is +1 which implies the presence of perfect situation and perfect practices of local governance. The score which lies in the second category (less than 1 and greater than 0.5) indicates the presence of Good practices of local governance. Each category of score has their own respective description that indicates the quality or the level of local governance practices.

1.8. Local governance assessment indicators for Akaki Kality sub city

The assessment of local governance in the administration was undertaken based on the local governance barometer which was developed and implemented by Impact Alliance since 2005. This barometer consists of five indicators and twenty two sub indicators. Even though the barometer is applicable to any local situation, it was necessary to simplify it to the case of Akaki Kality sub city administration. The main five indicators remained the same, but some of the sub

indicators have been modified. The sub indicators were shaped in the way to make it capable of answering and studying the research questions that were developed based on the identified problems.

1. Effectiveness
 - 1.1.The extent to which the vision, mission and objectives of the administration can solve problems of the society.
 - 1.2.The extent to which material and financial resources are utilized.
 - 1.3.The level of satisfaction on the service delivery.
 - 1.4.The practices of administrative leadership
2. Transparency and rule of law
 - 2.1.The practices of administrative justice
 - 2.1.1. Due process
 - 2.1.2. Rationality
 - 2.1.3. Fairness
 - 2.2.The availability and publicity of clear and understandable information
 - 2.3.The extent of open decision making
3. Accountability
 - 3.1.The practices of administrative accountability
 - 3.2.The extent to which the administration is accountable to the public
4. Participation
 - 4.1.The awareness and interests of civil societies, private business organizations and governmental employees to participate in administering their local affairs.
 - 4.2.The availability of opportunities for participation
 - 4.3. The level of participation in the administration
5. Equity
 - 5.1.Absence of discrimination in the administration
 - 5.2. The practices of affirmative action
 - 5.3. Equal opportunity to resources

These indicators have been used to assess the state of local governance in Akaki Kaliti sub city. Five main indicators and seventeen sub indicators were applied. The survey questionnaire was developed in line with the seventeen sub indicators.

1.9. Organization of the thesis

This thesis consists of four chapters. The first chapter describes back ground of the study, statement of the problem, objectives, significance and limitations of the study. This was followed by a detailed explanation of the research methodology. The local governance assessment indicators developed for Akaki Kality Sub city has also been presented in this chapter.

The second chapter consists of information in relation with the concept of governance. The origin of governance was presented based on different perspectives and detail information was provided on local governance barometer. Definitions and other related concepts were discussed. Chapter two ends with profile of Akaki Kality sub city administration.

The third chapter consists of information on data presentation and analysis. In this chapter each indicators of local governance have been discussed by using the qualitative and quantitative data collected through survey and interview. The weakness and strength of the administration in the practices of local governance was presented. The overall score on local governance was discussed and interpreted.

Finally, the fourth chapter describes the findings, conclusions, and recommendations. The recommendations were made with the hope that the administration will take it in to account and improve its practices of local governance.

Chapter Two

Literature Review

2.1. Definitions and Meanings of Governance

Nowadays the term Governance has become a central agenda on the effort towards development. It is taken in to account as critical factor and included in the development strategy. Even though there is a common acceptance about the importance of governance, there is no universally accepted definition or theory of Governance. The concept of governance has different meaning to different scholars and groups. (Hye, 2001)

Taking these differences in to consideration, it is necessary to see some of the definitions on Governance:

According to the view point of United Nations Development Programme (UNDP) Governance is defined as ~~the~~ system of values, policies and institutions by which a society manages its economic, political and social affairs through interactions within and among the State, civil society and the private sector. It is the way a society organizes itself to make and implement decisions —achieving mutual understanding, agreement and action. It comprises the mechanisms and processes for citizens and groups to articulate their interest, mediate their differences and exercise their legal rights and obligations. It is the rules, institutions and practices that set limits and provide incentives for individuals, organizations and firms. Governance, including its social, political and economic dimensions, operates at every level of human enterprise, be it the household, village, municipality, nation, region or globe.” (UNDP, 2000)

In the 1992 report entitled ~~Governance and Development~~”, the World Bank (WB) set out its definition of governance. The World Bank defined Governance as ~~the~~ manner in which power is exercised in the management of a country’s economic and social resources for development” which ~~refers~~ to the manner in which public officials and institutions acquire and exercise the authority to shape public policy and provide public goods and services.” (WB, 2007)

~~Governance~~: The process by which decisions are made and implemented (or not implemented). Within government, governance is the process by which public institutions conduct public affairs and manage public resources. Good governance refers to the management of government in a manner that is essentially free of abuse and corruption, and with due regard for the rule of law.” (IMF, 2007)

According to the European Commission –Governance concerns the State’s ability to serve the citizens, It refers to the rules, processes and behavior by which interests are articulated, resources are managed, and power is exercised in society. The way public functions are carried out, public resources are managed and public regulatory powers are exercised is the major issue to be addressed in that context. Governance is a basic measure of the stability and performance of a society. As the concepts of human rights, democratization and democracy, the rule of law, civil society, decentralized power-sharing and sound public administration gain importance and relevance, a society develops into a more sophisticated political system and governance evolves into good governance”.(EC, 2003)

As it can be noticed from these definitions the term Governance has no a universally accepted definition. Even though the term Governance has quickly become a popular word there is still differences on the meaning of the term and different groups use their own criteria and applications. The concept of governance keeps changing from time to time among different groups. (Doornbos, 2003)

In addition to these various scholars have also observed the existence of contradictions among the elements included in Governance. According to Von Benda-Beckmann elements on Governance in one respect may bring bad effects in the other respects of Governance –what in one respect (e.g. economic growth) is good governance, is clearly bad governance in other respects, such as labor conditions, democratic content of government, and civil liberties.” (Beckerman, 1964)

2.2. Philosophical foundation of governance

The concept of governance has gained popularity in recent years. This is because international financial institutions and donor agencies have introduced the concept as a precondition to grant aid and loans in developing countries. Even though the practice of governance is a recent fashion, its foundation traced back to long period of time.

Most of governance indicators that are used in the present time have their own relationships with different concepts developed by ancient philosophers. Aristotle’s idea of –good life” is connected to the recent concept of governance. He stated that –the state came in to existence for the sake of mere life, but continued for the sake of good life” (Barker, 1968). The concept behind –good life” is related with various indicators of governance. Citizens can lead "good life” when their

rights are protected and their interests are fostered. –Good life begins with the guarantee of the protection of life, liberty and property for all” (Obaidullah, 2001:7)

Locke (1963) indicated that government exists in order to protect the rights of citizens and respond to their wishes. Government should be created based on the consent of citizens and be accountable to them. The law should be respected to promote the rights of citizens and enable them to lead a good life. This implies the need to practice accountability, rule of law, responsiveness, and transparency. These elements have become the main indicators in the recent concepts of governance.

2.3. Governance process indicators and Governance performance indicators

Measuring issues of governance poses challenges that are not encountered in the economic or social development fields. While it is easier to provide firm indicators of such things as economic growth or primary school enrolment, it is much more difficult to find and agree upon indicators of a political macro phenomenon like governance or political rights. Perhaps because it is a broad and complicated concept, there exists no regular, systematic and cohesive data collection effort centered on the concept of governance.

It is important to make a distinction between governance performance indicators and governance process indicators. Governance Performance indicators refer to the quality of governance in terms of a normative outcome, such as the level of transparency. Governance Process indicators refer to the quality of governance in terms of how outcomes are achieved. An emphasis on governance process stems from a human rights approach to development. While there has been a considerable improvement in the monitoring of governance outcomes, particularly over the last 10 years, the monitoring of processes has remained much more limited. The challenge, therefore, is how to measure governance cohesively and systematically in terms of critical processes.

(Court, et al, 2002:2-4)

2.4. Local governance

2.4.1. The shift from local government towards local Governance.

The shift towards local Governance can be understood in terms of various changes faced by local governments. Broadly speaking changes have taken place along two dimensions. On the one hand local governments have witnessed important changes in their external socio-economic and broader political environments – that is, what may be termed as their macro- environment. On

the other hand local authorities have been confronted with changes in the nature of their communities- that is, what may be termed as their micro-environment. It is important to recognize that changes in the macro-environment are frequently interlinked with changes at the micro-levels. (Denters and Rose, 2005)

2.4.1.1. Macro-trends

This macro-level changes in the socio-economic and political environments under which local governments perform their functions can be best understood interims of the following changes.

Urbanization can be understood as the increase in the percentage of national population living in urban places. Even though urbanization is a historical phenomenon, it has showed a dramatic increase over the last fifty years. In the 1970s two-thirds of the population of the developed world was urbanized. This proportion had increased to almost three-quarters in the 1990s and by 2030 the urban population is expected to have gone up to five-sixths (Champion, 2001). This process of urbanization is one of the key spatial processes in the early twenty-first century. In his view the process of urbanization implies the development of metropolitan regions. This trend will imply the demise of the country side and the country side will develop in to a set of urbanized village that are part of urban constellation scattered throughout huge territorial expanses (Castells, 2002). These metropolitan regions are –characterized by the functional interconnectedness of people and activities. Socio-spatial interdependencies in such metropolitan regions provide a significant challenge for multiple political jurisdictions existing with the regions. This also promotes the problem of fragmentation and becomes driving force to introduce reform in the local government system. (Sharpe, 1993)

Globalization has provided local governments with the opportunity to involve in global networks. According to Castells the multidimensionality and partial nature of such linkages; where as some residents and activities in local regions are more or less strongly connected to a particular global network, most of citizens are engaged in a very local life (Castells, 2002).

Le Gale has also argued for that local political organizations are becoming very necessary in the achievement of economic development (Le Gales, 2002): the economy of a city cannot be seen solely from the point view of firm’s strategy in deciding where to set up. By virtue of its materiality, the city is also a site for the construction, management and production of services that are an important vector for a capitalist accumulation.

Globalization has tended to render the nation states' traditional macro-economic policy instruments largely obsolete, local governments have become more prominent in the economic development.

In addition to these, in many countries the local level is marked by fragmentation of institutions, or the rise of what has been called in Britain ~~local~~ local governance. This process can also be explained in terms of marketisation of public services through the creation of special agencies, the process of contracting out or privatization. This process of reinventing government has undertaken in the name of efficiency and effectiveness (Osborne and Gaebler, 1992)

2.4.1.2. Micro trends

According to Fuchs and Klingemann, recently citizens' orientation towards governments have changed, increasingly being dominated by instrumental considerations concerning the performance and efficiency of governments in meeting citizen demands. (Fuchs and Klingemann, 1995a)

Thus, Fuchs and Klingemann, on the basis of extensive longitudinal analysis in a variety of European countries, anticipate that: The attention of citizens will be directed more strongly than before to the performance of the state in the fields of the economy and security. For this reason, the legitimacy of western democracies will depend more heavily on the performance of governments". In this case, it is a matter of ~~out~~-put related performance (Fuchs and Klingemann, 1995b).

As the educational knowledge of citizens increased, their political skills and competence have also increased. This personal development of citizens enabled them to ask for more political participation and opportunity which is beyond that of voting (Fuchs and Klingemann, 1995a).

In many recent analyses of change in contemporary political systems, analysts have observed a shift from government towards governance. According to Leach and Percy-Smith it is concluded that the traditional notion in which local government is what the council does has to be replaced by a conception in which it is conceded that public decision making concerning local issues increasingly involves multi-agency working, partnerships and policy networks which cut across organizational boundaries' (that is governance). (Leach and Perry-Smith, 2001)

2.4.2. Definitions of local Governance

According to Bovaird and Löffler 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” (Bovaird and Löffler, 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)

From this definition it can be understood that assessing local governance requires the involvement of various stakeholders. The perceptions of civil society organizations, governmental organizations and the private sector should be given a major emphasis.

2.5. Local Governance barometer

This study was conducted based on the modified frame work of Local Governance Barometer which was developed by Impact Alliance including PACT; IDASA – The Institute for Democracy in Southern Africa; and SNV – Netherlands Development Organization.

–The Local Governance Barometer was initiated in 2005 during a Local Governance Laboratory in Pretoria, where the three partners active in capacity development for good governance and improved service delivery at the local level identified the need to develop an instrument which will assist them in assessing the state of governance at local level and in identifying capacity needs for improved governance. The initial tool was developed in 2006 and was tested in various countries and settings in Africa. Based on these experiences the tool was revised in 2007 and has since then been applied in more than 10 countries in partnership with local NGOs.”

The Local Governance Barometer introduces a –Universal Local Governance Model” that comprises 22 sub-criteria grouped under five main criteria of good governance: effectiveness, transparency and rule of law, accountability, participation, and equity: (Wilde, et al, 2009)

Local governance index

1. Effectiveness
 - 1.1. Existence of a clear vision and strategic/operational plans
 - 1.2. Leadership.
 - 1.3. Good management of financial resources.
 - 1.4. Relevant decision-making process based on reliable information.
 - 1.5. Satisfaction of the population vis-à-vis the access and the quality of service delivery.
2. Transparency and Rule of Law
 - 2.1. The existence and application of an institutional legal framework
 - 2.2. Citizen access to justice
 - 2.3. The availability and access to information
 - 2.4. Corruption incidence
3. Accountability
 - 3.1. Transparency: accessibility and availability of information related to service delivery, planning and utilization of resources, achieved results.
 - 3.2. Checks and balances
 - 3.3. Recourse (existence of objective audits)
 - 3.4. Government’s responsiveness
 - 3.5. Integrity
4. Participation
 - 4.1. Institutional framework

4.2. Citizen engagement

4.3. Civic engagement

5. Equity

5.1. The existence of a charter or a legal framework recognizing the rights of whole citizens

5.2. Equal opportunity to basic services

5.3. Equal opportunity to power

5.4. Equal opportunity to resources

5.5. Equal opportunity to livelihoods

Although the local governance model remains valid in any country context, it is essential that it is transformed into a 'specific/local model' reflecting the local context and local priorities. The same as the universal model, the 'local model' is organized like a tree. At the highest level is the Local Governance Index, followed by the 5 main criteria. Under each criterion are the sub-criteria. At the lowest level are the indicators.

Depending on context specificities, the local models developed in different countries may vary in terms of the number of levels in the tree." (Wilde, et al, 2009)

2.6. Explanation of local governance indicators

As it has been explained in the first chapter, the local governance assessment framework for the administration of Akaki Kaliti sub city was developed with a minor modification of the local governance barometer's sub indicators. This part of the paper goes further to explain the indicators and the sub indicators that have been used to assess the local governance in the administration.

2.6.1. Effectiveness

Effectiveness is the financial and technical management capacity of local authorities to respond to citizens' demands in economical and social development (The Impact Alliance, 2005)

Public organizations need to continuously monitor the effectiveness of their operations to ensure that they meet their mission, objectives and expected service levels in relation with the priorities of the society they serve. The administration should use its resources in the way that is not vulnerable to wastages. In addition major problems of the society should be solved by the available resources in a proper manner.

According to the local governance assessment frame work developed to Akaki Kality sub city administration, effectiveness is to be measured based on the following sub indicators.

- The extent to which the vision, mission and objectives of the administration can solve the society's problem.
- The extent to which material and financial resources are utilized.
- The level of satisfaction on the service delivery.
- The practices of good administrative leadership.

Most of the services provided by the administration cannot be obtained from other organizations. This puts the user with only one avenue to receive the service. The level of satisfaction on the service delivery was measured based on the following criteria:

- Availability of information: this is about the presence of information on the services provided.

The administration should provide clear information that is available to everyone concerning how to get it, where to get it, and the necessary requirements needed to get the service.

- Quality of the service: since it is a governmental organization the focus is placed on the time required to receive a given service and the extent to which complaints are handled.

It is also necessary to add some of other factors that can influence satisfaction on service delivery. These factors may consist of: the way users are treated by the employees, and the amount of money needed to get the service. (Zamil and Sharmot, 2011)

Administrative leadership has its own relationship with the effectiveness as such it also relates with local governance in the administration. –By leadership style is meant the ways in which leaders relate to those around them, whether constituents, advisers, or other leaders – how they structure interactions and the norms, rules, and principles they use to guide such interactions.” (Herman, 2011) Even though this concept provides a good insight about leadership, it is also important to include other factors that can measure leadership: The leader's manner interacting with the society and works towards solving the society's problem.

2.6.2. Rule of Law and Transparency:

2.6.2.1. Transparency

In order to enable the public administration in attaining its aim of developing a good condition to the people's life, the people must be able to take an intelligent interest in what the administration is doing and exercise an ultimate control over it (Hoque, 1970)

Transparency implies openness of decision making process and freedom of information to the members of the public and the media. The people have the right to know how decisions are made on routine as well as on policy matters, whether they are benefited or affected by the decision, how service is rendered or how and when goods are delivered, how objectives are accomplished. (Obaidulah, 2001)

According to sub article 1 of article 12, the Ethiopian constitution expresses that, ~~the~~ "the conduct of affairs of government shall be transparent." Sub article 2 of article 29 goes further by explaining that ~~Everyone~~ "Everyone has the right to freedom of expression without any interference. This right shall include freedom to seek, receive and impart information and ideas of all kinds, regardless of frontiers, either orally, in writing or in print, in the form of art, or through any media of his choice".

