

PRACTICES AND CHALLENGES OF LOCAL GOOD GOVERNANCE IN PUBLIC SECTOR; THE CASE OF DOYOGENA TOWN ADMINISTRATION

A Thesis Submitted to the School of Graduate Studies of Jimma University in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Public management (MPM)

By: Melese Danebo

Under the Supervision of:

Main Advisor: Hagos Brhane (PhD Scholar)

And

Co-Advisor: Megersa Wodajo (MSc.)



MPM Program, Department of Management, College of Business and Economics, Jimma University

Jimma, Ethiopia

January 2021

DECLARATION

I, Melese Danebo, declare that the project entitled “Practices and Challenges of Local good governance in Public Sector; the case of Doyogena Town Administration”, is my original work under the guidance and suggestion of the Research Advisors. It is offered for the partial fulfillment of the Degree of Master of Public Management (MPM). This project has not been submitted for any degree in Jimma University or any other University and all sources of material used for the project have been duly acknowledged.

Name: _____

Signature: _____

Date: _____

APPROVAL

This is to certify that Melese Danebo, Student of MPM in Masters of Public Management, Jimma University, has been working under our supervision and guidance for this project work. His project work entitled "**practices and challenges of local good governance in public sector; the case of Doyogena town administration.**" which he is now submitting is genuine and original work.

Main advisor:

Name _____

Signature _____

Date _____

Co-advisor

Name _____

Signature _____

Date _____

APPROVED BY BOARD OF EXAMINERS

Practices and challenges of local good governance in public sector; the case of Doyogena town administration

By Melese Danebo ID-RM\0396\11

A Thesis Submitted to Jimma University, Department of Management, in partial fulfillment of the requirement for the Degree of Master of Public Management

1. _____

Examiner (external) Signature Date

2. _____

Examiner (internal) Signature Date

3. _____

Main Advisor Signature Date

4. _____

Co- Advisor Signature Date

ACKNOWLEDGMENTS

First and foremost, I would like to give my glory and praise to the Almighty God for his invaluable cares and supports throughout the course of my life and helped me since the inception of my education to its completion.

Next, I would like to express my gratitude from bottom of my heart to main advisor: Hagos Brhane (PhD scholar) and Co-advisor: Megersa Wodajo (Msc) who has taken all the trouble with me while I was preparing the paper. Especially, their valuable and prompt advice, their tolerance guidance and useful criticisms throughout the course in preparing the paper, constructive corrections, and insightful comments, suggestions, and encouragements are highly appreciate. My sincere and heartfelt gratitude goes to the staffs of government offices experts of Doyogena town administration staff, inhabitants and all individuals for their frank response to my questionnaires, access to existing documents in relation to the topic under investigation.

Finally, special thanks go to all my family, you are the base throughout my life stage, and really, you deserve to see all this success. Last but not list thanks to my friends for their kind supported me at the time of my happiness and stress through encouragements, moral support and suggestions to accomplish my MA program.

ABSTRACT

Good governance has gained significant attention in developing countries and Ethiopia is no exception. It is widely recognized that as a precondition/prerequisite for sustainable development particularly for developing countries like Ethiopia. The main objective of the study was to assess the practices and challenges of local good governance in public institutions in Doyogena town administration Kembata Tembaro Zone SNNPs Regional State. The data were collected 151 public servants through questionnaire, FGD and interview from officials selected via purposively. The study used mixed research approach and a primary and secondary source of data was taken from different written documents and researches. Based on the descriptive analysis conducted using five core elements of good governance namely effectiveness and efficiency, participation, transparency, accountability and rule of law in public institutions practically different achievements and failure were observed. The major findings of the paper identified that existence of rent seeking thinking (corruption), lack of capacity of local actors, questionable resource allocation, weak accountability, lack of commitment of the employees and leadership, lack of qualified manpower, lack of performance standards as major challenges of good governance among others. Therefore, individuals required to be dedicated to fulfill their responsibilities.

Key words: *Accountability, efficiency and effectiveness, transparency, participation, rule of law Doyogena and good governance.*

TABLE OF CONTENTS

Contents	Page
ACKNOWLEDGMENTS	i
ABSTRACT.....	ii
TABLE OF CONTENTS.....	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
ACRONYMS/ ABBREVIATIONS.....	viii
CHAPTER ONE.....	1
1.1. Background of the Study.....	1
1.2. Statement of the Problem.....	3
1.3. Objectives of the Study	6
1.3.1. Specific Objectives.....	6
1.4. Research Questions	6
1.5. Significance of the Study	6
1.6. Scope of the Study.....	7
1.7. Operational Definitions/ Clarification of Terms and Phrases	7
1.8. Organization of the Paper.....	8
CHAPTER TWO	9
LITRATURE REVIEW	9
2.1. Concepts of Governance and Good Governance	9
2.1.1. The Elements of Good Governance	13
2.1.2. Local Governance.....	15
2.1.3. Major Theories of Governance.....	17
2.1.4. Decentralization: Concepts and Definitions.....	20

2.1.4.1. Dimensions of Decentralization	21
2.1.4.2. Administrative Decentralization.....	24
2.1.4.3. Fiscal Decentralization	24
2.2. Empirical Literature Review	26
2.2.1. Summary on Review of Related Literature	29
2.2.2. Good Governance Agenda in Ethiopia.....	30
2.2.3. Challenges of Local Good Governance.....	32
2.3. Conceptual Flow Model of the Paper.....	37
CHAPTER THREE	40
RESEARCH METHODOLOGY	40
3.1. Back Ground of Study Area/ Case Study Area.....	40
3.2. Research Design.....	42
3.3. Research approach.....	42
3.4. Study Population	43
3. 5: Sampling Frame and Techniques	43
3.5.1: Sampling Frame	43
3.5.2: Sampling Frame and Techniques	43
3.5.3 Sample size determination.....	44
3.6. Data Source and Data Collection Techniques.....	45
3.7. Method of Data Analysis and Presentation	47
3.8. Validity and Reliability of Instrument	47
3.9. Ethical Issues/Considerations.....	47
CHAPTER FOUR.....	48
RESULTS AND DISCUSSION	48
4.1. Response Rate of Respondents	48

4.2. Demographic Characteristics of Respondents.....	49
4.3. Framework for Assessing Local Good Governance Practices	50
4.3.1. Effectiveness and Efficiency	50
4.3.2. Practices of Indicators of Community Participation	53
4.3.3. Practices of Indicators on Transparency	57
4.3.4. Practices of Indicators of Accountability	60
4.3.5. Practices of Indicators of Rule of Law	62
4.4. Challenges Hinder the Implementation of Local Good Governance	64
4.5 Possible Solutions that Can Help to Curb the Challenges of Local Good Governance.....	66
CHAPTER FIVE	71
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	71
5.1. Summary of Major Findings	71
5.2. Conclusions	72
5.3. Recommendations	75
References.....	77
Appendix I	81
Appendix II.....	87
Appendix III.....	88

LIST OF TABLES

Table 1: Questionnaires, FGD, and Key informants Distribution and its Responses.....	Error!
Bookmark not defined.	
Table 2: Demographic Characteristics of Respondents by Sex, Age, and Level of education and Marital Status	49
Table 3: Efficiency and Effectiveness of town administration public institutions	51
Table 4: Participation of town administration public institutions.....	53
Table 5: Transparency on town administration public institutions.....	57
Table 6: Accountability of town administration public institutions	60
Table 7: Rate of Respondents on Indicators of Rule of law	62
Table 8: Challenges hinder the implementation of good governance.....	Error! Bookmark not defined.
Table 9: Solutions that taken to curb the challenges in public institutions.....	67

LIST OF FIGURES

Figure 1: Conceptual framework.....	30
Figure 2: Multi-stage process of regionalization (map of DTA).....	32

ACRONYMS/ ABBREVIATIONS

AfDB.....	African Development Bank
AsDB.....	Asian Development Bank
CIDA.....	Canadian International Development Agency
CSO.....	Civic Society Organization
DFID.....	Department for international development
DTA.....	Doyogena Town Administration
E.C.....	Ethiopian Calendar
FDRE.....	Federal Democratic Republic of Ethiopia
EPRDF.....	Ethiopian People’s Revolutionary Democratic Front
FGD.....	Focused Group Discussions
GIS.....	Geographic information system
GTP	Growth and Transformation Plan
LG.....	Local Government
MDGs.....	Millennium Development Goals
SNNP.....	South Nations Nationalities and People
NEPAD.....	New Partnership for Africa’s Development
NGOs	Non-Governmental Organization
OECD.....	Organization for Economic Cooperation and Development
UN	United Nations
UNDP.....	United Nations Development Program
USA	United States of America
WPE	Workers Party of Ethiopia

CHAPTER ONE

In this chapter, the study introduces the nature of the problem from broader perspectives, statement of the problem, objectives of the study, significance of the study, Scope of the study, organization of the study and gave operational definitions for important words, terms and phrases used in the study

1.1. Background of the Study

Governance, in the world of globalization and competition, matters in accelerating development and reducing poverty particularly most developing countries. The idea of good governance was initially introduced into international policy debates in the late 1980s. However, the meaning and scope of good governance is diverse. The rationality for its introduction into international discourse was the World Bank's "lack of effectiveness of aid, the feeble commitment to reform of recipient governments and the persistence of endemic corruption in developing countries" Nadeem (2016).

By deciding to address this "crisis in governance" the World Bank, as well as other donors indicated awareness that the quality of a country's governance system is a key determinant of the ability to pursue sustainable economic and social development". Major donors and international financial institutions are increasingly basing their aid and loans on the condition that reforms that ensure "good governance" is undertaken. The terms 'governance' and 'good governance' have become embedded in development theory where donors and international financial institutions are increasingly seeing the importance and need for good governance and are therefore implementing conditions for reform through their loaning.

According to a report of the Commission of the European Communities on the European Union's approach to governance in development it states that governance has become a priority in donors' development policies and aid programmes. The report states, "at a time of rising aid budgets, commitments to ensure the effectiveness of international aid and growing economic and financial interdependence, the emergence in the developing countries of a level of governance commensurate with the expectations of their citizens and the international community is now high on the agenda"(European Commission, 2006; cited Nadeem (2016).

However, citizens of many developing countries would be much better off, if public life were conducted within institutions that were fair, judicious, transparent, accountable, participatory, responsive, well managed, and efficient. For the millions of people throughout the world who live in conditions of public insecurity and instability, corruption, abuse of law, public service. In Africa, where there has been a historic record of bad governance, improving the governance environment has been given the central place in the new partnership for Africa development. As cited in (Kempe, 2003), Africa, New Partnership for Africa's Development (NEPAD) have been made a significant effort to change bad governance and to create a favorable governance environment (1999). Ethiopia is one among African countries that have made the indispensable effort for the consolidation and promotion of good governance environment at both the local, regional and national level especially after the incumbent government comes to power.

Empirical studies suggest that the challenges and practices on good governance which significance of good governance in public institutions in Ethiopia. They show that transparency, accountability, efficiency and effectiveness of in the country are not satisfactory. The binary logistic regression model results show that, four predictor variables such as participation, accountability, transparency and rule of law are found to be significant on the impact of cooperative performance which need due attention of the concerned stake holders to maintain good governance practice Dayanandan (2013). To curb challenges, Ethiopian government has taken number of measures that includes adaption of Federal Democratic Republic of Ethiopia (FDRE) constitution, amendment of domestic laws, development plan that enhances the development of country in many accesses that helps society participate on government and related commitments of government (Gizachew, 2014; Hailu, 2017).

Since 1991, Ethiopia has five tiers of government structures that are federal, regional, zonal, city administration and kebele. Further, at local level, it includes the existence of responsive and accountable leadership which fulfills the will of the people, independent judiciary and rule of law, freedom of speech and press. However, in many cases, the relevant issues is not the formal existence of local autonomy has been made an effective policy or to what point local development tools for and ensuring good governance at local government. Zemelak (2011), assess that "the most serious bottle neck for Ethiopian local government is capacity and local government of the country has a high shortage of qualified man power". Many were as have

been witnessing a deficiency in achieving feasible local development and delivering an efficient and effective service for their grass root people and marginalized sections of the society Gizachew (2014).

When we come to the study area Doyogena town administration (DTA) public institutions has been faced several good governance problems that emanate due to lack of executives educational qualification, the improper utilization of resources, poor facilitates, lack of appropriate law implementation and the gap of capacity building and ill are some of the problems (DTA, 2019). So the researcher tries to find what is the practices of good governance implementation and challenges at local order of government.

1.2. Statement of the Problem

Good governance is primarily concerned with the processes for making and implementing decisions irrespective of whether the decisions are wrong or right. The concept of good governance was also incorporated in the Millennium Development Goals (MDGs) as the major component of the battle against poverty the World Bank (2004). Governance is the result of interactions, relationships and networks between the different sectors (government, public sector, private sector and civil society and involves decisions, negotiation, and different power relations between stockholders to determine who gets what, when and how World Bank (2007). Governance is therefore much more than government or ‘good government’ and shapes the way a service or set of services are planned, managed and regulated within a set of political, social, institutional, administrative and economic systems

In the last decade, the concept of ‘democratic local governance’ has become an integral part of local development approaches, and has provided a basic rationale for donors’ support to decentralization reforms and local governments’ capacity building. The very concept of ‘good governance’ at local levels denotes quality, effectiveness and efficiency of local administration and public service delivery; the quality of local public policy and decision-making procedures, their inclusiveness, their transparency, and their accountability; and the manner in which power and authority are exercised at the local level. One of the essential factors for good governance is effective, productive and well-functioning public services Getachew (2019). Conversely, arbitrary policy-making, unaccountable bureaucracies, unjust legal systems, the abuse of

executive power and unengaged civil society and widespread corruption (Gisselquist, 2012) characterize 'poor' governance.

The practice of good governance at grass level as many researchers argue is determined not by the theoretical existence of institutions and good governance principles, but by the existence and practical applicability of these principles and strong capacity and commitment of leadership that fights corruption and rent seeking activities Tikue (2014). On the other hand, the federal constitution of Ethiopia empowers regional states to use their constitutions to design systems of local government appropriate to their unique circumstances (Tegegne 2007 as cited in Kena, 2016). This is a critical necessity for regional states because their differences in ethnic composition and socioeconomic circumstances cannot be managed through a one-size-fit all approach of local government structure.

Local Governance and decentralization evolve in a constantly shifting political and social context. Holistic methods of analysis—such as the open systems approach - can yield a sense of how many different elements interact and affect each other. The local government units exercise powers and functions that it seems that fit the purposes for which they are established. Depending on whether they are rural woreda or cities, the regular local government units take different forms and structures and should exercise appropriate powers and functions, at least theoretically. This has a negative implication for participatory governance and downward accountability of wereda governments Meheret (2004). It is evident that there are different categories of local government in Ethiopia, each of which exists for a specific purpose. If there are strong institutions of political competition that promote accountability to the local electorate, there will be a strong accountability of the local government to the local community Kena (2016).

Despite these efforts of Ethiopian governments at both local and national levels and assistance of international community for the realization of good governance and as academic evidences and survey of the existing literatures reveal the studies conducted to identify the status of good governance practice in Ethiopia is very few. However, most of them are focused on either at the country level or other parts of the country, time and place the assessment was limited and still largely not adequately conducted the practical implementation of good governance.

Even, the existing studies on the subject matter are either too general or one-dimensional. For instance (Meskerem, 2007; Kindey, 2012; Shimelis, 2018) most of these studies emphasized on single attribute of good governance (for instance on decentralization, in service delivery, role of CSOs in democratization etc.) thereby lacks comprehensiveness mostly. Bekelu (2011) also undertook a research on good governance but assessed only one indicator of good governance that is participation. It is very difficult to measure the prevalence or absence of good governance simply by taking one indicator of good governance. Nevertheless, both of them did not incorporate the key indicators of good governance.

Good governance practices significant to overall nation developments. But practically, absence of good governance at this study area is contributing its own for the stated problem, on the other hand. The communities in the town administration did not inform what the town administration has been planned. Service delivery on stated time and providing decision based on realistic evidence are hardly practiced in town administration. Lack of transparency, low interaction between stockholders, insufficient decentralization efforts, absence of vibrant CSOs, lack of commitment and motivation of leaders and experts in town administration to facilitate the implementation of good governance entrench sound to good governance.

However, there is considerable dissatisfaction among citizens about entire governance practices in public institutions in (DTA, 2019). Thus, efforts have been made to assess the challenges and practices of good governance with ongoing public institutions. Nevertheless, coming to the study area under this issue there are little and no well-organized studies especially, in order to assess the entire above problem and fill the above empirical and practical gaps. This study, therefore, tried to deal with the central issues of good governance practice and its challenge in public institutions and its status within the existing institutional role, both from the theoretical and practical viewpoints in comprehensive manner by considering Transparency, Participation, and Accountability, Rule of Law and Efficiency and effectiveness at local level of government. By taking public sectors as a sampling unit of some selected institutions like Administrative Office, Municipal Office, Industry and Small Scale Office, Education Office, Finance & Economy Development Office and Court Office in DTA.

1.3. Objectives of the Study

The main objective of this study is to examine the practices and challenges of local good governance implementation in some selected public sectors of DTA.

1.3.1. Specific Objectives

- ❖ To examine the town administration's practices on local good governance in delivering services.
- ❖ To explain the major challenges on good governance implementation in selected public sectors in the study area.
- ❖ To identify the possible solutions that can help to curb the challenges of good governance in the study area

1.4. Research Questions

- ✓ What are the town administration's practices on local good governance in delivering services?
- ✓ What are the major underlying factors that affect the process of good governance at local level?
- ✓ What are the possible solutions that can help to curb the challenges of local good governance in the study area?

1.5. Significance of the Study

This study is significant to analyze the issues of governance and come up with identifying the problems affecting good governance. Likewise, it identifies the practices and challenges of local good governance in DTA. Above all, this study primarily develops the thinking and analysis capacity of the researcher. For civil servants, this study helps to observe their own weakness. As far as the researcher would not assess all dimension of good governance, it can motivate other researchers who are eager to deal with this area and conduct further studies so used as an input for furthering of study. The results would be helpful for the formulation of policies and strategies to local community to take part in drying up the sources of bad governance in the country and for town administration. In general, the study was important for government and non-government

organizations to serve necessary information on the practices and challenges of local good governance in DTA.

1.6. Scope of the Study

Governance is very broad concept, which functions at different levels. As mentioned on the above, good governance characterized by its pillars though there is no consensus, is very vast and complex idea. Therefore, conceptually in this study good governance i.e. transparency, accountability, participation, rule of law and efficiency and effectiveness in DTA public sectors. Hence, the study did not assess any other principles of good governance apart from the principles listed on the above.

On the other hand, this study was geographically delimited to local level of DTA, in Kembata Tembaro Zone, South Nations National Peoples Regional State (SNNPR) in country Ethiopia. Furthermore, there are many issues to be studied; but the paper limited itself only to assess the practices and challenges of local good governance by taking characteristics of good governance principles that mentioned above five variables only.

