LOCAL GOVERNMENT PRACTICES, CHALLENGES AND OPPORTUNITIES: THE CASE OF JIMMA TOWN ADMINISTRATION THESIS REPORT SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF JIMMA UNIVERSITY IN PARTIAL FULFILLMENT OF THE AWARD OF THE DEGREE OF MASTERS OF PUBLIC MANAGEMENT (MPM)

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Declaration

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

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Name of co-advisor

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Abbreviation

DIP: Democratic Institution

FEACC: Federal Ethics and Anti-Corruption Commission

IMF: International Monetary Fund

LG: Local Government

NAP: National Action Plan

NGO: None –governmental organization

UNDP: United Nation Development Program

WB: World Bank

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Abstract

This study was aimed to assess local government practices, challenges and opportunities of Jimma town administration and some selected kebeles. This study applied the descriptive survey design with the mixed approach of the study. For the purpose of this study the researcher employed purposive sampling technique. The data was obtained through primarily and secondary source of data. Moreover the researcher employed Questionnaire, In-depth interview, FGD and observation as an Instrument of data collection. SPS version 20 was employed to analyze the data collected quantitatively from the participants of the study. The study incorporated 160 sample size out of the 370 employees of these selected kebeles, Jimma town administration and municipality of the town. As the result of the study revealed that, the level of local governance in the town 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. 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. 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. The practice of corruption and discrimination in time of providing service specifically in municipal office were highly prevailing. Finally, as the recommendations were forwarded with the hope that the administration will take it in to account. 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. 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. To improve direct accountability to the public, the administration should allow and invite various members of the society to examine and improve its performance. The administration has to improve the level of information, consultation, involvement, collaboration and empowerment of the society.

Keywords: *Local governance, practice, challenges, opportunities, good governance*

CHAPTER ONE: INTRODUCTION

This section incorporated about background, statement, objectives, basic research questions, significance, scope of the study, limitation and organization of the study of the study.

1.1. Background of the Study

The term governance was coined in 1989 in the World Bank's report on "a crisis of governance" in Sub-Saharan Africa (World Bank, 1989). The rationality for its introduction into international discourse was the World Bank's "lack of effectiveness of aid, the feeble commitment to reform of recipient governments and the persistence of endemic corruption in developing countries"(Santiso 2001 as cited in Tessa, 2012, p.15). By deciding to address this "crisis in governance" the World Bank, as well as other donors indicated awareness that the quality of a country's governance system is a key determinant of the ability to pursue sustainable economic and social development".

In the last thirty years, the terms 'governance' and 'good governance' have become embedded in development theory where donors and international financial institutions are increasingly seeing the importance and need for local governance and are therefore implementing conditions for reform through their loaning. According to a report of the Commission of the European Communities on the European Union's approach to governance in development it states that governance has become a priority in donors' development policies and aid programmers (Alexandra, etal 2009).

The report states, "at a time of rising aid budgets, commitments to ensure the effectiveness of international aid and growing economic and financial interdependence, the emergence in the developing countries of a level of governance commensurate with the expectations of their citizens and the international community is now high on the agenda"(European Commission,2006 cited in Tessa, 2012).

The local government in a sense would all be better if and citizens of many developing countries would be much better off, if public life were conducted within institutions that were fair, judicious, transparent, accountable, participatory, responsive, well-managed, and efficient. For the millions of people throughout the world who live in conditions of public insecurity and instability, corruption, abuse of law, public service. So the researcher tries to find what are the main challenges and opportunities in practicing of the good governance at the third level of government usually at the district level in Jimma Town in Oromia regional state.

1.2. Statement of the Problem

People around the world are demanding governance for the advancement of their life. Because it is the result of interactions, relationships and networks between or among the different sectors (public sector, private sector and civil society) and involves decisions, negotiation, and different power relations between stakeholders to determine who gets what, when and how (Alexandra, etal .2009). For Abdalla (2010), recently there is an agreement that good governance is important to secure countries long term development and progress even though it is not sufficient in its own. In relation to these the idea of good governance became away not only to assess the role of the state in development and invade safely the minefield of domestic politics; it became a defining quality for development and a necessary condition for it. Ethiopia has faced a number of governance challenges and those institutions strength were not so strong.

Among these the democratic process is fragile and barely institutionalized, transparency and accountability of institutions is hindered by the culture and practice of government secrecy there by generating corruption and nepotism; inefficiency and ineffective institutions are the main obstacle in service delivery. On the contrary, some people argue that good governance is in the right track in the country (UNDP, 2012). They mention some of the constitutional provisions such as those legal existences of political party, separation of power along the three branch of the government, decentralization process and all Ethiopian has access to education, health and to produce his own properties as their evidence.

The Administration claimed that, good governance is its central agenda to promote growth and transformation plan and make maximum effort to promote it. It also argued that it tries to engage residents on different public issues, to make an effort to be accountable and transparent in the conduct of its business, works on building efficient institutions which enables to deliver services easily (World Bank, 2015).

However, residents of the town seemed to be unsatisfied on the efforts of the Jimma town Administration and municipality (World Bank, 2015). They alleged that they are not empowered and fully participated; services are not adequately delivered; accountability and transparency are not ensured; rule of law is not adhered. Because, the local administrator and cabinet give focus for their own interest. Therefore, what logically follows from these arguments will be the need to study on governance in Jimma town administration (World Bank, 2015).

Therefore, studying certain elements of governance such as rule of law, participation, accountability, transparency, effectiveness and efficiency of certain selected institutions like the Jimma Municipal office, the town administrative office. There has been no comprehensive and systematic study of the issue. However, there are some studies (Kindey, 2012, Dessalegn, Akalewold, Yoseph, 2008 and Meskerem, 2007) which conducted at Adama, Nekemte and most of them are focused on either at the country level or other parts of the country.

This thesis focuses on the assessment of the practices of local government, challenges and opportunities for sound local governance in the town that is   because   of the government control of all maters and lack of space for others results governance to be weak, fragile and slight. Most of this studies emphasized on single attribute of good governance (for instance on decentralization, in service delivery, role of local government in democratization etc) there by lacks comprehensiveness by and large. This study therefore, tried to deal with the central issues of good governance and its challenge and development performance and its status within the existing institutional role, both from the theoretical and practical viewpoints in comprehensive manner.

1.3. Objective of the Study

1.3.1. General objective

The overall objective of the study is to assess the local governance practice, challenges and opportunities of Jimma town administration

1.3.2. Specific objectives

> ➢ To identify the practical level of local government towards transparency, accountability, rule of law and participation of local governance in Jimma town.
> ➢ To identify the challenges of local governance in Jimma town administration
> ➢ To identify the possible opportunities in practicing governance in the study area

1.4. Research Questions

1. What is the practical level of local governance in Jimma town based on transparency, accountability, rule of law and participation?

2. What are the challenges in practicing good governance in Jimma town administration?

3. What are the possible opportunities in practicing of local governance in the study area?

1.5. Significance of the Study

Good governance serves as a tool for development of a nation at large and for a specific destination in particular. For achieving sustainable development in one nation practicing of good governance and including the public participation in any a fairies play a pivotal role for a given nation in general and locality in particular. Therefore, the need for this study is due to the fact that practicing good governance at the local level is the main thing for state to bring Development and identifying those challenges and opportunities is necessary. Generally, this study have the following significances; It may help for the municipality and administrator as input to see their own institutional problems, It also help for local people to participate in their local issues, It may help for civil servants to observe their own weakness and the study also help other researchers as an input for other study.

The study can also help as the inputs for the policy makers so as create awareness on how local government practices, challenges and opportunities that are expected to give due attention. The study also give significance for the local government on how they are going to reduce the challenges of local governance and implement better governance in the study area .

1.6. Scope of the Study

The study was conducted in Jimma town administration, Oromia region, south west Ethiopia. Jimma is located to south west Ethiopia at 346 km away from Addis Ababa. Its astronomical location is 7º 4' North Latitude and 36º 5' East Longitude. Jimma town was founded in 1837E.C. It is one of the improvement towns in the region which has a town administration, municipality and 17 kebeles. It is the largest city in south-western Ethiopia. Regarding the conceptual, this study primarily focused on the practices, challenges and opportunities of local governance of Jimma town. Methodologically, this study was constituted descriptive survey design that was performed through mixed approach of the study. This study covered the time or period from November – august 2020 G.C.

1.7. Limitation of the study

There was no adequate chance of reviewing similar research results based on the local situations particularly on career advancement and due to this; it was a challenge to develop a reliable research instrument and to construct research framework .The other limitation in the study while conducting the research work due to insufficient time also lacks the incorporation of interviews of officials that could enable gathering much valuable data. Time frame of six months along with preparing research proposal and other courses to study was quite short to gather more detailed data to make the study more interesting. This research result is based on the assumption that the data collected is correct.

1.8. Organization of the Study

This research has structured to have five main chapters. Chapter one consists of introducing background of the study, statement of the problem, objective of the study significance of the study. Chapter two contains review of related literature (theoretical empirical and conceptual frame work) Chapter three contains methodology that deals about research design sources of data, sampling techniques and sample size, data collection tools, data analysis and ethical consideration. Chapter four of this study includes about data analysis and its interpretation. The last chapter of the study is about major finding, conclusion and recommendation of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Chapter: Introduction

This chapter is devoted to review related literature pertaining to the conceptual and theoretical formworks that is essential for this study. The conceptual framework for the implementation of Good governance at national as well as local level presented in this paper defines what different Scholars have said about good governance and the difference between governance and government, decentralization, dimension of decentralization, governance and characteristics of good governance and local governance in some selected countries and Ethiopia. The analysis of these theories and concepts intends to provide for understanding and analyzing the research.

2.1. Concepts about Governance

In common usage, governance as distinct from good governance is often equated with 'government' or 'the act or process of governing'. In the Oxford English Dictionary of Current English (1996: 587) governance is defined as "the act or manner of governing, of exercising control or authority over the actions of subjects; a system of regulations". This dictionary definition appears to be a synthesis of various connotations that appeared over many centuries of the etymological evolution of the concept.

In defining governance much of the body of literature moves from the dictionary premise. The emphasis is on the exercise of authority, power or control and the tools for such are laws, rules or system of regulations. The conceptualization of governance from this perspective presupposes that governance is essentially about control. For instance the UNDP defines governance as the exercise of economic, political and administrative authority to manage a country's affairs at all levels, which comprises mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. For the IMF, it is the way by which public institutions conduct public issues and manage public resources

(UNDP 2007: 128). For the OECD, it is the use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development, which encompasses the role of public authorities in establishing the environment in which economic operators function and in determining the government means legislative, executive and judiciary as three elements of its roles and also includes law and order machinery. People's growing disenchantment with post- colonial government in delivering rapid socio-economic development of the masses has led to the emergence of the concept of governance. Governance is seen as the joint responsibility of the governments, private business and civil society.

According to the governance working group of the International Institute of Administrative Sciences "Governance refers to the process whereby elements in society widely power and authority and influence and enact policies and decisions concerning public life and economic and social development. Governance is a broader notion than Government.

Governance involves interaction between these formal institutions and those of civil society". Governance is as the traditions and institutions by which authority in a country is exercised. This includes 1) the process, by which authority of governments are selected, monitored and replaced, 2) the capacity of the government to effectively formulate and implement sound policies and 3) the respect of citizens and the state for the institutions that govern economic and social interactions among them. The conceptualization of the term 'governance', indeed demands for a full understanding of what governance is and the difference between government and governance because there is common trend of equating government with governance. For this purpose, both the term governance and government are being defined below.

Government is described as the repository of confidence and power of the people delegated by them for a fixed period of time for the express purpose of identifying, mobilizing, organizing, guiding and directing all available resources, human and other, to facilitate planned and participatory transformation of their society towards enhanced well-being of its people, via just enjoyment of all its needs, rights, aspirations and sustainable peace.

Governments are necessarily political regimes pursuing a course of development action that they consider as most suited within the construct and form of their society and its constitution. Government comprises the constitution and laws, institutions and structures, management mechanisms and administrative processes. These are devolutionary instruments that make government participatory and responsive. Governance, on the other hand, is the sum of cumulative

practice of behavior and attitude of the government as seen in the manner they create and use the said evolutionary instruments. Form, style, systems, methods and procedures of government generally reflect the pattern of governance in a nation or city. The quality and effectiveness of governance depend mostly on how judiciously the government uses the said instruments to help people achieve the ultimate goal of their progress- justice, equity and peace (IDPAA PRIA, 2001).