2.6.2.2. Rule of law:

In its simplest sense 'rule of law' means that everything must be done in accordance with the law, but in that sense it gives little comfort unless it also means that the law must not give the government too much power. Government under the rule of law demands proper legal limits on the exercise of power. (Wade, 1983)

Administrative organizations are one of the sectors that government can also exercise its legal power to administer the public. Various members of the society go to the administration office looking for different services. This indicates the potential that the administration can play in implementing the rule of law. Therefore, administrative justice is a very critical element concerning the rule of law in the administration.

In this study the concept of rule of law was expressed in terms of administrative justice.

Briecce defined justice as: A commodity which is a more or less adulterated condition the State sells to the citizen as a reward for his allegiance, taxes and personal service. (Briecce, 1967)

What justice should involve, in the context of official decision-making, will derive from the proponent's perception of common values or attitudes about the way in which decision-makers

should act. It will describe desired attributes of the decision and modes of behavior of those who are required or empowered by public law to make decisions affecting the interests of others. (Creye and McMillan, 1999)

Administrative justice essentially applies to administrative action within government. It is the impact which a government administrative decision can have on the rights or interests of a person that is a key determinant of the expectation that administrative justice should be observed. In these sense, administrative justice is a philosophy that in administrative decision-making the rights and interests of individuals should be properly safeguarded. (Creye and McMillan, 1999)

The core elements of justice delivered by administrative decision-makers:

- Lawfulness
- Rationality
- Fairness

(French, 1999)

Lawfulness refers to the practices of the administration based on the law. That is the one permitted or recognized by the rules or laws.

Fairness refers to the quality of being fair: the condition of being just or impartial

Rationality implies the reasonable and sensible treatments governed by, or showing evidence of, clear and sensible thinking and judgment, based on reason rather than emotion or prejudice.

(Encarta dictionary, 2008)

2.6.3. Accountability

The simplest form of accountability is the requirement for an administrative organization to render an account of what it has done. The report should be made to some external, independent organization and the public at large through a published report, so that the assessment can be reasonably public. The accounting may be financial, or it may be expressed in terms of the services provided and the successes and failures of the program. In either case it involves making public what has been done in the public name. This form of accountability highlights the notion that at the most basic level, accountability is about transparency, about making it possible for actors outside a public organization to identify, and question, what has happened. (Peters, 2007)

In addition it is also necessary to include the extent to which administrative officials are responsible and governed by the law and rules.

2.6.4. Participation

–Participation simply means the act of participating in whatever form”. (Aslin and Brown, 2004)

–Engagement goes further than participation and involvement. Engagement implies commitment to the process, which has decision and resulting actions. So it is possible that people may be consulted, participated and even involved, but not be engaged.” (Aslin and Brown, 2004). The assessment of participation is based on the tool developed by the International Association of public participation. This tool defines citizen’s participation in continuous stages where the outcome of the participation also increases.

1. Inform: ~~to~~ provide the public with balanced and objective information to assist them in understanding the problems, alternatives and or solutions.”
2. Consult: ~~to~~ obtain public feedback on analysis, alternatives and or decisions.
3. Involve: to work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.”
4. Collaborate: ~~to~~ partner with the public in each aspect of the decisions including the development of alternatives and identification of the preferred solutions.”
5. Empower: ~~this~~ is concerned with placing the final decision making on the hands of the public.” (IAP2 spectrum available at <http://iap2.org/practitionertools/index.shtml>)

The following Table 2.1. The tools used to measure the level of participation in the administration.

Table 2.1: Tools to assess participation

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal:	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and or solutions.	To obtain public feedback on analysis, alternatives and or decisions	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decisions including the development of alternatives and identification of the preferred solutions.	To place the final decision making on the hands o the public
Promises to the public:	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	We will look to you for direct advice and innovation to formulating solutions and incorporate your advice and recommendations in to the decision to the maximum extent possible	We will implement u decide
Example tools:	Fact sheets Web sites Open houses	Public comment Focus groups Surveys Public meetings	Work shops Deliberate polling	Citizens advisory committees Consensus building Participatory decision making	Citizen juries Ballots Delegated decisions

(<http://iap2.org/practitionertools/index.shtml>)

2.6.5. Equity

The term ‘equality’ means different people (e.g. women, men, able-bodied people, people with disability, younger and older people and people living with HIV and Aids) have equal conditions for realizing their full human rights and potential, and are able to contribute equally to development efforts and benefit equally from the results. It entails that the underlying causes of discrimination are systematically identified and removed in order to ensure equal opportunities and a society based on non-discrimination. Working towards equality does not necessarily imply treating the various designated groups in exactly the same way. This is where ‘equity’ comes in. Equity refers to the process of being fair to the various designated groups and looks beyond equality of opportunity as it requires ‘transformative change’. Equity recognizes that different measures might be needed for the various designated groups where they reflect different needs and priorities or where their existing situation means that some groups need special or additional supportive measures to ensure that all are on a ‘level playing field’. This could mean that specific actions are necessary to enable equality of opportunity between people (e.g. women, men, able bodied people, people with disability, younger and older people and people living with HIV and AIDS). Ensuring real equality of opportunity often means treating certain groups differently. (Holland, 2011)

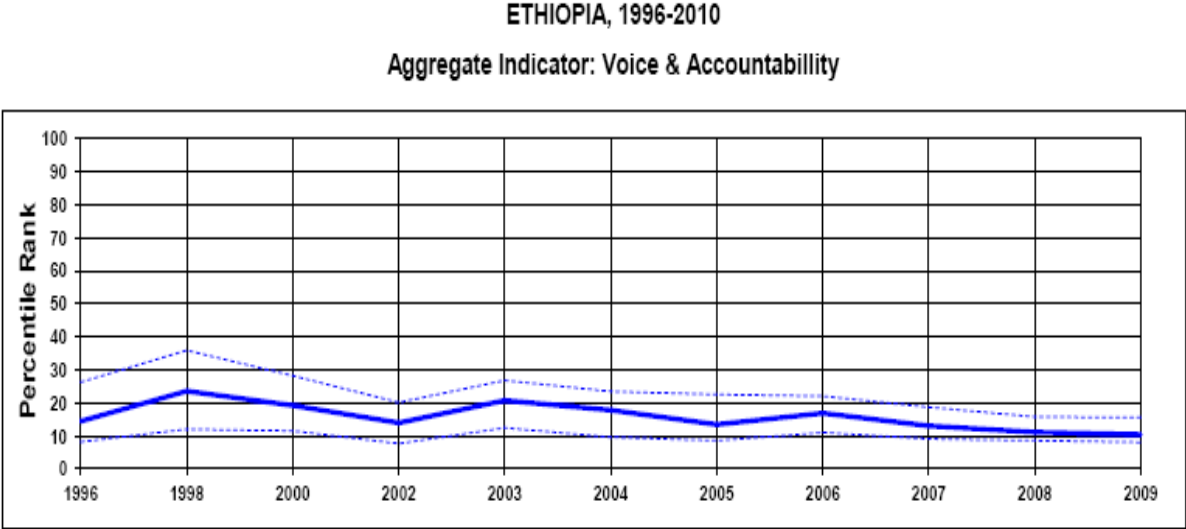
2.7. Governance in Ethiopia

The present regime (EPRDF) came to power in 1991 by overthrowing the military government known as Derg. After the present government take control it started implementing the concept of decentralization in order to overcome the problems caused by the long year’s practices of centralization. The implementation of decentralization was carried out in two stages. The first stage was ended in 1995. The constitution has provided the means were ethnic based regions established in to nine regions. The second stage of decentralization provided the regional states with power to establish their own administration. The regional governments also established local governments at the local level and granted them with the necessary power and functions. (Ayele, 2009)

The present government has undertaken various reforms to improve the level of governance in the country such as The National Capacity Building Program (NCBP), Capacity Building for Decentralized Service Delivery (CBDS), Public Sector Capacity Building Program (PSCAP)

(Spielman, Cohen, and Mogues, 2008). Regardless of the various reforms implemented in the country, Ethiopia still faces various challenges in achieving good governance. To support this position it is necessary to discuss some of the studies conducted to assess the level of governance in the country. The World Bank provides fourteen year of assessment which covers the period from 1996 up to 2010. The Report displays the country's performance for all available years between 1996 and 2010 based on six governance dimensions: i) Voice and Accountability, ii) Political Stability and Lack of Violence/Terrorism, iii) Government Effectiveness, iv) Regulatory Quality, v) Rule of Law, and vi) Control of Corruption. Percentile ranks indicate the percentage of countries worldwide that rate below the selected country. Higher values thus indicate better governance ratings. The following Graph 2.1. also reports the margins of error displayed in the line charts by dashed lines, and corresponding to a 90% confidence interval. This means that there is a 90 percent probability that governance is within the indicated range.

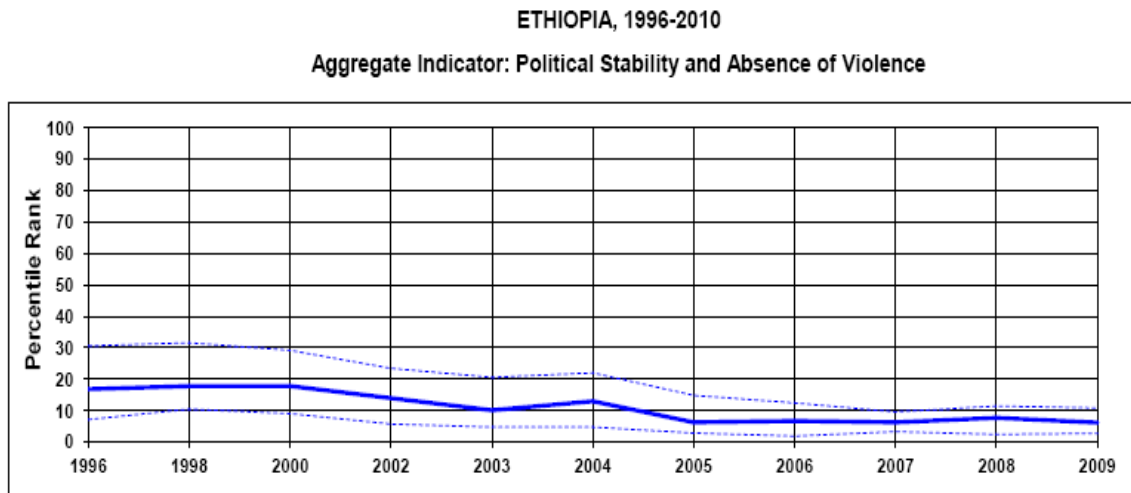
Graph 2.1: Voice and Accountability



(World Bank, 2010)

As the data in this Graph 2.1. indicates that the country scores very low in relation with voice and accountability. It can be noticed that the level of governance interms voice and accountability has shown decreasing pattern beginning from 1998 up to 2009.

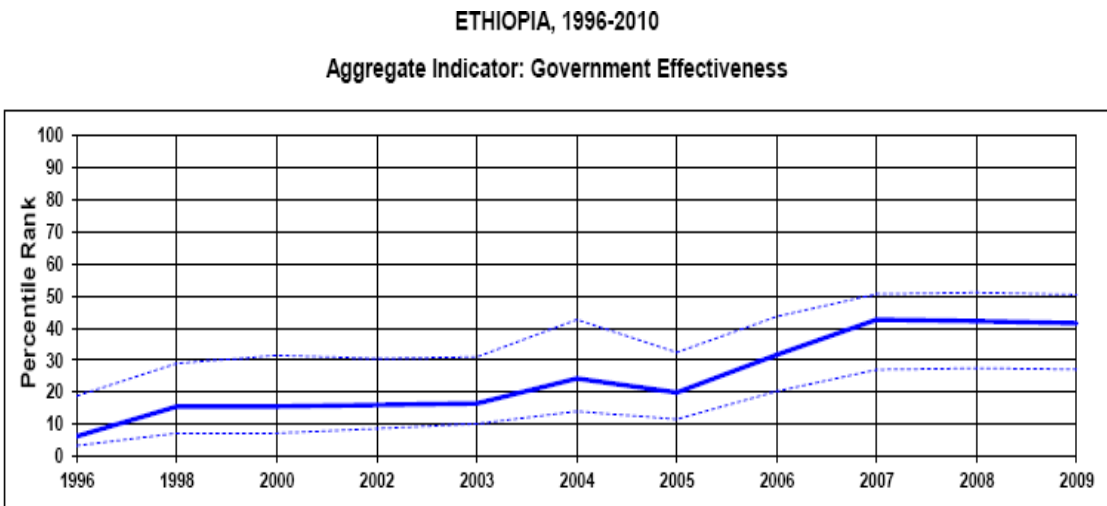
Graph 2.2: Political stability and absence of violence



(World Bank, 2010)

Political stability and absence of violence has also shown the same trend like that of voice and accountability. The country's governance in relation with political stability and absence of violence has been declining since 1996 up to 2009

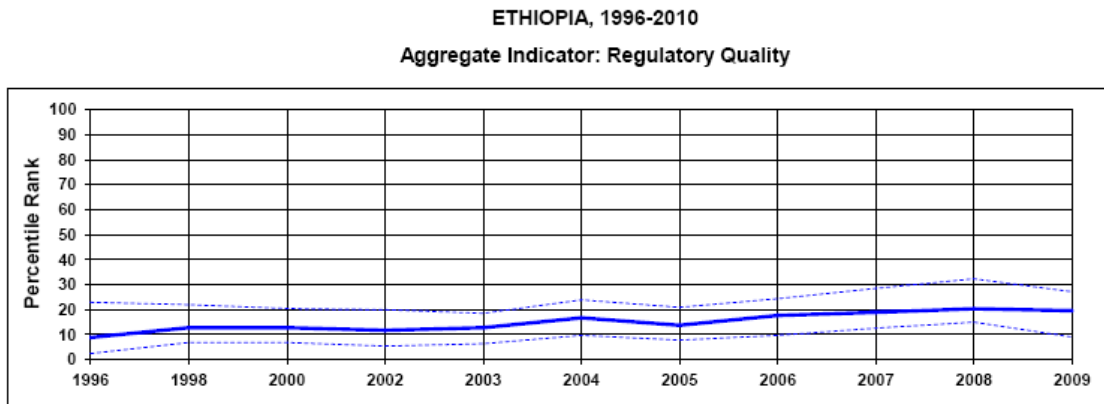
Graph 2.3: Government effectiveness



(World Bank, 2010)

When it comes to the effectiveness of the government the country has shown a good improvement. It can be said that the level of governance in terms of effectiveness has been continuously increasing since 1996. A remarkable improvement was observed between 2005 and 2007.

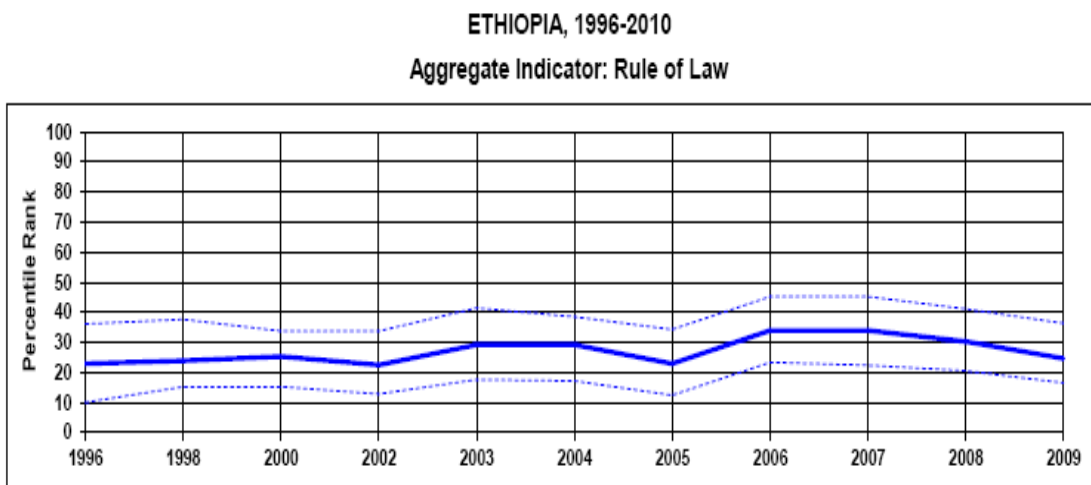
Graph 2.4: Regulatory quality



(World Bank, 2010)

Regulatory quality as an indicator of governance has shown to be very low. The above Graph 2.4. indicates that even though there was a little improvement from 2006 up to 2009, it is still having a very low score. And there exit a minor increasing and decreasing fluctuations.

