

**CHALLENGES AND PROSPECTS OF GOOD GOVERNANCE: THE CASE
OF SOME SELECTED SECTORS, IN JMMA TOWN**

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LIST OF ACRONYMS

ADB	Asian Development Bank
AHSI	African Human Security
BPR	Business Process re-engineering
BSC	Balanced Score Card
CBOS	Community Based Organization
EC	Ethiopian Calendar
EPRDF	Ethiopian People Republic Democratic Federalist
FAO	Food and Agriculture Organization
FDRE	Federal Democratic Republic of Ethiopia
FED	Finance and Economy Development
GTP	Growth and Transformational Plan
IDA	International Development Association
IFAD	International Fund Agriculture Development
JICA	Japan International Cooperation Agency
LIU	Long Island University
MSED	Micro Small Enterprise Development
NGO	Non- Governmental Organization
PASDEP	Plan for Accelerated Sustainable Development to End Poverty
PRSP	Poverty Reduction Strategy Paper
SDPRP	Sustainable Development and Poverty Reduction Program

SHRDC	Saar Hunan Resource Development Center
UNDP	United Nation Development Program
UNESCAP	United Nation Economic and Social Capital for Asia and pacific
USAID WGS	United States Agency for International Development World Geodetic System

ABSTRACT

The main objective of the study is to assess the challenges and prospects of good governance in Jimma town taking some selected sectors and the research was conducted on 5 public sectors which were purposefully selected. The study employed qualitative and quantitative research methodology and data was collected through questionnaire, interview, and focus group discussions, and the data obtained both from the leaders of the sectors, public institution employees and the committee of community associations together with the information obtained through interview from leaders of the sectors. The descriptive analysis made exposed that institutions are on the way striving to achieve good governance practically in their institutions. Based on the analysis conducted using five core elements of good governance namely accountability, transparency, equity and equality, effectiveness and efficiency and participation different successes and failures were observed. The necessity of the society in full scale participation, the need for trainings, workshop, seminars, on good governance, increasing implementing capacity building for institutions, the necessity of using different mass medias including the regional mass medias for good governance issues. Based on the findings of the study, with regard to the measures that have to be taken to solve the challenges of good governance, the researcher recommends that the public sectors have to provide series of trainings to the officials, employees and the community to solve the major challenges of good governance related with the attitude of the service providers in the public sectors.

Key word: *good governance, elements of good governance, governance, prospects of good governance, challenges of good governance.*

CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The term governance is wider than government: it encompasses the relationships between the three actors"- state, market and civil society and how these actors organize themselves and make decisions according to a set of informal and formal rules(Hope , 2003)

Good governance can therefore be seen as an umbrella term for a functioning democratic system where freedom of expression and a sound juridical system is in place(Hope ,2003) The concept of good governance is not absolutely readily defined. It has been states that good governance is characterized by participation, the rule of law, effectiveness and efficiency, transparency (built on the free flow of information), responsiveness, consensus orientation, equity, accountability, and strategic vision (Hope , 2003)

Good governance accomplishes this in a manner essentially free of abuse and corruption, and with due respect and regards for the rule of law. The true test of good governance is the degree to which it delivers on the promise of human rights,(Johnson,2003). Good governance is all about effective and transparent leadership that produces results which together transform the socio-economic conditions of a nation. The objective of good governance is human development with equity and social justice(Daniel ,2006). The goal of governance should be to develop capacities that are needed to realize development that gives priority to the poor, advances women, sustains the environment and creates needed opportunities for employment and other livelihoods, (Daniel , 2006).

Good governance is to flow from enhanced accountability within the public sector transparency and openness in decision making, the rule of law and more efficient management. Good governance promotes accountability, transparency, participation, efficiency, effectiveness, equitability and rule of law in public organization at all levels. It also allows for sound and efficient management of human, natural, economic and financial resources for equitable and sustainable development(Boyte. 2005).

Moreover under good governance there is clear decision making procedures at the level of public authorities, civil society participation in decision making process and the ability to enforce rights and obligations through legal mechanism Good governance is a key to the achievement of the Millennium Development Goals (MDGs) which present the world for the first time with a compact set of international goals by which to measure poverty reduction human development and environmental protection,(Boyte. 2005).

The most recent report the UN Millennium project notes a number of positive developments, but also many other ones that give rise to concern and which put the achievement of the MDGs by the year 2015 at risk. It recommends donor countries and their multilateral organizations to choose a poverty reduction based on MDGs and thus to support efforts in developing countries in the form of poverty reduction strategies to achieve the MDGs,(Turner Mark, 2007)

The concept of good governance has received more attention in Africa at the end of the 1980s; the time coincided with the end of the cold war. Consequently, regional institutions as well as the respective countries have acknowledged its significance. In this respect, the Millennium declaration represents the most forceful and explicit commitment by the UN members states to date to principles of good governance, Kofi Anan, (2006). Moreover, lack of budget that helps to provide trainings on the principles of good governance, lack of sufficient understanding, both from the employees and the leadership side, on the principles of good governance, are some of the common challenges that the Jimma town selected sectors have been facing.

1.2. Statement of the Problem

The concept of good governance is an appendage to the word „governance“ and it is seen as the process and institutions by which authority in a country is exercised (World Bank., 2004). Furthermore, governance includes how governments are selected, held accountable, monitored and replaced with an emphasis on the capacity of government to manage resources and respect the rule of law (World Bank., 200). Therefore, the word ”good“ in governance connotes the proper exercise of authority, management of resources and respect for the rule of laws in accordance to laid-down principles for the benefit of all in a society.

As study conducted by (Daniel., 2006) stated that citizens in the world over look up to the nation state and its organ for high quality performance, when good governance is guaranteed citizens go about their personal business, security and pursuits enhanced expectations. On the other side of the spectrum, bad or indifferent governance not only restricts opportunities of success but it can even degenerate in to sectarian conflicts and civil wars. In such atmosphere personal accomplishments as well as social achievements get severely restricted.

In Ethiopia, it is understood that the aim of good governance is to ensure people's rights and benefits. The rule of law, transparency, accountability, and efficient and speedy service provisions are also among the government's priorities in its initiatives for good governance. Hence, government’s measures and commitments to realize rapid and sustainable economic growth that will benefit all segments of society and guarantee the full respect of law and order are all relevant to our government's aspirations of building good governance for the nation(Barihun. J.2004)

But, despite the practice of participation in good governance, local people have failed to achieve local good governance and pro-people development. Several researchers such as (Girmachew, , Jitu and Mohammed , 2006) also support the point that good governance in developing countries is impeded by lack of opportunity for people’s participation in nonetheless, many international and national development agencies and researchers argue that there is little scope for the people to be effectively engaged in the affairs of local government (World Bank., 2005).

Challenges and opportunities of good governance in Ghana and the findings shown that until recently governance is characterized by poor institutional performance, weak parliament, and lack of independence of the judiciary, corrupt police force, political instability, abuse and misuse of political offices, insufficient budgetary accountability, and lack of respect for the rule of law and human rights. However, since around 1990s there observed significant improvement in respect to good governance in Ghana pertinent to performance of the institutions (Abrham, 2013).

The existence of poor responsiveness, lack of awareness about the management, lack of democracy, corruption, poor sense of ownership, double responsibility and lack of members' awareness found to be the reasons for weak performance (Daniel,2000).

Corruption, rent seeking behavior, negligence of officials and employees of the public sectors, Lagging of response, lack of mechanism to as public sectors about its deeds and officials run for getting political loyalty from their bosses to either sustain their power or to upgrade their position rather work to solve residents' problem, lack of financial, material and human resources, lack of institutional capacity are the major challenges (Dinka, 2016).

According to Sebudubudu (2012) on his study entitled „the impact of good governance on development and poverty“ argues that good governance in Botswana facilitated development and impacted positively on poverty reduction and political stability, to this extent, this has been a responsive democracy. The researcher observation that the echelon of attentiveness about leadership of how and when the society involving on good governance is low down and those who exercise political power are considered as deviants in the city administration that the policies and ideologies were assumed to be only the leading powers to the administrative zone was observed as an overwhelming problem.

Among the many, the public official is not accountable for the decision they made. Slight contribution of society in the decision making process that the communities are decision taker rather than decision maker, the contentment level of services user is too stumpy and not considered as influential to bring an effective governance related facts and outlook of leadership roles which is initiated to undertake a research in the study area. Good governance is an ideal in which political processes translate the way of the people into public policies and establish the rules that efficiently and effectively deliver services to all members of society. The development

literature on governance identifies a number of characteristics of good governance, including the rule of law, transparency, accountability, efficiency and effectiveness, participation and responsiveness. These characteristics easily applied to assess a country's quality of governance in the public sector (Dinka, 2016)

Researchers had been conducting study on the challenges and prospects of good governance in Ethiopia. For instance, Yohannes Hailu (2017) study on the eastern zone of Tigray Adigrat administration on the assessment of challenges and prospects of good governance, and the research finding shows that the city administrative officials were less accountable and transparent i.e. the decision was not open to the public, there was no enabling environment for the public to have their voice in their governance system, decisions were made in spite of active sharing of the community, Gizaw Yohannes (2014) study conducted on the significance of good governance in Ethiopia, Humbo woreda administrations. This study revealed that as the significances of good governance was not made fully aware and the applications of good governance challenging. In addition, study

Conducted by (Dinka Tesema, et al 2016) on the challenges and prospects in urban governance practices in the land administration system Shambu town, Oromia regional state,

The study found that absence of system by which residents can hold officials accountable is hindering good land management practices in the town. Further, a study by Ram Prasad Pal (2017) conducted study on challenges and prospects of good governance in reduction of poverty in case of Buee town 02 kebele, Ethiopia .The study shows, lack of awareness of good governance and community participation, there is absence of people s participation in planning strategies, lack of awareness of good governance in poverty reduction sectors.

In addition, if we look at research conducted in jimma town and submitted to Jimma University, by (Fentaw Seid Endris, and Kaso Teha Nura, 2018) conducted study on assessing the impediments of good governance practices in local government administration: Case Study in Jimma Town, Ethiopia, the finding of this study shows the practice good governance is impeded by different factors in Jimma town administration particularly in Mendera Kochi and Ginjo kebeles. The study conducted by (Yirga T. 2000) studied on the challenges and prospects of good governance in finance sectors in Adama town, he concluded that as finance sectors of the Adama town has problems of participation on decision making process, fairness and equity, transparency, accountability in managing the revenue and expenditure of the finance sectors .

In addition, (Tefera .B. 2003) also conducted study on the good governance and its implantation on the budget

Distribution, that still there is problems related with fairness, transparency and accountability.

Therefore, concerning the challenges and prospects of good governance in Jimma town some selected sectors, there is still some observable and suggestion that has been forwarding from the community, because Jimma town some selected sectors are not an exceptional with other places in reducing the challenges and prospects of good governance of the poverty reduction sectors. So, this indicated that as there are difficulties that hampers the good governance in this public sectors, so as to get the possible answer with this study.

As the initiating , as the researcher it is initiated by the researcher that still no study is conducted on the challenges and prospects of god governance in Jimma town selected sectors and therefore this current study aimed to assess the challenges and prospects of good governance in Jimma some selected sectors

Rather, many researchers were focused on challenges of good governance on land, significance of good governance, challenges and prospects of good governance in urban centers, but this research was focus on challenges and prospects of good governance in jimma town some selected sectors.

Thus, this study was attempt to fill the research that was not yet touched by earlier researcher; particularly by focusing on the challenges and prospects of good governance of Jimma town some selected sectors.

1.3 Basic Research Questions

1. What are the challenges Jimma town some selected sectors are facing to implement good governance?
2. What are the prospects of good governance in Jimma town some selected sectors?
3. What are the measures taken to mitigate the challenges of good governance in Jimma town some selected sectors?

1.4 Objectives of the study

1.4.1 General Objective of the study

The main objective of this study will be to assess the challenges and prospects of good governance in Jimma town some selected sectors.

1.4.2 Specific Objectives of the study

1. To identify the challenges Jimma town some selected sectors are facing to implement good governance.
2. To identify the prospects of good governance in Jimma town some selected sectors
3. To find out the measures taken to mitigate the challenges of good governance in Jimma town some selected sectors.

1.5 Significances of the study

Many researchers are mainly conducting researches either to solve practical social problems or add valid knowledge to the existing ones. Therefore, this study, in one way or another, is expected to have the following significance. The study may create awareness about the trends of good governance and also challenges and prospects every selected sector are facing. It may also help as the input for the poverty reduction sectors on how to reduce the challenges of good governance. The study bring an opportunity in which the sectors are going to implement good governance. The study may also indicate major challenges and prospects of good governance in Jimma town some selected sectors. The study also provide an input to policy makers and legislative bodies and leave ideas for further research who may conduct study on challenges of and prospects of good governance of poverty reduction sectors.

