

MEKELLE UNIVERSITY



COLLEGE OF LAW AND GOVERNANCE

DEPARTMENT OF CIVICS AND ETHICAL STUDIES

AN ASSESSMENT THE PRACTICES OF GOOD GOVERNANCE AND ITS CHALLENGS
AT IROB WOREDA ADMINISTRATION: IN CASE OF ENDAMOSSA AND HAREZE-
SEBAETA KEBELLE ADMINISTRATION OFFICES.

THIS THESIS IS

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Declaration

I, Senay Kahsay Hailu, declare that the thesis entitled “an assessment the practices of good governance and its challenges at Irob woreda administration: In case of Endamossa and Hareze-sebaeta kebele administrations office” is my own effort. I have conducted the thesis independently with the guidance and support of my advisor. The study has not been submitted to the award of any degree in any university. It is submitted for the partial fulfillment of the requirement of the Degree of Master of Arts Degree in Civics and Ethical Studies from Mekelle University.

Name: Senay Kahsay Hailu Signature: _____ Date: _____

Certification

This is to certify that this thesis entitled ‘an assessment the practices of good governance and its challenges at Irob woreda administration: In case of Endamossa and Hareze-sebaeta kebele administrations office’ submitted in partial fulfillment of the requirements for the award of the MA Degree in Civics and Ethical Studies to the College of Law and Governance, Mekelle University, through the Department of Civics and Ethical Studies, completed by Senay Kahsay Hailu ID.NO: CLG/PS/009/11 E.C is a reliable work carried out by Senay Kahsay Hailu under my supervision. The matter embodied in this thesis has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

Advisor: Dejen Mezgebo. (Dr.) Signature: _____ Date: _____

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ABSTRACT

This study assessed the practice of good governance and its challenges at Irob Woreda administration, focusing on Endamossa and Hareze-sebaeta kebele offices. Previous studies rarely investigated governance at the kebele level, and often lacked clear methodological design. A mixed approach with an explanatory sequential design was employed, using both quantitative and qualitative methods. Purposive sampling was applied to select key informants, while simple random sampling was used for respondents. Data were collected through structured and semi-structured questionnaires, interviews, and secondary sources, and analyzed using frequency, percentages, and classifications.

Findings revealed that corruption, poverty, lack of institutional capacity, shortage of funds, weak commitment of leaders and employees, limited infrastructure, poor technology, absence of transparency and accountability, delays in justice, and weak leadership are major factors undermining good governance. Respondents expressed dissatisfaction with most public services due to these shortcomings. The main challenges identified include corruption, insufficient infrastructure, political instability, migration of skilled manpower, lack of capacity-building programs, and inadequate resources.

The study recommends that kebele leaders, employees, and residents be sensitized to the principles of good governance and apply them in practice. It further suggests enhancing transparency and accountability, creating forums for public participation, strengthening human resource management and development, improving monitoring and performance evaluation, addressing citizens' needs effectively, and fostering collaboration between government, communities, and NGOs to improve service delivery.

KEY WORDS: *Governance, good governance and public service delivery*

Acronyms

ADB	Asian Development Bank
ADF	African Development Fund
AGA	African Governance Architecture
APRM	African Peer Review Mechanism
ECA	Economic Commission for Africa
EPRDF	Ethiopian People Democratic Revolutionary Democratic Front
FDRE	Federal Democratic Republic of Ethiopia
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fend
IWARDDB	Irob worda Agricultural and Rural Development Bureau
MCB	Maduro Curiels Bank
MOFED	Ministry of Finance and Economic Development
OECD	Organization for Economic Cooperation and development
PASDEP	Plan for Accelerated Sustainable Development to End poverty
SDPRP	Sustainable Development and Poverty Reduction Program
UN	United Nations
UNCHR	United Nations High Commissioner for Human Rights
UNDESA	United Nation Department of Economic and social Affairs
UNDP	United Nation Development Program
UNESCAP	United Nations, Economic and Social Commission of Africa
UNESCO	United Nations Educational, Scientific and Cultural Organizations
WB	World Bank

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CHAPTER: ONE

1.1. Back Ground of the Study

In spite of the widespread range of explanations of governance provided by different authors and organizations, no one can be determined or realized that there is a total lack of definitional consensus in this area because most definitions of governance accept the importance of capable state working under the rule of law, but it has no a universal definition.

