

**Assessment of the Prevalence of Good Governance in Public  
Sector: the Case of Selected Public Institutions in Addis Ababa City  
of Ethiopia**

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**April ,2013**

### **Statement of Declaration**

I, Ms. Misgana Worku, declare that the thesis entitled “Assessment of the Prevalence of Good Governance In Public Sector: the Case of selected Public Institutions in Addis Ababa City of Ethiopia” is the result of my own efforts. I have conducted the thesis independently with the guidance and support of the research advisor Professor Chakradhar Dash. The study has not been submitted for the award of any degree in any other university. It is submitted to IGNOU the partial fulfillment of the requirements of the Degree of Master of Arts in Public Administration.

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Certified that the dissertation entitled “Assessment of the Prevalence of Good Governance in Public Sector: the Case of selected Public Institutions in Addis Ababa city of Ethiopia” submitted by Ms. Misgana Worku, Enrol.No-099110324 is her own work and has been done under my supervision. It is recommended that this dissertation be placed before the examiner for evaluation.

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## **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.

(PSALM 127:1)

My sincere thanks to my advisor Professor Chakradhar Dash for his valuable advices and constructive comments and the time he availed until the finalization of this paper.

I would like to thank Dr. Endale Gebre for his useful comments and time he dedicated. My thanks also extended to Ato Daniel Mengesha for his support and encouragement.

All my family members do have their shares in this work; they were continuously praying, helping and encouraging me throughout working the paper.

I am very grateful to those institutions, respondents and officials who played greater role in the study by filling the questionnaires and responding interviews.

Lastly, I thank the authors of the secondary source literatures from whom I conceptualized the thesis contents.

## **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 Sector: the case of selected Public institutions in Addis Ababa city of Ethiopia”.

The main objective of the study is assessing how far good governance is prevalent in public sector institutions and the research was conducted on five public institutions purposefully selected in Addis Ababa city of Ethiopia. The study employed qualitative research methodology and data was collected through questionnaire method and the data obtained both from civil servants and service users together with the information obtained through interviews from selected officials. The descriptive analysis revealed that institutions are striving to achieve good governance practically in their institutions. Based on the analysis conducted using five core elements of good governance namely participation, effectiveness and efficiency, accountability, transparency and equity and equality 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 for good governance issues , struggling against corruptions are recommended for amending the failures in public institutions in their attempts to achieve good governance.

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## Acronyms



ADB	Asian Development Bank
AIDS	Acquire Immune Deficiency Syndrome
ANAO	Australian National Audit Office
AU	African Union
AUSAID	Australian Agency for International Development
CBOs	Community Based Organization
CSOs	Civil Society Organizations
ECA	Economic Commission for Africa
FASC	Federation of African Societies of Chemistry
FDRE	Federal Democratic Republic of Ethiopia
GOFORGOLD	Good Governance for Local Development
HAPI	Horn of African Press Institute
HIV	Human Immunodeficiency Virus
LGB	Local Governance Barometer
MDGs	Millennium Development Goals
MoFED	Ministry of Finance and Economy
NGO	Non Governmental Organization
OAU	Organization for African Unity
PASDEP	Plan for Accelerated Sustainable Development to End Poverty
UNDP	United Nations Development Programs
UNECA	United Nations Economic Commission for Africa
UNESCAP	United Nation Economic and Social Capital for Asia and Pacific
SDPRP	Sustainable Development and Poverty Reduction Program
USAID	United States Agency for International Development

# CHAPTER ONE

## *INTRODUCTION*

### 1.1 Background of the study

The concept of governance is not new. Since early 1980s it was emerged as a popular agenda of development literature and appeared in the discussion about social organization (Aminuzzaman, 2007:13) .Since then, however, consensus has not been 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).

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 tiers of government structures, federal, regional & woreda(city administration/government) and Kebele. This marked a dramatic change in terms of the tradition of the country’s governance.

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 the study has been attempted to assess the extent of good governance prevailing in five selected public sector institutions located in Addis Ababa city of Ethiopia.

## **1.2 Statement of the problem**

Ethiopia like any other African country has faced a number of challenges in democratization and good governance building processes. In order to address the identified gaps, the government of Ethiopia 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 and in the struggle against poverty (Kumera, 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 these 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.

Mindful 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 faces obstacles, the activities of making regular assessments and measurements of governance condition of the country is necessary (MoFED, 2006).

Since researches conducted concerning good governance at the local level in the country in general and in Addis Ababa city in particular are very few; this study will assess:

- a) the prevalence of good governance in public institutions found in Addis Ababa city,
- b) the governance condition of the public institutions found in the country helps to further strengthening total endeavors of the country for the establishment of good governance.

### **1.3 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:

- 1.3.1. To assesses the perception of public officials and civil servants towards good governance;
- 1.3.2. To identify specific capacity-building needs in relation to governance;
- 1.3.3. To examine to what extent good governance is prevalent in public institutions both in principle and on the ground;

1.3.4. To investigate the perception of the society concerning how prevalent good governance in public institutions;

1.3.5. To identifies major setbacks for the prevalence of good governance in public institutions; and

1.3.6. To explore the consequences of the lack or absence of good governance on the part of service users.

#### **1.4 Research Questions**

The present research attempts to answer the following questions:

1.4.1. What perception have the public officials and civil servants about good governance?

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

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

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

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

#### **1.5 Scope and Limitation of the Study**

This dissertation deals with assessing the prevalence of how good governance in public institutions is prevailing in Addis Ababa city focusing on five selected public institutions: Justice Office, Office of education, Revenues office, Woreda 23 Health station and Municipality.

And the research also tries 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 and public service users. And it is only five institutions included in the study out of several institutions found in Addis Ababa city. 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 one of the limitations of the study.