1.6 Delimitation of the study

The study was conducted in Jimma town administration, Oromia region, south west Ethiopia. Jimma is located to south west Ethiopia at 346km away from Addis Ababa. Its astronomical location is 7° 4' North Latitude and 36° 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.

This study was also delimited on assess the challenges and prospects of good governance in Jimma town some selected sectors. Methodologically, this study was conducted using descriptive design, and variables, independent variables (challenges of good governance)

and dependent variables (prospects of good governance) .Therefore, this study was primarily focus on Jimma town some selected sectors such as, education, administration, finance ,health and municipality of jimma town.

1.7 Limitation of the study

As the concept of governance is multidimensional that includes social, economic and political aspects; it is difficult to draw inferences from political and administrative dimension, hence this study gives more emphasis to the political and institutional scopes even though they are not equally select .There are various factors that influenced and affected the research. Among these, some of the respondents are unwilling to give reliable and valid data especially about their personal information .Some of the respondent in the sectors and administration departments may refuse to give information and turn back interview guides.

- The leaders of the sectors cannot obtain by the reason of close meeting.
Respondents may fear to tell the reality due to the political nature of the case.
- Financial constraint during collecting sufficient data from extended number of sample respondent, time and social constraints for data gathering and analysis.
- The overlap of work because social problems.
- Covid-19 pandemic disease prevalence during data gathering and analysis.

Finally, as the mitigating strategies to reduce these mentioned problems or limitation, the researcher deliberately went to the study area , and collected the desired data by refraining himself and participants from Covid -19 epidemic disease

1.8 Operational definitions of key terms

In some circumstance a word may carry, different meanings and the term that used repeatedly in this study explained as follow:

Leaders: defined as sectors level leaders have legitimate power. In addition, Keble administrators having with legitimate power. Social hierarchies, cultural norms, and organizational structure all provide the basis for legitimate power.

Governance: - refers to the process of decision-making and the process by which decisions are implemented or not implemented “administrative authority in the management of countries affairs at all level. The way “power is exercised through a country’s economic, political, and social institution” the World Banks PRSP Handbook

.Governance comprises the complex mechanisms, processes and institutions, through which citizens and groups articulate their interests, mediate their differences and exercise their legal rights and obligations.

Good governance: is the process and institutions produce results that meet the need of the society, while making the best use of resources at their disposal. It also defined as the rule of the rulers typically within given set of rules. It is “among other things participatory, transparent and accountable. It is also effective and equitable which promotes rule of law” (UNDP, 1997).

1.9 Organization of the study

This study was encompasses five chapters .The first chapter is about introduction that incorporated about back ground of the study , statement of the problem , basic research questions objectives of the study , significance , delimitation and limitation of the study and organization of the paper. The second chapter is incorporated about review of related literature, which encompasses the conceptual, theoretical and empirical frame work of the study. The third chapter is about research method, which included about description of the study area, design of the study, sources of data, data collection tools, sampling technique and sample size, data analysis and interpretation, checking of validity and reliability, pilot test, and ethical consideration of the study. The fourth chapter is about the analysis of finding of the result, and the last chapter is also about major finding, conclusion and recommendation of the study.

CHAPTER- TWO

2. Review of Literatures

2.1. Theoretical Framework of the Study

2.1.1. Governance and Government

Governance is an old concept that originates from early democratic political theory which discusses the relationship between the rulers and the elope they rule. For instance, in the 19th century (Wilson, W. 2000). defined a government that practice good governance as “a government that can be properly and successfully implement a given policy, with the most possible efficiency and at the either money or energy.

Governance is the process of decision-making and how those decisions are implemented. Governance is good when the systems and processes are accountable, transparent, just, responsive and participatory (World Bank, 2007). Good governance or simply governance has been considered as an enormous concept (Barten et al. 2002), derived from the word government (Geddes 2005). Though some studies have defined governance and good governance differently most authors mention them as synonymous. Whatever the debate over understanding of concepts, governance and good governance are seen as „partnership and social inclusion“ in politics and policies of concerned governments (Geddes, 2005).

According to Grindle (2004), literally good governance means, what is not bad governance or what is good enough governance or that the level of goodness is high in governing processes (Besancon 2003). In this way it is suggested that good governance should be characterized as reduced corruption, improved accountability, adequately decentralized, well managed public resources, introduced proper laws and equality, restructured civil services and so on (Grindle 2004). Similarly, the World Bank researchers mentioned six indicators that define a government as good or bad (Kaufmann, Kraay&Lobaton 1999). Hout (2007) mentioned those indicators as follows: Voice and accountability, Political stability/lack of violence, Government effectiveness, Regulatory burden, Rule of law and Graft.

In contrast, to the above criteria, international development agencies (IDAs) such as the World Bank, the United Nations Development Programs (UNDP), and the Asian Development Bank (ADB) have identified a number of basic components for good governance. Amongst these components, four are common and universally recognized: accountability, participation, predictability, and transparency. By accountability, it understood that the governing authority would be answerable for its delivering of services. By participation, the understanding is that local people and private sectors would engage with decision-making processes. By predictability, it understood that, governing authority would make a decision implementable by following local laws and regulations. Finally, by transparency the understanding is that all the information that affects people should be available to the people (ADB & Gurung, 2000).

The terms “governance” and “good governance” are now fully part of the language of development. Whereas bad governance is broadly recognized as a root cause of poverty, good governance is often seen as a way to cure all ills. “Good governance is perhaps the single most important factor in eradicating poverty and promoting development.” (Kofi Annan, former Secretary General of the United Nations)

Government is made up of the structures and systems established for service delivery and ensuring security, voice and protection of all people in country’s borders who fall under authority of the state. Government must be more ambitious than a do-no-harm approach – it must actually be capable of doing some good (Paul Collier, 2008).

2.1.1. Concept of Good Governance

The notion of good governance evolves logically from the concept of governance .Although the term has no uniform definition it has gaining currency in various literature and defined variously by different people organization and government according to their experience and interest. These definitions generally describe good governance in terms of principles and norms, which characterized it and are applicable as well as relevant for all level of government(World Bank, 2007)

The concept of good in governance is an appendage to the word „governance, it seen as the process, and institutions by which authority in a country is exercised (World Bank, 2007). Furthermore, governance includes how governments selected, held accountable, monitored and replaced with an emphasis on the capacity of government to manage resources and respect the rule of law (World Bank, 2007). Therefore, the word „good“ in governance connotes the proper exercise of authority, management of resources and respect for the rule of law in accordance to laid-down principles for the benefit of all in a society.

In this regard, Babawale (2007) sees good governance as the exercise of political power to promote the public good and the welfare of the people. He argues that bad governance is the absence of lack of accountability in government, corruption, and political repression, suffocation of civil society and denial of fundamental human rights. He points out the attribute of good governance in any society to include: accountability, transparency in government procedures, high expectation of rational decisions, predictability in government behavior, openness in government transactions, free flow of information, respect for the rule of law and protection of civil liberties, and press freedom.

Also, Liu (2006) argues that governance extends beyond government action to address the role of citizens and the way groups and communities within society organize to make and implement decisions on matters of general concern. He observes that promoting good governance includes: reforms to increase accountability, transparency and responsiveness. Furthermore, good governance seeks to improve the capacity of the state, encompassing a variety of strategies to increase efficiency and effectiveness of government performance. This implies that accountability, transparency and responsiveness on the part of government and its officials are the hallmark of good governance in any society.

Meek (2012) argues that the concept of good governance characterize issues of performance in the management of a nation’s political, economic and social resources to enhance human capacity, social well-being and sustainable development in the society. In the same vein, Kofi

Annan observes that good governance is vital for the protection of rights and the advancement of economic and social development (cited in Kim et al, 2005).

Also, Ekpe (2008) argues that the purpose of good governance is to create conducive climate for political and socioeconomic development and to increase the efficiency and effectiveness of development programs in a society. He points out that the concept of good governance is used to characterize the interplay of the best practices in the administration of a state or nation for sustainable development. The fore going shows the importance of good governance to development in a society. If that is the case, what then is development?

2.1.2. Concept of Decision Making

There are ideas and principles for making good decisions that affect many people decisions made by civil society organizations or governmental authorities, at local, national or international level. These ideas come from the principles of good governance and used by international and local NGOs, As well as donors and governments themselves. They are also embedded in the Good Governance Framework. Those principles are: - Accountability, Participation, Equity and inclusiveness, Transparency, Rule of Law, Effectiveness and efficiency, Responsiveness and consensus oriented.

2.1.3. Relationship between People's Participation and Good Governance

This argument thus recognizes that the level of good governance increases through peoples heightened participation in development programs. Japan International Cooperation Agencies (JICA 1995) reported that good governance is the foundation of participatory development in as much as it provides the government roles needed to encourage participation and create the environment in which people can participate effectively. Effective people's participation enhances the transparency of the development works, the accountability of the implementing authority, and compliance with the local laws, which consequently establish good governance.

The above discussion thus indicates people's participation and good governance are inseparable from each other (Japan International Cooperation Agency, 2010). Chadwick and May (2003) stated that the citizen-state relation i.e. the quality of governance (here e-democracy) varies with the variation of peoples empowerment levels that developed through the delivery of government

information. They reconfigured three models of governance which were initially developed by (Laudon 2000) on the basis of interaction between citizen and government.

Table 2.1: Correlation between Stages of Participation and Governance

Stage of Participation	Model of Governance
<p>Stage-1: Inform- a one-way process when the governing agency tells people about their Decision e Or during Implementation of development programs.</p>	<p>Authoritarian Model: In this model, a decision comes from the top and is implemented Mostly by bureaucrats. Total process of program is not transparent, accountable and Predictable.</p>
<p>Stage 2: Consult a two way communication, but engagement of people is limited within the decision making of the program Governing agency is used to inform people to get feedback but makes decisions and implements them unilaterally.</p>	<p>Bureaucratic Model: in this participation is not enough to ensure the transfer of power. The process of program is less transparent and less predictable, and the agency remains accountable to the top not to the people.</p>
<p>Stage- 3: Involve- at this stage governing agency not only listens to people to make decision, but also Engages people for budget distribution d implements the Program together. Usually e whole community does not get the scope to be Engaged in this process.</p>	<p>Political Model: in this model peoples Participation is enough, but people are Engaged in the development programs in different segments, Which may evolve conflicts Between different interest groups. Governing agency Is transparent and accountable to a group of People but not to the whole community.</p>
<p>Stage-4: Empower- at this stage the governing agency allows developing the Capacity of people To come with their Resource Decisions and s to implement development programs jointly. Agency Works as a facilitator.</p>	<p>Democratic Model: this model allows Developing partnerships With people, Delegates Authority to make decisions and implements program with a sharing of local knowledge. Total process of the program is Highly transparent, accountable and Predictable.</p>

Source: JICA (1995)

The above Table illustrates that good governance can be achieved through continuous endeavor to empower the people. This Table can be used as a tool to identify the position of governance at a certain stage of participation, which was provide a clear indication about the next step to achieve good governance

Table 2.2. The principle and Elements of Governance in Different Countries

Framework	Governance Elements are referred as	Their Numbers	Particulars	Assessment
World Bank Country Policy and Institutional Assessment	Clusters	Four	a. Economic Management b. Structural Policies c. Social inclusion and Equity d. Public sector management and institutions	By WB country team
World Bank Institute	Aspects	Six	a. Advice and Accountability b. Political Stability and absence of violence c. government effectiveness d. Regulatory quality e. Rule of law f. Control of corruption	Constructed from existing perception indicators derived from 37 different data sources produced by 31 different organizations
United Nations	Stages or	Six	a. Civil Society	By a cross section of

University World Government Survey	Arenas		<ul style="list-style-type: none"> b. Political Society c. Government d. Bureaucracy 	local experts or well informed persons
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			<ul style="list-style-type: none"> e. Economic Society f. Judiciary 	
International IDEA Framework	Pillars	Four	<ul style="list-style-type: none"> Citizenship, Law and Rights b. Representative and accountable government c. Civil Society and Popular Participation Democracy Beyond the state 	
Fijis Governance Index	Dimensions	Four	<ul style="list-style-type: none"> a. Rule of Law Government Effectiveness c. Regulatory quality d. Social development 	Secondary Data
USAID	Dimension	Four	<ul style="list-style-type: none"> a. Rule of Law b. Elections and Political Processes c. Civil Society 	

				Transparency and	
				Accountability	
State of Governance in Bangladesh 2006	Dimension	Seven		a. Political Governance b. Macroeconomic Governance c. Public Administration d. Justice e. Local governance f. Civil Society g. Social Protection	By Research Scholars

Source . DamakeBoru 2018

2.1.6. Core elements of good governance

Different international and regional organizations including the United Nations Development Program (UNDP) tried to define the following elements as core characteristics of good governance (Kassahun2010)

Participation which refers to the process by which all men and women have a voice in decision making either directly or through legitimate intermediate institutions that represent their interests. The course of such broad participation based up on freedom of association and speech, as well as capacities to participate constructively. Good governance also requires that civil society has the opportunity to participate during the formulation of development strategies, that directly affected communities, and groups should be able to participate in the design and implementation of programs and projects. Even where projects have a secondary impact on particular localities or population groups, there should be a consultation process that considers

their views. This aspect of governance is an essential element in securing commitment and support for projects and enhancing the quality of their implementation (IFAD, 1999).

