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COLLEGE OF LAW AND GOVERNANCE

DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES

THE EFFECT OF GOOD GOVERNANCE IN ENSURING QUALITY PUBLIC SERVICE
DELIVERY: CASE OF SOME SELECTED PUBLIC INSTITUTIONS IN GIDA AYANA
WOREDA, EAST WOLLEGA, OROMIYA REGION

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with specialization in Governance

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DECLARATION

I declare that the thesis entitled ``The Effect of Good Governance in Ensuring Quality Public Service Delivery: Case of Some Selected Public Institutions in Gida Ayana Woreda, East Wollega, Oromiya Region`` is my own original work conducted by me. I assure that the thesis has not been submitted earlier to other Universities for the award of degree or diploma. The guidance and all sources of materials used for the thesis have been dully acknowledged.

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ACRONYMS AND ABBREVIATION

CBSDSD	Capacity Building for Decentralization servicedelivery
CSA	Central Statistical Agency of Ethiopia
ECA	Economic Commission for Africa
GTP	Growth Transformation Plan
IFA	Institute of Financial Accountants
IMF	International Monetary Fund
MCB	Ministry of Capacity Building
OECD	Organization for Economic Co-operation and Development
PASDEP	Plan for Accelerated and Sustainable Development to end Poverty
PSCBP	Public Sector Capacity Building Program
PSRP	Public Service Reform Program
SERVQUAL	Service Quality
UNDP	United Nation Development Program
UN	United Nation

ABSTRACT

The issue of service delivery is becoming a global concern that demands continuous reform to fit the turbulent environment and changing service user needs. Efficient and effective service delivery is now a prominent agenda of most countries including Ethiopia. This study aimed at finding out The Effect of Good Governance in Ensuring Quality Public Service Delivery: Case of Some Selected Public Institutions in Gida Ayana Woreda, East Wollega, Oromiya Region. public institutions such as, Court Office, Woreda administration office, Gida Ayana electric utility service center, and Municipality were purposely selected giving a due consideration to the availability of the large number of users as well as the magnitude and importance of these institutions in serving the society and their relation with diverse stakeholders. The methodology used to conduct this study was mixed research design where purposive sampling technique was employed to select government institutions and the study used systematic random sampling methods to select service users and employee respondents. Both primary and secondary data was employed. Data was obtained both from civil servants and service users together with the information obtained through interviews from selected public officials. A total of 389 service users and employees are taken as a sample and 389 questionnaires were distributed and 303 questionnaires were returned and 86 unreturned. This is because of many respondents are not volunteer to fill and return the questionnaires on time. The data gathered from both primary and secondary sources were analyzed and presented using descriptive and statistical methods such as frequencies, percentages, tables and charts. In this paper transparency, accountability, effectiveness and efficiency which are the core elements of good governance had selected to assess prevailing conditions in woreda court, municipal office, woreda administration and Gida Ayana electric utility service center. A conceptual Framework model of service quality dimensions was developed. The major challenges in service delivery were thoroughly identified. The findings of the study show that delivery of service quality in the selected public officials is below average and service users are not satisfied with the service provided. The study recommended that, to improve quality public service delivery at the selected offices, the management of institutions should ensure that all the selected institutions are aware of the principles of good governance and adhere to them in their day to day activities.

Keywords: *Service quality, Good-governance, Public-Service Organizations*

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Good governance intends to promote better service delivery and improved accountability by launching a standard for good governance in the public sector (IFA, 2013). It implies managing public affairs in a transparent, accountable, participatory and equitable manner showing due regard for democratic principles and the rule of law (Abdala, 2010; Gizachew, 2012).

The issue of quality service delivery is becoming a global concern that demands continuous reform to fit the turbulent environment and changing customer needs. Efficient and effective services delivery is now a prominent agenda of most countries including Ethiopia. The demand for effective and efficient delivery of quality services requires fundamental change (IFA, 2013).

Parasuraman *et al.*, (1985) has defined service quality as the ability of the organization to meet or exceed customer expectations. It is the difference between customer expectations of service and perceived service. If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman *et al.*, 1985).

The principles of good governance such as participation, rule of law, transparency, accountability, fairness and efficiency enable employees to be more effective and transparent in providing high quality services. It also protects them from the tendency towards misconduct (Alaaraj, 2014).

The issue of poor governance in the African public sector has also been well documented in other studies in the field of public management. Considering the fragile nature of governance policies in African public institutions, Timothy and Maitreesh (2005) pointed out that public services delivery in many African countries is riddled with bureaucracy, corruption, selfishness and favoritism that tend to benefit the privileged few at the expense of the impoverished many.

Ethiopia like any other African country has faced a number of challenges in provision of public services delivery and good governance building processes. Public services such as, potable water, education, health, telecommunication network, sanitation, housing, electricity and road infrastructure, old age and vulnerable children social grants, tremendous inroads and

achievements have been the main huge challenge to Ethiopia and other local authorities in the country and are the crucial services which need ensuring access of those services to communities(ECA,2005).

In Gida Ayana Woreda, like other parts of Ethiopia, there are huge problems in relation to quality service delivery. Residents of the town seemed to be unsatisfied on the efforts of the Woreda Administration, Gida Ayana electric utility service center, woreda court, and Municipality. Quality of service, speed of service delivery, attitudes of service providers, and the like are poor as they are indicators of organizational improvement. Most of service users are observed complaining the government organization service delivery system such as, the waiting time of service users or delay is more bulky, lack of responsiveness, bureaucratic characters, interruption of service users, corruption, etc. are some of the problems that most of the service users complaining about. Therefore, those are some of the research problems that initiated the researcher to investigate further on the issue under the research topic of ‘Assessment of the effect of good governance in ensuring public service quality in selected government institutions in G/A woreda.

1.2. Statement of the Problem

Timothy and Maitreesh (2005) pointed out that public services delivery in many African countries is riddled with bureaucracy, corruption, selfishness and favoritism that tend to benefit the privileged few at the expense of the impoverished many. And this has the effect of undermining the quality of service offered by these institutions. Ethiopia like any other African country has faced a number of challenges in provision of public services delivery and good governance building processes.

In Ethiopia the notion and the practice of good governance is a new trend. Public services such as, potable water, education, health, telecommunication network, sanitation, housing, electricity and road infrastructure, old age and vulnerable children social grants, tremendous inroads and achievements have been the main challenge to Ethiopia (ECA,2005).

Most of the civil service institutions in our country lack appropriate customer service policies, the institutional capacity and resources to cope with customer service challenges. According to Yosef (2011) and Zerihun (2014), lack of cooperation from staff, inadequate staff training and development, lack of enthusiasms and interest, lack of top management support, delay is more bulky, lack of responsive employee, bureaucratic characters, interruption of service users, lack of visionary leadership, and unclear accountability relationship between public service providers were the main challenges. These challenges may affect customers' satisfaction and quality service delivery (MCB,2001).

In Gida Ayana Woreda, like other parts of Ethiopia, there are huge problems in relation to quality service delivery. Residents of the town are unsatisfied on the efforts of the Woreda Administration, Gida Ayana electric utility service center, woreda court, and Municipality. Quality of service, speed of service delivery, attitudes of service providers, and the like are poor as they are indicators of organizational improvement. Consequently, what logically follows from these arguments would be the need to study on effect of good governance in ensuring quality service delivery on Gida Ayana woreda. There has been no broad and organized study of the issue of good governance in ensuring quality service delivery on that Woreda.

However, several researches have been conducted on the subject matter. Most of them are focused on either at the country level, on private sectors such as insurance, hotel, bank and the like Gizachew(2014), (Egwaikhide and Udon (2012), O'Neal and Cammack (2012) , Akalu, 2015; Ibraheem Addis Ababa Region Customer Service Centers, (Desta,2008; Mohammed, 2008; Zeritu, 2010, Kindey, 2012, Dessalegn, Akale wold, Yoseph, 2008 and Meskerem, 2007) or other parts of the country.

For instance, Gizachew(2014), conducted a research on assessing the challenges of good governance practices in selected institutions like Administrative office, Municipal office and Court on Awabel woreda Administration, East Gojjam, by taking variables such as, transparency, accountability, community participation and rule of law. His findings show that the main challenges of transparency, accountability, responsiveness and community participation have been capacity or competence, skill, knowledge, corruption and discrimination.

O'Neal and Cammack (2012) conducted a study on good governance and service delivery in Malawi. This study is based on case studies of two districts (Dedza and Rumphi) and one city (Blantyre) and three services – health, education and water and sanitation. Data was collected through interviews with key informants from central and local government, civil society and local communities. The study found that Malawi's health and education sectors face well-known, long-standing problems. For instance, the government has completely failed to guarantee adequate infrastructure, availability of essential materials (e.g. drugs, textbooks) and trained staff to meet the needs of most Malawians. Such shortcomings in the delivery of quality services are caused by lack of good governance practices.

Tadesse (2013) conducted a study aimed at assessing the service delivery and governance system in the road agencies of the Benishangul Gumuz Regional State in Ethiopia. Specifically, the study examined the capacity and role of different actors and the good governance system in the public road service delivery in the regional state. The research revealed that, while private firms play a leading role among the non-state actors, the role of the public still remains negligible. The road agencies in the region are less responsive to public needs. The major problems are staff incompetence within the regional road agencies and lack of qualifications on their part for position they hold and lastly the existing imbalance in budgetary allocation between, say the maintenance and construction work or between higher and lower level agencies. These in turn, negatively affected the level of transparency, responsiveness, voicing and accountability.

However, still there is a gap in existing researches in which other researchers not found, Most of these studies emphasized on single attribute of good governance there by lacks comprehensiveness by and large. In addition, inadequate democratic culture and experience in that woreda (the practice of democratic principles are not established, they want to load undemocratic characteristic on the service users), incapability to enforce law, absence of knowledge and skills to ensure quality public services by enhancing good governance principles and absence of continuous training about good governance.

The result is a knowledge and practice gap that needs to be filled. It is about lack of knowledge and ability to practice of the officers on right implementation of good governance principles to ensure quality public service delivery. Most of the researchers are not used SERVQUAL and principles of good governance simultaneously to ensure quality public service delivery, this also

made difference with this research. The present research therefore aims to fill this gap as well as to provide material for further research and reference. As a result, this study was try to fill the gap which deal with the central issues of the Effect of Good Governance in Ensuring Quality Public Service Delivery, the case of some selected government institutions like Gida Ayana electric utility service center, Administrative office, Municipal Office and Court in Gida Ayana Woreda. The Assessment was carried out by using four characteristics of good governance taken as independent variables which include, accountability, transparency, efficiency and effectiveness and Determinants of quality Service Delivery such as Tangibility, Reliability, Assurance, Empathy and Responsiveness as dependent variables.

1.3. Objective of the Study

1.3.1. General objective:

The general objective of this study is to assess the effect of good governance in ensuring quality public service delivery:

1.3.2. Specific objectives

- ❖ To examine the relationship between good governance and service delivery in public institutions.
- ❖ To explore the existence of good governance practice in the selected public institutions.
- ❖ To assess the commitment of public servants in ensuring quality public service delivery.
- ❖ To identify factors that challenge the full practices of good governance in ensuring quality public service delivery

1.4. Research question

- Is there any relationship between good governance and service delivery in public institutions?
- Is good governance practice exist in the selected public institution?
- What is the commitment of public servants in ensuring quality public service delivery?
- What are the factors that deter the full practices of good governance in ensuring quality public service delivery?

1.5. Scope of the study

The study delimited on some selected institutions like municipal office, Woreda administrative office, woreda court and Gida Ayana electric utility service center, in the town. This is because these public institutions would be selected giving a due consideration to the availability of the large number of users as well as the magnitude and importance of these institutions in serving the society and their relation with diverse stakeholders (accommodating different stakeholders). In addition, good governance practices and quality service delivery in public institutions are the most important aspects that can improve the livelihoods of the society in general. Furthermore, there are many issues to be studied; the paper delimited itself only to assess the effect of good governance in ensuring quality service delivery in public institutions in Gida Ayana woreda town by taking some elements of good governance, like transparency, accountability, participation, efficiency and effectiveness as an independent variables.