2.1.2. The Meaning of Good Governance:

In the present era the terms 'governance' and 'good governance' are being increasingly used in development literature. Bad governance is being increasingly regarded as one of the root causes of all evil within our societies. Most of the donors and international financial institutions are increasingly basing their aid and loans on the condition that reforms that ensure "good governance" are undertaken. There is common tendency to use 'governance' as a synonym for 'government' by whom. This confusion of terms can have unfortunate consequences (Plumptre and Grahm, 1999 cited in S.M Anowar, 2010). The concept of governance is as old as human civilization.

It is mentioned that, sometimes governance and government are used interchangeably, possibly because the former is regarded as a useful buzz- word. Usually governance means government and its public policies, institutions, and a system of economic relationships or a role for the nongovernmental sector in the business of the state (Smith, 2007).

Governance means: the process of decision- making and the process by which decisions are implemented or not implemented. Governance is used is several contexts such as corporate governance, international governance, national governance and local governance (United Nations Economic and Social Commission for Asia and the Pacific).

The World Bank and United Nations Development Programme (UNDP) explain governance as the manner in which country's economic, social resources are managed, and power is distributed. This view of governance recognizes the importance for development of institutions, particularly private property and the rule of law (Smith, 2007). Government is one of the most important actors in governance. The other actors involved in governance vary depending on the level of government that is under discussing on the local government. Good governance is not only for a type of government and its related political values but also for certain kinds of additional components. It implies government that is democratically organized within a democratic political culture and with efficient administrative organizations, plus the right policies, particularly in the economic sphere.

At the constitutional level good governance requires changes that will strengthen the accountability of political leaders to the people, ensure respect for human rights, strengthen the rule of law and decentralize political authority (*Ibid*).

At the political and organizational level, good governance requires three attributes those are common to the governance agendas of most aid agencies: political pluralism, opportunities for extensive participation in politics, and uprightness and incorruptibility in the use of public powers and offices by servants of the state. At another level of understanding is Administration. So administratively, good governance requires accountable and transparent public administration; and effective public management, including a capacity to design good policies as well as to implement them (*Ibid*).

2.2 Theories of Local Government: Dual state, Public Choice and the Localist theory

An Early Theorist of Local Government: John Stuart Mill

John Stuart Mill (1806- 1873) is seen as the early advocate of local government (in Britain). In his considerations on representative government, first published in 1861, he favored a systematic hierarchy of administrative bodies, and placed more faith in the capacity of local institutions.

The ideally best form of government is that in which sovereignty or supreme controlling power in the last resort is vested in the entire aggregate of the community; every citizen not only having a voice in the exercise of that ultimate sovereignty but being at least occasionally called on to take an actual part in the government, by the personal discharge of some public function, local or general.

Millis' position rested on two arguments. First that local institution would be an essential element in a system of democratic government, because they widen the opportunity to participate and provide the capacity to educate citizens in the practice of politics and government. Second, that substantial scope for local government made practical sense because local interest, knowledge and capacity to oversee made the prospect of achieving efficient service provisions more likely.

Dual State Theory

Proponents of the dual state theory distinguish between central and local government on the basis of their relationship with other sources of pressure within the political process. Central government, according to dual state theorists, is remote, and its decisions are made by a relatively closed circle

of officials in coordination with bodies such as capitalist producer groups, professional associations and trade unions. Local government on the other hand, is open or accessible to a wide range of popular interests through its closeness to the public.

Central government is mainly concerned with production, economic efficiency and prosperity of the whole state, while local government is concerned with the maintenance of a certain quality of life through providing collectively for the needs of various sections of the population.

Public Choice Theory

Public choice theorists argue that the failings of local politicians and bureaucrats have made local government weak, ineffective and wasteful. They hold that elected politicians are not the true representatives of the public. Elections, which are held every 4 or 5 years, force ordinary people to decide on multiple issues simultaneously. Furthermore, self-interested politicians, who are influenced by organized interest   groups, make promises to maximize their vote, and once in office disregard these promises.

On the other hand, bureaucrats push for the expansion of budget and their scope of regulation that serve their own welfare (increase in their number, improvement of promotion prospects and job security, creation of patronage). In fact, bureaucrats' capture' the politicians (win their approval) given that they control much access to information about the need for services and the costs involved in providing existing services.

Proponents of public choice theory advocate two institutional reforms to mitigate these negative features of local government. They suggest contracting-out public service delivery to the private sector to increase efficiency. Because open competition with private contractors forces bureaucrats to reveal more information about the costs of the service they provide, and makes possible comparisons of cost- effectiveness and efficiency. The second reform is the fragmentation of bureaucracies, which are too large and lack initiative but monopolize the supply of services. For public choice theorists, what is required is a large number of small local authorities providing opportunities for comparisons and choice, and facilitating cuts in spending and manpower.

The Locality Theory

The locality theory, which argues for autonomous and responsive local authorities, has multiple arguments. First local government is grounded in the belief that there is value in the spreading (diffusion/distribution) of legitimate power and the involvement of many decisions-makers in many different localities. A second point resets on the view that there is strength in diversity. It acknowledges that, needs vary from locality to locality, as do interests and concerns. Local government allows these differences to be accommodated, and also stimulates learning and innovation. Third, local governments are truly local. This aspect facilitates accessibility and responsiveness because local officials live close to the decision they make and to the areas whose environment they shape. Local governments' smaller scale and visibility makes it more open to popular influence and scrutiny than central government. Finally, it has the capacity to examine services from the perspective of the public. And a stronger commitment to meet local needs. In short, in the localist view local governments make government less remote and more manageable.

2.3 Importance of Local Government

The importance of local government lies in sustaining democracy. If democracy has to function properly, as many citizens as possible should be encouraged and provided with opportunities to take a continuing interest in its activities and problems. In a democracy, people have to work with great patience and perseverance. In the long run, we may find that the progress achieved under such democratic methods is more firm and more solid than under a totalitarian set up. People should have faith in democracy is like reposing faith in themselves. Since faith sustains people's patience, people can acquire this faith more easily through experience of working in democratic institutions.

The importance of local government may be discussed under the following heads:

   (i) **School of Democracy**

The proposition that self- government localities are the citadels and schools of democracy has been stressed by the following statement of an advisory committee of the commission on inter-government Relations (U.S.A):

"Local governments are to total government what basic tissues are to the human body. Without them, government would have no vitality. The countries, cities, towns' villages, and boroughs serve

as training schools for the leaders of government and in the affairs of local government are tied to those who aspire to state and national offices" (World Bank, 2015).

More important is local governments can be used to soften the impact of arbitrary state and national laws and regulations and to modify them to fit a population quiet diverse in its cultural, economic, geographic and political elements (World Bank, 2015).

It had long been recognized that Local government has a value as an 'education' for democracy. It is education for the electors, who are called upon to do their voting in relation to issues that are readily comprehensible to them; and for councilors, who can gain experience in the art of responsible leadership. It is easier for local government than for national government to be close to the common people (World Bank, 2016).

Lord Bryce in his famous work on Modern Democracies has laid down that "the best school of democracy and the best guarantee for its success is the practice of local self government." Underlying the importance of local government in free democratic India, JawaharLal Nehru had said "Local Self- government is and must be basis of any true system of democracy." It is also opined out that Democracy on the national scale can function in a healthy manner only if it is supported and nourished by democratic local government.

Local Government can be said to encourage citizenship or democracy and to promote political education in its widest sense. It does this by involving large number of people in the political decision making process. While people may find the affairs of a modern state too large and complex to understand, they will perhaps more easily and naturally participate with their neighbors in helping to manage local community affairs (Daniel, 1994).

Emphasizing the importance of local self government Prof. Laski says that "the institution of local government is educative in perhaps a higher degree at least contingently than any other part of government. And it must be remembered that there is no other way of bringing the mass of citizens into intimate contact with persons responsible for decisions. It cultivates a sense of civic duties and responsibilities and develops among the citizens a corporate spirit of common interest (Byren, 2001).

Local elections provide opportunities for participation through voting which provides lots of political education. Local government provides opportunities to a very large number of citizens at a time to work in democratic institutions and to directly participate in the administration of the affairs of community. Thus it serves as training/ ground for emerging leaders, who after getting experience in the art of government and politics in these institutions, go up to the state level (Byren, 2001).

(ii) Effective solution of local problems

Local government by applying local knowledge to local problems prepares the way to understand them. It is a popular saying that "only the wearer knows where the shoe pinches." Thus, the problems which are local in nature need to be solved locally as per the needs. To do this the government has to step down to local level. Problems of a particular locality can easily be best tackled. If local resources are brought to bear on them the local bodies on account of their nearness to the people and familiar with their needs and wants are better placed to meet them. Laski opined "we cannot realize the full benefits of democratic government unless we begin by the admission that all problems are not central problems, and that the results of problems in their incidence require decisions at the place, and by the persons, where and by whom the incidence is most deeply felt (Markhnson, etal, 2010)".

Central government is not equipped to grasp the inimitable conditions of each locality. Local government is preferable precisely because locally elected institutions employing their own specialist staff are better placed to understand and interpret local needs (Ibid).

(iii) Provides Civic Services

Local government institutions perform numerous functions to provide civic amenities to the inhabitants. The services performed by these bodies include garbage collection, cleaning of streets, drainage, electricity, water supply, fire services, health service, etc. are very important for good civic life.

(v)   Reduces the burden of work of State/Central Government

Local government aims at division of governmental functions and a large number of functions are performed by it which in the absence of local government would have been performed by

State/central government. It is argued that national governments are needed to cover the total area. There is a need for a group of sub-national governments each covering a significant portion of the national area. Municipal governments should be there for the areas in which many people live closely together and have common problems growing directly from their collective social life. This division according to functions lightens the burden of functions to be performed by the central government. If the central government is over-loaded with work, it becomes incompetent, incapable and inefficient to perform its duties. Even if the central government be competent and efficient, yet it is said that good government is no substitute for local self-government. Thus local government is necessary for the development of initiative and interest of local masses in government (Johnson, D.2010).

(vi) Laboratory for experiments and testing Government Policies

Local government is an invaluable social- political laboratory for trying and testing on a small scale the various new proposals for government organization and socio-economic policies. It is a preserver of local color in the national life. Local authorities are almost bound to enhance the learning capacity of government. Local governments might develop their own solutions and initiatives, some of which may prove unsuccessful or applicable only to their context. These issues might include: free birth control, comprehensive education, mobile libraries, advice centers for housing or consumer affairs, free bus travel and special housing for pensioners; many local authorities or even government have since adopted these ideas (Johnson, D.2010).

(vii) Control and Check against Bureaucracy

As a matter of fact, these local authorities direct and to an extent regulate our lives. They provide the citizens with the minimum health, education and other welfare services. Besides, providing the service, a strong local government system prevents unnecessary increase in the powers of bureaucracy over the community. A centralized system of administration, even though democratic, results in control of the community by bureaucracy. In the absence of such institutions the business of government is left in the hands of appointed officer that widens the gap. It is one of the goals of any democratic constitution to prevent concentration of executive powers in a few hands. The existence of local government makes way for the decentralization of powers and led to the

reduction in the powers of bureaucrats. Local government provides intimacy and ready access to local government officers.

(ix) Local Government is Economical

The performance of any government, whether central or local, largely depends upon availability of finances. In performing functions by local government economy is secured because local functions are performed by local authorities out of the funds raised locally by levying taxes. When the local people are entrusted with the management of local affairs, they will manage them at the lowest cost because they know that it is their money which is spent on local services. Therefore, they remain conscious to make services more economical and avoid wastage (World Bank, 2010).

2.4. LOCAL GOVERNMENT AND GOVERNANCE IN ETHIOPIA

2.4.1. Local Government Arrangement in Pre-1991

2.4.2 Local Government during the Imperial Era

The Haile Selassie I regime (1931-1974) is generally credited with initiating modern administrative and local government reforms in Ethiopia, although these reforms were of particular kind. The regime instituted greater centralization of political power and authority, resulting in the dominance of the central government over, and undue interference in Awraja(zone), Woreda and municipal affairs.

