Mekelle University

College of Business and Economics

Department of Management

Assessment of the Prevalence of Good Governance In The Public Sector: the Case of Public Institutions in Debre Birhan Town

By:

Kassahun Yirga

A thesis Submitted in Partial Fulfillment of the Requirements for the Degree of Master of Arts Degree in Development Studies (Regional and Local Development Studies)

Advisor: Tewelde Mezgobo (Assistant Professor)

Co-Advisor: Micheal Tsegaye (MSc)

May, 2010   Mekelle,

Statement of Declaration

I, Kassahun Yirga, declare that the thesis entitled "Assessment of the Prevalence of Good Governance In The Public Sector: the Case of Public Institutions in Debre Birhan Town" is the result of my own effort. I have conducted the thesis independently with the guidance and support of the research advisors. The study has not been submitted to the award of any degree in any university. It is submitted for the partial fulfillment of the requirement of the Degree of Master of Arts Degree in Development Studies (Regional and Local Development Studies).

Name: **Kassahun Yirga**   Signature: _____ Date: _____

Mekelle

Statement of Certification

This is to certify that this thesis entitled "Assessment of the Prevalence of Good Governance in The Public Sector: the Case of Public Institutions in Debre Birhan Town " submitted in partial fulfillment of the requirements for the award of the MA Degree in Development Studies(Regional and Local Development Studies) to the College of Business and Economics, Mekelle University, through the Department of Management, done by Mr.Kassahun Yirga, Id.No CBE/PR0053/01 is an authentic work carried out by him under my supervision. The matter embodied in this thesis has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

The supervisors:

Advisor: Tewelde Mezgobo/ Assistant   Professor/   Signature:_____ Date:_____

Co-advisor:Micheal Tsegaye/MSc/   Signature:_____ Date:_____

Mekelle

Acknowledgment

If it is not the Lord who builds a house, the builders are wasting their time.

If it is not the Lord who watches over the city, the guards are wasting their time.

It is a waste of time to get up early and stay up late, trying to make a living.

The Lord provides for those he loves, even while they are sleeping. (PSALM 127:1-3)

> Those who trust in the Lord are like Mount Zion.
>
> They will never be shaken.
>
> They will continue forever.
>
> Like the mountains that surround Jerusalem,
>
> the Lord surrounds and protects his people now and forever.
>
> (PSALM 125:1-2)

ABSTRACT

Having seen its desperate importance and the great efforts of the government in achieving good governance, this study stands to assess governance in public institutions making its topic 'an assessment of the prevalence of good governance in public institutions.'

The main objective of the study is assessing how far good governance is prevalent in public sector institutions and the research was conducted on 11 public institutions purposefully selected in Debre Birhan town. The study employed qualitative research methodology and data was collected through questionnaire method and the data obtained both from public institution employees and service users together with the information obtained through interview from selected officials. The descriptive analysis made revealed that institutions are on the way striving to achieve governance practically in their institutions. Based on the analysis conducted using five core elements of good governance namely accountability, transparency, equity and equality, effectiveness and efficiency and participation different achievements and failures were observed. Frameworks and mechanisms for good governance implementation are found ready. The necessity of engaging the society in full scale participation, the need for trainings, workshop, seminars, on good governance, increasing implementing capacity of the institutions, the necessity of using different mass medias including the regional mass medias for good governance issues , struggling against corruptions are recommended for the failures in public institutions in their run forward to achieve good governance.

TABLE OF CONTENTS

Contents   **Pages**

CHAPTER ONE: INTRODUCTION

CHAPTER 2
REVIEW OF RELATED LITRATURES

CHAPTER SIX

CONCLUSION AND RECOMMONDATION

List of Tables

List of Figures

Acronyms

ADB	Asian Development Bank
AHSI	African Human Security Initiative
ANAO	Australian National Audit Office
AUSAID	Australian Agency for International Development
CBOS	Community Based Organizations
CIPFA	Country Indicator for Foreign Policy
COECD	Commerce Organization for Economic Cooperation and Development
CSOs	Civil Society Organizations
DIP	Development International Program
ECA	Economic Commission for Africa
FDRE	Federal Democratic Republic Of Ethiopia
GOFORGOLD	Good Governance for Local Development
IDEA	International Institute for Democracy and Electoral Assistance
KKZ	Kaufman-Kraay-Zoibolobaton Indicator
MDGs	Millennium Development Goals
MoFED	Ministry Of Finance and Economy Development
OPM	Office for Public Management
OSCE	Organization for Security and Cooperation in Europe
PASDEP	Plan For Accelerated Sustainable Development To End Poverty
SDPRP	Sustainable Development and Poverty Reduction Program
SHRDC	SAAR Human Resource Development Center
TVET	Technical and Vocational Educational Training
UGGP	Urban Good Governance Project
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programs
UNESCAP	United Nation Economic and Social Capital For Asia And Pacific

UNO   **United Nations Organization**

USAID   **United States Agency for International Development**

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The concept of governance is not new. Yet, it was since early 1980s that it has emerged as a popular agenda of development literature and appeared in the discussion about social organization (Aminuzzaman, 2007:13) (SHRDC, 2004:1). Since then, however, consensus has not reached on among different stakeholders around a single definition of governance (ibid), (*Plumptre* and Graham, 1999). However, despite the wide array of governance definitions by different authors and organizations, one should not conclude that there is a total lack of definitional consensus in this area. That is because most definitions of governance accept the importance of a capable state operating under the rule of law (Kraay, 2003).

Although governance has varied definitions it is relevant to this research to use the widely accepted definitions of governance which are coined by UNDP and Commission on Global Governance. According to UNDP (1997) 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 endowments 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. It is the means of achieving the aims and objectives of any institution. Governance is about how government and other social organizations/institutions interact, how they communicate with citizens and how decisions get taken in an increasingly complex world.

Commission on Global Governance on its part describes governance as the totality of ways and means individuals and institutions, public and private handle their own common affairs. It is an ongoing process by which various and conflicting ideas may be accommodated and cooperative actions may be taken. It encompasses formal institutions and regimes as well as formal/informal arrangements that people and institutions either have reached on common consensus or perceive to be in their interest (Commission on Global Governance, 1995) in (UNESCAP, 2009).

Governance is referred to be good when it deal-outs and manages resources to respond to collective problems, that is, when a state competently provides public goods of necessary quality to its nationalities.

The term 'Good governance has been extensively used in the last one and half decade and is mainly of a political and technocratic term which is different from governance and suggests that governance should be "good" not "bad' . It is a term that symbolizes the paradigm shift of the role of government (Holzer Marc & Kim Byong-Joon, 2002; Stella Ladi, 2008). And good governance is an evaluative term which implies that a number of desirable qualities, including transparency, inclusiveness, professionalism and effectiveness should be included in decision making processes, and a number of desired effects such as respect for civil and political rights, economic development, poverty reduction, political stability and individual security ought to be achieved by policies.

Though governance in Africa has been debated since the 1960s following the independence of many African countries from western colonization, it was recently that has become the leading socio-political agenda of the continent and that democratic politics and better governance have taken a significant leap in Africa since the last two decades. Competitive political parties have come to power in many African countries and the political space has been gradually liberalized though still numerous challenges regarding political governance are widely observed in many African countries (ECA, 2005).

Ethiopia, after a long years tradition of centralized government and governance structure, a decentralized form of government and governance structure has been adopted since 1991 with four tires of government structures, federal, regional & woreda(city administration/government) and Keble. This marked a dramatic change in terms of the tradition of the country's governance.

And since 2000 national declaration policies have formed part of a large scale reform of government resulting in the creation of institutional and legal frameworks for urban local government authorities which enabled the formerly marginalized municipalities to function as independent local authorities. The main objective has been to create and strengthen urban local government that will ensure public participation, democratization, and enhanced decentralized

service delivery through institutional reforms, capacity building, systems development and training (Ministry of Work and Urban Development, 2007).

The government of Ethiopia using its Plan for Accelerated and Sustainable Development to End Poverty (PASDEP) has given emphasis to continue supporting the enhancement of democratization and improved governance. It recognizes that democracy and good governance are necessary conditions for poverty reduction. To this end PASDEP promotes a more conducive environment to facilitate enhanced degrees of popular participation and increasing mechanisms of accountability, responsiveness and effectiveness of public institutions (MoFED, 2007).

Thus, this study has been tried to assess how prevalent good governance in public sectors making 11public institutions found in Debre Birhan town of Amhara Regional State its sample institutions.

1.2 STATEMENT OF THE PROBLEM

One of the areas of consensuses reached by the world leaders in September 2000 in their Millennium Summit General Assembly of the United Nations conference for the Declaration of Millennium Development Goal was Democracy and Good Governance. That is why governance occupies a central stage in the development discourse and is considered as a crucial element to be incorporated in the development strategy (Abdellatif, 2003). Ethiopia as one of the African countries trying to achieve the millennium development goals accepted the importance of good governance and striving to achieve it.

However, Ethiopia like any other African country has faced a number of challenges in democratization and good governance building processes. In order to address the gaps identified the government developed a multi-sectoral national capacity building strategy which advocates the principles of decentralization, regional autonomy, and efficiency to enhance popular participation and to promote good governance, accountability and transparency (ECA,2005)

Most importantly when the policy of decentralization was proclaimed in 2000, according to Ministry of Work and Urban Development (2007), the main objectives has been to create and strengthen urban local government that will ensure the traits of good governance such as public participation, democratization, and enhance decentralized service delivery through institutional reforms, capacity building, systems development and training. Formerly in its strategy,

Ethiopia's Sustainable Development and Poverty Reduction Program (SDPRP), the issue of good and decentralized governance was considered as one of the building block in the struggle against poverty (Kumera, 2006).

As clearly stated in the Ethiopia's guiding strategic framework for the five year period 2005/06-2009/10 commonly known as a Plan for Accelerated and Sustained Development to End Poverty (PASDEP), programs aimed at strengthening the democratization processes are being taken step by step in the form of Civil Service Reform, Justice system Reform, Improved Democratic Governance, and Decentralization which resulted significant achievements in the last few years (MoFED, 2006).

In general, though the government of FDRE has taken important measures to promote good governance by ratifying a number of international human right instruments, and the FDRE constitution adopted multi-party government system and accepted most of the internationally recognized human rights conventions since 1991, the process of good governance building is facing serious and complex challenges. The challenges are mainly related with that of the infancy of building good governance in the country (Rahmato, Bantirgu, Endeshaw, 2008). According to the authors the major challenges include lack of adequate awareness about human rights among the public, the limited democratic culture and experience in the country, limited participation of citizens in governance, lack of adequate and appropriate policies and laws in some areas and capacity limitations of law enforcement and governance organs of the government.

Based on the state governance survey conducted by the Economic Commission for Africa for 28 countries (2004) , Ethiopia's performance in all indices of measuring good governance has fallen below the sample average which is 53% while the sample index of Ethiopia is 36% (Shimelis, 2005) in (ECA, 2004) and the same trend persists in the country governance profile by subsequent ECA's governance survey of 2005(ECA, 2005).This clearly, according to the documents, shows that Ethiopia is still not good in good governance even as far as African standards concerned. Moreover based on 2005 IDA Resource Allocation Index in the area of public sector management and institution Ethiopia scores 3.1 averages in which 6 points is the highest and 1 is the lowest point. Especially in transparency, accountability and corruption in public sector the country score below average, 2.5 points (Court, Fritz, and Boadi, 2007).

cognizant of these facts, PASDEP recognizes about the need for more efforts to make local authorities more transparent, accountable and efficient in their response to the needs of the people. Therefore, in order to know how far good governance in the country progresses and/or face obstacles, the activities of making regular assessments and measurements of governance condition of the country is necessary(MoFED, 2006).

Thus, because of two major facts:

- assessing the governance condition of the public institutions found in the country helps to further strengthening total endeavors of the country for good governance establishment,

- since researches conducted concerning good governance at the local level in the country in general and Amhara regional state in particular are very few ; this study will assess the prevalence of good governance in public institutions found in Debre Birhan town in Amhara Regional state.

1.3 REASERCH QUESTIONS

✓ To what extent does good governance prevail in the public/government institutions both in principle and practice?

✓ What perception has the public officials and civil servants about good governance

✓ What are the observations of the society (service users) regarding the performance of institutions in relation to good governance?

✓ What are the major problems which hinder the prevalence of good governance in public/government institutions?

✓ What are the consequences of the absence of good governance over the public users, institutions and the town?

1.4 OBJECTIVES OF THE STUDY

The general objective of the study is to assess how good governance is prevalent in public (government) institutions at local level in the study area. The specific objectives are:

1- To examine to what extent good governance is prevalent in public institutions both in principle and on the ground;

2- Assesses the perception of public officials and civil servants towards good governance;

3- To identifying specific capacity-building needs in relation to governance;

4- To investigate the perception of the society concerning how prevalent good governance in public institutions;

5- To identify major setbacks for the prevalence of good governance in public institutions;

6- To explore the consequences of the lack or absence of good governance on the part of service users;

1.5 SIGNIFICANCE OF THE STUDY

The findings of this study are significant because;

➢ It highlights success parts of institutions that should be enhanced and failures that should deserve the attention of concerned bodies to take corrective measures,

➢ Enable public institutions to identify the basic factors that hinder the prevalence of good governance in their institutions,

➢ Describe the major points that institutions should give due attention as far as their capacity development needs in relation to good governance concerned,

➢ Clearly show the possible outcomes of the absences or prevalence of good governance both up on the institutions in particular and the society (town) in general.

➢ It also gives some insight how good governance plays crucial roles in the day to day activities of the institutions, service users and the society at large.

➢ Finally, as it almost is the first attempt tried directly on the issue of good governance at local level in the country, it becomes a spring board for further studies to be conducted.

1.6 SCOPE AND LIMITATION OF THE STUDY

This paper deals with assessing the prevalence of how good governance in public institution found in Derbre Birhan town focusing with eleven selected public institutions: Municipal, Service office, Trade & industry ,SME, office Justice office, Woreda court, Health station, Office of police, Water & sewerage office, Office of education, Revenues office. Thus the study focuses how good governance is prevalent in public institutions while conducting their normal tasks.

And the research was also tried to identify major impediments deterring the prevalence of good governance, explore the consequences of lack of good governance and define the implications on the part of the institutions, public service users and to the overall development of the town. And it is only 11 institutions included in the study out of the 25 institutions found in the town and the study is limited to assess only the governance conditions of institutions under FDRE government. The main target of this research has been only assessing governance in public sector from the points of the five core elements of good governance and it is on of the limitations of the study.

1.7 ORGANIZATION OF THE STUDY

The research is organized in to six chapters. Background of the study, statement of the problem, research questions, objectives, significance, scope and limitation of the study are included in chapter one. Chapter two of the study deals with literature review in order to enable readers comprehensively understand   governance and good governance ,the conceptual frame works when, how and why good governance as a leading issue emerged. The link between good governance and   sustainable economic development and, how good governance contributes for stability and peace. The section includes also the link between democracy and good governance, about local governance, decentralized governance, public sector governance which enables readers good view governance from different perspective.

The third chapters focused on good governance overview of Ethiopia which enable readers briefly know what profile the country has.

Research methodology with its relevant and rational instruments and methods used to collect data and analysis has discussed in chapter four and they played important role in the study.

Analysis of the findings obtained from questionnaires and interviews are found in chapter five and based on identified results, conclusions and possible recommendations made in chapter six.

CHAPTER TWO

REVIEW OF RELATED LITRATURES

The review of related literatures will try to assess significant conceptual issues and definitions associated with the main theme of the study.

'Of all the ills that kill the poor, none is as lethal as bad government.' The Economist, 1999

2.1 CONCEPTUAL ISSUES AND MEANINGS OF GOVERNANCE

Definitions of the main terms and concepts pertinent to this study have been treated in this section and all the necessary efforts were exerted to make as feasible as possible with the theme of the study.

 "Governance" is a catch-all word that entered common usage during the 1990s. The term was first coined in the *1989 World Development Report* where it referred mainly to financial accountability of governments. The meaning of this term was later re-conceptualized by UNDP, defining "governance" as the exercise of political, economic and administrative authority to manage a country's affairs. An important objective of governing institutions, according to UNDP, is to promote constructive interaction between the state, the private sector and civil society. Later, in World Bank and donor discourse, it became a call to arms for advancing a new agenda of development assistance, the perception being that financial or technical assistance would not be put to good use until such concepts as transparency and accountability, due process, probity and efficiency were institutionalized in the systems of government of recipient countries.

Governance emphasizes a government that is open and responsive to civil society, more accountable and better regulated by external watchdogs and the law. A strong role is proposed for "voice" and for civil society "partnerships" through non-governmental organizations (NGOs) and community participation. Governance models thus tend to focus more on incorporating and including citizens in all their stakeholder roles rather than simply satisfying customers, a theme that echoes the notion of "creating public value".(United Nations Department of Economic and Social Affair-World Public Sector Report, 2005:12-13)

However, due to the inherent diversity in national traditions and public cultures as well as because of its broad and complex nature diverse institutions and individuals define governance in different ways from different perspectives. Some define governance broadly to cover a wide array of issues and still another defines it in a more narrowed manner but it does not mean that narrow definitions are necessarily more precise; broad definitions can be precise, and narrow definitions can be vague. For this case it is better to treat the definition of governance in light of the leading regional and international organizations:

UNDP uses a broad definition of governance and conceptualizes governance through inclusive participation, responsive institutions and certain principles and values, such as human rights, gender equity and integrity. UNDP argues that governance is an end in itself, and a means to achieve human development (UNDP-Oslo Center, 2009:19). And it defines governance as the exercise of economic, political and administrative authorities to manage a country's affairs at all levels and it comprises mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, fulfill their obligations and accommodate their differences(UNDP,1997). According to UNDP Governance consists of the traditions and institutions by which authority in a country is exercised.
 This includes:
– the process by which governments are selected, monitored and replaced,
– the capacity of the government to effectively formulate and implement sound policies,and
– the respect of citizens and the state for the institutions that govern economic and social interactions among them.(Daniel Kaufmann, AartKraay, and Massimo Mastruzzi,2006) retrieved from www.govindicators.org

UNDP in its strategy note on governance for human development broadly describes governance as the system of values, policies and institutions by which a society manages its economic, political and social affairs through interactions within and among the state, civil society and private sector. It is the way a society organizes itself to make and implement decisions— achieving mutual understanding, agreement and action. It comprises the mechanisms and processes for citizens and groups to articulate their interests mediate their differences and exercise their legal rights and obligations. It is the rules, institutions and practices that set limits and provide incentives for individuals, organizations and firms. Governance, including its social,

political and economic dimensions, operates at every level of human enterprise, be it the household, village, municipality, nation, region or globe. (UNDP Oslo Center, 2007)

WORLD BANK describes governance as the manner in which power is exercised in the management of a country's economic and social resources. The Bank identified three discrete aspects of governance. These are (i) the form of political regime; (ii) the process through which authority is practiced in the management of a country's economic and social resources for development; (ii) the capacity of governments to design, formulate, and implement policies and discharge functions (World Bank, 1997).