1.7. Operational Definitions/ Clarification of Terms and Phrases

In this section it may be useful to briefly consider and explain important concepts and terms related to the subject matter of the problem. Thus, it is very important to give some conceptual definition of the terms used in the study and attempts to explain them with the view to convey an explicit meaning for the readers.

Accountability- DFID's (2010): Refers to accountability the ability of citizen to hold leaders, governments and public organizations to account.

Effectiveness -Johnston (2002): Means that we have the "right objectives", and in a good governance system, these are implied by the fact that the power is discharged by appointed & democratically elected representatives, who function having in mind the principle of accountability.

Efficiency - Johnston (2002): Relates to maximum utilization of available resources and capacities with the aim to fulfill the agreed set objectives and priorities.

Good governance: legitimate, accountable, and effective ways of obtaining and using public power and resources in the pursuit of widely accepted social goals Johnston (2002).

Participation- Johnston (2002): Every person and all people have the right to participate in, contribute to, and enjoy civic, economic, social, cultural and political development, freely, effectively and efficiently that represent their interests.

Rule of law-Johnston (2002): The exercise of state power using, and guided by, published written standards that embody widely supported social values, avoid particularize, and enjoy broad-based public support

Transparency- Johnston (2002): Official business conducted in such a way that substantive and procedural information is available to, and broadly understandable by, people and groups in society, subject to reasonable limits protecting security and privacy.

1.8. Organization of the Paper

This thesis has five chapters; the first chapter is all about the introductory aspect of the study such as statement of the problem, objectives of the study, significance of the study, and scope of the study and the definition of key words. The second chapter was review of literature related to governance & good governance, theory of governance, decentralization and conceptual framework of the study, in the third chapter the methods and specification of the model was been discussed, chapter four results and discussion of the study, finally, the conclusion and recommendation are presented in chapter five.

CHAPTER TWO

LITRATURE REVIEW

In this thesis, the researcher used-theoretical review (deferent theory), empirical literature, and conceptual frame work.

2.1. Concepts of Governance and Good Governance

Governance and government are frequently used interchangeably, suggesting that to some groups these terms mean the same thing (Harpham & Boateng, 1997). However, Rhodes (1996) disclosed that the current use of governance signifies a change in the meaning of government, referring to a new process of governing, changing conditions of ordered rule or the new method by which society is governed (Stoker, 1998).

These definitions are based on normative assumptions about new decision should be made within organization and the functioning of formal and informal structure for implementing such decision. There is no consensus in using these terms rather they are defined and conceptualized differently by different organizations and scholars. The term however, raises questions on its conceptual and empirical nature. As cited in (Moore and Robinson, 1994) identified that there are 5 problems for the use of good governance in development assistance, namely: 1) that there are too many definitions, 2) confusing definitions, 3) that there is an inconsistency in the implementation of the concept, 4) an unreliable of exogenous pressure, and 5) an unbalanced policy agenda in which the political conditionality is linked to a declining aid flow.

Similarly, Paproski (1993) describes governance as a system of socio-cultural, political and economic interaction among the various actors of the public and private institutions of civil society. Likewise, Jun (2002) upholds that the system of governance requires the sharing of power in decision-making, encouraging citizen autonomy and independence and providing a process for developing the common good through civic engagement. Governance has also come to mean a cooperative form of government by networks of public and private actors who participate in a negotiated decision and in implementation (Stame, 2006).

“The concept of governance conveys, most importantly, a more diverse view of authority and its exercise” (Bevir, 2008). “Broadly speaking, governance describes new forms of collective

decision-making which cut across different spheres (i.e., the state, the market and civil society) and which are based on complex networks of interdependent actors belonging to the public, quasi-public, private, voluntary, and community sectors” Kooiman(1993). These multitudes of actors who are participating on different levels and are engaged in decision-making depict the need to foster network-based governance approaches instead of the hierarchical government model (Harpham & Boateng, 1997).

Governance is not a concept limited to a single space of social and political relations. According to Graham, Amos and Plumptre (2003),

There are four areas or zones where the concept of governance and good governance is particularly relevant:

1. Governance/good governance in “global space” or global governance that deals with issues outside the purview of individual governments.
2. Governance/good governance in “national space,” i.e. within a country: This is sometimes understood as the exclusive preserve of government, of which there may be several levels: national, provincial or state, indigenous, urban or local. However, governance is concerned with how other actors, such as civic society organizations (CSOs) may play a role in making decisions on matters of public concern.
3. Organizational governance (governance in “organization space”): This comprises the activities of organizations that are usually accountable to a board of directors. Some will be privately owned and operated, e.g. business corporations. Others may be publicly owned, e.g. hospitals, schools, government corporations, etc.
4. Community governance (governance in “community space”) includes activities at a local level where the organizing body may not assume a legal form and where there may not be a formally constituted governing board. This means good governance can be applied at the international, national, local and organizational levels and to manage many types of resources (Hossen & Anwar, 2011). The term governance is used in a variety of ways, with a variety of meanings (Stoker, 1998).

The governance concept points to the creation of a structure or an order that cannot be externally imposed but is the result of the interaction of a multiplicity of actors who govern and influence each other (Kooiman & Van Vliet, 1993). Though Stoker uses different definitions for the concept of governance, he tries to make an explanation over five different points as to what the concept might be, and many of his definitions have a ground for consensus. The author tries to provide the determination of the limits as to how governance is defined in many of its aspects, rather than specifying whether expressions about the concept of governance are correct or wrong.

1. Governance refers to a set of institutions and actors that are drawn from but also beyond the Government. 2. Governance identifies the blurring of boundaries and responsibilities for tackling social and economic issues. It indicates that, in modern society, the State is transferring its once exclusive responsibilities to civil society (i.e., private sector organizations and voluntary groups, which are undertaking more and more responsibilities that were formerly in the hands of the State). 3. Governance identifies the power dependence involved in relationships between institutions involved in collective action. 4. Governance emphasizes the importance of autonomous self-governing networks of actors. 5. Governance recognizes the capacity to get things done without relying on the power of the Government to command or use its authority. In public affairs management, there are other management tools and techniques and the Government has the responsibility to use them to steer and guide public affairs (Stoker 1998).

In a research report titled *Our Global Neighborhood* issued in 1995, the commission defined governance thus: “governance is the sum of the many ways individuals and institutions, public and private, manage their common affairs. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action may be taken. It includes formal institutions and regimes empowered to enforce compliance, as well as informal arrangements that people and institutions either have agreed to or perceive to be in their interest.” It has four features: governance is not a set of rules or an activity, but a process; the process of governance is not based on control, but on coordination; it involves both public and private sectors; it is not a formal institution, but continuing interaction.

From the aforementioned definitions of governance, we can see that, essentially, governance means exercising authority to maintain order and meet the needs of the public within a certain range. The purpose of governance is to guide, steer and regulate citizens’ activities through the

power of different systems and relations to maximize the public interest. In terms of political science, governance refers to the process of political administration, including the normative foundation of political authority, approaches to dealing with political affairs and the management of public resources. It particularly focuses on the role of political authority in maintaining social order and the exercise of administrative power in a defined sphere.

The term governance is particularly used to describe changes in the nature and role of the state following the public sector reforms of the 1980s and 1990s. These reforms are believed to have led to a shift from a hierarchic bureaucracy towards a larger use of markets, quasi markets and networks, especially in the delivery of public services (Bevir, 2008). In addition, Bevir explains that governance also can be used to describe any pattern of rule that arises either when the state is dependent upon others or when the state plays little or no role.

He further states that governance can more generally be used to refer to all patterns of rule, including the kind of hierarchic state that is often thought to have existed before the public sector reforms of the 1980s and 1990s. He argues, however, that considering governance in this general way requires describing the changes in the state since the 1980s as the “new governance.” Whether or not we use alternative phrases such as new governance, weak states or patterns of rule in general, the concept of governance raises issues about public policy and democracy.

According to Rhodes (1997), governance consists of inter-organizational networks shaped with the principle of self-organizing, mutual loyalty, exchange of resources, rules of the game and significant autonomy from the state. This expression used as a definition in several studies mostly indicates what the concept of governance contains. In addition, Hyde defines governance as the management of political rules, either official or unofficial, including the arrangement of the rules associated with the exercise of power and the removal of confusion concerning these rules (Hyden, 1999; Joseph, 1999; as cited in Getachew; 2019).

Even though good governance is country-specific and is a contextual concept, an attempt to provide a convergence of good governance concepts from the different definitions is made. In the context of this study, good governance is related to the decision making process, the implementation of policies and decisions, and the allocation of resources at the local level. This means closely linked to local government (as the level or sphere of government closed to the

citizens) on the one hand and a variety of local stockholders groups (or so called non-state actors, NGOs and CSOs on the other, UNDP (1999).

2.1.1. The Elements of Good Governance

The following definitions indicate considerable variation in how “good” governance is defined. Some emphasize access to decision-making and the process of decision-making; others focus on the efficiency of governance outputs or the quality of outcomes.

Asian Development Bank (AsDB): The concept of good governance focuses essentially on the ingredients for effective management the institution is concerned only with these aspects of governance Gisselquist (2012).

African Development Bank (AfDB): According to this development institution, good governance includes the following principles: accountability, transparency, participation, combating corruption, and the promotion of an enabling legal and judicial framework from national up to the local government institutions AfDB (2008) cited in Gisselquist (2012).

Canadian International Development Agency (CIDA): Defines good governance as the exercise of power by an organization (or government) in an effective, equitable, honest, transparent and accountable way.

World Bank (WB): According to this, good governance is treated as to the extent that a country’s institutions and processes are transparent and accountable towards their citizens Gisselquist (2012). The same author noted that the processes include such key activities as elections and legal procedures, which must be seen to be free of corruption, accountable, and responsive to the people. Therefore, good governance promotes equity, participation, transparency, accountability and the rule of law, in a manner that is effective, efficient and enduring. In translating these principles into practice, it is likely to be obtained sound institutions and agents that are dedicated towards the development of its citizens.

United Nations (UN): Defines good governance as the exercise of authority through political and institutional processes that are transparent and accountable and encourage public participation. UN (2007) further elaborates that good governance makes institution to be democratic making them create avenues for the public to participate in policy making via formal

or informal consultations. It also establishes mechanisms for the inclusion of multiple social groups in decision-making processes, especially on a local level.

United Nations Development Programme (UNDP): As cited in Gisselquist (2012) noted that good governance according to UNDP refers to governing systems, which are capable, responsive, inclusive, accountable and transparent. The same author noted that good governance at the UNDP also entails meaningful and inclusive political participation Gisselquist (2012).

International Development Association (IDA): They emphasized that sustainable poverty reduction depends on sound policies, effective partnerships and systematic inclusion of the poor, affected groups and women in the development process. Good governance was seen as being critical to the development process and to the effectiveness of development assistance, and thus merited a specific inclusion in the institutions performance assessment methodology. This assessment process has been officially renamed the Country Policy and Institutional Assessment and sets out the key factors affecting effective resource use in the pursuit of the ultimate goal of poverty reduction. There are four key factors within a beneficiary state: (a) macroeconomic policies; (b) structural policies; (c) policies for reducing inequalities; and (d) governance and public-sector performance Gisselquist (2012).

Organization for Economic Cooperation and Development (OECD): In its work on public governance, the OECD focuses in particular on the principal elements of good governance, among others, accountability, transparency, efficiency and effectiveness, responsiveness, rule of law and forward vision Gisselquist(2012).“In its work on public governance, the OECD focuses in particular on the principal elements of good governance, namely: *Accountability*: government is able and willing to show the extent to which its actions and decisions are consistent with clearly-defined and agreed-upon objectives; *Transparency*: government actions, decisions and decision-making processes are open to an appropriate level of scrutiny by other parts of government, civil society and, in some instances, outside institutions and governments; *Efficiency and effectiveness*: government strives to produce quality public outputs, including services delivered to citizens, at the best cost, and ensures that outputs meet the original intentions of policymakers; *Responsiveness*: government has the capacity and flexibility to respond rapidly to societal changes, takes into account the expectations of civil society in identifying the general public interest, and is willing to critically re-examine the role of

government; *Forward vision*: government is able to anticipate future problems and issues based on current data and trends and develop policies that take into account future costs and anticipated changes (e.g. demographic, economic, environmental, etc.); [and] *Rule of law*: government enforces equally transparent laws, regulations and codes.” One goal of good governance is to enable an organization to do its work and fulfill its mission. Good governance results in organizational effectiveness. For the purpose of this paper, I shall use UNDP comprehensive definition of good governance, which is “participatory, transparent and accountable. It is also effective and efficient and it promotes the rule of law in narrower conception of local good governance is used.

2.1.2. Local Governance

While local government refers to a sub-entity of government which is legally recognized and created to deliver a range of specified services to a relatively small geographically defined area, local governance is considered as a system of managing local affairs that has been defined differently depending on the contextual situation considered.

In the context of Ethiopia, the decentralization policy, defines local government as type of government where citizens manage affairs of their locality Kena (2016). Any local governance is characterized by the normative recognition of the role and the voice of the community and other local organizations including civil society, private sector and other relevant groups. It is mandated to deliver local public services and to promote local economic development Kena (2016). According to Tikue (2014), there are two main characteristics differentiating local governance from other types of governance, these are “management of public services” and “representation of citizens” Tikue (2014).

Nevertheless, as described by Anwar and Shah (undated), the complexity associated with all these features constrains analysts to think local government beyond the small circumscription. This has therefore created a distinction between local governments depending on aspects they put emphasis on. (Bailey; 1999, as cited in Anwar and Shah; 2008) has distinguished four types of local governance. Leaders who focus mostly on the maximization of citizens’ welfare characterize the first type named “benevolentdespot”. Local governance where local governments try to match services to citizens preferences is the “the fiscal exchange model”.

Local governance that provides public services free for social purposes, while the third type consists in self-centered governance by the leaders without caring about citizens' voice characterizes the "fiscal transfer" model, which is the fourth. It is the public choice about the type of local governance, which determines the structure of local government institutions and consequent mechanisms (Anwar and Shah 2008). In the ideal model, the one, which is citizen, centered, local governments need to exercise a relatively high level of autonomy in both decision-making but also in the financial allocation and management. Local governance refers to the existence of working local systems established for the purpose of collective action and that promotes and manages a locality's public affairs in the interest of the local residents (Oates, 2006; Dame, 2016).

The main definition that used in this study is the one developed by UNDP – Local governance comprises as set of institutions, mechanisms and processes, through which citizens and their groups can articulate their interests and needs, mediate their differences and exercise their rights and obligations at a local level. The building blocks of good local governance are many: citizen participation, partnerships among key actors at the local level, capacity of the local actors across all sectors, multiple flows of information, and institutions of accountability (UNDP, 2010). Local government possesses most of the following attributes: a population; a clearly defined area; the capacity to sue and sued; the ability to make contracts; a continuing organization; the authority to undertake and the power to conduct public activities and the right to collect revenue and determine budget. In fact local government is today much more important in the daily life of a citizen than the State or Central government.

Local governments have to granted appropriate fiscal powers to further facilitating the development of the nation. Local governments need to have administrative autonomy through clearly set rules & have the real functions on its civil service. Furthermore, the most challenging policy problems and issues in all states have confronted at the local level. From this definition, it need to understood that assessing local governance needs the engagement of various stakeholders such as CSOs, governmental organizations and the private sector in relation to local good governance implementation practices in public institutions.

2.1.3. Major Theories of Governance

Current interests in governance owing to public sector reforms are linked to theories of governance. It is therefore imperative to look to major theories of governance to which the meaning of governance is tending and the varieties of definitions of governance, which provide us with multiple reasons and perspectives of their definitions, enabling us to better understand the descriptive nature of governance from which the norms of good governance are derived.

Rational Choice Theory: Rational choice theory attempts to explain all social phenomena by reference to the micro level of rational individual activity. It elucidates social facts, institutions and patterns of rule entirely by analyses of individuals' action. It explains that individuals adopt the course of action most in accordance with their preference. Rational theorists assume preferences complete and transitive. According to Bevir, rational theorists attempt to model human behavior in circumstances where people lack relevant information (2008). Bevir also states that the supremacy of the micro level in rational choice theory raises issues about the origin, persistence and effects of the social norms, laws and institutions by which we are governed.

An additional subject in rational theory is a more particular interest in the effects of norms, laws and institutions on individuals' actions. Further, rational choice theorists argue that institutions influence people's strategic interactions with one another. They assert that stable institutions influence individuals' actions by giving them sound expectations about the result of the diverse courses of action from which they might choose. Another, more specific problem is in kinds of inadequately institutionalized environments in which the absence of a higher authority leads people to break agreements and thus create instability. Examples of such weak institutions include the international system and nation-states in which the rule of law is weak.

The New Institutionalism: According to Bevir, an institutional approach dominated the study of the state, government, public administration and politics up until sometime around the 1940s, in which scholars focused on formal rules, procedures and organizations, including constitutions, electoral systems and political parties (2008). Although they at times emphasized the formal rules that governed such institutions, they also considered the behavior of actors within them. Institutionalisms' differ in their approach.

The new institutionalisms retain a focus on rules, procedures and organizations: They assert that institutions are composed of two or more people, they serve some kind of social purpose and they exist over time in a way that transcends the intentions and actions of specific individuals. But the new institutionalisms adopt a broader concept of institution that includes norms, habits and cultural customs alongside formal rules, procedures and organizations. It has become common to distinguish various species of new institutionalism.

Systems Theory: A system is the pattern of order that arises from the regular interactions of a series of interdependent elements. Systems theorists suggest that such patterns of order arise from the functional relations between, and interactions of, these elements. These relations and interactions involve a transfer of information. This transfer of information leads to the self-production and self-organization of the system even in the absence of any center of control (Bevir, 2006).

Bevir further explains the concept of governance as a socio-cybernetic system that highlights the limits to governing by the state. It implies that there is no single sovereign authority. Instead, there is a self-organizing system composed of interdependent actors and institutions. Systems theorists often distinguish here between governing, which is goal directed interventions, and governance, which is the total effect of governing interventions and interactions. In this view, governance is a self-organizing system that emerges from the activities and exchanges of actors and institutions. Again, the new governance has arisen because we live in a center less society, or at least a society with multiple centers. Order arises from the interactions of multiple centers or organizations. The role of the state is not to create order but to facilitate sociopolitical interactions, to encourage varied arrangements for coping with problems and to distribute services among numerous organizations.

Efficiency Theory: This theory premises the existence of local government as an efficient agent of government for providing services that are local in character. Stoker (1998) noted that one of the notable proponents of the existence of local government (LG) exists to provide services and it must be judged by its success in providing services up to a standard measured by national inspectorate. This same line of thought was found in the works of Sharpe (1970) that given that there is no local government; a functionally similar body must be in existence to provide services that are local in nature.

This could be understood from the perspective that the size and spread of a nation particularly those that are large and heterogeneous in composition may not be able to rely on the central and regional government to effectively meet up with needs that are local in nature. In effect, local government may effectively and efficiently respond to local need. This theory therefore notes that LG may not justify its existence if it fails to provide needed service within its scope of competence effectively.