1.6. Limitation of the Study

In research writing, there may be limitations that could jeopardize the study directly or indirectly. Therefore, this study was constrained by the following limitations:

Absence of officials and some experts from office during data collection, Covid-19, Current political issues, Budget (since I am a self-sponsor), Unwillingness of informants to provide information.

I had tried to overcome the above problems by going those selected offices and giving awareness for different informants about the topic frequently and for political issues by showing the letter written from the college, for budget by asking different government sectors for different stationeries and prints.

1.7. Significance of the study

The study will benefit responsible bodies in G/Ayana Woreda for ensuring quality service delivery in public institutions and help them come up with highly modified service delivery as well as more appropriate measures to improve governance in public institutions, enabling them to attain high levels of service quality. It will be of great importance to the institution under study since it will make the management aware of their position in terms of good governance and help them know how best to govern the institution. Furthermore the study will serve as a source of information and reference to future researchers.

1.8. Organization of the study

The research report is organized in five chapters; Chapter one: Describes the background of the study, statement of problem, research objectives and research questions, the significance of the study, Ethical consideration and organization of the study. Chapter two: presents relevant literature that was reviewed and used as a conceptual model. It also identifies key terms and relevant theories that were used in the study as a guide to better understanding of the effect of good governance practices in the quality of public service delivery. Chapter three: Presents the methodology of the study. It is centered on research design, study area, population, sample size, sampling technique, data collection method, methods of data analysis, validity and reliability of research instrument. Chapter four: Is devoted to the presentation of data and an analysis of results and findings. Chapter five: Presents the Summary, conclusion, recommendation and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter presents the definitions of key terms, a theoretical literature review, an empirical literature review, the literature gaps and the conceptual framework. The reviews of literature led to draw significant conclusion and served as a guide for the study.

2.2. Concepts about good governance

Governance is a multi-dimensional concept that covers all aspects of exercise of authority through formal and informal institutions in the management of the resource endowment of a state. The mechanisms, processes and institutions, through which citizens and groups communicate their interests, carry out their legal rights, meet their duties and mediate their difference (UNDP, 1997).

The UNDP defines governance as the exercise of economic, political and administrative authority to manage a country's affairs at all levels, which comprises mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. For the IMF, it is the way by which public institutions conduct public issues and manage public resources (UNDP 2007).

2.3. Good governance

The notion of good governance is relatively new. It surfaced in 1989 in the World Bank's report on Sub-Saharan Africa, which characterized the crisis in the region as a "crisis of governance" (World Bank 1989).

Good governance as a fundamental development agenda has got significant thrust in the world especially in the last decade and has become the issue that attracts the concern of different economists, political scientists, lawyers, politicians, international, regional and national organizations and various donor agencies. However, there is no single and complete definition of "good governance," nor is there a delimitation of its scope, that commands universal acceptance. The term is used with great flexibility; this is an advantage, but also a source of some difficulty

at the operational level. Good governance mainly refers to the proficient management of a country's resources and affairs in a manner that is open, accountable, equitable and responsive to people's needs. It generally implies the ability to perform efficiently, effectively, and responsibly guided by principles that are feasible and desirable at all levels of the society, not just at the political one (King Baudouin Foundation, 2007).

The concept, good governance emerged mainly because of practices of bad governance characterized by corruption, unaccountable governments and lack of respect for human rights. And this had become increasingly dangerous, the need to intervene in such cases had become urgent, and thus, the issue has become essential ingredient in any socio-political agenda and development discourse throughout the world (ibid).

According to UNDP (1997) good governance is defined as the exercise of economic, political and administrative authority to manage a country's affairs through participatory, transparent, accountable, effective and equitable manner which promotes the rule of law, ensures that social, political and economic priorities are based on broad consensus in society and that voices of the poor and the most vulnerable are heard in decision making over the allocation of development resources. It implies managing public affairs in a transparent, accountable, participatory and equitable manner showing due regard for democratic principles and the rule of law. It focuses on the political norms defining political action, the institutional framework in which the policy-making process takes place and the mechanisms and processes by which power is exercised (Santiso, 2002). Good governance is at the heart of sustainable development and the alleviation of poverty. It is clearly good for economic growth. It augments production inputs, such as labor and capital and enhances the productivity of those inputs (ECA, 2005).

2.3.1. Preconditions for Good Governance

According to Ethno Cultural Diversity Resource Center and the King Baudouin Foundation, (2007) for the concept of good governance to be practically established especially in a multiethnic country like Ethiopia the following necessary conditions are to be first put in to practical. These are:

1. Security: as it is understood in terms of chances of survival, chances of self-affirmation, and chances of participation, talking about practices of good governance without security is unnecessary, as the fundamental right to life is not ensured.

2. Recognition of diversity: as recognition of diversity is the first step in ensuring access to resources, participation in decision-making processes, and policies addressing the needs of the minorities, good governance in multiethnic communities requires as well as recognition of the ethno-cultural diversity.

3.Capacity to improve local governance: Local government is one of the subsidiaries of the national government that plays crucial role in implementing the legal instruments and mechanisms to solve the relevant issues at the local level.

4. Decentralization: Centralization is another barrier to ensuring good governance. Lack of decision-making power, insufficient human and financial resources, overruling power of the central level over local decisions, are all aspects that impede good governance at the local level, and Thus, delegation of decision-making responsibilities from the central to the regional and the local levels is another precondition of good governance.

2.3.2. Good governance and public service delivery

Good governance, in this era has drawn public awareness of the operations of public institutions. It has also become an important factor in the consideration of a nation's ability to adhere to universally acceptable democratic standards (Bratton and Rothchild, 2012). It ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources (World Bank, 2003).

Good governance in the public sector aims to encourage better service delivery and improved accountability by establishing a standard for good governance in the public sector (IFA, 2013). Effective governance in the public sector encourages better decision making, efficient use of resources and strengthens accountability for the stewardship of resources (Mutahaba, 2012).

International Federation of Accountants - IFA (2013)expounds that the good governance practices have been established to encourage public serviceto delivery good services and to improve transparency and accountability in the public sector.According to IFA (2013), good

governance is characterized by strong inspection which provides important pressures for enhancing public sector performance and tackling misconduct. It also improves management, leading to more effective implementation of the chosen interventions, better service delivery and better outcomes.

The principles of good governance such as participation, rule of law, transparency, accountability, fairness and efficiency enable employees to be more effective and transparent in providing high quality services. It also protects them from the tendency towards misconduct (Alaaraj, 2014). On the other hand, weak governance compromises service delivery and tends to benefit the selected elite. This study argues that good governance practices and approaches are fundamental contributing factors to effective service delivery particularly in rural areas where the majority of communities need services and amenities.

There is worldwide dissatisfaction with the quality of service offered in public institutions. Many people complain about the quality of customer service representatives, facilities, procedure/policies and the general atmosphere of public institutions. It was reported by Ara and Rahman, (2006) that in Bangladesh poor quality customer service in the public sector is due to lack of well-organized management and accountability on the part of public servants.

Rashid (2008) in Malaysia concludes there is poor quality customer service among employees in government agencies. The Australian Government's Overseas Aid Program (2000) reported that in Australia public institutions lacked sufficient resources and had a leadership that does not adequately involve its stakeholders in decision making, which lead to customer dissatisfaction with the services provided in public institutions.

The issue of poor governance in the African public sector has also been well documented in other studies in the field of public management. Considering the fragile nature of governance policies in African public institutions, Timothy and Maitreesh (2005) pointed out that public services delivery in many African countries is riddled with bureaucracy, corruption, selfishness and favoritism that tend to benefit the privileged few at the expense of the impoverished many. And this has the effect of undermining the quality of service offered by these institutions.

In Tanzania, public service delivery faces numerous challenges including public money wastage, low revenue collections, low paid and unmotivated public servants, poor accountability, and, generally poor performance on service delivery (Issa, 2010 and Magayane, 2013).

2.3.3. Good Governance in Ethiopia

For many years Ethiopia remained unitary state under the philosophies of unitary governments. It was in 1991 that the country has departed from the old historical system of governance when the new constitution (1995) organized the country in to decentralized federal government system. Since then the devolved form of governance has come in place replacing the country's old aged unitary form of government. Based on the 1995 constitution of the country article 50(2) (3) the country is organized in to federal and regional states. And each of the regional states has the legislative, executive and judiciary functions similar to the federal government of Ethiopia.

As capacity has been described as the “missing link” in African development and democratization, Ethiopia as an African country has suffered from the problems of capacity and different capacity gap areas were identified. And in order to tackle against the capacity gap, the Government has formulated the National Capacity Building Strategy/Program, which is considered to be critical for broad based and sustainable growth. Implementation of the Program is being undertaken step by step to strengthen the democratization process in the country. Developments in the various aspects of the Program: Civil Service Reform, Justice System Reform, Improved Democratic Governance, and Decentralization.

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

The Urban Good Governance Package answers the question “how” will the government deliver the public services of the Urban Development Package and all other public services – those less tangible but essential attributes of government service delivery that are described in terms of efficiency, effectiveness, accountability, transparency, participation, sustainability, the rule of law, equity, democratic government and security (Ministry of Works and Urban Development, 2007).

The present government of Ethiopia has undertaken various reforms to improve the level of governance in the country such as The National Capacity Building Program (NCBP), Capacity Building for Decentralized Service Delivery (CBDSD), Public Sector Capacity Building Program (PSCAP) (Cohen, and Mogues, 2008).

Regardless of the various reforms implemented in the country, Ethiopia still faces various challenges in achieving good governance. To support this position it is necessary to discuss some of the studies conducted to assess the level of governance in the country. The World Bank provides fourteen year of assessment which covers the period from 1996 up to 2010 applied to the development and implementation of all programs.

However, despite all the efforts of the government and other philanthropy organization the process of building good governance is at its early stage, this is due to serious challenges that the process has faced. Some of the major challenges, according to Rahamato, are: lack of adequate awareness about human rights among the public, the limited democratic culture and experience in the country, limited participation of citizens in governance, and lack of adequate and appropriate laws and policies in some areas; and capacity limitations of law enforcement and governance organs of the government, etc. (Rahmato, et al, 2008).

2.4. Characteristics of Good Governance

Governance indicators compiled by monitors of good governance, such as the World Bank, suggest that political and financial accountability, including accountability of Public official require greater attention among institution (United Nations Economic and Social Affairs (2007).

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law.

Note: Measuring these basic principles (elements) of good governances is important and yet difficult, hence the researcher were try to describe them qualitatively to give the overall picture of good governance process and try to quantify respondents view to assess the current status that prevail in Woreda by selecting some specific institutions in relation with the selected four good governance characteristics like accountability, efficiency, effectiveness and transparency.

Those basic elements of good governance as obtained from the World Bank and in consulting other reference materials are stated below as follows.

A. Participation

Participation is one of the key elements of good governance. It is the extent to which actors are involved in decision making process. Participation could be direct or through legitimate representation. In countries where a decentralized governance system has been adopted, participation is becoming a component of political decentralization and democratic governance. It became a way of mobilizing support for policies, promoting national unity and bringing equity through resource allocation (Kibre, 1994).

B. Rule of Law

Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force. Good governance, democracy and protection of human rights could only be reached if and only if independent and effective judiciary system along with skilled manpower; law makers, judges and police forces are put in place. So it is understandable that prevalence of rule of law at local level plays significant role in promoting good governance.

C. Transparency

Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. By making full and accurate information about its mission, activities, finance, and making them publicly available the government encourage transparency and accountability.

D. Responsiveness: Good governance requires that institutions and processes try to serve all stakeholders within a reasonable time frame. It is the ability of management of public organization to give due concern to the needs and interests of its constituents.

E. Consensus Oriented

There are several actors and as many viewpoints in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved.

F. Equity and Inclusiveness

A society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well-being.

G. Effectiveness and Efficiency

Efficiency can be measured in a narrow, as well as in a broad sense. A narrow approach to efficiency can translate into specific measures, such as cost per case, as for example, cost per patient, or cost per service type for example unit cost per refuse collection. A broader approach to the concept of efficiency, however, looks at the extent to which government is fostering an economically efficient system of production and distribution, and reduces uncertainty. A broader definition of efficiency looks at the allocation of public spending and the institutions of government and its capacity to manage the economy and to implement its policies in a stable and predictable manner. By adopting a broader definition emphasizes the importance of achieving the right outputs, in preference to the goal of using inputs with optimal efficiency.