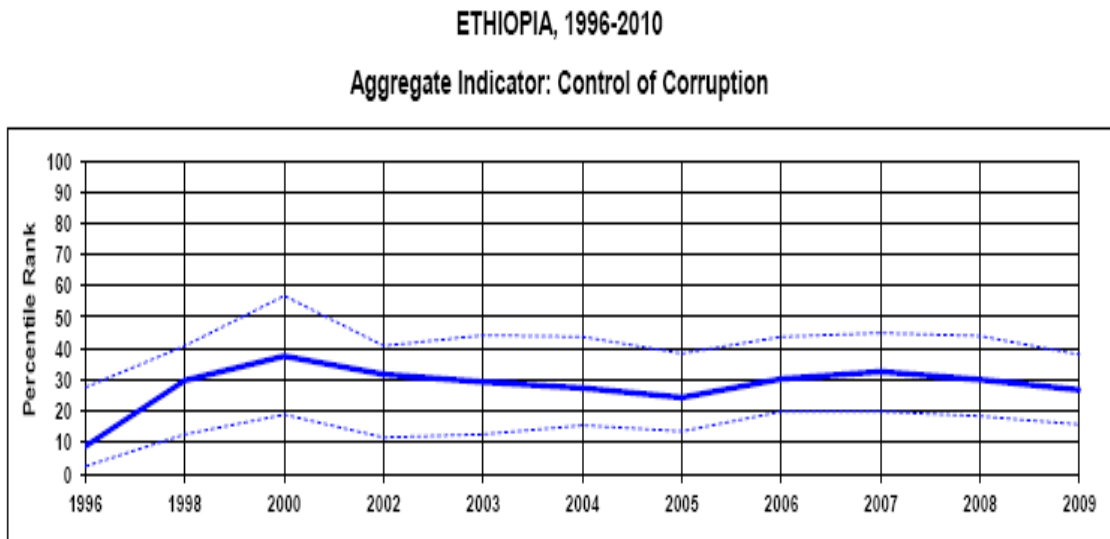
Graph 2.5: Rule of law



(World Bank, 2010)

As it can be noticed from the above Graph 2.5. rule of law has unique pattern as compared to the other indicators. Governance in relation with rule of law tends to show both decreasing and increasing trends. Beginning the year of 2007 the rule of law has a decreasing trend in the percentile rank.

Graph 2.6: Control of corruption



(World Bank, 2010)

Control of corruption has been increasing since 1996 up to 2000, but it starts declining beginning from 2000.

Generally speaking, the above data indicates that Ethiopia is one of those countries which scored a very poor governance rank as compared to other countries. This implies there is a lot that needs to be done to improve the countries performance interms of governance.

2.8. Background of Akaki Kality Subcity administration

Akaki kality sub city covers a total of 118.08 kilo meter care with a total population of 195,273. Residents of the sub city are engaged on both agricultural and non agricultural means of income. The administration has eleven woredas and out of this three of them are rural woredas. The administration's vision is to make the sub city developed and industrialized by the year 2012. Achieving good governance and rule of law through creating the condition to eliminate poverty. Its mission is to respond to the economical, social and psychological needs of the residents by maintaining the rule of law and fostering equal opportunity to resource. Eliminating poverty is also part of the mission. (Source: communication department of Akaki Kality sub city administration)

2.8.1. Duties and responsibilities of the sub city administration

Sub-cities are municipal functions within the bounds of the physical space located for them in accordance with the principle of decentralization and in conjunction with the center of the city.

Sub-Cities shall:

- Administer the Kebeles under their jurisdiction.
- Ensure the observance of law and order.
- The term of office of a Sub-City Council shall be five years.

The Chief Executive of a Sub-City:

Being accountable to the respective Sub-City and to the Mayor, the Chief Executive of a Sub-City shall govern his/her Sub-City.

The Chief Executive of a sub-city shall:

- Nominate and seek the approval of appointments by the Sub-City Council of the members of the standing committee of the respective Sub-Cities from within and out of the members of the Council.
- Submit to the respective Sub-City Council the Sub-City's annual plan and budgetary allocation after consultation thereon by the Sub-City Standing Committee.
- Call and preside over the meetings of the Standing Committee.
- Ensure the observance of law and order in his/her Sub-City and inform the Mayor in the case of a security problem beyond the Sub-City's capacity.
- Receive, examine and decide on reports from the Sub-City Manager.
- See to it that municipal service delivery is evaluated by the respective Sub-City Standing Committee and report to the Sub-City Council and to the Mayor.
- Represent his/her Sub-City on the occasion of national ceremonies and public holidays.
- Submit annual and periodic reports to the respective Sub-City Council and to the Mayor.
- Perform other functions assigned to him/her by Sub-City Council and by the Mayor.

<http://www.addisababacity.gov.et>

The Sub-City Manager:

Being accountable to the City Manager and to the Sub-City Chief Executive, the respective Sub-City's municipal services, Sub-City Manager shall:

- Consult with the City Manager and propose to the Chief Executive of the Sub-City the constitution of municipal service organs and service delivery alternatives, he/she shall implement same upon approval.
- Administer, in accordance with the appropriate law, the employees of the municipal service organs of the respective Sub-City.

- Constitute and direct a management committee consisting of the heads of the municipal service bodies in his/her charge, the committee shall function as per the direction of the City Manager.
- Submit his/her annual and periodic performance reports to the City Manager and to the Chief Executive of the Sub-City.
- Prepare the municipal services plan of his/her Sub-City in consultation with the City Manager and propose it to the Chief Executive thereof, implement it upon approval.
- Execute decisions concerning municipal services.
- Hire, on the basis of professional capability, administer and discharge Kebele managers by contracts of employment for definite periods of time.
- Perform other functions assigned to him/her by the City Manager and by the Chief Executive of the Sub-City.

(<http://www.addisababacity.gov.et>)

The Deputy Chief Executive of a Sub-City:

Being accountable to the Sub-City Chief Executive, the deputy shall:

- Act on behalf of the Sub-City Chief Executive in the absence or in capacity of the latter.
- Perform other functions assigned to him/her by the Chief Executive

(<http://www.addisababacity.gov.et>)

2.9. Summary of literature review

Different scholars and different groups have their own different concept about the term governance. The origin of governance can be understood from different perspectives. Scholars in various fields of study developed the theoretical concept of governance. Donor communities such as aid giving organizations and various international financial institutions have taken the lead in implementing the concept of governance. Social activists have also contributed to the concept of governance by recommending citizen initiatives to be the main elements of governance.

Local governance comprises a 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, multiple flows of information, and accountability” (UNDP, 2005)

The assessment of local governance should involve various stakeholders in the society. These stake holders may involve civil society organizations, private business sectors, governmental employee and peoples having a good knowledge and experience in relation with governance.

This study was conducted on the administration of akaki kality sub city. The assessment intends to determine the quality of governance in the administration. The assessment was carried out by using the local governance barometer. This assessment tool attempts to describe the quality of local governance by using five indicators. These indicators include effectiveness, accountability, transparency and rule of law, equity and participation. A detailed explanation on each indicator was provided in the previous discussion. These five indicators have their own sub indicators. It is necessary to realize that the local governance barometer was modified in the context of Akaki Kality Sub city administration. The main five indicators remained the same, but simplification was done on the sub indicators to make it fit with research questions. The contextualization was done with help of the administration employees who have rich knowledge and experience on the issue of local governance.

Chapter Three

3. Data Presentation and Analysis

In this part of the thesis a detailed analysis and discussion of the collected data are presented. First each sub criteria have been treated individually in relation with the practices, challenges and opportunities of local governance in the administration of Akaki Kalkity sub city. Then the data was collectively analyzed and weighted to determine the score for the criteria at the higher level. The analysis was done by providing figures, tables and explanations. As it has been discussed in the methodology part of the thesis, interview was conducted after the results of the survey were calculated. This was done to acquire more explanation from knowledgeable and experienced employees of Akaki Kality sub city administration who have a good understanding on the issues of local governance. The quantitative data from the survey was supported by explanations from the data collected through interview and different documents of the Akaki Kality sub city administration.

3.1. The response rate

A total of 213 survey questionnaires were distributed. Out of this 21 respondents did not provide a complete response. Due to this the researcher has used the responses of only 192 respondents of the survey. A detailed explanation of the response rate was provided as follows.

Table 3.1: Response rates

Key informants	Questionnaires distributed	Completed responses	Incomplete responses	Response rate %
Civil society organization	71	64	7	90.14
Private business organizations	71	62	9	87.32
Governmental organizations	71	66	5	92.96
Total	213	192	21	90.14

(Source: own survey, 2012)

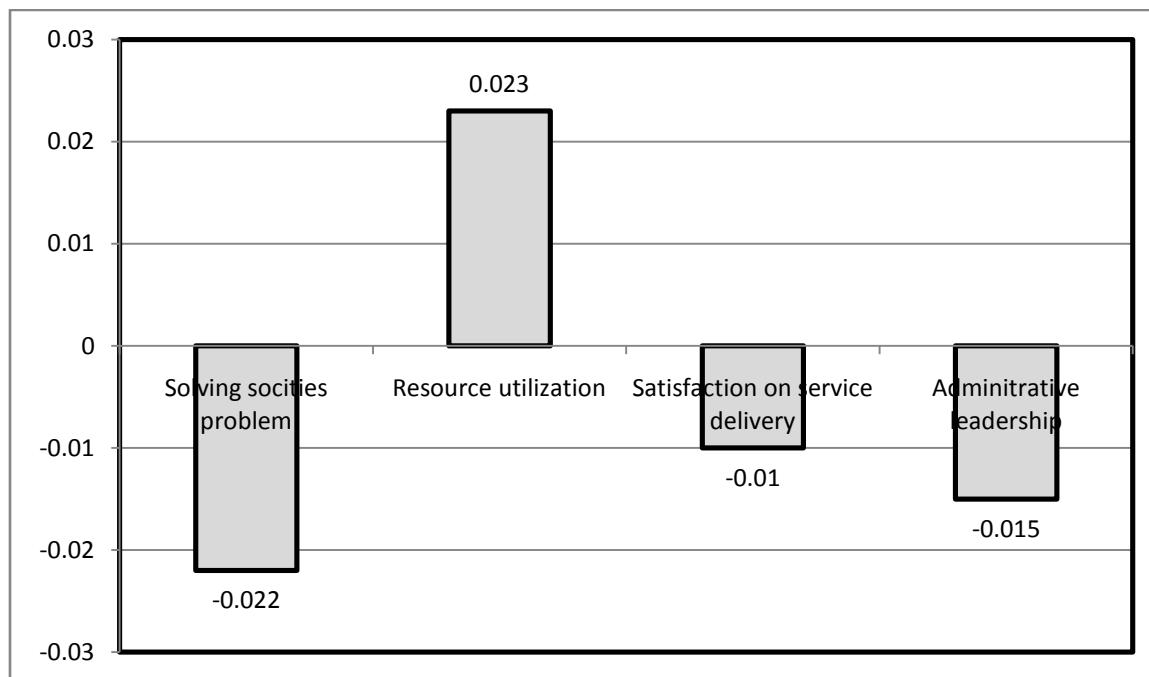
The total response rate was 90.14 percent. This was made possible because the researcher had anticipated the problem of non response rate at the time of sample size determination.

This was done by increasing 20 percent of the original sample size. Regarding the interview all related responses have been used in the explanation.

3.2: Effectiveness

As it has been discussed in the previous two chapters, the assessment framework has used four criteria to assess the effectiveness of Akaki Kality sub city administration in relation with the concept of local governance. These criteria includes: The link between the administrations vision and mission with the problems of the society, utilization of financial and material resources, satisfaction on the service, and administrative leadership. First the overall response on effectiveness was presented interms of the scored indicators and then detailed explanation was provided on each sub indicators. This was done to explain the related reasons on the effectiveness of the administration. The explanation begins with Figure 3.1 which presents effectiveness interms of the four criteria and then a detailed explanation was provided based on Table 3.2 that contains each criterion.

Figure 3.1: Performance of Akaki Kality sub city interms of effectiveness



(Source: own survey, 2012)

The above Figure 3.1 shows that the aggregate mean score for effectiveness is negative which is at the level of -0.006. This indicates that the administration is performing fairly poor in this aspect of local governance. Different reasons can be taken in to account to explain why this

happens. In order to provide a detailed description it is necessary to show and discuss each sub indicators of effectiveness in the administration of Akaki Kality sub city. The following Table 3.2 displays the sub indicators and their respective score.

Table 3.2: Performance of Akaki Kality Sub city interms of effectiveness

Sub indicators of effectiveness	scores
1. Commitment to solve society's problem	-0.022
2. Utilization of resources.	+0.023
3. Satisfaction on service delivery	-0.010
3.1. Information on service delivery	-0.067
3.2. Time to deliver service	-0.040
3.3. Complaint handling	-0.104
3.4. Service users handling	+0.051
3.5. Affordability of the service	+0.108
4. Administrative leadership	-0.015
4.1. Commitment to interact and solve society's problem.	-0.073
4.2. Leader's approach	+0.043
Aggregate score on effectiveness	-0.006

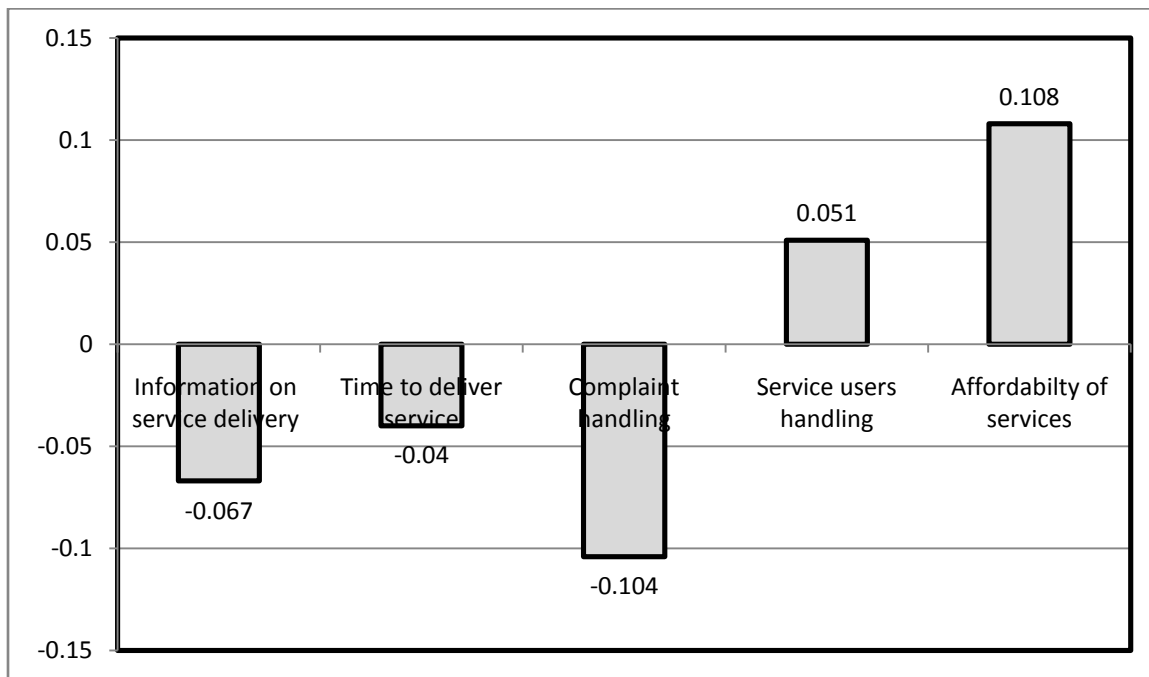
(Source: own survey, 2012)

The Table 3.2 shows the main four criteria that were used to assess effectiveness of Akaki Kality sub city administration in relation with local governance. These criteria include; the link between the administrations vision and mission with the problems of the society, utilization of financial and material resources, satisfaction on the service, and administrative leadership.

All of these criteria have their own impacts in describing why there is a negative (fairly poor) level of effectiveness in local governance of the sub city. The following explanation provides detail information on this situation. In what follows each sub indicators have been discussed individually.

As it can be noticed from Table 3.2 satisfaction on service delivery was assessed based on five sub indicators: Information on the services, time taken to deliver the service, complaint handling, employee's behavior during service delivery, and affordability of the service. The level of satisfaction on the services delivered by Akaki Kaliti sub city is at a negative level of -0.010. This indicates a fairly poor level of satisfaction on the service delivery. This poor level of satisfaction can be taken as one of those factors that cause a poor level of effectiveness

Figure 3.2: The level of satisfaction on the services delivered by Akaki Kaliti sub city.



(Source: own survey, 2012)

As it is shown in the above Figure 3.2 the main causes of poor level of satisfaction were the following three reasons. The first cause was lack of information on the services delivered by the administration. The administration of Akaki Kaliti sub city didn't provide well organized information that explains about the types of services it delivers and the requirement that should be fulfilled to receive the services. The main reason for this problem is due to the fragmented location of different offices that works under the administration.

There is lack of organized information center that can provide the entire information on each services delivered by the administration.

It is realized that this problem will be solved in the near future. This is because the administration is almost completing its large new building. All offices under the administration

will start operating in the new building. This will solve the problem of fragmentation and will enable to have organized information centre on the entire services delivered in each office.

The second reason for poor level of satisfaction was the consumption of long time to deliver the services. The third reason was the poor performance of the administration in complaint handling. Out of these three causes complaint handling was the primary cause of poor satisfaction while availability of information on the services and time to deliver service were the second and the third causes respectively. This can be realized by comparing the negative score of each criterion which is shown in Table 3.2. or in Figure 3.2.