According to UNDP (1997), Governance is a means of an administration that can be defined as a multi-dimensional concept that covers or embraces all characteristics, features or aspects of exercise of authority by formal and informal institutions in the management of the resource endowments of a state, in which 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.

According to Pal (2017), good Governance is defined as equivalent to purposive, citizen friendly, citizen caring, participatory and responsive public management committed to improve quality life of the people. It is also a manner in which power is exercised management of country's political, economic and social resource for the development. Good governance is useful means to encourage accountability, transparency, participation, efficiency, effectiveness, equitability and rule of law in public organization at all levels. It also permits or allows for sound and efficient management of human, natural, economic and financial resources for equitable and sustainable development. Also, good governance denotes to clear decision-making procedures at the level of public authorities, civil society participation in decision making process and the ability to enforce rights and obligations through legal mechanism (Pal, 2017).

Good governance is operating based on society's consensus or agreement for sake of ensuring political and socio-economic priorities and that the voices of the poorest and the most vulnerable are heard in decision making over the allocation of development resources (WB, 2003). Moreover, according to Birku, A. and Wondwosen, T (2023) ,good governance encompasses the existence of effective mechanisms, processes, and institutions through which citizens articulate their interests, exercise their legal rights, meet their obligations and mediate their differences It is also demonstrated as the means to achieve the aims and objectives of any institution.

The issue good governance is traced back to the evolvement of development thinking since the 1950-1960s, when the nation state was seen as the engine of growth. As the late 1970s, the World Bank began to lend money conditional upon economic reforms referred to the Washington consensus (Abubut ,2004). It is all about the process how government and other social institutions interact, how they communicate with citizens and how decisions get taken in an increasingly complex world (UNDP, 1997).

Nevertheless, governance in Africa has been argued since the 1960s following the independence of many African countries from western colonization, it was recently that has become the leading socio-political agenda of the continent and that democratic politics and better governance have taken a significant leap in Africa since the last two decades. Competitive political parties have come to power in many African countries and the political space has been gradually liberalized though still numerous challenges regarding political governance are widely observed in many African countries (ECA, 2005). Ethiopia, like any other African countries, has faced a number of challenges in the processes of building democratization and good governance. In order to address the gaps identified the government developed a multi-sectored 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).

However, the process of building good governance is facing several serious and complex challenges which are mainly related to the early stage or infancy of building good governance, and another major challenges such as 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, corruption, lack of effective, and efficient institutional capacity building, lack of adequate and appropriate policies and laws in some areas and capacity limitations of law enforcement and governance organs of the government in Ethiopia (ECA, 2005).

Likewise, in the context of Tigray many years post the introduction of decentralized system of government, still there are many complaints, grievances, and questions regarding to the practices of good governance (Adonay, 2011).

Therefore, the study was assessed the practices of good governance in case of Endamossa and Hareze-Sebaeta Kebelle administrations in Irob woreda, Tigray regional state of Ethiopia.

1.2. Statement of the Problem

Developing countries have accepted a number of restructuring that have help out in achieving good governance with less than stellar results. Promoting good governance not only depends on good reform concepts and the capacities of government but also on the domestic players implementing these reforms (Thanh Van, 2012).

From the beginning 2000, leaders of the world including leaders of Africa were reached in agreement to promote or to encourage democracy, good Governance and development strategies and policies for the sake of achieving all the Millennium development goals (Abdellatif, 2003). However, still now, various African countries are antagonized or face numerous barriers or obstacles that affect the development goals. In Africa, democratic governance structure, political parties, civil society organizations and legislative institutions remain weak and hardly institutionalized to enhance good governance (Dula, 2013).