For instance, the ratio of judges to population constitutes a narrow measure of efficiency of government, as it focuses on a specific area, i.e. the redresser of claims. Successful decentralization improves the efficiency and responsiveness of the public sector while unsuccessful decentralization disrupts the delivery of public services, World Development Report, (1999/2000).

H. Accountability

Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to who varies depending on whether decisions or actions taken are internal or external to an organization or institution. In general an organization or an institution is accountable to those who will be affected by its decisions. According to Shah (2008) the functioning system of accountability depends on, among others electoral incentive- elections are important channels of accountability. Elections can be seen as both mechanisms to select capable political agent (prospective voting) and means to hold them accountable after they are elected (retrospective voting). Accountability cannot be enforced without transparency and the rule of law.

2.5. Public institutions and public services

Public institutions are institutions which are backed by public funds and controlled by the state to provide services to the community (OECD, 2013). According to White, (1900s) public institutions consist of all those organizations offering services to community members while fulfilling public policy as declared by authority. The study used OECD (2013) definition of public institutions. However, the term public services is defined as service which is provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing provision of services, Villadsen, 1999).

2.6. Theoretical literature review

This section encapsulates the theoretical literature review of the study.

SERVQUAL or Parasuraman et al. (1985) theory of service quality was discussed.

2.6.1. SERVQUAL Theory (Service Quality Theory)

Just over a decade ago, Parasuraman et al. (1985) initiated a research stream that many consider to be the most comprehensive investigation into service quality. Parasuraman et al. (1985) proposed service quality to be a function of pre-purchase customer expectations, perceived process quality and perceived output quality. They defined service quality as the gap between customers' expectations of service and their perceptions of the service experience, ultimately deriving the now-standard SERVQUAL multiple –item survey instrument (Parasuraman et al.,

1988). Without any doubt, service quality is a very important component in any service delivery activity. This is especially so, as a service provider's customer's evaluation of service quality and the resulting level of satisfaction are perceived to affect bottom line measures of organization's success. Customer expectations are beliefs about a service that serve as standards against which service performance is judged; which customer thinks a service provider should offer, rather than on what might be on offer (Parasuraman *et al.*, 1985). Parasuraman *et al.*, (1985) has defined service quality as the ability of the organization to meet or exceed customer expectations. It is the difference between customer expectations of service and perceived service. Perceived service quality results from comparisons by customers' expectations with their perceptions of service delivered by the suppliers (Desta, 2008). If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman *et al.*, 1985).

The SERVQUAL scale is a principal instrument in assessing service quality. This instrument has been widely utilized by both managers and academics (Babakus and Boller, 1992; Somchai, 2013) to assess customer perceptions of service quality for a variety of services. Based on Parasuraman *et al.*'s (1988) conceptualization of service quality (noted above), the original SERVQUAL instrument included items designed to measure (a) customers' (service receivers) expectations for various aspects of service quality, and (b) customers' perceptions of the service they actually received from the service organization.

The SERVQUAL instrument is based on the gap theory and good governance that a consumer's perception of service quality is a function of the difference between his/her expectations about the performance of a general class of service providers and his/her assessment of the actual performance of a specific organization/institution within that class (Cronin and Taylor, 1992).

The results of the initial published application of the SERVQUAL instrument indicated that five dimensions of service quality emerged across a variety of services. They are designed to measure the difference between customers' expectations and perception. These dimensions include tangibility, reliability, responsiveness, assurance and empathy (Parasuraman *et al.*, 1999).

1. **Reliability:** Reliability is defined as the ability to carry out the promised service dependably and accurately. In the broadest sense, reliability means that the public service delivers on its promises- promises about delivery, service provision, problem resolution, and pricing. Service

users want to do with service providers that keep their promises, particularly their promises about the service outcome and core service attributes Zeithaml.V.A, (2009).

2. **Tangibility:** Tangibility is defined as the appearance of physical facilities, equipment, appearance of personnel staffs and communication materials. It represents the physical image of the service that the customer will use to evaluate service quality Zeithaml.V.A, (2009).

3. **Responsiveness:** Responsiveness is the willingness to help customers and provide prompt services Zeithaml.V.A,(2009). It refers to the willingness to support or help the customer and provide prompt service. It emphasizes special treatment and promptness in dealing with customer query, complaints and problems. It is communicated to customers according to the length of time they have to stay in order to get support, answer their questions, or special attention to their problems.

4. **Assurance:** referring to the knowledge and courteousness of the staff and their ability to entertain trust and confidence. An assurance is defined as employees' knowledge and courtesy and the ability of the firm and its employees to inspire trust and confidence. Assurance is significant for services that customers perceive as high risk or where they feel doubtful about their ability to measure outcomes Zeithaml.V.A, (2009).

5. **Empathy:** Empathy is defined as the caring, individualized attention that the public services provide its customers. The essence of empathy is conveying, through personalized or customized or individualized services that customers are unique and special and their needs are specified. It was concluded that SERVQUAL is the best model to measure service quality in the public service (Tessa *et al.*, 2011). Moreover, the SERVQUAL (Parasuraman, 1988) approach has been the most popular method for choosing because it is quite complete measure for all service organizations. Therefore, this research bears on these conclusions and adopts SERVQUAL model to assess the effect of good governance in ensuring quality public service delivery in selected public service organizations in G/Ayana woreda. According to this theory the study understood, what customers/community members expect in terms of quality of the service provided by Gida Ayana woreda.

Therefore, it provides a benchmark on what customer should get determining good governance practices application in GidaAyanaworeda. Thus for customers to be satisfied with the services,

organizations/institutions should provide services that observe a high degree of tangibility, reliability, credibility, responsiveness and assurance.

2.7. Empirical Literature Review

In this section what have been done in other studies concerning the effect of good governance in ensuring quality service delivery in public institution was discussed from the perspectives of other authors.

2.7.1. Good Governance in Public Institutions

Magayane (2008) investigated the recruitment procedures and job satisfaction in the Police Force in Tanzania. A population sample of 145 respondents was used. Case study research design and qualitative research approach were used during the study. Interview, observations and documentary analysis methods were used to collect data. Content analysis was used for data analysis with large amount of data reduced to small portions for easy analysis. Findings revealed that respondents were not satisfied with recruitment in the Police Force. Recruitment was characterized by favoritism, corruption, nepotism, forgery of certificates and biasness. It was recommended that recruitment should be done direct from secondary schools, universities and other training colleges.

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.

2.7.2. Good Governance versus Service Delivery in Public Institutions

Egwaikhide and Udon (2012) conducted a study on the role of service delivery and good governance in the institutionalization of taxation in Nigeria. Specifically, the study aimed to examine how good governance in tax collection can be improved through good governance and how service delivery can be improved by increasing tax collection especially in the petroleum sector. The findings of the study show that lack of good governance practices in the petroleum sector in Nigeria has led to rampant tax evasion and corruption which undermine revenue collection. This, in turn, translates into poor service delivery and unequal distribution of wealth. This point is to a direct link between good governance and service delivery.

O'Neal and Cammack (2012) conducted a study on good governance and service delivery in Malawi. This study is based on case studies of two districts (Dedza and Rumphi) and one city (Blantyre) and three services – health, education and water and sanitation. Data was collected through interviews with key informants from central and local government, civil society and local communities. The findings of the study show that many local government employees and service providers are doing good work and some remarkable success is achieved with little money or support. Boreholes are dug, schools built, babies delivered, children taught, health campaigns conducted and security ensured. While national social indicators are generally low, some show rapid improvement.

The study also found that Malawi's health and education sectors face well-known, long-standing problems. For instance, the government has completely failed to guarantee adequate infrastructure, availability of essential materials (e.g. drugs, textbooks) and trained staff to meet

the needs of most Malawians. Such shortcomings in the delivery of quality services are caused by lack of good governance practices. The study concluded that dysfunctional institutions at all levels of government directly affect local service delivery because they mean that goods and services (medicine, water, doctors, mechanics to fix pumps) are not produced or do not reach those who are targeted and poor Malawians who will afford to opt out of the public system pay the price.

Tadesse (2013) conducted a study aimed at assessing the service delivery and governance system in the road agencies of the Benishangul Gumuz Regional State in Ethiopia. Specifically, the study examined the capacity and role of different actors and the good governance system in the public road service delivery in the regional state. The research revealed that, while private firms play a leading role among the non-state actors, the role of the public still remains negligible. The designing of platforms in different good governance programs that involved the public is still inadequate.

The level of transparency is higher in the road agencies at higher level than those at lower administrative levels. The road agencies in the region are less responsive to public needs. The main reasons for this problem are limited human resource capacity and political interference. The absence of appropriate voicing mechanisms and media coverage has adversely affected public responsiveness. On the other hand, there is no direct mechanism to make the road agencies accountable to the road users. The major problems are, staff incompetence within the regional road agencies and lack of qualifications on their part for position they hold and lastly the existing imbalance in budgetary allocation between, say the maintenance and construction work or between higher and lower level agencies. These in turn, negatively affected the level of transparency, responsiveness, voicing and accountability.

2.8. Conceptual framework

The conceptual framework is known as the approach that shows the important variables to be studied in the research either in graphical or narrative form as given by Fellows and Liu (2003). According to Kenneth (2005), conceptual framework is structured from a set of broad ideas and theories that help a researcher to properly identify variables that he/she is looking at, frame his/her questions and identify the relevant literature. A conceptual framework helps the

researcher to clarify his research question and aims. In this view this conceptual framework was developed as shown in Figure 2.1.

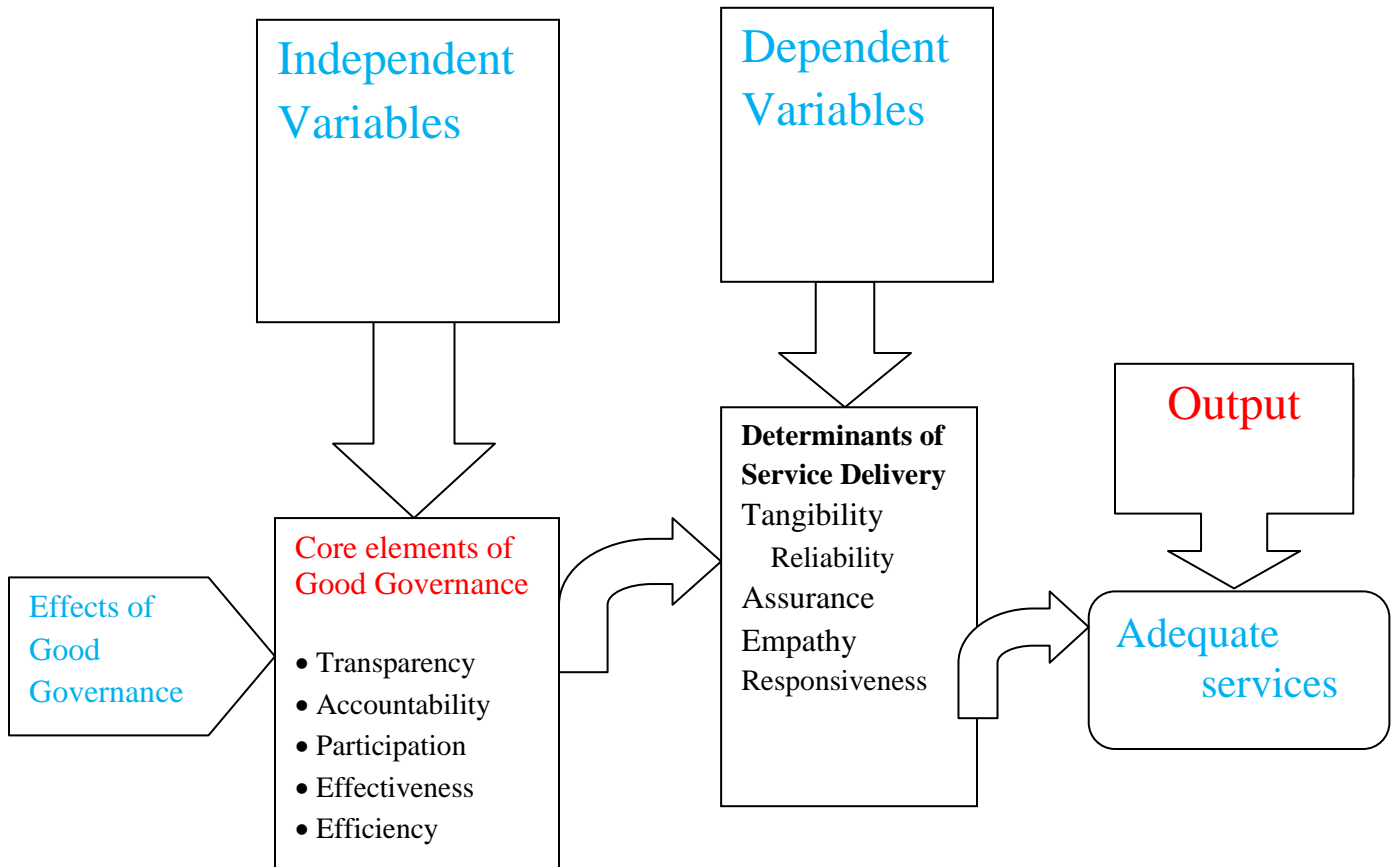


Fig.2.1. Conceptual framework, source: Own sketch (2021)

Description of the above conceptual Model

The model above is developed by the study based on the literature reviewed.