## 1.6 Significance of the Study

- 1.6.1. It highlights success parts of institutions that should be enhanced and failures that should deserve the attention of concerned bodies to take corrective measures,
- 1.6.2. Describe the major points that institutions should give due attention as far as their capacity development needs in relation to good governance concerned,
- 1.6.3. Enable public institutions to identify the basic factors that hinder the prevalence of good governance in their institutions,
- 1.6.4. Clearly show the possible outcomes of the absences or prevalence of good governance both up on the institutions in particular and the society (city) in general.
- 1.6.5. 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.
- 1.6.6. 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.

## 1.7 Organization of the study

The research is organized in to five 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 related literature review focused on good governance overview of Ethiopia which enable readers briefly know what profile the country has, 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, democracy and good governance, and public sector governance which enables readers good view governance from different perspective. Research methodology with its relevant and rational instruments and methods used to collect data and analyses is discussed in chapter three and they played important role in the study. Data obtained from questionnaires and interviews are presented and analyzed in chapter four and based on identified results, findings, conclusions and possible recommendations are made in chapter five. A list of “References” follows chapter five.

# **CHAPTER TWO**

## ***REVIEW OF RELATED LITERATURE***

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

## **2.1 Good Governance in Ethiopia**

For many years Ethiopia remained unitary state under the philosophies of unitary governments. It was in 1991 that the country has departed from the old historical system of governance when the new constitution (1995) organized the country in to decentralized federal government system. Since then the devolved form of governance has come in place replacing the country's old aged unitary form of government. Based on the 1995 constitution of the country article 50(2) (3) the country is organized in to federal and regional states. And each of the regional states has the legislative, executive and judiciary functions similar to the federal government of Ethiopia. According to the 2001-revised Regional State's Constitution article 45(1) a regional state is divided in to Woredas and Kebles. In this way the government and governance system which is quite different from the traditional system of governance is 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.(ECA,2004).

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 (PASDEP Volume I).

## **2.2 Efforts of the Country to achieve Good Governance**

As governance matters for any activities that a country tries to achieve, it must be practically established. Unless good governance is substantially established and assorted with existing national institutional frameworks, all efforts to ensure development and democracy would remain in fiasco. Although economic growth is a driving force in reducing poverty, 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 removal of the military regime of Derg 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.

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 Rahmato, are:

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

### 2.3 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 are exerted to make those 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 Affairs-World Public Sector Report, 2005:12-13) 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, Aart Kraay, and Massimo Mastruzzi, 2006) retrieved from [www.govindicators.org](http://www.govindicators.org)

The 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; (iii) 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>).

## **2.4 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, politicians, 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).

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 social <http://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 experiences and interests. 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).

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 affairs 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.

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>

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/>

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. (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).

## **2.5 Preconditions for Good Governance**

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

**2.5.1 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.

**2.5.2 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 ethno cultural diversity.

**2.5.3 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.

**2.5.4 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.

## 2.6 Core elements of Good Governance

Different international and regional organizations including the United Nations Development Program (UNDP) tried to define the following elements as core characteristics of good governance (UNDP, 1997), (S. Grindle, 2005), (AUSAID, 2005).

**2.6.1 Participation:** It 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.

**2.6.2 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.

**2.6.3 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.

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

**2.6.5 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.

**2.6.6 Equity and equality:** Good governance has to promote all men and women to advance or sustain their wellbeing (Linkola, 2002:3).

**2.6.7 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. (M.A. Thomas).

**2.6.8 Accountability:** It 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.

**2.6.9 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.

**2.6.10 Predictability:** It 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.

**2.6.11 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.

## **2.7 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.

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.

According to World Bank (2005), 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.

## **2.8 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.

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>).

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.

## 2.9 Good Governance and Development

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.

According to the UNDP 2008 annual report the effects of poor democratic governance are inextricably linked to poverty, HIV and AIDS, civil wars, and climatic change. Definitely, development cannot ensue unless governments at all levels are responsive, transparent and accountable to their citizens, especially the poorest and marginalized. Researches show that good governance brings concrete benefits to developing countries. Countries that have better governance achieve higher economic growth both 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.org>

## **CHAPTER THREE**

### ***METHODOLOGY OF THE STUDY***

#### **3.1 Description and selection of the study area**

Addis Ababa is the capital city of [Ethiopia](#). It is the largest city in Ethiopia with a population of 3,384,569 according to the 2007 population census. This datum has been increased from the originally published 2,738,248 figure and appears possibly largely underestimated still.

As a [chartered city](#), Addis Ababa has the status of both a city and a state. It is where the [African Union](#) and its predecessor the [OAU](#) are based. It also hosts the headquarters of the United Nations Economic Commission for Africa (UNECA) and numerous other continental and international organizations. Addis Ababa is therefore often referred to as "the political capital of Africa", due to its historical, diplomatic and political significance for the continent. The city has as many as 80 nationalities speaking 80 languages and belonging to a wide variety of religious communities. It is a seat of the parliament, head offices of various ministries, [Addis Ababa University](#), the Federation of African Societies of Chemistry (FASC) and Horn of Africa Press Institute (HAPI) are also headquartered in Addis Ababa.

### **3.2 Data type and sources**

The study was used a descriptive survey type in which all data relevant to the case was gathered and analyzed. The method was useful, as 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 purpose of descriptive surveys, according to Ezeani(1998) as quoted by Tilla, Ayeni and Popoola(2008)is to collect detailed and factual information that describes an existing phenomenon. The research also used both primary and secondary sources of information in order to get different views and evidences. A combination of qualitative and quantitative data was gathered through semi structured questionnaires, interviews and observations as a primary source of information for the study. The information obtained from primary sources was supported by a document analysis as sources of secondary data.