Similarly, Ethiopia has faced several factors or reasons that hinder the processes of building democratization, good governance, development policies and strategies. In order to settle or ease those challenges, the Ethiopian government is tried to promote different policies and strategies which are important to promote the principles of decentralization, development discourses and including regional autonomy to enhance popular participation as well as to promote effective good governance, accountability and transparency (ECA, 2005).

However, due to the infancy of building good governance, there are problems that affect the process of providing public service delivery in Ethiopia such as weak capacity of public servants and institutional frameworks which are emanated from lack of effective transparency, responsiveness and accountability systems (Teshome et al, 2013).

Though, as it is characterized by top-down and slow bureaucratic processes for this reason, it faced different challenges including lack of adequate awareness about human rights which affect the welfare of all public that incorporated problems like, absence of democratic culture and experience, absence of participation of citizens in decision making about governance and the policies and strategies, corruption, and lack of responsiveness (ECA, 2005, Teshome et al,2013).

Like many developing countries, public service delivery provided in Ethiopia is inadequate for the reason such as absence of institutional capacity buildings, absence of community

participation in decision making process, lack of access of information, and accountability mechanisms of the public institutions and their employees (Teshome, et al, 2013).

So that, Tigray as one of the Ethiopian regions, it faces abundant or various difficulties such as shortage of effective transparency and accountability, corruption, absence of responsiveness, lack of effectiveness and efficient of public service delivery. Likewise, Irob Woreda administration in general and Endamossa and Hareze-sebaeta kebele administration in particular are provide several public services constraints such as; water supply, sanitation service, electricity, storm water drainage, health care services etc. to the public. (IWRADB 2011 E.C)

However, it tends to be inadequate as the customers complaints of their dissatisfaction. For instance, the residents of Irob Woreda administration in general and Endamossa and Hareze-sebaeta kebele administrations in particular are express their dissatisfaction due to lack of exemplary leadership, lack of access to facilities such as transportation, networks or internet access, and comfortable roads, and shortage of budget, increasing of price of materials and low level of awareness as well as lack of commitment or dedication of the kebele governors and civil servants to serve the public, lack of public participation in political, social and economic affairs and so on.

This shows Irob Woreda administration in general and Endamossa and Hareze-sebaeta kebele administrations in particular are could not deliver speedy and fair response/feedback/ for public issues, and it also exhibits the existence of poor responsiveness and participation in the office of Irob Woreda administration in general and Endamossa and Hareze-sebaeta kebelles administration in particular. This study is going to assess problems with particular emphasis on the Endamossa and Hareze-sebaeta kebele administrations about the practice of good governance and it challenges (IRWADB 2012).

Although several studies have been conducted previously, on the practice of good governance and service delivery in Ethiopia, most of them (Kasahun Yirga, 2010; Mulat Chanyalew, 2014) have focused on broader public institutions such as municipal offices, service sectors, trade and industry, courts, and other government agencies at the regional or national level. These studies provide important insights but they overlook the kebele administration offices, which are the closest government structures to citizens and play a direct role in service delivery and governance at the grassroots level. Specifically: Kasahun Yirga (2010) examined governance

across several public institutions but did not evaluate kebele administrations, making it difficult to understand governance challenges at the local, community-based level.

Mulat Chanyalew (2014) emphasized the importance and practice of good governance in general but did not investigate kebele-level administration, nor did he incorporate an explicit research design and methodology to capture localized challenges. As a result, there is a methodological, contextual gap, and sector gap: Little to no research has examined the practice and challenges of good governance in kebele administration offices at woreda level, particularly in Endamossa and Hareze-sebaeta kebelles of Irob woreda.

This gap is significant because kebele administrations are the first point of contact between government and citizens, and governance challenges at this level directly affect public service delivery, citizen participation, accountability, and transparency. Therefore, studying governance at this level provides more accurate, practical, and community-based insights that broader studies cannot capture.