USAID viewed governance as a concept that includes the capacity of the state, the commitment to the public goods, the rule of law, the degree of transparency and accountability, the level of popular participation, and the stock of social capital (http://www.usaid.gov/fani/overview-governance.htm).

INSTITUTE OF GOVERNANCE, Ottawa states governance as a concept that comprises the institutions, processes and conventions in a society which determine how power is exercised, how important decisions affecting society are made and how a variety of interests harmonized in such decisions (Institute of Governance, 2002).

ASIAN DEVELOPMENT BANK: governance has to do with the institutional environment in which citizens interact among themselves and with government agencies and officials. The capacity of this institutional environment is significant for development in that it helps to determine the impact achieved by the economic policies adopted by the government. This capacity and the consequent governance quality it reflects, is a critical concern for all governments. (http://www.adb.org.\/work/policies/governance/gov-policies.pdf)

COMISSION ON GLOBAL GOVERNANCE defines governance is the sum of the many ways individuals and institutions, public and private, manage their common affairs. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action may be taken. It includes formal instructions and regimes empowered to enforce compliance, as well as informal arrangements that people and institutions either have agreed to or perceive to be in their interest. (Commission On Global Governance, 1995)

OECD describes governance that denotes the use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development. This broad definition encompasses the role of public authorities in establishing the environment in which economic operators function and in determining the distribution of benefits as well as the relationship between the ruler and the ruled. (**http://www.oecd.org/dac/**)

2.2 GOOD GOVERNANCE

Good governance as a basic development agenda has got significant momentum in the world especially in the last decade and has become the issue that attracts the attentions of different economists, political scientists, lawyers, Politian, international, regional and national organizations and various donor agencies. 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). It then represented an important departure from previous policy, largely prompted by the experience in Africa. The main thrust behind its introduction in the Bank's corporate policies resides in the continuing lack of effectiveness of aid, the feeble commitment to reform of recipient governments and the persistence of endemic corruption in developing countries.

In addressing governance, the Bank calls into question the ability, capacity and willingness of political authorities to govern effectively in the common interest. There is heightened awareness that the quality of a country's governance system is a key determinant of the ability to pursue sustainable economic and social development (Santiso, 2002:20). Thus, following the failure of structural adjustment program in developing countries where policies are effectively prepared but not implemented properly due to bad or even mal-governance, the issue good governance has emerged as one of the critical conditions if development agendas are to hit their intended targets. http://www.eurojournals.com/ejsr.htm

However, there is no single and exhaustive 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. Depending on the context and the overriding objective sought, good governance has been said at various times to encompass: full respect of human rights, the rule of law, effective participation,

multi-actor partnerships, political pluralism, transparent and accountable processes and institutions, an efficient and effective public sector, legitimacy, access to knowledge, information and education, political empowerment of people, equity, sustainability, and attitudes and values that foster responsibility, solidarity and tolerance.

Nevertheless, there is a significant degree of consensus that good governance relates to political and institutional processes and outcomes that are deemed necessary to achieve the goals of development. It has been said that good governance is the process whereby public institutions conduct public affairs, manage public resources and guarantee the realization of human rights in a manner essentially free of abuse and corruption, and with due regard for the rule of law. The true test of "good" governance is the degree to which it delivers on the promise of human rights; civil, cultural, economic, political and socialhttp://www2.ohchr.org/English/issues/develop

Defining good governance has become a contentious issue in development co-operation circles and has led to a multiplication of conflicting concepts which forced different people, organizations, governments and city authorities to define "good governance" according to their own experience and interest. Good governance is a process that, in the words of international regimes theory, represents a "persistent and connected set of rules, formal and informal, that prescribe behavioral roles, constraint activity, and shape expectations" (Keohane, 1990:731 and 1998). A governance system denotes a governing regime – a set of institutionalized norms, rules and decision-making procedures that frame the process of government (Krasner, 1982).

The notion of good governance extends beyond the capacity of public sector management to the rules and institutions which create a legitimate, inclusive, transparent and accountable framework for the formulation and conduct of public policy. 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, 2002:24).

Good governance basically refers to the competent management of a country's resources and affaires in a manner that is open, accountable, equitable and responsive to peoples 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.

USAID (2005) refers good governance as the ability of government to develop an efficient, effective and accountable public management process. It is characterized by transparent, pluralistic, citizens involvement in decision making , representation and accountability by focusing the areas of legislative strengthening, decentralization and democratic governance, anti corruption, civil-military relations, and improving policy implementation. Good governance is also described as how the institutions, rules, and systems of the state- the executive, legislative, judiciary and military operate at central and local level by providing opportunities for all people to influence government policy and practice, macro economic stability to promote the growth necessary to reduce poverty; implement pro-poor policy that guarantees equitable and universal provision of effective basic services; ensure personal safety and security and manage national security arrangements accountably by developing honest and accountable government(DIFD, 2001).

According to European Union (EU) and ACP Group, in the context of a political and institutional environment that upholds human rights, democratic principles and the rule of law, good

governance is the transparent and accountable management of human, natural, economic and financial resources for the purposes of equitable and sustainable development. It entails clear decision making procedures and accountable institutions, the primacy of law in the management and distribution of resources and capacity building for elaborating and implementing measures aiming in particular at preventing and combating corruption (Article 9.3 of the Cotonou Convention) (Santiso,2002:25).

Based on Asian Development Bank (2001) good governance is defined as the process of translating societal demands in to choices, resulting in policy formulation and implementation.

As governance relates to the way power and authority is exercised and distributed within an organization, 'Good' governance is about making sure this power and authority is not concentrated in the hands of a single individual or group. This requires checks and balances be put in place within an organization that separates and balances power between different bodies (such as management and board) and has clear lines of accountability between them. Effective governance structures play an important role in ensuring resources are managed effectively within an organization and ensuring activities are undertaken that are in the interests of the mission and not of a group of individuals. http://www.childhelplineinternational.org/

The 1992 World Bank report entitled "Governance and Development" concluded that sustainable development can only take place if a predictable and transparent framework of rules and institutions exists for the conduct of private and public business, and the essence of good governance was described as predictable, open and enlightened policy, together with a bureaucracy imbued with a professional ethos and an executive arm of government accountable for its actions. All these elements are present in a strong civil society participating in public affairs, where all members of the society act under the rule of law (IFAD, 1999:1).

A good governance system puts further requirements on the process of decision-making and public policy formulation. It extends beyond the capacity of the public sector to the rules that create a legitimate, effective and efficient framework for the conduct of public policy. It implies managing public affairs in a transparent, accountable, participatory and equitable manner. It entails effective participation in public policy-making, the prevalence of the rule of law and an independent judiciary, institutional checks and balances through horizontal and vertical separation of powers, and effective oversight agencies (Santiso, 2002:21).

Good governance is not a matter of government only but a situation of multiple crisscrossing relationships in which different and various actors in the public and private sectors at national and international levels play various roles, sometimes mutually reinforcing and complementary, sometimes conflicting, but always following the same principles and practices that are agreed as constituents of good governance http://www.undp.org/rwanda

According to Chaudhry, et al (2009:339) good governance can be identified with the following features:

i. Good governance is mutually supportive and cooperative relationships between government, society, and the private sector. The nature of relationships among these three characters, and the need to make stronger viable system to facilitate interactions, assume critical importance.

ii. Good governance is defined as control of all, or some combination of, the following elements: contribution, transparency of decision-making, accountability, rule of law, predictability.

iii. Good governance is normative in origin. The values that provide the foundation for governance are the values postulated by the defining characters and institutions.

Good governance is a major factor in creating an environment of peace, stability and security in which people can pursue various productive and creative activities, creating wealth and employment and thus promoting human development and alleviating poverty. But good governance is a product of deliberate policies. It requires all the institutions of governance to function in accordance with a country's constitutional provisions of the rule of law, due process of law, cultures and traditions. And in order for the institutions of governance to perform their functions efficiently and effectively they must be endowed with the appropriate capacities. Good governance is a development issue with capacity-building ramifications (ECA, 2005:197).

The establishment of good governance, the practice by political leaders of accountability, transparency, openness, predictability, and the rule of law, is widely regarded as a critical element in securing sustained economic development, and a virtual prerequisite for market-led economic growth. Governance is not necessarily limited to government, but also refers to the

way in which all public affairs are conducted – for instance, in the economic or non-governmental sectors as well.

Good governance depends on the extent to which the general citizenry perceives a government to be legitimate, that is, committed to improving the general public welfare; competent to maintain law and order and deliver public services; able to create an enabling policy environment for productive activities; and equitable in its conduct, favoring no special interests or groups. Corruption is often regarded as the antithesis of good governance http://www.issafrica.org/Pubs/

Governance should be approached as an effective indicator, which determines how a system despite its level, from a company, to the international relation, works. From this point of view, good governance is not merely an ethical issue and far reaching, rather very practical and accessible. "Each of the elements, and good governance itself, can be understood to be both a means and a goal of development. Assessing governance and its elements will lend insight into how development efforts are succeeding (or not succeeding) in securing choices for the people the government represents." http://www.acdi-cida.gc.ca/CIDAWEB/

Good governance is at the heart of sustainable development and the alleviation of poverty. It clearly is good for economic growth. It augments production inputs, such as labor and capital, and enhances the productivity of those inputs. It can also influence the distribution of the benefits of economic growth as income distribution is a crucial factor in transforming growth into poverty reduction. Governance thus has a dual impact: on growth and its distribution. So better governance, by increasing growth and improving income equity, can reduce poverty and spur advances towards the Millennium Development Goals (ECA, 2005:1)

Getting good governance calls for improvements that touch virtually all aspects of the public sector—from institutions that set the rules of the game for economic and political interaction, to decision-making structures that determine priorities among public problems and allocate resources to respond to them, to organizations that manage administrative systems and deliver goods and services to citizens, to human resources that staff government bureaucracies, to the interface of officials and citizens in political and bureaucratic arenas(. Grindle, 2004a) in (Grindle, 2005:1).

2.3 Preconditions for Good Governanace

According to Ethnocultural Diversity Resource Center and the King Baudouin Foundation (2007:20-23) for the concept of good governance is to be practically established especially in a multiethnic country like Ethiopia the following necessary conditions have first put in to practice. These are:

2.3.1 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 superfluous, as the fundamental right to life is not ensured.

2.3.2 Recognition of diversity, as recognition of diversity is the first step in ensuring access to resources, participation in decision-making processes, representation in local public institutions, and policies addressing the needs of the minorities, Good governance in multiethnic communities requires, as well, recognition of the ethnocultural diversity.

2.3.3 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. Thus, in order to make the local public administration more effective and politically willing to implement policies and programs, the process of improving local governance should deserve important attentions.

2.3.4 Decentralization, Centralization, or insufficient decentralization, is yet another barrier to ensuring good governance at the local level. Lack of decision-making power, insufficient human and financial resources, overlapping competences between the local and the central levels, or overruling power of the central level over local decisions, are all aspects that impede good operation at the local level, and therefore any form of good governance. Thus, delegation of decision-making responsibilities from the central to the regional and the local levels is another precondition of good governance.

2.4 CORE ELEMENTS OF GOOD GOVERNANCE

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

governance(UNDP, 1997) (ADB,2002) (S. Grindle,2005) (ODI, 2006) (SHRDC, 2004) (AUSAID, 2005) (UNDESA,2007):

2.4.1 Participation which refers to the process by which all men and women have a voice in decision making either directly or through legitimate intermediate institutions that represent their interests. The course of such broad participation is based up on freedom of association and speech, as well as capacities to participate constructively. Good governance also requires that civil society has the opportunity to participate during the formulation of development strategies and that directly affected communities and groups should be able to participate in the design and implementation of programmes and projects. Even where projects have a secondary impact on particular localities or population groups, there should be a consultation process that takes their views into account. This aspect of governance is an essential element in securing commitment and support for projects and enhancing the quality of their implementation (IFAD, 1999:3).

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

2.4.3 Transparency has to be built on the free flow of information. In transparency processes, institutions and information are directly accessible to the concerned bodies so as to understand and monitor them. As private-sector investment decisions depend on public knowledge of the government's policies and confidence in its intentions, as well as in the information provided by the government on economic and market conditions, transparency of decision-making, particularly in budget, regulatory and procurements, is critical to the effectiveness of resource use and the reduction of corruption and waste.

2.4.4 Responsiveness refers to the attempt of institutions and process to serve all stakeholders.

2.4.5 Consensus orientation urges good governance to mediate differing interests to arrive at broad consensus on what is the best interest of the group, and where possible, on policies and procedures.

2.4.6 Equity and equality, good governance has to promote to all men and women to advance or sustain their wellbeing. According to UN-Habitat the sharing of power leads to equity in the access to and use of resources. Women and men must participate as equals in all urban decision-making, priority-setting and resource allocation processes. Inclusive cities provide everyone - be it the poor, the young or older persons, religious or ethnic minorities or the handicapped - with equitable access to nutrition, education, employment and livelihood, health care, shelter, safe drinking water, sanitation and other basic services (Linkola,2002:3). Linkola suggests the practical means of realizing this principle that include, *inter alia*:

• Ensuring that women and men have equal access to decision-making processes, resources and basic services and that this access is measured through gender disaggregated data;

• Establish quotas for women representatives in local authorities and encourage their promotion to higher management positions within municipalities;

• Ensure bye-laws and economic development policies support the informal sector;

• Promote equal inheritance rights for land and property;

• Establishing equitable principles for prioritizing infrastructure development and pricing urban services;

• Removing unnecessary barriers to secure tenure and to the supply of finance; creating fair and predictable regulatory frameworks

2.4.7 Effectiveness and efficiency, the concept of good governance should ensure efficiency and effectiveness in the use of resources of a nation having not compromise the crucial needs of citizens. It is the extent to which limited human and financial resources are applied without unnecessary, waste, delay or corruption. Urban areas must be financially sound and cost-effective in their management of revenue sources and expenditures, the administration and delivery of services, and in the enablement, based on comparative advantage, of government, the private sector and communities to contribute formally or informally to the urban economy. A key

element in achieving efficiency is to recognize and enable the specific contribution of women to the urban economy (ibid). It also refers the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies (M.A. Thomas).

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

2.4.9 Strategic vision, leaders and the public should have a broad and long term perspective on the issue of good governance and human development including the understanding of the basic traits for such development.

2.4.10 Predictability results primarily from laws and regulation that are clear, known in advance and uniformly and effectively used. Laws and policies should exist that regulate society and that are applied fairly and consistently. Predictability requires the state and its subsidiary agencies to be bound by and answerable to the legal system in the same way as private enterprises and individuals. The specific area of action could be the development of predictable legal frameworks for private-sector development.

2.4.11 Gender balance, according to UNDP the continued absence of women's voice in governance is largely due to inequitable representation and participation in institutional structures from governments and political parties to NGOs and the private sector. Thus, good governance should give due emphasis in facilitating and creating conducive environment for women to participate equally in a nation socio-political, economic and cultural affairs.

2.5 PUBLIC SECTOR GOVERNANCE

Public sector governance also called corporate governance has many different definitions. Accordingly, Australian National Auditing Agency (ANOA) (2003) broadly defines public sector (corporate) governance as the processes by which organizations are directed, controlled and held to account. It encompasses authority, accountability, stewardship, leadership, direction and control exercised in the organization. The Commonwealth of Australia (2003) describes public governance has "a very broad coverage, including how an organization is managed, its corporate and other structures, its culture, its policies and strategies and the way it deals with its various stakeholders. In its part Australian National Audit Service (2003:13) describes public sector governance as a very broad covering including how an organization is managed, its corporate and other structures, its policies and strategies and the way it deals its various stakeholders.

The concept encompasses the manner in which public sector organizations acquit their responsibilities of stewardship by being open, accountable and prudent in decision making, in providing policy advice, and in managing and delivering programs." Public sector governance encompasses the policies and procedures used to direct an organization's activities to provide reasonable assurance that objectives are met and that operations are carried out in an ethical and accountable manner. In the public sector, governance relates to the means by which goals are established and accomplished. It also includes activities that ensure a government's credibility, establish equitable provision of services, and assure appropriate behavior of government officials reducing the risk of public corruption.

According to World Bank (2005), sound functioning public sector that delivers quality public services consistent with citizen preferences as well as promoting private market-led growth as the same time managing fiscal resources prudently is considered critical to the achievement of Millennium Development Goals. Public sector governance has objects of ensuring an institution achieves its overall outcomes in an aspect to enhance confidence in the institution, its decisions and actions. Good governance in public sector therefore means that the institution's leadership, its staff, the government and in general the population can relay on the institution to perform its tasks well and with full probity and accountability. Good public sector governance generally focuses on two main requirements of institutions:

a) Performance refers to institution uses of its governance arrangements to contribute to its overall performance and the delivery of its goods, services or programs.

b) Conformance is institution uses of its governance arrangements to make sure it meets the requirement of the law, regulation, published standards and community expectations of probity, accountability and openness.

Unique governance principles arise from the unique nature of government, and are especially important in government. For instance, unique to the public sector is the importance of political forces, the not-for-profit nature, and the ultimate objective of public service for many governmental activities. Moreover, good public governance requires fair and impartially enforced legal frameworks. The absence of good governance structures and lack of adherence to basic governance principles increases the risk of public corruption, which is defined as the misuse of entrusted power for private gain.

Thus, according to the Institute of Internal Auditor (2006) there are governance principles critical for good public sector governance in addition to the basic governance principles described in the previous sections. These governance principles, critical for good public sector governance, are the principles of accountability, transparency, probity, and equity. (The Institute of Internal Auditor, 2006:8) Generally accepted principles of good public sector governance are:

■ **Transparency** – clear roles and responsibilities and clear procedures for decision-making and the exercise of power;

■ **Integrity** – acting impartially, ethically and in the interests of the organization, and not misusing information acquired through a position of trust;

■ **Stewardship** – using every opportunity to enhance the value of the public assets and institutions that have been entrusted to care;

■ **Efficiency** – the best use of resources to further the aims of the organization with a commitment to evidence-based strategies for improvement; and

■ **Leadership** – leadership from the top is critical to achieving an organization-wide commitment to good governance.

■**Accountability** – being answerable for decisions and having meaningful mechanisms to ensure

2.6 GOOD LOCAL GOVERNANCE

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

According to Shah & Shah (2005) governance at local level described as a broad concept and is defined as the formulation and execution of collective action at the local level. 'Local governance links the processes of democratization and decentralization at a sub-national level.' Although, strictly speaking, local governance does not require local democracy, it is believed that decentralization without local democracy is quite simply less effective.