Rule of law, the legal framework should be fair and enforced impartially particularly the laws on human rights. A fair, predictable and stable legal framework is essential so that businesses and individuals may assess economic opportunities and act on them without fear of arbitrary interference or expropriation. This requires that the rules be known in advance, that they be actually in force and applied consistently and fairly: that conflicts be resolvable by an independent judicial system, and that procedures for amending and repealing the rules exist and are publicly known (Obaidullah,2001).

Transparency has to build on the free flow of information. In transparency processes, institutions and information are directly accessible to the concerned bodies to understand and monitor them. As private-sector investment decisions depend on public knowledge of the government's policies and confidence in its intentions, as well as in the information

Provided by the government on economic and market conditions, transparency of decision-making, particularly in budget, regulatory and procurements, is critical to the effectiveness of resource use and the reduction of corruption and waste(World Bank,2005)

Responsiveness refers to the attempt of institutions and process to serve all stakeholders. It refers to the public servant's responsiveness to the public, by methods and procedures to enforce the public were. Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe (Obaidullah, 2001).

Consensus orientation urges good governance to mediate differing interests to arrive at broad consensus on what is the best interest of the group, and where possible, on policies and procedures(World Bank ,2005)

Equity and equality, good governance has to promote to all men and women to advance or sustain their wellbeing. According to UN-Habitat the sharing of power leads to equity in the access to and use of resources. Women and men must participate as equals in all urban decision-making, priority setting and resource allocation processes. Inclusive cities provide everyone - be

it the poor, the young or older persons, religious or ethnic minorities or the handicapped - with equitable access to nutrition, education, employment and livelihood, health care, shelter, safe drinking water, sanitation and other basic services (Linkola,2002). Linkola suggests the practical means of realizing this principle that include, inter alia:

Ensuring that women and men have equal access to decision-making processes, resources and basic services and that this access measured through gender disaggregated data. Establish quotas for women representatives in local authorities and encourage their promotion to higher management positions within municipalities. Ensure bye-laws and economic development policies support the informal sector; Promote equal inheritance rights for land and property; Establishing equitable principles for prioritizing infrastructure development and pricing urban services; Removing unnecessary barriers to secure tenure and to the supply of finance; creating fair and predictable regulatory frameworks(Thomas,2007)

Effectiveness and efficiency, the concept of good governance should ensure efficiency and effectiveness in the use of resources of a nation having not compromise the crucial needs of citizens. It is the extent to which limited human and financial resources are applied without unnecessary, waste, delay or corruption. Urban areas must be financially sound and cost effective in their management of revenue sources and expenditures, the administration and delivery of services, and in the enablement, based on comparative advantage, of government, the private sector and communities to contribute formally or informally to the urban economy. A key element in achieving efficiency is to recognize and enable the specific contribution of women to the urban economy (ibid). It also refers the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies (Thomas2007).

Accountability:-refers to establishing of criteria and oversight mechanisms to measure the performance of public officials as well as to ensure that the standards are met. Decision makers in public institutions, private sector and civil society organizations should be accountable to the public as well as to institutional stakeholders. This accountability can be differed based on the nature of the organization or manner of decision either the decision is external or internal to the organization. (Kassahun2010)

Based on the above literature reviews, to study whether good governance is well implemented or not, the researcher identified the core elements of good governance that can identify the challenges which hinder implementation of good governance principles. However, among the eight elements five of them were considered to assess them properly. These selected elements were participation, transparency, equity & equality, effectiveness & efficiency and accountability

2.3 Challenges of Good Governance in Developing Countries

There is strong evidence that governance and institution matters in accelerating development and in reducing poverty in most developing countries, with regards to this, since the ends of the 1980s, the issue of good governance has been dominating the international discretion about development and international assistance to developing countries. The concept of good governance was first introduced by the World Bank in 1989 to

Characterize the crisis in sub-Saharan Africa, in a crisis of governance has become increasingly popular and favorite among the donors. As the result, the term good governance become a buzz word in this era and has swept public attention for the last decades. It has also become significant pillar in the consideration of a states' ability to confirm universally accept democratic standards. The factors that have bring to an end the development of good governance within the country are each structural and ideologically driven government policies that encourage backing instead of due principles (Semahagn, 2014)

One of the most important structural problems that appear to have prevented recognition of good governance within the country is the absence of democratic culture in the country long history (Fekadu, 2013). The country had undergone considerable part of its history under traditional feudal rule that was characterized by absolute loyalty that legitimizes the maltreatment of the poor. There was pattern of social interaction that sustains a severely hierarchical stratification of society, where one is forced by a large, invisible, but rigid system of collective sanctions, to obey the orders from above (Semahagn, 2014).

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).

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
- Lack of adequate and appropriate laws and policies in some areas

Lack of adequate and appropriate laws and policies in some areas
apart from the provisions of law enforcement and governance organs of the government, etc. (Rahmato, 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 (PASDEP,2007)

The provision of basic public selector services is far from being only technical matter. The political and governance context is dominant, influencing how and where resources are allocated. Lack of resources, inadequate provision of services, unresponsiveness of public officials; lack of accountability of local decision makers; and the shortage of effective and accountable CBOs and NGOs are impeded public governance in developing countries (Kasahun, 2010).

It is very difficult to think effective management of country's social and economic resources in a manner that is transparent, accountable, and equitable without the existence and practical applicability of the indicators of good governance. The *existence of rent seeking thinking, lack of commitment from the leadership of the public sectors, lack of commitment of the employees, lack of qualified man power in the public sectors, lack of standardized performance standards as major challenges of good governance among others*. A weak governance system compromises the delivery of services and benefits to those who need them most (Adel M. Abdellatif, 2003).

Ethiopia would be better off, if public life were conducted within institutions that are recognized for practically applying the indicators of good governance. In other words, many of the

conditions and indicators of good governance are laudable goals in and of themselves; the efficient use of resources, the effective delivery of services, responsiveness to the poor majority. *Inadequate business participation, poor responsiveness, lack of awareness about the management, lack of democracy, corruption, poor sense of ownership, lack of training, shortage of honesty, unnecessary interference external body, lack of knowledge, double responsibility and lack of awareness were found to be the challenges of good governance public Organization*(R. Dayanandan,2013).In public

Organization, “The most serious challenge for Ethiopian local government is capacity and local government institutions of the country have acute shortage of qualified human resources.(Zemelak,2009)

The challenge of today’s in public organization conducting employee selection of HR managers is to create and nurture a pool of good employees in the organization. It starts from selection process of the employees. „Interview“ has been used as important selection method by HR managers for long time. The cost of rehiring and retraining solidifies the importance of hiring the right person for right position first. It requires a reliable and valid interview process (Mohamed, 2010). All employers are searching for the very best employees available, but very few know exactly how to increase their odds of finding just the right person (Mills, 2007). Human resources are critical for effective organizational functioning (Griffin, 2006). Its importance stems from increased legal complexities, the recognition that human resources are valuable means for improving productivity, and the awareness today of the costs associated with Poor human resource management,

(Wright and McMahan,). Indeed, managers now realize that the effectiveness of their HR function was a substantial impact on the bottom lines performance of the firms. With very low unemployment levels, competition for the best employees is extremely keen (Berkson, Ferris & Harris,2003).Employability is having a set of skills, knowledge, understanding and personal attributes that make a person more likely to choose and secure occupations in which they can be satisfied and successful

2.4 Good Governance in Ethiopia

For many years Ethiopia was remained unitary state under the philosophies of unitary governments. It was in 1991 that the country has departed from the old historical system of

governance when the government existing by now organized the country in to decentralized federal government system. Since then that the devolved form of governance has become in place replacing the country old aged unitary forms of government philosophies. Based on the 1995 constitution of the country article 50(2) (3) the country is organized in to federal and regional states and each of the states has the legislative, executive and judiciary functions similar to the federal government.

Accordingly based on the 2001-revised constitution of Amhara Regional State Constitution article 45(1) the regional state divided in to Woredas and Kebeles. In this way the government and governance system which is quite different from the traditional system of governance established in the country. Based on the described governance structures the government of the country has been striving to bring changes in socio-political and economical realm of the country since 1991. As the issue of governance especially of good governance has recently got a special attention in the agendas of world arena, the government of the country has made the issue of good governance as one of the main issues of the government. As recently the relation between strong, capable institutions and good governance has been clearly acknowledged by most African governments in establishing and entrenching a culture of accountability and transparency in the management of national affairs, efficient and effective institutions are considered to be essential requirements and prerequisites(Johnson,2014)

Thus according to ECA (2004) "Measuring and Monitoring Progress towards Good Governance in Africa" is about capacity to promote democratic governance, and to improve the structures and institutions to properly discharge their assigned responsibilities. As capacity has been described as the "missing link" in African development and democratization, Ethiopia as an African country has suffered from the problems of capacity and different capacity gap areas were identified. And in order to tackle against the capacity gap, the Government has formulated the National Capacity Building Strategy/Program, which is considered to be critical for broad based and sustainable growth. Implementation of the Program is being undertaken step by step to strengthen the democratization process in the country. Developments in the various aspects of the Program: Civil Service Reform, Justice System Reform, Improved Democratic Governance, and Decentralization.

The adoption of federal system of Government in Ethiopia resulted in open, transparent, and democratic governance that respects the right of all citizens, the adoption of the decentralization process, which gave power to regional governments to implement development policies and

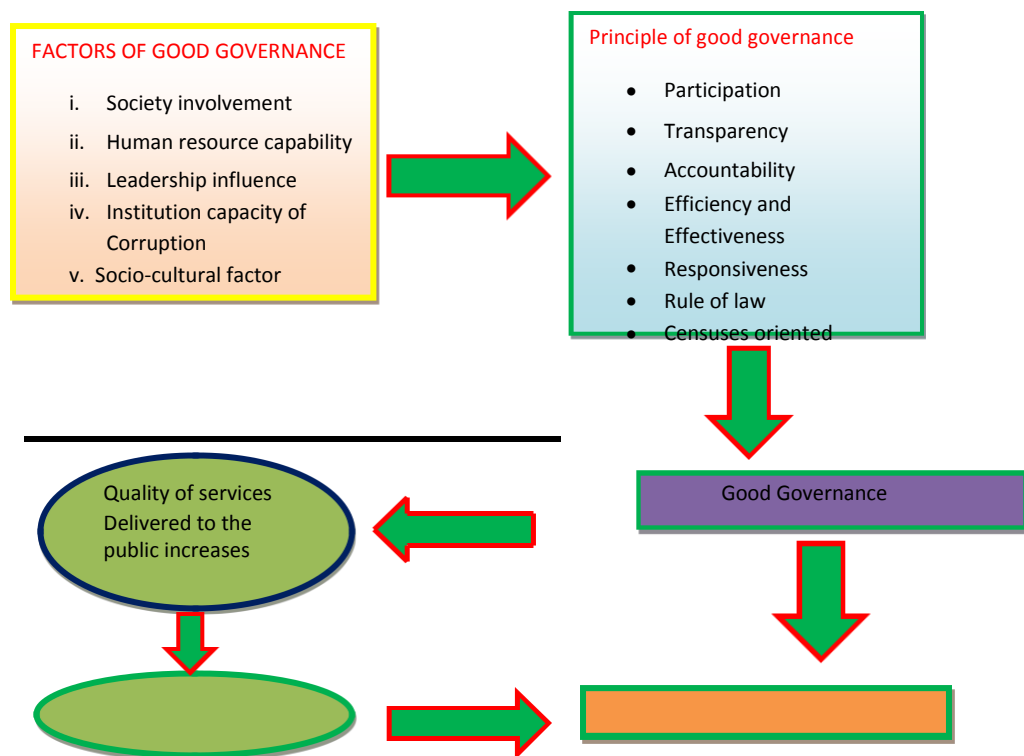
strategies and provided the opportunity for local residents to participate in development programmes. This is further strengthened by According to PASDEP Volume I, the following results achieved in democratic governance reform:

2.5. Conceptual frame work of the Study

The conceptual frame work is adapted from (LIU, 2002, Mardiasmo, 2008) seeking to align the independent attributes those have effects on characteristics of good governance that are used as indicators to assess the practice of good governance to identify major challenges in implementation of good governance indication in the conceptual framework taken in consideration but not limited to it. Generally, if identified factors positively affect those characteristic it lead to good governance and as result the quality of service delivery to the citizen increases. As the citizens delivered services that fit their need then their sense of belongingness on public institution increases and their trust on government too. Ultimately securing good governance would makes an environment conducive for development endeavor if it goes on the opposite governance was become poor and hampers development endeavor of a given locality.