In that case the study was wanted to be filled the methodology gaps, and conducted research in order to assess the practice and challenges of good governance at Irob woreda : In case of Endamossa and Hareze-sebaeta kebele administration offices in order to identify the problems of good governance.

1.3. Objectives of the Study

This study includes both general and specific objectives.

1.3 1. General Objective

The main target of the study is to evaluate the practice and challenges of good governance at Irob woreda administration: In case of Endamossa and Hareze-sebaeta kebele administration offices.

1.3.2. Specific Objectives

1. To investigate how the elements of good governance are carried out in the office of kebele administrations at Endamossa and Hareze -sebaeta in Irob woreda.
2. To assess the main challenges that hinder the implementations or practices of good governance, and its means or measures to tackle it in the selected study area.

3. To examine the perception or awareness of the community regarding the allocation of resources and their satisfaction in provision of the social services distributed by the kebele administrators or employees.

1.4. Research Questions

- To what extent the elements of good governance are carried out in the office of kebele administrations?
- What are the major challenges that hinder the implementations or practices of good governance?
- What are the means to fight against the challenges of good governance?
- What is the perception of the community regarding the allocation of resources and the provision of the social services provided by the kebele administrators?
- How the communities examine their satisfaction in provision of the social services distributed by the kebele administrators?

1.5. Conceptual definitions

Governance; the manner in which authority, control and power of government is exercised in mobilizing societies economic and social resource to address the public interest (UNDP, 2006).

Good governance; A way of governing based on participatory, transparent, accountable, responsive, effective and efficient, equitable and inclusive as well as the rule of law (UNDP, 2006).

Local governance; in general local governance is the leading at the grass root level with comprises of the government and the society at great and its relation with the local governance (USAID, 2000).

1.6. Significance of the Study

The study would be used for policy makers and committees responsible for ensuring the quality of good governance at woreda and kebele administration offices in order to come up with highly modified policies and more appropriate measures to improve good governance at woreda and kebele administration offices as well as enabling them to attain high levels of administration quality. It gives great importance to the institution under study since it makes the management

aware of their position in terms of good governance and help them to know how best to govern the public. This study gives a clear insight on the various ways in which the practice and challenges of good governance at Irob woreda administration office: The case of Endamossa and Hareze-sebaeta kebele administration offices can be implemented efficiently and how the practice and challenges of good governance at woreda level in Tigray in relation to woreda Administration in general and at Irob woreda administration in particular to be tackled properly. Likewise, the conclusions and recommendations of the research can be help to create efficient and effective good governance in relation to kebele administration office at the Endamossa and Hareze-sebaeta kebelles, if seriously taken by the stakeholders which in turn leads to increase the kebelles overall aspects of socio-economic, political, cultural life and the like. Additionally, the study can be help as reference materials for other researchers, and it is also important to address the following research questions:

- To what extent the elements of good governance are carried out in the office of kebele administrations?
- What are the major challenges that hinder the implementations or practices of good governance?
- What are the means to fight against the challenges of good governance?
- What is the perception of the community regarding the allocation of resources and the provision of the social services provided by the kebele administrators?
- How the communities examine their satisfaction in provision of the social services distributed by the kebele administrators?

1.7. Scope and Limitation of the Study

1.7.1. Scope of the Study

This study is important to conduct from the region up to the whole zone. Nevertheless, due to time, financial and related constraints such as roads and other infrastructures, political crisis (for instance, four tabias of Irob woreda /almost half / are under control of the Eritrean defense force),this study is delimited at Irob Woreda: In case of Endamossa and Hareze-sebaeta kebele administration offices. This study specifically is focused on practice and challenges of good governance at Irob woreda administration office: In case of Endamossa and Hareze-sebaeta

kebele administration offices because of the researcher's experience and resides in that woreda. Accordingly, any of the analysis and the findings of the study was specified to the selected study areas. Therefore, the findings of this study may not correspond to other areas/woredas of the region. Thus, because of the scope of the study, findings were delimited to that area only.