According to World Bank Oslo Center the concept of 'democratic local governance' has become an integral part of local development approaches, and has provided a basic rationale for donors' support to decentralization reforms and local governments' capacity building. The concepts of local governance and decentralization, at times used interchangeably, are related but different concepts.

Decentralization is primarily a national political, legislative, institutional and fiscal process. While local governance can be affected by decentralization processes - for example, if local governments are expected to provide services formerly offered through national organizations - it may or may not be accompanied by decentralization, representative or participatory democratic processes, transparency, accountability or other defining characteristics of 'good' local governance. For development and governance to be fully responsive and representational, people and institutions must be empowered at every level of society – national, provincial, district, city, town and village.

Local democracy produces more effective local governance. This is achieved by deploying local authority resources more effectively and more appropriately. The more a local government can involve stakeholders in local decision-making, the stronger and more sustainable its decisions will be.

Thus it covers the direct and indirect roles of formal institutions of local government and the government hierarchies, as well as the roles of informal norms, networks, community organizations, and neighborhood associations in pursuing collective action by defining the framework for citizen-citizen and citizen state interactions, collective decision making, and delivery of local public service. Local government thus includes the various objectives of vibrant living, working, and environmentally preserved self governing communities.

The very concept of good local governance denotes quality, effectiveness, and efficiency of the local administration and public service delivery; the quality of local public policy and decision making procedures including their inclusiveness, their transparency, and their accountability, and the manner in which power and authority are exercised at local level (http://www.undp.org). Good governance at local level is not just about providing a range of local services; it is also preserving the life and liberty of residents, creating space for democratic participation and civic dialogue, supporting market led and environmentally sustainable local development, and facilitating outcomes that prosper the quality of life of residents (Anwar Shah et al, 2005). Based on Good Governance for Local Development (GOFORGOLD), Local Governance Barometer (LGB) and UN- HBITAT Governance Index; (http://www.undp.org/oslocentere)

Representation	Accountability
Transparency and rule of law	Effectiveness
Security	Equity
Sustainability	Participation and civic engagement

are principles of good local governance.

2.6.1 Universal Priorities to be considered for Local Governance

Based On United Nations Development Program, Oslo Center (2009) the following points are considered universal priorities for local governance:

❖ Participation through inclusiveness and empowerment of citizens

❖ Capacity-building and institutional reform that strength local authorities

❖ Local authorities should recognize the different constituencies within civil society and strengthen all to participate in the development process

❖ Apply the principle of non-discrimination to all concerned stakeholders

❖ Ensure the representation of citizens in the management of local authority throughout all stages of the policy processes

❖ New form of participation such as neighborhood councils, community councils, e-democracy, participatory budgeting, etc should be adopted for strengthening civic engagement

❖ Records and information should be maintained in principle and made *publicly available*

2.7 GOOD GOVERNACE AND DEVELOPENT

Governance embraces all of the methods- good and bad that societies use to distribute power and manage public resources and problems. Thus, functions that government has are not specific to a particular type of political regime, good governance can be achieved in any number of ways in which government operates and exercises its functions. Good governance does not necessarily mean democratic governance or western style liberalism; governance can be said good when public resources and problems are managed effectively, efficiently and in response to critical needs of societies (Abdellatif, 2003).

But this does not mean that good governance is all about, it is a broad and complex multi-dimensional concept that acquires the traditions, institutions, and processes that determine how power is exercised, how citizens acquire a voice and how decisions are made on issues of public concern in an efficient, effective, transparent, accountable, equitable manner based up on the broad participation of the society and the rule of law (UNDP, 1997).

According to UNDP there is a growing international consensus that sound governance is essential in achieving sustainable human development and Abdellatif (2003) has also described good governance as a key determinant of growth. Besides, good governance according to ECA (2005) has described as a major factor in creating an environment of peace, stability and security in which people can pursue various productive and creative activities, creating wealth and employment and thus promoting human development and alleviating poverty.

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

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

CHAPTER THREE

OVERVIEW OF GOOD VERNANACE IN ETHIOPIA

3.1-Good Governance in Ethiopia

For many years Ethiopia was remained unitary state under the philosophies of unitary governments. It was in 1991 that the country has departed from the old historical system of governance when the government existing by now organized the country in to decentralized federal government system. Since then that the devolved form of governance has become in place replacing the country old aged unitary forms of government philosophies. Based on the 1995 constitution of the country article 50(2) (3) the country is organized in to federal and regional states. And each of the states has the legislative, executive and judiciary functions similar to the federal government. Accordingly based on the 2001-revised constitution of Amhara Regional State's Constitution article 45(1) the regional state divided in to Woredas and Kebles. In this way the government and governance system which is quite different from the traditional system of governance established in the country.

Based on the described governance structures the government of the country has been striving to bring changes in socio-political and economical realm of the country since 1991. As the issue of governance especially of good governance has recently got a special attention in the agendas of world arena, the government of the country has made the issue of good governance as one of the main issues of the government. As recently the relation between strong, capable institutions and good governance has been clearly acknowledged by most African governments in establishing and entrenching a culture of accountability and transparency in the management of national affairs, efficient and effective institutions are considered to be essential requirements and prerequisites. Thus according to ECA (2004)"Measuring and Monitoring Progress towards Good Governance in Africa" is about capacity to promote democratic governance, and to improve the structures and institutions to properly discharge their assigned responsibilities.

As capacity has been described as the "missing link" in African development and democratization, Ethiopia as an African country has suffered from the problems of capacity and different capacity gap areas were identified. And in order to tackle against the capacity gap, the Government has formulated the National Capacity Building Strategy/Program, which is

considered to be critical for broad based and sustainable growth. Implementation of the Program is being undertaken step by step to strengthen the democratization process in the country. Developments in the various aspects of the Program: Civil Service Reform, Justice System Reform, Improved Democratic Governance, and Decentralization. The adoption of federal system of Government in Ethiopia resulted in open, transparent, and democratic governance that respects the right of all citizens, the adoption of the decentralization process, which gave power to regional governments to implement development policies and strategies and provided the opportunity for local residents to participate in development programmes. This is further strengthened by According to PASDEP Volume I, the following results achieved in democratic governance reform:

- ✓ Study for enhancing the public consultation mechanism through TV and radio in order to reach out the wider public has been completed and report produced.
- ✓ The training for improved administration and operation of law enforcement organs is underway;
- ✓ A human rights Commission and Ombudsmen's office have been established, Commissioner and Ombudsmen appointed as well. Efforts will continue to strengthen the institutions with the establishment of working systems and procedures;
- ✓ National and regional elections have been held in 2005. Over 25 million citizens participated in the election;
- ✓ Names and qualifications of approved judges have been publicly announced for reasons of transparency and judicial independence;
- ✓ The Government consulted with different groups in society and held public debates over policies to an extent which had not taken place in Ethiopia before; and,
- ✓ The National Action Plan (NAP) on gender has been formulated. The Government has also taken steps to improve the condition of women, including passing laws to protect women's rights.

As far as decentralization governance concerned PASDEP indicates the following achievements Progress has been made on a number of important areas, most notable ones being:

- ✓ The commencement of a study on human resource plan and training needs assessment and preparation of human resource development guidelines at the *woreda* level;

- ✓ Efforts have been wedged to expand the participation of the rural population in development, in building democratic system as well as to function within an organized administration, a manual has been prepared and put into effect to encourage and secure adequate participation of the public in all activities;
- ✓ Efforts have been wedged to enhance the capacity of officials at *woreda* level and to strengthen the organizational structure of the *woreda* administration, an assessment study was conducted in selected *woredas* and *kebeles*; and,
- ✓ With support from development partners, studies were conducted on good governance, structure of formulae governing region-*woreda* financial transfers, *woreda* revenue collection, and patent right as well as on special subsidies to *woredas*.

3.2 EFFORTS OF THE COUNTRY TO ACHIEVE GOOD GOVERNANACE

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

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

centers to facilitate accelerated and sustained urban development and which also involve substantial public and private investment, support the government's strategy of growth and poverty eradication is worth mentioned. The Urban Good Governance Package answers the question "how" will the government deliver the public services of the Urban Development Package and all other public services – those less tangible but essential attributes of government service delivery that are described in terms of efficiency, effectiveness, accountability, transparency, participation, sustainability, the rule of law, equity, democratic government and security (Ministry of Works and Urban Development, 2007:39). Urban good governance principles and practices are cross-cutting – they are applied to the development and implementation of all programmes.

The PASDEP governance matrix, according to Ministry of Finances and of Development (2007), sets out a number of out puts and outcomes relating to the development of state organization and institution, in particular, in relation to parliaments, the justice sector, the civil service, decentralized system of government, mechanisms of conflict management and resolution, democratic representation, and organization of good governance such as Institute of Ombudsman and Human Rights Communication.

The government has also made a five-year program agreement, in support of PASDEP's team goal to develop "a fully operational democratic, accountable and responsive constitutional federalism, ensuring good governance, citizens' empowerment and participation with UNDP, in 2007 under Multi- Donor Support for the Democratic Institution Program (DIP) with the total budget of USD 53.438 million. Based on the agreements, for instance at the end of the term of agreement in 2011, one of the selected institutions, Federal Ethics and Anti Corruption Commission (FEACC) is expected to achieve improved effectiveness, efficiency and accountability of the civil service; efforts to fight against corruption, institutionalized, well structured and systematized (MMoFED, 2007:8). These all shows the attempts that the government with the support of donors making are making to achieve good governance for sustainable economic development.

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

- lack of adequate awareness about human rights among the public
- the limited democratic culture and experience in the country
- limited participation of citizens in governance
- and lack of adequate and appropriate laws and policies in some areas
- capacity limitations of law enforcement and governance organs of the government, etc.(Rahmato, et al,2008:79)

  Cognizant of the fact that PASDEP recognizes about the need for more efforts to make local authorities more transparent, accountable and efficient in their response to the needs of the people

CHAPTER FOUR

METHODOLOGY

4.1 DESCRIPTION AND SELECTION OF THE STUDY AREA

Semien Shao(North Shoa) which takes its name from the Kingdom or former Province of Shoa is one of the 10 Zones of the Amhara Regional State of Ethiopia. It is bordered on the south and south west by the Oromia Region, on the north by South Wollo Zone, on the northwest by Oromia zone and on the east by the Afar Region. The highest point in the zone is Mount Abuye Meda(4012 meters). Based on the figures on the Centeral Statstical Agency in 2005, the zone has an estimated population of 2,159,301 of which 1,080,266 were males and 1,079,035 were females. North Shoa has an estimated population density of 134.37 per square kilometer. Based on the 1994 national census 146,952(9.41%) out of the total population of 1,560,916 were urban dweller. According the 1994 census the three largest ethnic group in North Shoa Zone of Amhara Regional State were Amhara(93.87%), Oromo($.27%) and Argobba(1.73%).

Debre Birhan which is located latitude and longitude of $9^{0}41^{'}$N $39^{0}32'$E/9.683^{0}N 39.533^{0}E and an elevation of 2840 meters is one of the 18 Wordas of North Shoa Zone of Amhara Region. It was founded by Emperor Zera Yaqob around 1456. Based on the Central Statistical Agency of 2007 Debre Birhan has estimated total population of 65,214 of whom 31, 658 are men and 33,556 are women. The Woreda has an estimated area of 14.71 square kilometers which gives Debre Birhan a density of 4571 % per square kilometer. According to the 1994 census the five largest ethnic groups were the Amhara (90.12%), the Oromo (3.94%), the Tigrayan (1.81%), the Gurage(1.6%), the Argoba (1.2%) and all other ethnic groups made up 1.33% of the population. Amharic spoken as a first language by 93.81%, Oromiffa was spoken by 3.04% and 1.5% spoke Tigrinya, and the remaining 1.65% spoke all other primary languages.
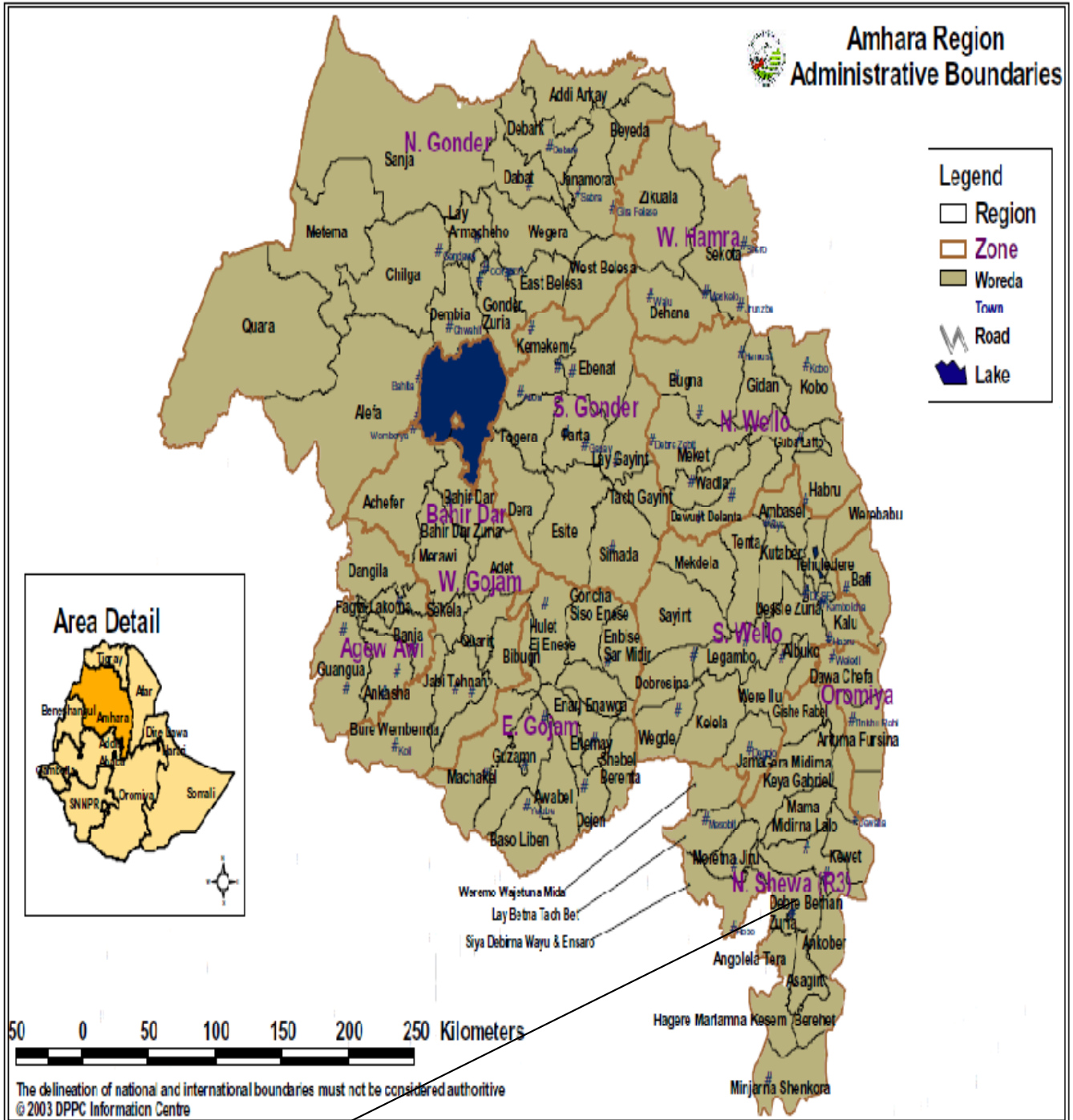
Figure1.Map of Amhara Region and Study Area, Debre Birha

4.2 Data Type and Sources

The research was conducted by using descriptive survey type in which all data relevant to the case was gathered and analyzed. The type method was used because the research has been tried to assesses or describe the existing governance conditions of the public institutions on the basis of different good governance indicators.

The research also used both primary and secondary data as a source of information. Combinations of qualitative and quantitative data were gathered through semi structured questionnaires, interviews and observation as a primary source of information for the study. The information obtained from primary sources was also supported by a document analysis as sources of secondary data.

4.3 TARGET POPULATION AND SAMPLE SELECTION

Debre Birhan town is selected because, after long years depression and stagnation, just since the past ten years especially of the last half a decade the town is shooting up and promisingly changing in all aspects in relation to the development agenda of the government. It has also become one of the potential areas of investment due to its proximity to the capital city of the country. Thus, believing that the result of the research will be important for the sustainability of its development the town is purposefully selected.

The study had target populations of public servants of 11 public institutions: Municipal, Service Office, Trade & Industry, SME, Justice Office, [1]Woreda Court, the town Health Station, Office of Police, Water & Sewerage office, Office of Education, Revenues Office found in Debre Birhan town. And the service users of these institutions were also made to be target population. Besides, based on the reason that they have better information concerning the issue under investigation, public official from the above mentioned public sector offices and 3 out of the nine [2]Keble Administrations were made to be the part of the target population.

[1]-   Division of Zone, Equivalent to District,

[2]-   Division of Wereda (Its Subdivision Is Village

4.4 Sampling Design and Procedures

The study was undertaken on purposively selected 11 public institutions out of 25 Institutions found under the town administration. The public sector institutions were selected purposively because of the magnitude and importance of institutions in serving the society and their relation with diverse stakeholders (accommodating different stakeholders).

After the institutions were identified, the amount (number) of public servants in each selected institution included in the study as respondents have been decided proportionally to the number of employee found in each institution.(20% of the employee in each institution). After the amounts of number of respondents in each institution are proportionally decided, the sample respondents from each institution were selected using simple lottery method. And information was gathered through questionnaire.

Then respondents of service users of each institution have been selected based on convenience sampling (accidental) method. This is due to the nature of the service user unavailability in fixed time and place. Thus those public users found executing their activities in each institution in different days were made to fill the questionnaires.\

The following tables indicate the number of workers in the selected public institutions based on their sex, the number of civil servant respondents and their sex compositions, and the number of public users engaged in the study by being respondents and their sex and level of education respectively.

Table 01-Number of Workers

Name of the Institutions	N0. Of respondents			
	male	Female	Total	
			No	%
Municipal	2	1	3	2.7%
Service office	10	6	16	13.5%
Trade & industry	7	1	8	7.3%
SMEs office	5	4	9	8.1%
Justice office	1	2	3	2.7%
Woreda court	4	6	10	9%
Health station	4	5	9	8.1%
Office of police	18	6	24	21.1%
Water & sewerage office	18	5	23	20.9%
Office of education	4	1	3	2.7%
Revenues office	2	2	4	4.5%
Total	75	37	112	100%

Source: (Debre Birhan Town Capacity Building Office, 20

Table 02 Number of Civil Servants Sample Respondents

Name of the Institutions	No. of Workers		
	Male	Female	Total
Municipal	12	2	14
Service office	16	7	23
Trade & industry	5	3	8
SMEs office	19	17	36
Justice office	6	7	13
Woreda court	15	27	42
Health station	18	20	38
Office of police	77	16	93
Water & sewerage office	85	18	103
Office of education	11	5	16
Revenues office	10	12	22
Total	274	134	408

Source: (Own Survey Data, 2010)

4.5 Instruments of Data Collection

The instruments or tools employed in this study were both quantitative and qualitative data from both primary and secondary sources. These includes

Structured Questionnaires which include both close and open ended questions were prepared by the researcher and the questionnaires for easy communication purpose translated in to Amharic language by professional translator and information was collected from respondents (public office workers, service users, micro and small enterprises and businessmen(traders) of the town) by the help of enumerators.