The focus of development was on Awarajas (zones). Woredas and municipalities were considered more like de concentrated units of government administration or field agents of the central state instead of true local governments with adequate authority within their territorial jurisdiction (Sisay, 1996).During the reign of Haile selassie, local government existed for the purpose of maintaining peace and generating revenues. This function was mainly realized by the interaction of interior's governors, the provincial police under their authority, and field agents of the Ministries of justice and finance. While personnel from these three Ministries were found in most local government units. The Haile Sellasie regime divided the country into 13 Governorate generals *(Teqlay Gizat),*99 sub-provinces *(Awraja)* and 444 districts *(Wereda)* (Daniel, 1994). In 1960, the federated state of Eritrea was annexed to make it the 14th province while Addis Ababa, the capital, became a province in its own right raising the total number of Governorate generals to fifteen. The criteria for

the division of the governorates, the provinces and local governments were mostly for administrative convenience and in some cases depended on the power and influence of local landlords. The more powerful the landlords, the greater the number of people and territory under their rule (Gilkes,1980). Despite the claims to the contrary, (Daniel, 1994) ethnic affiliation, cultural similarities, historical ties or public economic interests were not taken into account when administrative divisions were implemented. Heads of Governorate generals and the sub-provinces were appointed by the emperor himself; while those of local governments were left for the heads of Governorate generals (Cohen and Koehn, 1980). The main duties of local governments under the Imperial regime were three-fold: to maintain law and order; to levy government taxes; and to settle disputes in the law courts. Development was not on the agenda of the regime (Gilkes, 1980).

When Emperor Haile Selasie restored his power in April 1941, his first move was restructuring the administration division into 12 *'Awrajas'(counties),360 'Weredas'* (districts), 33 *'Meslenes'*(sub-district) and 1176 *'Miktil Meslene'* (communes), showing a five government tiers including the centre at the top Various criteria were adapted in restructuring the administration divisions. Assimilation policy was a principal guidance (Ghebrehiwet, 2002). No *Teklay-Gizats, was* mono-ethnic. *Majority of the Awrajas* and *Weredas* were carved by bringing two or more ethnic groups together. Blending feuding ethnic groups was viewed as an ethnic conflict resolution mechanism at local level. Weakening ethnic groups who were real and/or potential political threats to the regime by dividing in to two or more *Wereda* Administrations was also another policy of the regime. Raya communities were case in point (Asmelash 1987:41). In some instances, physical factors like mountains, gorges and rivers served as boundaries between jurisdictions. In rare cases ethnicity and history criteria were applied. Criteria such as settlement pattern, economic viability and administration convenience were hardly considered in the demarcation of the administration divisions.

2.4.3 The Military Regime (1974-1991)

The Dergue regime (1975-1991) had maintained the previous administrative division over the first twelve years of rule. The promulgations of the first Republic (Peoples 'Democratic Republic of Ethiopia) in 1987 came up with new territorial administration divisions of five autonomous regions and 24 administrative regions. The five autonomous regions, namely Eritrea, Tigrai, Asseb, Dire Dawa, and Ogaden were created on political basis with the intention to address the then political

turmoil provinces which were waging armed struggle for full independence (Eritrea and Ogaden/Somali) and autonomy (Tigrai). The creation of Asseb, which is historically an Eritrean territory, as an autonomous region was aimed to abort the Eritrean nationalists claim over the geopolitical strategic port of Asseb by detaching the Red Sea Afar from Eritrea. Dire Dawa autonomous region was formed by bringing some *Weredas* of Hararge province inhabited by Oromos, Somali and Harari. Delimitations of the Administrative Regions took in to account combinations of politics, economic base, ethnicity, settlement pattern, and population size criteria. Many regions were created on a dominant ethnic group basis.

Both the Autonomous Regions and Administration Regions were to have own executive bodies as well as *Shengo* (literally mean Assembly), although they were subordinates of a higher level of administration. Competences of the autonomous regions were not designed in a way to bring about meaningful political, fiscal and administrative devolution of power. All sources of revenue, but municipal fees, were reserved to the central government, leaving nothing to the revenue generating regions. The Autonomous regions were mainly supposed to ensure implementations of laws, decisions and directives of the centre. Economic and social development plans, and budget allocations had to get approval of the National *'Shengo'*. Autonomous Regions and the Administrative Regions had hardly legislative power to spend and to levy tax. The Autonomous Regions were merely agents of the central government. So did the Administrative Regions to their next higher level of administration (Ghebrehiwet, 2002:37).

2.4. 4 The Post 1991 Period

The Federal Constitution defines Federal-States intergovernmental relations only, leaving the Establishment of local governments to the judgment of the States (art. 50(4)). Accordingly, depending on the level of ethnic diversity, the States have established five or four Local Governments (LGs) tiers. Again, two pragmatic approaches have been applied in the delimitation of local governments (the Zones, Special Zones, Special *Weredas, and Wereds). Zone Governments and Special *Wereda* Government comprise several rural and urban *Woreda* Governments. In the heterogeneous states of SNNP, Benshagul-Gumz and Gambela; Zone, and Special *Wereda* governments are mainly established along ethnic lines regardless their economic availabilities to ensure the right of Nations, Nationalities and People to exercise self- rule (Revised Constitutions of

SNNP, Gambela and Benshagul-Gumz). ln the SNNP, Zone Governments (ZGs) and Special *Wereda* Governments (SWGs) are formed by breaking up from heterogeneous *Zone/ Wereda* Administrations.

When a single ethnic group is found very tiny, two or more ethnic groups were brought together, often based on culture and similarity of language to form a ZG or SWG or WG. Each ethnic group is fairly represented in the Councils of ZG or SWG or WA. In Benshangul-Gumze and Gambela, each founding nationality/ People is organized at Zone Government level. [n the relatively homogeneous States of Tigrai, Afar, Amhara, Oromia,and Somali, the creation of LGs *(Weredas and Kebeles)* have taken into account administration convenience, population size, and settlement pattern, while minority ethnic groups within these States are exceptionally established on ethnic basis at Zone or (Special) *Wereda /Kebele* level. For instance, in Amhara, four minority nationalities, namely, Awi, Wag-Hamra, Oromia and Argoba have formed own government at Zone level (The Revised Constitutions of Amhara, 2001). The demarcation of Irob *Wereda* and Kunama at Special *Kebele (labia)* level in Tigrai and the Argoba Special *Wereda* in Afar are also other illustrative cases.

Here, mention should be made on the distinction between the Nationality- based Zone Governments and the functional Zonal Administrations. The former are independent self-government entities. They are established on ethnic basis to guarantee minorities' rights to self-government. They have elected Councils, Executive and Judiciary bodies. Each Zonal

Government or WG has representations at State level (the Revised Constitutions of Amhara, SNNP, Benshagule-Gumz, and Gambela). In contrast, the latter are established in the relatively homogeneous States of Tigrai, Oromia, Somali, Afar and Amhara (excluding the Nationality Administrations). They are simply branches (delegating organs) of the States. They do not have Council and Judiciary bodies. Executives are appointed officials and answerable to respective State Councils. They are established to serve as administrative links between the State bureaus and WGs. The Federal-Regional-Local Government Structures in 2008 makes distinction between Urban Local Government (ULG) and Rural Local Government (RLG). Two points well justify for such distinction. One thing is that the Ethiopian economy is characterized by an agrarian economy and predominantly rural population. Another thing is that there are marked differences in local preference for public services between the urban and rural areas. The federal arrangement has made

local governments very close to the people. *Kebele,* the lowest LG is organized, encompasses an average of 5,000 residents. This level of government serve as an instrument to promote local people participation in decision making, mobilize local people to enhance social and economic developments at local level and access to basic public services (Gebreab, 1998).

Delimitation of sub national governments should be stable. If redrawing of the existing boundary deems necessary, it should be based on research and be evaluated against it long term political implication, economic efficiency and administration feasibilities.

Nevertheless, local governments in Ethiopia are characterized by continuous fragmentation. Over the past two decades, one might observe frequent reorganization and fragmentation process of local governments. So many factors attribute for this. Restructuring of local governments without detail studies and long-term impacts is not uncommon practice in Ethiopia. Altering or modifying or creating a new jurisdiction through referendum is an exceptional practice rather than a normal process. Delimitation of local government is highly decentralized and predominantly political decision. Reorganization and delimitation of *ZGI SWGI* WG vest on State Governments' power. These levels of government, in turn, alter boundaries or create new government units next to it. In September 1995, member states of the Federation restructured their districts and sub district son the basis of several criteria. These were population size of approximately 100,000; cultural proximity and historical background of the communities in one area; market and trade relations within themselves; transportation accessibility to one another; and administrative ease under one local government (Abyotawi, 1995; Woyin, 1995 cited in Gebreab, 1998). The restructuring of local governments was a huge exercise in Tigray. At one go Tigray reduced the number of local governments from 81 to 37. This is due to the fact that the wartime local governments were considered to be too small (average population of 30 to 40,000) to be suitable for economic development.

Besides, an administrative unit suitable under a war situation was found to be not suitable in peacetime. After restructuring in 1995, the included the municipal government of Meqelle, the capital of Tigray and the Adi Erob 'special ' local government created solely to accommodate the minority Erob people (Gebreab, 1998).

In 1996 amalgamation of Weredas took place in all States that cut down the total number of Weredas by half. Two entire or partial neighboring Weredas were merged to form a ' bigger' Wereda without consulting respective residents to which Wereda they would like to join. Then

objective of the amalgamation of LGs was to make use of the available scarce public resources by minimizing administrative costs. At the commencement of the WLO in 2002, there were only 13 Constitutional ZAs and SWGs, and 552 Wereda Administrations in the entire country. By 2010, the figures raised to 35 ZAs *I* SWAs and 774 rural WAs. While the SNNP, a home land for 56 ethnic groups, is a major contributor to such a sharp increase of number of *ZAI* SWAs and WA, Oromia leads the multiplication of WAs. For instance, in 2001 the SNNP had only 77 ZAs, SWA and WAs against 150 in 2010. Similarly, Oromia had 180WAs against 305 for the same period (Ibid).

One of the first tasks of the transitional government was to create local administrative bodies through local election. To that end a law was enacted in Parliament (TGE, 1992a) which defined the duties and responsibilities of the elected local governments. In June 1992 a country wide election at the district (wereda) and sub-district (kebelle) level was conducted. The number of local governments at the district level was then considered to be 660 and that of the sub-district around 26,000 (TGE, 1992b cited in Gebreab, 1998). Except for the Ethio-Somali State, all other states managed to set up these local governments.

2.4.4.1 Legal Authority

The Federal constitution recognizes the existence of local governments in all member states. Article 50 sub-article 4 of the constitution states: 'The states shall accord the lowest unit of government such powers as will enable the people to participate directly in their self-determination'. The lowest unit of government in FORE is the *Kebele.* Local government at the *wereda* level is one echelon above *Kebele* and in most cases a third level from the State just below the administrative zone. In some cases, zonal administration is not legally binding while local governments at the district level. Chapter 10 Article 81 sub article I of the State Constitution of SNNPS (1995:27) states that ' the local *(wereda)* government is responsible for the preparation, decision-making of local social and economic development plans. It is at the same time bound to respect and implement laws, policies, regulations and orders of the zonal and state governments'. While sub-article 2 of the same Article (81) states that 'the local government is responsible for self-administration, the development of its locality and in making decisions of local concern but is subordinate to the state and zonal governments'. This shows how local governance structure seemed to be in Ethiopia in relation to three regimes. And also it explained the decentralization process and reformation of state in Ethiopian history.

2.5. THEORETICAL LITERATURE

2.5.1. Experience from Botswana

The issue of governance practice in Botswana was an example for the rest of African countries. Local government in the country were well functioned and they are autonomous in revenue generation, local development policy making, planning and implementation. This calls for expeditious decentralization. So that they have authority and flexibility in budgeting and manpower planning.

In Botswana there is Local Government Minister which is responsible for controlling the function of local authorities. The ministry is the focal point for planning and coordinating the local authorities (Sharma,2005).Employees in the public/civil service are supposed to be politically neutral since the law does not allow public servants' active participant in politics. In Botswana it is misconduct for public officer to engage in any activity outside of his official duties which is likely to involve him in political controversy or to lead to him taking improper advantage of his position in the public service. Civil servants are not allowed to hold political office while employed in the civil service (BIDPA, 2007).