Democratic-Participatory Theory: Salamon (2002) defines the new governance as a framework recognizing "the collaborative nature of modern efforts to meet human needs, the widespread use of tools of action that engage complex networks of public and private actors, and the resulting need for a different style of public management, and a different type of public sector, emphasizing collaboration and enablement rather than hierarchy and control." The new governance raises specific problems for democratic practices. Democracy is usually associated with elected officials making policies, which are implemented by public servants. The public servants are answerable to the elected politicians, who in turn are accountable to the voting public. However, the rise of markets and networks has disrupted these lines of accountability (Bevir, 2008).

In the new governance, policies are being implemented and even made by private sector and voluntary sector actors. There are often few lines of accountability tying these actors back to elected officials, and those few are too long to be effective. Besides, the complex webs of actors involved can make it almost impossible for the principal to hold any one agent responsible for a particular policy.

Similar problems arise for democracy at the international level. States have created regulatory institutions to oversee areas of domestic policy, and the officials from these institutions increasingly meet to set up international norms, agreements and policies governing domains such as the economy and the environment. There is no agreement about how to promote democracy in the new governance. To some extent, the different proposals again reflect different theories of governance in general. Rational choice theorists sometimes suggest markets are at least as effective as democratic institutions at ensuring popular control over outcomes. Institutionalists are more likely to concern themselves with the formal and informal lines of accountability needed to sustain representative and responsible government. These institutional issues merge

gradually into a concern to promote diverse forums for dialogue – a concern that is common among interpretive theorists.

Among the theories described above, the theory of “democratic governance” is of particular interest of this study, as it shares the values of local good governance like empowering the communities through participation of public as well as the private sectors in decision-making processes. In contrast, institutionalisms tend to concentrate on strategies by which the state can manage and promote particular types of organizations; they typically offer advice about how the state can realize its policy agenda within a largely given institutional setting.

2.1.4. Decentralization: Concepts and Definitions

There is a host of literature available on decentralization based on technical issues pertaining to redistribution of authority, responsibility and financial resources for the provision of public services among different levels of governments (Nadeem, 2016). Kena (2016) also defined decentralization as the transfer of legal and political authority from a central government and its affiliates to sub- national units of government in the process of making decisions and managing public functions. It is a process through which authority and responsibility for public functions is transferred from central government to local government.

The most comprehensive definition of decentralization is given by Rondinelli (1983) who defines decentralization as: the transfer or delegation of legal; and political authority to plan, make decisions and manage public functions from central government and its agencies to subordinate units of government, semi-autonomous public corporations, area wide or regional development authorities; functional authorities, autonomous local government or nongovernmental organizations.

This definition encompasses the concept of transfer and delegation, which characterizes the different forms of decentralization. Therefore, the concept is more specifically defined in the context of its different dimensions and forms within the level of authority exercised and responsibilities given to agency in charge of some kind of decentralized function or service UNDP, (1999). In connection to this Meheret (2002) states decentralization as:

Decentralization in different forms has been propounded as an essential political agenda for democratic self-governance and socio-economic growth for over three decades. In particular, two major patterns of decentralization, vis. political and administrative decentralization, suggest viable options to promote democracy, development, political stability and efficiency in government management in much of the development and governance literature.

As it is defined by UNDP, and cited in Mehta, (2000), Decentralization is considered as part of overall government system of any society. It is a process by which authority, responsibility, power, resources and accountability are transferred from central level of government to sub national level. Improved governance will require not only strengthened central and local governments but also the involvement of other actors from CSOs and private sector in partnership with government at all level.

Decentralization is much more than public sector, civil service or administrative reform. It involves the roles and relationships of all of the societal actors, whether governmental, private sector or civil society. The design of decentralization programs must take this in to account. This is why UNDP prefers the use of the term decentralized governance rather than the term decentralization (UNDP cited in Mekonnen (2018)).

2.1.4.1. Dimensions of Decentralization

Many analysis of decentralization consider the transfer of powers in three sectors to be necessary for success. For the purpose of this research, the three dimensions of decentralization that is democratic decentralization, administrative decentralization and fiscal decentralization with their specific characteristics can be discussed.

I. Democratic (Political) Decentralization

According to Research Triangle Institute, (1997) Democratic decentralization is the development of reciprocal relationships between central and local governments and between local governments and citizens. It addresses the power to develop and implement policy, the extension of democratic processes to lower levels of government, and measures to ensure that democracy is sustainable. Democratic decentralization incorporates both decentralization and democratic local governance.

The decentralization component of democratic decentralization is the transfer of authority and responsibility from central government to local government, whereas democratic local governance is autonomous levels of local government, vested with authority and resources that function in a democratic manner. That is, they are accountable and transparent, and involve citizens and the institutions of civil society in the decision-making process. It emphasizes the presence of mechanisms for fair political competition, transparency, and accountability, government processes that are open to the public, responsible to the public, and governed by the rule of law.

Characteristics and key relationships in democratic decentralization

The relationships among democratic decentralization, decentralization, and democratic local governance are not a hierarchical relationship but rather a spectrum of relationships that help define a framework for implementing democratic decentralization strategies (Research Triangle Institute, 1997).

The research institute identified the following relationships.

II. Central - Sub-National Local (Decentralization)

The first major relationship is between the central government and the sub national or local government. This reciprocal relationship is decentralization, the transfer of authority and responsibility to local government. The authority and responsibility are administrative, financial, and political. Local governments participate in central policymaking and influence activities at the central level, as well as carrying out responsibilities formerly conducted by the central government. These major relationships of democratic decentralization are characterized by

❖ Instituting Constitutional and Legal Reforms to Devolve Power

This includes passing of constitutional provisions and laws that devolve authority to democratically elected agencies of government, and the subsequent central governments implementation of and support for those laws. It also includes respect for human, civil rights, and respect for the rule of law

❖ Increasing Local Governments' Ability to Act

This includes revenue mobilization, competent budgeting and financial management of those revenues, effective policymaking, enhanced skills and professionalism, and merit-based recruitment and promotion. Local governments also gain capacity for self-restructuring and for initiating novel arrangements and partnerships with the private and nongovernmental sector in order to respond to new challenges.

III. Local Sub-National-Citizens (Democratic Local Governance)

The second major reciprocal relationship according to the Research Triangle Institute is between local governments and citizens, or democratic local governance. Many relationships can be summarized as "local government and citizens" - for example, relationships between the local government and individual citizens, community groups, businesses, news media and other local governments. It includes;

- ❖ Increasing Local Government Accountability, Transparency, and Responsiveness. These characteristics include ethical standards and codes, performance measures, open information, auditing, transparency, information systems, citizen oversight, and responsiveness to citizen needs, opinions, and requests.
- ❖ Enhancing the Role of Civil Society includes peaceful competition for political power and free and fair contested elections of all key local government councilors, access of the public to information and to all meetings, town meetings, citizen boards, and other mechanisms for joint decision-making. It includes an environment that encourages participation by all sectors of the population.

The third reciprocal relationship is between citizens and the central government. It is not the key focus of democratic decentralization, but it is important as part of the enabling environment. This relationship includes fundamental rights and responsibilities of citizens guaranteed by the central government, and the ability of citizens to directly influence the central government. As stated above democratic decentralization includes both decentralization and democratic decentralization.

2.1.4.2. Administrative Decentralization

Administrative decentralization involves the sharing of responsibility and authority between headquarters and field offices. The functions and authority are centrally delegated as a matter of administrative expediency and can be revoked by the center when circumstances warrant with the objective of efficiency in government through centralized allocation of resources, including manpower and finance. To examine how administrative resources in terms of manpower are distributed across tiers of government, personnel decentralization i.e. recruitment, selection promotion were used for analysis Kena (2016)) The purpose of administrative decentralization is to transfer decision-making authority and responsibilities for delivery of services by lower level government agencies, field offices, or line agencies Kena (2016).

Since recently, institutional decentralization has been added to these dimensions owing to the gaining importance by institutions. Institutional decentralization refers to the creation of politico-administrative organizations, especially at the sub-national level. It is concerned with how decentralized institutions are constituted with development of appropriate legal frameworks that define the relationship between different decentralized agencies and other organizations. The objective of institutional decentralization is to clarify responsibilities of decentralized institutions so that accountability is fixed and political interference from the center is minimized. It is also aimed at promoting vertical decentralization of power and local governance by expanding the autonomy of key institutions involved in socio-economic processes at local level (Chikulo, 1998 cited in Negalegn, 2010; Mekonnen, 2018).

2.1.4.3. Fiscal Decentralization

Regarding the fiscal arrangement for decentralization, there are two basic issues that are commonly raised in the literature on the financial arrangements for decentralization in the modern state. First, there is the question of the relative powers of central and decentralized governments to raise revenues. While one school of thought argues for virtual monopoly of revenue-raising powers by the central government (the centralization school), another (the decentralization school) argues for significant powers to be granted to the decentralized governments. The second issue is the relative importance of the proportion of total government revenues that is actually utilized by central and decentralized governments, regardless of how the revenues are raised in the first place. The role of sub-national governments in raising revenues

and their actual spending powers are regarded as good indicators of the degree of decentralization in a given state (Faguet, 2004; Mekonnen, 2018).

The degree of decentralization is the extent of independent decision-making by the various arms of the government in the provision of social and economic services. It connotes the degree of autonomy of state and local governments in carrying out various economic tasks. Intergovernmental fiscal relations and fiscal decentralization dealt with how the government sector is organized and financed. Dispersal of financial responsibility is a core component of decentralization. If local governments are to carry out decentralized functions effectively, they must have an adequate level of revenues—either raised locally or transferred from the central governments as well as the authority to make decisions about expenditures. Nowadays, fiscal decentralization is the proper location by level of government of various taxes, spending programs, grants and regulation is becoming an important issue not only in the literature but also in the real world. Fiscal decentralization can take many forms, including Self-financing or cost recovery through user charges, co-financing or co-production arrangements. Through which the users participate in providing services and infrastructure through monetary or labor contributions, expansion of local revenues through property or sales tax or indirect charges, intergovernmental transfers that shift general revenues from taxes collected by the central government to local governments for general or specific uses etc.

Federal systems are seen to provide safeguards against the threat of centralized exploitation as well as decentralized opportunistic behavior while bringing decision makers closer to the people. The principles of fiscal federalism are concerned with the design of fiscal constitutions—that is, how taxing, spending and regulatory functions are allocated among governments and how intergovernmental transfers are structured and these arrangements are of fundamental importance to the efficient and equitable provision of public service.

Hence, in this study, decentralization is considered as a shift of power from the central, regional & zonal order government to local governments in all three of its dimensions: administrative, financial and political.

2.2. Empirical Literature Review

Different studies have undertaken throughout the world. In this section, some of the findings are discussed as follows:-

Siswana (2012) conducted a study to establish the relationship between leadership and governance in the South African public service. Specifically the study aimed to examine how good governance practices improve public finance management systems. The findings of the study show that good governance has resulted in the improvement of public finance management systems by improving accountability and transparency.

Tikue (2014) conducted a study, worth mentioning, on the role of good governance in local development. This study aimed to examine the performance of good governance in Tigray Regional State. It assesses the performance of good governance in land administration. More specifically, the study assessed the performance of good governance in terms of transparency, accountability and responsiveness. The study was conducted using 182 household heads selected via convenience sampling. Furthermore, focused group discussion, interview and secondary data were employed to gather relevant data. The study found out that local governments that achieved better transparency, accountability and responsiveness are more likely to about development than their counterparts.

The study finding also indicates that the performance of land administration pertaining to transparency is still at its infancy. With regard to accountability, land administration has installed accountability mechanisms where administrative accountability could be ensured. In spite of that, the practicability of these accountability mechanisms and tools in the land administration is in its early stage. The study also established that there is a dearth of downward accountability. Furthermore, the performance of responsiveness was also found unsatisfactory. Finally, despite the prioritization of the agenda of good governance, the overall performance was found still to remain low, which makes it difficult to conclude that there is significant change.

The study also found that the prime factors that inhibit the performance of good governance in the land administration include; corruption, poor public education, weak monitoring and evaluation system, low implementation capacity, low participation and low coordination among stake holders and low incentives among government employees. Thus, if good land governance

is to be ensured, the study recommends that the government should concentrate on overcoming the above bottlenecks by setting out clear guidelines and service standards, employing civic engagement on monitoring and evaluating service delivery process, providing adequate incentives to land committees and local councils and setting up a code of conduct for land administrators.

The WB (2004) conducted a National Governance Baseline Survey in Zambia to identify the governance challenges facing the government. The interview method was used for data collection. It was found that Zambia government institutions faced a number of governance challenges that can only be addressed through the application of a series of institutional reforms in key areas to improve transparency and accountability.

It was further discovered that corruption was a very serious problem affecting public sectors within the country, leading to poor governance and impeding development. Again, the delivery of some public services was found to be poor and uneven across the country. Lastly, the study saw that public officials are rarely recruited based on quality and transparency. It was recommended that the Public Service Reform Program (PRSP) be implemented to improve governance within the public sector.

Uddin (2010) conducted a study on the impact of good governance on development in Bangladesh. Specifically the study aimed to establish how the absence of good governance practices hinders development in the country. The study found that good governance is more effective where it can overcome different forms of discrimination. Both genders should enjoy equal rights to render good governance more effective. The study also found that equality in development could not be achieved without good governance. The study also discovered a direct link between accountability and good governance.

The study concluded that good governance in Bangladesh is rare in practice because both the public officials are not accountable and the decision-making process is far from transparent. The study further concluded that corruption is a major obstacle to good governance in Bangladesh. To ensure good governance the principal prerequisite is the minimization of corruption. Bangladesh is a least developed country with abysmally low literacy rate. Bangladesh would do well to take its cue from developed countries in the matter of good governance.

Waheduzzaman (2010) investigated the specific circumstances at the local level and the barriers to the process of people's participation in local government bodies. Both qualitative and quantitative approaches were used. Data was collected using the interview and questionnaire method. The findings revealed that there were various hindrances to effective participation by the people. Firstly, there is lack of awareness by government officials of the value of people's participation. Secondly, the mechanisms for direct people's participation through different management committees were found to be flawed.

Finally, the local people's lack of confidence in their elected leaders hindered effective people's participation through their elected leaders. It has recommended that a new system be devised to overcome existing barriers to serious people's participation in local development programs. The author concluded that laws and rules were required to make the new people's participation system legally binding and to build trust among different actors by clarifying their roles in the system.

Hessen (2011) conducted a study on governance and good governance related issues and sustainable development in Bangladesh. An explanatory design was used as well as extensive both public and private institutions in Bangladesh is still plagued with violence, corruption, outdated policies, human rights abuse, absence of rule of law, non-accountability and heavy politicization of all government institutions including the judiciary. It was recommended that a strong political leadership with commitment to fight against deep-rooted corruption, no accountability, non-transparency and inefficiency is imperative for establishing good governance and for ensuring the sustainable development of both public and private sectors.

Dayanandan (2013) conducted a study on the impact of good governance community organizations. Specifically, the study aimed to assess the effectiveness of community organizations in terms of the existence of pillars of good governance like, participation, accountability, transparency, predictability and the rule of law. The study involved a sample of 100 respondents selected from among the population of community workers. The findings of the study showed that the effective participation of members in their organizations demonstrated that vigilance is essential in creating a sense of responsibility among the board and the personnel. This paper therefore, aims at assessing the governance practice and its impact on the performance of the community organizations (cooperatives).

To address the objectives, 125 sample members from eight primary cooperatives have been identified by proportionate random sampling technique to collect the primary data using a semi-structured questionnaire. The collected data was analyzed using SPSS (version 20) and simple statistics such as mean, %ages and chi-square test were used to arrive at the results. The findings indicate that inadequate business participation, poor responsiveness, lack of awareness about management, lack of democracy, corruption, poor sense of ownership, duplication of responsibility and lack of members' awareness were found to be the reasons behind weak performance. The results show that, participation, accountability, transparency and the rule of law have a significant impact on cooperative performance.

2.2.1. Summary on Review of Related Literature

Since local governments are “the doorway” to the good governance being the level of power that is closest to the citizens, any further regulation of the operation and functioning of towns and municipalities. The amendments to the legislative framework or support to implementation of best practice models that are not binding under the law, has to comply with the good governance principles.

Different scholars and groups have their own different concept and perspectives about the term governance. Scholars in various fields of study developed the theoretical concept of governance. Donor communities such as aid giving organizations and various international financial institutions have taken the lead in implementing the concept of governance. Social activists have also contributed to the concept of governance by recommending citizen initiatives to be the main elements of governance (LG) comprises as set of institutions, mechanisms and processes, through which citizens and their groups can articulate their interests and needs, mediate their differences and exercise their rights and obligations at a local level. The building blocks of good local governance are many: citizen participation, partnerships among key actors at the local level, capacity of the local actors, multiple flows of information, and accountability (UNDP, 2005).

As it is indicated in the review of literature above, most of the previous studies result shows differences. This difference indicates that the idea of governance is differently placed in practice or wrongly conceptualized theoretically. Due to various models of local governance and the

relationship between the different approach (bottom-up or top-down), multi-dimensional, multi-spatial and multi-stockholders nature of governance analysis linkages in practices of good governance vary from country to country, geographical place to place, and person to person. However, the available literature does not permit firm conclusions to be drawn about the nature of key governance challenges and practices in local public institutions in developing countries. The assessment done to identify the status of good governance in Ethiopia is very few and no in the study area.

As these general facts, this study tried to assess the practices and challenges of local good governance in DTA some selected public service institutions. The assessment intends to determine the quality of governance in the town administration by taking some selected public institutions. It attempts to describe the quality of local governance by using some of the characteristics of good governance principles. Hence, the initiation of this study by the researcher is intended to address the missing knowledge gaps such as in the study area.

2.2.2. Good Governance Agenda in Ethiopia

Ethiopia, one of the oldest countries in Africa, had four written constitutions in its history, adopted in 1931, 1955, 1987, and 1995. A proposed revision of the 1955 constitution was issued in 1974 but was soon suspended by the Dergue without having any legal effect because of the 1974 revolution. Until the adoption of the 1931 constitution, the rules of the Ethiopian government had been codified in the Kibre Negest and Feteha Negest. Kibre Negest presented the concept that the legitimacy of the emperor of Ethiopia was based on its asserted descent from King Solomon of ancient Israel. Feteha Negest, a legal code compiled around 1240 by a Coptic Egyptian was used in Ethiopia as early as 1450 to define the rights and responsibilities of the monarch and subjects as defined by the Ethiopian Orthodox Tewahedo Church. The 1931 Constitution, without any clear delineation of rights and responsibilities of each branch of government in its seven chapters, just stipulated how the empire was to be administered. The seven chapters were: (1) The Ethiopian Empire and the Succession to the Throne; (2) The Power and Prerogatives of the Emperor; (3) The Rights Recognized by the Emperor as belonging to the Nation, and the Duties Incumbent on the Nation; (4) The Deliberate Chambers of the Empire; (5) The Ministers of the empire; (6) Jurisdiction; and (7) The Budget of the Imperial Government (As cited in Zewde, 2001; Marcus, 1996; Keller, 1991, Mekonnen, 2018).