The model above shows that the quality of the services delivered to the community by public officers working in the public institutions depends on the existence of good governance within a given institution. Independent variables would be measured on the basis of the pillars of good governance namely; transparency in operating institutional activities, proper accountability, participation, effectiveness and efficiency in the management and delivery of the services.

Quality services would be determined using the following dependent variables;

Tangibility refers to physical evidence of the service (e.g. physical facilities, the appearance of personnel, or tools or equipment used to provide the service in general), Reliability involves consistency of performance and dependability (i.e. whether the organization/institution performs the service right and honors its promises), Responsiveness concerns the willingness or readiness of service providers or employees to provide service (e.g. timeliness of service), Assurance corresponds to the knowledge and courtesy of service providers/employees and their ability to inspire trust and confidence and finally, Empathy pertains to caring, individualized attention that an organization provides to its customers.

Thus for customers to be satisfied with the services, organizations/institutions should provide services that observe a high degree of tangibility, reliability, responsiveness and assurance.

Knowledge and Practice Gap

Based on the various literature reviewed in this study, the study found that many investigations have been conducted on good governance and service delivery in public institutions. In our set up, very little research has been conducted to determine the link between governance in public institution and service delivery in the public sector. The same is true in the case of Gida Ayana Woreda. The result is a knowledge and skill gap that needs to be filled. It is about lack of knowledge and skill of the officers on right implementation of good governance principles to ensure quality public service delivery. The present research study therefore aims to fill this gap partly as well as to provide material for further research and reference

CHAPTER THREE

METHODOLOGY

3.1. Introduction

Research methodology refers to the way how a research problem can be solved systematically through exhaustive investigation (Kothari, 2006). This chapter presents study area, the methodology that was used in the study. It describes the research strategy, research approach, study population, instruments of data collection methods, and methods of data analysis.

3.2. Description of Study Area:

Geographically the study was undertaken in Oromia Regional State East Wollega Zone particularly in Gida Ayana Woreda town. Gida Ayana Woreda is located in eastern wollega zone at 110 km from the zone town (Nekemt), and located at 444 km from the capital city (Addis Abeba). Gida Ayana Woreda encompasses both Rural and Urban Kebele. The study focused on two urban kebeles, namely 01 and 02. The resident of 01 kebele is around 8947 and 02 kebele is 7614. The total population of Gida Ayana Woreda town is 16,561, of this 3449 are households (Source, Gida Ayana Woreda Administrative office in 2019 G.C.).

While G/Ayana woreda encompasses both Rural and Urban Kebele, the study focuses on household residents in two kebeles (01 and 02) kebeles which were the total kebeles in the town. Because, the rest of the kebeles in G/Ayana woreda are sparsely populated, far from the woreda (located in a remote area) and make it difficult to collect data easily. In addition, majority of the educated populations who can easily read, write and understand the questionnaires to be filled are located in 01 and 02 kebeles.

3.3 Research design

The study employed the cross-sectional field survey method to assess the effect of good governance in ensuring quality public service delivery of public service organizations based on respondents' attitudes. In cross-sectional field survey method, relevant data were collected at one point in time at public service organizations by distributing questionnaires to customers. In this method, independent and dependent variables were measured at the same point in time using a

single questionnaire. Along with the cross sectional nature of this study, the study employed descriptive research design to analyze the data collected from customers. This method enabled the researcher to describe the existing situation under study.

3.4. Research Approach

This study was used mixed type of research approach: qualitative and quantitative.

In order to acquire the best results, the researchers used the way of triangulation. A combination of both qualitative and quantitative methods employed in this research. The researcher believed that using these two methods simultaneously enabled them to tackle the research problem under study. Mixing different methods can strengthen a study; it would be a great advantage when the findings of one were supported by the other. Therefore, quantitative approaches have been used for the data collected from respondents through questionnaire. To provide a more complete picture of evaluation, the study also applied qualitative approaches for the data gathered from interviews and secondary sources.

The attempt was for the strength and consistency of information as well as to triangulate the effect of good governance on quality service delivery with the data and information that come from the sample households and key informants.

Generally, the reason why the researcher used mixed method is that, to get full and accurate data, to put data collected qualitatively in numerical or to quantify the data, to put in percentage and frequency or generally to confirm and triangulate the data.

3.5. Data collection methods

3.5.1. Data collection tools

The researcher used the following data collection instruments to collect data from the respondents:

I) Questionnaire

Questionnaires for sample survey were prepared based on the specific objectives, literatures reviewed and the conceptual frameworks developed for this study. Close ended questionnaires were employed in the study as they are easier and more convenient to be filled by respondent. Questionnaire for sample respondents was prepared in English and translated in to Afan Oromo

and retranslated in to English to maintain the consistency. The number of respondents was proportionally selected from 01 and 02kebeles. The total number of respondents were 385 and 385 questionnaires were distributed for those respondents and 303 questionnaires were returned and 82 questionnaires were unreturned. Five friends were helped me to collect the data.

II) Key informants` In-depth interview

The main key interviewees are purposely selected and attempt was made to have knowledgeable respondents from selected sectors who were supposed to give answers on good governance issues and quality service delivery. Accordingly, they were office leaders of woreda court, Woreda Administration, Municipal office and Gida Ayana electric utility service center. This means four (4) respondents from selected institutions.

III) Focus Group Discussion

For group discussion individual experts from selected sectors would be purposely selected. In view of that, two from municipal office, two from administrative office, two from Gida Ayana electric utility service center and two from court was included in the discussion to give their ideas on accountability, transparency, efficiency, effectiveness and quality of service delivery in the selected public institutions. They were eight in number and it has only one group FGD. Their number in each institution was determined depending on the importance and redundancy of information they provided.

This instrument of data collection had been used to cross-check and to triangulate the data collected from multiple sources. Data triangulations were used to overcome the limitations and biases that stem from using single method and thereby increasing the reliability of the findings.

3.5.2. Sources of Data

The researcher used both primary and secondary sources. The primary data are questionnaires for sample survey, key informants' in-depth interview, and focus group discussion was used. Secondary sources like data and factual information from various published materials, Research works, and journals were used.

3.6. Study Population

The study population was public servants of four public institutions such as, (Court Office, Woreda administration office, Gida Ayana electric utility service center, and Municipality) and the service users of these institutions. Because these public institutions were purposely selected giving a due consideration to the availability of the large number of users as well as the magnitude and importance of these institutions in serving the society and their relation with diverse stakeholders (accommodating different stakeholders). In addition, good governance practices and quality service delivery in public institutions are the most important aspects that can improve the livelihoods of the society in general. They also contribute to socio-economic development of the country. Governance practices in that woreda seem to be poor, while service delivery at grassroots is done at a snail pace.

3.7. Sampling technique and Sample Size

The researcher selected four public service institutions using purposive sampling technique. These institutions were: Gida Ayana electric utility service center, woreda administration, woreda court and municipality.

The selection of these institutions was on the basis of some criteria like high number of service users, large budget allocation, and their importance in the social and economic setting of the city administration. The target population of the study was service users who have accessed services in the selected four public service institutions and employees of the selected public service institutions. The total population of Gida Ayana Woreda town is 16,561, of which there are 3449 households (Source, Gida Ayana Woreda Administrative office in 2019 G.C.).

The other target populations are the employees of the selected public service institutions. I used them both for FGD and interviews. They were twelve in number means four for interview and eight for FGD. Purposive sampling technique is used to select heads of the institutions for interview. They were those who sometimes interacted with the customers and as such had some in-depth knowledge and better understanding about the concerns and needs of the customers. Officials were randomly selected from different levels of management such as executive, middle

and operational for focused group discussion and it had one group FGD which was eight in number.

The sample of 359 households was taken based on the minimum precision (0.05). The study used systematic random sampling methods to select service users and employee respondents. The total population of G/Ayana woreda town is 16,561 of which there are 3449 households. By using the Yamane formula the sample size will be calculated as follows by taking the households (3449) as source population;

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

Where, **n** signifies the sample size, **N** signifies the population under study, **e** signifies the margin error (it could be 0.05).

$$n = \frac{3449}{1 + 3449(0.05)^2} = 358.5 \approx 359$$

The non-response rate taken 5%, $359 \times 5\% = 17.95 \approx 18$

Therefore, the total sample size will be $359 + 18 = 377$

From this we can calculate, each kebele sample size using the following formula:

$$n(p) = \frac{N(f) \times n(f)}{N(t)}$$

Where, **n(p)** is the needed population in each kebele, **N(f)** is total numbers of the needed target population, **n(f)** is final corrected sample size of the study, and **N(t)** is the number of target population.

Breaking down this sample size to Proportion of the sample size by the n₀ of respective population available in each kebele:

- For kebele 01, $n(\text{kebele } 01) = \frac{N(\text{fn}) \times n(\text{f})}{N(\text{t})} = \frac{1863 \times 377}{3449} = 203.639 \approx 204$

- For kebele 02, $n(\text{kebele } 02) = \frac{N(f) \times n(f)}{N(t)} = \frac{1586 \times 377}{3449} = 173.36 \approx 173$

Therefore, 204 and 173 peoples are needed for study in G/Ayana woreda town kebele 01 and kebele 02 respectively and 12 respondents from the selected sectors (4 for in-depth interview and 8 for FGD).

Table I. Sampling Frame

Number of Kebele	Name of kebele	Total population	Number of households	Number of sample respondents
1	01	8947	1863	204
2	02	7614	1586	173
Respondents from the selected sectors for both interview and FGD				12
Total		16,561	3449	389

Source: G/Ayana Woreda Administration bureau, 2019G.C

3.9. Validity and Reliability

According to Weiner (2007), reliability is the degree to which a measurement technique can be depended up on to secure consistent results upon repeated application. Reliability refers to the degree to which observed scores are free from errors of measurement while validity refers to the appropriateness, meaningfulness and usefulness of the specific inferences made from a given measurements. Validity is the usefulness of research instruments in addressing research objectives and research questions.

The researcher reviewed conceptual and empirical literatures related to the problem under investigation. Validity would be assured by using multiple sources of data (literature such as previous studies, expert interviews) to develop and refine the model and measures. It would be assured by structuring the questionnaire according to the specific objectives. And at the end the researcher measured the reliability of this research first by distributing the questionnaires (Pilate test) for ten service users and then after the researcher improved the quality of the questionnaires and distributed the questionnaires for large number of respondents.