Interviews with the 11 public office managers and 3 Keble heads were also one part of the data gathering techniques of this study.

Secondary Data Which include analysis of information of archival data, administrative data narrative reports, laws, and legal documents, ,journals, proclamations, policy briefs, national and regional constitutions.

4.6 Method of Data Analysis

Data collected through questionnaires were reorganized in to five main categories based on five main good governance indicators used in the study and analyzed descriptively. In analyzing of the data, SPSS software version 16 has been used for simple averages and frequency. Information obtained from interviews of key officials support the analysis of data collected directly from employee and service user respondents.

4.7 Conceptual Framework

An indicator can be a numerical or a text-based (qualitative) measure of quality of life, such as governance. Indicators are important tools which are used to illustrate progress of a country in achieving a range of social, political, economic and environmental goals (UNDP, 2009). Thus, despite the existence of the great verities of good governance indicators, the study for acceptable, honest and relevant assessment of the prevalence of good governance consulted diverse literatures. And after critically reviewed the literatures especially published by UNDP, World Bank, Asia Development Bank, Economic Commission of Africa and other a number of documents related to the issue, the study selected and employed the following indicators/principles as bench mark to assess the prevalence of good public sector governance in

the study area. They are selected because they are referred as core elements of good governance (UN-HABITAT) and used by almost all stakeholders. However, Good governance can be assessed or measured by any other governance indicators.

These indicators (principles) of good governance are mainly adopted from the UNDP, the UN-HABITAT Urban Governance Index, the ADB governance index, the GOFORGOLD Index (Afghanistan) and from ECA governance indicators. The indicators (principles) are:

1-Effectiveness & Efficiency   2-Participation   3-Equity & equality

4-Transparency   5-Accountability

CHAPTER 5

ANALYSIS AND DISCUSSION OF RESULTS

Data collected through the questionnaires were coded and reorganized into five main categories based on the five core good governance indicators so as to accomplish the target that the study was intended to achieve.

5.1 Participation

All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively. The following table shows the responses of civil servant respondents for participation questions.

Table-1 **Civil servant perception on participation in the institutions**

Questions of participation	Category	Frequency	Percentage
Is there any institutional framework that enables the public users or the society to participate in your institution	NO	22	23.4
	YES	72	76.6
	Total	94	100
Is there any institutional frame work which enable civil society or community based organanizations participate in your institution	NO	56	60.2
	YES	37	39.8
	Total	93	100
Is your institution has public forum for Women, Youth and the disadvantaged groups?	NO	49	58.3
	YES	35	41.7
	Total	94	100
Are there mechanisms of customers' consultation for the implementation of policies and program?	No	48	51.6
	Yes	45	48.4
	Total	93	100.0

Source: (Own Survey, 2010)

Participation is one of the core elements of good governance that should be achieved by institutions for good governance is to be practical and effective instrument in solving socio-economic problems and achieving the millennium development goals. Participation allows all

stakeholders to take part in the process of ensuring good governance and building of democratic processes that could be solution for many problems stuck developing countries. As far as the existence of institutional framework which enables the society (service users) to take part in the institution concerned 76.6% of the respondents agree that it is in place although the 23.4% of them says the frame is unavailable within the public institutions. But it should not be considered that 23% is minor and the disparity among respondents in answering the question shows some shortcomings within the institutions.

Civil Society (CSOs) or Community Based (CBOs) Organizations are the main stakeholders in the process of building good public governance. Thus as indicated in table1, question leveled number 2 is presented for public sector employee , however, it is only 37% of them says yes which is a small number of the respondents and the rest 56%, the majority of the respondents, witnessed the absence of the frameworks that encourage the CBOs and/or the CSOs. This at least clearly showed that community based organizations, civil society organizations and NGOs have not favored by the institution to take part their roles in the institutions.

Good governance is a mechanism by which women, youth, minorities and disadvantaged groups are treated in a special manner and given due emphasis. In the process of building good governance, giving a special attention to the already mentioned parts of a society is mandatory and it is by what institutions did to them that the prevalence of good governance is measured. But as shown in the table above, there responses were some what negative, that is to mean, only 37.2% of them say yes but the majority 52.7% 0f them answers no. The result showed that public institutions under discussion were not totally effectively discharging their responsibility regarding treating women, disadvantage groups and the youth.

Customers (services users) are the main stakeholder in public institutions and is due to them that institutions are framed and existing. The main target that institutions stand for is to efficiently, equally and equitably, effectively and transparently serve them. Therefore, as indicated in the above table only 47.9% of them says yes but the rest 51.1% the respondents make their answer no. Still workers of public institutions included in the study as samples witnessed that framework consultation is not available. But it must be noted that the number of respondents who answered yes were not that much far less than in number. But the disparity of their response concerning the

issue indicated the existence of predicaments in the institutions as far as consultation of customers concerned.

In general as far as the indicator selected(participation) concerned, as clearly seen from the bar graph the respondents' responses percentage for the four operational questions prepared based on sub indices of the indicator were, for yes 76.6%,39.8%, 41.7% and 48.6% where as for the response no the respondent percentage is 23.4%, 60.2%, 58.3%, and 51.6%. As clearly displayed using the bar graph above, institutions are far better only concerning the existence of participation institutional framework that enabled the society or service users to participate in the institutions, however, in the rest three questions, questions 2, 3, 4 based on the above table institutions have below average. Therefore, based on the result displayed above institutions were not that much effective in attaining one of the core elements of good governance. Based on the interview conducted with key officials the main reason behind the institutions low achievement in participation was the way that institutions mostly favored participation to be conducted through suggestion boxes put in the compound of most institutions rather than face to face discussion with customers or their representatives.

The following table shows the perception of public users on participation o in public institutions

Table 2 - **Service user respondents' attitude on participation in the institution.**

Questions of participation	category	frequency	percentage
P1. Does the institution prepare community forum in order to enable the community to discuss issues that mater them?	no	40	35.4
	yes	73	64.6
	Total	113	100.0
P2. Does the institution encourage you to participate in decision making process that concerns the service user/community?	no	41	36.3
	yes	72	63.7
	Total	113	100.0
P3. Do you (the community) ever consulted by the institution before a program or policy is implemented that concerns you	no	74	65.5
	yes	39	34.5
	Total	113	100.0
P4. Do you have ever invited to evaluate the service provider institution management?	no	82	73.2
	yes	30	26.8
	Total	112	100.0
P5. Do you have ever asked by your service provider institution as far as your need or demand concerned	no	76	67.3
	yes	37	32.7
	Total	113	100.0
p6. Can you easily provide your suggestions, questions, comments and complaints for your service provider institution?	no	38	33.6
	yes	75	66.4
	Total	113	100.0
P7. Have you ever provides complains in a service provider institution	no	46	40.7
	yes	67	59.3
	Total	113	100.0
P8. Do you ever have given training or workshop concerning the service you received by your service provider	no	65	57.5
	yes	48	42.5
	Total	113	100.0

Source: (Own Survey, 2010)

A question regarding whether a community forum was prepared by the institutions which enabled the community to discus issues that concerned them presented to service user respondents and their responses' were yes 64.6% and no 35.4%. This clearly pointed out that institutions provided the relevant community forums that enabled the community to discus the issue which concerned them. However, those of 35.4% of the respondents said no shouldn't be ignored or left out because although the disagreement of 35.4% of the respondents could not put in to question the existence of the forum, it has the implication of the forums were titular having not practically implemented.

When the result triangulated with the result obtained from the response of the sample of public institution employee, the nominal part of analyses question number one 76.6% of the respondents were said yes about the institutional framework that enables the public users or the society to participate in the institution and the rest 23.4% said no. and in the likert type questions analyses of the sample employee for the question if yes how do you rate the participation only 8.5% and 9.8% of the respondents were said very poor and poor respectively while the majority 39.0% said medium, and 30.5% and 12.2% said very good and perfect respectively.

As far as the role of institution in encouraging citizens' involvement in decision making, service user respondents proved that institutions encouraged them to involve in decision making process of which that concerns them. 63.7% of the respondents said yes institutions encouraged us to participate in decision making where as 36.3% of them said no, although they are the minority, those who said no should not be discounted as their responses pointed toward the need for additional effort on the part of the institution in encouraging community to involve in decision making. When these responses of the users' respondent triangulated with the employee respondents' results they are reinforced with one another. For the question rate your institutions role in encouraging citizen's capacity to engage in decision-making, among the total employee respondents it was only14.1% and 10.9% respectively said very poor and poor , where as 37.0% ,29.3% and 8.7% said good, very good and perfect respectively.

Out of the total respondents 34.5% said yes and the majority 65.5% of them said no concerning consultation of service users or the society by institutions before a program or a policy is implemented. As the result indicates institutions were not ready for pre-policy or program implementation consultation of the society or customer, this implied institutions were simply

44

implemented their programs and policies having not asked the society to know about their interest towards the new programs and/or policies. This further strengthened by the result obtained from institutions employee respondents of whom 51.6% of them said institutions did not make consultation of the society for the implementation of programs or polices. As it is described above the 34.5% yes responses of the respondent should be considered as they witnessed at least the attempt of consulting service users for program implementation.

The respondent clearly showed that institutions did not invite service users or customers to evaluate their managements by responding 73.2% no and 26.8% yes. According to the result observed service users did not able to evaluate the institutions management. This is further strengthened by the results obtained from employee respondents who said 73.2% no and 26.8% regarding institutional mechanism that enables the society to control the administration. This is even further checked by the interviews that I hade conducted with key officials as they said the institutions were not made directly evaluated by their service users. In fact some institutions like police institution had the trend of evaluated by the users face to face.

When 67.3% of the service users respondents said no and 32.7% yes, they were tried to show that the institutions did not make satisfaction survey of the service users. Therefore what the 67.3% we have never asked by our service provider institutions as far as our need or demand concerned. As 32.7% of the respondent said we have asked, although they are small in percentage they should not undermined as they might showed some attempts of the institution. This result can be proved by institutions employee responses, because whenever they asked about whether their respective institutions were made surveys about customer satisfaction, 60.2% of them said no. In addition, by the interview conducted it is proved that institution have never been formally made in every institution.

For question labeled p7 as indicated in the above table respondents of which 59.3% said yes and the rest 40.7% said no. which showed that the majority had provided complaints to the institutions. Another question was added to the respondents about the institutions treatment when they had provided their complaints. Of those 67(59.3%) respondents who had provided their complaints 37 of them said institutions were properly accepted their complains though not they were not ready to give them the solutions, where as the second majority 24 respondents said that institutions accepted their complaints and gave the solution immediately. From the results

observed some problem in giving solution for questions and complaints of the customers are observed.66.45% of the respondents said yes and the rest 33.6% said no as far as easily providing their suggestions, questions, comments and complaints for institutions concerned. As the result put on view, 64.4% of the respondents witnessed the difficulty of easily providing their suggestions, questions, comments and complaints for service provider institution. But the respondents accounted 33.6% said that they could easily provided their petition, questions, comments and complaints to the institutions.

In order to know their reasons for ' 38 respondents which is 33.6% of them who said no, we can't easily provide our suggestions, questions, comments and complaints to service provider institution a question, which says 'if no is your answer, what do you think is the reason? 'Was asked and most of these respondents (23) were said because they didn't think that institutions could give solution. From the rest respondents 4 of them said because of strong bureaucratic delay, 6 of them and 5 of them said because of absence of the mechanism and because it incurs them additional costs respectively. But in respect of the amount of respondents, institutions have shortcomings in giving solutions for service users' questions, suggestions and complaints.

Regarding about whether training or workshop concerning the services they gained from different institution. Their answers were 57.5% no and 42.5 yes. The question was intended in what ways that the society had got information about the regulations, rules, and principles and other relevant information regarding services. However, most of the respondents were said that they didn't get any training, workshop or conference. For the question followed which says 'if not, how do you know the rules and regulations of the institutions whenever you went to the institution to get services?' most of them said informally from individuals (18), others, by brochures (9), and others still said using regional radios and television (14) and the rest said it doesn't necessary to know the rules and regulations of the institutions concerning the services, rather obey what the institutions told to do so.

5.2 Effectiveness and Efficiency

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

Table-**Responses of civil servants regarding efficiency & effectiveness**

Questions of Effectiveness and Efficiency	category	Frequency	percentage
5. Are there any procedures for the collection of citizens' petitions, complaints and suggestions, with an institutional follow up?	No	24	25.8
	yes	69	74.2
	Total	93	100.0
6. Do you have ever given workshop, training or seminar all about good governance in your institution?	No	48	51.1
	yes	46	48.9
	Total	94	100.0
7. Is there any published performance standards in your institution?	No	41	44.1
	yes	52	55.9
	Total	93	100.0
8. Have you ever made customer satisfaction survey?	No	56	60.2
	yes	37	39.8
	Total	93	100.0
9.Does your institution have clear strategic plan/visions	No	21	22.3
	yes	73	77.7
	Total	94	100.0

Source: (Own Survey, 2010)

Accepting citizens' suggestions, accommodating petitions and solving complaints is one of the main tasks of public institutions operating under good governance. For the question concerning the existence of procedures for the collection of citizens' petitions, complaints and suggestions with an institutional follow up. Out of the total respondents 74.2% of the respondent chose yes and the rest 25.8% said no.

According to UN-Habitat Draft4A(2000) institutions must be financially sound and cost-effective in their management of revenue sources and expenditures, administration and delivery of services, and in the enablement, based on comparative advantage, of government, the private sector and communities to contribute formally or informally to the urban economy. To practically realize the norms of effectiveness and efficiency, delivery and regulation of public services through partnership with the private and civil society sectors, improvement of the effectiveness and efficiency of local revenue collection and developing and implementing fair and predictable legal and regulatory frameworks among others must be what institutions should do.

The 6th question, as indicated in the above table, stating about whether training, workshop or seminars about good governance are given for civil servants working in public institutions concerned respondents answer has become 48.9% yes and 51.1% no.

Institutions operating under the framework of good governance expected to have their own published performance standards. Published performance standards inter alia, provide the chance for institutions to provide the services effectively and efficiently and update themselves vis-à-vis the dynamics of the current situations. Therefore as operational questions for measuring effectiveness and efficiency, a question which asks the presence of published performance standards provided to respondents of which 55.9% answered yes while the remaining 44.1% answered no.

Whether to know how efficient and effective in providing services for the society one of the smallest things that an institution should do is making customer satisfaction survey. Customer satisfaction survey enables institutions to see their strengths and weaknesses so as to avoid their failures and strengthen their successes. Hence as making customer satisfaction survey is one of the ways to assess institutional efficiencies, as indicated in the above table 39.8% the respondents ensured that their institutions has made the survey but the majority 60.2% of respondents answered no. The result obtained concerning this issue through questionnaires provided for civil servants has also checked by interviews made with key officials.

Strategic plan has high value in governance measurements and most international organizations like UNDP, WORLD BANK, UN-HABITA and others use as one indicator whenever assessing good governance. Still some others use it as one of the sub indicators in measuring an institution effectiveness and efficiency. Thus for the question concerning this 77.7% of them chose yes and the rest 23.3% said no. Although 23.3% can not be discounted, the 77.7% response was clearly showed the existence of the strategic plan in most institutions.

In general when the result of the study concerning those five operational questions targeted to measure the effectiveness and efficiency of institutions is seen, the responses are as follows
For questions 5, as clearly displayed by the graphs, yes amounted 74.2% and no the rest 25.8%, for question 6, 48.9% yes and 51.1% no, for question 7, 55.9% yes and 44.1% no, for question 8, 39.8% yes and 60.2% no, and for question 9, 77.7% yes and 22.3% no, were the result obtained from respondents.

Therefore when the result was generally evaluated, institutions are in good position concerning procedures for the collection of citizens' petitions, complaints and suggestions, with an

institutional follow up and published performance standards and clear strategic plan/visions. Where as workshop, training or seminar all about good governance and customer satisfaction survey concerned, the majority of the respondent chose no. Especially as the result witnessed customer satisfaction survey has not yet conducted by most of the institutions. This was also made sure when interview with key informants was conducted.

The following table shows the civil servant responses for further questions of effectiveness and efficiency provided in the form of Likert type questions.

Table 4 – **Responses of civil servants about the questions of effectiveness & efficiency**

Efficiency & Effectiveness	Category	Frequency	Percentage
3.Rate your institutions role in encouraging citizen's capacity to engage in decision-making	very poor	13	14.1
	poor	10	10.9
	good	34	37.0
	very good	27	29.3
	perfect	8	8.7
	Total	92	100.0
4. Rate the financial resource management in your institution?	very poor	23	24.5
	poor	17	18.1
	good	28	29.8
	very good	24	25.5
	perfect	2	2.1
	Total	94	100.0
5. How do you rate relevant decision making processes based on reliable information being the culture of your institution?	very poor	11	11.7
	poor	10	10.6
	good	43	45.7
	very good	25	26.6
	perfect	5	5.3
	Total	94	100.0
6.Rate effective, efficient and ethical use of resources in your institution?	very poor	8	8.5
	poor	14	14.9
	good	39	41.5
	very good	29	30.9
	perfect	4	4.3

	Total	94	100.0
7. EF10. Rate the administrative and technical skills of your institution	very poor	4	4.3
	poor	15	16.0
	good	43	45.7
	very good	28	29.8
	perfect	4	4.3
	Total	94	100.0
8. Rate your institution vulnerability to political pressure	very low	36	38.3
	Low	10	10.6
	medium	13	13.8
	high	21	22.3
	very high	14	14.9
	Total	94	100.0
9. How do you rate implementation of decisions in your institution	very poor	12	12.8
	poor	11	11.7
	good	34	36.2
	very good	32	34.0
	perfect	5	5.3
	Total	94	100.0
10. How much you are secure to stay in your job?	Very low	16	17.0
	low	17	18.1
	medium	9	9.6
	high	33	35.1
	very high	18	19.1
	Total	94	100.0
11 Rate the institutions' nature of observing the rule of law in service provision as well as other functions connected to the community	very poor	2	2.1
	poor	10	10.6
	good	33	35.1
	very good	30	31.9
	perfect	19	20.2
	Total	94	100.0

Source: (Own Survey, 2010)

In the nominal part of analyses question number one 76.6% of the respondents have been said yes about the institutional framework that enables the public users or the society to participate in the institution and the rest 23.4% said no. Here as indicated in the above table, for the question if yes how do you rate the participation, only 8.5% and 9.8% of the respondents were said very poor and poor respectively while the majority 39.0% said medium, and 30.5% and 12.2% said very good and perfect respectively. As from the result of the respondents observed it is not only that institutional framework for participation existed but in practical participation are taking place in the institutions as 39.0% , 30.5% and 12.2% respondents proved by saying medium, very good and perfect respectively.