The 1955 Constitution, besides strengthening the Emperor's position, also expanded the purview of the bicameral Ethiopian parliament over the 1931 constitution. Although the Senate remained appointive, the Chamber of Deputies was elected. In contrast to the legislature under the 1931 Constitution, which could only discuss matters referred to it, it now had the authority to propose laws, and to veto laws proposed by the executive. It could also summon ministers for questioning, and, in extraordinary circumstances, initiate impeachment proceedings against them Keller (1991).

According to Mekonnen (2018), however, John Spencer, one of the three American advisors to draw up the revised constitution of 1955 complained in his memoirs that the Crown Council, dominated by the extreme conservatives, forced the authors to stress the prerogatives of the crown, giving the emperor the right to rule by emergency decree, to appoint and dismiss ministers without input from the Ethiopian parliament, and to appoint members of the Senate, judges, and even the mayors of municipalities Spencer (1984). While Keller (1991) notes that the constitution had contained a number of ideas from the US Constitution, such as a separation of powers between the three branches of government, Zewde (2001) stresses the nature of the executive powers in the document was "a legal charter for the consolidation of absolutism."

The third Ethiopian constitution of 1987 drafted under the one-party dictatorship of Mengistu Hailemariam's Workers Party of Ethiopia (WPE), was no more than an abridged version of the 1977 Russian Constitution, with the exception of the sweeping powers vested in the presidency Marcus, (1996). It's certain that there is no discussion here about the merits of divided government and its attending checks and balances of powers in a government established by the will and whims of the strongman of the party Mengistu Hailemariam.

The fourth Constitution of 1995, as described by Fisseha (2014), has the implicit notion of the separation of powers to the effect that the judiciary has a crucial role in resolving disputes impartially, ensuring the rule of law, and in setting limits to power. In this analysis of the power relations between the three branches of government in Ethiopia, Fisseha concluded, "... in Ethiopia the legislature has sought to take away power from the courts, placing them in quasi-judicial bodies within the executive. The judiciary has also failed to check that the executive is acting within the framework of the law. The overall assessment is that the judiciary has not yet defined its role; has not properly interpreted the concept of separation of powers; and has not yet

become a key organ for enforcing human rights. The judiciary has abdicated its core function of reviewing acts and decisions of the executive and administrative agencies and is in danger of paving the way for arbitrary and unchecked government”.

In general, in a one or a dominant-party system, the distinctions between the ruling party and the branches of government are often blurred and all are effectively merged into one to a point where one could not understand the difference between the party and the government. That was the Ethiopian reality under both governments of Mengistu Hailemariam, Meles Zenawi to with its overflow to Hailemariam Desalegn and Abiy Ahmed.

Good governance, as a reflection of a well-functioning multi-party democratic system, assuring separation of powers and checks and balances in government, calls for a participatory, transparent, accountable, and decentralized system, reinforced by rule of law. Evaluating the practice of the EPRDF government, Zewiddu (2016) explains, “There can’t be any reliable evidence other than the government own report that pointed out the absence of good governance in Ethiopia. On every public report, the Ethiopian government has been admitting widespread practice of mal-governance. Corruption, bureaucracy, and weak institutional structures are identified as common causes for absence of good governance.”

2.2.3. Challenges of Local Good Governance

There is no LG administration globally without its inherent challenges. While we know bad governance and its effects when we see them, good governance has no universally accepted definition, much less an agreed master plan. As cited in Johnston (2002) efforts have been strikingly effective, while others have had little benefit, have wasted finite resources and opportunities, or have done more harm than good. In many African countries, several reasons are mentioned as factors for the poor governance. These include lack of enabling environment, partial enforcement of rules and regulations, resource constraint, accountability and transparency deficiency, weak administrative and legislative systems, poor political leadership and malfeasance in government Mekonnen (2018). These functions among others include that of serving as an agent of decentralization grass root accelerated development, bridging communication gap and training ground for future leaders Kena (2016).

Decentralization is the logical application of the core characteristics of good governance at the sub-national and local levels. These characteristics include accountability, transparency, rule of law and responsiveness. This statement infers that without decentralization, good governance seems to be unsuccessfully implemented Nadeem (2016). When effective decentralization and democratic local governance advance in tandem, local governments and the communities they govern gain the authority, resources, and skills to make responsive choices and to act effectively and accountable manner. On the other hand, a democratic local government that is accountable to the people and that enhances public participation in governance is a sine qua non for effective decentralization Meheret (2002).

A World Bank booklet cogently summarized the major symptoms of poor governance. These are: (1).Failure to make a clear separation between what is public and what is private hence a tendency to direct public resources for private gain; (2).Failure to establish a predictable framework of law and government behavior conducive to development or arbitrariness in the application of rules and laws; (3). Executive rules, regulations, licensing requirements and so forth, which impede, functioning of markets and encourage rent seeking; (4).Priorities, inconsistent with development, resulting in a misallocation of resources; (5).Excessively narrowly based or non-transparent decision-making; (6). The other symptoms of poor governance are "excessive costs, poor service to the public and failure to achieve the aims of policy.

An efficient, effective and democratic government is the nest guarantor of social justice as well as an orderly society. Similarly, there is also emphasis on the fact that the administrative system has to be country specific and area specific taking in view not only the institutions of governance and its legal and regulatory mechanisms but also its market, its civil society and cultural values of the people. Here are for the sake of this study challenges to local good governance list some:

Problems with Efficiency & Effectiveness: Appointed individuals and public servants are expected to be effective and efficient in terms of utilizing the society's scarce resources and timely completion of duties and discharging responsibilities. Besides there was great expectation that the civil service reform program would enhance effectiveness and efficiency in the day-to-day operation of civil servants Mhrtay (2014). Conversely, arbitrary policy-making,

unaccountable bureaucracies, unjust legal systems, the abuse of executive power and unengaged civil society and widespread corruption (Gisselquist, 2012) characterize ‘poor’ governance.

However, when it came to implementation, there were shortage of expertise, finance and lack of transparency, low motivation and commitment of leaders and officers in local area Getachew (2019). It is also observed that there was difference from what is planned and what is being implemented, which generates doubt among leaders, employees and the large community. These situations are undermining the effectiveness and efficiency of the civil servants and their services system in promoting good governance Mhrtay (2014). These affect the local community that the service recipient in connection to bad governance.

Lack of Necessary Number of Skilled, Committed and Motivated Manpower: The rule law and good governance could only be effective if and only if independent and effective Judiciary system along with skilled work force; lawmakers, judges and police forces are put in place. Mhrtay (2014) it is clear that the existence of accurately set rule of law is a backbone to effective functioning of good governance in country. Committed and motivated leadership and good governance are the two sides of the same coin. The two has many rudiment elements in common. Without committed and motivated leadership, it is difficult to ensure and promote good governance. For instance, motivation, ethics, competence and publicity are among the fundamental qualities of effective leadership. A leader without having motivation, ethics, competence and publicity may not be effective and efficient in leading any offices. He/she may not be effective and efficient in fulfilling his/her responsibility, which results exploitation of public resources. Important point we need to be taken into account is that the leader should be transparent and accountable.

Lack of Participation & Engagement: Local authorities often fail to implement reforms linked to political transition and conflict resolution having low capacities and support. Kena (2016) lack of will and understanding of the benefits of cooperation limit active engagement of communities in decision making and together with the lack of effective and evidence based planning, results in situations where LGs as duty bearers make decisions which don’t reflect the interests of the community and needs of vulnerable groups. As cited in Berhanu (2016) the communities in their locality have the right to participate in every step of developments starting from planning, implementation, monitoring and evaluation of projects. Sometimes simply they ask the people to

contribute in terms of labor or cash to execute the approved plan without their involvement Gebreslassie (2012). Due to this situation, some of the communities were not ready to participate in meetings and sometimes people might not attend the meetings because of the government will not consider their opinions and the non- responsiveness of the some representatives for most issues Mhrtay (2014).

The regularity of decisions based on rule of law and community participation in their affairs are an important factors for the legitimacy of the decisions and for the assurance of good governance. Timeliness, effective and efficiency in the decision making process are add special value to the prevalence of good governance and making decisions on a participatory manner as the linchpins of local good governance.

Lack of Culture of Strong Accountability, Transparency & Responsiveness: Transparency, accountability and responsiveness are the core principles of good governance. Responsiveness is also important component of good governance. As a principle it advocates public feedbacks and complaints to be addressed within a given time and cost. It is not the only timely response to the complaints and feedbacks but also the importance of these decisions in satisfying the public demands and interests should also take into account.

(Meheret, 2004), Access to information is fundamental to this understanding and to good governance. Laws and public policies should be applied in a transparent and predictable manner. Elected and appointed officials and other civil servant leaders need to set an example of high standards of professional and personal integrity. Citizen Participation is a key element in promoting transparency and accountability a democratic Mekonnen (2018).

One advantages of constitutional existence of local government over that of a decentralized unitary government is that its geographical proximity to the governed people and access to information on local needs Kena (2016). It enables local governments to be more responsive to the needs of citizens and to deliver quality services. The inability of the LGs to respond to the community demands and needs is largely related to lack of commitment from leaders, financial constraints, lack of leadership skills, and often, lack of resources utilization. It is clear that citizens demand their voices be heard as active citizenry are increasingly prepared to take to the

streets to protest. Government officials must maintain a dialogue with citizens in order to improve their quality and efficiency of governance (Steiner 2005).

Accountability is a key requirement of good governance, low levels of accountability creates a gap between communities and those who have the decision-making power and is responsible for service provision. This negatively affects confidence of communities in governments on both national and local levels Mekonnen (2018). Decisions and their enforcement are often not carried out in a manner that follows rules and regulations. At the same time, adequate information is either not provided or presented in easily. Transparency can be important decision making to be open and clear for stake holders and it encourages stake holder's involvement in decision making (As cited in Gebreslassie, 2012,Mhrtay, 2014).

Lack or missing mechanisms ensuring a transparent decision-making process can lead to higher corruption and limited access to justice. Corruption in LGs manifests as outright falsification of financial transaction, inflated contracts, existence of ghost workers, and connivance with states' apparatus that are supposed to perform oversight functions. The greatest challenge in addressing corrupt practices in the LG by the state government is that the search light was not often beamed on identifying culprits but directed largely after political opponents immediately after a change of government to settle political scores. Corruption in effect breeds inefficiency, raises transaction cost and it has become infectious in Ethiopia as the institutions.

Lack of Awareness of Active Citizenship & Weak Role of Civil Society: Communities, which have experienced conflict or non-democratic political regimes often, lack trust in their own ability to influence public affairs defining conditions for their life. Moreover, they have limited understanding of civil society and the benefit of active engagement, which creates barriers to their involvement in the decision-making process. Limited performance of CSOs caused by restrictions of law, lack of capacities or funding leads in many countries to low representation of communities and their needs within the decision making process. Weak roles together with low capacities of CSOs negatively affect accountability of CSOs towards their beneficiaries. It often results in a lack of trust in communities of CSOs as service providers and those who should represent people's interests and defending their rights". Limited knowledge and understanding of local governance among the CSOs and limited focus of local governance initiatives promoted by CSOs.

Fairness and Equity at Local Order of Government: Existence of good laws and constitutions does not mean it is efficiently and effectively enforced, indeed, legislation is meaningless without an efficient and effective judicial system to enforce Mekonnen (2018). Even if, the local governments has progressed in conducting reforms, most citizens feel isolated by their government, lacking meaningful access to justice system or to governmental decision making process. In addition to low political participation among woman leads to the increase in inequalities and space for gender-biased laws affecting wages, customary practices (property rights, marriages), the social welfare system and others.

2.3. Conceptual Flow Model of the Paper

In this conceptual framework, the researcher intended to summarize the idea to bring out the contributions for the current study based on the above literature reviews, to study whether good governance is well implemented or not. Practice of the core elements of Good Governance it is understood that, good governance is an ideal concept, which it is difficult to achieve in its totality. The researcher identified the core elements of good governance that can identify the challenges that hinder the implementation of good governance principles.

However, among the eight elements of five of them were considered to assess them properly. These selected elements were Transparency, Participation, Accountability, Rule of Law and Efficiency and Effectiveness seeking to align the independent variables those have effects on the characteristics of good governance to identify major challenges in implementation, factors of good governance indication in the conceptual framework taken in consideration but not limited to it.

Generally, if identified factors positively affects those characteristics it lead to good governance and as result the quality of service delivery to the citizen increases. As the citizens delivered 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 local development endeavor if it goes on the opposite governance will become poor (bad) and hampers local development endeavor of a given locality (DTA). The World Bank has identified key indicators of governance that are used as the method to measure bad governance corruption within a system but a lack of transparency and accountability, arbitrary policy making and cheating of those who are governed.

The diagram thus illustrate that good governance cannot be achieved only improving systems or capacities of the governing agencies. Democratic good governance can be achieved through proper cooperation between agencies and local people Kassahun (2011). On the other one end, governing agencies need to come close to the local people by extending and smoothing pro people systems and approaches. On the other end, local people need to be empowered enough to make joint decisions that may have an effect on them. Only through these reciprocal activities, people's participation may be effective towards achieving local good governance. In addition, local governments are closer to citizens and stockholders; and they must be accessible and responsive to citizens.

Economic growth is about increasing the size of the pie of it. The quality of governance can affect both these outcomes, positively or adversely. For governance to result in positive outcomes, it is necessary to understand how it works in different spheres-political, legal, administrative, judicial, economic, social and environmental relationship between practices and challenges of good governance in local government. Having not ensuring what are described above could be the cause for poor. 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 investment and trade.

Conceptual frame work the study

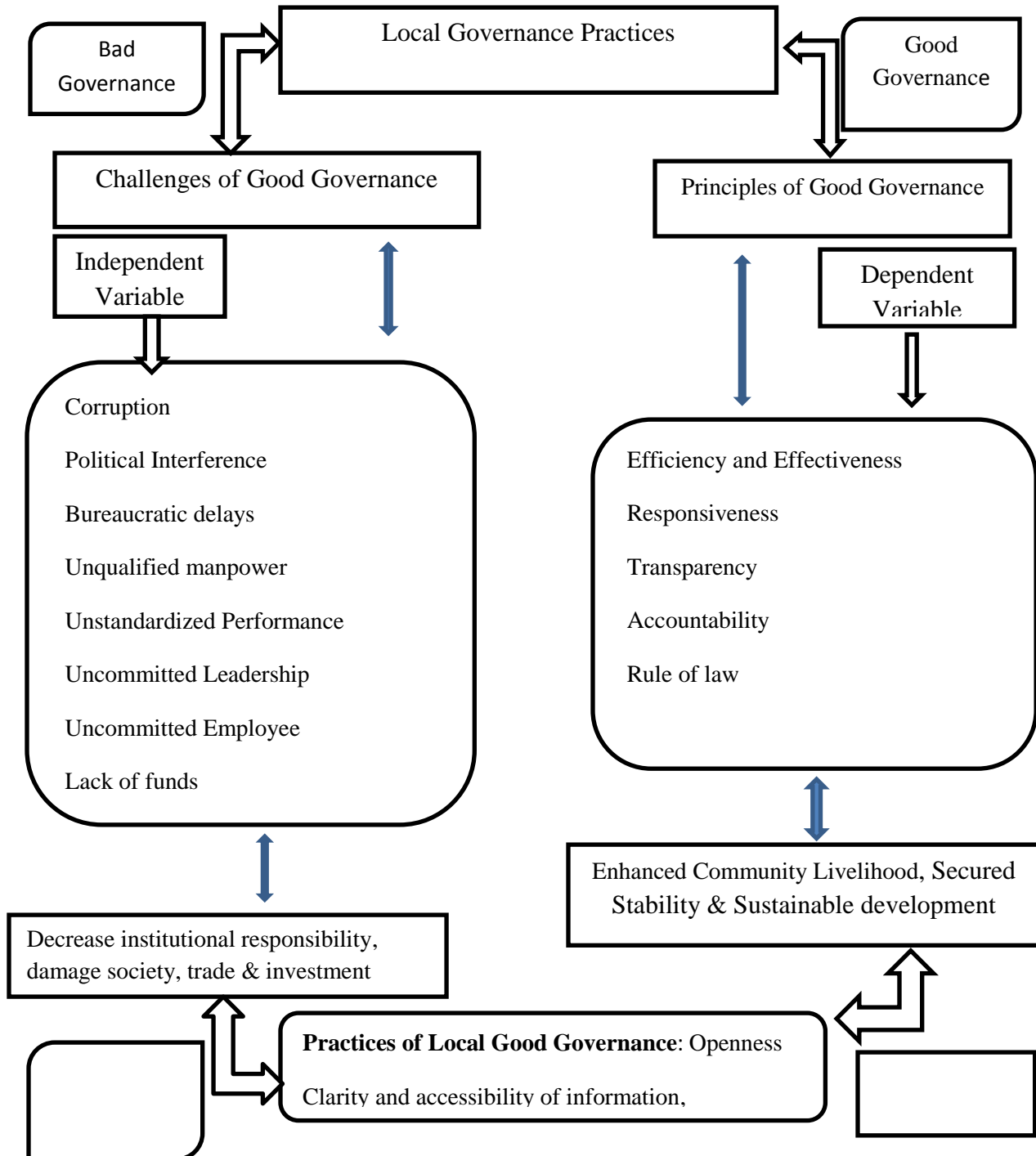


Fig .2 1 Conceptual Model of the Study

Source: Researcher's own construct 2020

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter comprises research design, which the specific procedures involved in the research process: Description of the study area, research design, sampling techniques, data collection, measurement, data analysis and report writing.

3.1. Back Ground of Study Area/ Case Study Area

The study was conducted in DTA, which is located in (SNNP) Regional state, Kembata Tembaro Zone. DTA is one of the town administration among eight districts and four-town administration found in Kembata Tembaro Zone. The study area is located at a distance of 258 Km from south to Addis Ababa, 172 km North West to the regional capital of Awassa and 52 km to the west of zonal capital Durame. Pre the year of 1990 E.C the current Doyogena district of Angecha. Secondary information reveals that DTA was recognized as administrative level; years ago, there were no written documents and reliable information on it.

Even if currently, the town administration undertakes its administrative duties and responsibility in two administrative town kebeles in Doyogena, which the research was conducted. According to the data from navigate the 2018 DTA population projection the total population is 48,100 which male and female accounts 48.93% and 51.07% respectively. The spatial distribution of population in the town administration is 78.30% of the populations live in urban area and 21.70% of populations live in rural.