The methodology used to conduct this study was mixed methods (both qualitative and quantitative methods), and explanatory sequential design was applied to analyze the data collected. The scope of the study is delimited on Primary (questionnaire and interview in the form of structured and semi-structured methods) and secondary sources of data collection methods were employed in this study. Besides, the scope of the study was also delimited on the eight key characteristic-features of good governance such as transparency, accountability, rule of law, equity, participation, responsiveness, consensus-oriented, effectiveness and efficiency which are crucial means for the achievement of the purpose and goals of organizational and institutional administrations at woreda and kebele level.

The scope of the study was delimited on probable and non-probable samples specifically simple random and purposive sampling designs and techniques in lottery and conceptual details methods to select respondents and key informants respectively. The collected data analysis method was delimited on tabulation, frequency and percentages. Therefore, conclusions and recommendations were emphasized on the practice and challenges of good governance at Irob woreda administration office: In case of Endamossa and Hareze-sebaeta kebele administration office. Hence, delimited the scope of the study in a specific title, methodology and study area is significant to manage the study and reduce financial, time and other related constraints.

1.8. Limitation of the Study

Due to the constraints of time, financial, political crisis and absence of adequate infrastructures like roads, this study was limited on assessment of the practice and challenges of good governance at Irob woreda administration office: In case of Endamossa and Hareze-sebaeta kebele administration offices, in the eastern zone of Tigray regional state in order to make the study manageable . The study area was selected for its proximity /nearest/ for the researcher and helps the researcher in enabling the data collecting process.

1.9. Organization of the Study

This study is organized under five chapters. Chapter one deals with the background of the study, statement of the problem, objectives of the study, significance of the study, the definition of key terms or words, the scope and limitation of the study. The second chapter deals with related literature review on the practice and challenges of good governance. The third chapter includes the methodology of the research. Chapter four deals about data presentation, analysis and interpretation. Chapter five express about the conclusion and recommendations of the study.

CHAPTER- TWO: RELATED LITERATURE REVIEW

2. 1. Introduction

The aim of this section is to review different literature, which are very pertinent for the study. Therefore, the brief discussion of theoretical background, empirical review from the works of different authors and the conceptual framework for the study have presented accordingly.

2.1.1. Theoretical Literature

2.1. 2. Definition and Conceptual of Governance

2.1.2.1 Definition of Governance

Governance is means about administering or leading the good and bad habits that societies use to distribute power and manage public resources to cope up or to manage problems or challenges in their day-to-day life. Thus, it functions that government has 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 (Abdellatif, 2003). In financial terms, governance is good, and it allows public funds to be collected and used in a more efficient, transparent and in more accountable manner, resulting in a more efficient public financial management system (ADB, 2004). Governance has become a concept or notion that includes more and more observable or visible fact which related to the steering of societal developments (Michiel, 2013). Governance, the manner in which authority, control and power of government, is exercised in mobilizing societies economic and social resources to address the public interest has emerged as a key concept pre- occupying the international community. People use governance in their daily lives to manage human relationships, just as corporations and countries use it to manage their interaction and activities (Dhaliwal, et al, 2010).

Likewise, Governance can be defined as an end in itself, and a means to achieve human development (UNDP-Oslo Center, 2009). And it also defined as the exercise of economic, political and administrative authorities to manage a country's affairs at all levels and it comprises mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, fulfill their obligations and accommodate their differences (UNDP, 1997). Also, governance encompasses method, progression and instructions, through which citizens and groups communicative their interests' exercise their legal rights

convene/organize/ their responsibility and intervenes or mediates their differences (UNDP, 2006).