Figure 2.1. Conceptual Framework of the Study

Figure2.1: Conceptual framework



Sense of ownership

Development

Source: Developed by Researcher based on literature review, 2020

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3. INTRODUCTION

This chapter presents research method, which included about description of the study area, design of the study, the study conducted using mixed approach (qualitative and quantitative) sources of data, data collection tools, sampling technique and sample size, data analysis and interpretation, checking of validity and reliability, pilot test, and ethical consideration of the study.

3.1 Design of the study

The design of this study was descriptive design; hence the purpose of this study is to assess the challenges and prospects of good governance in Jimma town some selected sectors.

To realize this objective, descriptive survey method needs to be employed. The use of descriptive survey method is well supported by Best and Kahan(2005), “descriptive survey design is appropriate to describe condition that exist, opinions that are held, and processes that are going on, trends that are developing and also to assess large sample size”. With this in mind, the researcher was use descriptive survey to get a description on challenges and prospects of good governance in Jimma town some selected sectors in focus .In addition; to make the data more reliable qualitative research was also utilized using descriptive survey design.

3.2 Sources of the data

This research was conducted using both primary and secondary data as a source of information. Combinations of qualitative and quantitative data were gathered through semi structured questionnaires, interviews and focus group as a primary source of information for the study. The information obtained from primary sources was also supported by a document analysis as sources of secondary data. The primary sources of data is a kind of data that obtained from the concerned body directly through (interview , questionnaire or observation) , it is the fact find

from the people who knows the issues identified as the problem face –to – face or asking the possible questions . Primary sources refer t individuals or organization from which information is organized directly as a result of the particular problem under study (Kothari, 2004). The secondary sources of data is the second one that is inquiring information through(document analysis , written materials , books , magazines or any other leaflet) to get the judgment about the existed problem . Therefore, using both sources as the same time in one research is advantageous by supplying surplus data and if the information is missed from primary sources of data, the researcher may get an opportunity to accessibility of information from secondary sources of data.

3.3. Sampling and Sample size

The study was undertaken on purposively selected Jimma town some selected sectors .This sectors were selected purposively because of the magnitude and importance of sectors in serving the society and their relation with diverse stakeholders. After the sectors were identified, the number of public servants in selected sectors included in the study as respondents has been decided proportionally to the number of employees find in each sector.

As (Patton, 1990,2002;Kuzel1999), stated that purposive sampling Represents a groups of different non –probability Sampling techniques. Also Known case as judgmental, selective or subjective or subjective sampling, purposive sampling relies on s/or the judgment of the researcher when it comes to selecting the units (e.g., people, gazations, events, pieces of data) hat are to be studied. Usually, the sample being investigated is quite small, especially when compared with probability sampling techniques. Purposive and proportionally taking of sampling is depend on the nature of the study , site of the study , financial background of the researcher and population in which the study is conducting .

Therefore, based on the numbers of the population, and also the given sample size of the given study can be taken 50% or at equal portion from the total population of the identified area .This is due to searching the availability and being sounded research in which the responses of each participants undoubtedly taken , and it is more acceptable study that persuade or convinces the mass of the population by putting the tangible finding that supported by detail analysis of the study (Kuzel, 1999) . But, this is subjective that if the researcher believe taking 10% or 20% is

unsounded that unable to reach the conclusion or week to find out the exact finding, and also to conduct study on excessive sample size to cross check the forwarded responses.

Therefore, after the number of respondents in each sector was proportionally decided, the sample respondent from each sector was selected using simple random sampling method.

3.5.1.2 Sample size Determination:

According to Jimma town service sector reported that (2019/20) there are 1589 civil servant in selected public sector of the of Jimma town administration . Therefore, in quantitative research sample size is determined using a statistical formula.

Here in the study, to determine the sample size, the researcher got 93% of confidence level. Although the sample size, determination table can provide the size of the sample, the researcher needs to calculate the necessary sample size by combining the desired precision and confidence of level to increase its reliability and validity. Different authors use different formula to determine the sample size of the study for quantitative. Accordingly, in this study, the following formula set by Kothari (2004), in the case of definite population, used to calculate sample size of the study.

$$n = \frac{Z^2 (p)^2 (q)^2 (N)}{d^2 (N-1) + (Z)^2 (P)^2 (q)^2}$$

Where:

n is the desired sample size; N is total population from the selected sectors in the study area; Z is 1.81 that is z-value for 93% of confidence level; p is an estimation of variance (0.5); q is (1-p) which is equal to 0.5; and e, is an estimation of sampling error which is $\pm 7\% = 0.07$. Hence

$$n = \frac{(1.81)^2 (0.5) (0.5) (1589)}{(0.07)^2 (1589-1) + (1.81)^2 (0.5) (0.5)} = \frac{0.819025(1589)}{7.7812 + 0.819025} = \frac{1301.43}{8.6} = 151$$

Therefore, the desired sample of employees of the population of selected public sectors in the study was 151 of which the sample size of employee from selected public sectors proportionally calculated as follows:

$$\frac{X_i(n)}{N} = \frac{x_i(151)}{1589}$$

$$N = 1589$$

Where, x_i is the number of population in the selected sectors at the town level.

The sample size determination was carried out by using sample size determination formula is used in this study. This sample size was randomly selected from sampling frame. It was taken proportionally from each sector equally in order to reduce bias and partiality of the respondents' representation.

3.5 Data Collection Tools

To secure reliable and adequate information, selecting of appropriate data collecting instrument is essential. Therefore, this study was mainly employed questionnaires, interview, and focus group discussions.

3.5.1 Questionnaires

A questionnaire is an enquiry of data gathering provide or respond to statements in writing and use to get factual information, (Best and Kahan, 2005), so the researcher was use questionnaires for similar cases. This study was use questionnaires for employees of Jimma town some selected sectors to collect data on challenges and prospects of good governance among this selected sectors .Because, their numbers are very large and fit with questionnaire unlike the other respondents. The questionnaires were include open ended and close ended items which are basically aimed at exploring the practice of school improvement program. The close ended items was formulated in five point liker scale (strongly disagree =1, Disagree=2, Undecided=3, Agree=4, and strongly agree=5) and open-ended items were provide for the respondents to freely express their ideas. The questionnaire has two categories: the respondents' personal characteristics and items relevant to the challenges and prospects of good governance among the Jimma town some selected sectors.

3.5.2 Interview

Interview gives the needed information face to face .Moreover, interview is important to find out what is in someone else's mind (Best and khan, 2005).Gubrium and Holstein (2001) also stated that interview is useful instrument to generate often important and crucial information. Thus, with this assumption interview was use as data gathering instrument and semi-structured schedule was prepared on issues challenges and prospects of good governance among the Jimma town some selected sectors . The interview questions were prepare in English and translated to mother tongue of the respondents. The interview deals with executive or leaders, who were taken as key informants for the purpose of this study.

3.5.3 Focus group discussion

According to Kumar (2005), focus group discussion explores the perceptions, experiences and understandings of a group of people who have some experiences in common with regard to a situation or events. Marvasti (2004) also stated that focus group discussion let participants spark off one another, suggesting dimensions and nuances of the original problems that any one individual might not have thought of. Sometimes a totally different understanding of a problem emerges from the group discussion. Furthermore, he stated that focus group discussion can stimulates the respondents (they won't become bored), and participants have the opportunity to elaborate on each other's answers to produce richer data.

Focus group discussion is also the other most important methods of data collection tools in which the researcher gather the data about the existing problem by designing questions that suits for discussion and given for the key informants or dwellers of the study area . First of all the researcher was made the group of two key informants that constituted 10 individuals each of the group.

3.6 Data Analysis and interpretation.

The data collected from primary and secondary resources using various methods and techniques was documented, organized and analyzed. The major findings was summarized and presented using descriptive statistical tools like frequency distribution, percentage, mean and standard deviations. The way of the researcher analyze the data, for understanding and successful accomplishment of the study; Data collected using the above mentioned instruments was analyze using both qualitative and quantitative. Quantitative data was interpreted through questionnaire

survey and presented in graphs and tables with frequency distributions, standard deviation, percentages and means. The qualitative data those are interview was interpreted through narration.

3.7. Reliability and Validity analysis

3.7.1. Validity

Bryman & Bell (2007) defined validity as how much any measuring instrument measures what it is intended to measure. They also suggest that the important issue of measurement

Validity relates to whether measures of concepts really measure the concept or not. There are several ways of establishing validity such as content validity; convergent validity concurrent; predictive validity; construct validity; and convergent validity. This study addressed content validity through the review of literature and adapted instruments used in previous studies of Li et al. (2006), Lenny et al. (2007) and Priscila&Luiz (2011).

3.7.2. Reliability Test

Nunnaly (1978) stated that reliability is the consistency of a test, survey, observation, or another measuring device. The level of reliability of the instrument indicates the consistency of the variables. Cranach’s alpha is an index of reliability associated with the variation accounted for the true score of the underlying construct and it can only be measured for variables which have more than one measurement question. 0.5 is a sufficient value, while 0.7 is a more reasonable value. Therefore, the reliability of the questionnaire is analyzed by using Cronbach's Alpha statistics. Cronbach's alpha indexes are above 0.7 suggesting that the variables are consistent to measure supply chain management practices in the company.

Table 1: Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	N of Items	Meaning
0.82	35	Reliable

Source: Source: Field Survey, 2020

3.8. Ethical Considerations

Ethical clearance and permission is obtained from the College of Business and Economics, Jimma University. Before the data collection, permission from each selected sectors was requested. During the distribution of the questionnaire, respondents were informed about the purpose and the benefit of the study along with their full right to refuse or accept the participation. The respondents` were told their response would be kept confidential and their identity shall not be exposed. Every person involved in the study was entitled to the right of privacy and dignity of treatment, and no personal harm were caused to subjects in the research. Information obtained is held in strict confidentiality by the researcher. All assistance, collaboration of others and sources from which information was drawn were acknowledged.

CHAPTER FOUR

4. FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter deals with the data analysis, discussion, finding and interpretation of data gathered through questionnaire, Interview and FGD. The chapter analyzes, discuss and present objectives of the research. In addition, the data collected from different sources using different tools have consolidated as well as analyzed using SPSS software package and other statistical tools and finally presented using graphs, charts, percentages and tables.

4.2 Response Rate

Table 4.1. Response Rate of the participants

No.	Data Collection Tools	Number of Planned Respondents	Number of Actual Respondents	Respondent Rate
1.	Questionnaires	151	151	100%
2.	Interview	10	9	90%
3.	FGD	10	8	80%

Source: Field Survey, 2020

4.3 Demographic Profile of the Respondents

To understand the demographic features of the respondents some characters were included in the questionnaire, like gender, age, educational status, work experience (service year) and marital status. The purpose of demographic data; it gives a context to the findings of the study. The summarized demographic information of the sample population for this study presented as follows.

Gender of Respondents

While considering the gender, out of total respondents, 111(73.5%) and 40(26.5%) are male and female respondents respectively, from the data the researcher understood that the majority of the respondents are male that engaged in different expert positions. This may emanate from cultural influence and the perception of male on the representation of women.

Table 4.2: Demographic Profile of the Respondents

Demographic Profile of the Respondents	Variables	Frequency	Percent
Gender	Male	111	73.5
	Female	40	26.5
	Total	151	100.0
Age in years	20-25	17	11.3
	26-30	67	44.4
	31-35	55	36.4
	36-45	11	7.3
	46-55	1	0.7
Experience of respondents	less than 2 years	9	6.0
	2-5 years	41	27.26
	6-10 years	79	52.3
	above 10 years	22	14.6
Educational status	Certificate	10	6.6
	Diploma	50	33.1
	Degree	90	59.6
	Masters	1	0.7
	Total	151	100
Marital status	Unmarried	55	36.4
	Married	88	58.3
	Divorced	6	4.0
	Other	2	1.3
		151	100.0

Source: Field Survey, 2020

Age of Respondents

As it can be revealed on the table above, the majority of respondents, 67 (44.4%) are at the age between 26-30 years and 55(36.4%) are the age between 31-35 years. While, 17 (11.3%) and 11 (7.3%) of respondents are at the age between 20- 25 and 36- 45 years respectively whereas, the remaining 1(.7%) of the respondents are at the age of 46- 55 years. This implies that majority of respondents are between the ages of 26- 30 and years in the selected organizations and it seems they are productive age because they are young, so they can bring fighting in the challenges process of good governance in the study areas.