### **3.3 Target population and sample selection**

The study had target populations of public servants of five public institutions: Justice Office, Office of Education, Revenues Office, wereda-23Health Station, and Municipality. And the service users of these institutions were made to be target population.

### **3.4 Sampling design and procedures**

The study was undertaken on purposively selected five public institutions out of several Institutions found under the city 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 civil servants in each selected institution included in the study as respondents have been decided proportionally to the number of employee found in each institution.(20percent of the employee in each institution). After the numbers 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 and interview.

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 service users found executing their activities in each institution in different days were made to fill the questionnaires.

The following tables indicate the number of civil servants and service users in the selected public institutions based on their sex respectively.

*Table1-Number of civil servant respondents*

Name of the Institutions	Number of respondents			
	Male	Female	Total	Percentage
Justice office	7	5	12	15.6
Office of education	7	7	14	18.2
Revenues office	8	6	14	18.2
Woreda-23 health station	9	10	19	24.7
Municipality	9	9	18	23.4
Total	40	37	77	100.0

Source :(own survey, 2012)

*Table2-Number of service user respondents*

Source: (own survey, 2012)

Name of the Institutions	Number of respondents			
	Male	Female	Total	Percentage
Justice office	8	10	18	13.6
Office of education	12	8	20	15.2
Revenues office	13	15	28	21.2
Woreda-23 health station	15	17	32	24.2
Municipality	20	14	34	25.8
Total	68	64	132	100.0

### 3.5 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. Data collected by using questionnaires was organized, coded and then analyzed by using different tables under a separate headings and sub-headings in order to facilitate the process of comparison and easy reference, to detect errors and omissions and to describe, explain and analyze the data and information obtained directly from civil servants and service user respondents. On the basis of data analysis, conclusions have been derived and recommendations were made.

## CHAPTER FOUR

### ***ANALYSES 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.

#### **4.1 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 Table3 shows the responses of civil servant respondents for participation questions.

***Table-3 Civil servant perception on participation in the institutions***

Questions of participation	Category	Frequency*	Percentage
1. Is there any institutional framework that enables the public users or the society to participate in your institution	No	59	76.6
	Yes	17	22.1
	No Answer	1	1.3
2. Does your institution have public forum for women, youth and the disadvantaged groups?	No	45	58.4
	Yes	32	41.6
	No Answer	1	1.3
3. Are there mechanisms of customers' consultation for the implementation of policies and program?	No	47	61.0
	Yes	29	37.7
	No Answer	1	1.3

Source (Own Survey, 2012); \* Total of 77 respondents have been questioned

Participation is one of the core elements of good governance that should be achieved by institutions for good governance to be practical and effective instrument of the institute 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 a solution for many problems stuck developing countries.

Civil Society (CSOs) or Community Based Organizations (CBOs) are the main stakeholders in the process of building good public governance. Thus as indicated in Table3, the majority (76.6%) of civil servant respondents said no institutional framework is available that enables good public participation. So it witnessed the absence of the frameworks that encourage the CBOs and/or the CSOs. This showed that (CBOs), (CSOs) and NGOs are not favored to play their roles in those 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 such part of the society that the prevalence of good governance is measured. As shown in Table3, the majority (58.4%) Of respondents said ‘no’ indicating absence of public forum for Women, Youth and the disadvantaged groups. The result showed that public institutions are 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 too efficiently, equally and equitably, effectively and transparently serve their customers. Therefore, as indicated in the above Table3 only 37.7% of the respondents say ‘yes’ to existence of mechanisms for customers’ consultation for in implementing policies and programs. This indicated the existence of predicaments in the institutions as far as customers’ consultation in implementing institutional agenda.

Based on the interviews conducted with key officials the main reason behind the institutions low achievement in participation is the way that institutions mostly favored participation to be conducted through suggestion boxes put in the compound of most institutions rather than through face to face discussion with customers or their representatives.

In general as far as the indicator selected (participation) concerned, institutions are not that effective in attaining one of the core elements of good governance.

The following Table4 shows the perception of service users on participation in public institutions

*Table 4 - Service user respondents’ attitude on participation in institution.*

Questions of participation	Category	Frequency*	Percentage
1. Does the institution convene community forum in order to enable the community to discuss issues that matter them?	No	62	47.0
	Yes	69	52.3
	No Answer	1	0.8
2. Have you (the community) ever been consulted by the institution before a program or policy is implemented that concerns you?	No	86	65.2
	Yes	46	34.8
	No Answer	-	-
3. Can you easily provide your suggestions, questions, comments and complaints to your service provider institution?	No	84	63.6
	Yes	48	36.4
	No Answer	-	-

Source: (Own Survey, 2012); \* Total of 132 respondents have been questioned

A question regarding whether a community forum was convened by the institutions to service user respondents, the majority (52.3%) said ‘yes’. This showed that institutions provided the relevant community forums that enabled the community to discuss the issue which concerned them. However, those of 47% of the respondents who said no shouldn’t be ignored; it has the

implication that the forums are titular. When the result triangulated with the civil servants, only 22.1% of the respondents are positive about the institutional framework that enables the service users to participate in the institution. Out of the total respondents the majority (65.2%) said 'no' concerning consultation of service users by institutions before a program or a policy is implemented. As the result indicates institutions are not ready for pre-policy or program implementation consultation of the society or the customers. This implies that the institutions simply implemented their programs and policies without taking the views of the society towards the new programs and/or policies. This outcome is further strengthened by the results obtained from institutions civil servants respondents of whom 65.2 % said institutions did not make consultation with the society on implementation of their programs or policies.