Respondents said 5.3% and 8.5% poor and very poor respectively and 33%, 40%, 10.6% medium, very high and perfect respectively concerning communication among staffs in the institutions. Thus, according to the result of the respondents' communication among staff members are effective and very good.

In order to include the respondents' suggestion for achieving active participation of the society in each institution which said' According to your opinion what should be done to achieve active participation of citizens/ service users in the institution?' was asked and the largest number of respondents, 31, said creating favorable institutional condition that attract service users /the community/ for participation, still other respondents(17) suggested the need for giving training, workshop or seminar to the institution in general about the importance of community/service users' participation and 15 respondents suggested the need of creating awareness about the importance of participation on the part of the community.

Regarding institutions role in encouraging citizen's capacity to engage in decision-making, the respondent 14.1% and 10.9% respectively said very poor and poor , where as 37.0% ,29.3% and 8.7% said good, very good and perfect respectively. The result clearly showed that the two consequent majorities 37.0% and 29.3% witnessed institutions are effectively working their responsibility of encouraging citizens' capacity to engage citizen decision making and this is also strengthened by those 7% respondents who chose perfect . But 14.1% and 10.9% should not be discounted as they pointed the need for further encouragement of citizens' decision making.

As far as financial resource management of the institutions concerned 24.5% of the respondents said that it is very poor, 18.1% of them poor and 29.8%, 25.5% and 2.1% of the respondents respectively said good, very good and perfect. Although based on the result observed financial resource management in the institutions is effective, the portion of very poor and poor 24.5% and 18.1% respectively signified that the financial resource management in the institution need supervision and further improvement. However, the financial resource management of the institution according to the respondents in general is above average.

Based on the responses of the sample respondents; 45.7% said good, 26.6% very good ,and 5.3% said perfect the relevant decision making processes based on reliable information has already become the culture in the institutions, it is said because it is only the rest 11.7% and 10.6% of the respondents said respectively very poor and poor which are together not more than 24% of the respondents.

Concerning efficient, ethical and effective use of resources in the institutions 41.5%, 30.9%, and 4.3% of the respondents said respectively good, very good and perfect. Which clearly assured that efficient, ethical and effective use of resources in the institutions is well accomplished and institutions used the resources of the institutions effectively, efficiently and ethically? The rest of the respondents said very poor, 8.5% and poor, 14.5% respectively. Although those who said very poor and poor are small even together, they could show some failures regarding efficient, effective and ethical use of resources in institutions.

Regarding administrative and technical skills of institutions, 45.7%, 29.8% and 4.3% of the respondents respectively said, good, very good and perfect to ensure that their institutions are administratively and technically efficient. But the rest 4.3% and 16.0% replied very poor and poor. Therefore, from the respondents' point of view generally institutions are administratively and technically effective. The response of the rest together 20.3% poor and very poor should not be discounted.

As far as the institutions political vulnerability is concerned 38.3%, 10.6% and 13.8% of the respondents said very low, low and medium respectively, where as 22.3% and 14.9% of the respondents chose respectively very high and high. When the results individually observed the political vulnerability of institution stood at medium level, where as when medium, low and very

low are seen together political vulnerability of the institution can be said poor, however, very high and high responses are seen together the political vulnerability of institutions need to be free from political vulnerability.

In order to know why they said institutions are very highly and highly politically vulnerable, they asked another question which said "what do you think is the cause?" out of those 35 respondents who said high and very high, 17 of them said because upper officials of the institutions are politically appointed, and other respondent numbered, 12 said because of lack of confidence on the part of the upper officials of the institutions, still others said because it is common in the country.

36.2%, 34.0% and 5.3% of the respondents said good, very good and perfect respectively about implementation of decisions. Based on the observed result, institutions are successful in implementing decisions. But the rests, very poor (12.8%) and poor (11.7%) should not be discounted.

Regarding job security of employee of the public sector institutions 17% and 18.1% of the respondent said very low and low, where as only 8% of them said medium and the rest of the respondents 35.1% and 19.1% said respectively high and very high. The result observed from the response of the sample respondents showed that almost 35% (17% +18.1%) of the respondents are not secured being to stay in their job, although the rest respondents witnessed that they are secured to stay in their job. Therefore the result showed the need for institutions to work more in creating job security for their staff members if they need to ensure highest level of productivity that come from secured servants.

In relation to their effectiveness in observing the rule of law while conducting their activities, respondents of 35.1%, 31.9% and 20.2% said good, very good and perfect respectively. Where as the rest, 2.1% and 10.6%, of the respondents said very poor and poor respectively. The result of the respondent clearly showed how far institutions are successful in observing the rule of law.

Different questions were also provided to public user respondents concerning effectiveness and efficiency in institutions. The following table clearly showed the responses of service user respondents concerning effectiveness and efficiency of institutions.

Table 5 - **Public Users' attitude on the questions of effectiveness and efficiency**

Questions of Effectiveness and Efficiency	Category	Frequency	Percentage
EF9. To what amount is the institution provides the services to the customers?	very low	19	16.8
	low	16	14.2
	medium	57	50.4
	high	17	15.0
	very high	4	3.5
	Total	113	100.0
EF10. Please rate your satisfaction level on the service provided by the institution is	very dissatisfying	24	21.2
	dissatisfying	26	23.0
	fairly satisfying	44	38.9
	satisfying	17	15.0
	very satisfying	2	1.8
	Total	113	100.0
EF11. Rate the efficiency of your service provider institution	very poor	21	18.6
	poor	14	12.4
	good	45	39.8
	very good	26	23.0
	perfect	7	6.2
	Total	113	100.0
EF12.1If Yes is your answer, how much it hurts you or your businesses	it neither hurts me nor my business	2	2.7
	low	1	1.3
	averagely	42	56.0
	highly	8	10.7
	very highly	22	29.3
	Total	75	100.0
14. How would you rate the degree of confidence (trust) you have in your service provider?	very low	26	23.2
	low	17	15.2

	medium	43	38.4
	high	22	19.6
	very high	4	3.6
	Total	112	100.0
EF16. How much do you think that the public services are independent from political interference?	totally dependent	47	41.6
	dependent	4	3.5
	partially independnt	32	28.3
	independent	20	17.7
	fully independent	10	8.8
	totally dependent	113	100.0
EF23. Rate the institution's nature of observing the rule of law in service provision as well as other functions connected to the community.	very poor	47	16.8
	poor	14	12.4
	good	47	41.6
	very good	23	20.4
	perfect	10	8.8
	Total	113	100.0

Source: (Own Survey, 2010)

When service users' sample respondents responded about the amount of services provided by the institutions, they said 16.8%, 14.2%, 50.4%, 15.0% and 3.5% are very low, low, medium, high and very high respectively. As the result clearly indicated that the service users rated the services provided to them medium.

As far as their satisfaction level by the service provided institutions concerned, respondents respectively said 21.2% and 23% very dissatisfying and satisfying. Where as it is only 15% and 2% of the respondents who said satisfying and very satisfying. But what was special in their responses was the category fairly satisfying which had 38.9% of the respondents. Based on this result it is possible to conclude that service users are dissatisfied.

The efficiency of public institutions rated very poor by 18.6% of the service user respondents, 12.4% of the respondents said poor, 39.8% and 23% of them rated it good and very good respectively. From the results observed, it can be said that respondents rated the efficiency of institution good.

In the nominal part of the questionnaire respondents were asked whether bureaucratic delay and much process had faced them while they were engaged in institutions to get services. In that question majority of the respondents (65.5%) had said yes. Following that, they asked a Likert type question to rate how the delay and much process hurt them and/or their business this was to know the intensity .Based on that majority of respondent,56% rated as averagely hurts them, 29.3% and 10.7% rated that the delay and much processes hurt them very highly and highly respectively. Thus it can be concluded that bureaucratic delay and much process exists in institutions and this is highly hurting the society.

As far as the degree of trust or confidence that public users had on the public institutions was asked and the respondents responded medium accounts 38.4 %, those said very low and high accounted 23.2% and 19.6% respectively. Fro the result it can be concluded that public institution users have medium trust or confidence in public institutions.

As far as the service users independence from political interference concerned, out of the total respondents 41.6%, 28.3% and 17.7% of the respondents said fully dependent, partially independent and independent. Thus from these observed result service users are dependent on politically.

Respondents of service users rated the public institutions' nature of observing the rule of law as very poor (16.8%), good (41.6%) and very good (20.4%). Therefore from the responses point of view of institutions have very good performances in observing the rule of law, however when it triangulated with public users responses the above result put in to question. Service users said institutions did not observe the rule of law unlike respondents of public institution.

Table 6- **Service user responses on effectiveness and efficiency** questions

Questions of Effectiveness	Category	Frequency	Percentage
EF12. Have you ever faced bureaucratic delay and much process whenever you are engaged in the service providing institution?	No	39	34.5
	Yes	74	65.5
	Total	113	100.0
EQ17. Does the service provider institution have a special service delivery mechanism for women and the disadvantaged group?	No	68	60.2
	Yes	45	39.8
	Total	113	100.0

Source: (Own Survey, 2010)

Based on what the table displays for the question' have you ever faced bureaucratic delay and much process whenever you are engaged in the service providing institution?' the majority 65.5% of the respondents said yes and rest 34.5% said no. although 34.5% of the respondent said yes, which are not that much small number, based on the majority result obtained from the responses, it is possible to conclude that bureaucratic delaying and much process are still prevailing within public institutions.

As far as existence of special service delivery mechanisms by institutions for women and the disadvantaged groups, 60.2% of the respondents said yes but the rest 39.8 agreed on the existence of the mechanisms. By the majority principle it can be concluded that institutions are not well executing in specially treating women and disadvantaged groups.

5.3 Accountability

Institutions have also been assessed based on one of the core elements of good governance, accountability. And questions based on the sub indices of accountability were provided to civil servant respondents and their responses are provided in the following table.

Table 7 - **Civil servant responses on questions of accountability**

Questions of accountability	category	Frequency	percentage
Is there any mechanism in your institution that enables the society to control the administration?	No	56	59.6
	Yes	36	38.3
	Total	92	97.9
Are there monitoring and reviewing procedures in place to follow up the implementation of the anti-corruption policy?	No	54	59.3
	Yes	37	40.7
	Total	91	100.0
10.Is there any institutional framework in your institution for public review of the budget?	No	63	69.2
	Yes	28	30.8
	Total	91	100.0
11. Does your institution have a normative framework for management accountability**?**	No	39	41.9
	Yes	54	58.1
	Total	93	100.0
12. Is there any institutional procedure which enable civil society organizations or community based organizations review the institution's budget	No	54	60.7
	Yes	35	39.3
	Total	89	100.0
13.Do citizens can access accountability documents and get an answer to their questions	No	32	34.4
	Yes	61	65.6
	Total	93	100.0

Source: (Own Survey, 2010)

In a country where good governance and democratic processes are deep rooted, mechanisms which enable the society supervise and control the administration of public institutions is highly

propagated and it is considered as a feature of good governance. As it is used as one of sub indices for measuring governance, the operational question which tries to assess whether or not a mechanisms that enable the society to control the administration process of public institutions exists provided for respondents and their responses were 38.3% yes while the majority of the respondent 59.6% responded choosing no.

Corruption is one of the serious heartaches in the process of building good governance and democratic institutions. If corruption is a prevalent phenomenon in an institution, the overall activities of the institution are being forced to be liable for other related anti good governance problems. Corruption is the great enemy of nations; it obliterated all other functions of institutions. And it has become the sources of hunger, famine and social instability in many developing countries. Therefore firstly good governance principles suggest the establishment of anti corruption policy and secondly they require monitoring and reviewing procedures in place to follow up the implementation of anti corruption policy. Thus for the question concerning this issue only 38.3% respondent chose yes but the majority of them, 59.6%, chose no.

Public sector budgets should be accountably, efficiently and effectively and transparently managed and put in to use. In an institution where good governance principles are accepted and practically implemented, there is institutional framework that enables the public for review of the budget. Concerning this issue the respondent who chose yes are only 30.8% and the majority 69.2% chose no.

Accountability according to UN-Habitat Governance Index (UNDP, 1997) is one of the core good governance indicators and always has high value in the process of measuring governance. Institutions should ensure accountability in different aspects of their activities if good governance is said to be prevalent in the institution. To do this the first measure that should be taken by the institution is the establishment of normative framework for management accountability. In this regard 41.9% of respondents said no and the rest 58.1 said yes.

Generally accountability in the public institutions, as the research result displayed in the above graph, concerning society control of institutions, monitoring and reviewing procedures to follow up the implementation of the anti corruption policy, public review of the budget and civil society or community based organization review of the institutions' budget, the responses given by the

majority respondents were no with 59.6%, 59.3%, 69.2% 60.7% respectively. It is only by the normative frame for management accountability and citizens' access of accountability documents that the majority of the respondents chose yes with 58.1% and 65.6% respectively.

This vividly witnessed the weakness of public institutions as far as the prevalence of accountability concerned.

The following questions are likert type questions provided for civil servant respondents, and their responses are clearly indicated in the following table.

Table 8 - **Responses of public servants concerning question of accountability**

Questions of accountability	Category	frequency	Percentages
12. What is officials' (authorities') interest towards the community?	very poor	7	7.4
	Poor	12	12.8
	Good	30	31.9
	very good	33	35.1
	Perfect	12	12.8
	Total	94	100.0
13. How is the rate (severity) of corruption in your institution?	very low	31	33.3
	Low	13	14.0
	Medium	7	7.5
	High	30	32.3
	very high	12	12.9
	Total	93	100.0
14. How monitoring and reviewing procedures in place to follow up the implementation of the anti-corruption policy is practically implemented in your institution?	very poor	11	14.3
	Poor	14	18.2
	Good	34	44.2
	very good	6	7.8
	Perfect	12	15.6
	Total	77	100.0

Source: (Own Survey, 2010)

Officials should have positive attitudes towards customers or the publics that their institutions are serving. Good governance required officials to have positive attitudes towards the customers or the community that their institutions are serving. Therefore, for a question concerning their attitude there response were 31.9% good, 35.1% very good and 12.8% perfect which showed that officials have positive attitude towards the community . Still 7.4% said very poor and 12.8% said poor, although they are minor, they indicated the need for further improvement of the attitudes of officials.

As far as the severity of corruption in public institutions concerned respondents said 33.3% very low, 14% low, 7.5% medium and 32.3% high, and 12% very high. The result indicated not the existence but the severity of corruption in institutions. Based on the responded answers although 33.3% and 14% represented very low and low severity of corruption in the institutions, almost similar amount of the respondent said high (32.3%) and very high(12.9%), this clearly witnessed that corruption in public institution is intense in its magnitude. In addition in order to know the reasons of corruption in public institution additional question was provided to respondents which said "in your opinion, what are the factors that cause or optimize corruption at workplace?"

The table below shows the questions of accountability provided for public user respondents and their responses.

Table 9 - **Users responses on questions of accountability**

Questions of Accountability	Category	Frequency	Percentage
Acc13. Have you ever asked irregular payments by personnel/officials of the service provider institution to accomplish your task in the institution?	No	67	60.4
	Yes	44	39.6
	Total	111	100.0
Acc20. Do the community/ service users have ever got the chance to review the budget of your service provider institution?	No	86	76.1
	Yes	27	23.9
	Total	113	100.0
Acc22. Do you think that there is corruption in the service provider institutions?	No	35	31.0
	Yes	78	69.0
	Total	113	100.0

Source: (Own Survey, 2010)

As table 9 showed of all respondents the majority 60.4% said no and 39.6% yes about irregular payments for personnel/officials of the service provider institution to accomplish their tasks in the institution. Although the majority respondent said that they did not asked irregular payment by personnel/officials, it can be possible to conclude that irregular payments are there using the result of the rest respondents (39.6%).

As displayed by table 9 concerning that service users have ever got the chance to review the budget of the service provider institution the large number of the respondents, 76.1%, said no. the rest 23.9% respondents said yes we had got the chance to the review the budget of the service provider institution. To check how relevant the responses of the respondents, triangulation with employee respondent responses regarding to the presence of institutional framework which enabled public review of institutions budget was needed, therefore based on the triangulation majority of the employee respondents (69.2%) has found said no about the existence of institutional framework for public review of the budget and when this compared with described above 76.1% of the service users response which is no concerning the chance to review the

institutions budget, it can be concluded that the service users or the public didn't get the chance to review the budget.

Among respondents asked about whether he/she thinks that corruption in the service provider institutions exists, 69% of them said yes and the rest 31% said no. It is not that much sound to conclude that corruption in public institutions is prevalent, rather triangulation was necessary and when it triangulated with the response obtained from employee respondents who said corruption in public institutions is high (30%) and very high (12%), the respondents of service user(71%) who said yes there is corruption can be accepted to conclude that corruption in public institution is common. Further to investigate why corruption has become one phenomenon in public institutions another question was provided for respondents who said yes in the question above. From the 78(69.2%) respondents who said yes 31 and 28 of them said since there are incidents of corruption in public sectors and because corruption is a common practice in public sector respective.

5.4 Transparency

The G-8's Commission on Africa stated the significance of progress in governance in association with transparency by describing   that transparency has become a central defining characteristic of improved governance(Langdon,2005). And the research has used transparency as one of the indicator .Thus civil servants attitude towards transparency in their institution has provided in the following table.

Table 10 – **Civil Servant Responses on questions of transparency**

Questions of Transparency	category	frequency	percentage
14. Are the procurement procedures in your institution publicly disclosed?	No	59	64.1
	Yes	33	35.9
	Total	92	100.0
15.Do vacancies announced within the institution or publicly are simple, clear and easily understood	No	15	17.0
	Yes	73	83.0
	Total	88	100.0
16.Staff members are always informed when important decisions are made in their institutions	No	50	53.2
	Yes	44	46.8
	Total	94	100.0
17.is there any procedure to channeling complaints and answers the society in your institution	No	40	44.0
	Yes	51	56.0
	Total	91	100.0

Source: (Own Survey, 2010)

Publicly disclosing the procurement procedures of public institution enables the main stakeholder, the society; to review the budget of the institution in what manner institutions are used, to understand whether or not institutions manage their budget transparently based on the laws, rules and procedures of a country. It is also a check for corruption within the public sector. Therefore, an individual who tries to assess good governance should use the transparency of procurement procedures as sub indicator of transparency. Concerning this it is only 35.9% the respondent chose yes and the rest about 64.1% chose no.