Work Experience of Respondents

As it can be revealed on the table above on the other hand, while grouping respondents on their work experience, 9(6.0%) of the respondent have been serving less than 2 years. Whereas 41(27.26%) and 79(52.3%) served between 2 to 5 years and 6 to 10 years respectively. And the remaining 22(14.6%) have served above 10 years. This may indicate that majority 142(94%) of the respondents have more than two years work experiences in the selected public sectors. Thus, the respondents can reveal the existing situation of the present good governance implementation in the study area.

Educational Status

As it can be revealed on the table above in relation to the educational status of respondents, the results were found that 90(59.6%) of respondents had first degree, 50(33.1%) of them had diploma, 10(6.6%) of them had certificate and only 1(.7%) of them had second degree. This implies that the organizations different composition of professionals with their educational status that can reveal the points of the study by understanding the existing situation in the implementation of good governance principle in the study area.

Marital status of the respondents

As can revealed on the table above regarding marital status 55(36.4.) Percentage) of the respondents were unmarried and 88 (58.3%) of them were married while 6 (4.0%) and 2(1.3%) were divorced and widow respectively. From the table above, it implies that the study involve

different society with their marital status which is significant in the study of implementation of good governance principle in their use & service delivery.

4.4 Challenges in implementation of Good Governance

4.4.1 Factors influence leaders' decision to improve good governance

Table 4.3. Factors influence leaders' decision to improve good governance

No	Item	Rates	Frequency	Percentage	Mean	SD
1	Lack of decision making skill	Strongly agree	20	13.2	2.22	.92
		Agree	102	67.5	2.19	.88
		Undecided	7	4.6	2.3	.93
		Disagree	22	14.6	2.29	.90
		Total	151	100		
2	Lack of clear organizational rules and regulation	Strongly agree	39	25.8	3.53	1.22
		Agree	102	67.5	2.39	.89
		undecided	8	5.3	2.37	.97
		Disagree	2	1.3	2.39	.95
		Total	151	100		
3	Interference of external bodies.	Strongly agree	35	23.2	2.48	.82
		Agree	94	62.3	2.35	.89
		undecided	9	6	2.39	.91
		Disagree	13	8.6	2.37	.87
		Total	151	100		
4	Leader's commitment problem	Strongly agree	25	16.6	2.33	.92
		Agree	99	65.5	2.39	.91
		undecided	12	7.9	2.33	.85
		Disagree	15	9.9	2.37	.86
		Total	151	100		

Source: Field Survey, 2020

As it can be seen from table 4.3 above the majority 122(80.7%) of respondents rated as agree and strongly agree respectively with the existence of leadership challenge in related to lack of decision making skill while 22 (14.6%) respondents disagree on existence of lack of decision making skill problem. Only 7(4.6%) of respondents were neither agree nor disagree on the existence of lack of decision making skill as a good governance challenge. This implies that employees in the public organizations tend to believe that Lack of decision-making skill of the

leaders affect good governance principles. Having decision-making skill could improve the leaders' decision to improve good governance.

Additionally, majority of interviewees and FGD participants confirmed that having decision making skills has an essential role to increase or decrease the leaders' decision to improve good governance and different activities in their life. However, implementation of decision making skill in the study area is unsatisfactory.

From the second item on the table 4.3 above Lack of clear organizational rules and regulation were influence leaders' decision to improve good governance negatively; majority of the respondents 141(93.3), agreed and strongly agreed respectively on the issue that lack of clear organizational rules and regulation. Only 2(1.3%) of respondents disagree about the issue while 8 (5.3%) of respondents neither agree nor disagree on the concern of lack of clear organizational rules and regulation.

Additionally, majority of both the interviewees and FGD participants confirmed that having clear organizational rules and regulation is poor and less transparency. In displaying rules and regulation for others that exacerbate bad governance because of changing of the leaders from one sectors to another from time to time the leaders do not bring the material to the office after taking any training. Hear in our sectors great problem the majority of the interviewees answered like. This implies that that there were no clear organizational rules and regulation. Which play great role in implying good governance principles through decision-making process.

Regarding the third item of question on the table 4.3 above which related with interference by external bodies negatively, majority of the respondents 129(85.5%) agreed and strongly agreed about interference by external bodies influence leaders' decision to improve good governance. While 13 disagreed and 9(6%) of respondents (8.6. %) of respondents neither agree nor disagree on the issue.

Additionally, with this question, all of the response of interviewees and FDG confirmed same of the leaders agree with the above response from the respondents. While the remains leaders were the opposite that decision by leaders were not influenced by, external bodies from this one can conclude there is problem of the interference by external bodies which are a challenge for

leaders' decision to improve good governance. Hence, this can contribute to less leaders' decision to improve good governance.

Likewise, on the fourth item table 4.3 above of question related with leader's commitment problem affect negatively; the results were found that 124(82.1%) of respondents were agreed and strongly agreed and the rest 15(9.9%) and 12(7.9%) of them remain disagree and undecided respectively. Hence, the majority of respondents agreed that leader's commitment problem, negatively influence leaders' decision to improve good governance this may imply that due to leader's commitment problem decision to improve good governance were great problem shown in the public sectors and there are huge challenges and hurdles that wait ahead.

The majority of the interviewees and FGD agreed with the above opinion they add also some of the challenges related to rent-seeking, nepotism, leadership incompetency and working system limitations that the government is currently trying harder to reform all. As it indicated by various forums of the Ethiopian People's Revolutionary Front (EPRDF) good governance is a challenge that encountered at different levels due to capacity constraints among leaders and public servants at different administrative levels. To curb these challenges government launched a number of processes re engineering and training programs to improve skills and ensure appropriate good practices in different government institutions.

The government on its part is deeply evaluating and taking measures to reverse the deep rooted grievances that created massive public dissatisfaction at various levels. It is evaluating its leadership gaps as part of the ongoing deep reform that it has put in place following the 15 years evaluation of the ruling party. Even if the move taken by the government is a good start, it not sufficed, as good governance cannot attain only through the efforts made by the government. Civil society organizations, the entire public, institutes of higher learning, the private sector, and religious organizations should be able to find their niche in contributing to the enhancement of good governance in the country.

In general, Good governance and effective leadership are the essential requirements for an organization to consider successful in the eyes of all stakeholders in the 21st century. There is a direct link between Good Governance, effective leadership and economic prosperity. The difference between African and Asian countries, many of which started their history as states at

the same point in the 1960s, is striking. Lack of effective leadership is the main cause for Africa's lagging behind from the rest of the world. Governance intertwined with effective leadership is the key variable. Effective leadership and Good Governance are two sides of the same coin. The two have many elements in common. Without an effective leadership we may not envisage Good Governance in its totality. In fact, Good Governance may not be achieved in its totality because of cultural, psychological, social and sociological impacts and differences. Its implementation and perception also varies in line with the level of development and demands of the society. Due to this, the practice shows that very few countries and societies have come close to achieving good governance in its totality. (Herald News Ensuring good governance 21 Mar 2020)

4.5 Challenges Faced Leaders in Insuring Good Governance.

Table 4.4. Challenges face the leaders insuring good governance.

NO	Item	Category	Frequ ncy	Percentage	Mean	SD
1	Can you identify what challenges are facing leaders to ensure good governance?	Yes	148	98.0	2.32	0.95
		No	3	2.0	2.29	0.94
2	Can you considered resource problem as one challenges of leaders to ensure good governance?	Yes	128	84.8	2.27	0.85
		No	23	15.2	3.95	0.87
3	Is there a relationship between citizen's development demand and good governance	Yes, they have a direct relationship.	134	88.7	2.30	0.94
		Yes, they have indirect relationship	14	9.3	2.32	0.88
		No, they do not have any relationship.	3	2.0	1.93	0.95
4	Poor implementation capacity of government offices can be consi	Strongly agree	92	60.9	3.85	0.81
		Agree	46	30.5	2.78	0.83

	dered as one challenge of leaders' to insure good governance.	Partially agree	13	8.6	1.90	0.82
		Disagree	15	7.2	1.85	0.78
5	Customers do not know their responsibility when they want service form Government Offices.	Strongly agree	82	54.3	3.75	0.90
		Agree	45	29.8	3.21	0.88
		Partially agree	23	15.2	1.86	0.94
		Disagree	1	.7	1.02	0.79

Source: Field Survey, 2020

From the above table 4.4 above item 1 the perception of respondents related with challenges are facing leaders to insure good governance. Most of the respondents 148 (98 %) replied yes, 3(2.0%) of them replied no. This indicates there is a challenge facing leaders to insure good governance in public organizations.

Similarly, the qualitative data, FGD participants also stated their opinion on the issue; can you identify what challenges are facing leaders to insure good governance? The respondents said yes, there are so many factors which poor implementation capacity of government offices, the awareness of the customers and civil servants on the principle of good governance the rent seeking of some employees, resource problem, the proper implementation of the principle of good governance. They have been shown across groups to be only skilled of minor matters, incompetent and less gifted to create new idea for the about development and service delivery system for the community. This was planned and protected through the socio-cultural factors societies, which internalized the idea. This implies that there are challenges of reader to practices the principle of good governance

As it can be seen on the above table 4.4 the second item the considered resource problem as one challenge of leaders to insure good governance. 128(84.8%) of respondents are yes considered resource problem as one challenges of leaders to insure good governance 23(15.2. %) of them replied no.

Additionally as translated from Afan Oromo version, FGD discussion participants stated as; considered resource problem as one challenges of leaders to insure good governance, lack of

budget, lack of skilled human resource and other were the challenges. This implies that considered resource problem as one challenges of leaders to insure good governance.

As it can be seen on the above table of the third items respondents were also asked to give their views regarding there a relationship between citizen's development demand and good governance; most of the respondents 134(88.5 %) are yes, they have a direct relationship and 14(8.6%) And 3(2%) of respondents replied Yes, they have indirect relationship and No, they do not have any relationship. This implies that development demand and good governance have a direct relationship to increase to good governance. It is possible to conclude that there were a relationship between citizen's development demand and good governance; poor implementation capacity of government offices can be considered as one challenge of leaders' to insure good governance.

As it can be seen on the above table 4.4 of the forth items the majority of the respondents 134 (88.5%) strongly agree and agree poor implementation capacity of government offices can be considered as one challenge of leaders to insure good governance. The remain 13 (8.6%) were partially agree so this implies that almost all the respondents were poor implementation capacity of government offices can be considered s one challenge of leaders' to insure good governance. It shows there is Poor implementation capacity of government offices can considered as one challenge of leaders' to insure good governance.

As it can be seen on the above table of the forth items 138 (90.7%) of the respondents replies strongly agree and agree and 23 (15.2%) and 1(0.7%) of the respondents were partially agree disagree that Customers do not know their responsibility when they want service form government offices. This implies that there was lack of awareness about their responsibility. Therefore, from the above ideas or opinions of respondents, interviewees and focus group discussion except those some respondents who is their ideas contradicting the ideas of leaders conducted through interview. All the community of ourwereda do not now there responsibility when they come to the office to get the service and customers do not know their responsibility when they want service form government offices the main challenges of good governance implementation.

Practices of the core elements of Good Governance

As can be seen on the above table 4.4 of the fifth items on customers knowledge on responsibility 127 (84.1%) of the respondents replies strongly agree and agree. And 23 (15.2%) and 1 (0.7%) of the respondents were partially agreed and disagree that customers do not know their responsibility when they want service from government offices. This implies that here was lack of awareness about their responsibility when they want service form government Of fices the main challenges of good governance implementation.

As interviewees and focus group discussion except those some respondents who's their ideas contradicting the ideas of leaders conducted through interview, all the communit y of our Woreda do notk now there responsibility when they come to the office to get the service.

4.6 Practices of the Core Elements of Good Governance

It understood that, good governance is an ideal concept, which is difficult to achieve in its totality. Among its' characteristics, show the views of respondents in terms of Accountability, Participation, Effectiveness & Efficiency, Equity & Equality, and Transparency.