In order to know their reasons for 84(63.6%) respondents who said they can't easily provide their suggestions, questions, comments and complaints to service provider institution, respondents said that it is because they didn't consider that institutions would give solutions. The rest of respondents 27(20.5%) said because of long official delay, while 29(22%) reasoned absence of the mechanism and the remaining 28(21.2%) said the process incurs them additional costs. But in respect of the number of respondents, institutions have considerable shortcomings while giving solutions for service users' questions, suggestions and complaints.

#### **4.2 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 Table5 shows these questions with their responses.

*Table 5- Responses of civil servants regarding efficiency and effectiveness*

Questions of effectiveness and efficiency	Category	Frequency*	Percentage
4. Have you ever been given workshop, training or seminar all about good governance in your institution?	No	39	50.6
	Yes	36	46.8
	No Answer	2	2.6
5. Have you ever made customer satisfaction survey?	No	49	63.6
	Yes	28	36.4
	No Answer	-	-
6. Does your institution have clear strategic plan/visions?	No	19	24.7
	Yes	55	71.4
	No Answer	3	

Source: (Own Survey, 2012); \* Total of 77 respondents have been questioned

As indicated in Table5, stating about whether trainings, workshops or seminars about good governance are organized for civil servants working in public institutions, 50.6% of the respondents said '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 was one of the ways to assess institutional efficiencies, as indicated in question No.5, the majority (63.6%) ensured that their institutions have not made any survey. The result obtained concerning this issue through questionnaires provided for civil servants was also checked by interviews made with key officials.

Strategic plan has such high value in governance measurements that most international organizations like UNDP, WORLD BANK, UN-HABITAT and others use it as an indicator whenever assessing good governance. Still some others use it as one of the sub indicators in measuring an institution effectiveness and efficiency. Thus, the affirmative responses by the majority (71.4%) clearly show the existence of the strategic plan in most institutions.

The following Table6 shows the civil servant responses for further questions of effectiveness and efficiency provided in the form of Liker type questions.



*Table 6- Responses of civil servants about institutional effectiveness and efficiency*

Efficiency and effectiveness	Category	Frequency*	Percentage
7. Rate effective, efficient and ethical use of resources in your institution.	Very poor	6	7.8
	Poor	11	14.3
	Good	34	44.2
	Very good	24	31.2
	Perfect	2	2.6
8. Rate the administrative and technical skills of your institution	Very poor	2	2.6
	Poor	11	14.3
	Good	39	50.6
	Very good	23	29.9
	Perfect	2	2.6
9. How much you are secure to stay in your job?	Very low	13	16.9
	Low	14	18.2
	Medium	7	9.1
	High	28	36.4
	Very high	15	19.5

Source:(Own Survey, 2012); \* Total of 77 respondents have been questioned

From Table6 the following are found out.

Concerning efficient, ethical and effective use of resources in the institutions, majority (44.2%) of the respondents confirmed modest level (good) use of resources. This assures that efficient, ethical and effective use of resources in the institutions is modestly accomplished and institutions used the resources of the institutions somewhat effectively, efficiently and ethically. The rest of the respondents said very poor and poor (7.8% and 14.3%), showing presence of some degree of failures regarding efficient, effective and ethical use of resources in institutions.

Regarding administrative and technical skills of institutions, the majority(50.6%) said good to ensure that their institutions are administratively and technically efficient.

Concerning job security of employee of the public sector institutions, the majority (36.4% and 19.5%) said 'high' and 'very high' level of job security that is staying in their job realized. Therefore the results show 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 a secured servants.

The following Table7 clearly shows the responses of service user respondents concerning effectiveness and efficiency of institutions.

*Table 7 - Service Users' attitude towards institutional of effectiveness and efficiency*

Questions of effectiveness and efficiency	Category	Frequency*	Percentage
4. Rate your satisfaction level on the service provided by the institution.	Very dissatisfying	28	21.2
	Dissatisfying	30	22.7
	Fairly satisfying	49	37.1
	Satisfying	21	15.9
	Very satisfying	4	3.0
5. Rate the efficiency of your service institution.	Very poor	25	18.9
	Poor	19	14.4
	Good	49	37.1
	Very good	30	22.7
	Perfect	9	6.8
6. If very poor or poor , how much it affects your businesses?	It affects none	15	11.4
	Low	14	10.6
	Averagely	55	41.7
	Highly	17	12.9
	Very highly	31	23.5
7. How would you rate the degree of confidence (trust) you have in your service provider?	Very low	30	22.7
	Low	21	15.9
	Medium	47	35.6
	High	26	19.7
	Very high	8	6.1

Source: ( Own Survey, 2012) \* Total of 132 respondents have been questioned

As far as their satisfaction level by the service provider institutions concerned, 21.2% and 22.7% of them said 'very dissatisfying' and 'dissatisfying'. Based on the result it can be concluded that service users are dissatisfied.

Most of the respondents (37.1% and 22.7%) rated good and very good about the efficiency of public institutions. 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 official delay had faced them while they were engaged in institutions to get services. In that question majority (57.6%) of the respondents said 'yes'. Following that, they were asked a Liker type question

to rate how the delay hurt them and/or their business this was to know the intensity .Based on that most of respondents,41.7% rated as it averagely hurts them, while 12.9% and 23.5% rated the as official delay hurts them highly and very highly respectively. Thus it can be concluded that official delays exists in institutions and it highly affects or hurts the society.

As far as the degree of trust or confidence that public users had on the public institutions was concerned the majority respondents have a medium (35.6 %) trust. It can be concluded that public institution service users have medium confidence in public institutions.