Governance is also conceived or regarded as the exercise of authority and control in a society in relation to the management of its resources for social and economic development and it create interactions among structures, traditions, functions (responsibilities) and processes (practices) characterized by values of accountability, transparency and participation(Punyaratabandhu,2004; Gisselquist,2012).Thus, it is important for public officials and institutions to shape public policy and provide goods and services for their customers with a good quality (Gisselquist, 2012). Governance is about ensuring every citizen right to expect from their state, and shouldering the state all responsibility to deliver to its citizens (Ibrahim, 2018). And governance is defined as the exercise of authority, direction and control of an organization in order to make sure that its purpose is achieved (Gill,2005).

The World Bank, which is establish to connect an issue of governance with aid for developing countries, the Canada International Development Agency (CIDA) as well as Asian Development Bank (ADB) also perceive governance, as “ the manner in which power is exercised in the management of a country’s economic and social resources for development” (Uddin, 2003; Sibbel, 2006, Munshi *etal.*, 2009). On this meaning governance as the concept concerning both institutional units, the public and private sectors and directly concerned with the running development process. In the wider term then, governance is about the institutional environment by which citizens cooperate among themselves and with that of government agencies (Uddin, 2003).

Governance is defined as all about the process of governing all citizens together in which decision-making process is carried out in cooperation or collaboration with the participation of all stakeholders or concerned bodies, and managers to act or perform in a peacemaking, transparent, accountable, effective and responsible manner (Toksoz, 2008).It also comprises a legal framework including the characteristics of the institutions and how they relate to the whole system, how resources are being allocated to institutions and accountable for the way it is spent. Likewise, Governance is an important means to redress or correct less-formal structures and relationships which steer and influence conduct (Henard and Mitterle, 2006).

Democratic governance is a process of creating sustainable environment for inclusive and responsive political processes and settlements in which the effectiveness of public policies and strategies is attained, especially, in service delivery (UNDESA, UNDP and UNESCO, 2012). Governance is attention on process which emphasizes on progress in decision-making, decision taking and implementation. It can be perceived as an environment in which civil organizations, business community, private citizens and other institutions can assume ownership of the process of city development and the management of their own communities (Urban Governance Index, 2004).

2.2. Dimensions of Governance

According to different authors stated that the governance in general has four major dimensions; economic, political, institutional and administrative (Leftwith, 1993).

- **Political Governance:** presupposes a region or state which enjoys legitimacy and authority emanates from a democratic mandate and built the traditional liberal of a clear separation of legislative, executive, and judicial powers.
- **Economic Governance:** It refers decision making process that has a bearing, direct or indirect on a country's internal or external economic activities. It affects production of wealth, its distribution and the overall quality of life.
- **Administrative Governance:** is a tactic of policy implementation practiced through efficient, independent, accountable and open audited public services which has the bureaucratic competence to assist design and implement appropriate policies.
- **Institutional Governance:** is a practice of governments that embarrass or hinder and form institutional structure for allocation of authoritarian decision making in the modern state power. It indicates the structure of political and essentially, economic relationships and rules by which the productive and distributive life a society is governed.

2.3. Definition of Good Governance

Good governance has obtained or gained the great importance in every state as the problems of corruption, ineffective economies and political bodies, injustice, inequality, red-tapism, inefficiency, poverty, the gap between rulers and ruled etc. has gradually crept into administrative structures of a Country (Birku, A. and Wondwosen, T ,2023). Good governance denotes about all the processes of governing, the institutions, processes and practices through which common concerns are decided upon and regulated (Birku, A. and Wondwosen, T ,2023). Likewise, it is also defined as a means of measuring how public institutions are conduct public affairs and manage public resources in a better way in which a public service is efficient, a judicial system is reliable and an administration is accountable and transparent to its community (Birku, A. and Wondwosen, T ,2023).

According to (Cheema 2005), governance is good when it assigns and manages resources to respond to collective problems, i.e. when a state competently provides public services which are important for the quality of citizens. The scholar also described that policies of public goods guided by principles of good governance including democratization and democracy, participation and decentralized power sharing, transparency, accountability, public administration, human rights, and rule of law etc.