4.6.1 Accountability

Table 1 Accountability

N o	Item	Freque ncy/%	Strongly disagree	Disagr ee	Undeci ded	Agre e	Strongly agree	Tota l	Mean	SD
1	Accountability of admini stration are implemented properly	F	69	25	3	23	31	151	1.93	0.83
		%	45.7	16.6	2.0	15.2	20.5	100	2.08	0.70
2	Adequate knowledge of polices, principles and procedures are well pract iced	F	80	41	5	12	13	151	1.93	0.85
		%	53.0	27.2	3.3	7.9	8.6	100	1.90	0.80
3	Citizen charter is properl y implemented in the institution.	F	64	38	1	19	29	151	1.85	0.81
		%	42.4	25.2	0.7	12.6	19.2	100	1.85	0.79
4	Budget plan preparatio n is well managed and i t is well implemented	F	55	57	1	11	27	151	1.83	0.94
		%	36.4	37.7	0.7	7.3	17.9	100	1.45	0.79

Source: Field Survey, 2020

The result founded from the opinion survey about accountability in the study area considered to less. Concerning implementation of accountability of administration, the table 14 above shows that about 94 (61.6%) of respondents were strongly disagree and disagreed on the accountability, it confirmed that there is no accountability. The remaining respondents 31 (20.5%) were strongly agree, 23(15.2%) of the respondents were agree and 3 (1.3%) of the respondents were undecided. From this it can understood the selected public sectors was not made accountability to their responsibility. It can imply that in the study area there have the problems of accountability. Therefore, it was challenging to apply good governance.

Regarding to following accountability in line with having adequate knowledge on policies, principles, and procedures as indicated in table 14 above, about 121(80.2%)of the respondents' were strongly disagreed and disagree on its well-practiced and the remains 25 (16.5%)were agree and 5(3.3%) of them were undecided on the issues. This result shows that there was awareness gap on polices, principles and procedures of the government and other concerned bodies on polices, principles and procedures of governments.

Proper application of good governance improves the quality of life of citizens, establishes the legitimacy and credibility of institutions, and secures freedom of information and expression. It also strengthens citizen-friendly and citizen-caring administration.

Regarding Citizen Charter is properly implemented in the institution 102(67.6%) of respondents' strongly disagreed and disagreed. The remains respondents 29(19.2%) of the respondents were strongly agree, 19(12.6%) of them were agree and 1(0.7%) of the respondents were undecided. Even though to measure the performance of public officials as well as to ensure that the standards are met, implementation of accountability in implying citizen charter is poor in the study area. This can imply that in the study area there is the problem of the implementation of citizen charter to confirm both horizontal and vertical accountability in the study area.

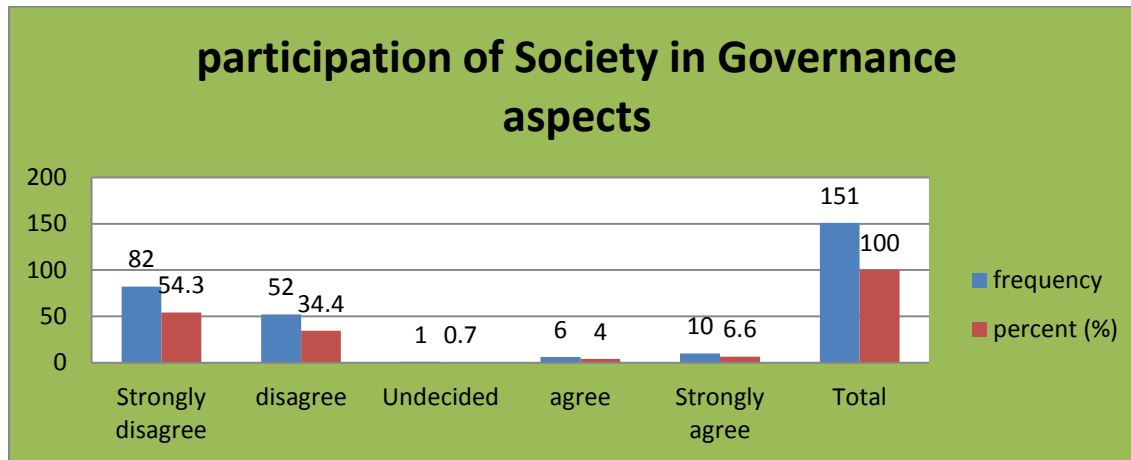
Budget plan preparation is well managed and it is well-implemented 112 (74.1) of the respondents were strongly disagree and disagree. And the remains 1 (.7%) were undecided, 11(7.3%) were agree and 27(17.9%) were strongly agree. This implies that there were problem of budget plan preparation In general, accountability is one of the basic elements of good

governance in which federal and local government bodies are obliged to report, explain and be answerable for the consequences of decisions they make on behalf of the citizens they serve. However, implementation of accountability is not well practiced in the study area to verify good governance in the selected sectors. Provide services to citizens. Public sector entities are accountable not only for how much they spend but also for the ways they use the resources with which they have entrusted. In addition, they have an over arch mission to serve the public interest in adhering to the requirements of legislation and government policies. This makes it essential that the entire entity can show the integrity of all its actions and has mechanisms in place that encourage and enforce a strong commitment to moral values and legal fulfillment at all levels. Besides, it can imply that in the study area there have problems of accountability in a way that they are not open to the public.

The data which was collected from informant's shows that when the public officials make decisions it is not based on the need and interest of public. And they don't want to (even when the people are invited and variety of thoughts are suggested, it is not taken in to consideration for the better implementation of the decisions) the community at the initials stage and when the decision come in to implementation phase a number of grievance encountered in the governing process. Moreover, the clarity and accessibility of newly enacted policies and decisions are near to the ground.

4.6.2 Participation

Figure 4.1. Participation of Society in Governance Aspects



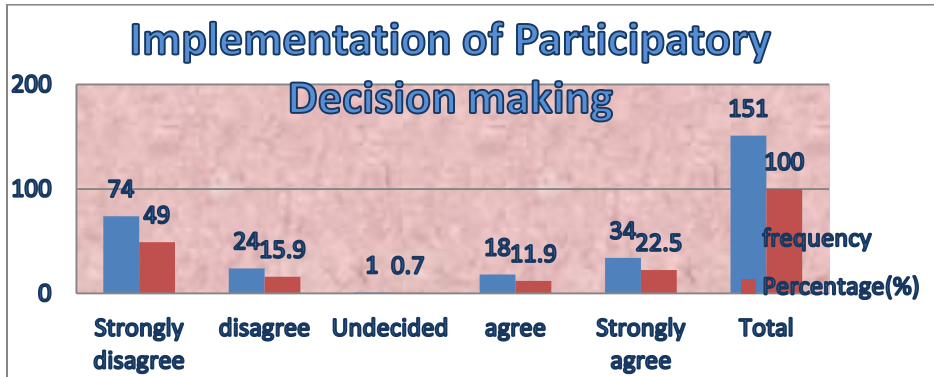
Source: Field Survey, 2020

Concerning the participation of the society on the aspect of good governance the above figure shows that 134(88.6%) of the respondents strongly disagreed and disagree while the remaining 10(6.6%) strongly agree and 6 (4.0%) were agreed on participation of society in the issue of good governance. The remaining 1 (0.7%) of respondent is undecided on the participation of society on the facet of good governance. Since the course of participation is such broad based up on freedom of association and speech, as well as capacities to participate constructively, good governance also requires that civil society to get the opportunity to participate during the formulation of development strategies and that directly affected communities and groups to participate in the design and implementation of programs and projects. However, result above shows that there is high limitation with participation of society in governance aspects to ensure good governance. This shows that there are challenges of good governance in the study-selected sectors in the sectors

Additionally, in an interview and FGD conducted with concerned leaders, majority of them confirmed that failure to involve the community in government aspects like in designing, planning, formulating projects that benefit the community. This makes increase the ignorance of ownership within the community participatory development. Moreover, majority of the FGD participants intelligently argued that leaders failure in being Model the Way by participating the community with their voice and setting an example. This implies that leaders in the study area

are not supposed to stand up for implementation of good governance with participate the community in aspects of governance.

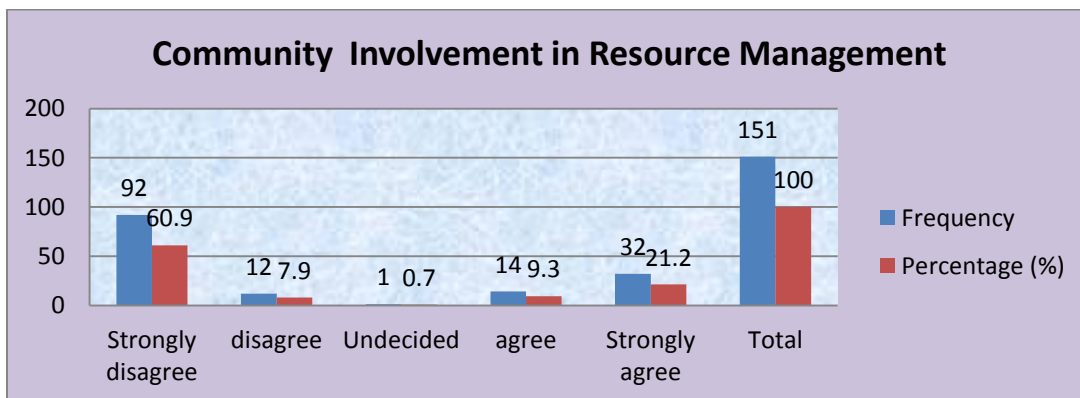
Figure 4.2. Implementation of Participatory Decision Making



Source: Field Survey, 2020

Even though participation refers to the process, by which all men and women have a voice in decision-making. Either directly or through legitimate intermediate institutions that represent their interests, figure 2 above shows less in its implementation From the total respondents 98 (64.9%) of the them displayed their perception in strongly disagree and disagree on the item implementation of participatory decision making principles of good governance is well. The other 34 (22.5%) and 18 (11.9%) were strongly agree and agree respectively. One (0.7%) respondent was undecided on the issues. This implies that there is the lack of implementing good governance principles in the public sectors. From this figure it can imply that there is implementation gap on participatory decision making.

Figure: 4.3. Community Involvement in Resource Management



Source: Field Survey, 2020

Community involvement in resource management is crucial in increasing ownership. From the figure 3 above concerning the Community involvement on resource management at least 104(68.8%) of the respondents were disagree while 46(30.5%) of the respondents are agree and only 1(0.7%) of respondent was undecided on the issues. This reveals that the whole community were not participate on resource management. The above results implied that in the study area there were the need of community based resource management. To bring the sense of ownership participation is necessary, but its implementation is unsatisfactory.

Data gathered from the interviews and FDG shows that, as participation is one of the basic indicators of good governance. When decisions expected to made in a collective manner. And asked how and to what extent is your engagement is powerful in decision making process. They responded the involvement they made in different dialogue and meeting is not such influential and they are in a position to take than make decisions and there is a strong word but little action. As the ‘public officers don’t want to be criticized for the misleading of the public institutions the reason further is because there is a tendency of those who seize public office suppose as they are the complete ownership of better policies and -decisions. Accordingly, there have performance gap on partaking decision making in the study area.

4.6.4 Effectiveness and Efficiency

Table 4.6. Effectiveness and Efficiency

N o	Item	Frequenc y/%	Strongly disagree	disagr ee	Unde cided	agre e	Strongly agree	Total	Mean	SD
1	There is frequent follow up in administration area	F	93	11	0	24	23	151	1.81	.93
		%	61.6	7.3	0	15.9	15.2	100	2.01	.89
2	Utilization, maintenance and purchasing system is fair	F	109	9	0	18	15	151	2.23	.76
		%	72.2	6.0	0	11.9	9.9	100	2.29	.91
3	adequate knowledge and skill in planning and allocating financial resource is observed	F	9	118	0	14	10	151	2.34	.87
		%	6.0	78.1	0	9.3	6.6	100	2.32	.84
4	There is a proper complaint handling system for anybody.	F	22	79	6	30	14	151	2.37	.86
		%	14.6	52.3	4.0	19.9	9.3	100	2.38	.93
5	Employees Serve the interests of citizens instead of their own personal interests	F	82	55	0	7	7	151	2.35	.94
		%	54.3	36.4	0	4.6	4.6	100	2.31	.91

Source: Field Survey, 2020

The concept of good governance should ensure efficiency and effectiveness in the use of resources of a nation having not compromise the crucial needs of citizens. It is the extent to which limited human and financial resources are applied without unnecessary, waste, delay or corruption and it serves the interests of citizens and handling any complaints properly. Table 4.6 above shows that about 104(68.9%) of respondent disagreed on the item that says there is frequent follow up in administration area whereas 47(31.1%) of the respondents agree as there is frequent follow up in administration area. From this it can be concluded that there is follow up but still a gap concerning the application of good governance in the study.