3.10. Methods of Data Analysis

The process of categorizing and making data meaningful is referred to as data analysis. It is the process of obtaining raw data and converting it into information useful for drawing inferences or for decision making. It helps to answer the research questions or problems and to verify the results of the study. The manner data is analyzed, interpreted and reported also depends on the research design utilized. The data gathered from both primary and secondary sources were analyzed and presented using descriptive and statistical methods such as frequencies, percentages, tables and charts. Data obtained from the respondents through questionnaire, interview and focused group discussion was analyzed by using both qualitative and quantitative analysis method. In analyzing qualitative and quantitative data, data was coded, investigated for integrity, analyzed and presented in useful outputs, such as tables, figures and multiple response analysis for easy drawing of conclusions and to make recommendations regarding the effect of good governance in ensuring quality service delivery in public institutions.

Finally, the results are presented in the form of summary and the findings were discussed in relation to the research question.

Ethical Consideration

This study is conducted in a manner that is consistent with ethical issues that need to be considered in conducting a research. Ethical clearance and approval of the study was obtained from Institutional Review Board of Jimma University, College of law and Governance before starting the actual data collection and letter from the Institute was written for the concerned bodies. Subsequent permission is granted from the authorities of selected GaDS. Participation employees in multi-disciplinary team in this study would be entirely voluntary and confidential and private information is protected. Each participant was asked a written consent before data collection. The right of participants to withdraw or not to participate was respected. Therefore, during the research process the researcher was recognize and obey the ethical principles of scientific research such as anonymity and respect for person and built mutual relationship with respondents. Moreover, a prior consent of the respondents was asked before conducting the interview.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

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 with presentation of data analysis and discussions of the findings. Data of all the respondents to the questionnaires were compared to provide a better understanding of the situation. This comparison was used to achieve the objectives of the study.

4.2. Demographic Characteristics

This section aims at discussing the respondents' profile to help the study establish the extent of judgment one might have in the area of the study. The researched respondents' characteristics included sex, age, and level of education.

4.2.1 Gender of the Respondents

Table 4.1: Respondents by Gender

	Males	Females	Total
No. of respondents	185	118	303
Percentage (%)	61.056%	38.943%	100%

Source: Own survey, 2021

The reason why the gender of the respondents was recorded was to show that respondents came from both sexes. Table 4.1 shows the sample size of the study was 303 respondents; interestingly it was made up of 185 male representing 61.056% and 118 females representing 38.943% percent. The study expected somehow an equal number of males and females due to government advocacy of women empowerment and equal opportunities.

4.2.2. Age of the respondents

Table 4.2. Age of the respondents

	Number of respondents	Percentage
18	25	8.25%
18-30	71	23.432%
31-45	170	56.1056%
Above 45	37	12.2112%
Total	303	100%

Table 4.2 indicates that the majority of the respondents (56.1056%) were in the 31-45years age bracket, 23.432%of respondents were in 18-30 years age bracket, 12.212% ofrespondents were in the above 45 years age bracket, 8.25%of respondents were in the 18 years age bracket. These results implied that those majority respondents were mature peoplewho understood well the topic under investigation.

4.2.3. Level of Education

Table 4.3Level of Education of Respondents

Qualification	Frequency	Percentage
Non-literate	3	0.99%
1-4 (primary school)	37	12.21%
5-8 (primary school)	62	20.462%
9-12(secondary school)	72	23.762%
Diploma	48	15.841%
Degree	75	24.752%
Postgraduate	6	1.98%
Total	303	100%

Source: Own survey, 2021

The study had an interest of educational level of respondents because employing alow level educated employee is irrelevant in understanding good governance. This isasserted by Kearney (1997), who studied management and found out that thosepeople with low education brought no change towards understanding managementpractices.

Table 4.3 shows, 3 respondents non-literate qualifications representing 0.99%,37 respondents were 1-4(pr. School) representing 12.21%, 62 respondents had5-8 (Pr. School) representing 20.462%, 72 respondents were 9-12(secondary school) representing 23.762%, 48 respondents had diploma level certificates representing15.841%, 75 respondents were university graduates (degree) representing24.752% and 6 respondents had postgraduate qualifications representing 1.98%.

❖ Is there any relationship between good governance and quality service delivery?

Based on the different analysis given, the respondent`s view was given below:

Table4. 4. Relationship between Good Governance and quality Service Delivery

Relationship	Number of Respondents	Percentage
Very Large	84	27.72%
Large	158	52.145%
Medium	51	16.83%
Poor	10	3.33%
Total	303	100%

Source: Own survey, 2021

Table 4.4 shows that 27.72% of respondents agree to a very large extent that there is a relationship between good governance and quality service delivery, 52.145% observed a large extent relationship, 16.83% observed medium relationship while 3.33% observed poor relationship.

These results imply that a relationship exists between good governance and quality service delivery which is unfortunately constrained by many challenges.

In addition, the interviewed individuals stated that, a relationship exists between good governance and quality service delivery. They stated that, without good governance it is difficult to talk about quality public service delivery. If good governance existed in the government institutions there is also quality public service delivery.

The FGD group agreed that good governance is the backbone of quality public Service delivery. They also argue that if the principles of good governance are exactly implemented in the public institutions, it is very easy to provide quality service delivery.

For instance, Egwaikhide and Udon (2012) conducted a study on the role of service delivery and good governance in the institutionalization of taxation in Nigeria. Specifically, the study aimed to examine how good governance in tax collection can be improved through good governance and how service delivery can be improved by increasing tax collection especially in the

petroleum sector. The findings of the study show that lack of good governance practices in the petroleum sector in Nigeria has led to rampant tax evasion and corruption which undermine revenue collection. This, in turn, translates into poor service delivery and unequal distribution of wealth. This point is to a direct link between good governance and service delivery.

Table 4.5. Service users responses on exploring the effect of good governance at the selected government (responses for a transparency question):

Transparency question at the selected sectors	Woreda court			Municipal office			Woreda Administrative office			Gida Ayana electric utility service center		
	category	Frequency	Percentage	category	Frequency	Percentage	category	Frequency	Percentage	category	Frequency	Percentage
a. Does the service provider institution timely and transparently inform you whenever changes in service provision are made?	no	52	17%		141	46%		144	47%		221	73%
	Yes	217	72%		136	45%		135	45%		64	21%
	Neutral	34	11%		26	9%		24	8%		18	6%
	Total	303	100%		303	100%		303	100%		303	100%
b. Is questioning, suggesting, commenting and complaining the institution easy?	No	183	61%		166	55%		181	60%		247	81%
	Yes	89	29%		93	31%		95	31%		39	13%
	Neutral	31	10%		44	14%		27	9%		17	6%
	Total	303	100%		303	100%		303	100%		303	100%

Source: (Own Survey, 2021)

Table 4.6.Cumulative findings of the data regarding Transparency:

Woreda court		Municipal office	W/Administrative office	GidaAyana electric utility service center
Yes	59%	29%	31%	15%
No	31%	62%	61%	81%
Neut.	10%	9%	8%	4%
Total	100%	100%	100%	100%
Total cumulative		YES=34%	NO=59%	NEUTRAL=7%
TOTAL		100%		

Source: (Own Survey, 2021)

The above data shows that:

About 59%, 29%, 31%, and 15% of respondents said yes respectively the view that the transparency in the woreda court, Municipality office, W/Administrative office and Gida Ayana electric utility service center were existed and In other words, around 31%, 62%, 61%, and 81% of respondents said no respectively, Similarly around 10%, 9%, 8%, and 4% of respondents were neutral respectively. So the data shows that in the woreda court service providers were almost transparent for their office and they are responsible for their job and they discharge their duty with around 59% respondents said yes, while Municipality office, W/Administrative office and Gida Ayana electric utility service center are not transparent for their service provision with 62%, 61%, and 81% respondents said no respectively which is greater than 50% and they are hardly responsible for their office and responsible body to discharge their duties.

In addition, the interviewed individuals stated that, the mechanisms to disclose necessary information to the public and seeking feedbacks, comments and opinion from the public at large is poor. The leadership couldn't fully establish a system in which government activities could be transparent. Information on rules, regulations and procedures were not timely and clearly released to the beneficiaries. Lack of transparent system and poor information disclosure produces rooms for rent seekers in service delivery.

The FGD groups also agreed that, the necessary information is not transparently transmitted to the service users at a time. As it is common only political measure has been taken for a time being in which transfer of leaders from position to position took place. The transfer of

information from place to place has contributed to distrust of the community on the leadership at all levels. As a result of poor relationship, lack of trust on leadership and leadership little attention to wrong doers to take correction measures. If service seekers or citizens expose wrong doers in turn they revenge in the process of service provision.

Table 4.7. Service users` responses for Accountability question:

Accountability at the selected sectors	Woreda court			Municipal office			woreda Administrative office			Gida Ayana electric utility service center		
	category	Frequency	Percentage	category	Frequency	percentage	Category	Frequency	Percentage	Category	Frequency	Percentage
A. Have you ever asked irregular payments by personnel/officials of the service provider institution to accomplish your task in the institution?	no	193	64%		55	18%		122	40%		19	6%
	Yes	79	26%		230	76%		133	44%		263	87%
	Neutral	31	10%		18	6%		48	16%		21	7%
	Total	303	100%		303	100%		303	100%		303	100%
B. The service provider are responsible in performing their job and discharging their duties, they respond to requests quickly and give prompt service.	No	37	12%		244	80%		189	62%		290	96%
	Yes	254	84%		36	12%		84	28%		13	4%
	Neutral	12	4%		23	8%		30	10%		-	-
	Total	303	100%		303	100%		303	100%		303	100%

Source: (Own Survey, 2021)

Table 4.8. Cumulative findings of the data regarding Accountability

Woreda court		Municipal office	W/Administrative office	GidaAyana electric utility service center
Yes	63%	31%	35%	32%
No	28%	64%	53%	64%
Neut.	9%	5%	12%	4%
Total	100%	100%	100%	100%
Total cumulative		YES=40%	NO=52%	NEUTRAL= 8%
TOTAL		100%		

Source: (Own Survey, 2021)

The above data show that:

About 63%, 31%, 35%, and 32% of respondents said yes respectively the view that, the Accountability in the woreda court, Municipality office, W/Administrative office and Gida Ayana electric utility service center were existed and In other words, around 28%, 64%, 53%, and 64% of respondents said no. Similarly around 9%, 5%, 12%, and 4% of respondents were neutral. So the data shows that in the woreda court service providers were almost accountable for their office and they are responsible for their job and they discharge their duty with around 63% respondents said yes, while Municipality office, W/Administrative office and Gida Ayana electric utility service center are not accountable for their service provision with 31%, 35%, and 32% respondents said no respectively which is less than 50% and they are hardly responsible for their office and responsible body to discharge their duties.

In addition, the interviewed individuals stated that, the decision makers are not answerable for their duties at a required time in the selected sectors. Most of the employees were not motivated to perform their duties as prescribed in working manuals. Most of the Leaders are promoted to higher positions without being sufficiently prepared for the leadership role and without sufficient understanding of the significance of good governance principles in their effort of leadership practices. This is because they are elected only in political view. The weakness of accountability mechanisms is also an impediment in improving services across the institutions.

Table4.9. Service userresponses for efficiency and effectiveness question:

Efficiency and Effectivenessquestionat the selected sectors	Woreda court			Municipal office			woreda Administrative office			Gida Ayana electric utility service center		
	category	Frequency	Percentage	category	Frequency	Percentage	Category	Frequency	Percentage	Category	Frequency	Percentage
A. Have you ever faced bureaucraticdelay and much process whenever you areengaged in the service providing institution?	Yes	189	62%		103	34%		126	42%		97	32%
	NO	67	22%		143	47%		137	45%		142	47%
	Neutr al	47	16%		57	19%		40	13%		64	21%
	Total	303	100%		303	100%		303	100%		303	100%
B. Institutional Services are adjusted to suit individual customer needs	No	201	66%		233	77%		216	71%		280	92%
	Yes	74	24%		59	19%		63	21%		13	5%
	Neutr al	28	10%		11	4%		24	8%		10	3%
	Total	303	100%		303	100%		303	100%		303	100%

Source: (Own Survey, 2021)

The concept of good governance should ensure efficiency and effectiveness in the use of resources of a nation having not compromise the crucial needs of citizens. It is the extent to which limited human and financial resources are applied without unnecessary, waste, delay or corruption. It also refers the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies (Alaaraj, 2014).