Transparency as a core governance indicator should be practically observed in public institutions in all of the institutions tasks that have either direct or indirect impacts up on the life of the society. One of the responsibilities of public institutions as far as employment of workers concerned is making vacancy announcements simpler, clear and easily under stood which are notified either publicly or in the institutions. The matter of making vacancies simple, clear and easily understood is directly or indirectly related to good governance. Therefore a question about transparency of vacancies is made to be answered by the respondents. Accordingly 77.7% of them chose yes and the rest 16% chose no.

Different kinds of decisions from the lower to the higher levels in public institutions are always decided. But whenever decision of either high (mainly) or low importance are decided in an

institution, it always should be communicated for staff members. If not, according to good governance principles transparency in the institution is become under question mark. Thus the study provided a question, 'staff members are always informed when important decisions are made in their institution' to the respondents and only 46.8% of them said yes but the rest 53.2% chose no.

For channeling of complaints and answers to the society an operational question, 'is there any procedure to channeling complaints and answers the society in your institution?' is provided to the respondents and 54.3% of them chose yes, and 42.6%, no.

To generalize about transparency within institutions, concerning about the publicly disclosing of the procurement procedure the majority responded, no with 64.1% and yes 35.9% which is much below the average. About vacancies announcement being simple, clear and easily understood the majority of the respondent, 83% , chose yes and only 17% of them said no. this showed that vacancies are announced transparently by the institutions. Regarding staff members are informed when important decisions are made, the majority53.2% responded no and the rest which was not that much far from the majority 46.8% said yes, and this indicated the existence of transparency among staff members within institutions. Lastly, concerning procedures to channeling complaints and answers to the society the majority 56% said yes but the rest 44% chose no. But 44% can not be discounted and still the result showed some problem of transparency regarding the issue.

The following are also questions provided for civil servant respondents on transparency and their responses are clearly provided in the following table.

Table 11- **Attitude of public servants about the questions of transparency**

Questions of Transparency	Category	Frequency	Percentages
15. How clear are the rules of the game in the administration process of your institution?	not clear	7	7.4
	poorly clear	19	20.2
	fairly clear	21	22.3
	clear	32	34.0
	very clear	15	16.0
	Total	94	100.0
16. Rate the availability and access to information for the community in your institution?	very poor	2	2.1
	poor	17	18.1
	good	21	22.3
	very good	40	42.6
	perfect	14	14.9
	Total	94	100.0
17.Rate your institution's transparency towards the community	very poor	3	3.2
	poor	13	14.0
	good	34	36.6
	very good	34	36.6
	perfect	9	9.7
	Total	93	100.0
T18. To what extent different departments in your institution are independent of each other to make decision	very low	8	8.5
	low	11	11.7
	medium	35	37.2
	high	35	37.2
	very high	5	5.3
	Total	94	100.0
T19. How much is easy or difficult to obtain information on laws and regulations	very difficult	10	10.9
	difficult	7	7.6
	somewhat easy	48	52.2
	easy	20	21.7
	very much easy	7	7.6
	Total	92	100.0

Source: (Own Survey, 2010)

The clarity of the rules of the game in the administration process of the institutions is taken as one of the sub indices of the indicator, transparency and regularly used in governance assessment using operational questions. Thus in the assessment process the respondents asked about the clarity of the rules of the game and their responses were 7.4% not clear 20.2% poorly clear 22.3% fairly clear and the rest 34% and 16% were said clear and very clear respectively. Based on the result although the majority of the responses laid in the clear category it does not mean that the rules of the game are clear because 20.2%, 7.4% and 22.3% were in the categories of poorly clear, not clear and fairly clear. In general the rules of the game in the institutions are not clear enough, thus actions must be taken to achieve the desired clarity of the rules of the game in the administrative process.

Regarding availability and access to information in the institutions, 2.1%, 18.1% 22.3% said very poor, poor and good respectively and the rest 42.6% and 14.9% said very good and perfect. Therefore from the point of view of the respondents response good and very good accounted the largest percents, 42.6% and 14.9% and this implies the availability and access of information for the community in the institutions is well performed and this further strengthen by the 14.9% amount of perfect. But it should not be forgotten that very poor and poor categories shouldn't be discounted, as they suggested using their responses the need for improvement of access and availability of information.

Concerning institutions transparency towards the community, of all the five categories, it is good, 36.6% and very good, 36.6%, that had got the majority responses. The rest very poor, poor and perfect had got 3.2%, 14% and 9.7% respectively. Totally as the result showed institutions are transparent towards the community.

As far as the extent that different departments in an institution are independent of each other to make decision concerned, respondents said very low 8.5%, and those said low, 11.7% and the rest 37.2%, 37.2% and 5.3% said medium, high and very high. Hence based on the result obtained, the different departments can be said independent of each other and they can decide with out much interference of each other. But this does not mean that departments of an institution are perfectly independent of each other while decision making and other tasks are conducted.

The following table indicates questions of transparency and the ratings given by service users' respondents of the study.

Table 12- **Service user responses about questions of transparency**

Questions of transparency	Category	Frequency	Percentage
TRA15. How much is easy or difficult to obtain information on laws and regulations of your service provider institution?	very difficult	25	22.1
	difficult	16	14.2
	some what easy	37	32.7
	easy	22	19.5
	very much easy	13	11.5
	Total	113	100.0
TRA18. How much do you think is transparent your service provider institution's performance	I don't know	18	15.9
	not transparent	10	8.8
	partially transparent	62	54.9
	transparent	10	8.8
	totally transparent	13	11.5
	Total	113	100.0

Source: (Own Survey, 2010)

How much is difficult or easy to obtain information on laws and regulations of your service provider institutions? Was the question that was asked for service users respondent is provided, when they gave responses they said that 21.1%, 14.2%, 32.7% 19.5% and 11.5% of them said, very difficult, difficult, somewhat easy, easy and very easy respectively. Thus, based on their response getting on laws and regulation from public institutions was somewhat easy. Respondents were also asked to rate how much service provider institutions performances are transparent towards the public, and their responses were: not transparent (8.8%), partially transparent (54.9%), transparent (8.8%) and totally transparent (11.5%). The result showed that institutions were partially transparent towards their customers.

Table 13 - **Users responses for a transparency question**

A question of transparency	category	Frequency	percentage
TRA19. Does the service provider institution timely and transparently inform you whenever changes in service provision are made	no	66	58.4
	yes	47	41.6
	Total	113	100.0

Source: (Own Survey, 2010)

For the question which said 'does the service provider institution timely and transparently inform you whenever changes in service provision are made?' When 58.4% of the respondents said no, the rest of them 41.6% said yes. When it is seen based on principle of majority it can be said that institutions did not inform their customers timely and transparently.

5.5 Equity and Equality

The following table shows a question of equity and equality provided for civil servant respondents and their ratings.

Table 14 **–Civil servants responses on a question about proportion of women in key position in institution**

A question in Equity and Equality	Category	Frequency	Percentage
What is the proportion of women in key positions in your institution?	1-10%	61	64.9
	11-20%	9	9.6
	21-30%	6	6.4
	31-40%	9	9.6
	more than 40%	9	9.6
	Total	94	100.0

Source :(Own Survey, 2010)

Of the core elements of good governance, according to UN-HABITAT, equity and equality is the one that favors equal and equitable access of resources without discrimination, equal opportunities and treatments, etc for all sections of the society such as for women, for minorities, for disadvantaged groups etc. However, this research concerned focus has given about women

69

especially concerning women's position in institutions. As one of the highly emphasized issues that good governance working for achieving is the case of women promotion in position, thus a question that enable to assess how much women access key positions in institutions was delivered for respondents and as their response indicated, women in key positions are very small. 64.9% of the respondents rate the number of women in key position in percent from 1-10% and the rest respondents 9.6%, 6.4%, 9.6%, and 9.6% of them said 11-20%, 21-30%, and 31-40% and more than 40% respectively. This needs immediate attention for solutions. In addition, by the interview conducted with key informants (officials) what was proved was the institutions limited effort in bringing women in leadership position in the institutions.

5.6 Analyises and Discussion of Additional Questions

A question that attempted to understand the condition of hiring employees in public institutions was, as indicated by the table below, provided to respondents.

Table 15 - **Civil servants perception on the condition of hiring employ in institution**

What is the condition of hiring employees in your institution?			
A, it is based on legal procedures	B. It is influenced by nepotism, bribery, etc	C. It is based on party membership	D. It is influenced by family ties and friendship
62	3	15	5

Source: (Own Survey, 2010)

As it is observed from the table, large number of the respondents, 62 of them said that it was conducting in accordance with the legal procedures and other respondents, 15, 3and 5 of them said it was based on party membership, influenced by family ties and friendship and influenced by nepotism bribery, etc. When the response of the respondents observed, the condition of hiring employees in the institution was conducting according to the legal procedures of the institution.

Understanding how promotions of the civil servants found in public institutions are conducting has high value for governance assessment, thus to do that a question indicated below in the table was presented to the respondents.

Table 16- **Civil servant perception about promotion of employees in the institution**

Employees in the institution is promoted based on				
A. professional experience, merit and performance	B. party membership/ affiliation	C. friendship and family ties	D. based on practices of corruption	E. Based on level of education (qualification)
54	9	6	-	11

Source: (Own Survey, 2010)

And clearly observed from the table promotion in public institutions was conducting based on professional experiences, merit and performance.

Table 17 - **Service users' responses on good governance**

Other	Category	Frequency	Percentage
24. Based on the questions what you have answered above, how do you rate the prevalence of good governance in the institution?	very poor	18	15.9
	poor	26	23.0
	good	39	34.5
	very good	28	24.8
	perfect	2	1.8
	Total	113	100.0

Source: (Own Survey, 2010)

As indicated by the table respondents have been given the chance to rate how good governance is prevalent in public institution based on the total questions they previously responded. They rated it very poor (15.9%), poor (23%), good (34%) very good (24.8%) and perfect (1.8%).

According to the responses provided by the respondents, it can be concluded good governance in public institutions is found poor. Assuming in order to further know their reasons a question was prepared as indicated in the table

Table 18, **Reasons of service users for rating governance in public institution poor and very poor**

54. If your answer is choices poor or very, what do you think are the causes?			
A. Because officials are less concerned(motivated) whether or not good governance is prevalent in their institution	B. Officials as well as the public sector employees are not well aware of good governance	C. There is no any institutional framework that follows up and evaluates the implementation of good governance in the institution	E. Because the institution does not have the tradition to discuss with the community over the matter
5	4	20	15

Source: (Own Survey, 2010)

As the table above indicates, of those respondents who selected poor and very poor 20 of them said because there is no any institutional framework that follows up and evaluates the implementation of good governance in the institution, the other respondents numbered 15 said because institutions doesn't have the tradition to discuss with the community over the matter and 5of them said because officials are less concerned (motivated) whether or not good is prevalent in their institutions.

Table 19- Service users suggestions for good governance is to be prevalent

What measures are you suggested for good governance is to be prevalent in public institutions?			
A. Training for officials and employees	B. Creating awareness about good governance on the part of the public in order to enable them to challenge in the absence of Good institutional governance.	C. Establish institutional frame work for good governance implementation follow up	D. Other (specify) _____ _____ _____
19	38	23	

Source: (Own Survey, 2010)

For the question "what measures are you suggested for good governance is to be prevalent in public institutions? "Creating awareness about good governance on the part of the public in order to enable them to challenge in the absence of Good institutional governance (38 of the respondents), Establish institutional frame work for good governance implementation follow up

(23 of the respondents) and training of officials and employees (19 of the respondents) were suggested by the respondents.

Table 20- **Civil servant responses on the possible outcome of absence of good governance**

56. What do you think will be the consequences of the absence or less prevalence of good governance?				
A)Hinders institutional performances	B) strongly affects the community and retarded development	C) slim down the overall aspect of the town	D)damage investment, trade and the development and expansion of small/medium and micro enterprises	E) A, B, C, D
12	2	4	1	43

Source :(Own Survey, 2010)

As far as the consequences of the absence or less prevalence of good governance, 43 respondents said all of the ideas under options A, B, C, D and the rest 12 respondent said hinder institutional performance.

As achieving good governance has high momentum for the effective accomplishment of development targets and is the means to bring development, peace and stability within a country, different countries and national and international organizations have long been engaged in the process of ensuring good governance from international to local levels. One of the method different actors of governance used in the processes of achieving good governance is governance assessment. Assessing governance leads to know failures and success of governance achievements that must be corrected and strengthened respectively.

Thus, as achieving good governance is one of the main agendas of Ethiopia, different efforts on the part of the government has been conducted recognizing that achieving good governance both at the national and local level directly or indirectly implies economic development and peace and stability .

Thus in general this paper tried to show how good governance is prevalent in public sectors in light of the five core good governance principles; participation, effectiveness and efficiency, transparency, accountability, and equity and equality.

> ➢ **Success and failure on the part of the public institutions as far as Participations concerned**

Although all of the institutions were not failed or achieved all of the operational questions and interviews prepared based on participation sub indices, in some of them they were found effective and in other indices they found poor. *As far as the existence of institutional framework for the public participation*, they were effective and institutional frameworks have found in place. Based on the research finding it was not only the frameworks existed but as far as their implementation concerned the research has found effectively working and the participation of the society in the institution is wide speared.(table 1)(table 2).

Regarding *Civil Society(CSOs) or Community Based(CBOs) Organizations,* the study found poor in that in most of the institutions there are no frameworks to participate them and institutions favored not them to have participation in their institution.(table 1)

Institutions concerning **public forum for women, youth and disadvantaged groups** of their customer or the public have found poor and did not have the required forum these section of the society.(table 1).

As far as *citizen consultation before implementation of programs and policies* institutions have poor record based on the research finding. Based on the result obtained from both the public users and employees of the institutions they achieved poor in the issue. (table1 & table 2)

In *encouraging citizens in decision making process* institution performed well and the research has found that they were effectively conducted it and this was witnessed by the service users (customers) of the institutions. This was further proved in likert type questions in efficiency and effectiveness indicators analysis. (Table 1 and table 3)

Regarding *the customers or the society evaluation of the service provider institutions management* and *survey assessments of satisfactions level* of the customer or service users concerned, according to the finding of the research, performed poor which was strongly proved by the service users or the customer.(table 2)(table 3)

Based on the research finding *customers* proved that they *could easily provide their suggestions, questions, comments and complaints for their service provider institutions* without any difficulties, however, the research has found some failure in giving immediate solutions for the complaints and questions provided. But this does not mean that intuitions accommodating nature of complaints, suggestions, comments and questions is poor because it was small number of respondents complain this. Thus, institutions in this direction are performing well.

Other poor performance of institution as observed by the research was the *institutions failure to give either of seminars, workshops, or general conference or small group discussions for the public user regarding the services they are going to provide*. In this directions institutions performed poorly and that created confusion on the part of the service users.

In general the research has found successful accomplishment in institutional framework for the public participation and its effective implementation, in encouraging citizen involvement in decision making process, in easily accepting, accommodating customers or service users' complaints and questions with some shortcomings in giving solutions for complaints quickly. But regarding CSOs, CBOs and other related organizations involvement in the institution concerned, in making public forum for women, youth and disadvantage groups, in consulting citizens whenever they needed to implement new programs, strategies and polices, in inviting service users to evaluate the public institutions management and in making survey of satisfaction level of the service users and giving either seminar, workshops or conferences regarding the services they provided to the society, they were poor and accomplished poorly. Therefore although it is not said that participations do not exist in the institutions, they are poor.

➢ **Failures and successes of institutions in effectiveness and efficiency**

As far as *institutions role in giving seminars or workshops concerning good governance* was found poor in that institutions did not give seminars and workshops for public servants or for their staff members. As the issue good governance is "a matter of life and death" as one of the government officials said, the seminars, workshops and trainings should have been given for institutions staff members. But as it is proved by respondents and interviews conducted in most of the institutions the trainings or seminars or workshops on the issue were not given. (Table 3)

Institutions as far as *the existence of published performs standards* concerned are successful as they had the published performance standards. They are also successful in that institutions have *clear strategic plan*. (Table 3)

In financial resource management, relevant decision making processes based on reliable information being the culture of institution, **concerning efficient, ethical and effective use of resources** in the institutions, *implementation of decision*, *job security of employees,* and *administrative and technical skills of institutions* the research has found that institutions are effective and concerning the *institutions political vulnerability*, the research has found that interference of politics in institutions are very low, if the interference is very low institutions are independent and they can accomplish their responsibility independently.(table 8) the research has found *effectiveness of institutions in observing the rule of law* poor despite the public employee suggestion of good.(table 5)

Regarding *bureaucratic delay and much process* whenever service users are engaged in the service providing institutions, and *special service delivery mechanism for women and the disadvantaged group* concerned institutions has found poorly performing. Especially as the respondents proved bureaucratic delay and much process in institutions is common and that was highly hurting the service users and their businesses. (Table 6)

As far as the *amount of services* provided to society, the on institutions, *efficiency of the institution in providing services*, **degree of confidenc**e *that service users have in institutions* concerned the research discovered medium level results. The research has also found public *services are dependent of political interference*. (Table 5)

In general as far as *effectiveness and efficiency* concerned based on the finding of the research describe above, although it doesn't mean that effectiveness and efficiency as indicator perfectly implemented in public institutions, it is observed that institutions were found well accomplishing.

➢ **Failures and successes of public institutions in transparency**

The *rules of the game in public institutions*, **availability and access to information** *for the community*, *institution's transparency towards the community and departments of an*

institution independent of each other to make decisions have found effectively working in public institutions. In addition, *easiness or difficulty to obtain information on laws* and *regulations* in institutions was discovered somewhat easy. *Promotions of employees in public institutions* are under going based on the legal procedures using professional experiences, merit and performances. (Table 11 & table 12)

Service provider institution should *timely and transparently inform to the users* whenever changes in service provision are made, but this was not made in institutions. Thus in this regard institutions were not effective.

In general as far as transparency in public institutions concerned as described above due to the transparency rules of the game in institutions, availability of access to information for the community, transparency of institutions towards the community, independence of departments in an institution to make decision independently and other attributes mentioned, institutions can be said they are discharging their responsibility transparently. But this does not mean that they are highly or perfectly applying the principle of transparency. As there are shortcomings mentioned and not mentioned here and transparence in institutions. But in general institutions are good in transparency.

➢ Success and failures of institutions regarding accountability

Due to *absence of institutional mechanism that enable the society to control the administration of institution* and *the absence of monitoring and reviewing procedures to follow up the implementation of anti corruption policy*, *the inability of the public to review the budget*, *absence of CBOs and CSOs review of the institutions' budget*, and *the existence of corruption*, institutions in general are observed and found poor in accountability. Especially for the prevalence of corruption in institutions concerned the research proved that two factors, lack of adequate wage for workers of public institutions and lack of follow up and appropriate measures of punishment on those caught up in corruption before.(tables 8, 10, 15,16 ,9)

➢ Institutions as far as Equity and Equality

As far as equity and equality concerned the research used only one sub indicator, that was *proportion of women in key position* based the finding the proportion of women in key position accounted below 10%. Due to this institutions in general concluded poor in equity and equality.