### 4.3 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 Table8.

*Table 8 - Civil servant responses on questions of accountability*

Questions of accountability	Category	Frequency*	Percentage
10.Is there any mechanism in your institution that enables the society to control the administration?	No	48	62.3
	Yes	27	35.1
	No Answer	2	2.6
11. Are there monitoring and reviewing procedures in place to follow up the implementation of the anti-corruption policy?	No	47	61.1
	Yes	30	38.9
	No Answer	-	-
12. Is there any institutional framework in your institution for public review of the budget?	No	55	71.4
	Yes	21	27.3
	No Answer	1	1.3

Source: (Own Survey, 2012); \* Total of 77 respondents have been questioned

Table8 has been analyzed as below:

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 considered as a feature of good governance. As it is used as one of sub-indices for measuring governance, the operational question about existence of mechanisms for the society to control administration process of public institutions exists: the majority (62.3%) responded ‘no’.

Corruption is one of the serious heartaches in the process of building good governance and democratic institutions. If corruption is a prevalent phenomenon, 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, first good governance principles suggest the establishment of anti corruption policy and second 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 38.9% respondent witnessed the presence of such mechanism.

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 respondents who chose 'no' are the majority (71.4%) in number.

The following questions are Likert type questions provided for civil servant respondents, and their responses are indicated in the following Table9.

*Table 9 - Responses of civil servants concerning institutional accountability*

Questions of accountability	Category	Frequency*	Percentages
13. How is the rate (severity) of corruption in your institution?	very low	9	11.7
	Low	5	6.5
	Medium	26	33.8
	High	27	35.1
	very high	10	13.0

Source: (Own Survey, 2012); \* Total of 77 respondents have been questioned

As far as the severity of corruption in public institutions is concerned, the majority high and very high (48.1%) sever corruption. The result indicated not the existence of the severity of corruption in institutions. In order to know the reasons of corruption in public institution additional question was asked to the respondents to express their opinions about what factors optimize corruption at the workplace. The majority responded indicating the existence of many opportunities of corruptions in public sectors.

The Table10 below shows the questions of accountability provided for service user respondents and their responses.

*Table 10 -Responses of service users concerning institutional of accountability*

Questions of Accountability	Category	Frequency*	Percentage
8. Have you ever been asked for irregular payments by personnel/officials of the service provider institution to accomplish your task in the institution?	No	76	57.6
	Yes	53	40.2
	No Answer	3	2.3
9. Do the community/ service users have ever got the chance to review the budget of your service provider institution?	No	94	71.2
	Yes	36	27.3
	No Answer	2	1.5
10. Do you think that there is corruption in the service provider institutions?	No	42	31.8
	Yes	85	64.4
	No Answer	5	3.8

Source: (Own Survey, 2012); \* Total of 132 respondents have been questioned

As Table 10 shows, the majority (57.6%) replied ‘no’ regarding irregular payments for personnel/officials of the service provider institution to accomplish their tasks in the institution. But it is possible to conclude that irregular payments are there according to rest of the respondents (40.2%).

Concerning that service users have ever got the chance to review the budget of the service provider institution, the large number (71.2%) of the respondents replied ‘no’. To check how correct the responses of the respondents, triangulation with civil servants responses regarding presence of institutional framework ,which enabled public review of institutions budget was needed. Therefore, based on this majority (71.4%) of civil servant respondents replied non-existence of institutional framework for public review of the budget and when this compared with 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 civil servant didn’t get the chance to review the budget.

The respondents were asked about whether he/she thinks that corruption in the service provider institutions exists, 64.4% of them replied ‘yes’. It was not a preference to conclude corruption in public institutions is prevalent, rather triangulation was necessary and when it was triangulated with the response obtained from civil servants (Table9); it was observed that 35.1% replied corruption in public institutions is high while 13% think it is very high. So it can conclude that corruption in public institution is common.

#### 4.4 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 indicators .Thus civil servants attitude towards transparency in their institution has been shown in the following Table11.

*Table 11. Civil Servant Responses on questions of transparency*

Questions of transparency	Category	Frequency*	percentage
14. Are vacancies announced within the institution or publicly and are simple, clear and easily understood?	No	11	14.3
	Yes	66	85.7
	No Answer	-	-
15. Are the procurement procedures in your institution publicly disclosed?	No	51	66.2
	Yes	25	32.5
	No Answer	1	1.3
16. Staff members are always informed when important decisions are made in their institutions	No	34	44.2
	Yes	41	53.2
	No Answer	2	2.6

Source: (Own Survey, 2012); \* Total of 77 respondents have been questioned

One of the responsibilities of public institutions as far as employment of workers is concerned is making vacancy announcements simpler, clear and easily understood 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. Accordingly 85.7% of them confirmed transparency in vacancy announcement and filling up exists.

An individual who tries to assess good governance should use the transparency of procurement procedures as sub indicator of transparency. Concerning this only 32.5% of the respondents admitted positively.

Different kinds of decisions from the lower to the higher levels in public institutions are always taken. But whenever decisions of either high (mainly) or low importance are decided in an institution, those always should be communicated to staff members. If not, according to good governance principles transparency in the institution becomes under question mark. Thus the study provided the question, whether staff members are always informed when

important decisions are made in their institution, the majority (53.2%) responded 'yes'. So this indicates the existence of transparency among staff members within institutions.

*Table 12- Attitude of civil servants about institutional transparency*

Questions of Transparency	Category	Frequency*	Percentages
17. Rate the availability and access to information for the community in your institution.	Very poor	2	2.6
	Poor	13	16.9
	Good	16	20.8
	Very good	35	45.5
	Perfect	11	14.3
18. How much is easy or difficult to obtain information on laws and regulations?	Very difficult	8	10.4
	Difficult	5	6.5
	Somewhat easy	43	55.8
	Easy	16	20.8
	Very much easy	5	6.5

Source: (Own Survey, 2012); \* Total of 77 respondents have been questioned

Regarding availability and access to information in the institutions, the respondents response as good (20.8%) and very good (45.5%) together accounted the largest percents. This implies the availability and access to information by the community in the institutions are very much there and this is further strengthened by the 14.3% amount of perfect access and availability of information. But it should not be forgotten that very poor and poor categories shouldn't be accounted, as they suggested in their responses the need for further improvement on information delivery by the institution.