Table4.10 Cumulative findings of the above data regarding efficiency and effectiveness:

Woreda court		Municipal office	W/Administrative office	Gida Ayana electric utility service center
Yes	53%	25 %	33%	14%
No	36 %	67%	57%	78%
Neut.	11%	8%	10%	8%
Total	100%	100%	100%	100%
Total cumulative		YES=31 %	NO= 60%	NEUTRAL= 9%
TOTAL		100%		

Source, Own survey, 2021

The above data show that:

About 53%, 25%, 33%, and 14% of respondents said yes respectively the view that the efficiency and effectiveness in the woreda court, Municipality office, W/Administrative office and GidaAyana electric utility service center were existed and In other words, around 36%, 67%, 57%, and 78% of respondents said no respectively, Similarly around 11%, 8%, 10%, and 8% of respondents were neutral respectively. So the data shows that in the woreda court service providers were almost efficient and effective in their office and they are responsible for their job and they discharge their duty with around 53% respondents said yes, while Municipality office, W/Administrative office and Gida Ayana electric utility service center are not efficient and effective in their service provision with 62%, 61%, and 81% respondents said no respectively which is greater than 50% and they are hardly responsible for their office and responsible body to discharge their duties.

In addition, the interviewed individuals stated that,lack of competence, inefficient and ineffective monitoring andevaluation system were major factors that contributed to ineffectiveness of leadership practices ofthe selected sectors. Thus, this poor achievement is come with poor coordination with stakeholders’, manifestation of rent seeking attitudes and lack of leadership.

The FGD group agreed that, there are many factors that contributed for underachievement in utilization of time, human resource and Leaders are promoted to higher positions without being sufficiently prepared for the leadership roleand without sufficient understanding of the

significance of good governance principles in their effort of leadership practices. This shows that there is inefficient and ineffective service delivery in the selected institutions.

Gizachew(2014), conducted a research on assessing the challenges of good governance practices in selected institutions like Administrative office, Municipal office and Court on Awabel woreda Administration, East Gojjam, by taking variables such as, transparency, accountability, community participation and rule of law. His findings show that the main challenges of transparency, accountability, responsiveness and community participation have been capacity or competence, skill, knowledge, corruption and discrimination. His finding has difference and similarity with my findings. For instance, my title is assessing the effect of good governance in ensuring quality public service delivery: case of selected institutions like woreda court, Municipality, Gida Ayana electric service office and woreda administration. I had used independent variables such as transparency, accountability, efficiency and effectiveness and dependent variables (SERVQUAL) dimensions simultaneously. But Gizachew was not used service quality dimensions as well as efficiency and effectiveness.

Generally, in my findings respondents stated that, the mechanisms to disclose necessary information to the public and seeking feedbacks, comments and opinion from the public at large is poor. The leadership couldn't fully establish a system in which government activities could be transparent. Information on rules, regulations and procedures were not timely and clearly released to the beneficiaries. They stated that, the decision makers are not answerable for their duties at a required time in the selected sectors. Most of the employees were not motivated to perform their duties as prescribed in working manuals. Lack of competence, inefficient and ineffective monitoring and evaluation system were major factors that contributed to ineffectiveness of leadership practices of the selected sectors.

Table4.11. The cumulative findings of the commitment of public servants in service delivery (SERVQUAL dimensions);

		Reliability		Responsiveness		Tangibility		Assurance		Empathy		Total cumulative	
Woreda court	Agree	169	56%	142	47%	74	25%	124	41%	182	60%	138	45.54%
	Strongly agree	72	24%	73	24%	33	11%	60	20%	72	24%	62	20%
	Disagree	40	13%	57	19%	133	44%	68	22%	31	10%	66	21.78%
	Strongly disagree	13	4%	21	7%	37	12%	31	10%	11	4%	23	7.59%
	Neutral	9	3%	10	3%	25	8%	20	7%	7	2%	14	4.6%
	Total												303
Municipal office	Agree	55	18%	81	27%	73	24%	52	17%	63	21%	65	21%
	Strongly agree	18	6%	26	9%	21	7%	19	6%	21	7%	21	7%
	Disagree	181	60%	162	53%	156	52%	187	62%	161	53%	169	56%
	Strongly disagree	39	13%	32	10%	44	15%	45	15%	51	17%	42	14%
	Neutral	11	4%	3	1%	8	3%	-	-	6	2%	6	2%
	Total												303
Woreda administrative	Agree	179	59%	129	43%	143	47%	176	58%	157	52%	157	52%
	Strongly agree	47	15%	35	12%	27	9%	54	18%	50	17%	43	14%
	Disagree	57	19%	116	38%	90	30%	49	16%	65	21%	75	25%
	Strongly disagree	22	7%	22	7%	22	7%	21	7%	25	8%	22	7%
	Neutral	-	-	-	-	22	7%	4	1%	6	2%	6	2%
	Total												303
Gida Ayana electric utility service center	Agree	95	31%	48	16%	33	11%	94	31%	66	22%	67	22%
	Strongly agree	25	8%	10	3%	9	3%	15	5%	16	5%	15	5%
	Disagree	155	51%	184	61%	201	66%	135	44%	156	52%	166	55%
	Strongly disagree	28	9%	61	20%	51	17%	60	20%	64	21%	53	17%
	Neutral	-	-	-	-	8	3%	-	-	-	-	2	1%
	Total												303

Source: Own survey, 2021

Cumulative findings of the above data:

Table4.11. shows that 46% of respondents strongly agree that there is SERVQUAL(service quality) dimension in service delivery at Woreda court, 20% of respondents agree, 22% of respondents disagree,8% of respondents strongly disagree, while 5% neutral. Overall, 66% of

respondentseither strongly agree or agree that there is SERVQUAL dimension in service delivery at Woreda court in G/Ayana.

While, 7% of respondents strongly agree that there is SERVQUAL dimension in service delivery at Municipal office, 21% of respondents agree, 56% of respondentsdisagree, 14% of respondents strongly disagree, while 2% neutral. Overall, 28% of respondentseither strongly agree or agree that there is SERVQUAL dimension in service delivery at Municipal office in G/Ayana.

Also, 14% of respondents strongly agree that there is SERVQUAL dimension in service delivery at woreda Administrative office,52% of respondents agree, 25% of respondentsdisagree, 7% of respondents strongly disagree, while 2% neutral. Overall, 66% of respondentseither strongly agree or agree that there is SERVQUAL dimension in service delivery at Woreda Administrative office in G/Ayana.

At the end, 5% of respondents strongly agree that there is SERVQUAL dimension in service delivery at Gida Ayana electric utility service center, 22% of respondents agree, 55% of respondentsdisagree, 17% of respondents strongly disagree, while 1% neutral. Overall, 27% of respondentseither strongly agree or agree that there is SERVQUAL dimension in service delivery at G/Ayana electric utility service center office.

Table 4.12 Cumulative SERVQUAL dimension in the selected sectors:

Total SERVQUAL dimension in the selected sectors		
Selected public Sectors	Agree and Strongly agree in Percentage	Disagree, strongly disagree and neutral
Woreda court	66%	34%
Municipal office	28%	72%
woreda Administrative	66%	34%
Gida Ayana electric utility service center	27%	73%
Total Cumulative	46.75%	53.25%

Source: Own survey, 2021

The above table show that, 66% of respondents said that there is quality of service delivery in the woreda court and woreda Administrative which is almost medium service delivery. While in

Gida Ayana electric utility service center and Municipal office 27% and 28% respectively said that, there is poor quality service delivery.

Generally, the above data indicate that in the selected sectors the total percentage of Agree and Strongly agree is 46.75% and the rest 53.25% is disagree, strongly disagree and neutral. This shows that the existence of SERVQUAL dimension is low or minimum which is less than 50% in the selected institutions.

The interviewed participants also argued that the existence of SERVQUAL(service quality) dimension is the key problem that every employee perform under expectation. The key informants state that, there is inefficient service provision in their institutions. They also argued that poor commitment is noticeable in implementing good governance in those selected institutions to provide quality public service delivery.

In addition, the FGD group agreed that most of the leaders did not possess the same qualities such as determination, openness, and transparency. The FGD respondents stated that an underlying characteristic of a leader that results in effective or better performance in a job in this regard was unsatisfactory. The mechanism to disclose necessary information to the public and seeking feedbacks, comments and opinion from the public at large is poor. The leadership couldn't fully establish a system in which government activities could be transparent. Information on rules, regulations and procedures were not timely and clearly released to the beneficiaries. Lack of transparent system and poor information disclosure produces rooms for rent seekers in service delivery.

Most of the researchers are not used SERVQUAL dimension and principles of good governance simultaneously to triangulate the results or to see whether quality public service delivery ensured or not, this also made difference with my findings.

Tadesse (2013) conducted a study aimed at assessing the service delivery and governance system in the road agencies of the Benishangul Gumuz Regional State in Ethiopia. Specifically, the study examined the capacity and role of different actors and the good governance system in the public road service delivery in the regional state. The research revealed that, while private firms play a leading role among the non-state actors, the role of the public still remains negligible.

O'Neal and Cammack (2012) conducted a study on good governance and service delivery in Malawi. This study is based on case studies of two districts (Dedza and Rumphi) and one city (Blantyre) and three services – health, education and water and sanitation. Data was collected through interviews with key informants from central and local government, civil society and local communities. The findings of the study show that many local government employees and service providers are doing good work and some remarkable success is achieved with little money or support.

The study also found that Malawi's health and education sectors face well-known, long-standing problems. This finding is contradicting with my findings; that means, the provision of service quality in my finding is very low.

Factors that challenge the full practices of good governance in ensuring quality public service delivery:

Timothy and Maitreesh (2005) pointed out that public services delivery in many African countries is riddled with bureaucracy, corruption, selfishness and favoritism that tend to benefit the privileged few at the expense of the impoverished many. The study wanted to know the challenges hindering good governance practices in ensuring quality public service delivery in the selected government institutions. Respondents were asked to choose among 9(A-I) challenges that may be hindering good governance practices in selected institutions. Namely; corruption, bureaucracy, political interference, delays, incompetence, misuse of funds, lack of motivation and service mentality, absence of timely revision of rules and regulations. Respondents were asked to choose as many challenges as suitable and the challenge which is mentioned most frequently is considered to be the most prominent challenge.

The findings of the analysis weresummarized in table 4.4.

Table 4.13. Factors that challenges the full practices of good governance in ensuring quality public service delivery in the selected government institutions:

S / N	Is the following Challenges Hinder the practice of good governance	Woreda Court			Municipal office		Woreda Administrative office		Gida Ayana electric utility service center	
		No. of respondents			No. of respondents		No. of respondents		No. of respondents	
				Percent age		%		%		%
A	Corruption	Yes	277	91%	288	95%	251	83%	271	89%
		No	19	6%	15	5%	36	12%	28	9%
		Neutral	7	3%	-	-	16	5%	4	2%
		Total	303	100%	303	100%	303	100%	303	100%
B	Bureaucracy	Yes	218	72%	265	87%	234	77%	215	71%
		No	73	24%	29	10%	54	18%	59	19%
		Neutral	12	4%	9	3%	15	5%	29	10%
		Total	303	100%	303	100%	303	100%	303	100%
C	Political interference	Yes	57	19%	205	68%	194	64%	47	16%
		No	179	59%	78	25%	67	22%	201	66%
		Neutral	67	22%	20	7%	42	14%	55	18%
		Total	303	100%	303	100%	303	100%	303	100%
D	Delays	Yes	219	72%	287	95%	259	85%	251	83%
		No	60	20%	16	5%	26	9%	41	13%
		Neutral	24	8%	-	-	18	6%	11	4%
		Total	303	100%	303	100%	303	100%	303	100%
E	Incompetence	Yes	75	25%	248	82%	164	54%	102	34%
		No	203	67%	46	15%	84	28%	74	24%
		Neutral	25	8%	9	3%	55	18%	127	42%
		Total	303	100%	303	100%	303	100%	303	100%
F	Misuse of funds	Yes	66	22%	243	80%	238	78%	245	81%
		No	148	49%	36	12%	42	14%	25	8%
		Neutral	89	29%	24	8%	23	8%	33	11%
		Total	303	100%	303	100%	303	100%	303	100%
G	Poor management	Yes	89	29%	276	91%	182	60%	257	85%
		No	175	58%	17	6%	73	24%	35	11%
		Neutral	39	13%	10	3%	48	16%	11	4%
		Total	303	100%	303	100%	303	100%	303	100%
H	Lack of motivation	Yes	54	18%	67	22%	92	30%	195	64%

	and service mentality	No	188	62%	147	49%	178	59%	64	21%
		Neutral	61	20%	89	29%	33	11%	44	15%
		Total	303	100%	303	100%	303	100%	303	100%
I	Absence of timely revision of rules and regulations	Yes	183	60%	253	84%	238	79%	247	81%
		No	63	21%	37	12%	44	14%	36	12%
		Neutral	57	19%	13	4%	21	7%	20	7
		Total	303	100%	303	100%	303	100%	303	100%

Source: Own survey, 2021

The findings in table 4.4 show that the most prominent challenges which hinder good governance practices in the selected government institutions in G/Ayana woreda are (in order of significance and relevance are listed in separate below:

The most prominent challenges which hinder good governance practices at Woreda court:

Corruption mentioned by 277 (91%) respondents, Bureaucracy mentioned by 218(72%) respondents, Delays mentioned by 219(72%), Absence of timely revision of rules and regulations mentioned by 183 (60%) respondents).