Citizen's participation Citizen Participation is one of the integral features of any well functioning liberal democracy. Civil society in Botswana has alternatively been characterized as inactive with minimal influence on public policy, or as promoting dialogue with government Carroll and Carroll argue that 'civil society was almost nonexistent in Botswana in the late 1980s, but it developed extraordinarily rapidly in size and influence in the 1990s'.75 Civil society in Botswana had grown and developed such that 'by the end of 1999, it consisted of approximately 150 indigenous NGOs, around 50 community based organizations, some 23 trade unions, and a handful of business associations' .76 Balule77 observes that since its emergence in the 1980s, the private media in Botswana has generally played its watchdog role satisfactorily, and investigative journalism has in the past exposed corruption in government, mismanagement, human rights abuses and other miscarriages of justice (BIDPA, 2007).

As a liberal democratic polity, Botswana has a number of structures and organizations through which citizens participate in the political process. One of the main structures, and possibly the most important, of citizen participation in Botswana is the kgotla (Zibani, Dorothy, 2007 cited in BIDPA,

2007). The kgotla, which is presided over by the village chief, is a traditional meeting place, or what can be called a village parliament which allows for frank and public exchanges of views on non-partisan and mostly developmental issues. In this sense, kgotla can be addressed by civil servants, ministers, sitting councilors and members of parliament, especially when they want to consult the public on an issue of national importance.

According to African governance report, (2005) Botswana achieved a progressive change in good governance practice. So from this what we learn is that participation of citizen on government and private media genuinely playing a great role for achieving good governance and exposing people who are corrupt.

2.6. Principles of Local Government Organs

Local government units shall adhere to a set of regulatory principles that govern their work, the most important being: accountability, liability and community control across all local government levels and components. The principle of transparency should be enforced with sustainable forms and purpose-built structures in a manner that enables citizens to know and access information and have positive interactions with local communities. Strategic planning should inform development and service provision. Creativity and innovation should be encouraged and rewarded in all the areas local government units cover.

2.7. Local Government Objectives

Local governments have a set of objectives, the most important of which are to expand and strengthen democracy by enabling local communities to manage and steer their own affairs, accelerate local development in urban and rural areas, reduce poverty, and continuously improve citizens' livelihoods and advance their quality of life. When implementing operations and development plans, they can contribute to sustainable and comprehensive development by bringing administration and services closer to the people, simplifying access to and improving the services provided, encouraging the spirit of constructive competition between units, curbing internal migration to realize population stability, and fostering social peace and harmony.

2.8. The local governance and groundwork for Federalism

All studies on decentralization (federalism) agree that local governance – in all its definitions, from "decentralization" to the broader political sense of "federalism" – plays a pivotal role in laying the foundation for a civic, democratic and modern state built on the rule of law and equal constitutional rights and duties. It also lays the groundwork for genuine partnership in power and wealth, and immunizes societies against dictatorship. A federal state, as seen from other experiences and models around the world, is difficult for autocratic rulers to control, as powers and competencies are divided. It also places the federal president and head of government under the watchful eye of the federal parliament and holds them accountable to regional parliaments and governments.

These constitutional institutions, along with the Supreme Constitutional Court, will not let the president or federal head of government, or any other authority for that matter, overstep their constitutional mandate; they enforce the federal system's survival and all its various entities. The federal state can only accomplish its objectives and exercise its powers with respect for the constitution and rule of law, a culture of tolerance and public participation, the clear separation of powers between the federal state and various regional structures, and the development of central and local institutional structures. Along with strong partnerships between the regions and local communities, and financial resources being objectively and equitably shared between the center and regions, a Supreme Court, even in the oldest federal states in the world, is crucial to preserving a state's unity. In most federal systems, the Supreme Court ensures federal stability and prevents the central government from encroaching on the regions' powers and vice versa. Ethiopia draft constitution states that the constitutional court shall not be utilized for the federal government to expand its powers, but remain an independent, neutral body. This is a crucial safeguard for applying the federal constitution and preserving the federal state's unity. Thus, court decisions are final and cannot be repealed.

2.8.1. The Regional Governmental Powers

The region's legislative authority, embodied in the regional parliament, is mandated to issue binding rules that govern the peoples' actions. Composed of no more than 80 members, they are elected by public vote based on a proportional system to ensure equitable representation for all states. Tenure is for four years and members are prohibited from taking office in any other federal, regional or district authorities during that time.

2.8.2. The Regional Parliamentary Powers

The regional parliament shall adopt or amend the draft regional constitution with a two-thirds majority, provided it does not conflict with the federal constitution. It shall propose debate and adopt bills within its mandate and shall further approve the region's public budget and take over accounts from the previous year(s). In addition, the regional parliament is also responsible for negotiating and ratifying cooperation and investment agreements for economic and social development, provided they do not infringe upon federal foreign policy, mandates or debt liquidation. It shall supervise the region's executive bodies (regional government) and confirm the appointment of senior officers to civilian, autonomous bodies and the regional police.

2.8.3 The Regional Executive Authority

The regional executive authority consists of the region's governor and government. The head of the region is also head of the government and chief executive. They are elected with a two-thirds majority from members of the regional parliament. In turn, the chief executive presents a list of candidates for the regional government to the parliament and seeks its approval.

2.8.4. Regional Governor Powers

Regional governors have the power to appoint civilian and police officers, make legal endorsements and ratify cooperation and investment agreements approved by the regional parliament.

2.8.5. Regional Executive Authority Powers

The regional executive authority formulates and implements public policies for the region, proposes bills and bylaws, proposes social and economic plans to the parliament as well as the coming year's public budget and presents the final accounting for the previous year.

2.8.6 Vote of No Confidence

Confidence may be withdrawn from one Member of Parliament or the entire government with a simple parliamentary majority. When this happens, the chief executive must form a new government and seek the parliament's approval. The regional parliament can also hold a vote of no confidence on the chief executive. If they reach a two-thirds majority, a new chief executive must be elected.

2.8.7 Regional Judicial Authority (Judicial Councils)

The draft constitution stipulates that regional judicial councils be regulated by the Judicial Authority Law. This includes the appointment of judges and public prosecutors, and their delegations, sentiments, disciplinary actions, retirement, resignations or any other matters related to

their careers. Most prominently, these councils: manage the courts and public prosecution organs within the region, formulate public plans and policies to reform and improve the judiciary, establish its budget and oversee the district courts of first instance, the state courts of appeal and the regional constitutional courts. The rulings from the regional constitutional courts are final, unless the case falls within the mandate of the Supreme Constitutional Court.

2.9 EFFORTS OF THE COUNTRY TO ACHIEVE   GOVERNANACE

As governance matters for any activities that a country tries to achieve, it must be practically and touchable established. Unless good governance substantially established and assorted with existing national institutional frameworks, all effort to ensure development and democracy would remains in fiasco. Although economic growth is a driving force in reducing poverty, but experience has shown that good governance and pro-poor choices are vitally important in the process of alleviating poverty. Therefore as described above it was in 1991, just after the annihilation of the military regime of Duerg that a process on building democratic governance which is very valuable started. Since then the government has taken important measures to promote good governance and the FDRE Constitution adopted in 1995 establishes multi-party parliamentary system of government and recognizes most of the human rights elaborated under international law.

The government has also shown its commitment to promoting good governance through ratifying a number of international human rights instruments, reforming domestic laws to harmonize with international human rights standards, emphasizing good governance in different policies and programs such as the SDPRP/PASDEP. Still recognizing how far good governance is indispensable for poverty alleviation, the government of Ethiopia has been making efforts to achieve it. One of the efforts to achieve good governance has been the development and implementation of the Urban Development and Urban Good Governance Packages, which has provided the basis for the implementation of good urban governance practices in Ethiopian urban centers to facilitate accelerated and sustained urban development and which also involve substantial public and private investment, support the government's strategy of growth and poverty eradication is worth mentioned.

The Urban Good Governance Package answers the question "how" will the government deliver the public services of the Urban Development Package and all other public services – those less tangible but essential attributes of government service delivery that are described in terms of

efficiency, effectiveness, accountability, transparency, participation, sustainability, the rule of law, equity, democratic government and security (Ministry of Works and Urban Development, 2007:39). Urban good governance principles and practices are cross-cutting – they are applied to the development and implementation of all programmes. The PASDEP governance matrix, according to Ministry of Finances and of Development (2007), sets out a number of out puts and outcomes relating to the development of state organization and institution, in particular, in relation to parliaments, the justice sector, the civil service, decentralized system of government, mechanisms of conflict management and resolution, democratic representation, and organization of good governance such as Institute of Ombudsman and Human Rights Communication. The government has also made a five-year program agreement, in support of PASDEP's team goal to develop "a fully operational democratic, accountable and responsive constitutional federalism, ensuring good governance, citizens' empowerment and participation with UNDP, in 2007 under Multi- Donor Support for the Democratic Institution Program (DIP) with the total budget of USD 53.438 million. Based on the agreements, for instance at the end of the term agreement in 2011, one of the selected institutions, Federal Ethics and Anti-Corruption Commission (FEACC) is expected to achieve improved effectiveness, efficiency and accountability of the civil service; efforts to fight against corruption, institutionalized, well-structured and systematized (MMoFED, 2007:8). These all shows the attempts that the government with the support of donors making are making to achieve good governance for sustainable economic development.

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

• Lack of adequate awareness about human rights among the public

• The limited democratic culture and experience in the country

• Limited participation of citizens in governance

• And lack of adequate and appropriate laws and policies in some areas

• Capacity limitations of law enforcement and governance organs of the government, etc. (Rahmato, et al,2008:79) Cognizant of the fact that PASDEP recognizes about the need for more efforts to make local authorities more transparent, accountable and efficient in their response to the needs of the people

2.10 GOOD LOCAL GOVERNANCE

In spite of its old aged history it is most recently that the concept of local governance has entered the broad discourse in the academic and practice literature. Local governance has now become an important aspect of development theory and practice, and there is growing evidence of the success of dynamic local experiments in budgeting, planning, service delivery, multi sector partnership and participation (UNDP, 2005). When we speak of governance, we speak of the processes of interaction - the relationship - between government and citizens, whether as individuals, businesses or civil-society organizations.

Local governance is the interaction between a local government and its citizens. It also includes the interaction between local governments and other government bodies and levels. These are the external dimensions of local governance. According to Shah & Shah (2005) governance at local level described as a broad concept and is defined as the formulation and execution of collective action at the local level. 'Local governance links the processes of democratization and decentralization at a sub-national level.' Although, strictly speaking, local governance does not require local democracy, it is believed that decentralization without local democracy is quite simply less effective.

According to World Bank Oslo Center the concept of 'democratic local governance' has become an integral part of local development approaches, and has provided a basic rationale for donors 'support to decentralization reforms and local governments' capacity building. The concepts of local governance and decentralization, at times used interchangeably, are related but different concepts. Decentralization is primarily a national political, legislative, institutional and fiscal process. While local governance can be affected by decentralization processes - for example, if local governments are expected to provide services formerly offered through national organizations – it may or may not be accompanied by decentralization, representative or participatory democratic processes, transparency, accountability or other defining characteristics of 'good' local governance. For development and governance to be fully responsive and representational, people and institutions must be empowered at every level of society – national, provincial, district, city, town and village. Local democracy produces more effective local governance. This is achieved by deploying local authority resources more effectively and more appropriately. The more a local government can involve stakeholders in local decision-making, the stronger and more sustainable

its decisions will be. Thus it covers the direct and indirect roles of formal institutions of local government and the 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 service. Local government thus includes the various objectives of vibrant living, working, and environmentally preserved self-governing communities. The very concept of good local governance denotes quality, effectiveness, and efficiency of the local administration and public service delivery; the quality of local public policy and decision making procedures including their inclusiveness, their transparency, and their accountability, and the manner in which power and authority are exercised at local level (http://www.undp.org).

Good governance at local level is not just about providing a range of local services; it is also preserving the life and liberty of residents, creating space for democratic participation and civic dialogue, supporting market led and environmentally sustainable local development, and facilitating outcomes that prosper the quality of life of residents (Anwar Shah et al, 2005).