In addition to what described above vis-à-vis the 5 good governance indicators used in the study, information regarding the causes of lack of good governance, the possible measures that should be taken for the prevalence of good governance and the possible outcomes of the absence or lack of good governance were gathered.

CHAPTER SIX

CONCLUSION AND RECOMMONDATION

6.1 CONCLUSION

Based on the result of this study, institutions assessed have not been found perfectly effective in any of the five good governance indicators used in the study. Instead they were found effective in some of the sub indices of the indicators and ineffective in some other sub indices of the indicators. Therefore in order to avoid generalization by simply using indicators for conclusion, the conclusion of the study has been conducted by focusing on specific sub indices of the indicators used in the study. In addition, in the conclusion and recommendation focus has given for the weak side of institutions.

As they are directly representing the society, **Civil Society and Community Based Organizations have strong contributions in building of good governance.** However, poor achievements were observed on the part of institutions in accommodating them. This greatly affects the over all performance of the institutions and led them to score weak institutional achievements. In addition poor performance of institutions in cooperating with CBOs and CSOs has the influence of weakening the organization and deter the contribution they have in good governance building process.

Forum for the women, youth and specially the disadvantaged group of a society has become a sub indicator in assessing governance by scholars and practitioners. One among the different criteria which enabled institutions to perform good is treating the group of the society under discussion. Ignoring them implies ignoring of more than half of the productive part of the population of the area. And it has become impossible for institutions to achieve good governance and poverty reduction without women, young and disadvantaged parts of the society.

When **policies or programs are going to be launched that directly or indirectly affects the society or customers,** there must be first conducted some form of consultation with the society or the public users concerning their demands and how it is feasible to the society or at least for the purpose of creating awareness. Doing not results rejection of the program or projects on the

part of the society, develop low sense of ownership of the project and finally results the total failure of the program or projects.

In principles of good governance institutions' management needs to be open **for public review and evaluation**. If the institutions are feared public review and evaluation of their administration by no means they could be said transparent. For a service provider institution making a **survey of customer satisfaction level** must be one of the first simple activities, failed to do this lead the failure of the institution as an institution and the institution will have not the mechanism to know its failures and success as far as the service it provides to the society. **Customers having not giving immediate solutions** for their complaints, blame not only the institution but the overall system of the government. It also results the loss of customers and the delay of solution led service users to find solution abnormally such as through bribe

For good governance to be prevalence in public institutions total staffs of the institutions should have awareness about good governance this need training, seminars and workshops, therefore **trainings, seminars, workshops, information about good governance through pamphlets, journals and medias and other forms need to be given**. Especially regional communication Medias can play greater role. In addition **failure in giving some form of awareness creation in the form of conference or workshop to the users about the services they provides** will create confusion among stakeholders. In addition using the gap illegal traders will be benefited by exploiting the society.

Rule of law according the FDRE constitution is one of the highest laws in the country and it is expected that all members of the country should be under the law. Especially government institutions needs to be abide by the laws of the country. Institutions working not by the rule of law can easily become the symbol of disrespecting the law which both decreases their performances as well as liable to male practices such as corruption.

Institutions in any of their activities are expected to be active and fast which are both necessary not only for the users but the institution too, **bureaucratic delays and much process** creates problems on both sides. Institutions loss the customers' confidence they have and public users lost their time and money.

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

One the most important things that institutions expected to achieve is the establishment of **procedures to follow up the implementation of anti corruption policy**, what should not be forgotten in the process of achieving good governance in public institutions are the case of **corruption**. The most dangerous enemy of building democratic governance is corruption. Institutions highly infected in corruption can not be productive and will never have good performance rather they deter the process of the building good governance in institutions. Corruption strongly affects service users and the town in general.

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

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

Because of the cultural and historical influence that had laid up on them women parts of the population are not in offices and positions as they would have to been and it becomes impossible for a country to bring change and development with out active participation of half of the part of the total population of the country. Immediate corrective actions needs as far as promoting **women in key positions in public institutions** where by now they are below 10%.

In general **absence of giving training and awareness creation** of officials and public institution employees through training, workshops and seminars, through pamphlets, journals and regional Medias, create the attitude of low value for good governance both among the civil servants and

the community. They consider good governance as an idea that much not necessary for poverty reduction and sustainable development.

In addition **follow up mechanisms concerning implementation of good governance in institutions** have great role if they are established by institutions. Creating awareness about good governance especially using regional Medias and let them struggle the absence of good governance in public institutions. Lastly, **institutional mechanisms** should be established for **discussion with the society regarding good governances**. The consequent results of poor governance would probably be decrease institutional responsibility discharging capacity, damage society (customers) living and hinders government and it blocks expansion of investments, SMEs and trade.

As achieving good governance has high momentum for the effective accomplishment of development targets and is the means to bring development, peace and stability within a country, different countries and national and international organizations have long been engaged in the process of ensuring good governance from international to local levels. One of the method different actors of governance used in the processes of achieving good governance is governance assessment. Assessing governance leads to know failures and success of governance achievements that must be corrected and strengthened respectively.

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

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

82

contribute their parts good governance should one of the principal frameworks in all of their activities.

6.2   RECOMMONDATION

Civil Society and Community Based Organizations are among the most relevant stakeholders that must be given place in the process of good governance building processes because as they are directly represent the society they have strong contributions in building of good governance. However, poor achievements were observed on the part of institutions in accommodating them. Thus, preparing clear frame works and correctly implementing it will enable Civil Society and Community Based Organizations in public institutions.

One of the most important agenda of good governance is the issue of women, youth and specially the disadvantaged. Since the beginning of governance has become global agenda youth, women and disadvantaged groups have been cases that advocators challenge governments and institutions. And that is why forum for the group of a society has become a sub indicator in assessing governance by scholars and practitioners. Thus, the institutions needs training that this part of the society can be productive and important for the country and institutions need to understand that they have equal rights with others in the constitution of the country.

When policies or programs are going to be launched that directly or indirectly affects the society or customers, there must be first conducted some form of consultation with the society or the public users concerning their demands and how it is feasible to the society or at least for the purpose of creating awareness. Institutions should develop the mechanism and implement this issue.

In principles of good governance institutions' management needs to be open for public review and evaluation. If the institutions are feared public review and evaluation of their administration by no means they could be said transparent. For a service provider institution making a survey of customer satisfaction level must be one of the first simple activities, failed to do this lead the failure of the institution as the institution has not the mechanism to know the failures and success as far as the service it provides to the society. Thus, institutions need to know the importance of making satisfaction survey and formally implement it.

Institutions should to know how far hurting the customers having not giving immediate solutions for their complaints. It needs the institutions to be quick in giving solutions for complains of the customer.

For good governance to be prevalence in public institutions total staffs of the institutions should have awareness about good governance this need training, seminars and workshops, therefore trainings, seminars, workshops, information about good governance through pamphlets, journals and medias and other forms need to be given. Especially regional communication Medias can play greater role. In addition failure in giving some form of awareness creation in the form of conference or workshop to the users about the services they provides will create confusion among stakeholder thus institutions should prepare the mechanism and apply it.

Rule of law according the FDRE constitution is one of the highest laws in the country and it is expected that all members of the country should be under the law. Especially government institutions needs to be abide by the laws of the country. Thus, some form of corrections in this matter is relevant for institutions.

Institutions in any of their activities are expected to be active and fast which is both necessary for not only for the users but the institution too, in the contrary bureaucratic delays and much process creates problems on both side. Hence institutions should correct delaying and long processes while serving the society or user understanding that customers are hurting.

As described above whenever we think of service delivery in relation to good governance, the first thing that has to come in our mind should be the accommodation of women and the disadvantaged, programs should be arranged by which women and disadvantaged groups are treated.

Institutions need to be aware of concerning their efficiency in providing services so as to increase degree of confidence (trust) of the users. The services being totally independent from political influence encourages users.

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

of the main combatants against good governance. Thus institutions need to prepare monitoring and reviewing procedure to follow up anti corruption policies. As the same time the public has to have the privilege of reviewing the budget of institutions. Both the society and CBOs and CSOs organizations should have accesses in reviewing budgets of the public institutions. There has to have mechanisms in public institutions which enabled them to review budgets. Corruption as endemic enemy for social, economical and political enemy of any country especial attentions should be given to it. As it strongly deters institutional performance capacity public institutions needs to cautious in eliminating from institutions.

Timely and transparently informing service users whenever changes are going to made in services provisions. This enables service users to adjust themselves on time and avoid later confusions.

Because of the cultural and historical influence that had laid up on them women parts of the population are not in offices and positions as they would have to been and it becomes impossible for a country to bring change and development with out active participation of half of the part of the total population of the country. Immediate corrective actions needs as far as promoting women in key positions in public institutions where by now they are below 10%.

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

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

Bibliography

African Governance Report (2005): Economic Commission for Africa, Addis Ababa, Ethiopia, retrieved from www.uneca.org

A Human Rights-based Approach to Development Programming in UNDP – Adding the Missing Link, http://www.undp.org/governance/docs/HR_Pub_Missinglink.pdf

Anwar Shah*: LOCAL GOVERNANCE IN DEVELOPING COUNTRIES PUBLIC SECTOR GOVERNANCE AND ACCOUNTABILITY SERIES retrieved *http://www.undp.org*Anwar Shah*: LOCAL GOVERNANCE IN INDUSTRIALIZED COUNTRIES PUBLIC SECTOR GOVERNANCE AND ACCOUNTABILITY SERIES retrieved *http://www.undp.org*A Perispective on Good Governance- retrieved from http://www.unescap.org/drpad/publication/bulletin%202002/ch4.pdf A Plan for Accelerated and Sustained Development to End Poverty (PASDEP), (2005/06-2009/10), Volume I: Main Text Ministry of Finance and Economic Development (MoFED Addis Ababa, 2006

Applying good governance concept to promote local economic development: contribution and challenge- http://findarticles.com/p/articles/mi_qa5479/is_1-2_9/ai_n29431934/ retrieved from http://www-sre.wu-wien.ac.at/ersa/ersaconfs/ersa05/papers/391.pdf

A PRAGMATIC MODEL FOR GOOD GOVERNANCE IN BANGLADESH MD. ABDUR ROUF Asian Affairs, Vol. 29, No. 2, 5-21, April - June 2007 retrieved from http://www.adb.org

Assessing governance in Africa-retrieved from   http://www.afdb.org

Guide to key concepts in governance and development http://www.international.uwaterloo.ca/student

A Users' Guide to Measuring Local Governance (2007), UNDP Oslo Governance Centre, from retrieved, http://www.undp.org/hdr2009.shtml

Aminuzzaman, M. (2007). Poverty and Governance – A
Quest Alternative Focus: in a Bangladesh Test case, JOAAG, Vol. 2. No. 1

Building Better Governance (2007), Common Wealth of Australia, retrieved from http://www.ag.gove.au/cca

Community Participation and Multilevel Governance in Economic Development Policy, retrieved, http://www.utoronto.ca/progris/pdf_files/Community%20Participation.pdf

Decentralized Governance for Development: A Combined Practice Note on Decentralization, Local Governance and Urban/Rural Development--

April 2004- retrieved from http://www.undp.org

ECONOMIC GOVERNANCE AND THE PARTNERSHIP FOR AFRICAN DEVELOPMENT (NEPAD) *BY AKPAN H. EKPO; UNIVERSITY OF UYO; UYO, AKWA IBOM STATE; NIGERIA, 2002*

Framework for Commonwealth Principles on Promoting Good Governance and Combating, Corruption- retrieved from http://www.thecommonwealth.org/shared_asp_files/uploadedfiles/%7BC628DA6C-4D83-4C5B-B6E8-FBA05F1188C6%7D_framework1.pdf

FEDERALDEMOCRATIC REPUBLIC OF ETHIOPIA, MINISTRY OF WORKS AND URBAN DEVELOPMENT PLAN FOR ACCELERATED AND SUSTAINED DEVELOPMENT TO END POVERTY: Plan for Urban Development and Urban Good Governance (2007), ETHIOPIA

Governance for Economic Development in Auckland, retrieved from

http://www.economicdevelopment.org.nz/articles/Governance%20for%20Economic%20Development%20in%20Auckland.pdf,

Franco BASSANINI: Good Government Strategies for the 21st Century Good Governance Strategies: A Prospect for Integration *Reflections from the Italian Experience*

Good governance: Guiding principles for implementation, retrieved from http://www.ausaid.gov.au/publications/pdf/good_governance.pdf

GOOD GOVERNANCE AND ANTICORRUPTION: *THE ROAD FORWARD FOR INDONESIA* Paper Presented by the Asian Development Bank

at the Eighth Meeting of the Consultative Group on Indonesia

27–28 July 1999, Paris, France retrieved from http://www.ADB.org

Good Governance, Aid Modalities and Poverty Reduction: Linkages to the Millennium Development Goals and Implications for Irish Aid Research project (RP-05-GG) of the Advisory Board for Irish Aid.

Good Governance in Multiethnic Communities: Conditions, instruments, best practices, ways to achieve and measure good governance at the local level A joint publication of the Ethnocultural Diversity Resource Center and the King Baudouin Foundation, 2007 retrieved from www.edrc.ro or www.kbs-frb.be

Governance for the Future Democracy and Development in the Least Developed Countries,2006,undp, http://www.undp.org/governance/docs/Policy-Pub-LDCReport.pdf

Governance for the Future Democracy and Development in the Least Developed Countries,2006,undp, retrieved from http://www.undp.org/governance/docs/Policy-Pub-LDCReport.pdf

Governance: Sound Development Management (1999), Asian Development Bank

Governance Indicators: A Users' Guide SECOND Edition, 2007 undp, retrieved from http://www.undp.org/oslocentre/docs07/undp_users_guide_online_version.pdf

GOVERNANCE, DEVELOPMENT AND AID EFFECTIVENESS: A QUICK GUIDE TO COMPLEX RELATIONSHIPS, http://www.odi.org.uk/resources/download/181.pdf

Governance for the Future: Democracy and Development in the Least Developed Count, 2006-UNDP retrieved from http://www.undp.org

INTERNATIONAL LEGAL INSTRUMENTS ADDRESSING GOOD GOVERNANCE, retrieved,http://www.unhabitat.org/downloads/docs/2107_72061_Intl%20legal%20instruments%20good%20gov%20publication.pdf

Jeff Huther and Anwar Shah, Applying a Simple Measure of Good Governance

to the Debate on Fiscal Decentralization; POLICY RESEARCH WORKING PAPER 1894 The World Bank Operations Evaluation Department Country Evaluation and Regional Relations Division March 1998-retrived from http://www.undp.org

Kumera Kanea. DECENTRALIZED GOVERNANCE AND SERVICE DELIVERY:

A CASE STUDY OF DIGELU AND TIJO WOREDA OF ARSI ZONE IN OROMIA REGION, Addis Ababa, 2006

Local Democracy, Economic Development and Construction Bill [HL] retrieved from http://www.publications.parliament.uk/pa/ld200809/ldbills/002/2009002.pdf

Lennon (2003), Facilitating Regional Economic Development, Local Government Perceptions and What It Can Do, AUSTRALIA, retrieved from,

http://www.sgsep.com.au/system/files/SashaLennonANZRSAI_Paper.pdf,

Local Economic Development Policies (2001), Upjohn Institute Staff Working Paper No. 03-91 Local Democracies, Democratic Decentralisation and Rural Development: Theories, Challenges and Options for Policy Forthcoming Development Policy Review,

http://www.odi.org.uk/projects/00-03-livelihood-options/papers/CJdecentralisation.doc

Lundberg (2007) Decentralized Governance and a Human Rights-based Approach to Development; Public Governance Indicators:A Literature Review.

LOCAL GOVERNANCE AND DECENTRALISATON

Submitted by Germany, UNDP and the Secretariat Agenda item No. 8 34th meeting, retrievedfrom,http://www.oecd.org/secure/pdfDocument/0,2834,en_21571361_34047972_31721100_1_1_1_1,00.pdf

Local Politics, Budgets and Development Programmes in Croatia- retrieved from http://ideas.repec.org/p/wiw/wiwrsa/ersa04p99.html

Mark Schacter. Public Sector Reform in Developing Countries Issues, Lessons and Future Directions, Institute On Governance Ottawa, Canada, 2000 RETREIVED FROM http://www.iog.ca

Measuring Governance: What Guidance for Aid Policy? Working Paper 5 Julius Court and Verena Fritz (ODI) with E. Gyimah-Boadi (CDD) August 2007 retrieved from http://www.odi.org.uk/

Making the Law Work for Everyone, (2008) VOLUME I, Report of the Commission on Legal Empowerment of the Poor, retrieved from http://www.undp.org/publications/Making_the_Law_Work_for_Everyone%20(final%20rpt).pdf

Mushtaq H. Khan Mushtaq. Governance, Growth and Poverty Reduction, DESA Working Paper No. 75ST/ESA/2009/DWP/75 June 2009 New York, N.Y. 10017, USA retrieved fromhttp://www.un.org/esa/desa/papers

Norly Grace Mercado: THE BUSINESS OF GOOD GOVERNANCE: A Peek into the Good Governance Policy of the ADB *retrieved from http://www.ADB.org*

Rowe (*2008*), MOVING THE THEORY OF LOCAL ECONOMIC DEVELOPMENT BEYOND METAPHORS retrieved from, http://www.anzrsai.org/system/files/f1/f54/o310//Rowe.pdf

Shimels Ayalew. CORRUPTION AND ANTI‐-CORRUPTION IN ETHIOPIA:

A CASE STUDY OF THE ETHIOPIAN CUSTOMS AUTHORITY, Addis Ababa, 2005

Stéphane Oertel (2004) GOVERNANCE PROFILE OF ETHIOPIA**, Economic** Commission for Africa**,** Development Policy Management Division- September 2004-retrived from http://www.uneca.org
Sustainable development in North Africa: experiences and lessons (2007), United Nations ECONOMIC COMMISSION FOR AFRICA UNECA North Africa Office, Ad Hoc Experts Group Meeting. Retrieved from, http://www.unecana.org/anglais/seminaires/Aide%20memoire_English%20_DD1107_V3_.pdf

The Good Governance Standard for Public Services: The Independent Commission on Good Governance in Public Services retrieved from www.cipfa.org.uk

Tim Plumptre & John Graham (1999): Governance and Good Governance: International and Aboriginal Perspectives, *Institute On Governance*

Timothy D. Sisk: Democracy at local level, International IDEA Handbook Series 4- retrieved from http://www.idea.int/publications/dll_africa/upload/Full_Report.pdf

UNDERSTANDING THE TAX BASE CONSEQUENCES OF LOCAL ECONOMIC DEVELOPMENT PROGRAMS, retrieved from http://www.sharesimsbury.com/Docs/Tax%20Base%20Conseq%20of%20Economic%20Devel.pdf

Prerequisities of good governance- http://www.edrc.ro/docs/docs/19-23.pdf

M. Abdellatif (2003), Good Governance and Its Relationship to Democracy and
Economic Development, Good Governance and Its Relationship to Democracy & Economic
Development *Global Forum III on Fighting Corruption and Safeguarding Integrity*, *Seoul 20-31 May 2003* Workshop IV. Democracy, Economic Development, and Culture
PLANNING A GOVERNANCE ASSESSMENT: A GUIDE TO APPROACHES, COSTS AND
BENEFIT (2009), United Nations Development Programme Oslo Governance Centre, Norway
http://www.undp.org
Mainstreaming Anti-Corruption in Development (2008) Update on UNDP Work on Anti-Corruption in
2008, http://www.undp.org/hdr2009.shtml
Promoting good governance in the Commonwealth: political will matters, retrieved from
http://www.commonwealthministers.com/images/uploads/article_pdfs/Cabinet_Politics/Koranteng/Koranteng.pdf

Stability and Good Governance: Preconditions for Development, retrieved byhttp://www.david
kilgour.com/secstate/stabilit.htm

TRANSPARENCY IN STATE ADMINISTRATION: BASIC PREREQUISITE FOR GOOD
GOVERNANCE AND COMPETITIVENESS OF THE BULGARIAN ECONOMY IN EUROPEAN
CONTEXT, retrieved from *http://facta.junis.ni.ac.rs/eao/eao200802/eao20080206.pdf*

The Global Campaign for Good Urban Governance Draft 4A 4 May 2000, retrieved from
http://www.UN-HABITAT.org

Users' Guide For PUBLIC ADMINISTRATION PERFORMANCE MEASURING (2009), UNDP Oslo
Governance Centre, retrieved from http://www.undp.org/governance/publications.htm
UNDPThematic Fund. Democratic Governance retrieved from http://www.iundp.org
United Nations Development Assistance Framework in Ethiopia (2007-2011): UN Country Team in
Ethiopia, http://www.undp.org
የኢትዮጵያ ፌደራላዊ ዲሞክራሲያዊ ሪፑብሊክ ህገ-መንግስት ፤ 1ሺ.987 ዓም ፤ አዲስ አበባ

በኢትዮጵያ ፌደራላዊ ዲሞክራሲያዊ ሪፐብሊክ የአማራ ክልላዊ ምክር ቤት ዝክረ ህግ 1ሺ.994 ዓም ፤ ባሕርዳር.