How much it is difficult or easy to obtain information on laws and regulations? was the question for civil servants. The majority (55.8%) said that is somewhat easy .Thus, based on this, getting information on laws and regulation from the institution appears to be easy.

The following Table13 contains questions of transparency and the ratings given by service users' respondents of the study.

*Table 13- Service user responses about questions of transparency*

Questions of transparency	Category	Frequency*	Percentage
11. How much is easy or difficult to obtain information on laws and regulations of your service provider institution?	Very difficult	28	21.2
	Difficult	20	15.2
	Somewhat easy	40	30.3
	Easy	25	18.9
	Very much easy	19	14.4
12. How much do you think is transparent your service provider institution's performance?	I don't know	22	16.7
	Not transparent	14	10.6
	Partially Transparent	65	49.2
	Transparent	14	10.6
	Totally transparent	17	12.9

Source: (Own Survey, 2012); \* Total of 132 respondents have been questioned

The question how much difficult or easy it is to obtain information on laws and regulations of the service provider institutions 30.3% replied that it is somewhat easy and 18.9% as easy. Thus, based on the responses getting information on laws and regulation from public institutions appears to be somewhat easy. Respondents were also asked to rate how much service provider institutions performances are transparent towards the public, and the majority (49.2%) replied partially transparency, which showed institutions' are partially transparent towards their customers.

#### **4.5 Equity and equality**

The following Table shows the responses of the civil servant respondents and their ratings to the question related to equity and equality concerning women positioning in institutions.

*Table14- Civil servants responses to a question about proportion of women in key position in institution*

A question in equity and equality	Category	Frequency*	Percentage
19. What is the percentage of women in key positions in your institution of the total employees?	1-10%	56	72.7
	11-20%	6	7.8
	21-30%	3	3.9
	31-40%	6	7.8
	more than 40%	6	7.8

Source : ( Own Survey, 2012) \* Total of 77 respondents have been questioned



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 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. The majority (64.9%) rate the number of women in key positions in percent from 1-10%, which suggested the need for immediate attention for solutions (Table14).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.

#### **Analyses and Discussion of Additional Questions**

A question that attempted to understand the rate of service users’ about the prevalence of good governance in the institution was asked and responses are recorded in Table15.

*Table15- Service users’ responses on good governance*

Other	Category	Frequency*	Percentage
13. Based on the questions what you have answered above, how do you rate the prevalence of good governance in the institution?	Very poor	40	30.3
	Poor	47	35.6
	Good	22	16.7
	Very good	18	13.6
	Perfect	5	3.8

Source: (Own Survey, 2012); \* Total of 132 respondents have been questioned

As indicated in Table15, the majority of respondents rated ‘very poor’ (30.3%) and ‘poor’ (35.6%).Therefore it can be concluded that good governance in public institutions is poor. In order to know their reasons a question was asked as indicated in the Table16.

*Table 16- Reasons of service users for rating governance in public institutions*

14. If your answer is choices poor or very poor, 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
24(18.2%)	23(17.4%)	50(37.9%)	35(26.5%)

Source : ( Own Survey, 2012) \* Total of 132 respondents have been questioned

As the Table16 indicates, of those respondents who selected poor and very poor, 50(37.9%) replied absence of any institutional framework that follows up and evaluates the implementation of good governance in the institution, the other 35(26.5%) respondents said institutions do not have a tradition to discuss with the community over the matters. Thus in total 85(64.4%) of the 132 respondents are of the opinion that rated “good” governance is in fact very poor or poor.

*Table17-Service users suggestions for good governance*

15. What measures are you suggest for good governance is to be prevalent in public institutions?			
A. Training for officials employees and	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) _____ _____ _____
34(25.8%)	53(40.2%)	38(28.8%)	2(1.6%)

Source : ( Own Survey, 2012) \* Total of 132 respondents have been questioned

For the question “what measures do you suggest for good governance is to be prevalent in public institutions? 53(40.2%) respondents indicated importance of creating awareness about good governance on the part of the public in order to enable the public to challenge institution in the absence of good governance. Others, 38(28.8%) respondents showed the need for establishing institutional frame work for good governance implementation and 34(25.8%) respondents said training for officials and employees is necessary to help good governance by the institutions.

*Table18- Civil servant responses on absence of good governance*

20. 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 Retards development	C. Slims down the overall aspect of the city	D. Damage investment, trade and the development and expansion of small/medium and micro enterprises	E) Other (specify)
15(19.5%)	5(6.5%)	7(9.1%)	4(5.2%)	46(59.7%)

Source :( Own Survey, 2012) \* Total of 77 respondents have been questioned

As far as the consequences of the absence or less prevalence of good governance, 46(59.7%) respondents supported the ideas under the options A- D .The rest 15(19.5%) respondent replied as it hinders institutional performance.

As achieving good governance has high momentum for effective accomplishment of development targets for facilitating 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 methods different actors of governance have been using in the processes of achieving good governance is governance assessment. Assessing governance leads to know failures and successes of governance achievements that must be corrected and strengthened respectively.

Thus, achieving good governance is one of the main agenda of Ethiopia several efforts on the part of the government have been made to attain good governance both at the national and

local level directly or indirectly as it implies economic development, peace and stability in the country.

Thus in general effort was made in this study to show prevalence of good governance in public sectors in the light of the five core principles of good governance; participation, effectiveness and efficiency, accountability, transparency, and equity and equality.