On the other hand, the administration was performing fairly well in relation with the other two criteria of satisfaction on service delivery. Lower level employees that directly contact with the service receiver tend to treat the service receiver in a fairly good manner. This implies the presence of good users handling during service delivery. At the same time the administration provides its services in the way that is affordable to the society.

Affordability of services was scored positively because Akaki Kality sub city administration is a governmental organization and its aim is not to make profit. Services such as education and health are provided with a very low payment or without payment. The main problem concerning affordability of services was related with large amount of money that is required to have services on land and construction licensing.

Complaint handling was the major problem that causes dissatisfaction on service delivery. More than 50.5 percent of the respondents replied that the administration was poor in complaint handling.

The following Table 3.3. shows the process and the time taken to handle complaints in the administration of Akaki Kality sub city.

Table 3.3: Complaint handling process in Akaki Kality sub city

Steps	Description of the complaint handling process	Amount of time taken in each step
1	Giving information on the types and natures of complaints.	Five minutes
2	Filing the required information on the complaint form.	Fifteen minutes
3	Receiving the complaint form filled by the user.	Ten minutes
4	Examining the complaint according to rules and regulations.	Thirty minutes
5	Letting the complaint examined by other employees experienced on the field in which the complaint is asked.	One hour
6	Gathering other information related with the complaint.	Three hours
7	Developing alternative decisions to solve the complaint.	One hour
8	Examining the alternative decisions according to the law.	One hour
9	Making decision on the complaint.	One hour
10	Giving the user written information that describes the decision made on the complaint.	Thirty minutes
11	Reporting the decision made on the complaint.	Two hours per month
12	Checking the implementation of decision made on complaint.	Three hours per week

(Source: Complaint handling department of Akaki Kality Sub city administration)

The above Table 3.3 shows that eight hours and thirty minutes is consumed up to step 10 in the complaint handling process of Akaki Kality sub city. If step 11 and 12 are included it will take a total of thirteen hours and thirty minutes to handle one complaint.

Most complaints are related with issues of land and construction licensing.

It was found that there was lack of employees in the department of complaint handling and some users who made the complaint failed to provide evidences that can support their complaints.

Complaint handling was found to be the primary cause for the presence of poor level of satisfaction on service delivery. Table 3.2. shows that complaint handling has the highest negative score which is -0.104.

The long period of time taken to deliver services was the second cause of dissatisfaction on the service delivered by Akaki Kality sub city. It was realized that services provided by Akaki Kality administration on land and construction licensing takes a very long period of time. This service can even take more than a month. Two main factors were identified to explain this problem. The first reason was service on land and construction licensing requires the field observations of employees experienced on surveying. The second reason was lack of sufficient number of employees in the department of land and construction licensing.

In order to support the above score and explanation it is also necessary to show the frequency and percentage of the responses on the level of satisfaction towards the service delivered by the administration of Akaki Kality sub city.

Table 3.4: The level of satisfaction on service delivered by Akaki Kality sub city

sub indicators of service satisfaction	+1		+0.75		+0.5		+0.25		0		-0.25		-0.5		-0.75		-1	
	N ₀	%	N ₀	%	N ₀	%	N ₀	%	N ₀	%	N ₀	%	N ₀	%	N ₀	%	N ₀	%
Information on the service	3	2	18	9	23	12	28	15	32	17	29	15	20	10	30	16	9	5
Time to deliver service	3	2	26	14	18	9	36	19	31	16	18	9	19	10	27	14	14	7
Complaint handling	7	4	12	6	19	10	33	17	24	13	33	17	25	13	24	13	15	8
Service users handling	16	8	20	10	30	16	21	11	29	15	23	12	21	11	27	14	5	3
Affordability of the service	5	3	32	17	32	17	35	18	20	10	25	13	25	13	15	8	3	2

(Source: own survey, 2012)

As it is discussed before three criteria of service satisfaction has shown a negative level while the other two criteria show a positive score. This can also be observed from the above Table 3.4 which shows the frequency and percentage of responses in each category.

37.5 percent of the respondents respond that the administration performance in providing information on the service was more than fairly good.

But, on the opposite hand, 45.8 percent of the respondents replied that the administration was doing fairly poor or less in disclosing service related information. The arithmetic calculation of each response in their respective scale results a negative score on the availability of information which is -0.067 (see Table 3.2).

The administration's performance in terms of the time taken to deliver services was also leveled as fairly poor with a negative score at -0.040 (see Table 3.2). This result can also be expressed in terms of percentage and frequency of responses. Table 3.4 shows that a total of 24.5 percent of respondents have replied that time taken to deliver the service is low or less than low. On the other hand a total of 31.3 percent of the respondents replied that the administration of Akaki kality sub city was consuming high or more than high amount of time to deliver the services. The total response under each category of the scale on aggregate shows the presence of a negative score on the amount of time taken to deliver the service which is -0.040 (see Table 3.2).

Table 3.4 also shows the same thing about complaint handling. It was noticed that a total of 50.5 percent of the respondents have replied that the administration was doing poor or less than poor in handling complaints.

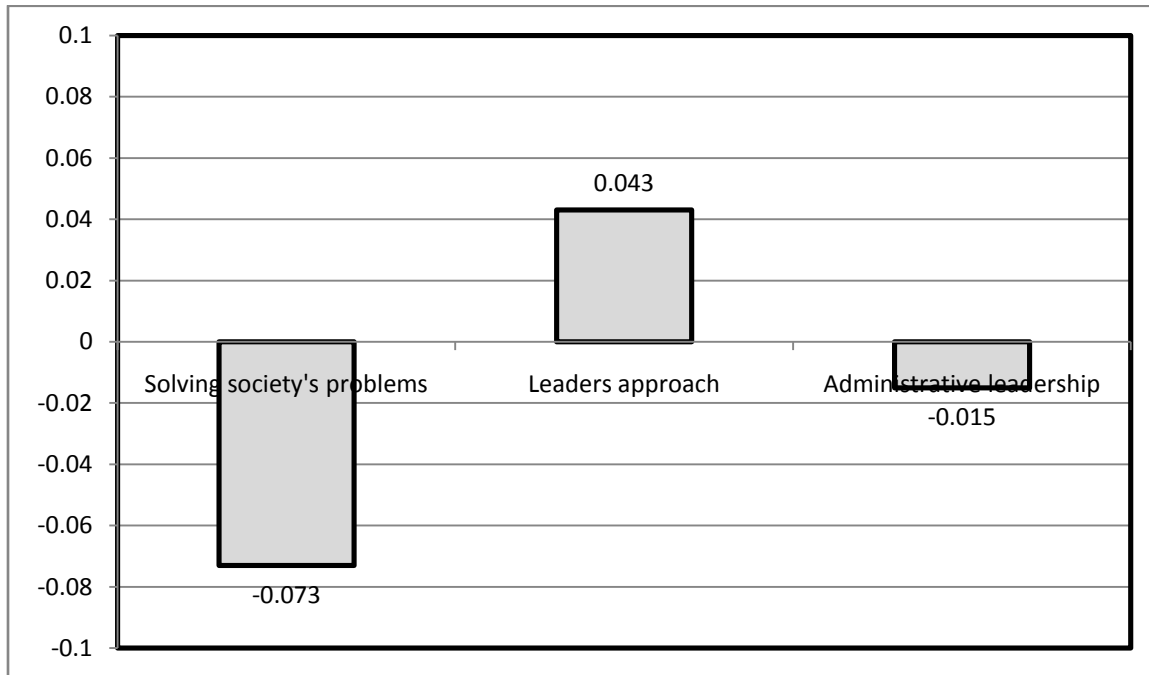
The last two criteria of satisfaction were scored positive. A total of 49.9 percent of the respondents replied that the employee's who were making a direct contact with the service users acts in the manner that is fairly good or more than that. The opposite remains true for the total of 39.9 percent of the respondents. This difference shows the presence of positive score which is +0.051 (see Table 3.2).

At last, the end row of the Table 3.4 displays that a total of 54 percent of the respondents have suggested that affordability of the service is fairly good or better than that. The opposite holds true for the total of 35.4 percent of the respondents. The arithmetic calculation of each response in their respective scale results a positive score on the affordability of services which is +0.108 (see Table 3.2).

Administrative leadership was also one of those factors that can be taken in to account to explain the poor level of effectiveness in the local governance of Akaki Kality sub city. Leadership was assessed based on two sub indicators. These are the commitment of higher level leaders to interact and solve the society's problem and also the behavior they show when dealing with members of the society in their regular working office.

The following Figure 3.3 displays that leaders of Akaki Kality sub city administration have a good approach in dealing with members of the society in their regular working office. The problem on leadership was due to lack of commitment to solve the society's problem.

Figure 3.3: Administrative leadership in Akaki Kality sub city



(Source: own survey, 2012)

The above Figure 3.3 shows the presence of negative score on administrative leadership which is at -0.015. This means that there is a fairly poor level of administrative leadership. The failure of leaders to solve the society's problems was the main reason that can be accounted for the presence of a fairly poor leadership. Figure 3.3 shows a negative score which is -0.073. But on the opposite hand it was also noticed that leaders display a good approach when dealing with the society at their regular working office. The Figure 3.3 shows that leaders approach was positively scored at +0.043.

Leaders have a good approach to deal with any members of the society at their regular working office. The problem is lack of meetings in which leaders can lively discuss with the large number of the society. Lack of time was found to be the main reason for poor interaction between leaders and the society.

With the intention to solve the problem of unemployment in the society the administration has provided job opportunities for more than 1,806 citizens in 2003. It is realized that leaders are doing everything they can to solve the society's problem, but limited time, lack of financial and

material resources were the main obstacle that hindered the leaders performance to highly engage and solve the society's problem.

Even though the scores and the causes were discussed, it is also necessary to present the frequency and percentage of responses forwarded on administrative leadership.

The following Table 3.5 shows the percentage and frequency of total response towards leadership.

Table 3.5: Administrative leadership in Akaki Kality sub city

sub indicators on leadership	+1		+0.75		+0.5		+0.25		0		-0.25		-0.5		-0.75		-1	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
solving society's problem	6	3	14	7	25	13	31	16	32	17	23	12	20	10	24	13	17	9
Leader's approach	7	4	21	11	29	15	28	15	39	20	23	12	24	13	11	6	10	5

(Source: own survey 2012)

The above Table 3.5 shows that a total of 43.6 percent of the respondents have rated that leader's commitment to interact and solve society's problem was poor or less than poor. On the other hand 39.5 percent of the respondents have responded that leaders are committed more than good to interact and solve the society's problem. Arithmetic calculation of this percentage difference in relation with the scales at each category results with the negative level of leader's commitment to interact and solve society's problem which is at -0.073. At the same time the Table 3.5 shows that 44.1 percent of the respondents believed that leaders display a behavior that can be judged as fairly good or more when dealing with members of the society in their regular working office. The other 35.3 percent of the respondents perceived that leaders approach was poor. This difference in percentage in combination with scale for each category of responses asserts the presence of a fairly good leadership behavior which was scored positively at the level of +0.043. The other two criteria that are related with effectiveness are the extent to which the vision, mission and objectives can solve society's problem and also the utilization of financial and material resources. In this respect the scores indicate that the administration is pursuing vision and mission that poorly solve the society's problem. This was scored negatively at -0.022 (see Table 3.2). This indicates a fairly poor relationship between the society's problem and the overall

objective of the administration. At the same time the administration was judged to have a fairly good performance in using its financial and material resources in the way that is not vulnerable to wastage. This was scored positively at +0.023 (see Table 3.2).

The vision of Akaki Kaliti administration is to make the sub city developed and industrialized by the year 2012 and achieving good governance and rule of law by creating the condition that facilitates the elimination of poverty. Its mission is to respond to the economical, social and psychological needs of the residents by maintaining the rule of law and fostering equal opportunity to resources. The vision and mission of the administration is good. The problem is on achieving this vision and mission. Responding to the economical, social and psychological needs of the society is not easy task. The main problems faced by the administration in achieving its vision and mission were the following: Limited financial and material resources, lack of participation and interaction with the society, lack of human resources both in quality and quantity.

The administration of Akaki Kaliti sub city scored fairly good performance in its utilization of financial and material resources. The administration achieved this positive score because it exercises a strict control over the utilization of financial and material resources.

In addition to the explanation and the scores it is also important to discuss the percentage and frequency of the responses provided on the utilization of resources and the vision of the administration in solving the problem of the society.

The following Table 3.6 displays the responses on the vision of Akaki Kaliti Sub city administration's to solve society's problem and its utilization of financial and material resources.

Table 3.6: Performance of Akaki Kaliti sub city interms of resource utilization and realization of vision and mission.

sub indicator	+1		+0.75		+0.5		+0.25		0		-0.25		-0.5		-0.75		-1	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
achieving Vision and mission	1	0.5	17	9	28	15	24	13	32	17	45	24	29	15	15	8	1	0.5
Utilization of resources	6	3	20	10	35	18	30	16	25	13	24	13	22	11	26	14	4	2

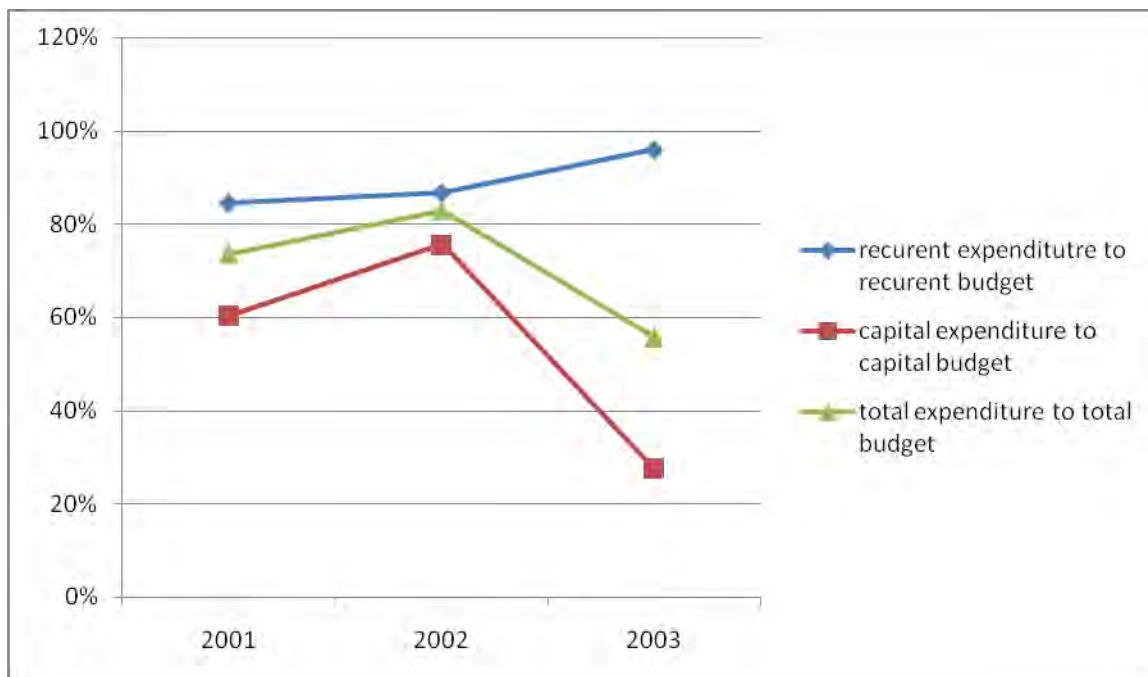
(Source: own survey 2012)

The above Table 3.6 shows that a total of 36.05 percent of the respondents replied that the mission and vision of the administration can solve the society’s problem. But on the other hand a total of 46.8 percent of respondents believed that the vision and mission of the administration is poor to solve the society’s problem.

The performance of the administration in achieving its vision and mission was negatively scored at -0.022(see Table 3.2). This implies presence of problem. The problems that hindered the administration performance in achieving its vision and mission includes limited financial and material resources, lack of participation and interaction with the society, lack of human resources both in quality and quantity

Table 3.6 also indicates that a total of 47.3 percent of the respondents perceived that the administration was using its financial and material resources in the way not vulnerable to wastage. On the opposite hand 39.4 percent of the respondents evaluated the administrations as poor or less than poor in using its resources. The administration performance interms of resource utilization was positively scored at +0.023 (see table 3.2).

Graph 3.1: Budget utilization of Akaki Kality sub city administration



(Source: Finance department of Akaki Kality sub city administration)

The above Graph 3.1 shows the percentage of the actual expenditures made in relation with the assigned budget. In 2001 the total budget assigned for the administration was 171,032,714.89 Birr out of this budget the actual expenditure was 126, 020,216.65 Birr which indicate utilization

of 73.6 percent. In 2002 the budget was 173, 865,516.43 Birr out of this the expenditure was 144,109,308.4 Birr and the utilization was 82.89 percent. In 2003 the total budget was 371, 478, 664.48 Birr and the expenditure was 206, 912, 474.99 Birr. The utilization was 55.7 percent.