Good governance can be happening when societal norms and practices empower and encourage people to take increasingly greater control over their own development in a manner that does not impinge upon the accepted rights of others (Birku, A. and Wondwosen, T ,2023).It is also defined as an important means to improve the quality of life of citizen, enhance the effectiveness and efficiency of administration, establish the legitimacy and credibility of institutions, secure freedom of information and expression, provide citizen-friendly and citizen-caring administration (Gizaw, 2014). Moreover, good governance means the effectiveness in which government performs its work and promotes the public services. It is moral duty of government to enhance people participation, ensure accountability, political and economic citizenship rights (pal, 2017). It aims to decrease poor business practices and make procedures

and obligations transparent, in order to gain the trust of stakeholders and the public at large (Henard and Mitterle,2006).

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, 2001).

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 enhances 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. Besides, good governance guarantees that social, political, and economic priorities are based on general consent in community and that the influence of the most victims are heard in management over the improvement of sharing of resources (Sibbel, 2006).

According to Adejumobi (2000), good governance at the macro- level originates essentially from the theory of utilitarianism that is measured by the extent to which a political regime can guarantee popular welfare and promote the greatest happiness of the mass or people in the society.

Good governance refers to the competent /capable management of a country's resources and affaires in a manner that is open, accountable, equitable and responsive to meet needs of the people efficiently and effectively (King Baudouin Foundation, 2007). It is also defined as the ability to perform responsibly guided by principles that are feasible and desirable at all levels of the society, not just at the political one (Ibid). Good Governance is an opening Policy which is an important means to establish strong determination and to provide equal participation in shaping the governing body regarding poor, rich, male, female and minority rights effectively where decision makers are create point of view after consensus period in institution for the decision making (Gray and Khan, 2010).

According to AGA and APRM, 2019, good governance has included the following major components with their definitions:

1. **Legitimacy**- Refers to the government is based on the consent /agreement/ of the governed/citizens/.
2. **Accountability** - Ensures transparency and answerability of government for their actions and decisions.
3. Respect for law and protection of human rights, and
4. **Competence**- Includes effective policy making, policy implementation and service delivery (AGA and APRM, 2019).

2.4. Fundamental Elements of Good Governance

The United Nations High Commissioner for Human Rights (UNCHR) identified transparency, responsibility, accountability, participation and responsiveness to the needs of the people as the five key feature of goods governance (Santiso, 2001). The ADB incorporated predictability as one among main/key/ characteristics with that of accountability, participation and transparency (Munshi, et al, 2009). According to the UNDP (2006) also recognized rule of law, transparency, responsiveness, equity, efficiency and effectiveness and accountability are among the basic indicators and manifestation of good governance. Likewise, UNESCAP also recognized the essential of good governance. In Ethiopian case, different scholars focus on the issue of good governance recognized that rule of law, transparency, responsiveness, equity, efficiency and effectiveness and accountability are characteristics of good governance (MCB, 2008).

Moreover, different international and regional organizations such as (UNDP, 1997, (UNDESA, 2011, MCB, 2008 and IFAD, 1999, and authors like (Pal, 2017; Gisselquist, 2012, et al.), etc. are tried to define the following elements as main characteristics of good governance:

2.4.1. Public participation

Participation States about the engagement of citizens in the process of decision making and policy formulation to express their concerns in the policy formulation and decision making that manipulating or affecting them without any fear and discriminations (Birku, A. and Wondwosen,

T ,2023). It is simply defined as an active process by which people in a community influence the direction and implementation of a development plan (Nikolic, 2008). It also comprises taking part in the process of decision making, implementation and evaluation the activities as well as sharing of costs and merits.

In the country whether developed or developing, people as citizens and consumers of the services are regarded as the most valuable resource, and considered as they have a critical role in deepening democracy and promoting good governance (Mathur,1999). But, their involvement at local government founds to be low in developing countries due to socio- cultural conflicts in the community; poor leadership; political interference; ignorance coupled with illiteracy; lack of commitment; stereotypes about women, youth disabled persons (Nikolic ,2008).