2.11 GOOD GOVERNACE AND DEVELOPENT

Governance embraces all of the methods- good and bad that societies use to distribute power and manage public resources and problems. Thus, functions that government has are not specific to a particular type of political regime, good governance can be achieved in any number of ways in which government operates and exercises its functions. Good governance does not necessarily mean democratic governance or western style liberalism; governance can be said good when public resources and problems are managed effectively, efficiently and in response to critical needs of societies (Abdellatif, 2003). But this does not mean that good governance is all about, it is a broad and complex multidimensional concept that acquires the traditions, institutions, and processes that determine how power is exercised, how citizens acquire a voice and how decisions are made on issues of public concern in an efficient, effective, transparent, accountable, equitable manner based up on the broad participation of the society and the rule of law (UNDP, 1997). According to UNDP there is a growing international consensus that sound governance is essential in achieving sustainable human development and Abdellatif (2003) has also described good governance as a key determinant of growth. Besides, good governance according to ECA (2005) has described as a major factor in creating an environment of peace, stability and security in which people can pursue

various productive and creative activities, creating wealth and employment and thus promoting human development and alleviating poverty.

The former UN General Secretary Kofi A. Annan in one of his statement declared that "governance and development are important goals in their right; they also dependent on and reinforce each other. That is one of the main lessons that the United Nations has drawn from its vast and varied experience throughout the world. Without the rule of law and respect for human rights; without transparency and accountability; and unless governments derive their power legitimately, through the ballot box, the path to prosperity is likely to be more difficult, and gains could remain fragile and reversible. "

According to the UNDP 2008 annual report the effects of poor democratic governance are inextricably linked to poverty, HIV and AIDS, civil wars, and climatic change. Definitely, development cannot ensue unless governments at all levels are responsive, transparent and accountable to their citizens, especially the poorest and marginalized. Researches show that good governance brings concrete benefits to developing countries. Countries that have better governance achieve higher economic growth both overall and per capita and getting advances in such areas as infant mortality and illiteracy. That is why the importance of improving governance is set out in a number of high level international policy statements such as Millennium Declaration and specified as one of the targets of the Millennium Development Goals (MDGs). http://**www.odi.or**g

2.12 Conceptual frame work of the study

| - Challenges
- Practices
- Opportunities | ← **Influenced one another** → | Local government |
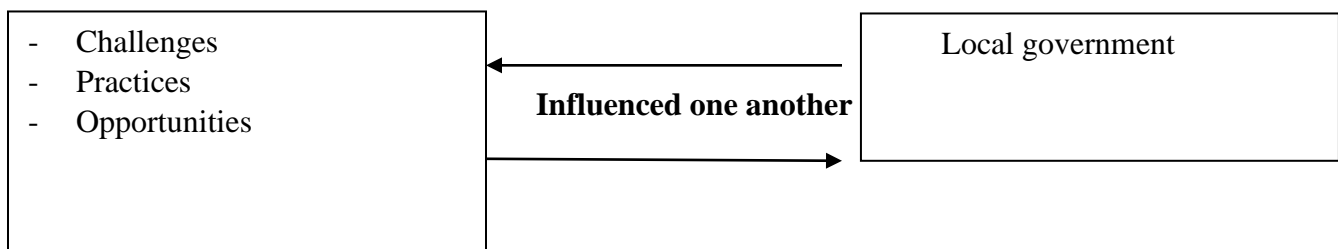
Fig.1: Model relationship between variables

Sources: Developed by the researcher

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The methodological part of the study focused on; selection of study area, research design, Sampling techniques, source of data; and data analysis methods.

3.2. Research Design

The research design was used in this research is descriptive with the following justifications i.e. the kind of problems identified and the research questions raised in this study directly rash the theoretical arguments forwarded by scholars in favor of descriptive method. For instance, (Ortinau 2006:218) forwarded three determinants for the research method to be descriptive. These are; I) If the nature of the initial research problem is to describe the characteristics of phenomena under investigation.

II) If the research question focus on issues like what, how and who elements.

III) The type of questions used to ask respondents are about what they think, fell and do. As a result, in this study descriptive study will be employed due to the problems, the research questions and the types of questions used to ask respondents are meshing to the above determents of descriptive design.

Kumar (2005:10) also state that descriptive research attempts to describe systematically situation, problem, phenomena program, administrative structure of organization and the needs of community. Based on the above theoretical arguments and since the main purpose of this study was focuses on assessing the practice, challenge   and opportunities of local governance in case of Jimma town administration   through collecting data related to peoples opinion about transparency and accountability of administrator, municipal office and participating communities indecision, participation of state and none state actors and responsiveness of administrates to the needs of community, descriptive method is appropriate.

3.3 Research Approach

This study applied mixed type of research. The qualitative data was collected through interview, FGD and Observation. This is done to provide more explanations on the quantitative data. It was chosen due to subjective nature of data which helps to gather citizen's opinion and experience through focus group discussion and interview. Indeed, qualitative method is hailed by scholars for making use of subjective information and participant observation to describe the context or natural setting of the variables under study, as well as variables in the contest. Therefore, it seeks a wide understanding of the entire situation (Peck and Seeker, 1999; Putney etal, 1999 cited in Mebratu 2008). The study was also employed quantitative research to quantify the opinions of civil servants and employees through the questionnaire.

3.4. Sampling Technique and Sample Size

The study was undertaken on Local Government of Jimma town administration, Municipality and five kebeles which are under the direct supervision of the town administrations are purposively selected. This offices were selected purposively because of the magnitude and importance in serving the society and their relation with diverse stakeholders. After the offices were identified, the number of public servants in selected offices included in the study as respondents has been decided proportionally to the total number of employees find in each office. So, the study covered seven offices, that are Bacho Bore kebele, Ginjo Guduru, Ginjo, Hermata Markato, KochiMendera, Jimma town administration and Jimma town Municipality. Therefore, as it can be seen in the following tables, this study would be conducted on (160) out of (370) total employees of the selected institutions. The Sample size determination was calculated using the Byren,1998.

Table 3.1   Sample size determination

No	Selected institutions	Employees	Sample taken	Techniques
1	Bacho Bore Kebele	50	25	Proportional sampling
2	Ginjo Guduru Kebele	60	30	Proportional sampling
3	Ginjo Kebele	55	24	Proportional sampling
4	Hermata Merkato Kebele	45	22	Proportional sampling

5	Kochi Mendera Kebele	40	20	Proportional sampling
6	Jimma town administration	45	16	Proportional sampling
7	Municipality	75	23	Proportional sampling
	Total	**370**	**160**	

Sources: Own survey questionnaire, on the bases of sample size determination of Sharien.T, 2002)

Because the town is more convenient for the researcher and no research was conducted relating to governance issues. In the study area, the town is taken for the study and employees were selected through purposive sampling technique. Moreover, the office such as municipal office and Administration was purposely selected. Because these public institutions was selected giving a due consideration to the availability of the large number of users in these public institutions. In selecting of respondents from each kebeles used a proportionate sampling technique.

Purposive sampling for interview and focus group discussion was employed. During selection of individuals for an interview age, educational status, social status and gender etc. were taken into consideration relevant to a particular research question. For the purpose of focus group discussion, a group which consists of 12 members from five kebele was selected based on their knowledge and experience in the subject under investigation.

Sex and age composition are given due attention during the sample time in order to make the sample representative and for cross section of society. Since the issue of governance was need experience and ability to understand age are taken in consideration in time of identifying Respondents. Sex was included to see how the governance system affects the gender role.

3.5. Source of Data

The researcher was to use qualitative and quantitative research methods. So, data was collected from both primary and secondary sources. The primary data are questionnaires for sample survey, key informants' in-depth interview, focus group discussion and direct personal observation was used. Secondary sources like data and factual information from various published materials, official documents such as the constitution and legal instruments and newspapers are referred. Books, working papers, articles, journals, reports, and statistical documents were also employed.

3.6. Method of Data Collection

A. Sample Survey

Questionnaires for sample survey were prepared based on the objective, literatures reviewed and the conceptual frameworks developed for this study. Questionnaire for sample respondents were prepared in English and translated into Afan Oromo and retranslated into English to maintain the consistency. The questionnaire was more of structured type and semi-structured questions were also incorporated.

B. Key Informants' In-depth Interview

Key informants in-depth interview conducted regarding the major challenges and opportunities of local governance that encountered the Jimma town administration and the selected kebeles of Jimma town. The practices, challenges and opportunities, interaction and institutional structure and its impact on local governance was the main part of the interview. The main key interviewee of the study was use purposely selected and attempt was made to have knowledgeable respondents from various sectors who are supposed to give answers on governance issues. Accordingly, they are two from justice office, one from municipal office, two from administrative office, and one from court, two from communication office, one from youth association and one from trade unions.

C. Focus Group Discussion

Since the ultimate users of local governance practice are residents, they were addressed through focus group discussions. Within two kebeles an individual group which consists of 6 members were taken. Individuals from municipal office, administrative office, police office, Idir leader, merchants who is a member of trade union and youth association was included in the discussion to give their ideas on accountability, transparency, and rule of law and participation of community in the selected public institution. This instrument of data collection will be used to cross-check and to triangulate the data collected from multiple sources. Data triangulation was used to overcome the limitations and biases that steam from using single method and thereby increasing the reliability of the finding.

D. Direct Personal Observation

This instrument of data collection was employed because it was important to cross check the data and information that gathered through the above three methods. The whole information through personal contact with the events. To this end the researcher personally observed some

Administrative activities and municipal services that were carried out by the administration other institutions. In relation to this the researcher has experience in the area, since it is residence area of the researcher. The researcher was conducted direct personal observation through informal contact of the service user and in some office by being site in office for instance in court because it allow me to be present in following the cases.

3 .7. Methods of Data Analysis

Data presentation and analysis is one of the core points in this study and handled as follows. Data collected through the above-motioned tools was organized and analyzed by using statistical tools such as percentages, tables, figures and multiple response analysis. Qualitative analysis is also applied to elaborate the data collected through interview and document reviews.

Hence, both quantitative and qualitative approaches were employed in the research. Attempt was made to triangulate some works on governance in the country with the data and information that came from the sample workers and key informants.

3.8. Ethical Considerations

This study is conducted in a manner that is consistent with ethical issues that need to be considered in conducting a research. Accordingly, letter from Jimma University, college of business and economics department. Hence, most individuals, the researcher visited for interview, accepted and cooperated with the researcher. Moreover, a prior consent of the respondents was asked before conducting the interview. Data was gathered from those who do not want to be quoted were analyzed.

CHAPTER FOUR

ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This section is expected to analysis, interpreted and presents the data that would be obtained from quantitative and qualitative data. The researcher was designed 45 questions for the 160 of the sample size of the study and all distributed questionnaire were returned back . The interview was carried out between the employees of Jimma town administration and there were also check list to be filled by the researcher. The data obtained from the respondents were analyzed concurrently in which the result from both data were analyzed and interpreted parallel and intermingle described the result.

4.2. SOCIO-DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

Table 4.1: Socio-demographic Characteristics of Respondents

No		Characteristics	Frequency	Percentage
1	Sex of respondents	Male	108	68
		Female	52	32
		Total	160	100
2	Age of respondents	20-30	43	27
		31-40	95	59
		41-50	21	13
		Above 50	1	1
		Total	160	100
3	Qualification	Secondary school	5	3
		Certificate	8	5
		Diploma	37	23
		Degree	98	61
		Postgraduate	12	8
		Total	160	100
4	Marital status of respondent	Married	130	81
		Single	18	11
		Divorced	11	7
		Widowed	1	1
		Total	160	100

4.3. Quantitative analysis of data

5	Work experience	Characters	Frequency	Percentages
		01-05	28	17
		06-10	86	54
		11-15	37	23
		15and above	9	6
		Total	160	100

Source: Own survey questionnaire, (2020)

Regarding the sex majority of the respondents were male which account for 108(68%).This implies that as male exceeded the women in the participation related with practice of local governance. Next, majority 95(59%) of the participants were found between 31-40 age level, 43(27%) of them were found between 20-30 age level, 21(13%) of them were found between 41-50, minority 1(1%) of them were above 50. Therefore, this implies that majority of the participants were young, who were mature enough to participated on the practice of local governance. Regarding, the educational back ground of the respondents, majority 98(61%) of them were degree holders, 37(23%) of them were diploma holders ,8(5%) of them were certificate holders, 5(3%) of them were secondary school and 12(8%) were post graduate   employee . This implies that the employee of the administration of this district has efficient, who were qualified in implementing the practices of local governance in the office. Concerning, the marital status, majority 130(81%) of the participants were married, 18(11%) of the participants were single, 11(7%) of them were divorced, and widowed respectively, so, this implies that as most of the participants were responsible and capable in leading their family which has also better understanding and experience in practicing and implementing local governance in the administration. As table 4.1   also confirm that ,majority (54%) of the participants has 6-10 year of work experiences , (23%) of the respondents are working in this organization for 11-15 years, as well as (17%) of them has 1-5 work experience , and the rest (6%) of them has more than 15 years' work experiences .