Graph 3.1. shows that the Akaki Kality sub city has effectively utilized its recurrent budget. The trend in the utilization of recurrent budget keeps getting improvement from 2001 to 2003. On the opposite hand the usage of its capital budget has decreased from 2002 to 2003.

The effectiveness of the administration of Akaki Kality sub city in local governance can be interpreted as fairly poor. This is because it has scored -0.006 and this negative score lies in the interval which is categorized as fairly poor. Even though the administration score a negative result, it is necessary to understand that it has its own strengths in some aspects and weaknesses in other aspects of effectiveness.

The following Table 3.7 provides the summary of the previous discussion on effectiveness.

It shows the weaknesses and strengths of Akaki Kality Sub city administration in relation with its effectiveness in local governance.

Table 3.7: Weaknesses and strengths of Akaki Kality sub city interms of effectiveness

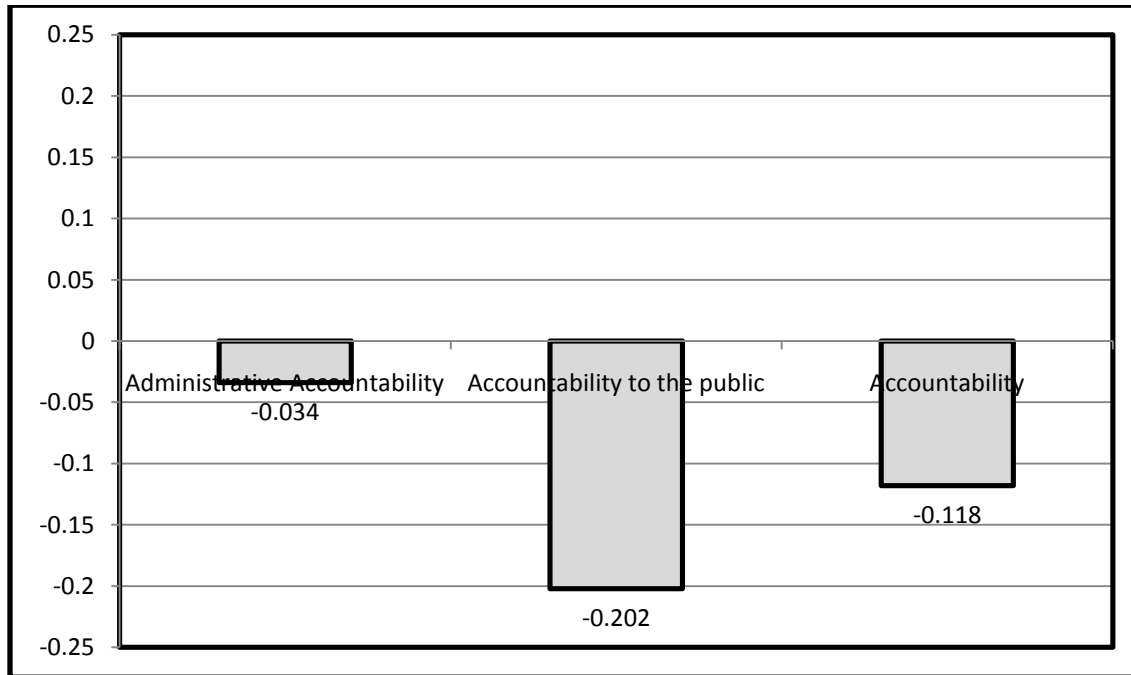
Effectiveness	
Weaknesses	Strengths
<ul style="list-style-type: none"> • Lack of efforts to solve the society’s problems • Poor complaint handling • Long time taken to deliver the service. • Low level of interaction between leaders and the society at large 	<ul style="list-style-type: none"> • Fairly good utilization of financial and material resources in the way not vulnerable to wastage. • Affordability of services • Good user handling

3.3. Accountability

Accountability is one of the five main indicators that were used to assess local governance in the administration.

Accountability in the administration of Akaki Kality was assessed based on two main criteria. These criteria include administrative accountability and the extent to which the administration is accountable to the public.

Figure 3.4: Performance of Akaki kality sub city interms of Accountability



(Source: own survey 2012)

Figure 3.4 shows that the aggregate mean score for accountability is a negative score which is at the level of -0.118. The primary causes for this low score is lack of accountability to the public which has a high negative score. It can be noticed from Figure 3.4 that accountability to the public was scored at -0.202. The administration is performing poor interims of enabling the society to involve in examining and improving its performance. The score for each indicator is provided in the following Table 3.8.

Table 3.8: Performance of Akaki Kality sub city interms of Accountability

Sub indicators of accountability	Score
1. Administrative accountability	-0.034
1.1. Information disclosure	-0.156
1.2. Responsibility discharging	+0.088
2. Accountability to the public	-0.202
Aggregated score on accountability	-0.118

(Source: own survey 2012)

Absence of institutional mechanism to maintain direct accountability to the public was the primary problem of the sub city. Administrative accountability was also scored negatively. The above Table 3.8 shows that, administrative accountability was scored at -0.034. Administrative accountability was assessed based on two criteria. These criteria are information disclosure to the public scrutiny and the level of responsibility discharging. As it can be seen from Table 3.8. the main reason for poor administrative accountability was the administration's poor performance in releasing information. Information's about the budget, plans, performance, and decisions of the administration are not sufficiently disclosed to the public scrutiny. There are no institutional mechanisms that directly provide information to the public for the purpose of examining the administration. Table 3.8 indicates that information disclosure to the public scrutiny was scored negatively at -0.156. It is important to realize that responsibility discharging was scored positively at +0.088.

The practice of direct accountability to the public was not common in the administration of Akaki Kaliti sub city. Accountability is mainly practiced in the administration based on power and duty relations of officials and other governmental organizations. There is absence of institutional mechanisms that can facilitate accountability to the public to enable the society to involve directly in examining and improving the administration. Lack of continuous and accessible mechanisms to disclose information on regular basis is also another problem.

In addition to the scores and the explanation it is also necessary to discuss the responses in each category. The following Table 3.9 shows the frequency and percentage of responses given towards accountability.

Table 3.9: Performance of Akaki Kaliti sub city interms of Accountability

sub indicators of accountability	+1		+0.75		+0.5		+0.25		0		-0.25		-0.5		-0.75		-1	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Information disclosure	0	0	14	7.3	24	12.5	27	14	27	14	27	14	25	13	32	16.6	16	8.3
Responsibility discharging	15	7.8	11	5.7	43	22.4	21	11	28	14	35	18	23	12	14	7.3	2	1
accountability to the public	6	3.1	9	4.7	16	8.3	25	13	28	14	29	15	25	13	42	21.9	12	6.3

(Source: own survey 2012)

As it has been discussed before, the administration practice in disclosing information to public scrutiny was scored negatively at -0.156 (see Table 3.8). This can also be observed from the above Table 3.9 which describes the frequency and percentage of total responses. A total of 33.9 percent of the respondents replied positively about the administrations practice of disclosing information to the public scrutiny. But on the contrary it was also noticed that a total of 52 percent of the respondents believed that the administration of Akaki Kaliti sub city didn't disseminate performance related information to the society. If we closely examine Table 3.9 it can be seen that majority of the 52 percent of the respondents rated it at the extreme negative value of the scale. Regarding responsibility discharging 58.3 percent of the respondents forwarded on the positive side of the scale. Out of this 58.3 percent of the respondents 13.3 percent rated this criterion at the last two extreme positive value of the scale. On the other hand 38.4 percent of the respondents replied that the employees are not discharging their duties and responsibility. Out of this 38.4 percent of respondents it was only 8.3 percent of them who puts this criterion at the last two extreme negative value of the scale.

Regarding direct accountability to the public, both the percentage and the category of responses on the scale indicates the presence of a negative score. Table 3.9 shows that 29.1 percent of the respondents forwarded in the favor of the administration. They replied that the administration was doing fairly good or more in fostering direct accountability to the public. Out of this 29.1 percent of the respondents it was only 7.8 percent of them who put their response at the last two extreme positive values of the scale. On the contrary, a total of 56.4 percent of the respondents suggested that the administration was performing poor or less than poor in maintaining direct accountability to the public. Out of this 56.4 percent of the respondents 38.2 percent of them rated this criterion at the last two extreme negative values of the scale.

The following table 3.10 provides the summary of the discussion on accountability by indicating the strengths and weaknesses of Akaki Kaliti sub city administration.

Table 3.10: Weaknesses and strengths of Akaki Kaliti sub city interms of accountability

Accountability	
Strength	weakness
<ul style="list-style-type: none"> Fairly good performance of employees in discharging their duties and responsibilities. 	<ul style="list-style-type: none"> Failure to involve the public in examining and improving the administration Failure to disclose information to the public

The administration of Akaki Kality has a good performance regarding the activity of employees in discharging their duties and responsibilities. The administration was performing poor concerning information disclosure and absence of institutional mechanisms to achieve direct accountability to the public.

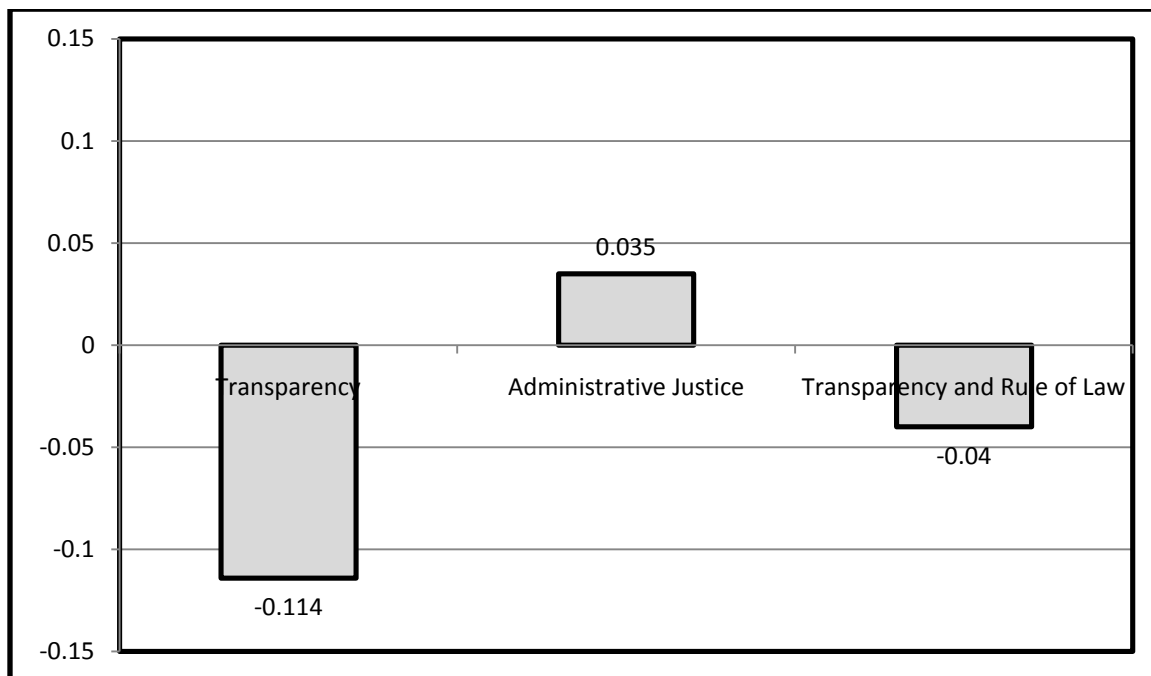
3.4. Transparency and rule of law

As it has been discussed in the previous chapters transparency and rule of law in Akaki Kality sub city was assessed based on five main criteria. Transparency was assessed based on two sub indicators: the extent to which decisions are made in the way that is open to the public, and the extent to which the public is provided with the information that is easily accessible to all and inexpensive to get.

Rule of law was expressed interms of administrative justice. Administrative justice was assessed based on three sub indicators: due process, fairness, and Rationality.

The following Figure 3.5 shows the aggregate score on administrative justice, transparency and rule of law.

Figure 3.5: Performance of Akaki Kality sub city interms of Transparency and Rule of Law



(Source: own survey 2012)

The above Figure 3.5 shows that the aggregate mean score for transparency and rule of law was at the negative level of -0.040. This means that the administration was performing fairly poor in

this aspect of governance. The main reason for this negative score was absence of transparency in the administration. Figure 3.5 shows the score for transparency was at the negative level of -0.114. At the same time the administration was performing fairly good interms of maintaining administrative justice. Administrative justice was scored at the positive level of +0.035.

In order to have a clear description it is necessary to discuss the score on each sub criteria.

The following Table 3.11 shows the separate score for each of the five sub criteria that were used to assess transparency and rule of law in the administration of Akaki Kality sub city.

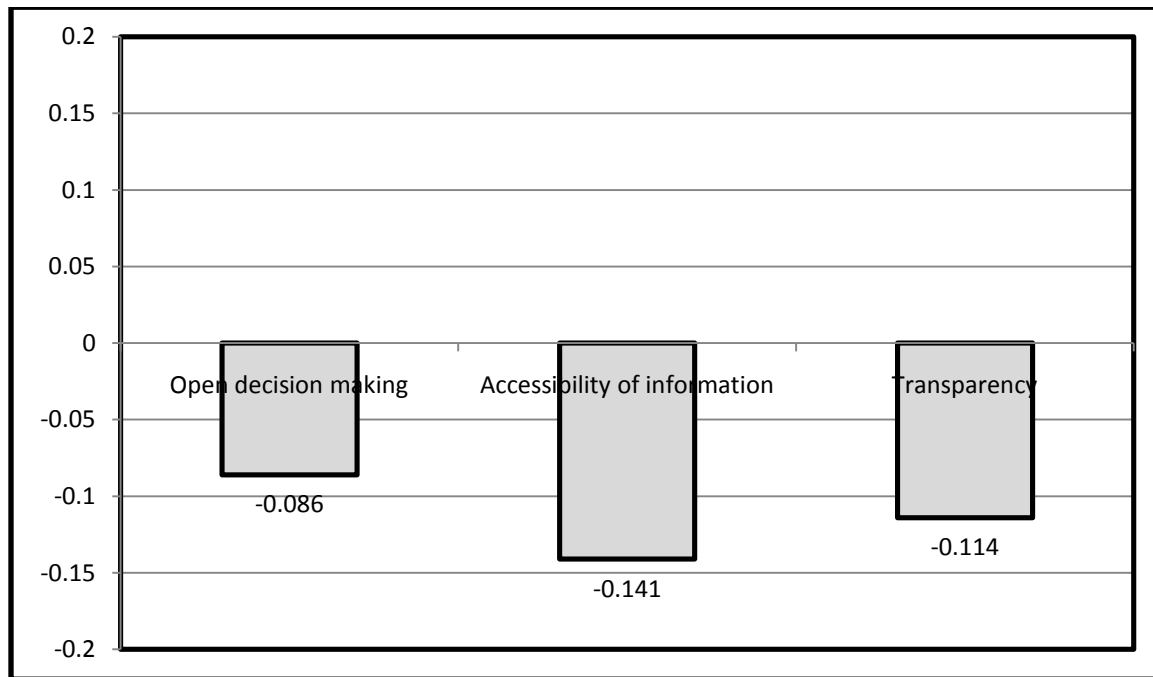
Table 3.11: Performance of Akaki Kality sub city interms of Transparency & Rule of Law

Sub indicators of Transparency and Rule of Law	Score
1. Transparency	-0.114
1.1. Open decision making	-0.086
1.2. Accessibility of information.	-0.141
1. Administrative justice	+0.035
2.1. Due process	+0.040
2.2. Fairness	+0.079
2.3. Rationality	-0.013
Aggregated score on transparency and rule of law	-0.040

(Source: own survey 2012)

In what follows a detail description of transparency and rule of law was provided interms of the two criteria: transparency and administrative justice. The percentage and frequency of responses were also discussed.

Figure 3.6: Performance of Akaki Kality sub city interms of Transparency



(Source: own survey 2012)

As it has been described before, lack of transparency was the main reason for the presence of negative aggregate mean score on transparency and rule of law. Figure 3.6 shows that transparency was scored at the negative level of -0.114. This indicates the existence of poor transparency in the administration. The primary factor that causes this poor level of transparency was lack of institutional mechanism to maintain accessible and inexpensive methods to disclose information. Figure 3.6 shows that accessibility and inexpensiveness of getting information was scored at the negative level of -0.141. Which means the administration was doing poor in disseminating information that are easily accessible to all and inexpensive to obtain. The second cause for the poor level of transparency was lack of open decision making. Figure 3.6 shows that open decision making was scored negatively at -0.086. This implies the presence of poor open decision making in the administration of Akaki Kality sub city. Comparison of their negative score indicates that the problem with accessibility and inexpensiveness of getting information was the primary factor while poor open decision making was the second reason that causes the presence of poor transparency. The root causes of these two problems are lack of institutional mechanisms that can ensure openness directly to the society. There is shortage of methods that can enable the public to easily and inexpensively access information.

In what follows the Table 3.12 shows the frequency and percentage of responses in each response category of the scale interms of transparency.