The most prominent challenges which hinder good governance practices at Municipal;

Corruption mentioned by 288(95%) respondents, Delays (mentioned by 287(94.7%) respondents), Poor management mentioned by 276(91%) respondents, Bureaucracy mentioned by 265(87%) respondents, Absence of timely revision of rules and regulations mentioned by 253(84%) respondents, Incompetence mentioned by 248 (83%) respondents, Misuse of funds mentioned by 243(80%) respondents, Political interference mentioned by 205(68%) respondents.

The most prominent challenges which hinder good governance practices at Woreda Administrative office:

Delays (mentioned by 259(85%) respondents), Corruption mentioned by 251(83%) respondents, Absence of timely revision of rules and regulations mentioned by 238(79%) respondents, Misuse of funds mentioned by 238(78%) respondents, Bureaucracy mentioned by 234(77%) respondents, Political interference mentioned by 194(64%) respondents, Poor management mentioned by 182(60%) respondents, Incompetence mentioned by 164 (54%) respondents.

The most prominent challenges which hinder good governance practices at Gida Ayana electric utility service center;

Corruption mentioned by 271(89%) respondents, Poor management mentioned by 257(85%) respondents, Delays (mentioned by 251(83%) respondents), Absence of timely revision of rules and regulations mentioned by 247(81%) respondents, Misuse of funds mentioned by 245(81%) respondents, Bureaucracy mentioned by 215(71%) respondents, Lack of motivation and service mentality mentioned by 195(64%) respondents.

Similarly, the interviewed individuals stated that the most prominent challenges which hinder good governance practices in the selected offices at G/Ayana are Absence of timely revision of rules and regulations, Delays, Political interference, Lack of motivation and inefficient service provision. This indicates that the service provider is not open in service delivery and this shows a symptom of poor service delivery. The key informants also stated that there is a gap in service delivery of those selected institutions. According to the result observed, service users were not able to evaluate the institutions management. This is even further checked by the interviews conducted with key officials as they said the institutions were not made directly evaluated by their service users. It is clear that strategic leaders have awareness, understanding and skill in their endeavor to ensure public service quality and good governance.

The FGD group agreed that most of the leaders did not possess the same qualities such as determination, openness, and transparency. The FGD respondents stated that an underlying characteristic of a leader that results in effective or better performance in a job in this regard was unsatisfactory. They also stated that, the most challenges which hinder good governance practices include corruption, Delays, Political interference, and bureaucracy.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction

This section presents the summary of the findings of the study, the conclusion and the recommendations. The main objective of the study was to assess the effect of good governance in ensuring quality service delivery in selected public institutions in G/Ayana woreda town.

5.2. Summary of the Findings

Efficient and effective service delivery is now a prominent agenda of most countries including Ethiopia. This study aimed at finding out The Effect of Good Governance in Ensuring Quality Public Service Delivery: Case of Some Selected Public Institutions in Gida Ayana Woreda, East Wollega, Oromiya Region. The methodology used to conduct this study was mixed research design where purposive sampling technique was employed to select government institutions and the study used systematic random sampling methods to select service users and employee respondents. Both primary and secondary data was employed. Data was obtained both from civil servants and service users together with the information obtained through interviews from selected public officials. The data gathered from both primary and secondary sources were analyzed and presented using descriptive and statistical methods such as frequencies, percentages, tables and charts. A conceptual Framework model of service quality dimensions was developed. The major challenges in service delivery were thoroughly identified. The findings of the study show that delivery of service quality in the selected public officials is below average and service users are not satisfied with the service provided.

Respondents were asked to provide their understanding on the main challenges of governance in the selected public institutions such as woreda court, municipal office, woreda administration offices and G/Ayana electric utility service center. Hence, research questions were forwarded to the respondents to determine citizens' perception of the following issues:

- ❖ To examine the relationship between good governance and service delivery in public institutions.
- ❖ The effect of good governance practice in the selected public institutions
- ❖ The commitment of public servants in ensuring quality public service delivery,

- ❖ Factors that challenge the full practices of good governance in ensuring quality public service delivery,

The results imply that a relationship exists between good governance and quality service delivery which is unfortunately constrained by many challenges. In the woreda court service providers were almost transparent for their office and they are responsible for their job and they discharge their duty. While Municipality office, W/Administrative office and Gida Ayana electric utility service center are not as much transparent for their service provision and they are hardly responsible for their office and responsible body to discharge their duties.

In the woreda court service providers were almost accountable for their office and they are responsible for their job and they discharge their duty, while Municipality office, W/Administrative office and Gida Ayana electric utility service center are not as much accountable for their service provision.

In the woreda court service providers were almost efficient and effective in their office and they are responsible for their job and they discharge their duty, while Municipality office, W/Administrative office and Gida Ayana electric utility service center are not efficient and effective in their service provision.

When we compare those public institutions in relation to the existence of service quality dimension, service quality exists in woreda court and woreda administrative more than in other selected sectors in which 66% of respondents in both sectors agreed upon while in Municipal office and Gida Ayana electric utility service office the service quality is very low in which 70% and 72% of the respondents respectively agreed upon.

The factors that impede good governance in the woreda that commonly shared among the selected institutions were the selected sectors are Absence of strong controlling mechanism to the actions and decisions of the kebele leaders, High level of corruption and discrimination. Particularly, discrimination between rich and poor, Weak interaction and relationship between people and leaders and lack of strong system of administration.

5.3. Conclusion

All of the conclusions were made based on the results obtained from data analysis and discussion as in chapter four. The study concluded that good governance may be hindered by various

challenges leading to poor service delivery. People associate good governance practices with enhanced service delivery hence the perception that poor service delivery is due to poor governance. The conclusion was also arrived that good governance is contributed to quality service delivery. However, the level of quality service delivery in the selected sectors was found to be fairly poor. This implies lack of network and cooperation between the administration and other stakeholders in the society such as civil society organizations, private business sector, and other governmental organizations.

Direct accountability to the public was very low. This was due to absence of information to the public scrutiny and failure of the administration to allow the society to involve in examining and improving its overall performance. The practice of corruption and discrimination in time of providing service specifically in municipal office and electric utility service center were highly prevailing.

The existence of service quality dimension is low or minimum which is less than 50% in the selected institutions. Even if the effect of good governance is very large in ensuring quality service delivery in public institutions, the existence of the indicators of good governance in the selected public institutions in G/Ayana is very low.

5.4. Recommendation

The selected public institutions such as Woreda court, Municipal office, Woreda administration office and Electric utility service center have challenges that prevent from becoming transparent, accountable and efficient and effective to their stakeholders. The researcher had provided possible solutions based on the findings of the study. Hence, each office has its own implication based on the challenges that it had been faced. The researcher suggested the following points:

- ❖ Empowering the capacity of judges by giving of long and short term training that helps them for providing consistent, transparent and proportional decision. This is the responsibility of the leader in the high court.
- ❖ The court should be equipped with necessary materials that can facilitate the speedy, convincing and open service delivery. For instance, computer, video camera, woreda net service.

The researcher recommends feasible solutions that can minimize the daunting challenges that have been going on in municipal office in the study woreda. These are:

- Maintaining skilled and knowledgeable staff through leadership, training, development and commitment to continuous improvement in the delivery of services. That is, empowering the capacity of the municipal staffs by providing short and long term trainings. This should be given by the woreda administration.
- Establishment of control mechanisms and the introduction of sanctions for rent seekers misusing their authority for their own profit. It should be given by woreda administration.

The recommendations were forwarded with the hope that the woreda administration will take it in to account:

- The G/Ayana woreda administration should facilitate the conditions that can foster its interaction and cooperation with various stake holders in the society. This can be done by providing various opportunities that promotes communications and working in collaboration to solve common problems of the society.
- To improve direct accountability to the public, the administration should allow and invite various members of the society to examine and improve its performance. This can be done by disseminating the relevant information to the public and improving the spectrum of participation.

The researcher recommends possible solutions that can minimize the intimidating challenges that have been going on electric utility in the study woreda. These are:

- ✓ Maintaining skilled and knowledgeable staff through leadership, training, development and commitment to continuous improvement in the delivery of services.
- ✓ Establishment of control mechanisms and the introduction of sanctions for rent seekers misusing their authority for their own profit. Moreover, lack of human power has been observed in Gida Ayana electric utility service center. This was the main thing for the delay of service center in the woreda. Henceforth, adequate and outfitted human power should be assigned by the given authority.

The researcher had made a little progress in assessing of effect of good governance in ensuring quality service delivery in selected offices. The researcher advices for other researchers who have an interest to conduct their research in delivery of quality service to give an attention on woreda court, municipal office, Gida Ayana electric utility service center and Woreda administration. Because in these offices a great number of service users had observed and at the same time majorchallenges for service provision had comparatively explored by the researcher. But it needs a further investigation to clearly identify and minimize the challenges of these offices. Hence, this paper can be used for other researchers as a spring board to conduct a further research on a similar field of study.

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APPENDICES

Appendix 1

Survey questions for community or service users and government employees (civil servant) for the selected institutions:

This survey is purposely designed to collect data for the title: Effect of good governance in ensuring quality public service delivery: case of some selected government institutions in G/Ayana woreda town.

Dear sir /Madam

With this questionnaire, the student researcher intends to assess effect of good Governance in ensuring quality public service delivery: case of selected government offices in Gida AyanaWoreda Town. Since this research has been done for academic purpose, I assure you that all verbal and written responses are confidential and Information provided is purely for Academic purpose only.

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

NB

- 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 (✓) **sign** to your choice and/or providing a short answer where necessary, Please, do not leave the close and open ended questions unanswered.

Part 1: Personal information

1.1. Sex

Male Female

1.2. Age

Above 18 18-30 31 -45 >45

1.2. Educational Background

Non literate 1-4 5-8 9-12 Diploma Degree and Above

1. Do the following factors may hinder the full practices of good governance in ensuring quality service delivery in the selected government offices of G/A/Woreda? Put `A` for agree, `D` for disagree, `SA` for strongly agree, `SD` for strongly disagree, and `N` for neutral.

S/ N		Woreda Court	Municipal office	Woreda Administrativ e office	G/Ayana electric utility service center office	Remark (Put if there is any other specify)
A	Corruption					
B	Bureaucracy					
C	Political interference					
D	Delays					
E	Incompetence					
F	Misuse of funds					
G	Nepotism					

H	Poor management					
I	Low technology					
J	Lack of skilled and experienced leadership					
K	Inability to lead and make decisions strategically					
L	Inconsistent follow up and monitoring					
M	Absence of regular consultation with customers and stakeholders					
N	Inefficient and inappropriate grievance handling systems					
O	Lack of motivation and service mentality					
P	Absence of timely revision of rules and regulations					
Q	poor service delivery					

R	insufficient physical facilities					
---	----------------------------------	--	--	--	--	--

2. What are the commitment of public servants in service delivery process in public service organizations in ensuring quality public service delivery (in terms of Service Quality Dimensions (SERVQUAL dimensions) such as, Assurance, Reliability, Tangibility, Empathy and Responsiveness)? put `A` For agree, `D` For disagree `SA` For Strongly agree `SD` For strongly disagree and `N` for neutral.