Table : 4.2. Response on the Practices on the Local governance

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
The communication among staffs in your institution is highly applicable	39(24.0%)	82(51.2%	30(18.7%)	7(4.0%)	2(1.0%)	2.34	0.84
Service are ever given workshop, training or seminar all about good governance in your institution	35(22%)	81(51.0%)	32(20.0%)	8(5.0%)	4(2%)	2.43	0.81
The seminars, workshop, trainings or conferences given over good governance brought changes in your institution	10(6%)	80(50.0%)	30(19.0%)	22(14.0%)	18(11.0%)	2.35	0.76
Customer satisfaction survey is given in the organization	22(14.0%)	75(47.0%)	44(27.5%)	15(9.0%)	4(2.0%)	2.22	0.85
The institution have a published performance delivery standard	15(9.3%)	89(56.0%)	34(21.0%)	14(9.0%\)	8(5.0%)	2.34	0.89
The financial resource management properly run	9(5.6%)	86(53.7%)	42(26.0%)	14(9.0%)	9(5.6%)	2.39	0.70
Relevant decision making processes based on reliable information being the culture of your institution	25(16.0%)	82(51.0%)	3(19.0%)	13(8.0%)	10(6.0%)	2.33	0.79
There is effective, efficient and ethical use of resources in your institution.	24(15.0%)	88(55.0%)	31(19.3%)	3(1.9%)	4(2.5%)	2.45	0.86
The administrative and technical skills of your institution is fine	29(18.0%)	91(57.0%)	24(15.0%)	5(3.0%)	3(1.9%)	2.31	0.84
I often provide information about my duties which I am required to perform to my immediate superior.	37(23.0%)	96(60.0%)	18(11.0%)	6(4.0%)	3(1.9%)	2.46	0.88
I often explain and justify the appropriateness of my actions to my immediate superior.	23(14.0%)	70(44.0%)	35(22.0%)	27(17.0%)	5(3.0%)	2.44	0.85
If things do not go the way that they should be and it is found to be unjustifiable, I will discuss with my immediate supervisor	21(13.0%)	91(57.0%)	30(19.0%)	4(2.5%)	1(6%)	2.37	0.89
If I do things the way that they should be done, my immediate superior will recognize it or praise me.	17(11.0%)	84(52.0%)	40(25.%)	16(10%)	3.0(1.9%)	2.52	0.82
My direct reports can hold me accountable when their rights or interests are affected by my decisions	7(4.0%)	4(2.0%)	20(12.0%)	48(30%)	81(51%)	2.42	0.78
Customers can hold me accountable when their rights or interests are affected by my decisions	11(7.0%)	6(4.0%)	20(12.0%)	33(21.0%)	90(56.0%)	2.43	0.81

Source: Survey of questionnaire (2020)

As table '4.2' shown that majority (75%) of the participants were replied that there is no communication among the staffs in the institution that highly applicable ,(19%) of them were being neutral and refrain to gave responses , in contrast minority (6%) of the respondents were agree on communication among the staffs in the institutions that highly applicable .Therefore, this indicated that there is a problem of communication among the staffs in the institution that need to highly applicable.

Regarding the services that ever given as work shop , training or seminars that concern all about good governance , majority (73%) of the asked participants were agree , (20%) of them remain neutral as well as the rest minority (12%) of them replied agree . So, based on the participants response one can judge that jimma administration as local governance ha s constraints on the services given concerning good governance through work shop, training and seminars.

On the same table , respondents were also asked about conference given over good governance that brought changes in the institution, majority (56%) among the asked respondents said disagree , (19%) were being neutral and afraid to give responses , and the rest about (25%) were agreed up on the asked questions .Therefore, the above responses confirm that the conference that had been given on good governance never brought change in the institutions .

Next , participants were responded on how customers satisfaction survey is given , so as majority (60%) of the respondents replied disagree, (27%) were neutral , and minority (10%) said agree and recognized as there is a customer satisfaction survey in the organization. This implies that these institution has short coming on the customers satisfaction survey that need ti given n the organizations.

Concerning the published performance delivery standards , most (65%) of the respondents were disagree , about (21%) of them were choice neutral, and the rest minority (14%) of the participants agree on the asked questions . Therefore, this revealed that as local governance jimma administration hinder with published performance delivery standards, which is also supported by Akalewold, and Joseph, 2008)

On the other hand , issues related with financial resource management , majority (60%) among the asked participants replied disagree and made sure that as the institution has critical problems on financial resources management from the very beginning and (26%) of the participants were remain silent and choice neutral , as well as the (15%) of the participants were said that as the institution has better financial management over the resources . Therefore, this revealed that the institution has not effectively manage their financial resources.

By proceeding, on issues about relevant decision making process , majority (66%)   of the respondents were disagree on it, (19%)were neutral , and the a few (14%) said agree and relevant decision making process were carried on the institutions. However, the obtained information conveyed that, relevant decision making process is not given due attention by the administrative.

Progressively, majority (71%) of the asked individuals disagree on questions that asked about effective ,efficient and ethical use of resources in the organizations and also about (19%) respondents were being neutral , and the rest (8%) of the respondents agreed up on the effective ,efficient and ethical uses of the resources . Therefore, this revealed that there is in effective, in efficient and un ethical uses of the resources in the organizations.

In addition , respondents were also asked about administrative and technical skills , so as majority (75%) of the participants   replied disagree ,(15%) were neutral on the issue and still minority (5%) of them said agree and evidenced that administrative and technical skills of them institution is fine.

Therefore, one can realize that, the institutions have serious challenges on administrative and technical skills of the institutions.

Concerning the information about duties which required from employees to perform and immediate supervisor, about (83%) of the participants replied that as they are disagree, (11%) among the asked respondents remain neutral, and the rest (6%) of them were agreed . From this data, it is realized that the provided information about employees duties that required to be perform to immediate supervisor is influenced in the institutions.

As table "4.2" shown that, majority (58%) of the respondents were said disagree about appropriateness of employees action, (22%) of them were neutral, and the rest (20%) of the

respondents were disagree on he asked question. So, it is generalized that employees didn't justify the appropriateness of employees action to their immediate supervisor.

Further, questions about the way the employees discuss with their supervisor about wrong things, majority (70%) of the participants were said disagree , (19%) of them were being neutral , and the rest (3%) were re plied agreed . This portray that way the employees discuss with their immediate supervisor when things goes un justifiable is not well , rather things may hidden and kept secretly, this is also linked with what Meskerem ,(2007)suggested about how employees need to discuss on the problems of the organization.

Regarding the how immediate supervisors recognized the performed task or praise the employees , majority (63%) participants among the asked were said, disagree , (25%)were remain neutral , and (12%) of them were agree . Therefore, this resulted that the supervisors were not praised employees task and performance in the institution.

As on the same table indicated that (7%) disagree on questions about employees direct report can hold employee accountable , (13%) of them were neutral on the asked question, (81%) were agree .This revealed that employees of these organization are hold accountable when their rights or interests are affected by their decisions.

Regarding the practices of local governance of Jimma town administrative , the respondents were asked about customers accountable when the employees' rights or interests are affected by decisions, and so as , majority (77%) of the participants replied that agree, (12%) neutral , and (11%) of them were disagree on it. Therefore, this revealed that customers were hold employees more accountable when their rights affected by decisions

4.3 .2 Challenges of local governance

Table 4.3 Response on the challenge local governance

Statement	Strongly	Disagree	Neutral	Agree	Strongly	Mean	SD

	disagree				agree		
There is a gap in implementing accountability and transparency in the administrations	12(7.5%)	4(2.5%)	10(6.0%)	94(59.0%)	40(25.0%)	2.49	.85
There is a low/ no community participation in governance aspect	2(1.0%)	8(5.0%)	5(3.0%)	80(50.0%)	64(40.0%)	2.23	.80
Participatory decision making is not implemented properly	1(1 %)	2(1.0%)	16(10.0%)	46(29.0%)	95(59.0%)	2.62	.94
There is a problem in budget plan preparation and its management	5(3.0%)	10(6.0%)	5(3.0%)	40(25.0%)	100(62.0%)	2.43	.93
Inadequate knowledge of policy principles and procedures	3(2%)	1(1%)	12(7.0%)	48(30%)	96(60.0%)	2.33	.92
Good governance is the problem of growth and development in the administrations	10(6.0%	12(7.5%)	20(12.0%)	90(56.0%)	28(17.5%)	2.46	.89
The leaders are not promoting a good governance system.	2(1.0%)	8(5.0%)	19(12.0%)	85(12.0%)	46(29.0%)	2.47	.95
There is a problem of corruption and theft.	8(5.0%)	3(1.9%)	12(7.5%)	32(20.0%)	105(66.0%)	2.43	.83
Poor community involves in resource management	9(6.0%)	3(1.9%)	20(12.0%)	38(24.0%)	90(56.0%)	2.33	.77
Poor management flows regarding transparency principle in resource utilization	6(3.7%)	3(1.9%)	11(7.0%)	43(27.0%)	97(60.6%)	2.48	.84
Improper administration and public Participation in decision making	10(6.0%)	14(9.0%)	11(7.0%)	92(57.0%)	33(20.6%)	2.65	.95
Utilization, maintenance and	2(1.2%)	7(4.3%)	15(9.3%)	47(29.3%)	89(55.6%)	2.77	.97

purchasing system is unfair							
Inadequate knowledge and skill in planning and allocating financial resource is observed	10(6.2%)	3(1.8%)	18(11.2%)	31(19.3%)	98(61.2%)	2.45	.96
Stake holders are not participating in budget planning	6(3.1%)	15(9.3%)	24(15.0%)	102(63.7%)	13(8.1%)	2.38	.93

Sources : Own Survey of questionnaire (2020)

Regarding challenges of good governance , respondents asked about gap in implementing accountability and transparency , as it can be seen on table 2, majority (84%) of the respondents replied that agree , (6%) of them were neutral , minority (10%) of the participants were replied disagree . This implies that there is gap in implementing accountability and transparency in the administration .In addition, participants were also asked about the community participation in governance aspects , (90%) of them replied that agree,(3%) were neutral , minority (2%) of the asked participants were said disagree. This indicated that there is low community participation in governance points of view.

Concerning the participations making and its proper implementation, (88%) of the respondents said agree, (10%) were being neutral and the rest (7%) were disagree on the asked question. This revealed that, participatory decision making is not implemented properly in the organization. Next, the respondents were also asked about budget plan preparation and it management, (87%) of them were agree, (3%) among the participants were being neutral, minority (9%) were disagree. This data revealed that there is a serious   problem in budget plan preparation and its management.

Respondents were also asked about how there is in adequate knowledge of policy principles and procedures , so as about (90%) of the participants were agree , (7%)were being neutral, as well as minority (2%) among the respondents were disagree . Therefore, this tell us that, the institution has in adequate knowledge of the policy principles and procedures, this judgment is also similar with what Kindey, (2012) forwarded about adequate knowledge of the policy and other related principles .

As far as how good governance is the problem of growth and development in the organization , majority ,(73%) of the participants were replied agree, (12%) were being neutral and still minority

(13%) of the respondents were disagree on the asked question. This portrayed that as good governance is the major problem of growth and development in the administration.

Further, to know about the challenges of local governance of Jimma town administration , the respondents were also asked about how leaders promoting the good governance system , majority (82%) of the respondents replied agree, (12%) were being neutral , and the rest (6%) were replied disagree . So, this conveyed that, the leaders are not promoting good governance system in the organization.

Concerning the corruption and theft as a challenges of the local governance, (86%) of the participants were said that agree, (7%) of them are neutral, and about (7%) were disagree .This confirm that, these organization has a problem of corruption and theft.

In addition to this, concerning the poor community involvement in resources and management, majority (80%) were said that agree, (12 %) were replied neutral and minority (8%) of the participants were said disagree .So, this shown that as there is poor community involvement in the organization .

In addition, majority (87%) replied that agree, (7%) were replied neutral and the rest (6%) responded disagree. This revealed that in the organization there are poor management flows regarding transparency principles in resources utilization.

Nextly, participants were also asked about improper administration and public participation in decision making , then most (78%)were replied agree ,(7%) are neutral and minority (15%) of them were replied that disagree. Therefore, this shown that there is improper administration and public participation in decision making.