The climate condition of the town administration consists of 100% is cool (“Dega”) weather condition. The altitude of the town administration is with elevation between 2250-2700 meters above sea level. Total area of the town is approximately 90.5 hectare. The latest emerging and developing town and widely produced products in the town are crops, Vegetables, agro processing industries operating in the area. The major livelihood of communities is business sector, employments of public and private sectors, agriculture and laboring in day today activities

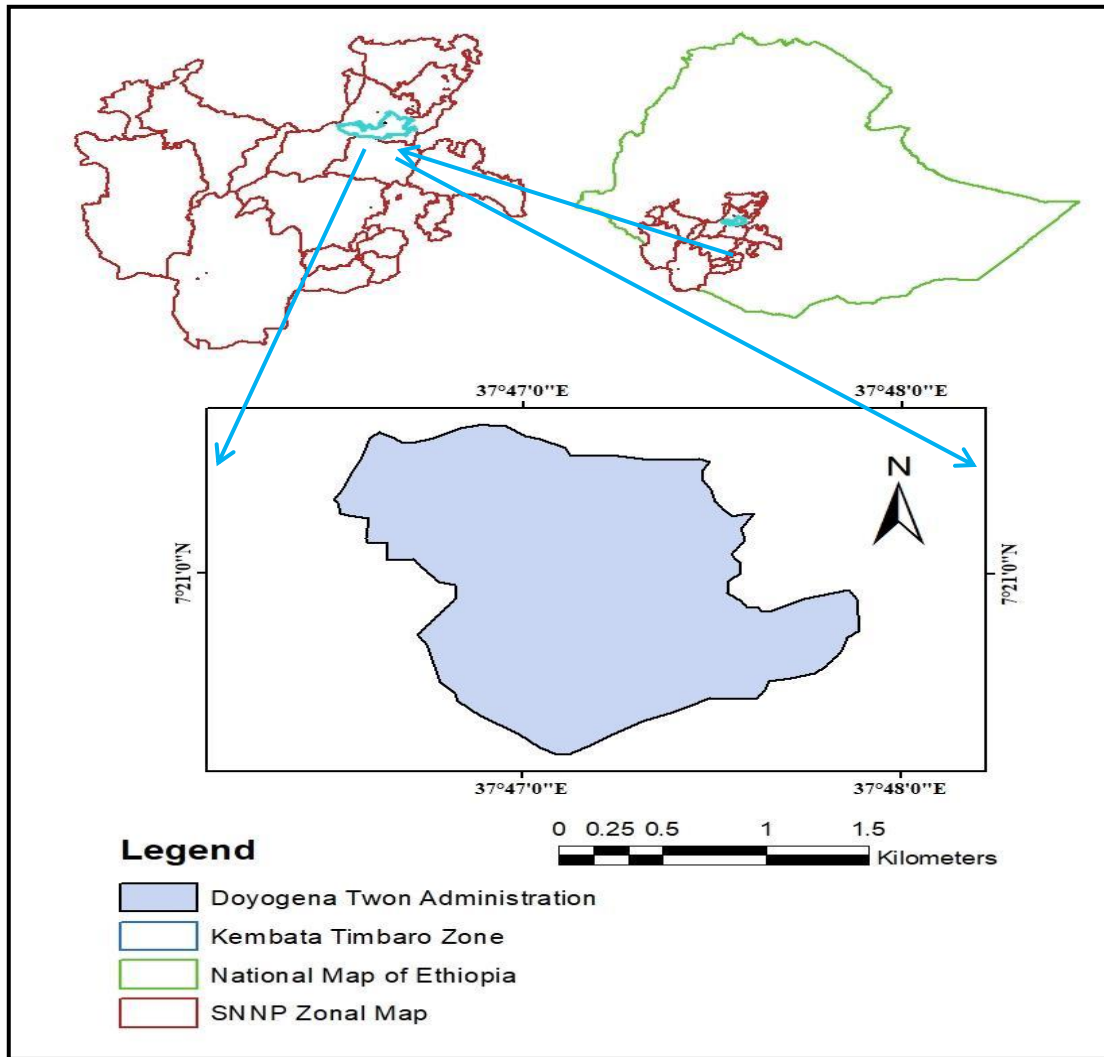


Figure 2: Multi-stage process of Regionalization (map of DTA)

Source: Adapted by: GIS from Google earth 2013 and Ethiopian political map 2013

Doyogena town municipality and the rest public sectors area, which has the type of socio-economic and cultural background, is rapidly moving towards urbanization and, in such a situation providing needy services to the community in an efficient and effective manner is a major challenge faced. In relation to the public sectors there are 21 public sectors found at office level. In addition, there are 10 commercial banks, 2 high schools, 1 hospital and 2 health post which render services to the public, 5 voluntary organized associations, women, youth, teachers, physically disabled and elderberry association and 3 Non-Government Organizations (NGOs) in the town administration. Selecting indicators were good governance implementation practices

and challenges. For that reasons town administrative area is more appropriate to get a clear picture of what challenges faced by the (LG) in terms of local good governance and for the reason that the researcher is familiar with the town administration.

3.2. Research Design

Thus, it requires a deeper assessment of the nature of the research and its objectives. Thus, in this chapter with research methodology part this explains the method of sampling design to achieve the research objectives by assessing the practices and challenges of local good governance in some selected public institutions. Under an approach the stratified random sampling and judgmental sampling techniques used for data collection, questionnaire, focused group discussions (FDS) and interview how implemented in DTA.

The study presents data collected from the field using a qualitative and quantitative approach. The primary reason for choosing mixed-method approach is that either quantitative or qualitative method alone is not sufficient to generate the relevant information pertinent to the practices and challenges prevailing local good governance in the town administration in detail. These were considered appropriate instruments to be triangulated in order to reach reliable and valid conclusions. The collected data was analyzed using descriptive Statistics.

3.3. Research approach

The study aimed at assessing the practice and challenges of local good governance within public institutions at Doyogena Town Administration. In this study descriptive research design was employed. Descriptive design was used to assess the opinions of civil servants, customers and management officials to describe the practices and challenges of the implementation of good governance in respective institutions. Because descriptive research method is the best method to explain the phenomena as it is and helps to answer, “what is” questions Kothari (2004).

This study has quantitative research approaches. According to Creswell (2009), quantitative research is a type of a research in which the researcher decides what to study, asks specific narrow questions, collects numeric (numbered) data participants and analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner. To achieve the aforementioned objectives, therefore the study adopts a quantitative research approach, as the methodology to provide a quantifiable statistical analysis of the responses of the study.

3.4. Study Population

With regard to the study population, it consisted of all permanent employees currently working in DTA, experts in the field (civil servants) and DTA service recipients. The researcher thought that a combination of different groups of respondents would be important for this study. It was indispensable to find out what civil servants and group of professionals who are familiar with the study areas feel about the practice and challenges of local good governance in DTA. It was also important to include service recipients to find out how they viewed the services provided by the government public institutions and how good governance practices and challenges look like in DTA.

3.5: Sampling Frame and Techniques

3.5.1: Sampling Frame

A sample population was drawn from the sampling frame. A sampling frame encompasses the actual list of individuals included in the study population. The sampling frame for this study includes the list of public institutions and list of employees in selected public institutions. The target population of this study was specifically 18 public institutions. Hence, according to the town administration finance and economy development office 2019/2020 report there are 856 civil servants in DTA.

3.5.2: Sampling Frame and Techniques

For this study purpose, the research was employed stratified random sampling and judgmental sampling techniques were used. In addition, multi stage sampling techniques was used. Because multi stage sampling, technique was generally used in selecting a sample from a very large area. As the name suggests multi-stage, sampling refers to a sampling technique that is carried out in various stages.

Stage 1: DTA was selected purposively due to considerable dissatisfaction among citizens about entire governance practices in public institutions in (DTA, 2019), at Kembeta Tambero Zone DTA.

Stage2: According to public service office 2019/2020 report on average, 200-250 clients visited throughout each day. Therefore, the researcher targeted to investigate on practices and challenges

of good governance implementation in public institutions of town administration are stratified in to three categories: large, medium and small number of customers visited (served) among all offices in the town administration.

Third stage, of total number of institutions are six which encompasses administration office, small scale and industry office, municipality office, finance and economy development office, education and court office are selected.

Finally, depending up on the proportional allocation rules the population size of each stratum or public institutions sample size was been taken from each stratum as per proportional. Additionally, by using judgmental sampling techniques to select key informants such as government officials were purposely selected from target area.

3.5.3 Sample size determination

Based on large number of service provision criteria six institutions were selected. In those institutions there are 278 civil servants serving the public. Therefore, to determine sample size there are several formulas developed for sample size determination that conforms to different research situations. Survey respondents who were permanent employees of the study institutions at the town administration, have been chosen using proportionate sampling method and on the basis of the table developed by Krejcie and Morgan. Krejcie and Morgan (1970) (as cited in Hashim, 2010) have produced a table for determining the required sample-size given a finite population.

$$n = \frac{(\chi)^2 \times N \times p(1-p)}{((ME)^2 \times (N-1)) + (\chi)^2 \times p(1-p)}$$

Where; n: sample size

X²: Chi-square for the confidence interval (C.I) of 95% at 1 degree of freedom 3.841(1.96) N: Population size (N=278),

p: Population proportion (assumed to be 0.50 as no additional information about the population characteristics was provided and since this would provide the maximum sample size),

ME: Desired Margin of Error (5%)

Therefore, the desired sample of the population in this study was 262= (n)

According to them, for ordinal data at alpha 0.05 levels for 278-population size, the lowest possible sample size is set to be 162. The table is applicable to any population of defined size. Taking the size of the population into consideration i.e. 278, the sample size for this study was decided to be 162. Proportionate sampling method was used in order to determine the sample size in each of the selected institutions.

Table 1: Target Population and Sample Size of Respondents at the town administration Level

S/No	Sampling Frame	Target (N)	Population	Sample size required (n)
1	Administrative office	41		24
2	Municipality office	73		43
3	Small scale & Industry office	59		34
4	Court office	32		19
5	Finance & economy development office	45		26
6	Education office	28		16
	Total			162

Source: DTA public service office 2019/2020 report

3.6. Data Source and Data Collection Techniques

The study employed both primary and secondary sources of data collection method. The primary data was collected from leadership, civil servants (service providers) and clients (customers) from selected offices under town administration. Primary data were collected through structural and semi – structural questionnaire that is prepared to collect relevant information.

In this study, quantitative data was been collected through questionnaire that was distributed to service providers /civil servants of selected institutions. To assist in the completion of the questionnaire by respondents, the questionnaire had five sections. Section 1 was about demographic data of respondents. Section 2 was about framework for implementation of good governance and this questionnaire had five point Likert scale (1 = strongly disagree to 5= strongly agree). Section 3 was about challenges hinders the implementation of good governance with preferring & rating of their decision. Section 4 required only a “Yes”, “No idea”/”No” response. Solution to curb to practices and challenges in implementation with options.

Most of the items of the questionnaire were close ended with some open-ended items that highlighted the suggestions and recommendation from the respondents’ on good governance

implementation. Such data collection instrument was developed to assess the respondent's perception, feeling and experience and thus, better be able to figure out the performance of good governance in public institutions (see Appendix).

Secondary data were obtained from records of administrative offices, published or unpublished government documents, journals, books and other sources relevant to this study would be used to enrich the investigation.

Questionnaire: Considered as the appropriate data collection instrument for this study because it limit some inconsistency and save the time as well as it is possible to access a large sample widely spread geographically. Moreover, it gives freedom for the respondent in filling it and avoids bias of the interviewer; and it is less costly. The questionnaire was pre-tested to check its appropriateness for gathering all the required information. Questionnaires were also administered in Amharic language for the sake of clarity and to easily understand by the respondents. Four enumerators and one supervisor who were senior Wahacomo university students and unemployed university graduate students collected the data. The researcher himself, based on issues raised in the literature review, developed the survey questionnaire.

Focused Group Discussion /FGD/: The participants of FGD held with one group and selected based on their knowledge and experience in the subject under investigation on the issue of governance to obtain additional data for the study. Additionally, an individual group that consists of 10 members was taken. Individuals from civil service and human resource department (expert), CSOs representatives, CBOs representative; female association, youth association, 'idir' leader and from business who is a member of trade union are included in the discussion to give their ideas on accountability, transparency, rule of law, efficiency and effectiveness and participation of community in the selected public institutions.

Key informant interviews: Which consists of eight members was employed to address the information that not reached by questionnaire from government officials including human resource experts of administrative & municipal offices from selected institutions. All the interviewees were administered by the consent of the respondent's.

3.7. Method of Data Analysis and Presentation

In order to analyze the collected data, the study used both qualitative & quantitative approaches. Qualitative data analysis involves identification each variables, put and converted into some meaningful structure known as coding, then the coded data sorted out according to its specific measure, entered in to the computer for analysis, and interpreted in the form of narration. The quantitative data was analyzed, interpreted and presented by using descriptive statistical tools like Statistical Package for Social Sciences software (SPSS Version 20) in the form of tabulation, frequency, percentage, mean and standard deviation. Hence, quantitative approaches, this study used descriptive method of data analysis used to obtain information regarding the status of the problem under study in DTA.

3.8. Validity and Reliability of Instrument

Validity of an instrument concerns the extent to which the research measures what it asserts to measure without bias or distortion. To test the validity of the instrument, before giving the questionnaire to the selected subjects, a pilot test will be conduct to check to revise and determine the specificity, relevance, and clarity of the items and to determine the reliability of the tests. Thus, the selected items translated to Amharic were administered on 20 samples in Doyogena town public service human resource office and language teachers help to translate meaning to local language. The statement rated on a 5 point Likert response scale, which includes strongly agree, agree, undecided, disagree and strongly disagree. Based on this an internal consistency reliability test was conducted the Cronbach's alpha coefficient for the instrument was found as 0.820 which is reliable. It is possible to collect necessary data from respondents. Then, instruments are consistent with the objectives of the study.

3.9. Ethical Issues/Considerations

As the nature of the study demands, the following ethical considerations were strictly taken care of throughout the research processes. The data collector's aware the importance of communicating the respondents respectfully and openly throughout the data collection process, and provides briefing on the nature and value of the research, become essential components to obtain reliable data and informed consent. Utmost effort is to make the data collectors to be culture sensitive during collecting the data in each target sites.

CHAPTER FOUR

RESULTS AND DISCUSSION

Analysis of data is a very important part of any research. The quality of data collected matters but what matters more is the interpretation of that data. This chapter deals about the response rate of respondents the results survey that was the analysis of data obtained from data 151 respondents with presentation of data analysis and discussions of the findings.

4.1. Response Rate of Respondents

Data of all the respondents to the questionnaires, FGD and informant’s interviewee were compared to provide a better understanding of the situation. This comparison was used to achieve the objectives of the study. In this study, 162 samples were distributed to sample respondents. Among thus, 151 returned which represented rate of 93 percent of the original sample, and five respondents that represent three present not returned. However, responses among those returned six responses were discarded which represents 3.4 present the respondents had put the same answer on all the Likert scale items& questionnaires were partially answered some questions were left blank. Thus, the remaining 151 respondents were used for further analysis. Accordingly, the final usable response rate in this study was 93percent.

Table 2: SampleDistribution and its Responses

S/N	Details	Numbers	%age
1	Total Samples	162	100
2	Returned Samples	151	93.2
3	Non Returned Samples	5	3
4	Discarded(Rejected) Samples	6	3.7
5	Analyzed Samples	151	93.2

Source: Researcher’s survey 2020

Thus, the researcher believes that the respondent rates were achievable to precede to analyses the collected data through different data gathering tools to achieve the objective of the study for practices and challenges of local good governance in DTA some selected public institutions.

4.2. Demographic Characteristics of Respondents

This part had requested a limited amount of information related to personal and demographic characteristics of respondents. Accordingly, the following variables about the respondents were summarized and described in the table below. These variables include Gender, Age, marital status & Educational background of respondents.

Table 3: Demographic Characteristics of Respondents

No.	Factors	Category	Frequency	% distribution of Respondents
1	Sex	Male	89	65.1
		Female	52	34.9
2	Age	Less than 25 year	20	13.3
		26-30 years	31	20.5
		31-35 years	47	30.9
		36 years & above	53	35.3
3	Level of education	Grade 10 and below	9	6
		College diploma	34	22.6
		Degree	90	59.8
4	Marital status	Masters and above	18	11.6
		Single	71	47.2
		Married	54	35.9
		Divorce	16	10.3
		Widowed	10	6.6

Source: Researcher's Survey 2020

To understand the profile feature it gives a context to the finding of the study. As indicated in the above table 3 item 1 Sex of the respondents a total number of 151 respondents, which was the entire sample, completed interestingly it was made up of 89 males representing 65.1 percent and 52 females representing 34.9 percent. However, the study expected somehow an equal number of males and females due to government advocacy of women empowerment and equal opportunities. Even though the study biases to more males than female are serving in public institutions.

Based on the same table item 2 Age of respondents indicated the majority of the respondents 35.3 % were 36 & above years age bracket 30.9 percent of respondents were in 31-35 years age bracket. The rest 20.5 percent of respondents were in the 25-30 years age bracket, while 13.3 percent of respondents were in the below 25 years age bracket. These results implied that

those majority respondents were mature and young people who understood well the topic they can bring fighting in the challenges of local good governance under investigation in DTA.

Table 3 item 3 Level of Education reveals that 59.8 percent are degree holders, 22.6% are college diploma level certificates, and 11.6 percent respondents had Masters and above level qualification and the rest representing 6% Grade 10 and below, thus the most of respondents were degree holders. However, the institutions employee in different compositions of professionals with their educational status that can reveal the points of the study by understanding the existing situation in implementation of local good governance practices in DTA. Employing a low-level educated employee is irrelevant in understanding good governance practices. This is asserted by Kearney (1997) who studied management and found out that those people with low level of education.

Table 3 item 4 indicated that marital status of the respondents' reveals that 47.2 percent single, 35.9 percent married, 10.3 percent divorced and 6.6 percent widowed. Since marital status has its own impact on implementing good governance in public institutions, the researcher has accessed this result for comparison between their statuses. From this table we can understand that most of the respondents are unmarried (single).

4.3. Framework for Assessing Local Good Governance Practices

This section attempts to examine the nature and characteristics of good governance principles in public institutions in local order of government. In doing this, survey was conducted with the town administration's civil servants. In addition, interview and document review employed for the same purpose are presented and analyzed below. Nevertheless, survey results triangulated with data obtained through interview and document analysis below for the objective of verifying the reliability of the information provided by survey respondents.

4.3.1. Effectiveness and Efficiency

Effectiveness and Efficiency is one of the core elements of good governance frequently used as indicators in governance measurement. As an indicator of good governance, effectiveness and efficiency has its own sub-indices that are changed in to operational questions and included in the questionnaires of this study. The following table shows these questions with their responses.

Table 4: Survey Result on the Practices of Efficiency and Effectiveness of town administration public institutions

Item No	Assessment Questions/ Indicators	Response by category						
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
1	Customers are satisfied in service provision of your sector	62 41.3%	35 22.9%	21 13.6%	10 6.6%	23 15.6%	2.3	1.1
2	Service was provided by competent staffs	47 30.6%	50 33.6%	22 14.6%	14 9.3%	18 11.9%	2.3	1.2
3	The institution provides the overall service on time as per the service standard	114 37.9%	96 31.9%	48 15.9%	14 4.6%	29 9.6%	2.1	1.1
Average Mean							2.2	

Source: Researcher's Survey 2020

As it is clearly identified in the above table with the mean 2.3 and the majority 64.2 percent of the respondents were disagree in the statement of that customers are satisfied in service provision of public sectors, 22.2 percent of the respondents were agree while the remaining 13.5 percent of the respondents were neutral. This reveals that, in the institutions there was the deficiency to services provision in terms of cost, time, and quality.