የዲሞክራሲ ስርአት ግንባታ ትግልና አቢዮታዊ ድሞቸራ ፤1ሺ.999.

Zdravko Miovèiæ Case Study Laktaši: Good Governance as a Pillar of Local EconomicDevelopment-
retrieved from
http://www.fes.hr/Ebooks/pdf/Economic%20Development/03.pdf

APPENDICES

1. Questionnaire of public institution employ respondent

The objective of this research is to assess how prevalent is good governance in public institutions. The information obtained will be confidential. Your responses are of high value for research purposes and may be important in prescribing policies to improve governance in public institutions.

1. Is there any institutional framework that enables the public users or the society to participate in your institution?   A. Yes   B. No

1.1. If Yes how do you rate the participation

A. excellent   B. very good   C. fair   D. poor   E. very poor

1.2. If your answer is D or E, for the above question, what do you think is the reason?

   A. the framework for participation is not practical

   B. the society/ public users are not ready to participate

   C. no favorable conditions on the part of the institution

   D. officials of the institution disfavor customers participation

2. According to your opinion what should be done to achieve active participation of citizens/ service users in the institution?

A. gives training, workshop or seminar to the institution in general about the importance of community/service users' participation

B. makes changes of participation framework of the institution

C. create awareness about the importance of participation on the part of the community

D. create favorable institutional condition that attract service users /the community for participation

E.other (specify) _____

3. Is there civic engagement in your institution?

A. Yes   B. No

4. How many times in a year are the community participates in your institution on the issues that concerned them?

A. One times   B. Two times   C. Three times   D. More than three times   E. I don't

4.1 Is your institution has public forum for Women, Youth and the disadvantaged groups?
A. Yes   B. No

5. If yes is your answer for question 4.1, how many times are they conducted?

    A. One   B. Two   C. Three   D. More than 3   D. I don't
6. Rate your institutions role in encouraging citizen's capacity to engage in decision-making?
A. Perfect   B. Very good   C. Good   D. Poor   E. Very poor

7. Are there mechanisms of customers' consultation for the implementation of policies and programs?   A. Yes   B. No

8. If your answer is yes, how many times conducted in your institution

A. one times   B. two time   c. three times   D. more than three times   E. I don't

9. Is your institution has clearly defined consultation mechanisms as far as the users' needs are concerned?   A. Yes   B. No

10. Are there any procedures for the collection of citizens' petitions, complaints and suggestions, with an institutional follow up?   A. Yes   B. NO

11. How can you express the communication among staffs in your institution?

A. Perfect   B. V. good   C. Fairly Good   D. Poor   E. Very poor

12. Do you have ever given workshop, training or seminar all about good governance in your institution?   A. Yes   B. NO

12.1. If yes is your answer to question no.11, how many times did you attain governance workshops, trainings, seminars or conferences?

A. One times   B. Two Times   C. three Times   D. More than three times   E. I don't Know

13. Do you believe that the seminars, workshop, trainings or conferences given over good governance brought changes in your institution?   A. yes   B. No

14. Is there any published performance standards in your institution?

A. Yes   B. No

14.1. If Yes, how it is practically implemented in your institution?

A. totally   B. partially   C. Poorly   D. not practically implemented   D.I don't

15. Have you ever made customer satisfaction survey?   A. Yes   B. No

15.1. If yes is your answer for question, what was/is the result? Citizens were/are

A. Very satisfied   B. Satisfied   C. Fairly satisfied   D. Poorly satisfied   D. Unsatisfied

16. Does your institution have a published performance delivery standard?

A. Yes   B. No

17. Rate the financial resource management in your institution?

A. Perfect   B. Very Good   C. Good   D. Poor   E. Very poor

17.1 If Your answer for question 17 is poor or very poor, what do you think is the reason?

A. Corruption   B. Inefficiency   C. Political interference   D. absence of concern

E. other (specify)_____

18. How do you rate relevant decision making processes based on reliable information being the culture of your institution?   A. Perfect   B. Very Good   C. Good   D. Poor   E. Very poor

19. Rate effective, efficient and ethical use of resources in your institution?

A. Perfect   B. Very Good   C. Good   D. Poor   E. Very poor

10. Rate the administrative and technical skills of your institution

A. Perfect   B. Very Good   C. Good   D. Poor   E. Very poor

21. Rate how efficient is the bureaucracy in your institution.

A. Perfect   B. Very Good   C. Good   D. Poor   E. Very poor

22. Rate your institution vulnerability to political pressure

A. Very high   B. High   C. Medium   D. Low   E. Very low

22.1. If your answer for question 22 is choices A and B, what do you think is the cause?

A. upper officials of the institution are politically appointed

B. lack of confidence on the part of the upper officials of the institution

C. Because it is a common practice in the country

D. lack of Knowledge on the part of the upper officials of the institution

Other(specify)_____

_____

23. How do you rate implementation of decisions in your institution?

A. Perfect   B. Very Good   C. Good   D. Poor   E. Very poor

 23.1. If your answers for question 23 are choices D or E, what do you think of the reason?

   A. lack of commitment and concern on the part of institution's management

   B. Lack of skill and knowledge on the part of individuals in charge of

   C. Because of external political pressure

   D. because of fear of the consequences

   E. Other(specify)_____

F.   24. What is the proportion of women in key positions in your institution?

A. 5-10%   B. 11-20%   C. 21-30%   D.31-40%   E.41-50

25. What affirmative actions are taken in your institution? _____

26. How clear are the rules of the game in the administration process of your institution?

A. very clear   B. clear   C. fairly clear   D. poorly clear   E. not clear

27. Is there any mechanism in your institution that enables the society to control the administration?   A. Yes   B. No

28. What is officials' (authorities') interest towards the community?

A. Perfect   B. Very Good   C. Good   D. Poor   E. Very poor

28.1. If your answers for question 29 are choices E and F, what do you think is the reason?

   A. lack of knowledge about the importance of the contribution of the community

   B. regarding the community as unknowledgeable

   C. lack of the tradition of involving the community in decision making

   D. fear of the community's resistance to their ideas

   E. Other (specify) _____

29. Are the procurement procedures in your institution publicly disclosed?

A. Yes   B. No

30. What is the condition of hiring employees in your institution?
A, it is based on legal procedures   B. it is influenced by nepotism, bribery, etc
C. it is based on party membership   D. it is influenced by family ties and friendship
E. Other specify)_____

31. Rate the availability and access to information for the community in your institution?
A. Perfect   B. Very Good   C. Good   D. Poor   E. Very poor

32. Does your institution disclose if any of its employees were censured for corrupt activities?

A. Yes   B. No

33. Employees in the institution is promoted based on

A. professional experience, merit and performance   B. party membership/affiliation
C. friendship and family ties   D. based on practices of corruption
E. Based on level of education (qualification)

F. Other (specify)_____

34. Do vacancies announced within the institution or publicly are simple, clear and easily understood   A. yes   B. No

35. Rate your institution's transparency towards the community

A. Perfect   B. Very Good   C. Good   D. Poor   E. Very poor

36. To what extent different departments in your institution are independent of each other to make decision? A. Very high   B. High   C. Medium   D. Low   E. Very low

37. Are there monitoring and reviewing procedures in place to follow up the implementation of the anti-corruption policy?   A. yes   B. No

38. Staff members are always informed when important decisions are made in their institutions.
A. Yes   B. No

39. How much is easy or difficult to obtain information on laws and regulations
A. very much easy   B. easy   C. some what easy   D. difficult   E. Very difficult

40. How the public services are independent from political interference?

A. Totally independent   B. partially Independent

C. Independent   D. Dependent   E. Totally dependent

41. Is there any institutional framework in your institution for public review of the budget?

A. Yes   B. No

42. Does your institution/ the municipality has a normative framework for management accountability?   A. Yes   B. No

42.1. If your answer for question 42 is Yes, is the accountability mechanisms is publicized and easily accessible?   A. Yes   B. No.

43. is there any procedure to channeling complaints and answers the society in your institution?

A. Yes   B. No

44. Is the monitoring mechanisms register community questions and the institutional answers?

A. Yes   B. No

45. Do citizens can access accountability documents and get an answer to their questions?

A. Yes   B. No

46. In your institution decision of staff management is conducted

A. with legal institutional procedures   B. influenced by business relation

C. groups of influence within the institution   D. based on filiations or political pressure

E. based on family ties or friendship   F. Other (specify) _____

47. How much you are secure to stay in your job?

A. Very high   B. High   C. Medium   D. Low   E. Very low

48. In your opinion, what are the factors that cause or optimize corruption at workplace?

A. greed and love of money

B. lack of adequate wage for work

C. Considering corruption as legal and morally acceptable

D. lack of follow up and appropriate punishment on those caught up in corruption before

E. Other (specify) _____

49. How is the rate (severity) of corruption in your institution?

A. Very high   B. High   C. Medium   D. Low   E. Very low

50. Is there any institutional procedure which enable civil society organizations or community based organizations review the institution's budget?   A. yes   B. No

51. Does your institution have clear strategic plan/visions   A. yes   B. No

51.1. If choice yes is your answer for question 51, do you clearly know and understand the strategic plan of your institution?   A. Yes   B. No

52. In what way the strategic plan and missions of the institution are formulated?   A. by the highest officials   B. by the highest officials and department heads   C. Given from upper political officials   D. the highest officials, department heads and all other staff members of the institution together   E. by community prepared from different departments of the institution. F.Other (specify) _____

52.1. If your answer for the above question is not D, do you have given workshop, seminar, and/or conference on the strategic plan?   A. yes   B. No

53. Based on the questions what you have answered above, how do you rate the prevalence of good governance in the institution?

A. Perfect   B. Very Good   C. Good   D. Poor   E. Very poor

54. If your answer is choices D or E or F, what do you think are the causes?

   A. Because officials are less concerned(motivated) whether or not good governance is prevalent in their institution

   B. Officials as well as the public sector employees are not well aware of good governance

   C. There is no any institutional framework that follows up and evaluates the implementation of good governance in the institution.

   D. Because the institution does not have the tradition to discuss with the community over the matter?

   E. Other(Specify)_____
      _____

55. What measures are you suggested for good governance is to be prevalent in public institutions?

   A. Training for officials and employees

   B. Creating awareness about good governance on the part of the public in order to enable them to challenge in the absence of Good institutional governance.

   C. Establish institutional frame work for good governance implementation follow up

   D.   Other (specify) _____

   56. What do you think will be the consequences of the absence or less prevalence of good governance?   A. Hinders institutional performances   B. strongly affects the community and retarded development   C. slim down the overall aspect of the town D. damage investment,

trade and the development and expansion of small/medium and micro enterprises   E. A, B, C, D

F. Other (specify) _____

57. Rate the institution's nature of observing the rule of law in service provision as well as other functions connected to the community. A. Excellent   B. very good   C. average   D. poor   E. very poor

2. Questionnaire of Service User Respondent

The objective of this research is to assess how prevalent is good governance in public institutions. The information obtained will be confidential. Your responses are of high value for research purposes and may be important in prescribing policies to improve governance in public institutions.

1. Does the institution prepare community forum in order to enable the community to discuss issues that mater them?   A. Yes   B. No

1.1. If yes, how many times you are participated in community forum prepared by the institution?   A. One time   B. two times   C. Three times   D. more than three times E. I don't know

2. Does the institution encourage you to participate in decision making process that concerns the service user/community?   A. No   B. Yes

3. Do you (the community) ever consulted by the institution before a program or policy is implemented that concerns you?   A. Yes   B. No

4. Do you have ever invited to evaluate the service provider institution management?

     A. Yes   B. No

5. Do you have ever asked by your service provider institution as far as your need or demand concerned? A. Yes   B. No

6. Can you easily provide your suggestions, questions, comments and complaints for your service provider institution?   A. Yes   B. No

6.1. If your answer is no, what do you think is the reason?

A. Strong bureaucratic delay   B. absence of the means (mechanism)

C. I don't think they give me solution   D. It incurs me additional cost

E. Other (specify) _____

7. Have you ever provides complains in a service provider institution   A. Yes   B. No

7.1. If your answer is Yes, in what way the institution treated you?

   A. they properly accepted my complain and give solution quickly
   B. they properly accepted my complain but they were not ready to give the solution
   C.   they were not ready to accept my complain
   D. Other (specify) _____

8. Do you ever have given training or workshop concerning the service you received by your service provider   A. Yes   B. No

8.1. If your answer is No, how do you know the rules and regulations as far as the service you are received concerned?

   A. Through Pamphlets   B. through regional radio   C. informally from individuals
   D. I don't need to know about the rule and regulations I simply do what they ordered me
   E. Other(specify)_____

9. To what amount is the institution provides the services to the customers?

 A. Very high   B. High   C. Medium   D. Low   E. Very low

10. Please rate your satisfaction level on the service provided by the institution is

   A. Very satisfying   B. Satisfying   C. Fairly satisfying   D. dissatisfying E. very dissatisfying

11. Rate the efficiency of your service provider institution

   A. Perfect   B. Very good   C. average   D. poor   E. very poor

12. Have you ever faced bureaucratic delay and much process whenever you are engaged in the service providing institution?   A. yes   B. No

12.1If Yes is your answer, how much it hurts you or your businesses
   A. Very highly   B. highly   C. averagely D. Low   E. it hurts neither me nor my businesses

3. Have you ever asked irregular payments by personnel/officials of the service provider institution to accomplish your task in the institution?   A. Yes   B. No

13.1. If your answer is Yes, how do you rate frequency that you are asked the irregular payment

A. Most frequently   B. Frequently   C. Occasionally
D. After a long time   E. I don't know

14. How would you rate the degree of confidence (trust) you have in your service provider?

A. Very high   B. High   C. Medium   D. Low   E. Very low

15. How much is easy or difficult to obtain information on laws and regulations of your service provider institution?   A. very much easy   B. easy   C. some what easy   D. difficult   E. Very difficult

16. How much do you think that the public services are independent from political interference?
A. Fully independent   B. Independent   C. partially Independent   D. Dependent   E. Totally dependent

17. Does the service provider institution have a special service delivery mechanism for women and the disadvantaged group?   A. yes   B. No

18. How much do you think is transparent your service provider institution's performance

A. Totally transparent   B. Transparent   C. Partially transparent

D. not transparent   E.I don't

19. Does the service provider institution timely and transparently inform you whenever changes in service provision are made   A. Yes   B. No

20. Do the community/ service users have ever got the chance to review the budget of your service provider institution? A. Yes   B. No

21. Do you know that you have the right to review/ask the service provider institutions' management accountability and the right to get accountability documents and answers for your questions?   A. Yes   B. No

21.1. If your answer is No, what do you think is the reason?

A. The institution is not transparent   B. shortage of information

C. I am less concerned to the matter   D. I didn't think that such right has ever existed

22. Do you think that there is corruption in the service provider institutions?   A. Yes   B. No

22.1. If your answer is Yes, why do you say that?

A. Because corruption is a common practice in public sector
B. Because I have asked to pay irregular payment to get my rights/ services

C. Because I heard informally through rumor

D. Because there are incidents of corruption in public sectors

E. Other(specify)_____

23. Rate the institution's nature of observing the rule of law in service provision as well as other functions connected to the community.

A. Perfect   B. very good   C. average   D. poor   E. very poor

24. Based on the questions what you have answered above, how do you rate the prevalence of good governance in the institution?

A. Perfect   B. Very good   C. average   D. poor   E. Very poor

25. If your answer is choices D or E or F, what do you think are the causes?

F. Because officials are less concerned(motivated) whether or not good governance is prevalent in their institution

G. Officials as well as the public sector employees are not well aware of good governance

H. There is no any institutional framework that follows up and evaluates the implementation of good governance in the institution.

I. Because the institution does not have the tradition to discuss with the community over the matter?

J. Other(Specify)_____

_____

26. What measures are you suggested for good governance is to be prevalent in public institutions?

A. Training for officials and employees

B. Creating awareness about good governance on the part of the public in order to enable them to challenge in the absence of Good institutional governance.

C. Establish institutional frame work for good governance implementation follow up

D. Other (specify) _____

27. What do you think will be the consequences of the absence or less prevalence of good governance?

A. Hinders institutional performances   B. strongly affects the community and retarded development   C. slim down the overall aspect of the town D. damage investment, trade and the development and expansion of small/medium and micro enterprises   E. A, B, C, D

F. Other (specify) _____