As it can be seen on the same table, majority (85%) said that agree, and (9%) of them were neutral, and (5%) participants were said disagree. This convey that, these organization has poor utilization, maintenance and purchasing system in the organization, (WB, 2010) confirm that improper administration has great impacts on the decision making of the organization.

As it can also be seen from 4.4.2 ,majority (80%) of the participants were replied that agree on in adequate knowledge and skill in planning and allocating financial resources is observed ,(11%) of them were being neutral, and the rest minority (8%) of the respondents replied disagree.

Therefore, this portrayed in Jimma town administration in adequate and skill in planning and allocating financial resources is observed.

Regarding the how the stake holders are participating in budget planning , majority (72%) of the participants were replied that agree, (15%) of the participants were neutral , and (12%) of them were said disagree about the asked questions .Therefore, this revealed that stake holders are not participating in planning of the budget.

4. 3.3 Questions related with opportunities

Table 4.4: Response on the opportunities of local governance

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
The availability and access to information for the community in your institution	104(65.0%)	50(31.0%)	2(1.0%)	3(2%)	1(1%)	2.38	0.87
The institution disclose if any of its employees were censured for corrupt activities	59(37.0%)	87(54.3%)	7(4.3%)	5(3.1%)	2(1.2%)	2.32	0.83
Employees in the institution is promoted based on their ability and performance	88(55.0%)	56(35.0%)	9(5.6%)	2(1.2%)	4(2.5%)	2.44	0.92
The vacancies announced within the institution or publicly are simple, clear and easily understood	58(36.0%)	87(54.0%)	10(6.0%)	4(2.0%)	1(1.0%)	2.39	0.82
The institution's transparency towards the community	73(45.6%)	64(40.0%)	8(5.0%)	5(3.1%)	10(6.25%)	2.24	0.86
The extent different departments in your institution are independent of each other to make decision	91(57.0%)	63(39.0%)	2(1.2%)	1(1%)	3(1.8%)	2.42	0.79
There are monitoring and reviewing procedures in place to follow up the	53(33.0%)	98(61.0%)	3(1.8%)	4(2.5%)	2(1.2%)	2.23	0.75

implementation of the anti-corruption policy							
Staff members are always informed when important decisions are made in their institutions	58(36.2%)	91(56.8%)	5(3.0%)	5(3.0%)	1(6.0%)	2.41	0.73
There is easy or difficult to obtain information on laws and regulations	95(59.0%)	53(33.0%)	3(1.8%)	7(4.3%)	2(1.2%)	2.54	0.78
The public services are independent from political interference	99(61.8%)	53(33.1%)	4(2.5%)	2(1.2%)	2(1.2%)	2.36	0.98
There is any institutional framework in your institution for public review of the budget	100(62.5%)	55(34.3%)	2(1.2%)	1(6.0%)	2(1.2%)	2.43	0.86
They often demonstrate integrity in their work	69(43.1%)	65(40.6%)	6(3.7%)	10(6.2%)	10(6.2%)	2.31	0.88
There are any procedure to channeling complaints and answers the society in your institution	44(27.5%)	102(63.7%)	4(2.5%)	5(3.1%)	5(3.1%)	2.39	0.79
The citizens can access accountability documents and get an answer to their questions	109(68.1%)	33(20.6%)	7(4.3%)	5(3.1%)	6(3.7%)	2.47	0.87
Employee performs their duties professionally.	10(6.2%)	24(15.0%)	3(1.8%)	72(45.0%)	51(31.8%)	2.43	0.84

Source: Own Survey of questionnaire, (2020)

In addition to practices and challenges, respondents were also asked questions about the opportunities of local governance on the table "3". Therefore, questions concern about availability and access to information for the community , about (96%) of the participants replied that disagree , (1%) were remain neutral and (2%) of the participants were said agree. This invite to conclude that there was unavailability and in access to information for the community.

Under the same table, "3 " (91%)) of the participants replied that disagree about the institutions disclose ,(4%) said neutral and also the rest (4%) replied agree. This portrayed that the institution is not disclosed if the any of its employee were censured for the corrupt activities.

Further, respondents were asked about promotion of employee and majority, (90%) of the participants said disagree , (5%) of them were being neutral and minority (4%) of them replied agree .This revealed that employees in the institutions were not promoted based on the their ability and performance .

Regarding the vacancies announced , majority (90%) of the participants replied that disagree , (6%)of them remain neutral and about (3%) of them were said agree . This simply tells us that the vacancies announced within the institutions are unclear and which is not easily understandable.

On the same table, majority (86%) of the participants replied disagree about the institutions transparency towards the community, (5%) of the respondents were said neutral and (9%) of them were replied agree. Therefore, this confirms that the institution has no transparent towards the community in the organizations, (Desalegn, 2008) portray that the transparency and accountability among the community and government is an essential concepts of the local governance.

In addition , regarding the extent different department are independent of each other to make decision ,majority (96%) of the participants replied that disagree , (1%) were being neutral , (2%) of them replied agree .So, this revealed that the extent different departments in the institutions are dependent one after another to make decision making process.

Progressively, on the same table respondents were asked about monitoring and reviewing procedures, majority (94%) of the respondents were replied that disagree, (1%) were remain neutral, (4%) of them said agree. This portrayed that there is no monitoring and reviewing procedures implementation of the anti-corruption policy.

Concerning the staff members importance, most (93%) of the participants replied disagree, (3%) were being remain neutral, and the rest minority (4%) agreed up on it. This indicated that staff members are not always informed when important decisions are made in the institutions.

In addition, respondents were also asked about, how easy to obtained information on laws and regulations , majority (92%) of them replied that disagree ,(2%) were neutral , (5%) of them were replied that agree . Therefore, this indicated that it is difficult to obtained information about laws and regulations in the institutions.

How public services are interference is another question that participants were asked about opportunities of local governance, then majority (95%) of them replied that disagree, (2%) were remain neutral, and the rest minority (4%) of the participants were agreed. Therefore, this shown that the public service is not free from any external interference.

Concerning institutional frame work, majority (97%) of the participants were said disagree, (1%) o them were neutral, (2%) of the participants replied agree. So, this portrayed the institutional frame work in the organization for public review of the budget is still challenged in this institution .

Regarding, demonstrate integrity, majority (84%) of the participants said that disagree, (4%) were neutral, and minority (12 %) were agree. This indicated that employees of these organizations did not demonstrated integrity at their work place.

In addition, participants were also asked about procedures to channeling complaints and answers the society in the organization , majority (91%) of the participants replied that disagree, (2%) of the participants neutral , and the rest minority (6%) of them were replied agreed .This also convey that procedures to channeling complaints and answers to society in the organization is guided in miss direction that is not beneficiary all people equally .

Participants were also asked about how citizens get access accountability documents and find possible answers for their questions, majority (89%) of the participants were said disagree ,(4%) replied that neutral , (7%) of them were agree up on it. This confirm that citizens could not get access accountability documents and did not find possible answers for their questions, UND (2008) that the accessibility of the accountability documents and better solution for the problems that existed in the organization

Finally, participants were also asked about how the employee perform their duties professionally , and majority , (77%) of the participants said agree, (2%) said neutral and the rest minority (21%) of the participants were disagree. This revealed that as employees of these organization perform their duties professionally.

4.4 Qualitative analysis of data

Q1. What is the level of local governance in Jimma town based on transparency, accountability, rule of law and participation?

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. The practice of corruption and discrimination in time of providing service specifically in municipal office were highly prevailing.

Q2. What are the challenges in practicing good governance in Jimma town administration?

Lack of strong system of administration i.e. the link between town administration and communities were very weak. Municipal staff and leader lack knowledge, competence and skill - policies and strategies that flows from above are good but change can never exist in the absence of knowledgeable and skilled individuals. Since they are under paid worker they can try to get some benefit through corruption. There is no strong controlling mechanism by the Administration leaders. Even if the Kebele administrators are entrusted to Prepare detailed implementation programs for social and economic programs issued by higher-level authorities.

Q3.What is the accessibility of institutions information to community members and the general public?

The level of local governance in the town 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.

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

Q4. What are the possible opportunities in practicing of local governance in the study area?

Policies and strategies have been formulated to facilitate the devolution of power down to the lowest units of government. Some of the most important documents that elaborate the decentralization process/devolution of power are: The country's constitution that was adopted in 1994 clearly indicates that rule of law will be respected and that development at each level of government (federal, regional, zonal and woreda district) will be guaranteed. While trying to achieve development, it is indicated that the rights of citizens would be respected.

Functions of government at all levels shall be transparent and officials shall be accountable to the people. If these are not fulfilled by elected representatives or officials they shall be questioned and proper action will be taken. It is reflected that adequate power/devolution shall be granted to the woredas as center of development so that the communities participate in the development of their vicinity. For the details on the state powers refer to the constitution.

Q5. Comment you may suggest about the practices and opportunities of the local government at your office

Maintaining skilled and knowledgeable staff through leadership, training, development and commitment to continuous improvement in the delivery of services. That is, empowering the capacity of the municipal staffs by providing short and long term trainings.

Establishment of local control mechanisms and the introduction of sanctions for rent seekers misusing their authority for their own profit

4.5 Analysis of   Observation Checklist

Table: 4.5 Filled Data from Observation

No	Observed Things	Observers Note

1	Organization of offices or how offices are organized	Good
2	Availability of employees and managers during working hours?	Good
3	How employees are treating service recipients	Poor
4	Reasonableness of time taken to provide service to service users	Poor
5	Transparency of service providers to the service recipients	Poor
6	Management of public records	Good
7	Information displayed to service recipients	Poor
8	Complaint handling and ethics and anti-corruption offices	Poor

NB. The above checklist is filled after taking the average of the three round observation of the organization

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

Based on the data that obtained from the questionnaire, interview and checklist, the researcher would like to give the following major finding, conclusion and recommendations:

5.1 SUMMARY

This study was conducted on the assessment of the local governance practices, challenges and opportunities in Jimma town administration. The study was conducted through descriptive survey design with mixed approach of the study ,the study also analyzed and interpreted using referential statically such as frequency , mean and standard deviation .Therefore, based on the data obtained from the quantitative and qualitative data, the researcher expected to give the following major finding:

- As it can be seen on the analysis, majority (75%) of the participants were replied that there is no communication among the staffs in the institution that highly applicable.

- Regarding the services that ever given as work shop, training or seminars that concern all about good governance, majority (73%) of the asked participants were disagree.

- On the same table, respondents were also asked about conference given over good governance that brought changes in the institution, majority (56%) among the asked respondents said disagree.

- Next, participants were responded on how customer's satisfaction survey is given, so as majority (60%) of the respondents replied disagree.

- Concerning the published performance delivery standards, most (65%) of the respondents were disagree.

- On the other hand, issues related with financial resource management, majority (60%) among the asked participants replied disagree and made sure that as the institution has critical problems on financial resources management from the very beginning.

- As majority (66%) of the respondents were disagree on it, the obtained information conveyed that, relevant decision making process is not given due attention by the administrative.

- Progressively, majority (71%) of the asked individuals disagree on questions that asked about effective, efficient and ethical use of resources in the organizations.

- In addition, respondents were also asked about administrative and technical skills, so as majority (75%) of the participants replied disagree.

- Concerning the information about duties which required from employees to perform and immediate supervisor, about (83%) of the participants replied that as they are disagree.

- As majorities (58%) of the respondents were said disagree about appropriateness of employees action.

- Further, questions about the way the employees discuss with their supervisor about wrong things, majority (70%) of the participants were said disagree.

- Regarding the how immediate supervisors recognized the performed task or praise the employees, majority (63%) participants among the asked participants.

- Majority (81%) were agree that employees of these organization are hold accountable when their rights or interests are affected by their decisions.

- Regarding the practices of local governance of Jimma town administrative , the respondents were asked about customers accountable when the employees' rights or interests are affected by decisions, and so as , majority (77%) of the participants replied that agree .

- Regarding challenges of good governance, respondents asked about gap in implementing accountability and transparency, about (84%) of the respondents replied that agree.

- In addition, participants were also asked about no or low community participation in governance aspects, (90%) of them replied that agree.

- Concerning the Participatory decision making is not implemented properly, (88%) of the respondents said agree.

- Next, the respondents were also asked about budget plan preparation and it management, (87%) of them were agree.