An interview and FGD informants added that if society is keeping on participation in different public dealings then surely they can get the expected result and it can increase the communities' confidence level and helps to know their environment in a better way. The service users can come across many difficulties through which the community comes to distinguish the positives and negatives of decisions. In addition to this, the consistency of decisions made in line with the rule of law and the legal competence of decision making government bodies and individual task is an imperative factor for the legitimacy of the decisions and therefore for the assurance of good governance. However, it failed to realize that participation provides a platform to test the public ideas and thoughts. From this it can be concluded that there have follow up but still there is a gap concerning the application of good governance in the study.

Concerning material utilization, maintenance and purchasing system about 118 (78.2%) of the respondents were disagreed and 33 (21.8%) of the respondents were agreed. This shows that still there was a problem in purchasing system, maintenances and utilization of material. The result implies that there was violation of rules and regulation of government concerning the abovementioned issue.

Concerning budget plan preparation and its management the above table shows that about 127 (84.1%) of the respondents were disagreed whereas 24(15.9%) of the respondents were agreed on the planning and management. This implied that the use of budget was less managed. These shows that still there were knowledge and skill gap among the administrators of the study area. From the above result implicit that to bring wise use of resources the study area needs to fill the

gap. Thus, it needs the way of grasping adequate knowledge and skill in planning and allocating financial resources. In addition to this, data collected from informants implies that adequate knowledge on the policies and procedures plays a leading role in enhancing the implementation level of the existed policies and to the extent possible to reframe policies, which are not compatible to the current need and interest of the community. Hence, it can conclude that adequate knowledge can diminish the implementation gap of good governance.

The respondents also requested to evaluate the current complaint handling system that ensures effectiveness and efficiency of good governance. As table 4.6 above shows, from the total respondents 101(66.9%) of the respondents were strongly disagree and disagree respectively on the item that says there was not a proper complaint handling system for anybody. This indicates majority of the respondents have not satisfied with practices of complaint handling system for anybody. Only 30(19.9%) and 14(9.3%) of respondents disagree and strongly disagree respectively to the presence of proper complaint handling system for anybody while the rest 6(4%) respondents were undecided whether failure as there is a proper complaint handling system for anybody or not. This indicates that the start of complaint handling system but it is not effective.

As can be seen from table 4.6 on the last item, the majority 137(90.7%) of respondents rated as strongly disagree and disagree. As employees of the study area serve the interests of citizens instead of their own personal interests while 7(4.6%) and 7(4.6%) of respondents were disagree and strongly disagree respectively on the item that says employees serve the interests of citizens instead of their own personal interests. Here, amazingly the employees believed that their service delivery is not satisfying the interest of the citizens instead of their own personal interests

4.6.5 Equity and Equality

Table 4.7 Equity and Equality

N o	Item	Freque ncy/%	Strongly disagree	Disag ree	Undec ided	agree	Strong ly agree	Tot al	Mean	SD
1	There is proportion of women in key positions in your institution	F	35	88	7	17	4	151	2.31	0.98
		%	23.2	58.3	4.6	11.3	2.6	100	2.27	0.86
2	Bosses are treating every employee in impartial and equal eyes.	F	36	89	5	12	9	151	2.31	0.96
		%	23.8	58.9	3.3	7.9	6.0	100	2.36	0.87
3	Employees treat all citizens equally irrespective of people's status, social rank, etc	F	46	85	2	10	8	151	2.28	0.91
		%	30.5	56.3	1.3	6.6	5.3	100	2.23	0.77

Source: Field Survey, 2020

According to UN-Habitat the sharing of power leads to equity in the access to and use of resources. Women and men must participate as equals in all decision making, priority-setting and resource allocation processes. Equity and equality in the selected sectors seem to be given less attention. As the above table 16 shows on the statement that says there is proportion of women in key positions in the institution, only 21 (13.6%) from all respondents are agreed whereas the 123 (81.5%) of the respondents were in disagreement with the respect to proportion of women in key position in the institution. The remaining 7(4.6%) of respondents were undecided on the issues. This implies that women have been given less attention in sharing of power that leads to equity in the institutions. However, majority of the member of the staff feel that the proportion of women assigning in key positions is necessary.

The informants added that as female were more vulnerable part of the society they are not playing their role in governance process of the sectors affairs, is because female are underestimated and they are considered as incapable to hold public office and lead different public institutions because of this reason public institutions are not serving all stake holders.

Hence, it can be concluded that there have challenges of good governance and with the intention of the level participation of male and female in decision making is not one and the same in the study area of selected public office.

In line with equal treatment to every employees in the organization, 125(81.5%) of respondents disagree and strongly disagree, on the item bosses are treating every employee in impartial and equal eyes while only 21(13.9%) of respondents were in agreement on the item and 5(3.3%) were undecided. This indicates that bosses are not treating every employee in impartial and equal eyes.

In the above tables the third items employees treat all citizens equally, the response of the respondents 131 (86.8%) were strongly disagree and 46 (30.5%) of the respondents were disagree as Employees treat all citizens equally irrespective of people' status, social rank, etc and the others respondents were 18 (11.9%) disagree and 2(1.3%) were undecided. This implies that employees do not treat all citizens equally irrespective of people status, social rank, etc.

4.6.6 Transparency

Table 4.8 Transparency

	Item	Frequency/%	Strongly disagree	Disagreed	Undecided	Agree	Strongly agree	Total	Mean	SD
1	Governing bodies have transparency	F	54	78	5	10	4	151	1.92	.97
		%	35.8	51.7	3.3	6.6	2.6	100	1.73	.94
2	Management flows transparency principle in resource utilization	F	26	96	3	19	7	151	1.94	.86
		%	17.2	63.6	2.0	12.6	4.6	100	2.32	.88
3	Stake holders are participating in budget planning	F	51	80	9	8	3	151	2.45	.81
		%	33.8	53.0	6.0	5.3	2.0	100	2.02	.79

Source: field survey, 2018

Concerning transparency the table, above shows that about 54 (35.8%) of respondents were strongly disagree and 78(51.7%) of respondents were disagree while only 10(6.6) of respondent agree and 4(2.6%) of the respondents were strongly agree on the item says Governing bodies have transparency and the remaining 5(3.3%) of respondents' undecided on the issues. This confirmed that in the study area there is the problem of the transparency of governing bodies.

Management flows transparency principle in resource utilization 122(80.8%) of respondents' disagreed and strongly disagreed while 7 (4.7%) and 19(12.6%) of the respondents strongly agreed and agreed respectively. So from this the researcher concludes that there is a problem in resource utilization in selected public sectors.

Concerning Stakeholders participating in budget planning 131 (86.8%) of the respondents were strongly disagree and disagree. And 9 (6.0%) of the respondents were undecided and 8(5.3%) and 3(2.0%) of the respondents were Strongly agree and of the respondents were Strongly agree this implies that there were the problem of Stake holders are participating in budget planning in the study area.

Transparency equally means the right of citizens to be informed on the entire decision making process. Over the last fifteen years, good governance has become a major area of focus by the Ethiopian government as it is one of the tools to realize nation's development goals.

4.7 Opportunities to Improve Effective Good Governance

Table 4.9. Opportunities to Improve Effective Good Governance

No	Item	Yes/No	frequency	Percent (%)	Mean	SD
12	Can you identify an opportunities in your locality which helps the sector to improve effective governance?	Yes	142	94.0	3.56	.98
		No	9	6.0	2.36	.76
	Total		151	100		

Source: Field Survey, 2020

From the table 4.9 the researcher observed 142(94.0%) of the respondents says yes to the item that request there is an opportunities to improve effective governance in the public sectors in the study area. This implies there so many opportunities to improve effective governance. There are many opportunities in the public sectors to contribute to the success and realization of good governance. In the above table 18 with regard to the question asked in relation to the opportunities in the public sectors of the selected sectors for the success and realization of good governance, the formation collected through interviews and discussions also supports the information provided above. According to their views, it is possible to deduce that the greatest concern given for good governance by the government at the country level, strong implementation of the tools of management like BPR and BSC, determination of leadership in taking initiation to realize the principles of good governance. And formation of different groupings and its effective implementation in the process of providing efficient and effective services to the customers are the major opportunities that can effectively be used by the municipalities to the realization and success of good governance.

Identifying the major challenges of good governance and suggesting solutions to cure these challenges is very important in deepening the principles and providing efficient and effective services to the customers and stakeholders of public sectors. Concerning suggesting solutions to the major challenges of good governance, particularly, to the success of good governance in the future in the public sectors of the study area have identified providing series of trainings on the

issues of good governance to the officials and the employees of the public sectors. Commitment from the leadership, creating a wareness about good governance to the public sectors service users needed in order to enable them to challenge in the absence of good organizational governance, filling positions with qualified and skilled work force as important solutions. The building institutional capacity of the public sectors, establishing institutional framework for good governance implementation follow up, carrying out various activities of the public sectors benchmarking or centering the principles of good governance, and having published performance standards and manuals of good governance are some of the solutions to the challenges of good governance.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

In this section of the organization, findings of the research had briefly summarized, more condensed and comprehensive statements had offered in the form of conclusions and recommendations.

5.1 Summary of the Major Findings

The main purpose of this study was to investigate challenges and prospects of good governance in Jimma town some selected public sectors. More specifically the study had designed to answer the following research questions: What are the challenges Jimma town some selected sectors are facing to implement good governance? What are the prospects of good governance in Jimma town some selected sectors? What are the measures taken to mitigate the challenges of good governance in Jimma town some selected sectors?

In order to find out answer for the above research questions the study has used questionnaires , interview and FGD as the main data gathering tools also document analysis have been used as supplementary instruments to generate additional information. The collected data were analyzed using simple statistical technique such as percentage, charts, and tables. The major findings of such analysis were briefly summarized as flow:-

Challenges facing the Leaders in Ensuring Good Governance

Concerning factors influence leaders" decision to improve good governance hence the majority122 (80.7%) of the respondents agreed and strongly agree that Leaders lack of decision making skill has own problem and it negatively influences leaders" decision to improve good governance

Majority 141(93.3%) of respondents and both the interviewees and FGD participants confirmed that having clear organizational rules and regulation is poor and less transparency in displaying rules and regulation for others that exacerbate bad governance. Majority of the respondents which are 129 (85.5%) agreed and strongly agreed on interference by external bodies influence leaders" decision to improve

good governance. The majority 124 (82.1%) of the respondents were strongly agree and agree on the leaders commitment to insure good governance in public sectors.

The majority 134(88.8%) of respondents say, yes, that development demand and good governance have direct relationship to increase to good governance, The majority 138(91.4 %) of respondents say, Poor implementation capacity of government offices and less awareness Customers were challenges are facing the leaders in insuring good governance 127(84.2%)of the respondents were respondents agreed and strongly agreed.

Prospects of good governance principles in implementation?

Regarding the accountability for questions (1, 2, 3 and 4 in table 4) the majority of respondents were strongly disagree and disagreed on the accountability, it confirmed that there is no accountability. Regarding the participation, effectiveness, and efficiency the majority of the respondents in selected public sectors there is problem.

Regarding the equity and equality questions (1, 2 and 3, in the table 6) the majority of the respondents were in disagreement with the respect, to proportion of women in key position. In the institution was exist, In line with equal treatment to every employees in the organization, on the item bosses are treating every employee in impartial and equal eyes as Employees treat all citizens equally irrespective of people“ status, social rank, etc

In the study area there is the problem of the transparency of governing bodies the majority of respondents were strongly disagree and disagree for the questions .While management flow transparency principle in resource utilization, concerning Stakeholders are participating in budget planning, the Stakeholders are not participating in budget planning.

Opportunities or measures are there to Improve Effective Governance?

Those, the majority of the respondents answer yes there is so many opportunities it is possible to deduce that the greatest concern given for good governance by the government at the country level, strong implementation of the tools of management like BPR and BSC, determination of leadership in taking initiation to realize the principles of good governance and formation of

different groupings and its effective implementation in the process of providing efficient and effective services to the customers are the major opportunities that can effectively be used by the public sectors in the study area to the realization and success of good governance.

5.2 Conclusion

Based on the result of this study, institutions assessed have not found perfectly effective in any of the five good governance indicators used in the study. Instead, they found effective in some of the sub-indices of the indicators and ineffective in some other sub-indices of the indicators. Therefore, in order to avoid generalization by simply using indicators for conclusion, the conclusion of the study has conducted by focusing on specific sub-indices of the indicators used in the study. In addition, in the conclusion and recommendation focus has given for the weak side of institutions. As they are directly representing the society, Civil Society and Community Based Organizations have strong contributions in building of good governance. However, poor achievements observed on the part of institutions in accommodating them. This greatly affects overall performance of institutions and led them to score weak institutional achievements.