# CHAPTER FIVE

## ***FINDINGS, CONCLUSIONS AND RECOMMENDATIONS***

### **5.1 SUMMARY OF THE FINDINGS**

#### ***5.1.1 Success and failure on the part of the public institutions as far as participation is concerned***

Although all of the institutions have not failed fully to achieve all of the operational questions and interviews prepared based on participation sub indices, in some those are found effective and in other indices they were found poor. As far as the existence of institutional framework for the public participation, they are effective and institutional frameworks have been found in place (Table 1).

Regarding institutions creating public forum for women, youth and disadvantaged groups of their customers or it is found that they do not have the required forum for these sections of the society (Table 1).

As far as citizen consultation before implementation of programs and policies is concerned, institutions have poor record based on the research finding. Based on the result obtained from both service users and civil servants institutions' achievement is poor on the issue (Table 2).

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 institutions failing to give immediate solutions for the complaints and questions provided. But this does not mean that intuitions nature of accommodating complaints, suggestions, comments and questions is poor because the number of respondents complaining is small which implies better performance of institutions in this direction (Table 2).

In general the research has found successful accomplishment in institutional framework for the public participation and effective implementation in accepting, accommodating complaints and questions but with some shortcomings in giving quick solutions for complaints. But regarding CSOs, CBOs and other related organizations involvement in various aspects such as making public forum for women, youth and disadvantage groups, in consulting citizens whenever they needed to implement new programs, strategies and polices are poor. Moreover, involvement of service users to evaluate the institutions management, in making survey of satisfaction of customers and service delivery assessment through seminar, workshops or conferences is poor and if carried out it is accomplished poorly. Therefore participation in the institutions is generally poor.

### *5.1.2 Failures and successes of institutions on effectiveness and efficiency*

Institutions role in giving seminars or workshops concerning good governance is found to be poor in those institutions that did not give seminars and workshops for public servants or for staff members. As the issue of 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 the institutions staff members. But as it is revealed by respondents and interviewees most of the institutions the trainings or seminars or workshops on the issue are not given (Table 3).

In financial resource management, relevant decision making processes based on reliable information is somewhat done in the institution. Concerning efficient, ethical and effective use of resources in the institutions, implementation of decisions, job security of employees, and administrative and technical skills of institutions, the study has shown that institutions are working effectively (Table 4).

Regarding efficiency of the institutions in providing services, degree of confidence that service users have in the institutions concerned, the research discovered medium level results. Especially as the respondents felt that official delay in institutions is common and that was highly hurts the service users and their businesses (Table 5).

Based on the finding of the research describe above, it doesn't mean that effectiveness and efficiency taken as indicators are perfectly implemented in public institutions, but it is found that institutions are accomplishing these well.

### *5.1.3 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 found to be poor in accountability. Especially on the prevalence of corruption in institutions concerned the research found that two factors, namely (a) inadequate wage for workers of public institutions and (b) lack of follow up and appropriate measures of punishment on those caught up in corruption cases are responsible (Tables 6,7,8).

### *5.1.4 Failures and successes of public institutions in transparency*

The obtaining information on laws and regulations in institutions is somewhat easy (Table 10, 11).

In general availability of or access to information for the community, transparency of institutions towards the community, about vacancies announcement and other attributes mentioned, it can be said that institutions are discharging their responsibility transparently. But this does not mean that they are highly or perfectly applying the principle of transparency. In general institutions are good in transparency (Table 9).

#### *5.1.5 Institutions and equity and equality of women in key positions*

As far as equity and equality concerned the research used only one sub indicator that is the proportion of women in key position which accounted below 10%. Due to this institutions in general are poor in equity and equality as women are not well represented in key positions in institutions.

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 are gathered (Table 12).

## **5.2 CONCLUSIONS**

Results of this study show that, institutions assessed have not been 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 study has drawn its conclusion focusing on specific sub indices of the indicators used. In addition, in the conclusions and recommendations focus has been given to the weak side of institutions.

5.2.1 As they are directly representing the society, Civil Society and Community Based Organizations have strong contributions in building good governance. However, poor achievements are observed on part of institutions in accommodating them. This greatly affects the overall performance of the institutions and leads 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.

5.2.2 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 well 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.

5.2.3 In principles of good governance, institutions' management needs to be open for public review and evaluation. If institutions fear public review and evaluation of their administration by no means they can be transparent. For a service provider institution making a survey of customer satisfaction level must be one of the first simple activities, failing to do this leads to failure of the institutions as an institution and they will have no mechanism to know its failures or successes for the service it provides to the society. Customers having not given 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 delay of solution leading service users to find solution abnormally such as through bribe giving.

5.2.4 For good governance to be prevalence in public institutions total staffs of the institutions should have awareness about good governance through training, seminars and workshops. Therefore these and others such as information about good governance through pamphlets, journals, medias and other forms need to be given. In addition failure in creating awareness via a conference or a workshop to users about the services they provide will create confusion among stakeholders. Furthermore, using this gap illegal trader will be benefited by exploiting the society.

5.2.5 Institutions in any of their activities are expected to be proactive and fast which is necessary not only for the users but to the institution itself. Official delay creates problems on both sides. Institutions loose customers' confidence and service users loose their time and money.

5.2.6 One the most important things that institutions are 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 is the case of corruption. The most dangerous enemy of building democratic governance is corruption. Institutions highly infected with corruption cannot 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 society in general.

5.2.7 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 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 need to be cautious in eliminating it from institutions.

5.2.8 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 be and it becomes impossible for a country to bring change and development without the active participation of half part of the society. Immediate corrective actions are need as far as promoting women in key positions in public institutions where by now they are below 10% of the total number of staff.

Thus, as achieving good governance is one of the main agenda 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 demonstrates how good governance is prevalent in the public sectors in light of the five core good governance principles; participation, effectiveness and efficiency, accountability, transparency and equity and equality.