Table 3.12: Performance of Akaki Kality sub city interms of Transparency

sub indicators of transparency	+1		+0.75		+0.5		+0.25		0		-0.25		-0.5		-0.75		-1	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Open decision making	9	5	10	5.2	23	12	22	11.4	36	18.7	11	5.7	36	19	23	12	12	6
Accessibility of information	4	2	16	8.3	18	9.4	25	13	28	14.6	30	15.6	25	13	31	16	15	7

(Source: own survey 2012)

Table 3.12 indicates that a total of 33.2 percent of the respondents replied that the administration was performing positively in using open decision making. Out of this 33.2 percent of respondents only 9.9 percent of them respond by putting their response at the last two extreme positive values on the scale. On the other hand a total of 42.6 percent of the respondents believed that the administration was not using open decision making. Out of this 42.6 percent of respondents 18.2 percent of them rated open decision making at the last two extreme negative values of the scale.

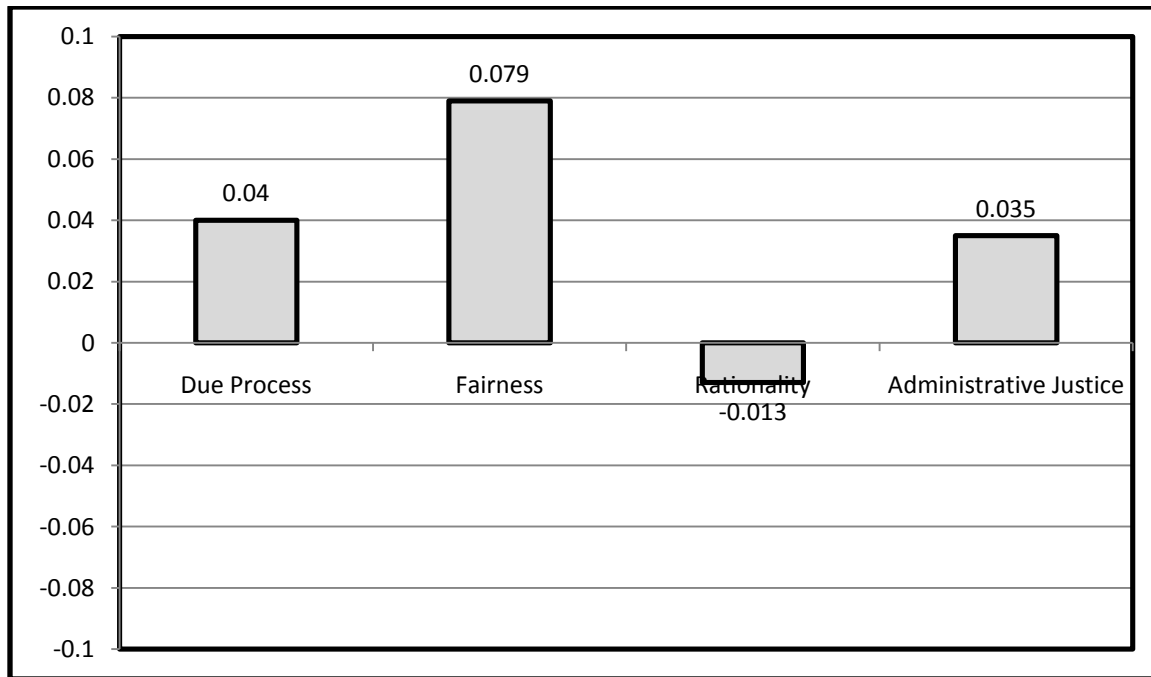
Regarding the responses on accessibility and inexpensiveness of obtaining information, Table 3.12 shows that a total of 32 percent of the respondents rated this criterion positively. Among this 32 percent of respondents 10.4 percent of them rated this criterion as perfect or very good. At the same time 52.5 percent of the respondents suggested that the administration was not providing information in the way that can be accessible to all and inexpensive to obtain. Out of this 52.5 percent of respondents 23.9 percent of them rated this criterion as very poor or inexistent.

The level of transparency in the administration of Akaki Kality sub city can be interpreted as fairly poor. The primary factor that causes this low level of transparency was lack of information. The administration did not disseminate information in the way that is accessible to all members of the society.

The other indicator of transparency and rule of law was the practice of administrative justice in Akaki Kality sub city.

Administrative justice was scored positively at the level of +0.035. Which indicate the administration was performing fairly well in promoting and applying the rules and regulations. Administrative justice was assessed based on three criteria which includes Due process, fairness, and rationality.

Figure 3.7: Performance of Akaki Kality sub city interms of Administrative justice.



(Source: own survey 2012)

Fairness was the main strength of the administration's performance interms of administrative justice. Figure 3.7 shows that fairness has the highest positive score which is at the level of +0.079. The second strength of the administration was the practice of Due process. Due process was scored positively at +0.040. These two criteria can be taken as the strength of the administration in maintaining administrative justice. But it is also necessary to mention that the administration has also its own weakness interms of rationality. Rationality was the only criteria of administrative justice that was scored negatively at -0.013. The administration has a poor performance in maintaining rationality through administrative justice.

In addition to these scores it is also important to discuss the percentage and frequency of responses under each criterion.

Table 3.13: Performance of Akaki Kality sub city interms of Administrative justice

sub indicators	+1		+0.75		+0.5		+0.25		0		-0.25		-0.5		-0.75		-1	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Due process	7	3.6	28	15	29	15	24	13	31	16	21	11	32	16.6	9	4.7	11	6
Fairness	11	5.7	25	13	28	15	30	16	24	13	30	16	24	12.5	14	7.3	6	3
Rationality	7	3.6	22	11	32	17	19	10	27	14	23	12	32	16.6	20	10.4	10	5

(Source: own survey 2012)

Table 3.13 shows that a total of 45.8 percent of the respondents replied positively that the administration was performing its function according to the law. Out of this 45.8 percent of respondents 18.2 percent of them scored the due process as perfect or very good.

On the other hand the Table 3.13 also shows that 38.5 percent of the respondents suggested that the administration was performing poorly in maintaining due process. Among these respondents 10.4 percent of them scored lawfulness as very poor or nonexistent. Regarding fairness it can be observed from Table 3.13 that a total of 48.8 percent of the respondents replied that there was a presence of fairness in the administration. Among these respondents 18.7 percent of them scored fairness as perfect or very good. On the other hand a total of 38.5 percent of the respondents suggested that the administration was doing poor or less than poor in achieving fairness. Among these respondents 10.4 percent of them scored fairness as a very poor or nonexistent.

Concerning rationality, a total of 41.6 percent of the respondents scored rationality on the positive side of the scale while 44.1 percent of the respondents scored it at the negative side of the scale.

The following Table 3.14 summarizes the practices of transparency and rule of law in the administration of Akaki Kality sub city administration by discussing its strengths and weaknesses.

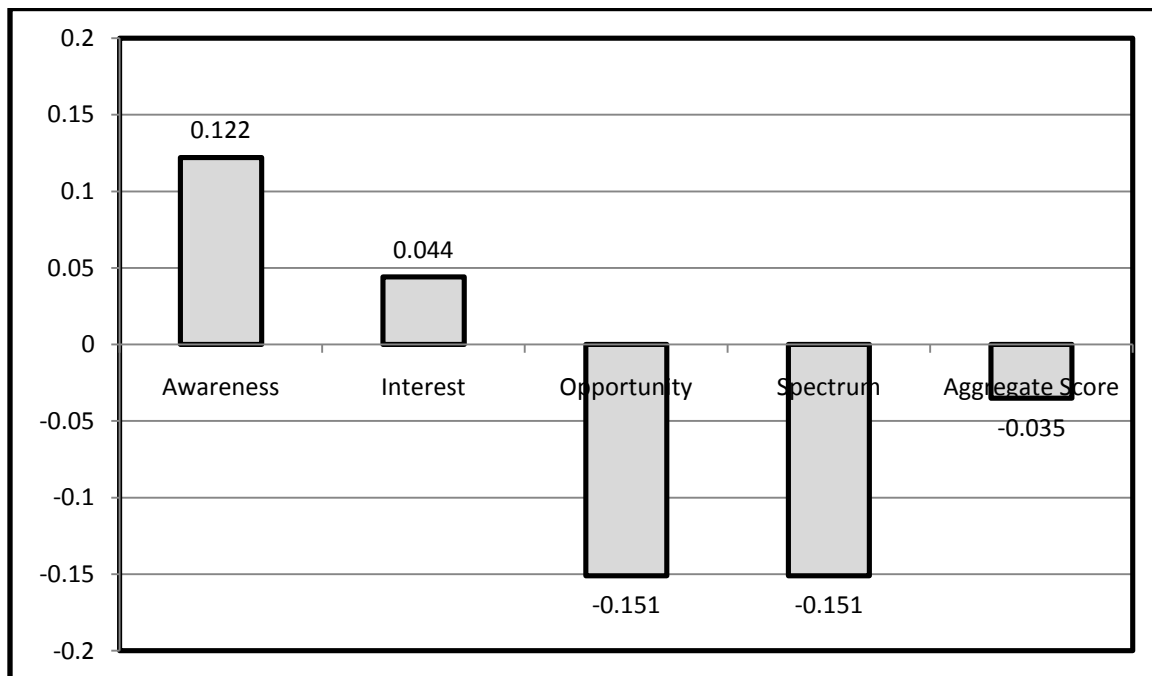
Table 3.14: Weaknesses and strengths of Akaki Kality sub city interms of Transparency and Rule of Law

Transparency and Rule of Law	
Strengths	weaknesses
<ul style="list-style-type: none"> The practices of due process in the administration Fairly good level of fairness. 	<ul style="list-style-type: none"> Lack of open decision making practices Lack of institutional mechanism to maintain accessibility of information

3.5. Participation

Participation was one of the five main indicators that were used to assess local governance in the administration of Akaki Kality sub city. In this part of data analysis and presentation the emphasis was placed on three interrelated issues. The first one intends to capture the extent to which respondents are aware of their rights and duties and also the level of interest for participation. The second issue was concerned with the administration's commitment in providing opportunities for participation while the third sub indicator was concerned with assessing the level of participation. The level of participation was assessed by using five elements of participation which includes information, consultation, involvement, collaboration, and empowerment. All these five elements indicate the level of participation in continuous steps. The following Figure 3.8 shows the separate score calculated for each sub indicators of participation and the aggregate mean score.

Figure 3.8: The level of participation in Akaki Kality sub city



(Source: own survey, 2012)

Figure 3.8 indicates that the aggregate mean score for participation was scored negatively at the level of -0.035. This indicates the presence of poor participation in the administration of Akaki Kality sub city. The main reason for this poor level of participation can be understood in terms of opportunities and the score at the spectrum of participation. Figure 3.8 shows that there was a high negative score on the opportunities for participation. An opportunity for participation was

negatively scored at the level of -0.153. This implies that the administration was performing poorly in providing the public with the opportunity to participate in the administration. The other factor was the presence of high negative score in the spectrum of participation. The spectrum of participation was negatively scored at the level of -0.153. On the opposite hand the respondents have a good level of awareness concerning their duties and rights in order to participate in the process of administering their local affairs. This can be noticed from Figure 3.8 which shows that awareness was positively scored at the level of +0.122. In the same way the respondents also have a positive interest to participate in the administration. The level of interest for participation was scored positively at +0.044.

The following Table 3.15 shows the score for each criterion and the aggregate mean score for participation.

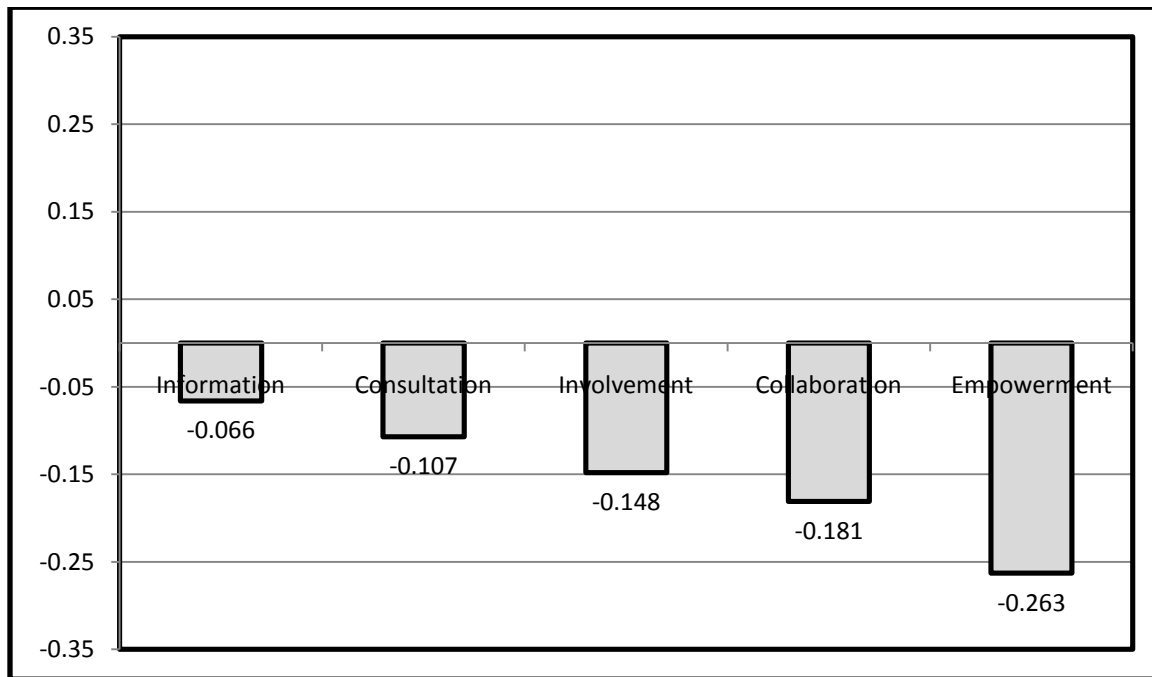
Table 3.15: The level of participation in Akaki Kality sub city

Sub indicators of participation	Scores
1. Awareness of duties and rights	+0.122
2. The level of interest for participation	+0.044
3. Opportunities for participation	-0.151
4. spectrum of participation	-0.153
4.1. Inform	-0.066
4.2. Consult	-0.107
4.3. Involve	-0.148
4.4. Collaborate	-0.181
4.5. Empower	-0.263
Aggregate score on participation	-0.035

(Source: own survey 2012)

The spectrum of participation was assessed based on five sub indicators. These include Information, consultation, involvement, collaboration, and empowerment. Table 3.15 shows that the spectrum of participation has a negative score of -0.153. This implies poor performance of the administration in those five sub indicators of the spectrum. In what follows a detailed explanation was provided on the spectrum of participation.

Figure 3.9: Spectrum of participation in Akaki Kality Sub city



(Source: own survey 2012)

Figure 3.9 displays that the respondents have negatively scored all of the criteria in the spectrum of participation. The level of negative score for participation increases continuously from information to empowerment. This implies that the level of participation in the administration keeps getting poor and poor from information to that of empowerment. When these sub indicators are compared based on their negative score, it implies that participation for information is fairly poor while that of participation for empowerment is very poor. Even though it was scored negatively participation for information has a better negative position as compared with the remaining criteria. This indicates that the overall level of participation in the administration was poor and the purpose of participation was poorly for sharing information. This was due to the reason that the administration obtains most of the decisions from high level governmental offices, but not from the direct participation of the society. There was also absence of institutional mechanism that facilitates the conditions for information, consultation, involvement, collaboration and empowerment.

In addition to the above explanation it is also important to describe the frequency and percentage of responses given towards participation. The following Table 3.16 shows the frequency and percentage of responses in each category of the scale.

Table 3.16: The level of participation in Akaki Kality sub city

	+1		+0.75		+0.5		+0.25		0		-0.25		-0.5		-0.75		-1	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Awareness	15	8	18	9.4	32	16.6	33	17.2	19	10	39	20	30	16	6	3	0	0
Interest for participation	11	6	18	9.4	35	18.2	27	14.1	26	14	24	13	25	13	17	9	9	5
Opportunities for participation	13	7	9	4.7	14	7.3	24	12.5	19	10	31	16	38	20	36	19	8	4
Spectrum of participation																		
Inform	11	6	28	15	20	10.4	19	9.8	21	11	20	10	18	9	38	20	17	9
Consult	9	5	16	8.3	18	9.4	25	13	28	15	23	12	32	17	24	13	17	9
Involve	7	4	20	10	20	10.4	20	10.4	20	10	22	11	25	13	42	22	16	8
Collaborate	8	4	10	5.2	17	8.8	20	10.4	26	14	39	20	28	15	24	13	22	11
Empower	1	0.5	8	4.1	13	6.7	18	9.4	36	19	30	16	33	17	34	18	19	10

(Source: own survey 2012)

Regarding awareness Table 3.16 shows that a total of 51 percent of the respondents have replied that they are well aware of their rights and duties in relation with participation. Out of this 51 percent of the respondents 17.2 percent of them have a very high or perfect awareness of their duties and rights. On the other hand 39 percent of the respondents have a poor level of awareness about their duties and rights concerning participation. Among these respondents 3.1 percent of them have a very low awareness in participation.