S/ N.	Indicators	Woreda court	Municipal office	woreda Administrative office	G/Ayana electric utility service center office)	Remark (Put if there is any other)
A	The service provider are responsible in performing their job and discharging their duties, they respond to requests quickly and give prompt service					
B	The Offices has modern-looking equipment, has smart and disciplined. Physical facilities are visually attractive, The employee provides the services with in good spirits,					
C	Information flow free or directly accessible to those who will be affected by such decisions or enforcement.					

D	Offices provide service at the designed and promised time. Employees are consistently courteous (polite, well mannered).					
E	The administrations provide regular and clear information to the public about its decisions, achievements, services and budgets.					
F	The employees handled customer's complaints effectively, Employees provide accurate information to customers					
G	The employee has the required skill in providing services, have sufficient knowledge of service information, and they are trustworthy,					
H	Employees provide punctual service and have willingness to help customers are never busy to respond to customer request,					
I	Employees always treat customers in a friendly manner, Employees understand customers' specific needs, Employees treat customer with great respect					
J	The employees are able to communicate effectively with service					

	users, They shows personal attention to service users					
K	When the office promises to do something by a certain time, it does so.					

2. Is there good governance principles in the selected public service delivery institutions in order to examine the effect of good governance at the selected offices in achieving quality public service delivery? Say `YES, NO and NEUTRAL` (1=YES, 2=NO and 3=NEUTRAL)

S / N		Woreda court	Municipal office	Woreda Administ rative office	G/Ayana electric utility service center office)	Remark (Put if there is any other)
A	Transparency					
B	Accountability					
C	Efficiency					
D	Effectiveness					

4. What is the extent of the relationship between good governance and quality public service delivery? Put `L` for large, `VL` for very large, `M` for medium, and `P` for poor.

Relationship	Number of Respondents	Percentage
Very Large		
Large		
Medium		
Poor		
Total		

THANK YOU FOR YOUR TIME AND RESPONSE

Appendix 2

Interview Guide for administrators

1. Personal data

1.1. Sex

Male Female

1.2. Educational Background-----

1.3. Year of work experience -----

2. Question related to quality public service delivery

1. What are the major challenges that prevent the full practice of good governance in your institution? What is your opinion on the importance of good governance on service quality delivery?

2. Do you have ever given workshop, training or seminar for all about the practice of good governance in your institution?

3. Are there any structure and control mechanisms within the institutions to contribute to quality service delivery?
4. Are civil servants in your office transparent, accountable and effective to give quality service delivery for the community? To what extent do the public servants accountable for their achievement to give quality service delivery in government institutions?
5. What are the factors affecting quality service delivery in your office? Does your institution have clear strategic plan/visions?
6. Are policies and strategies implemented in the given sectors to improve quality service delivery?
7. Are there mechanisms of customers' consultation for the implementation of policies and programs?
8. Is there the existence of mechanism by which the managers will be held accountable for their wrong decisions and actions?
9. Is there monitoring mechanisms to register community questions and the institutional answers?
10. Is there Fairness of judges on their decision and Extent of efforts to enhance legal knowledge of people to prevent them from committing a crime?
11. Are there any procedures for the collection of citizens' petitions, complaints and suggestions, with an institutional follow up?
12. Does your institution have a published performance delivery standard? Are there monitoring and reviewing procedures in place to follow up the implementation of the anti-corruption policy?
13. How do you measure the level of quality public service delivery.

THANK YOU FOR YOUR TIME AND RESPONSE

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Focus Group Discussion questions

1. The factors affecting quality service delivery in the selected government institutions.
2. The major challenges that prevent the full practice of good governance in the selected institutions?
3. The accountability of managers, civil servants in the municipality, woreda court, woreda administration and Gida Ayana electric utility service center.
4. Community access of information, budget, report and plan of the selected sectors
5. Transparency of the municipal, Woreda administrative , woreda Court and Gida Ayana electric utility service center.
6. The implementation of policy and strategy in the selected sectors.
7. Accountability of the selected sectors
8. The existence of mechanism by which the actor will be held accountable for their wrong decisions and actions
9. The procedures for the collection of citizens' petitions, complaints and suggestions, with an institutional follow up

UNIVERSIITII JIMMAA

Kolleejjii seeraa fi Bulchiinsa gaarii (Law and Governance College)

Dipartimento misoomaa fi bulchiinsa gaarii (Department of Governance and Development study)

Gaaffilee jiraattota naannoo fi hojjetoota mootummaaf qophaa`e:

Barataan qorannoo kana geggeessu dhaabbilee tajaajila hawaasaafkennanmuraasaAanaa

G/A/Ganda 01 fi 02 keessatti argaman irrattita`a. matadureen qorannookun:

Ga`ee Bulchiinsigaariidhiyeessiitajaajilasi`ataa irratti qabu.

Qorannoon kun barnootaaf qofawaan barbaadameef deebiin Afaaniinykn barreeffaman

kennitan hundiiciitiinsaas irriittikane gamudha. Kanaafu ubu`aan qorannookanaadeebii sinkennitani
rratti waan hundaa`uufsodaatokkomalee of-

eeggannooguddaadhaandhugaalafajiru qofa irratti hundaa`uunakkadeebistankabajaguddaawaliinisi
ngaafadha.

TUMSA GOOTAN MARAAF GALATA ARGADHAA!!!

Hubachiisa

Maqaabarreesuundhorkaadha

Gaaffiitokkoof deebiitokko qofakenna

Yoobakkiideebii sinhanqatedugdaduubawaraqaafayyadamaa

Armaangadittikanneentareeffaman keessaadeebiita`akan jettumallattoo

(√) gochuutiin iddoo duwwaakenna keessatti ka`i.

Kutaatokko: odeeffannoodhuunfaadeebikenna:

1.1. Saala: dhiira dhala

1.2. Umurii: 18 18-30 31-45 >45

1.3. HaalaAmantii: Ortodoksi Musliima Protestantii
 waaqeffataa kanbiroo

1.4. Haalabarnootaa: 1-4 5-8 9-12 Dippiloomaa Digirii fi isaaol

Kutaalamaffaa

- 1) Kanneenarmaangadiihojiirraoolmaabulchiinsagaarii fi
 dhiyeessiitajaajilasi`ataawaajjiraaleemootummaafilatamaniifgufuuta`ujetteeyaaddaa?
 Yoodeebiinkee ``eyyee`` ta`e`A`barreessi, lakkiyyoota`e`D`barreessi,
 hinbeekuyoota`e`N`barreessi, baay`eesirriiyoota`e`SA`barreessi,
 baay`eesirriimitijechuuf`SD`barreessi.

S/ N		ManamurtiiA anaa G/Ayyaanaa	Bulchiinsa magaalaa G/Ayyaana a	Bulchiinsa Aanaa G/Ayyaan aa	Tajaajilah umnaibsaa G/Ayyaaa a	Yaadnida balataayo ojiraateib saa.
A	Matta`aafudhachuu					
B	Alseerummaa					
C	Gidduseentummaasiyaasaa					
D	Lafarraharkisuu					
E	Ga`umsadhabuu					
F	Seeraahalaqarshiiyknbaajatafayy adamu					
G	Firaafloogu					
H	Gaggeessummaanlaafaajirachuu					
I	Dirqamaofiiba`uudhabuu					
J	Ogummaa fi muuxannoogeggeessummaadhab uu					
K	Sirnaangeggeessuudhabuu fi murtooseeraakennuudhabu					
L	Hordoffiinlaafaajiraachuu					
M	Yeroowanmariidhaabbataanab bootiidhimmaa fi tajaajiltootawaliindhibuu					
N	Iyyatauummataaseeraankeessum meessuudhabuu					
O	Fedhiihawaasatajaajiluudhabuu					

- 2) Dirqamnihojjettootawaajjiraaleemootummaamuraasafilatamaniitajaajilaafi dhiyeessiitajaajilahawaasaafKennuukeessattimaalfakkaata? Yoodeebiinkee ``eyyee`` ta`e`A`barreessilakkiiyoota`e`D`barreessi,hinbeekuyoota`e`N`barreessi, baay`eesirriiyoota`e`SA`barreessi, baay`eesirriimitijechuuf`SD`barreessi.

S/ N.		Manamurtii Aanaa G/Ayyaanaa	Bulchiinsa magaalaa G/Ayyaanaa	Bulchii nsaAanaa G/Ayyaanaa	Tajaajila humnaib saa G/Ayyaanaa	Yaadnida balataayo ojiraateib saa.
A	Tajaajiltootnidirqamasaaniiniba`u, dafaniideebiikennu					
B	Waajjiraaleenmeeshaaleeammayyaaqabu, mooraanisaaniihawwaataadha, hojjettootnihaalagaariinmaammilakeessummeessu					
C	Odeeffannookaraabilisata`eenmaammiltootabiraanga`u.					
D	Waajjirichiakkaataakarooraa fi sagantaantajaajiladhiyeessa. Hojjettootniskaraabayeesata`eenmaammiltootasaaniikeessummeessu					
E	Manaajimentiinwaajjirichaakaraabilisata`eenodeeffannoouummataafhejjettoota saafakkasumasurtoosaa fi baajatasaaifataasisa.					
F	Hojjettootnimootummaaoliyyannoamaammiltootaayeroogabaabaakeessattihaa labarbaadameendeebiikennu, odeeffannoodhugaasnikennuuf.					
G	Hojjettootiwaajjirichaaogummaa, beekumsaa fi dandeettiihawaasatajaajiluuniqabu					
H	BulchiinsiAanaayerooyeroottihawaasamariisisuunrakkooahawaasaanihiika					

3. JiraachuunQajeelfamootabulchiinsagaraarii fi

ulaagaaleenjiraachuutajaajilasì`ataawaajjiraaleemootummaaibsanbu`aabalchiinsagaraariiti.Qaje

elfamootnikunAkkaG/Ayyaanaattisekterootaarmaangadiifilatamankeessattimaalfakkaatu?Yoodeebiinkee ``eyyee`` ta'e`A`barreessi, lakkiiyoota`e`D`barreessi, hinbeekuyoota`e`N`barreessi, baay`eesirriiyoota`e`SA` barreessi, baay`eesirriimitijechuuf`SD`barreessi.

S/N		ManamurtiiA anaaG/Ayyaa naa	Bulchiinsa magaalaa G/Ayyaana a	Bulchiinsa Aanaa G/Ayyaana a	Tajaajilahu mnaibsaait oophiyaada mee G/Ayyaaaa	Yaadnida balataayo ojiraateib saa.
A	Iftoomina					
B	Ittigaafatamummaa					
C	Hirmaachisummaa					
D	Bu`aqabeessummaa					
E	Ga`umsaqaba					
F	Amanamummaatiinga`eesaani iniba`u					
H	Hojjettootnihawaasatajaajiluu ffedhaqabu, yeroonikabaju					

4.Bulchiinsagaariifiibsituuwanjiraachuutajaajilasi`ataaarmaangadiigidduuwalittidhufeenyiniirajet teeyaaddaa? Yoodeebiinkee ``eyyee`` ta'e`A`barreessi, lakkiiyoota`e`D`barreessi, hinbeekuyoota`e`N`barreessi, baay`eesirriiyoota`e`SA` barreessi, baay`eesirriimitijechuuf`SD`barreessi.

S/N							Yaadnidabalataayo ojiraateibsaa
A	Seera, waadaa fi yeroohojiikabajuu						
B	Tajaajilaafkanneenoolanqabatamaanjiraachuu						
C	AmalagaariinhawaasaTajaajilu, ofittiamanamummaaqaabaachuu						
D	Rakkoonamaaakkakanoffiittiilaaluu, namadhuunfaafkabajaqabaachuu						

TUMSA TAASISTAN HUNDAAF GALATOOMAA!!!