- Respondents were also asked about how there is in adequate knowledge of policy principles and procedures, so as about (90%) of the participants were agree.

- As far as how good governance is the problem of growth and development in the organization, majority, (73%) of the participants were replied agree.

- Further, to know about the challenges of local governance of Jimma town administration, the respondents were also asked about how leaders promoting the good governance system, majority (82%) of the respondents replied agree.

- Concerning the corruption and theft as a challenges of the local governance, (86%) of the participants were said that agree.

- Concerning the poor community involvement in resources and management, majority (80%) were said that agree.

- By proceeding, majority (87%) replied that agree   that in the organization, there is poor management flows regarding transparency principles in resources utilization.

- Next, participants were also asked about improper administration and public participation in decision making, then most (78%) were replied agree.

- As it can be seen from analysis, majority (85%) said that agree about utilization, maintenance and purchasing system, which indicated as the organization has inefficient in this regard .

- In addition to practices and challenges , respondents were also asked questions about the opportunities of local governance , so questions concern about availability and access to information for the community , about (96%) of the participants replied that disagree .

- As majority (91%)) of the participants replied that disagree about the institutions disclose.

- Further, respondents were asked about promotion of employee, and majorities, (90%) of the participants said disagree.

- Regarding the vacancies announced, majority (90%) of the participants replied that disagree.

- On the other hand, majority (86%) of the participants replied disagree about the institutions transparency towards the community.

- Regarding the extent different department are independent of each other to make decision, majority (96%) of the participants replied that disagree.

- Progressively, on the same table respondents were asked about monitoring and reviewing procedures, majority (94%) of the respondents were replied that disagree.

- Concerning the staff members importance, most (93%) of the participants replied disagree.

- In addition, respondents were also asked about, how easy to obtained information on laws and regulations, majority (92%) of them replied that disagree.

- How public services are interference is another questions that participants were asked about opportunities of local governance, then majority (95%) of them replied that disagree.

- Concerning institutional frame work, majority (97%) of the participants were said disagree.

- Regarding, demonstrate integrity, majority (90%) of the participants said that disagree.

- In addition, participants were also asked about procedures to channeling complaints and answers the society in the organization, majority (91%) of the participants replied that disagree.

- Participants were also asked about how citizens get access accountability documents and find possible answers for their questions, majority (89%) of the participants were said agree.

- Finally, participants were also asked about how the employees perform their duties professionally and majorities, (77%) of the participants said agree.

5. 2 Conclusion

Based on the data obtained from the quantitative and qualitative data, the researcher expected to give the following conclusion:

- There is a problem of communication among the staffs in the institution that need serious improvement. Jimma administration as local governance has constraints on the services

given concerning good governance through work shop, training and seminars. The data confirm that the conference that had been given on good governance never brought change in the institutions. The institution has short coming on the customer's satisfaction survey that needs to give in the organizations. The data revealed that as local governance Jimma administration hinder with published performance delivery standards. The institution has not effectively managed their financial resources. There is ineffective, in efficient and un ethical uses of the resources in the organizations.

- The institutions has serious challenges on administrative and technical skills of the institutions The provided information about employees duties that required to be perform to immediate supervisor is influenced in the institutions and employees didn't justify the appropriateness of employees action to their immediate supervisor . The way the employees discuss with their immediate supervisor when things goes un justifiable is not well, rather things may hidden and kept secretly. The supervisors were not praised employees task and performance in the institution.

- There is gap in implementing accountability and transparency in the administration. There is low community participation in governance points of view .The participatory decision making is not implemented properly in the organization. There is a great problem in budget plan preparation and its management. The institution has in adequate knowledge of the police principles and procedures.

- Good governance is the major problem of growth and development in the administration. The leaders are not promoting good governance system in the organization and these organization has a problem of corruption and theft. There is poor community involvement in the organization .The institution has improper administration and public participation in decision making. The organization has poor utilization, maintenance and purchasing system in the organization. There was unavailability and in access to information for the community .The institution is not disclosed if the any of its employee were censured for the corrupt activities. Employees in the institutions were not promoted based on their ability and performance.

- The vacancies announced within the institutions are unclear, and which is not easily understandable. The institution has no transparent towards the community in the organizations. The extent different departments in the institutions are dependent one after another to make decision making process. There is no monitoring and reviewing procedures implementation of the anti-corruption policy. The staff members are not always informed when important decisions are made in the institutions. It is difficult to obtained information about laws and regulations in the institutions. The public service is not free from any external interference. The institutional frame work in the organization for public review of the budget is still challenged in this institution as well as the employees of these organization did not demonstrated integrity at their work place.

- Finally, the procedures to channeling complaints and answers to society in the organization is guided in miss direction that is not beneficiary all people equally. Citizens could not get access accountability documents and did not find possible answers for their questions and employees of these organization perform their duties professionally

5.3 Recommendation

The recommendations were forwarded with the hope that the administration was take it into account.

• The administration is better if it 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 maker needs bottom up approach in order to account for the problems and interest of the society.

• 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.

• To improve direct accountability to the public, the administration is better if it 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.

• The administration is better if they 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 and strengthen town communication office that can facilitate easy accessibility of all information.

Finally, the researcher has provided a general recommendation. That is limited research had been done on the area of good governance at the national level more specifically on the dimensions of good governance such as transparency, accountability, participation and rule of law.

The researcher had made a little progress in assessing of local governance challenges, practices and opportunities in Jimma town Administration .The researcher therefore, advices for other researchers who have an interest to conduct their research in lower level administration to give an attention on municipal office and the town administration.

Because in these offices a great number of service users had observed and at the same time major

Challenges for service provision had comparatively explored by the researcher. But it needs a further investigation to clearly identify and minimize the challenges of these offices. Hence, this paper can be used for other researchers as a spring board to conduct a further research on a similar field of study.

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JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Questionnaire to be filled by public institution employee

The main objective of this study is to assess the local government practice, challenges and opportunities of Jimma town administration .The information obtained will be confidential. Your responses have high value for my research and it is intended only for academic purpose authorized by Jimma University. Thus, your ideas and comments are highly honored and kept confidential.

Your frank response and valuable support in responding to the questions raised has paramount importance to the success of the study. Hence, I request you to fill the questionnaire carefully and at your best knowledge in all regard. The quality and quantity of information you provide determines the ultimate reliability of the study. To assure you that all verbal and written response are confidential or not exposed to anyone. For genuinely doing so by devoting your time and exerting efforts, I am really very grateful to you.

Thank you very much in advance for your cooperation and for sacrificing your invaluable time!!!

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Ethiopia

NB.

You don't need to write your name

Where ever you see vague question, you frankly inform to the researcher.

General Instruction: Read the following items and respond to each question by putting a tick mark /√/to your choice; please don't leave questions without answering.

Part one: Background Information

Put "√" marks in box given for your choice

1. **Sex**: - Male ☐ Female ☐

2. Marital status A. Married ☐ B. Single ☐ Divorced ☐ Widowed ☐

3. Age

A) 20-30 ☐

B) 31-40 ☐

C) 41-50 ☐

D) Above 50 ☐

4. Qualification

A) Secondary school ☐

B) Certificate ☐

C) Diploma ☐

D) Degree ☐

E) Postgraduate ☐

5. Service year in administrative functioning

A. 01-05 ☐

B. 06- 10 ☐

C. 11-15 ☐

D.16 and above ☐

Part Two: Instruction on how questions can be filled

The following questions are designed with 5 alternatives which encompass the indicators of Practices, challenges and opportunities of local governance. Therefore, you are kindly requested to identify the indicators of practices that your sector is currently looking for and put a tick mark /√/for all questions. The numbers in the top of the tables indicates how you measure the indictors, so you have to use the numbers that represent the scale as follow. Please state your Agreements and Disagreements for the following statements on practices, challenges and opportunities of local governance of your office.

KEY: 5 = strongly agree, 4 = agree, 3 = Neutral, 2 = disagree, 1= strongly disagree

	Items	5	4	3	2	1
1	**Questions related to practices**					
1	The communication among staffs in your institution is highly applicable					
2	Service are ever given workshop, training or seminar all about good governance in your institution					
3	The seminars, workshop, trainings or conferences given over good governance brought changes in your institution					
4	Customer satisfaction survey is given in the organization					
5	The institution have a published performance delivery standard					
6	The financial resource management properly run					
7	Relevant decision making processes based on reliable information being the culture of your institution					
8	There is effective, efficient and ethical use of resources in your institution					
9	The administrative and technical skills of your institution is fine					
10	I often provide information about my duties which I					

	am required to perform to my immediate superior.					
11	I often explain and justify the appropriateness of my actions to my immediate superior.					
12	If things do not go the way that they should be and it is found to be unjustifiable, I will discuss with my immediate supervisor					
13	If I do things the way that they should be done, my immediate superior will recognize it or praise me.					
14	My direct reports can hold me accountable when their rights or interests are affected by my decisions.					
15	Customers can hold me accountable when their rights or interests are affected by my decisions.					
2	**Questions Related to Challenges of Local Government**					
1	There is a gap in implementing accountability and transparency in the administrations					
2	There is a low/ no community participation in governance aspect					
3	Participatory decision making is not implemented properly					
4	There is a problem in budget plan preparation and its management					
5	Inadequate knowledge of police principles and procedures					
7	Good governance is the problem of growth and development in the administrations					
8	The leaders are not promoting a good governance system.					
9	There is a problem of corruption and theft.					
10	Poor community involves in resource management					
11	Poor management flows regarding transparency principle in resource utilization					

12	Improper administration and public Participation in decision making					
13	Utilization, maintenance and purchasing system is unfair					
14	Inadequate knowledge and skill in planning and allocating financial resource is observed					
15	Stake holders are not participating in budget planning					
3	**Questions Related to Possible Opportunities In Practicing of Local Governance**					
1	The availability and access to information for the community in your institution					
2	The institution disclose if any of its employees were censured for corrupt activities					
3	Employees in the institution is promoted based on their ability and performance					
4	The vacancies announced within the institution or publicly are simple, clear and easily understood					
5	The institution's transparency towards the community					
6	The extent different departments in your institution are independent of each other to make decision					
7	There are monitoring and reviewing procedures in place to follow up the implementation of the anti-corruption policy					
8	Staff members are always informed when important decisions are made in their institutions					
9	There is easy or difficult to obtain information on laws and regulations					

10	The public services are independent from political interference					
11	There is any institutional framework in your institution for public review of the budget					
12	They often demonstrate integrity in their work.					
13	There are any procedure to channeling complaints and answers the society in your institution					
14	The citizens can access accountability documents and get an answer to their questions					
15	They perform their duties professionally.					

Appendixes B

JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Semi- structured interview to be answered by public institution employee

The main objective of this study is to assess the local government practice, challenges and opportunities of Jimma town administration .The information obtained will be confidential. Your responses are of high value for research purposes.

1. What is the level of local governance in Jimma town based on transparency, accountability, rule of law and participation?

   ----

2. What are the challenges in practicing good governance in the jimma town administration?

   ----

3. What is the accessibility of institutions information to community members and the general public?

   ----

4. What are the possible opportunities in practicing of local governance in the study area?

   ----

5. Comment you may suggest about the practices and opportunities of the local government at your office
   ----

Observation Checklist

No	Observed Things	Observers Note
1	Organization of offices or how offices are organized	
2	Availability of employees and managers during working hours?	
3	How employees are treating service recipients	
4	Reasonableness of time taken to provide service to service users	
5	Transparency of service providers to the service recipients	
6	Management of public records	
7	Information displayed to service recipients	
8	Complaint handling and ethics and anti-corruption offices	

Appendix   : Interview Guide for Key Informants

Personal Details of the Interviewee

Name (optional)…………………………….

Gender………………………………………….

Educational Qualifications………………….

Organizations…………………………………

Work experience………………………………

Date and time of interview…………………….

Semi-Structured Interview Questions

1. What are the natures and characteristics of reform programs that are being practiced?

2. What is the accountability situation looks like in the organization or bureau you are working for?

3. What is the ethics situation looks like in the organization or bureau you are working for?

4. What impacts do the reform programs (if any) have on accountability in the organization or bureau you are working for?

5. What impacts do the reform programs (if any) have on ethics in the organization or bureau you are working for?

6. What are the factors which are impeding the implementation of reform programs?

7. What factors are exacerbating accountability, and ethics problems in the organization or bureau you are working for?