However, to know how efficient and effective in providing services for the society one of the smallest things that an institution should do is making customer satisfaction survey. Customer satisfaction survey enables institutions to see their strengths and weaknesses to avoid their failures and strengthen their successes. Informants and FGD also argued the service delivery of their respective institutions was the same result above. In this regard, they assured their level of satisfaction as low with their reasons. According to UNDP, (1999) an efficient local government using available resources to provide best quality services with minimum cost and achieve the best possible results for the community, and so also includes effectiveness. However, based from survey result, FGDs and interview the researcher concludes that service users are dissatisfied in DTA selected public institutions.

As it implicated the same table above item 2 indicates that with the mean of 2.3, their responses were 64.2 percent, 21.2 percent, and competent staffs provided the rest 14.6 percent neutral to service. However, the respondents' response on service was provided by competent staffs is assumes an inadequate level of technical capacity in the town administration within the public institutions to operate the services has negatively affect local good governance. However, competences here shall not refer only to simple takeover of some tasks and responsibilities, but also considering whether a specific task efficiently implemented at that level UNDP, (1999).

The data from majority of both interviews and FGD also argued that the service was provided by competent staffs was similar to the above result. Thus, has a different challenge of staff competency based on their function and job scope in order for the implementation to conduct effectively and its goal achieved successfully. The document analysis also indicates the same result above. The result show that institutions need to work more of information, as well as knowledge and information related to policy aim and objectives through induction/orientation one workshops, and demonstrations method in DTA.

Similarly, in the above table 4 on item 3 indicated that with the mean of 2.1 the majority 69.8 percent of the respondents were disagree with the statement of the institution provides the overall service on time per the service standards, and 14.2 percent of the respondents were agreed while 15.9 percent of the respondents were neutral. Therefore, the institution did not provide the service on time per the service standards negatively affect local good governance in DTA. The data from majority of both interviews and FGD also argued that the town was too weak to provide up to time services to the society. Most of them argue that there was lack of speed response in the offices of their respective institutions. The document analysis also indicates the same result above.

Local governments need have determine the level (and quality) of services provided through tasks having in mind the efficiency of meeting the needs of the citizens, and their rights. To increase social needs and community expectations, service delivery citizen satisfaction as the mission of public organizations Hendriks (2013). This can be enhanced by the publication of information such as service-delivery plans and procedures, operation and maintenance schedules, outlining users' rights and obligations in service provision Hendriks (2013). Having the above

data as a benchmark, the researcher concludes that, the institution did not delivered service in accordance to standard service delivery negatively affect local good governance in DTA.

4.3.2. Practices of Indicators of Community Participation

Table 5: Community Participation at town administration public institutions

Item No	Assessment Questions/ Indicators	Response by category						
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
1	All stockholders are participating in planning and decision making processes	43 28.9%	47 30.9%	28 18.3%	23 15.2%	10 6.6%	2.2	1.0
2	There is room to exercise their right for all stockholders on functioning provided by public sector	57 37.8%	44 29.2%	22 14.3%	15 10.3%	13 8.3%	2.2	1.1
3	Public institutions regularly prepare public discussion in all concerning issues	54 35.8%	40 26.2%	27 18.0%	11 7.3%	19 12.6%	2.2	1.1
Average Mean							2.2	

Source: Researcher's Survey 2020

As from, the above table 5 item 1 indicated with the mean of 2.2 the majority of the respondents 59.8 percent disagreed that all stockholders are participating in planning and decision-making Processes. However, 21.8 percent of the respondents agree with the proposed statement and only insignificant numbers 18.3 percent of them have slightly agreed. This implies that town administration did not develop well mechanism to participating CSO's, CBOs and democratic association such as trade union, youth association, female association and private sectors in town administration wide policy decision and budget approval and this exacerbate bad governance in DTA.

In addition, the existing empirical study on this respect argued that real aspect of participation based on local officials understanding is community's contribution in terms of free labor, local material and work done with this free labor than asking them to give input for policy making (Young 1998). That is, decision makers must work transparently so that information may reach

citizens in time and they can participate in social life and thus help improve local government, and identify and address a variety of issues on the local level they encounter in daily life.

This data show that in DTA ability to receive information from public before enacting decisions were to be low that again reflects top down approach of planning did not applied effective decentralization and local autonomy of town administration. Lack of information provided by the government to the citizens may cause a feeling of incompetence among the citizens and result in withdrawal from public life. However, the FGD stated that as female are more vulnerable part of the society they are not playing their role in governance process of the town affairs. They added is because female are underestimated and they are considered as incapable to hold public office and lead different public institutions. However, the promotion of women in politics at the country level is begins to better. Nevertheless, many challenges remain for women economic inequality, thereby economic empowerment political and empowerment strategy should applied by government institutions, women associations & women themselves have taken lion share for to change the community attitude due to culture and lack of equal attention among stakeholders.

The informants also add similar to the above survey data and FGDs reflection. Therefore, to be able to participate actively, citizens must give timely access to information. Hence, it can conclude that there have challenges of good governance and with the intention of the level of participation of public institutions are not serving all stakeholders in decision making in DTA.

The room to exercise their right for all stockholders on functioning provided by public sector was the second statement. In response, the majority of them (67%) have disagreed. Conversely, (18.3%) of the respondents felt agreed only (14.3%) of them have slightly agreed. In these regard, effort made to get information on this issue through FGD shows that community participation is either not adequate or completely. They argue that people or beneficiaries are not asked to legitimize or ratify projects identified and formulated by the local government. They also said that people must be consulted from the beginning, and they should actively participate in the planning and management of the project. As result, they do not think a certain project as public ownership, rather they sense as government ownership by segregating public from the government. This is due to lack of involving the community from the scratch of planning up to implementing and monitoring the project.

Data gathered from the informants shows there have performance gap on partaking decision making in the DTA. Besides, informants added that as participation is the key cornerstone of good governance, participation to hold public leadership position is not made in inclusive manner. As it indicated in the literature, community participation in the public sphere means their active engagement in the process of policy formulation, adoption and implementation Tikue (2014). Information sharing and two-way communication (citizens towards local government and vice-versa) represent preconditions for active citizen participation in the society.

The constitution of the (FDRE) provides the legal basis for assuring Citizens' voice and participation in socio-economic and political processes. Legal and institutional planning is aimed at ensuring interface between the governments and Ethiopians are stipulated in the Constitution. Article 43 (sub-article 2) clarify that citizens have the right to participate in nationwide development and, to be consulted with respect to policies and projects affecting their society. Parallel with the above it also argued that participation by all citizens is pivotal to the existence of local good governance. The service users can come across many difficulties through which the community comes to distinguish the positives and negatives of decisions. 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 local good governance in DTA.

The next question of inquiry was about the explanation and justification of public institutions' actions to concerning issues. The majority 62 percent of them have disagreed with the proposition stating that public institutions regularly prepare public discussion in all concerning issues in DTA. Only 19.9 percent of them have agreed with the statement although 18 percent of them have slightly agreed. Therefore, there is a strong feeling by the majority of respondents denied in experiencing in DTA. The key informants interview revealed that their sector regularly prepare public discussion in all concerning issues on development activities or other administrative issues either individually or in group, explicitly or implicitly is the key to maintain and promote local good governance. In this regard, one informant from education office mentioned that their participation did not proceed along the stages of planning, implementing, evaluating and assessing the results of their discussion.

An interview conducted with Gadebo (the town administrative office head) on the other hand, stated the idea that the main problem of under development in the area could be due to the existence of large numbers tax invader merchants, rent seeker officials and lack of awareness about the challenges of corruption on the side of the communities were some of the challenges to the development of the areas. Existing experience identifies that, there is a lack of community participation through socio-politico as well as economic affairs (Debeb 2012). Hence trying to change the attitudes of the community about the disadvantage of corruption through town communication office and justice office will be conducted with great effort to reach in each community member. In fact, participation by all the groups of citizens in local governance affairs contributes to the minimization of information asymmetry. In addition, their participation in implementation or provision of services contributes potentially to the improvement of efficiency in the utilization of resources through the increase of ownership, peer monitoring but also through the enhancement of accountability.

Also, FGD argued that there are not any institutional mechanisms that all the people to supervise and evaluate the concerned authorities regarding the proper implementation of plans. In relation to this FGD respondent implicate that in relation to contributing their money for low volume road construction the society specifically the merchants were contribute within two years but up to now there is only a promise but not practice by the town administration and municipal office. The document analysis also indicates the same result above as mentions offices in DTA.

The finding of the data shows that the public institutions regularly prepare public discussion in all concerning issues; if the representatives have informed the communities that there was shortage of funding, they would have understood the situation. In addition, sometimes people might not attend the meetings because of the biased (positive & negative) idea that the government will not consider their opinions.

However in order to establish trust and legitimacy of local authorities' the town administration should put more focus on the implementation of the principle of participation, that is, to establish conditions for involving citizens in local level policy making, implementation and monitoring. It is particularly important to work on strengthening direct citizen participation in the process of policymaking, which would then be in accordance with the needs of the local community, and simultaneously create the opportunity for the citizens to participate in the evaluation and

assessment of public policies. Therefore, from the above data public participation in DTA was not fully implemented to exercise their right for all stockholders on functioning provided by public sectors were negatively affect local good governance

4.3.3. Practices of Indicators on Transparency

Table 6: Transparency on town administration public institutions

Item	Assessment Questions/ Indicators	Response by category						Mean	Std. Dev.
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
1	Officials and employees are access to knowledge of the policies and strategies to public	57 37.8%	42 28.%	20 13.%	15 10.0%	17 11.2%	2.3	1.1	
2	Service provided & performed by officials and employees was fair	61 40.2%	48 32.%	18 12.%	11 6.9%	13 8.9%	2.1	1.0	
3	All Information disclosed freely and directly accessible to all stockholders on time without any biases	51 33.6%	45 30.%	21 14.%	16 10.5%	18 11.9%	2.4	1.1	
Average Mean							2.3		

Source: Researcher's Survey 2020

Table 6. Item 1 indicated that mean 2.3 and the majority 65.8 percent of the respondents were disagreed to officials and employees are access to knowledge of the policies and strategies to public. On the contrary, 21.2 percent of them agree and 13% percent of them have a little bit agreed. However, the principle of transparency can be defined in more than one way. Transparency according to the literature means those decisions taken and their enforcement done in a manner that follows rules and regulations World Bank (2006). Tikue (2014) Transparency means timely provision of official, accurate and complete information of public importance and interest to all stakeholders about its mission; activities, finance, and making them publicly available to the local government encourage transparency.

Therefore, the town administration officials and employees' access to knowledge of the policy and strategies to public transparency level were low and hardly responsible for their office. From

this it can understood the town administrative office were not transparent on the town administrative issues. Besides, it can imply that there have problems of transparency in a way that they are not open to the public.

Additionally, online with this question, not all of the response from informants and FGD shows that when the public officials make decisions it is based on the need and curiosity of public. Also, argued that they don't want to invite (even when the people are invited and multiplicity of thoughts are suggested, it is not taken in to consideration for the betterment of the decisions) the community at the initials stage and when the decision come in to implementation phase a number of grievances encountered in the governing process. Moreover, the clarity and accessibility of newly enacted policies and decisions are near to the ground in DTA.

The cumulative result showed that the key informants and FGD participants believe that the government office transparency toward the society is not at good stage and below the average. Having the above table result as a benchmark and observation the researcher conclude that, there was lack of transparency which negatively affect local good governance practices at DTA.

In the same table on item 2 show that, the majority 72.2 percent with mean of 2.1 of the respondents were disagreed in the statement of the service provider officials and employees performing their job and duties fairly. On the contrary, 15.8 percent of them agreed and 12 percent of them were undecided on the issue. Despite the positive response noted by the majority of the above respondents, significant numbers of them have opposite views. This implies that much desired to enhance their job and duties fairly in the principle of good governance in DTA.

Transparency, implies that the public in general, or at least those directly affected, should obtain information from the state about the rationale underlying decisions, decision-making criteria, the intended manner of implementing a decision, and any insight into its effects. In support of this the officials participating in interviews said that the procurement process in their town administration lack transparency. The FGDs also the some perception thus, further argued that the main source of rent seeking and petty corruption is the procurement procedures by citing some examples of currently investigated corruption case in DTA.

Concerning information disclosed freely and directly accessible to all stockholders on time without any biases, as it depicted in the above table 6 on item 3 shows that the majority

63.6 percent of the respondents with the mean 2.4 were disagreed. However, 22.4 percent of the respondents were agreed and the remaining 14 percent of them have a little bit agreed. Transparency can be important for decision making to be open and clear for stakeholders and it encourages stakeholder's involvement in decision-making (Gebreslassie, 2012). Information disseminated by local authorities need to be relevant, clear, timely and in line with the existing rules and regulations, thus enabling citizens to follow the tasks fulfilled by local authorities.

In addition transparency, here is important to assess openness and clarity of information's, processes, institutional rules and decisions to community members and the public for success realization of local good governance in DTA. In this regard, key informants argue that lack of competence, insufficient and unqualified public servants caused low level of transparency in the town administration. However, interview depicted majorities of the respondents are denied to the same issue formation. This revealed that, there was clear the institutions, but practices were weak to present different types of activities, such as publishing information about budgets, the introduction of transparent recruitment procedures or the adoption of codes of conduct.

Transparency also needs to be achieved at the local level of authority (between executive bodies, between executive and legislative bodies and towards the electorate), but also toward the central government. In addition to this, respect the horizontal dimension (local government – citizens, voters) and vertical dimension of transparency (the relationship between the local and the central governments). Thus, result obtained from FGDs & documents revealed that those rules and regulations are not respected by administrator and employees. Access to information in the town administration is not adequate. They reveal that access to information through print and electronic media are far from being adequate. Due to this lack of transparency, one of the elements of local good governance is impaired and not practices well due to poor participation of the community and not exist in some office like municipal, industry and small-scale offices in DTA.

4.3.4. Practices of Indicators of Accountability

Table 7: Accountability of town administration public institutions

Item No	Assessment Questions/ Indicators	Response by category						
		Very Poor	Poor	Average	Good	Very Good	Mean	Std. Dev.
1	All public activities carried out notice timely to stockholders in clear mechanism	52 34.8%	62 40.9%	12 7.9%	18 11.6%	7 4.8%	2.1	1.0
2	Clearly disclose all financial declaration	49 32.6%	56 37.2%	23 15.3%	8 5.3%	15 9.6%	2.2	1.1
3	All questionable ongoing public services and activities are clearly explained, evaluated and rated	54 35.5%	48 31.9%	20 13.6%	18 11.9%	11 7.1%	2.2	1.1
4	All conflicts resolved fairly and mutual mechanisms without additional cost and finally evaluated and rated	45 29.9%	56 36.9%	27 17.9%	10 6.7%	13 8.6%	2.2	1.1
Average mean							2.2	

Source: Researcher's Survey 2020

As it is shown in, the above tables 7 a series of interrelated statements were presented to survey respondents with the aim to understand their perception practiced towards public institutions' accountability. The majority with the mean 2.1 of them 75.7 percent felt that poor level to all public activities carried out notice timely to stockholders in clear mechanism. However, 16.4 percent of the respondents replied good level with the proposed statement and only insignificant numbers 7.9 percent of them have average level of accountability. This entails that result of the analysis show below the average.

The participants of FGDs have similar views from the majority of the respondents of survey. The discussant argued that there is no accountability of government officials by pointing to political appointees. The discussant said that there are problem of local good governance in the town administration like petty corruption, nepotism, tribal networking and land related problems but the officials associated with these all problems of good governance are not accountable. If the

people request the government to question a given officials said the discussant the only measure taken up on he/she is changing the individuals from one position to another position or promoting to zonal and regional level by naming some individuals who pass through this track. In addition, the trade union representative forwarded ideas strengthening the views of FGD participants. Nevertheless, the officials associated with the problems especially officials who participate in corruption have advantage by giving example of some corrupt officials not imprisoned. From the responses, respective figures and percentage noted above, it is possible to deduce that public activities carried out notice timely to stockholders in clear mechanism to make those service providers accountable. However, this can be realized to the fullest level possible if and only if service recipients are aware of their rights and the governance structure is being improved at DTA.

As the above table 7 item 2 shows with the mean 2.2 majority of the respondents 69.8 percent responded as they have poor level and 15.3 percent responded average while 14.9 percent responded good level that clearly disclose all financial declaration in their town administration is transparent. Concerning in the same table item 3 one major indicator of government institutions transparency all questionable on going public services and activities are clearly explained, evaluated and rated. The majority of the respondents 67.4 percent responded poor level. Moreover, 13.6 percent responded average while 19 percent of the respondents respond good level in DTA.

Concerning to above table item 4 to all conflicts resolved fairly and mutual mechanisms without additional cost, finally evaluated, and rated the respondents with the mean of 2.2 responded the majority of 66.8 percent was poor. Moreover, 17.9 percent responded average while 15.3 percent of the respondents responded good levels on the same question above in DTA public institutions.

Key informants were asked concerning the service delivery of their respective institutions small scale and industry, municipality, administrative, courts offices, educations and finance & economy development office in DTA. In this regard, they assured their level of satisfaction as low with their reasons. According to informant from Small Scale and Micro Enterprises Development argued that lack of commitment of leaders (more lip service than doing what they have promised), weaknesses of oversight institutions and poor reporting system also hampering the promotion of accountability in DTA. They added that the efforts that many youngsters had

been done to form cooperatives to alleviate their poverty are discouraged due to lack of culture of strong accountability. Also argued that the bureaucracy in the town public institutions were too weak to provide up to time services to the society.

According to the literature, accountability for all categories measured based on giving an account, holding to account, and redress themes Gisselquist (2012). However, failure to scrutinize performances, undermining the role of accountability bodies, absence of appropriate rewards and sanctions and failure to communicate job performances are also among the factors that are deterring the promotion of accountability. Therefore, results of the analysis show that accountability implementation relating public institutions in DTA the results are below the average.

4.3.5. Practices of Indicators of Rule of Law

Table 8: Rate of Respondents on Indicators of Rule of law

Item No	Assessment Questions/ Indicators	Response by category						Mean	Std. Dev.
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
1	The court decisions are made based on convincing evidence	12 8.1%	42 27.9%	32 20.9%	47 31.2%	18 11.9%	3.1	1.4	
2	The trial process of the court in terms of time is fast and economic	42 27.9%	49 32.2%	32 20.9%	17 11.4%	11 7.6%	2.3	1.1	
3	The court decision is free from bias	54 35.9%	47 31.2%	26 17.3%	17 10.9%	7 4.7%	2.1	1.0	
4	The institution oversees different complaints daily	57 37.9%	49 32.6%	23 15.2%	10 6.6%	12 7.7%	2.1	1.0	
	Average mean						2.2		

Source: Researcher's Survey 2020

Concerning to (table 8 item 1) above indicated that with the mean of 3.1 majorities of 43.1 percent respondents perceived agree that court decisions made based on convincing evidence. While 36 percent of the participants of the study also responded, disagreed and 20.9 percent of them were undecided on the issue. Despite the positive response noted by the majority of the above respondents, significant numbers of them have opposite views. In relation to this town administration justice office report show that there were eight cases which seen by the town

administration court and the court decided they are free. Then after, the prosecutor of the town administration took the cases to Kembata Temaro Zone High Court. The high court sees all of the eight cases and passes decision on five of them based on their crime and the rest three cases were free (Town Administration Justice Office, 2019).