Respondents were also asked to rate their level of interest to participate in the administration. Table 3.16 shows that 47.4 percent of the respondents replied that they were interested to participate. Among these respondents 15.1 percent of them had a very high level of interest or motivation to interact and participate in the administration. On the opposite, 39 percent of the respondents have showed a poor level of interest for participation. Out of this 39 percent of the respondents, 13.5 percent of them had a very low interest for participation.

Respondents have also been asked to score the level of opportunities provided by the administration to facilitate participation of the public. 31.2 percent of the respondents replied positively that the administration was doing well in facilitating participation of the public. Among this 31.2 percent of respondents 11.4 percent of them rated the opportunities for participation as very high. On the other hand majority of the respondents replied negatively on this issue. Table 3.16 indicates that a total of 58.8 percent of the respondents have suggested that

the administration was doing poorly in providing the society with the opportunity for participation. Amazingly, out of this 58.8 percent of respondents 22.9 percent of them suggested that there was a very low or no opportunity for participation.

Concerning the spectrum of participation the respondents have forwarded their suggestion as follows. A total of 40.5 percent of the respondents have scored information on the positive side of the scale which implies that their main purpose of participation was to receive information from the administration. Out of this 40.5 percent of the respondents 20.3 percent of them rated information receiving as a very high or the extreme purpose of their participation. On the contrary 48.4 percent of the respondents have putted their response on the negative side of the scale which means that the administration was doing poor or less than poor in disseminating information through participation. Among this 48.4 percent of the respondents 28.6 percent of them replied that there was a very low or no information was given through participation.

Regarding consultation Table 3.16 shows that 35.4 percent of the respondents scored consultation on the positive side of the scale which means that the administration was performing good interms of participating the society for consultation. Among this 35.4 percent of the respondents 13 percent of them suggested that the administration was doing perfect or very good in letting the society to participate for consultation. On the contrary, 49.8 percent of the respondents scored consultation on the negative side of the scale, which means that the administration was performing poor in consulting the society. Out of this 49.8 percent of the respondents 21.3 percent of them replied that there were a very poor or no participations intended to consult the public.

Regarding involvement Table 3.16 shows that 34.8 percent of the respondents scored involvement on the positive side of the scale which means that the administration participate the society for their involvement.

Out of this 34.8 percent of respondents 13 percent of them replied that the administration was doing perfect or very good in involving the society. On the other hand majority or 54.5 percent of the respondents have rated involvement on the negative side of the scale which means that the administration have a poor performance in enabling public involvement. Among this 54.5 percent of respondents 30.1 percent of them replied that there was a very low or no participation was facilitated by the administration to involve the public.

Table 3.16 clearly shows the differences in the responses for collaboration. A total of 28.6 percent of the respondents replied positively that the administration enables them to participate for the purpose of collaboration. Out of this 28.6 percent of the respondents 9.4 percent of them believed that they were perfectly or very highly participate in the administration for the purpose of collaboration. At the same time 58.7 percent of the respondents suggested that the administration was doing poorly interms of participation for collaboration. Out of this 58.7 percent of the respondents 23.9 percent of them believed that there was a very low or no participation takes place in the administration for the purpose of collaboration.

Empowerment was the last sub indicator in the spectrum of participation. In this regard a total of 20.72 percent of the respondents scored empowerment on the positive side of the scale which indicates that they are participating in the administration based on empowerment. Out of this 20.72 percent of respondents only 4.62 percent of them replied that they were highly empowered. On the opposite a total of 60.4 percent of the respondents didn't believe that they were empowered. Out of this 60.4 percent of respondents 27.6 percent of them suggested that there was a very low or no empowerment was given to the public through participation.

The following Table 3.17 summarizes the practices of participation by discussing the weakness of Akaki Kality sub city administration and the opportunities existed in the society that can be used to foster participation.

Table 3.17: Weaknesses and opportunities of participation in Akaki Kality sub city

Participation	
Weakness	Opportunity
<ul style="list-style-type: none"> • Lack of opportunity for participation • Very poor information, consultation, involvement, collaboration, and empowerment 	<ul style="list-style-type: none"> • The society has good awareness about its duty and right in participation • The society has a good interest to participate in the administration

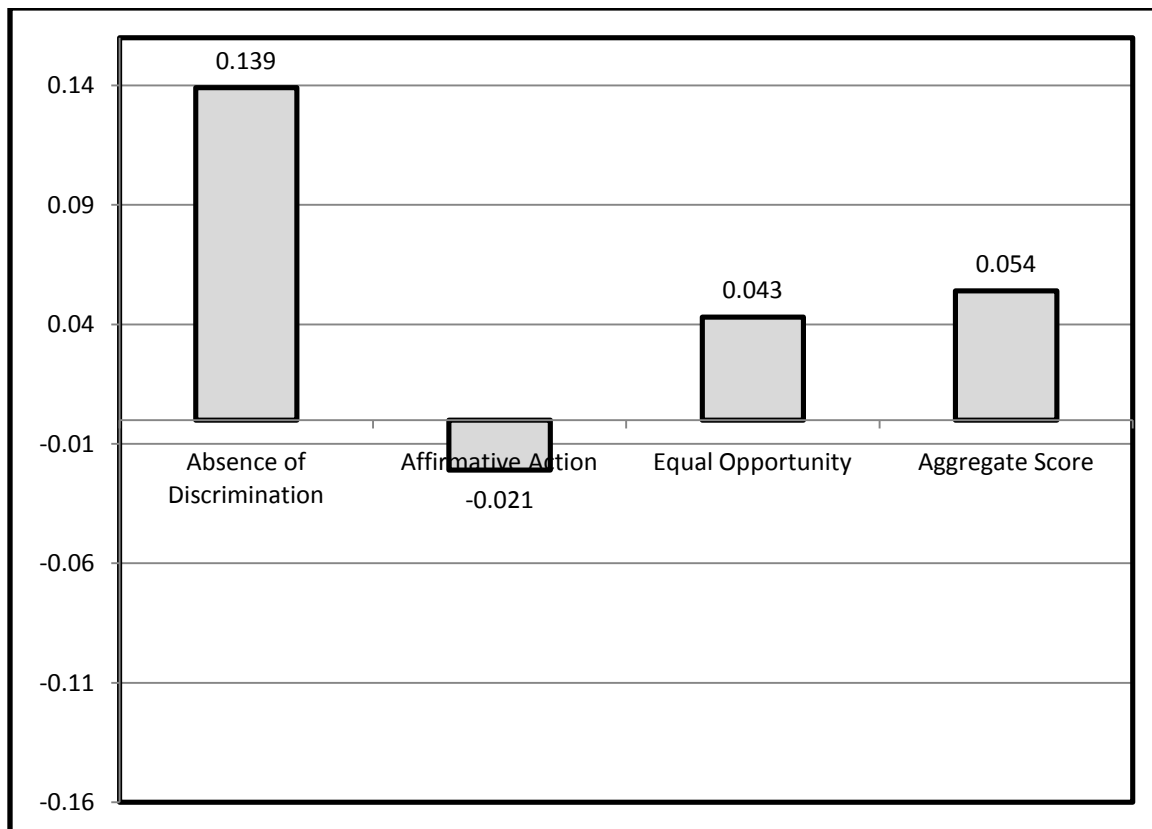
Table 3.17 shows that there was lack of opportunities for participation and low level of participation. The spectrum of participation was characterized by the presence of poor information, poor consultation, poor involvement, poor collaboration, and very poor empowerment. These were the main weaknesses of Akaki Kality sub city administration in the

practices of participation. The presence of good awareness and interest in the society can be taken as opportunities that can be used to foster participation.

3.6. Equity

Equity was one of the five main indicators that were used to assess local governance in the administration of Akaki Kality sub city. Equity was assessed based on three criteria. These criteria include absence of discrimination, affirmative action, and equal opportunity to resources. The following Figure 3.10 shows the score for each of the three sub criteria and the aggregate score for equity.

Figure 3.10: Performance of Akaki Kality sub city interms of Equity



(Source: own survey 2012)

Figure 3.10 shows that equity was positively scored at the level of +0.054. This means that the administration was doing fairly good in maintaining equity. The main reason for this good performance of the administration can be explained interms of two factors. The primary factor was absence of discrimination in the administration. As it can be seen from Figure 3.10 absence of discrimination was scored positively at the level of +0.139. This implies that the

administration has good practices of avoiding discrimination. The second factor was the presence of equal opportunity to resources. This sub indicator was scored positively at the level of +0.043. This implies that the administration was performing fairly well in allowing the society with equal opportunity to resources. But on the other hand it was also worth to mention the weak side of the administration. As it can be realized from the above Figure 3.10 affirmative action was scored negatively at the level of -0.021. This can be taken as the weakness of the administration. This due to the implication that negative score indicates poor performance of the administration in providing affirmative action to those members of the society who needs more help.

It is also important to discuss these sub indicators interms of the frequency and percentage of responses provided at each response category in the scale. The following Table 3.18 shows the frequency and percentage of response at each category of responses in the scale.

Table 3.18: Performance of Akaki Kality sub city interms of Equity

sub indicators of equity	+1		+0.75		+0.5		+0.25		0		-0.25		-0.5		-0.75		-1	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Absence of discrimination	20	10	21	11	38	20	21	11	29	15	24	13	21	11	9	5	9	5
Affirmative action	12	6	18	9	29	15	26	14	22	11	18	9	28	15	28	15	11	6
Equal opportunity to resources	14	7	30	16	20	10	35	18	27	14	16	8	21	11	21	11	8	4

(Source: own survey 2012)

Table 3.18 shows that a total of 52 percent of the respondents have rated the absence of discrimination on the positive side of the scale. Which means these respondents believed that there was absence of discrimination in the administration. Out of these 52 percent of respondents 21.3 percent of them suggested the perfect absence of discrimination. On the other hand 32.8 percent of the respondents suggested the presence of discrimination in the administration. Out of these 32.8 percent of respondents 9.4 percent of them replied that there was a high level of discrimination in the administration.

Table 3.18 shows that 44.3 percent of the respondents scored affirmative action on the positive side of the scale. This implies the respondents believed that the administration was doing well interims of providing affirmative action. Out of these 44.3 percent of respondents 15.7 percent of them indicated that the administration was performing very good interms of affirmative action.

On the opposite it was noticed that 44.1 percent of respondents replied that the administration was poor in relation with affirmative action. Out of these 44.1 percent of respondents 20.2 percent of them believed that the administration was showing very poor performance interms of providing affirmative action to those who need more help.

Regarding equal opportunity to resources, Table 3.18 shows that 51.5 percent of the respondents replied positively that the administration was doing well in achieving equal opportunity to resources. On the other hand it was also noticed that 34.3 percent of the respondents believed that there was a poor performance in the administration towards maintaining equal opportunity to resources. Limited financial and material resources can be taken as the reasons for the failure of the administration to maintain affirmative action to those members of the society who need help. The following Table 3.19 summarizes the practices of equity by showing the strengths and weaknesses of Akaki Kality sub city administration.

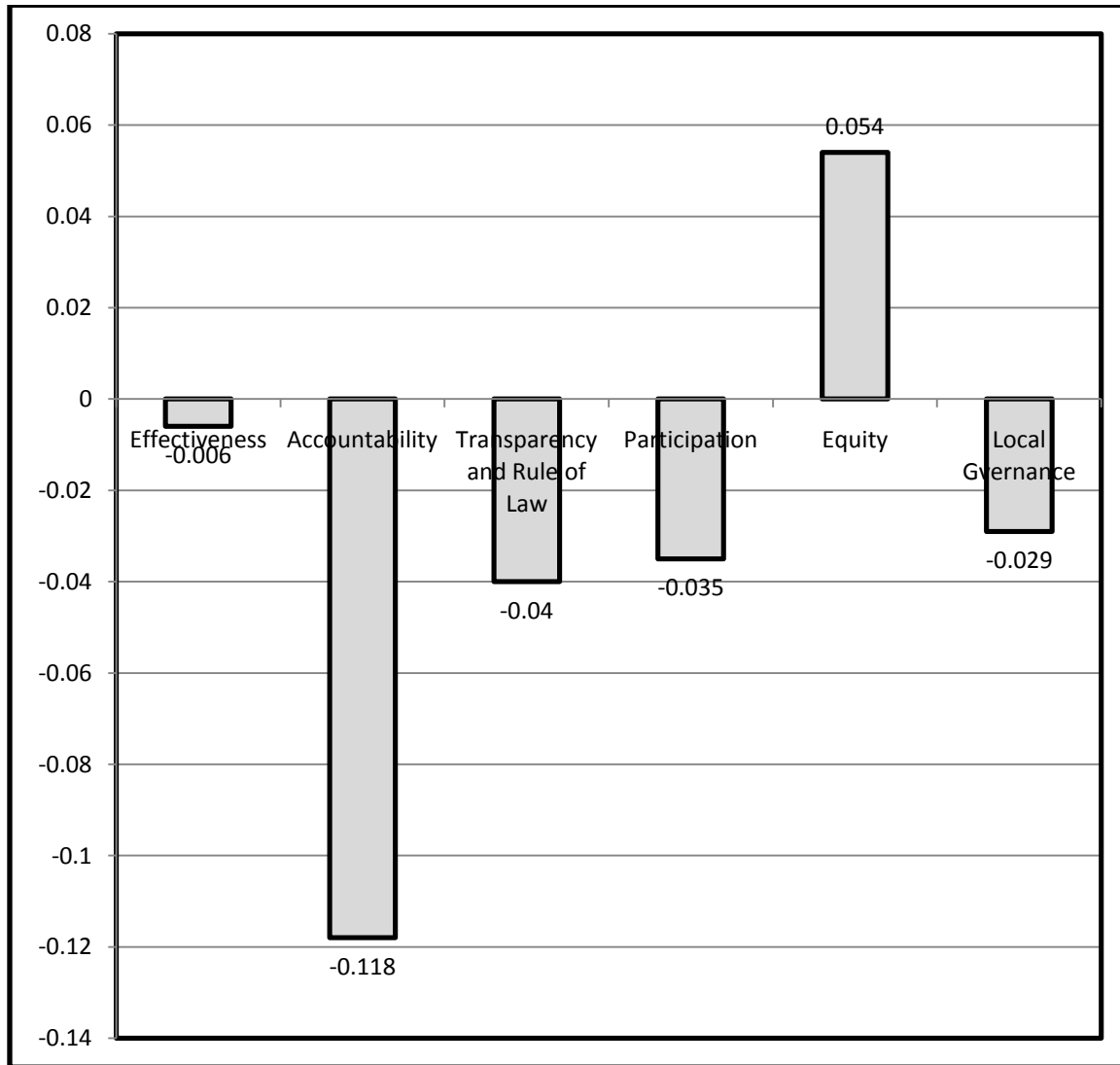
Table 3.19: Weakness and strengths of Akaki Kality sub city interms of equity

Equity	
weakness	Strengths
<ul style="list-style-type: none"> • Lack of affirmative action 	<ul style="list-style-type: none"> • Fairly good practices of non discrimination • The practices of equal opportunity to resources

3.7. Local governance in Akaki Kality sub city

As it has been discussed in the methodology part of the thesis the overall level of local governance in the administration of Akaki Kality sub city was determined by adding the weighted score of each of the main five indicators. These indicators include effectiveness, accountability, transparency and rule of law, participation and equity.

Figure 3.11: The level of Local Governance in Akaki Kality sub city



(Source: own survey 2012)

Figure 3.11 shows that the overall level of local governance in the administration of Akaki Kality sub city was negative which was at -0.029. This implies that the overall level of local governance in the administration can be placed at the level which can be judged as Fairly Poor. So, local governance in the administration of Akaki Kality sub city can be described as fairly poor. the following Table 3.20 provides the interpretation for each indicators

Table 3.20: The level of Local Governance in Akaki Kality sub city

Indicators	Score	Description
Local governance index	-0.029	Fairly Poor
Effectiveness	-0.006	Fairly Poor
Accountability	-0.118	Fairly Poor
Transparency and rule of law	-0.040	Fairly Poor
Participation	-0.035	Fairly Poor
Equity	+0.054	Fairly Good

(Source: own survey 2012)

Table 3.20 can be understood in the way that the criteria which has the largest negative score can be taken as the primary cause for fairly poor level of local governance. In the same way the second largest negative score can be taken as the second cause. Based Table 3.20 shows that accountability has the largest negative score which was at -0.118. Lack of accountability was the primary causes for fairly poor level of local governance. Transparency and rule of law has second largest negative value which was at -0.040. This implies lack of transparency and rule of law was the second reason that causes low level of local governance in the administration of Akaki Kality sub city. Participation was the third reason while that of effectiveness takes the fourth position. It was also worth to mention that equity has a positive score which was at +0.054. This can be taken as positive contributor to local governance in the administration of Akaki Kality sub city. In order to understand the relationship between the local governance and the main five indicators, it is necessary to see each criterion and sub criteria interms of weaknesses and strengths.

The following Table 3.21 provides the summary of each indicator that has been presented in data analysis.