In principles, good governance organization management needs to be open for public review and evaluation. If the institutions fear public review and evaluation of their administration, by any means they could not said transparent. For a service provider institution, making a survey of customer satisfaction level must be one of the first simple activities, failed to do this lead the failure of the organization as an institution and the institution was not the mechanism to know its failures and success as far as the service it provides to the society. Customers having not giving immediate solutions for their complaints, blame not only the institution but the overall system of the government. It also results the loss of customers and the delay of solution led service users to find solution abnormally such as through bribery for good governance to be occurrence in public institutions total staffs of the institutions should have awareness about good governance this need training.

Institutions need to be aware of concerning their efficiency in providing services so as to increase degree of confidence (trust) of the users. The services being totally independent from political influence encourage users and avoid the sense of discrimination among service users. Politically biased institutions produces conflict and hinder the building of good governance in institutions.

One the most important things that institutions expected to achieve is the establishment of procedures to follow up the implementation of anti-corruption policy, what should not be forgotten in the process of achieving good governance in public institutions are the case of corruption. The most dangerous enemy of building democratic governance is corruption.

As the same time the public has to have the freedom of reviewing the budget of institutions. Both the society and community based organizations should have accesses in reviewing budgets of the public institutions. There has to have mechanisms in public institutions which enabled them to review budgets. Corruption as endemic enemy for social, economic and political of any country especial attentions should be given to it. As it strongly deters institutional performance capacity public institutions needs to cautious in eliminating from institutions.

Transparently informing service users whenever changes are going too made in services provisions. This enables service users to adjust themselves on time and avoid later confusions. And do not open room for vicious illegal traders.

In general absence of giving training and awareness creation of officials and public institution employees through training, workshops and seminars, through pamphlets, journals and regional Medias, create the attitude of low value for good governance both among the civil servants and the community. They consider good governance as an idea that much not necessary for poverty reduction and sustainable development.

As far as equity and equality concerned the research used only one sub indicator, that was proportion of women in key position based the finding the proportion of women in key position accounted below 10%. Due to this institutions in general concluded poor in equity and equality. The possible measures that should be taken for the challenges of good governance and the possible outcomes of the absence or lack of good governance were gathered.

In addition follow up mechanisms concerning implementation of good governance in institutions have great role if institutions establish them. Creating awareness about good, governance especially using regional Medias and let them struggle the absence of good governance in public institutions. Lastly, institutional mechanisms should be established for discussion with the

society regarding good governances. The consequent results of poor governance would probably be decrease institutional responsibility discharging capacity, damage society (customers) living and hinders government and it blocks expansion of investments.

Thus, achieving good governance is one of the main agendas of Ethiopia, different efforts on the part of the government has been conducted recognizing that achieving good governance both at the national and local level directly or indirectly implies economic development and peace and stability .Thus this paper tried to show how good governance is widespread in public sectors in light of the five core good governance principles; participation, effectiveness and efficiency, transparency, accountability, and equity and equality.

In general, those described successes and failures of public institutions based on the five good governance indicators have their own positive and negative effects. Successes described by the study promote institutional performances, ensure productivity of institutions creates benefit for the society and facilitates the building of good governance in public institutions. Whereas those failures described by the research strongly affects institutional performance, productivity, and the process of building good governance. To sum, for a country striving to achieve the millennium development goals, the contribution of public institutions played crucial role. For institutions to contribute their parts good governance should one of the principal frameworks in all of their activities.

Therefore, the overall conclusion is that providing series of trainings on the issues of good governance to the officials and employees of the public sectors, commitment from the leadership, creating awareness on good governance to the public sectors employees and service users in order to enable them to challenge in the absence of good organization governance, and filling positions with qualified and skilled man power are identified as major solutions to the challenges of good governance in the future public sectors so as to provide efficient and effective public services.

5.3 Recommendation

Based on the identified findings, the following possible recommendations may be made for better working of the public sectors toward good governance.

- Since the present condition of good governance is not satisfactory; the public sectors in study area have to provides training on the issues of good governance. These trainings must also focus on the issues like principles of good governance; corruption and its effect; and accountability and transparency participation and effectiveness and efficiency issues just to mention few. This, on the other hand, helps the public sector in familiarizing their employees with the concepts, issues and principles of good governance and also contributes to a large extent, to address and solve the major challenges of good governance. This would help in avoiding the misuse of the scarce human, financial, and material resources and enables to deliver efficient and effective municipal services to the customers. Moreover, it was be better to promote accountability, transparency, participation, efficiency, effectiveness and rule of laws in the public sectors.

- Based on the findings of the study, with regard to the measures that have to be taken to solve the challenges of good governance, the researcher recommends that the public sectors have to provide series of trainings to the officials, employees and the community to solve the major challenges of good governance related with the attitude of the service providers in the public sectors.

- Properly identifying and wisely using opportunities in the process of exercising good governance is very crucial in providing efficient service to the customers. Therefore, it is recommended that the leadership of the public sectors have to identify the opportunities in their public sector, properly use the greatest attention given to ensure good governance at the country a level, work hard, and properly evaluate its progress to strengthen the implementation of the tools of management. The new blooded leadership of the zonal administration has to make a serious follow up, establish proper linkage and also provide adequate support to the municipalities so as to make them strong enough.

- Commitment from the leadership of the public sector, creating awareness about good governance to the civil service providers and users, filling positions with qualified and skilled human power were found very important solutions in the effort to solve the challenges of good governance in the public sectors.

- Implement the policy of citizen charter where specify the specific service provided to citizens with in specified time frame. Failure of officials to deliver service within specified time should be dealt seriously. Unaccountable and unethical behaviors, it found should be checked and control properly. To make it happened, Ombudsman, anticorruption commission and other similar institutions should be strengthen with more powers and activated. These efforts may have positive impacts towards promoting good governance.

In general for governance not to be poor in public institutions training and awareness creation of officials and public institution employees through training, workshops and seminars, through pamphlets, journals and regional Medias is necessary. In addition follow up mechanisms concerning implementation of good governance in institutions have great role if they are established by institutions. Creating awareness about good governance especially using regional Medias and let them struggle the absence of good governance in public institutions. Lastly, institutional mechanisms should be established for discussion with the society regarding good governances. Having not ensuring what are described above could be causes for poor. The consequent results of poor governance would probably be decrease institutional responsibility discharging capacity, damage customers

(Society) violets human rights living and hinders government and it blocks expansion of investment which ultimately hinder the development of society and country.

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APPENDIXES
JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

**DEPARTMENT OF MANAGEMENT FOR PARTIAL FULFILLMENT AND
REQUIREMENTS IN MASTER OF PUBLIC MANAGEMENT (MPM)**

MA PROGRAM IN PUBLIC MANAGEMENT

Dear Respondents,

The purpose of this study in general and this questionnaire are particularly is to study on “the challenges and prospects of good governance in Jimma town some selected sectors. for partial fulfillment for the degree in masters of public management. This research 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 is of 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. You should choose the answer you think is correct according to your understanding. 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 .For genuinely doing so by devoting your time and exerting effort , the students researcher really remains very grateful to you .

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

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Ethiopia

General Instructions

- Read all the instructions before attempting to answer the questions.
- Please do not leave any of the questions unanswered.
- Please read all the questions and put tick mark /√/ on your responses that most accurately reflect your answers or write your answers in the space provided. If the space provided is not enough use back of the paper indicating the question number.

Part One: Socio demographic characteristics

1. Sex

Female

Male

2. Age

20 -25 years

26 - 30 year

31 - 35 years

36-45

46-55

3. Educational level

Certificate

Diploma

Degree

Postgraduate

4. Marital status

Married

unmarried

Divorced

Widowed

5. Work experience

Less than 2years

2-5years

6-10years

above 10 years

Part Two: I. Instruction on how questions can be filled

The following questions are designed with 5 alternatives which encompasses the indicators of Practices of good governance. Therefore, you are kindly requested to identify the indicators of practices that your sector is currently looking for and put tick mark /√/ for all questions. The numbers in the top of the tables indicates how you measure the indicators, so you have to use the numbers that represent the scale as follow.

Please state your Agreements and Disagreements for the following statements that Practices of good governance of your sector.

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

I. Questions to identify what factors influence leaders’ decision to improve good governance.

Which of the following was be considered as factors which can influence leaders’ decision to improve good governance? Explain your level of agreement by putting “√”

Mark in front of each item under the following five:-

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

No.	Questions	5	4	3	2	1
1	Lack of decision making skill					
2	Lack of clear organizational rules and regulation.					
3	Interference by external bodies.					
4	Leaders’ commitment problem.					

II. Questions to identify what challenges are facing the leaders in insuring good Governance.

5. Can you identify what challenges are facing leaders to insure good governance?

- 1) Yes
- 2) No

If your answer is yes, list those challenges you know on the space provided below.

6. Can you considered resource problem as one challenges of leaders to insure good Governance?

- A. Yes B. No

If your answer is no, justify your reason on the space provided below?

7. Is there a relationship between citizen's development demand and good governance?

- A). Yes, they have a direct relationship.
B). Yes, they have indirect relationship.
C). No, they do not have any relationship.
D). I do not know.

8. Poor implementation capacity of government offices can be considered as one challenge of leaders" to insure good governance.

- A) Strongly agree. B) Agree. C) Partially agree. D) Disagree.

9. Customers do not know their responsibility when they want services form Government Offices.

- A) Strongly agree. B) Agree. C) Partially agree. D) Disagree.

III. Questions to identify what opportunities are there in the sector to improve effective Governance.

10. Can you Identify anopportunities in your Locality which helps the sector to improve effective governance. 1) Yes 2) No

If your answer is yes, please least those opportunities on the space provided below.

I
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. Rating scale in significance and challenge of Good governance. Indicate the degree of agreement and disagreement by putting “√” mark in front of each item under the following five likert scale:-

No	Item	Strongly Disagree	Disag ree	Unde Cide d	Agree	Strongly agree
1	Accountability of administration are implemented properly					
2	Adequate knowledge Of policies, principles And procedures are well practiced					
3	Citizen Charter is properly implemented in the institution.					
4	Budget plan preparation is well managed and it is well Implemented					
5	There is frequent follow up in					

	administration area					
6	Utilization, maintenance and purchasing system is fair					
7	adequate knowledge and skill in planning and allocating financial resource is observed					
8	There is a proper complaint handling system for anybody.					
9	Employees Serve the interests of citizens instead of their own personal interests					
10	There is proportion of women in key positions in your institution					
11	Bosses are treating every employee in impartial and equal eyes.					
12	Employees treat all citizens Equally irrespective of people's status, social rank, etc					
13	Governing bodies have transparency					
14	Management flows transparency principle in resource utilization					

15	Stake holders are participating in budget planning					
16	Participation of society in Governance aspects					
17	Implementation of Participatory Decision Making					
18	community Involvement in Resource Management					

Questionnaire of Service User Respondent (focus group)

The main objective of the study is to assess the challenges and prospects of good governance in Jimma town some selected sectors. The information obtained was being confidential. Your responses are of high value for research purposes and may be important in prescribing policies to improve governance in public institutions.

1. Does the institution prepare community forum in order to enable the community to discuss issue that mater them?
2. Does the institution encourage you to participate in decision making process that concerns the service user/community?
3. Do you (the community) ever consulted by the institution before a program or policy is implemented that concerns you?
4. Do you have ever invited to evaluate the service provider institution management?
5. Can you easily provide your suggestions, questions, comments and complaints for your service provider institution?
6. Have you ever provides complains in a service provider institution
7. How much do you think that the public services are independent from political interference?
8. Does the service provider institution have a special service delivery mechanism for women and the disadvantaged group?

9. Do the community/ service users have ever had the chance to review the budget of your service provider institution?

APPENDIX TWO

Interview guide line for leaders of selected public sectors

Part I: General information and personal data

Name of office you currently work in-----

Data of interview -----

a) sex----- b) age----- c) qualification-----

d) Experience as civil servant-----As leader-----

e) Present positions-----

Part II: interview questions

1. What are the basic features of good governance in the sector?
2. What is the role of concerned bodies to implement good governance in the sector?
3. Who play dominant role in agenda setting and budget allocation in the sector?
4. What are the major challenges of good governance in the sector?
5. Do the residents of the sector participate in political, economic, and social issues?
6. What are the mechanisms to exercise transparency and accountability of the executives and civil servants?
7. Is there any feedback mechanism to receive comments from the citizens regarding service delivery?
8. What must be done to improve good governance in the sector? What are the means to tackle the problem of good governance?