Concerning to the same table item 2 indicated that respondents perceived that the trial process of the court in terms of time is fast and economic with the mean of 2.3 majorities responded 60.1 percent disagree. On contrary 20.9 percent responded average while, 19 percent of responded agree. Concerning to the same table item 3 indicated that respondents with the mean of 2.1 perceived that majority of respondents 67.1 percent disagree that the court decision is free from bias. However, 17.3 percent of the respondents slightly agreed and only, insignificant number 15.6% of them have agreed. Decisions need freed which is logical for all stakeholders. Court decision should be on logical evidence and free from biases to get trust from the users. This implies that much desired to enhance their institutions in the principle of local good governance in DTA.

Concerning to the same table item 4 indicated that with the mean of 2.1 the majority 70.5 percent perceived agreed to the institution oversees different complaints daily. However, 15.2 percent of the respondents slightly agreed and only, insignificant number 14.3 percent of them have agreed with same statement. As it is clearly identified from the above statement the institution oversees different complaints daily to avoid, prevalence of illegal activates in the institution among service providers. It is understandable that the existence of properly set rule of law is a backbone to effective functioning of a country as well as in DTA. According to the literature good governance, democracy and protection of human rights could only be reached if and only if independent and effective judiciary system along with skilled workers; lawmakers, judges and police forces are put in place UNDP (1999).

As clearly displayed by the above table results, institution was in good position concerning on making decision and takes actions in accordance with the law of the country. The FGDs argued that a clear procedures/rules set up to execute different matters of the town's institutions oversees different complaints daily to avoid prevalence of illegal activities in the institution among service providers. Moreover, they add idea about impartial in implementing their task in accordance to the law and independent from political dependence to decide on different issues where not

implanted in the DTA. However, the researcher understands from FGD and some key informants there was good progress in the case of court in the trial process. In addition, some of them argued that in DTA justice office including police and court were show a good progress in practicing the rule of law in DTA when it compared with municipal, industry & small-scale office, and administrative office.

4.4. Challenges Hinder the Implementation of Local Good Governance

This section examines major difficulties encountered in practicing local good governance in DTA. Different factors can contribute to the deterioration of local good governance implementation in either public or private organization. In many African countries, several reasons are mentioned as factors for the poor governance. These include lack of enabling environment, partial enforcement of rules and regulations, resource constraint, accountability and transparency deficiency, weak administrative and legislative systems, poor political leadership and malfeasance in government (Efiong & Crowther, 2012). In order to identify these factors, a range of instruments such as survey questionnaire, FGDs, key informants' interview and secondary data were deployed. Their responses have proved the existence of multiple factors as hindrance to the promotion of local good governance in DTA. Those factors and the %age weight given to each of them are indicated in order of significance and relevance in the following table.

Table 9: Challenges hindering the Implementation of Local Good Governance in DTA

No	Item	Frequency	%age
1	Corruption	143	94.7
2	Lack of qualified human resource	140	92.7
3	Political interference	138	91.3
4	Lack of commitment from leadership	135	89.4
5	Lack of commitment from leadership	112	74.2
6	Unstandardized performance	107	70.8
7	Lack of funds	101	66.9
8	Bureaucratic delays	96	63.6

Source: Researcher's survey 2020

As illustrated above (table 9 item 1) indicated 143 (94.7 percent) of the respondents agreed that Corruption in the town administration the factor that hinders good governance. In addition to that, many critical problems of good governance corruption and rent seeking that public officer

uses their office not to serve the people but boost their own private benefit and additionally interviews and FGD confirmed. Local NGOs partners become a bottleneck in their endeavor creates a favorable environment for the community to be mistreated, which exacerbate bad governance in DTA. Much of the challenges are relating to rent-seeking, nepotism, leadership incompetency and working system limitations, which the government is working system limitations that the government is currently trying harder to reform all. “EPRDF” stated that good governance is a challenge that is encountered at difference levels due to capacity constraints among leaders and public servant at different administrative levels.

Similarly, 140 (92.7 percent) and 138(91.3 percent) of the respondents have agreed that Lack of qualified human resourcethat justifying one’s own action or inaction, and political interference or politicization of the civil service are among the factors that are impeding local good governance in DTA. Additionally, on line with to this question, all of the response of interviews and FGD confirmed same of the leaders agree with the above response from the respondents while some of the remains leaders were the opposite that public institutions decisions were not influenced by external political interference. However, the researcher can conclude there is the problem of political interference, which is challenge for good governance in DTA.

Besides, for 135 (89.4 percent) and 112 (74.2 percent) of survey respondents, failure to commitment from the leadership and employee in the public institution are important factors in exacerbating local good governance problems in DTA. This implies that the public institutions tend to be believed that lack of commitment to deliver their responsibility affects good governance principles. Additionally, majority of interviewees and FGD participants confirm the same to the questionnaire.

With respect to leadership skill and attitudinal change in relation to the change witnessed in working habit, developing better working behavior, community respecting, and developing workable plan and strategies (Kassahun 2010). Hence, there is a great problem in DTA is important point discussed was lack of financial resource, unemployment problem and challenges. Therefore, it is reasonable to conclude that lack of commitment from the leadership of the selected institutions, lack of commitment of the employees and lack of qualified work force was most common challenges in the process of exercising of local good governance in DTA.

The other identified problem in ensuring local good governance in DTA is 107 (70.8 percent) and 101 (66.9 percent) agreed that lack of performance standard and lack of funds for the most part, poor implementation of citizen-driven initiatives across the whole administration office and experts. Most participants of FGD and informants agree to the above that the absence of performance standard and funds to achieve the desired objective in DTA public institutions.

In addition, 96 (63.6 percent) of the respondents also agreed that Bureaucratic Delays undermines local good governance in DTA that exacerbates bad governance. This result shows there was awareness on policies and procedures of the government. From this it can be concluded there was a need of capacity building for all civil servants, officers and the concerned bodies on the policies, principles and procedures of governments.

However, several researches highly recognize the strong positive relationship between practices and challenges of local good governance. There is a great barrier on community problem identification and its effectiveness for resolution Mehret (2002). The problem is that, for the most part, poor implementation of citizen-driven initiatives across the whole administration office and experts.

4.5 Possible Solutions that Can Help to Curb the Challenges of Local Good Governance

At the local Government level, the concept of Good Governance refers to the pattern of the relationship between government and political, economic and social institutions in order to create a mutual agreement regarding the setting processes of governance. However, respondent asked what type of solution needed to tackle challenges of good governance but not limited to the predicted solution.

In order to consider the possible solutions can help to curb the challenges of local good governance in DTA a series of interrelated statements were proposed, as shown in table 10 below. In addition to find out answers for the possible solutions to curb the challenges of local good governance in this study has used questionnaire, interview, and FGDs as the main data gathering tools also, document analysis has been used as supplementary instrument. The employee respondents with the aim to learn the perception of civil servants about employees', leaderships', institutions' the results obtained and the analyses made are presented below.

Table 10: Possible solutions can help to curb the challenges of local good governance in DTA

Items		Number of respondents (frequency)			
		Yes	No	No idea	%
1	The town administration carryout an open discussion with the people on the issue of good governance.	100 66.1%	39 25.9%	12 7.9%	151 100%
2	The public sectors' leadership taking initiation to realize the principles of good governance.	112 74.2%	33 21.9%	6 3.9%	151 100%
3	The public managers conducting disciplinary accountability in case of series breach of duties for those who are found.	96 63.6%	44 29%	11 7.3%	151 100%
4	Timely external support for implementation of good governance principle	99 65.6%	42 27.8%	10 6.6%	151 100%
5	Transparency and participation of town budget planning & monitoring of its spending with all stockholders	122 80.8%	24 15.9%	5 3.3%	151 100%
6	Providing training to the employees on the issues and principles of good governance.	139 92%	12 8%	————	151 100%
7	The administration information flow free or directly accessible to those who will be affected by such decisions or enforcement	Never	Sometimes	Always	%
		8 5.3%	21 13.9%	122 80.8%	151 100%
8	Providing operational standard for services by town administration.	Good	Bad	No idea	%
		119 78.8%	23 15.2%	9 5.9%	151 100%

Source: Researcher's survey 2020

In table 10 item 1 above implicated that the majority of 100 (66.1 percent) felt that the town administration should carried out an open discussion with the people on the issue of good governance principles. Even if 39 or nearly twenty-five (25.9 percent) of them have “No”; while, 12 (7.9 percent) of them have “No idea” with the predict solution. Even though significant number of respondents denied the predicted solution therefore, the administration should carry out open door policy to meet with citizens, use of media to keep citizens informed, inviting public officials to attend local community functions, establishing visiting hours for communicating with the people on the issue of good governance principles.

The next statement above table 10 item 2 was proposed to know respondents' view about town administration public sectors' leadership taking initiation to realize the principles of good governance respondents responded "Yes" 112 (74.2 percent) the majority of them have felt that the leadership taking initiation to realize the principles of good governance in respective institutions. However, 33 (21.9 percent) of them have "No" on the same statement. Only 06 (3.9 percent) of them have "No idea" with the predict solution. However, significant number of respondents responded negatively therefore, the public leadership taking initiation to realize the principles of good governance for those service receivers (customers) awareness creations by scheduled public meetings and consultation days.

As it indicated above table 10 item 3 that perception on employees' accountability for conducting disciplinary accountability in case of series breach of duties for those who are found untimely, or incomplete performance or disobeying orders by superior staff 96(63.3 percent) of the respondents have "Yes" that supervisors take sanctions when their actions are found to be unjustifiable. On the contrary, 44(29 percent) of them claimed "No" that supervisors do not take actions against the employees for unjustifiable performances and 11 (7.3 percent) of them have "No idea" to some extent. For accountability to exist, actors should explain, justify their conducts to the principal/s or to forums. In case of unjustifiable actions, appropriate sanctions should be taken to the above survey result indicated that there is the practice of punishment when civil servants do not perform tasks appropriately.

Provisions of information by actors, in this context, civil servants about the performances of tasks, procedures and output to their immediate managers or to any concerned body is one of the important components of accountability to civil servant Shah, Anwa (2008). It is, therefore, possible to deduce that Penalties for all inappropriate actions and recognition for better performances and achievements constitute the very defining element of accountability. The lack of sanctions and praise will erode accountability and it will remain incomplete and weak. Accountability of services administered by bureaucracy has an obligation to account for the success or failure of its mission in providing services. It can be said that creating accountability means aligning service procedures to the applicable rules. The creation of accountability in public service is not only beneficial to society but also has great significance in local good governance.

The next statement above table 10 item 4 was proposed to know respondents' view about institutions' duty to explain and justify their actions to authorized bodies. Thus, timely external support for implementation of good governance principle responded 99 (65.6 percent) "Yes" response for them has felt that organizations often explain and justify their actions to authorized supervising agencies. However, 44 (29 percent) of them have "No" on the same statement. Only 10 (6.6 percent) of them have "No idea" about timely external support for success realization of good governance i.e. resource, higher-level governance, NGOs & civil sectors, religious organizations and higher institutions should be able to find their niche in monitoring to enhance general Good Governance and leadership as well as all stakeholders are the essential requirement for DTA.

As it implicated above table 10 item 5 that transparency and participation of town budget planning & monitoring of its spending with all stockholders responded "Yes" the majority 122 (69.4 percent), and the participants responded "No" 24 (23.3 percent) and the rest 5 (3.3 percent) have "No idea" about transparency, openness and participation. However, insignificant responded negative response on the issue that customers did not understand their responsibility. This implies that there was lack of awareness about transparency and participation of town budget planning & monitoring of its spending with all stockholders.

Cognizant of this reality, the FDRE Government has established information law based on the Federal Constitution to allow the public have easy access to information. Article 29(2) of the FDRE Constitution and Proclamation No.590/2008 cited as good examples. Article 29(2) of the FDRE Constitution clearly stipulates that everyone have the right to seek, receive and communicate information of all kinds regardless of frontiers, orally, either in writing or in print. In addition, Proclamation No. 590/2008 guarantees the rights of citizens, private institutions, and civil service organizations to access information on government actions. This implies that much desire to enhance good governance practice in DTA.

The statement above (table10 item 6) the majority of them 139 (92 percent) felt "Yes"; public institutions provide training to the employees on the issues and principles of good governance. About their actions, 12 or nearly(8 percent) of them have responded "No" about training to employees on issue and principles of good governance. Therefore, the public institutions desired training on the issue of good governance. Training and awareness creation through workshops

and seminars, pamphlets, and regional mass Medias. In addition follow up mechanisms concerning implementation of local good governance in institutions have a great role if institutions to keep citizens informed establish them.

The statement above table 10 item 7 was proposed in order to know how far employees and the public can hold the town administration should has practice local good governance. In response, 122 (80.8 percent) responded “Always “. On the contrary, eight (5.3 percent) of them “Never” and 21 (13.9 percent) of them have “Sometimes” on the same statement. As it implicated above table 10 item 8 the provision of operational standard for services by town administration responded “Good” 119 (78.8 percent), and the participants responded “Bad” 23 (15.2 percent) and the rest responded 9(5.9 percent) “No idea” with the predict solution.

The standard of service is used to guide service delivery and service quality assessment as a liability and the administrators’ promise to the public, to create quality, fast, easy, affordable and scalable services (Mussie 2014; Nadeem 2016). It can be seen in terms of service facilities, LG for the community, it was indicated that the implementation of accountability in public service in DTA is still low. Overall conclusion is that implementing and providing training to their employees on the issues and principles of good governance and conducting employment of qualified and skilled civil servants were the most important measures should take by the public institutions to solve the challenges of good governance. The information collected through interviews and discussions also supports the suggesting solutions to cure these challenges. Thus, it is very important in deepening the principles and providing efficient and effective services to the customers and stockholders in DTA.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This part of the thesis deals with the summary, conclusions and recommendations regarding the problem area. It summarizes and concludes the essence of the whole research and draws some recommendations for local consideration. Hence, the summary of the major findings of the study, conclusions and recommendations have been elaborated in the following manner: -

5.1. Summary of Major Findings

Experience from this study has been suggested at various stages throughout this paper, despite power and resources devolved and institutions established, tremendous challenges still facing in DTA to ensure good governance practices. This section attempts to sort out the major challenges that have prevented the realization of local good governances with particular to DTA.

It is widely acknowledged that decision-making has made centrally and that policies, strategies or programs directly delivered in departmental lines that result often fail to respond the needs, priorities and expectations of the local communities. This by itself result lack of accountability of public servants to the community rather they are practically accountable to the upper officials. The study reveals that, there is high non-equitable treatment among town communities. Even if, the civil service reform is good by its legal provision, there is no practically implementation in its human resource development. The policy reform comes to crack while implementing. There are also weak CSOs in the study area. They do not have a clear practical mission and there is a great problem on their personnel assign in the office place. This also shows that, there is a problem on town administration on attracting, coordinating or regulating this weak civil society through different means.

Weak leadership capabilities of the town administration to mobilize attract development partners and other civil society is evident. There is also a problem on responsiveness and accountability of executive offices (cabinets) to town council (legislative branch). Every council meeting is held, while the cabinets have consent. The cabinets have no positive attitude for the town council and its office. For them (cabinets), the council has no significance government branch; due to this reason, the offices have no enough personnel, financial allocation.

Effective achievement of power decentralization objectives requires local authorities to review the effectiveness of mechanisms for determining needs and priorities. However, in DTA fail to follow people centered initiatives as well as need and priority. There is also a problem on responsiveness and accountability of executive offices (cabinets) to town council (legislative branch). In addition to the absence of system of accountability and transparency in executive organs, they remain to be ineffective and the civil service is not free from political influence.

The main challenges of local good governance in DTA has been capacity or competence of civil servants and leadership, corruption and rent seeking, discrimination, unavailability of performance standard in the public institutions, political interference also harming the efforts of good governance. These are lack of interaction between all stockholders to successfully realize the good governance agenda, human resource capacity limited have been identified as the impediments to good governance

A large number of the political leaders and officers lack of necessary skill and knowledge, motivation, vision, the passion, commitment and the character to effectively govern its peoples. Thus, compromising quality for loyalty has been decrease in government departments especially at DTA.

Additionally solutions should take to curb the challenges of local good governance in DTA that implementing and providing training to their employees on the issues and principles of good governance and conducting employment of qualified and skilled public servants and allocating resources were the most important solutions the public institutions in DTA.

5.2. Conclusions

The concept of good governance has gained significant attention in developing countries as well as Ethiopia. It is widely recognized that as a precondition/prerequisite for sustainable development particularly for developing countries like Ethiopia.

As noted, somewhere the major objective of this study is to assess the challenges in practicing local good governance. Based on the result of this study, institutions assessed have not been found perfectly effective in any of the five indicators of local good governance used in DTA. Instead, they were found effective in some of the indicators and ineffective in some other sub-indices of the indicators. Therefore, in order to avoid generalization by simply using on specific

sub indicators for conclusion of this study. In addition, the conclusion and recommendation focus has given for weak side of institutions. As they are directly representing the society, CSOs and CBOs have strong contributions in the building of good governance. However, poor achievements were observed on the part of institutions in accommodating them.

In addition, poor performance of institutions in cooperating with CBOs and CSOs has the influence of weakening the organization and deter the contribution they have in good governance building process. So ignoring them implies ignoring of more than half of the productive part of the population in DTA. Moreover, it has become impossible for institutions to achieve good governance and poverty reduction. The research finding shows that the city administrative officials were less accountable and transparent i.e. the decision was not open to the public. It is stated that there are no information flows between different communities. The communities are not participating in identification of problems, prioritizing and planning. Lack of transparency therefore, prohibits the people from demanding their rights and working on activities. This blocks the society from making the representatives responsible for their deeds and actions as well. This also has a negative implication on monitoring and evaluation of the society's resources, which might give way for corruption, and misappropriation of scarce resources.

Besides, there was a limitation of getting public service that the public officials and civil servants were not in an equal comportment. Thus, problems is distinguished in the study town administration that blocked fertile ground in relation to accountability, efficiency and effectiveness, public participation through problem and demand identification and free and fair access to information. In principle of good governance in public organization, management needs to be open for public review and evaluation. If institutions are fear public review and evaluation of their administration by no means they must be they could said transparent. For service provider institutions, making a survey of customer satisfaction level must be one of the first simple activities, failed to do this lead the failure of organization as an institution and the institution will have not the mechanism to know its failure 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 also the overall system of the government. It also results loss of customers and delay of solution led service user to find solution abnormally such as through bribe.