In general those described as 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 build-up of good governance in public institutions. Whereas those failures described by the research strongly reflects where institutional performance, productivity, and the process of building good governance is affected and gives a clue to rectify them. To sum up, for a country striving to achieve the millennium development goals, the contribution of public institutions is crucial. For institutions to contribute their parts good governance should be one of the principal frameworks in all of their activities.

### **5.3 RECOMMONDATIONS**

5.3.1 Civil Society and Community Based Organizations are among the most relevant stakeholders that must be given place in the process of good governance building because as they directly represent the society they can strongly contribute to building of good governance. However, poor achievements were observed on the part of institutions in accommodating the important stakeholders. Thus, preparing clear frame works and its correct

implementation will enable to realize the desired role of Civil Society and Community Based Organizations in public institutions.

5.3.2 One of the most important agenda of good governance is the issue of women, youth and specially the disadvantaged. That is why forum for the group of a society has become a sub indicator in assessing governance by scholars and practitioners. Thus, institutions need training that this part of the society can be productive and important for the country and the institutes. They also need to understand that they have equal rights with others under the constitution of the country.

5.3.3 In principles of good governance institutions' management needs to be open for public review and evaluation. If the institutions fear public review and evaluation of their administration by no means they could be transparent. For a service provider institution making a survey of customer satisfaction must be one of the first simple activities. Failing to do this leads the institution to since they have no mechanism to measure the failures or success in its exercise of service provision to the society. Thus, institutions need to know the importance of making satisfaction survey and having a mechanism to formally implement it. Institutions need to know how far it might hurt customers not giving immediate solutions for complaints. Institutions have to be proactive, quick in giving solutions for complains of the customer.

5.3.4 Rule of law according the FDRE constitution is one of the highest democratic practices in the country and it is expected that all members of the country should be under the law. Especially government institutions need to be abided by the laws of the country. Thus, corrections in these issues are highly relevant for institutions.

5.3.5 Institutions in any of their activities are expected to be active and fast which is necessary both for the users and the institution. Hence institutions should correct delaying and prolonging processes while serving the society or user understanding that customers are hurting and good governance is very much an administrative practice in a modern society.

5.3.6 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.

5.3.7 One the most important things that institutions expected to achieve is the establishment of procedures to follow up the implementation of anti corruption policy. The most dangerous enemy for building democratic governance is corruption; it is one of the main combatants against good governance and a root cause of poverty and deprivation of a nation. 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.

5.3.8 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 been and it becomes impossible for a country to bring change and development without active participation of half of the part of the society. Immediate corrective actions are needed as far as promoting women in key positions is concerned in public institutions where currently their contribution or participation is below 10%.

5.3.9 In general for good governance to be prevalence in public institutions total staff of the institutions should have awareness about good governance. This in turn requires training, seminars and workshops, etc. Therefore, trainings, seminars, workshops, information about good governance through pamphlets, journals and medias and other forms need to be delivered on a continuous basis to sustain build-up of good governance to its highest level.

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16. Are there monitoring and reviewing procedures in place to follow up the implementation of the anti-corruption policy? A. Yes B. No C. No Answer

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

18. 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

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

A. Yes B. No C. No Answer

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

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

21. 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) \_\_\_\_\_

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

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

23. Does your institution have clear strategic plan/visions?

A. Yes B. No C. No Answer

23.1. If choice yes is your answer for question 23, do you clearly know and understand the strategic plan of your institution? A. Yes B. No C. No Answer

24. 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) \_\_\_\_\_

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

24.2 . If your answer is choices D or E , 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) \_\_\_\_\_  
\_\_\_\_\_.

25. 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

26. What measures do you suggest for good governance is needed 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. All

F. Other (specify) \_\_\_\_\_



## **Appendix II**

### **B .Questionnaire of Service User Respondents**

Dear respondents,

I am doing my masters thesis research work on the Prevalence of Good Governance in Public Sector: the Case of selected Public Institutions in Addis Ababa city of Ethiopia for which I seek your help. Please, read the questionnaire and give your answers. Your answers will be kept confidential. Thanks!

Misgana Worku

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

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 time     E. Never

2. Have you (the community) ever been consulted by the institution before a program or policy is implemented that concerns you?   A. Yes     B. No            C. No Answer

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

D. Low     E. Very low

4. Rate your satisfaction level on the service provided by the institution

A .Very satisfying                    B. Satisfying                    C. Fairly satisfying

D. Dissatisfying                    E. Very dissatisfying

5. Rate the efficiency of your service provider institution

A .Perfect     B. Very good     C. Average     D. Poor     E. Very poor

6. 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

7. 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

8. 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 know

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

10. Have you ever faced official delay whenever you are engaged in the service providing institution?    A. yes                      B. No

10.1 If 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

11. Have you ever been asked for irregular payments by personnel/officials of the service provider institution to accomplish your task in the institution?

A. Yes    B. No                      C. No Answer

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

13. Do you think that there is corruption in the service provider institutions?

A. Yes                      B. No                      C. No Answer

13.1. 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 services

C .Because I heard informally through rumor

D .Because there is incidents of corruption in public sectors

E .Other (specify)\_\_\_\_\_

14. How do you rate the prevalence of good governance in the institution?

A. Perfect    B. Very good    C. Average    D. Poor    E. Very Poor

14.1 If your answer is choice C, D or E, 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) \_\_\_\_\_

\_\_\_\_\_.

15. What measures do you suggest for good governance 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) \_\_\_\_\_

\_\_\_\_\_.

16. 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. Retards    D. Damage investment, trade and the development and expansion of small/medium and micro enterprises

E. Other (Specify)\_\_\_\_\_

\_\_\_\_\_.