Table 3.21: Strengths and Weaknesses of Akaki Kaliti sub city interms of local governance

Local Governance in the Administration		
Indicators	Weaknesses	Strengths
1. Effectiveness	<ul style="list-style-type: none"> • Lack of linkage between society's problem with the vision and mission of the administration. • low satisfaction on the service due to poor performance in information, time and complaint handling • Poor administrative leadership due to failure to interact and solve society's problem. 	<ul style="list-style-type: none"> • Proper utilization of financial and material resources • Good practice of user handling • Affordability of the service. • Leader's approach in their regular working office.
2. Accountability	<ul style="list-style-type: none"> • Lack of information to public scrutiny • Absence of institutional mechanism to maintain accountability to the public 	<ul style="list-style-type: none"> • Employees discharge their duties and responsibilities.
3. Transparency and rule of law	<ul style="list-style-type: none"> • Lack of open decision making • Absence of accessible and inexpensive method of disclosing information • Failure to maintain rationality 	<ul style="list-style-type: none"> • Good administrative justice due to the presence of due process and fairness
4. Participation	<ul style="list-style-type: none"> • Lack of opportunity for participation • Low level of participation due to lack of information, consultation, involvement, collaboration and empowerment. 	<p>Opportunities:</p> <ul style="list-style-type: none"> • The society has good level of awareness. • The society has good interest for participation
5. Equity	<ul style="list-style-type: none"> • Low level of affirmative action 	<ul style="list-style-type: none"> • Good practices of non-discrimination. • Equal opportunity to resources.

(Source: own survey 2012)

3.8. Summary of data Analysis and presentation

The level of local governance practices in the administration of Akaki Kality sub city can be described as fairly poor. Different reasons can be used to explain why local governance practice of the administration was fairly poor. Except equity, the scores on the remaining four indicators were found to be negative. Effectiveness of the administration has the aggregate mean score of negative 0.006. The level of effectiveness in the administration was described as fairly poor. Low satisfaction, poor administrative leadership, and failure to interact and solve the society's problem were the main reason for low level of effectiveness.

The aggregate mean score on accountability was negative 0.118. This implies the practice of accountability in Akaki Kality sub city administration was fairly poor. Lack of information for public scrutiny and absence of institutional mechanisms to maintain accountability to the public were the main causes of fairly poor accountability.

The aggregate mean score on transparency and rule of law was negative 0.040 which can be interpreted as fairly poor performance. Lack of open decision making and failure to maintain rationality was the weak side of the administration. Good practice of administrative justice was the strength of the administration in maintaining rule of law.

Lack of opportunity for participation, lower level of information, consultation, involvement, collaboration and empowerment were the main factors for the poor level of participation in the administration.

Equity was the only indicator that had a positive aggregate mean score which was at +0.054. This was due the practices of non discrimination and promotion of equal opportunity to resources. This can be taken as the strength of the administration in the practices of local governance.

Chapter four

4. Findings, Conclusions and Recommendations

In this part of the thesis findings, conclusions and recommendations were written based on the results of the data analyzed and presented on the practices, challenges and opportunities of local governance in Akaki Kality sub city.

4.1. Findings

The following findings were determined based on the data presented and analyzed in chapter three.

4.1.1. The administration of Akaki Kality sub city has a fairly poor level of effectiveness.

Even though the administration was described as fairly poor, it has its own strengths and weaknesses in achieving effectiveness. Lack of efforts to solve the society's problems, poor complaint handling, long time taken to deliver the service, low level of interaction between leaders and the society at large were the main problems that affected the effectiveness of the administration. On the other hand fairly good utilization of financial and material resources in the way not vulnerable to wastage, affordability of services and good handling of users during service delivery were the main strengths of the administration in relation with effectiveness.

4.1.2. The practice of accountability was found to be fairly poor. The administration mainly uses power and duty relations among various governmental organizations to maintain accountability. Fairly good performance of employees in discharging their duties and responsibilities was the strength of the administration. The administration has its own draw back in maintaining accountability. These were failure to involve the public in examining and improving the administration, and failure to disclose information to the public scrutiny.

4.1.3. The administration of Akaki Kality sub city has its own good and bad performances towards fostering rule of law and transparency. The overall performance of the administration concerning rule of law and transparency was described as fairly poor. The administration performs good in maintaining administrative justice this was due to the good practices of due process and fairness. On the other hand lack of open decision making, lack of accessibility and absence of inexpensive institutional methods to obtain information, and failure to maintain rationality were the main problems that hindered

transparency and rule of law.

4.1.4. The practices of participation in the administration of Akaki Kality sub city was determined to be fairly poor. Lack of opportunity for participation, and lack of information, low consultation, poor involvement, poor collaboration, and poor empowerment were the major problems that negatively affected the level of participation.

The society has good awareness about its duties and rights in participation, and the society has also good interest to participate in the administration. This can be taken as a good opportunity to promote participation in the administration.

4.1.5. The administration of Akaki Kality sub city has a good performance in achieving equity. the level of performance in maintaining equity was found to be fairly good. This was because the administration exercises non discrimination and promotes equal opportunity to resources. The only problem observed in relation with equity was the presence of low efforts in providing affirmative action.

4.1.6. The overall level of local governance practices in the administration of Akaki Kality sub city was found to be fairly poor. This was because the administration has scored negatively on effectiveness, accountability, transparency and rule of law, and participation. Equity was the only indicator that was scored positively.

4.2. Conclusions

In chapter three a detailed explanation of each indicator was undertaken. All of the conclusions were made based on the results obtained from data analysis and discussion as in chapter three.

The conclusions on the local governance of Akaki Kality sub city administration were as below:

- 4.2.1. The level of local governance in the administration of Akaki Kality sub city was found to be fairly poor. This implies lack of network and cooperation between the administration and other stake holders in the society such as civil society organizations, private business sector, and other governmental organizations.
- 4.2.2. The presence of low level effectiveness because of poor level of satisfaction on the service and failure to interact and solve the society's problem. On the other hand the administration tends to be well interms of resource utilization and perform good practices of users handling.
- 4.2.3. Direct accountability to the public was very low. This was due to absence of information to the public scrutiny and failure of the administration to allow the society to involve in examining and improving its overall performance.
- 4.2.4. The practices of good administrative justice interms of due process and fairness. But there was also lack of open decision making and failure to utilize easily accessible and inexpensive method of disseminating information to the public.
- 4.2.5. The level of participation was poor interims of information, consultation, involvement, collaboration and empowerment. The society has a good potential for participation due to the presence of awareness and interest for participation in the society.
- 4.2.6. The exercise of non discrimination and facilitation of equal opportunity to resources were the strengths of the sub city, But there exists poor performance in providing affirmative action to those members of the society who needs more help.

4.2. Recommendations

In this part of the thesis solutions were made with the intention to improve local governance in the administration of Akaki Kality sub city. The recommendations were forwarded with the hope that the administration will take it in to account.

- 4.2.1. The administration should facilitate the conditions that can foster its interaction and cooperation with various stake holders in the society. This can be done by providing various opportunities that promotes communications and working in collaboration to solve common problems of the society. Policy makers should follow bottom up approach in order to account for the problems and interest of the society.
- 4.2.2. It is necessary to develop mechanisms through which services can be provided with in a short period of time and fast complaint handling can be achieved. As long as possible it is necessary to receive feedback of the society in every aspect of the administration's activity. This can be done through citizen report card or by establishing common suggestion box.
- 4.2.3. To improve direct accountability to the public, the administration should allow and invite various members of the society to examine and improve its performance. This can be done by disseminating the relevant information to the public and improving the spectrum of participation. Simply information sharing doesn't allow the public to make decisions. The administration has to improve the level of information, consultation, involvement, collaboration and empowerment of the society.
- 4.2.4. The administration should develop institutional mechanisms that can enable the public to make direct participation and provide information to the public in the way that can be easily accessible by everyone inexpensively. In addition to these it would more helpful if the administration develop its own web site. It is also necessary to establish organized information center in the administration that can facilitate easy accessibility of all information.
- 4.2.5. To achieve high level of affirmative action and provide support to those members of the society who need more help, the administration should work hand in hand with various stakeholders. The society has a good awareness and interest to cooperate with the administration. The administration should use this opportunity and introduce various methods through which the society can help those people who need more help.

4.2.6. Finally, it is also necessary to emphasis on the personal development of the administration's human resources. As much as the condition allows, the administration should provide trainings and educations to improve the skills, knowledge and ability of its human resources.

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Appendix 1: Survey and interview questionnaires

Appendix 1.1: Survey questionnaires

Addis Ababa University
School of Graduate Studies
Department of Public Administration
Survey on the assessment of local governance

This survey questionnaire is developed to gather information on the respondent's opinion concerning the assessment of local governance in the administration of Akaki Kaliti Sub city.

Sub city.

I would like to assure you that your responses will be kept confidential and only to be used for academics research purposes only.

Date: March, 2012

Study areas: Akaki Kaliti Sub city Administration

Target groups:

1. Civil society organizations
2. Government organizations
3. Private business organizations

Instruction:

- No need to write your name
- Answer all the questions by making a circle on your choice or making "✓" mark on the boxes that reflect your choice and provide explanations on the blank space.
- Note that "A" represents the perfect situation while on the extreme opposite side "F" stands for the total absence or extremely worst situation.

Part I: Effectiveness

1. To what degree do you believe that the vision, mission and objectives of the administration are hand in hand with needs and problems of the society?

- A. Perfect
- B. Very good
- C. Good
- D. Fairly good
- E. Neutral
- F. Fairly poor
- G. Poor
- H. Very poor
- I. Not at all

Explanation _____

2. To what extent do you evaluate the administration's performance in terms of utilizing its financial and material resources?

- A. Perfect
- B. Very good
- C. Good
- D. Fairly good
- E. Neutral
- F. Fairly poor
- G. Poor
- H. Very poor
- I. Completely imperfect

Explanation _____

3. To what extent do you evaluate the high level administrative leader's commitment to interact and solve the society's problem?

- A. Perfect
- B. Very good
- C. Good
- D. Fairly good
- E. Neutral
- F. Fairly poor
- G. Poor
- H. Very poor
- I. Not at all

Explanation _____

4. How do you evaluate the high level administrative leader's behavior in dealing with the various members of the society in their regular working office?

- A. Perfect
- B. Very good
- C. Good
- D. Fairly good
- E. Neutral
- F. Fairly poor
- G. Poor
- H. Very poor
- I. Completely imperfect

Explanation _____

5. To what extent do you evaluate administration's practices in publicly providing the necessary information's about the types and requirements of its service delivery?

- A. Perfect
- B. Very good
- C. Good
- D. Fairly good
- E. Neutral
- F. Fairly poor
- G. Poor
- H. Very poor
- I. Completely no information

Explanation _____

6. How do you evaluate the time taken to receive a given service from the administration?

- A. Extremely very low
- B. Very low
- C. low
- D. Fairly low
- E. Neutral
- F. Fairly high
- G. High
- H. Very high
- I. Extremely very high

Explanation _____

7. How do you evaluate the administrations performance in complaint handling?

- A. Perfect
- B. Very good
- C. Good
- D. Fairly good
- E. Neutral
- F. Fairly poor
- G. Poor
- H. Very poor
- I. Not at all

Explanation _____

8. How do you evaluate the way in which the service provider employees treat various members of the society during service delivering?

- A. Perfect
- B. Very good
- C. Good
- D. Fairly good
- E. Neutral
- F. Fairly poor
- G. Poor
- H. Very poor
- I. Completely imperfect

Explanation _____

9. How do you evaluate the services delivered by the administration in relation with its affordability to all members of the society?

- A. Extremely very good
- B. Very good
- C. Good
- D. Fairly good
- E. Neutral
- F. Fairly poor
- G. poor
- H. Very poor
- I. Extremely very poor

Explanation _____

Part II: Accountability

10. To what extent the administration publicly disseminates accessible and understandable information about its planning, utilization of resources, and performance?

- A. Extremely very high
- B. Very high
- C. High
- D. Fairly high
- E. Medium
- F. Fairly low
- G. Low
- H. Very low
- I. Extremely very low

Explanation _____

11. How do you evaluate the service provider employee's responsibility in performing their job and discharging their duties?

- A. Perfect
- B. Very good
- C. Good
- D. Fairly good
- E. Medium
- F. Fairly poor
- G. Poor
- H. Very poor
- I. Completely imperfect

Explanation _____

12. To what extent the administration enables various members of the society to involve in examining and improving its performance?

- A. Extremely very high
- B. Very high
- C. High
- D. Fairly high
- E. Medium
- F. Fairly low
- G. Low
- H. Very low
- I. Extremely very low

Explanation _____

Part III: Transparency and Rule of law

13. How do you evaluate the administration's activity on providing the public with regular and clear information about its decisions, achievements, services and budgets?

- A. Extremely very high
- B. Very high
- C. High
- D. Fairly high
- E. Medium
- F. Fairly low
- G. Low
- H. Very low
- I. Extremely very low

Explanation _____

14. To what extent the administration provides the public with information in the way that is accessible to all and inexpensive?

- A. Extremely very high
- B. Very high
- C. High
- D. Fairly high
- E. Medium
- F. Fairly low
- G. Low
- H. Very low
- I. Extremely very low

Explanation _____

15. To what degree the administration discharges its duty and provides services in the way that follows the rules and regulations?

- A. Extremely very high
- B. Very high
- C. High
- D. Fairly high
- E. Medium
- F. Fairly low
- G. Low
- H. Very low
- I. Extremely very low

Explanation _____

16. How do you evaluate the administration's practices of service delivery interims of impartiality or being just?

- A. Perfect
- B. Very good
- C. Good
- D. Fairly good
- E. Medium
- F. Fairly poor
- G. Poor
- H. Very poor
- I. Completely imperfect

Explanation _____

17. To what extent the employees treat various members of the society in the way that is reasonable and evidence based?

- A. Extremely very high
- B. Very high
- C. High
- D. Fairly high
- E. Medium
- F. Fairly low
- G. Low
- H. Very low
- I. Extremely very low

Explanation _____

Part IV: Participation

18. To what extent you understood your rights and duties in order to involve in the administrations of the local affairs?

- A. Extremely very high
- B. Very high
- C. High
- D. Fairly high
- E. Medium
- F. Fairly low
- G. Low
- H. Very low
- I. Extremely very low

Explanation _____

19. To what extent are you interested or motivated to engage yourself and work in collaboration with the administration?

- A. Extremely very high
- B. Very high
- C. High
- D. Fairly high
- E. Medium
- F. Fairly low
- G. Low
- H. Very low
- I. Extremely very low

Explanation _____

20. To what extent the sub city provides various opportunities to participate the society and others that are affected by decisions of the administration?
- A. Extremely very high
 - B. Very high
 - C. High
 - D. Fairly high
 - E. Medium
 - F. Fairly low
 - G. Low
 - H. Very low
 - I. Extremely very low

Explanation _____

21. How do you rate the purpose of your participation in the sub city administration based on the following spectrum of participation?

Spectrum of participation	A. Extremely Very high	B. Very high	C. High	D. Fairly high	E. Neutral	F. Fairly low	G. Low	H. Very low	I. Extremely very low
1. To receive Information.									
2. To express issues and concerns									
3. To ensure that issues and concerns are considered in decision making									
4. To determine alternatives and develop solution in decision making.									
5. To make decisions and ensure their implementation									

Part V: Equity

22. To what extent do you evaluate the administration's commitment in providing its services without any discrimination among various members of the society?

- A. Perfect
- B. Very good
- C. Good
- D. Fairly good
- E. Medium
- F. Fairly poor
- G. Poor
- H. Very poor
- I. Completely imperfect

Explanation _____

23. How far do you perceive the administration's effort in providing affirmative action to improve the well being of various members of the society who needs more help?

- A. Extremely very high
- B. Very high
- C. High
- D. Fairly high
- E. Medium
- F. Fairly low
- G. Low
- H. Very low
- I. Extremely very low

Explanation _____

24. How do you evaluate the administration's practices in providing the public with equal opportunity to utilize various resources such as land?

- A. Perfect
- B. Very good
- C. Good
- D. Fairly good
- E. Medium
- F. Fairly poor
- G. Poor
- H. Very poor
- I. Completely imperfect

Explanation _____

25. What is your suggestion about the weakness and strengths of the administration in relation with good governance?

Thank you!!!

Appendix 1.2: Interview questions:

This interview is conducted on the employees of Akaki Kality sub city administration. The main purpose of the interview is to acquire more explanations on the results of the survey questionnaires

1. Why there is a low level of satisfaction on the services delivered by the administration?
 - 1.1. Why poor performance of complaint handling?
 - 1.2. Why long time is taken to deliver services?
 - 1.3. Why there is lack of information on the service deliver
2. Why leaders of the administration are perceived to have poor performance in interacting and solving the society's problem?
3. Why the administration's vision and mission were judged to be poor in solving the society's problems?
4. What is the reason for the lack of institutional mechanisms to maintain direct accountability to the public?
5. Why there is a poor level of participation in the administration?
6. What should be done to achieve good practices of local governance in the administration of Akaki Kalitty sub city?