The finding also indicates a need for more focused and planned approaches for the success realization of local good governance. In addition, for the occurrence of good governance in public institutions should have awareness need training, seminars and workshops giving information through pamphlets, and Medias and other forms. Institutions need aware of concerning their efficiency in providing service to increase degree of confidence (public trust). The service being very independent from political interference and avoid the sense of discrimination among service users. Politically biased institutions produce conflict and hinder the building of good governance in institutions.

One of the most important things that the public institutions expected to achieve is the establishment of anti-corruption policy, what should not be forgotten in the process of achieving good governance in public institutions are the cause of corruption. The most evil of building democratic governance is corruption. Besides, introduction of appropriate planning, enhancing the capability of local bodies to match the ever changing local and global conditions, rethinking on certain policy and program changes and meaningful participation of stockholders, efficient use of available resources, etc. were among issues identified for consideration.

Therefore, there should be more and deeper inquiry related to the transparency, and participation of local government actions and decisions. There was no employee impartiality on providing service; the institution did not accept the customers equally; there was a bureaucratic delay and much process in getting service.

The possible solutions to curb for the challenges of local good governance in DTA also were informed. In addition follow up mechanisms concerning implementation of good governance in institutions have the great role if institutions establish them. For institutions to contribute their parts, good governance should one of the principle frameworks in all of their activities. Finally, it should be noted that arriving at local good governance level of government is unattainable unless there is interaction between all stockholders successfully to implement the development agenda of government, CSOs or the private sector projects or programs. Addressing all the above-identified challenges holds the key for successful and effective implementation of local good governance. Therefore, the public leaders should be equipped with required knowledge and skill to not only deliver services required but also to better position and guide their respective institutions in the realizing good governance in DTA.

5.3. Recommendations

Although local good governance in DTA faces many institutional implementation challenges, these can be overcome to improve its governance practices & capabilities. Below are some recommendations, which outline what should be done as positive solutions to create effective working of the public sectors in DTA. Since the present condition of local good governance is not satisfactory, the public sectors have to establish a separate department that provides training on the issues of good governance. In addition, they have to identify the common challenges in collaboration with their stakeholders. This would help in avoiding the misuse of the scarce human, financial, and material resources and enable to deliver efficient and effective institutional services to the customers.

Moreover, it will be better to promote efficiency and effectiveness, participation, accountability, transparency and rule of laws in the public sectors. This also enables the public sectors to achieve the objectives and goals for which they are established. In addition, the measures that should have to be taken to solve the challenges of local good governance, the public sectors have to provide series of training to the officials, employees, and the community to solve the major challenges of local good governance related with the attitude of the service provider in the public sectors. These training must also focus on the issues like the principles of good governance; corruption and rent seeking and its effect; and accountability and transparency issues just to mention few. This, on the other hand, helps the public sectors in familiarizing their employees with the concepts, issues and principles of local good governance.

Therefore, it is recommended that the leadership of the public sectors have properly use 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 provide adequate support to the public sectors so as to make them strength enough. Commitment from the leadership of the public sectors, creating awareness about local good governance to the 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 local good governance in DTA.

In general, for governance not to be poor in public institutions training and awareness creation of officials and public institutions employee through training, workshops and seminars, through

pamphlets, and regional mass Medias is necessary. In addition follow up mechanisms concerning implementation of local good governance in institutions have a 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.

In addition, a formal institutional follow-up mechanism should be established and designed for discussion with the society regarding good governances. Having not ensuring what are described above could be the cause for poor. 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 investment and trade.

Therefore, the thesis suggests a series of measures, which could be taken, in general by all concerned stakeholders; and all government organs including the regional state, zonal administration and town administration to improving policy and administrative issue, and providing all necessary public services to the public to reduce the current challenges of good governance.

Finally, the researcher has recommended that inadequate research had been done on local governance challenges particularly on town administration social service offices. In this office, immense service users and major challenges for service provision had observed and thus it needs a further investigation.

References

- AsDaB – Asian Development Bank, (1999): Governance in Asia: From Crisis to Opportunity, Annual Report, and Manila: ADB.
- African Development Bank (AfDB) (1999). T., & Gebre-Egziabher, T. (Eds.) (2007): *Decentralization in Ethiopia*; African Books Collective; Forum for Social Studies (FSS).
- Bevir, M. (2006): *Encyclopedia of governance*: Thousand Oaks, CA: Sage Publications.
- Bevir, M. (2008): *Key concepts in governance*. Thousand Oaks, CA: Sage Publications...
- Creswell: (2009): *Research design: Qualitative, quantitative, and mixed methods approach*. (3rd Ed) .Sage; Los Angeles, CA, USA
- Dayanandan R. (2013), Good Governance Practice for Better Performance of Community Organizations - Myths and Realities!
- DTA (2019): A survey study on challenges of good governance
- Efiong. E. J. & Crowther, D. (2012) the enforcement of accountability in Public Governance in Africa Proceedings of second Organizational Governance Conference Global Governance the raising of awareness (pp. 29-33). Rabat: De Montfort University
- Faguet, J. P. (2004). Does decentralization increase government responsiveness to local needs? Evidence from Bolivia: *Journal of Public Economics*, 88
- Gebreslassie, H (2012), challenges of good governance in local government: the case of saesietsaedamba woreda, Tigray Region, Ethiopia
- Gisselquist, R.M. (2012). Good Governance as a Concept, and Why This Matters for Development Policy. United Nations University –The World Institute for Development Economic Research (UNU-WIDER), Helsinki, Finland
- Gizachew A. (2014): challenges and opportunities of local good governance in Lumame town, an AWable Woreda, East Gojjam, Amhara Region"
- Graham, J., Amos, B., & Plumptre, T. (2003): Principles for good governance in the 21st century. *Policy Brief, 15*, 1-6.
- Hendriks, F. (2013): Understanding good urban governance: Essentials, shifts, and values. *Urban Affairs Review*, 1078087413511782.H. U. S. Pradeep (2011), Challenges of Local Government Service Delivery: A Case Study of Matara Municipal Council
- Hossen, M. M. (2011). *Problems and Possibilities of Good Governance in Bangladesh*: Dhaka:

- Kenad (2016). Decentralization of Power and Local Autonomy in Ethiopian Federal System: A Look at Two Decades Experiment. *Urban and Regional Planning*. Vol. 1, No. 3, 2016, pp. 45-58. Doi: 10.11648/j.urp.20160103.11
- Kendey F. (2012): Challenges and Opportunities of Good Governance; In Addis Ababa City Administration Laplambert Academic Publishing
- Kassahun Y (2011). Assessment of the Prevalence of Good Governance in the Public Sector: the Case of Public Institutions in Debre Birhan Town.
- Keller, E. J. (2002): Ethnic federalism. In P.G. Roeder & D.S. Rothchild (Eds.), *Sustainable peace: Power and democracy after civil wars* (pp. 265–91). Ithaca, NY: Cornell University Press.
- Kothari 2004, Research methodology: Methods and techniques Second Revised Edition
- Kooiman, J., & Van Vliet, M. (1993): Governance and public management. In K.Eliassen & J. Kooiman (Eds.): *Modern governance* (pp. 1-9). London: Sage.Eastern ltd.
- Lida, S (2013), Local Government Accountability in Bougainville, a Thesis for Degree of Masters in Development Studies, Massey University of New Zealand.
- Mehret A (2002). Decentralization in Ethiopia: Two Case Studies on Devolution of Power and Responsibilities in Local Government Authorities.
- Mehta, Dinesh (2000). “Urban Governance: Lessons from Asia”, in Hasnat Abdul Hye (ed.), *Governance: South Asian Perspective*, pp. 317-340, Dhaka: University Press Ltd
- Mekonnen, S (2018): The quest for good health governance through decentralization in Ethiopia: Insights from selected health centers in the Addis Ababa city administration
- Meskerem S (2007): “Situation Analysis of Local Governance/Woreda in Ethiopia, Status of Local Governance at Woreda/District Level in Ethiopia”, *Written for the 4th International Conference on Ethiopian Studies, organized by Western Michigan University, August 2007.*
- Mhrtay A, (2014): Assessment on Performance of Good Governance in Land Administration at Local Level: The Case of NaederAdetWoreda, Tigray Region, Ethiopia
- Moore, M. & Robinson, M. (1994). *Can foreign aid be used to promote good government in developing countries?* *Ethics & International Affairs*, 8(1), 141-158.
- Nadeem M. (2016) Analyzing Good Governance and Decentralization in Developing Countries. *J Pol Sci Pub Aff* 4: 209. doi:10.4172/2332-0761.1000209

- Negalegn M. (2010): 'An Assessment of the Current Status of Decentralized Governance and Self-Administration in Amhara National Regional State: A Study on Awi Nationality Administrative Zone '. Unpublished MA Thesis, Addis Ababa University, Addis Ababa
- NEPAD (New Partnership for Africa's Development): 2009. Policy engagement, 2009 CAADP Africa forum; Accessed on 07/08/2014 at <http://www.futureagricultures.org/policy-engagement/caadp/552-2009-caadp-africa-forum>
- OECD (2009); Organization for Economic Co-operation and Development Donor Approaches Governance Assessments: 2009 Source book. Paris:
- Ram P. (2017): Challenges and Prospects of Good governance in Reduction of Poverty: A casestudy of Buee Town 01 Kebele, Ethiopia
- Rhodes, R. A. W. (1996). The new governance: Governing without government. *Political Studies*, 44(4), 652-667
- Rondinelli, D. A. (1983): Implementing decentralization programmers in Asia: A comparative analysis *Public Administration and Development*, 3(3), 108207
- Shahjahan, H. B. (2010). Decentralization and local governance: *International Journal of Public Administration*, 659-660
- Shah, Anwa (2008): Public Sector Governance and Accountability Series; Macro Federalism and Local Finance Washington DC: The World Bank
- Shimelis Hailu, (2018). Challenges and Prospects of Good Governance in Ethiopia: the Case of Kemisie Town, Ethiopia
- Siswana, B. (2012). Leadership and governance in the South African Public Service: An overview of the public finance management system.
- Stame, N. (2006): Governance, democracy and evaluation. *Evaluation*, 12(1), 7-16.
- Stoker, G. (1998). Governance as theory: five propositions. *International Social Science Journal*, 50(155), 17-28.
- The Federal Democratic Republic of Ethiopia (FDRE) (1995): "Federal Negarit Gazeta of the Federal Democratic Republic of Ethiopia" Proclamation No. 1/1995 Proclamation of the Constitution of the Federal Democratic Republic of Ethiopia 1st year No.1 Addis Ababa
- Tikue, M. A. (2014). Good Governance in Land Administration at Local Level: The Case of NaederAdet Woreda, Tigray Region, Ethiopia. A Thesis Submitted to the Department of

- Management in Partial Fulfillment of the Requirement for the award of Masters of Arts Degree in Development. Makelele University Kampala, Uganda.
- UNDP - United Nations Development Programme, (1997): Governance for Sustainable Human Development, New York: UNDP
- UNDP, (1999).Decentralization and local governance, working paper prepared in Government of Germany evaluation of the UNDP role in decentralization.
- UNDP (2010): ‘Evaluation of contribution to strengthening local governance’, Evaluation Office
- United Nations (2007): Public Governance Indicators: A Literature Review Retrieved January 18, 2012, from <https://publicadministration.un.org/>
- Waheduzzaman, H. (2010). People’s Participation for Good Governance. Victoria University.
- World Bank (2003): The World Bank Annual Report 2003: Volume 1.Year in Review. Washington, DC.
- World Bank: What is our approach to Governance? URL: <http://www.worldbank.org/wbi/governance/about.html#approach> retrieved on 20.05.2006.
- World Bank (2003): The World Bank Annual Report 2003: Volume 1.Year in Review. Washington, DC. World Bank .Retrieved January 18, 2015, from <https://openknowledge.worldbank.org/handle/10986/13929>
- World Bank (2010): Ethiopia: Public Finance Review, Washington, DC: World Bank
- Young J. (1998). “Regionalism and democracy in Ethiopia” 19(2) Third World Quarterly
- Zemelak, A. (2011). Local government in Ethiopia: Still on Apparatus Doctoral intern with Local Democracy, State, Peace and Control Human Security program community Law governance and social development resource center, Birming World Bank (1994). Governance: the World Bank’s Experience.

Appendix I
JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT MASTERS OF PUBLIC MANAGEMENT (MPM)

I: Questionnaire for respondents

Questionnaire prepared for practices and challenges on Local good governance in Public Sectors in DTA.

Name of respondent's sector-----

Researcher's Name: Melese Danebo

Dear sir/madam

I am a postgraduate student of Public Management (MPM) in Jimma University. Currently I am under taking a research entitled **Practices and Challenges of Local good governance in Some Selected Public Sector of DTA**. You are one of the respondents selected to participant on this study. Please assist me in giving correct and complete information to present a representative finding on the status of the practices and challenges on good governance in DTA. Your participation is voluntary and the questionnaire is completely anonymous.

Finally, I confirm you that the information that you share me will be kept **confidential** and only used for academic purpose. No individual's responses will be identified as such the identity of persons responding will not be published or released to anyone. For genuinely doing so by devoting your time and exerting effort, the student researcher really remains very grateful to you. Meanwhile, he wishes to bring in to your attention that the outcome of this study will highly depend on your sincere and timely response. Thank you so much in advance for your understanding and cooperation.

N.B: You do not need to write your name. Please use the back pages if you need more space to answer the open-ended questions.

General instruction: Read the following items and respond to each question by putting a tick mark (x) to your choice and/or providing a short answer where necessary, Please, do not leave the open ended questions unanswered.

Part 1: Social and demographic data please select and circle **ONE**, applicable option column under **code number**.

No	Part A: Demographic Variables	Response Options Code	Code No.
1	Sex	Male	1
		Female	2
2	Age	Less than 25 year	1
		25-30 years	2
		31-35 years	3
		36 years & above	4
3	Level of education	Grade 10 and below	1
		College diploma	2
		Degree	3
		Masters and above	4
4	Marital Status	Single	1
		Married	2
		Divorce	3
		Widowed	4

Part 2: Questions for Assessing Good Governance Practices in Public Sectors

To what extent would you agree with the following statements as they relate to the practices and challenges of good governance in DTA public institutions? Using the Measurement Scale given below then put a tick mark (✓) under the choices below. 1, strongly disagree 2, disagree 3, neutral 4, agree 5, and strongly agree

2.1. Efficiency and Effectiveness of town administration public institutions

Item No	/ Assessment Questions Indicators	Response by category						
		SD	D	N	A	SA	Mean	Std. Dev.
1	Customers are satisfied in service provision of your sector							
2	Service was provided by competent staffs							
3	The institution provides the overall service on time as per the service standard							

2.2. Public Transparency on town administration public institutions

ItemNo	Assessment Questions/ Indicators	Response by category						
		SD	D	N	A	SA	Mean	Std. Dev.
1	All stockholders are participating in planning and decision making processes							
2	There is room to exercise their right for all stockholders on functioning provided by public sector							
3	Public institutions regularly prepare public discussion in all concerning issues							

2.3 Transparency on town administration public institutions

Item No.	Assessment Questions/ Indicators	Response by category						
		SD	D	N	A	SA	Mean	Std. Dev.
1	Officials and employees are access to knowledge of the policies and strategies to public							

2	Service provided & performed by officials and employees was fair							
3	All Information disclosed freely and directly accessible to all stockholders on time without any biases							

Table 2.4 Accountability of town administration public institutions

Item No	Assessment Questions/ Indicators	Response by category						
		Very poor	Poor	Average	Good	Very good	Mean	Std. Dev.
1	All public activities carried out notice timely to stockholders in clear mechanism							
2	Clearly disclose all financial declaration							
	All questionable ongoing public services and activities are clearly explained, evaluated and rated							
3	All conflicts resolved fairly and mutual mechanisms without additional cost and finally evaluated and rated							

Table 2.5 the rule of law in the town administration public institutions

Item No	Assessment Questions/ Indicators	Response by category						
		SD	D	N	A	SA	Mean	Std. Dev.
1	The court decisions are made based on convincing evidence							
2	The trial process of the court in terms of time is fast and economic							
3	The court decision is free from bias							
4	The institution oversees different complaints daily							

Part .3 Challenges that Hinders the Practices of Good Governance

To what extent would you mind the following statement that hinders the implementation of good governance? Select your prior prediction among the given items.

No	Item	Frequency	%age
1	Corruption		
2	Lack of qualified human resource		
3	Political interference		
4	Lack of commitment from leadership		
5	Lack of commitment from leadership		
6	Unstandardized performance		
7	Lack of funds		
8	Bureaucratic delays		

Part 4). In your Opinion, the Solution taken in order to curb the Challenges of Good Governance in DTA public institutions using the Measurement Scale from the given below then put a tick mark (√) under the choices

8: Solution that can used to solve the challenges in public institutions

Items		Number of respondents (frequency)			
		Yes	No	No idea	%
1	The town administration carryout an open discussion with the people on the issue of good governance				
2	The public sectors' leadership taking initiation to realize the principles of good governance				
3	The public institutions conducting disciplinary accountability in case of series breach of duties for those who are found				
4	Timely external support for implementation of good governance principle				
5	Transparency and participation of town budget planning & monitoring of its				

	spending with all stockholders				
6	Providing training to the employees on the issues and principles of good governance				
7	The information flow free or directly accessible to those who will be affected by such decisions or enforcement	Never	Sometimes	Always	%
8	Providing operational standard for services by town administration	Good	Bad	No idea	%

Appendix II

Discussion Guiding Questions for FGD (service users)

- 1). Does the institutions prepare community forum in order to in enable the community to discuss issues that matters them?
- 2). Does the institutions encourage you to participate in the decision making process that concerns the service user/ community?
- 3). Do you the (community) ever consulted by the institutions 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 institutions?
- 6). How do you know that the public services are independent from political interference?
- 7). Does the service provider institutions have a special service delivery mechanism for women and the disadvantaged group?
- 8). Overall what are variables that impede the implementation Good Governance Standards?
- 9). Overall what are the possible solutions to minimize the challenges of good governance practices?
- 10). Is there anything you would like to add?

Appendix III

Interview Guiding Questions for Officials/ Key informants of selected public sectors of DTA

A). General information of respondents

(i). Name of the organization-----, (ii). Position of the respondent-----,

(iii). Date of Interview-----

A). Sex -----

B). Age-----

C). Qualification-----

B). interview questions;

1. Do complete documents related to the good governance package have reached for implementing body on time? 1. Yes. 2. No 3. I do not know

2. What are the basic features of good governance in public sectors?

3. What is the role of concerned bodies to implement good governance in public sectors?

4. Who play dominant role in agenda setting and budget allocation in public sectors?

5. Do the residents of the town administration participate in political, economic, and social issues?

6. What are the mechanisms to exercise efficiency and effectiveness, participation, accountability, transparency and rule of law the executive and civil servants?

7. Is there any feed mechanism to receive comments from the citizens regarding to service delivery?

8. Overall, what are variables that impede the implementation of Good Governance Standards?

9. Overall what are the possible solutions to minimize the challenges of good governance practices?