Participation refers to the process in which the entire citizens have a voice in decision making either directly or through legitimate intermediate institutions that behalf/represent/ their interests. It is also based on freedom of association, speech and capacities to participate constructively. Good governance is important to create opportunity for society to participate in the formulation of development strategies and that directly affected communities and groups should be able to participate in the design and implementation of programs and projects to secure commitment, support for projects and enhancing the quality of their implementation (IFAD, 1999).

2.4.2. Rule of Law

The legal frame works should be fair, free, and enforced impartially or equally transparent laws, regulations and codes on human and democratic rights. A fair, predictable and stable legal framework is essential so that businesses and individuals may assess economic and social opportunities and act on them without fear of arbitrary interference or expropriation. It also includes the procedures for amending and repealing the rules exist and publicly known (IFAD, 1999 and Gisselquist, 2012). Rule of law means in the first place the absolute supremacy predominance of regular law as opposed to the influence of arbitrary power, and excludes the existence arbitrariness right, or even unlimited power on component or parts of the government (Dicey, 1982).

And rule of law entails about the legal frame works that demands everyone to obey the law and to be held accountable if someone violates it. It is the impartial implementation of laws which

requires an independent judiciary, impartial and incorruptible police force (Birku, A. and Wondwosen, T.,2023).

2.4. 3. Responsiveness

Good governance entails that the effort or tries of institutions and processes to serve or give all stakeholders or concerned bodies within a reasonable time framework (pal, 2017, Birku, A. and Wondwosen, T. 2023). So that, responsiveness that reflected through effective planning, evaluation and feedback with regard to particular actions, as well as the conduct of regular review processes to ensure that program is needed to serve the needs and preferences of stakeholders (UN, 2007). Responsiveness extended from comprehending or understanding the problem of customers and providing solution or remedy up to offering timely reasons for unsolved problems (MCB, 2008). Also, it States that the government has the performance or capacity, and flexibility to respond rapidly to societal changes, takes into account the expectations of people and civil society in identifying the general public interest, and is willing to critically re-examine the contribution or role of government (Gisselquist, 2012).

2.4.4. Consensus Oriented

Consensus orientation is an act that needs good governance to mediate or compromise differing interests to arrive at broad agreement based on the best interest of the society in accordance the policies and procedures of the institutions (IFAD,1999, Birku, A. and Wondwosen, T,2023). It is continuing or unending process that requires discussion among people with various points of view including those that challenge prevailing norms in order for best decision to be determined. Mezirow (2000), states “conformity based on the accepted norms of a culture will clearly be less informed and dependable than those based on wider range of frames of experience”. Consensus building requires a wide and long-term perception on what is needed for sustainable human development and how to achieve the goals of such development”.

2.4.5. Equity and inclusiveness

It displays citizens have opportunities to public services irrespective of race, sex, religion, political philosophy in fair and just full manner. In short, symmetrical or equal benefits from public resource and inclusively treating needy people using standardized rules and regulations (MCB, 2008). The principle of fairness and inclusiveness creates a sense of ownership/possession/ in individuals, narrow the opening for corruption and a way to ensure sustainable development and makes coming generation to benefit from it.

Equity and Inclusiveness refers to the welfare or security of society relying up on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream /grassroots/of society. It requires or it needs all groups in general and the most vulnerable in particular, have opportunities to improve or maintain their well-being (Birku, A. and Wondwosen, T, 2023). And equity and inclusiveness as the characteristics of good governance are important to promote the welfare of all society, and to ensure the participation/involvement/ of citizens in all urban decision making, priority-setting and resource allocation processes impartially (Pal, 2017).

2.4. 6. Effectiveness and Efficiency

Efficiency is explained as the degree of outcome per given set of input (Tesfaye, 2009). Effectiveness denotes that the processes and institutions produce results that meet the needs of society while the concept of efficiency in the context of good governance covers the sustainable use of natural resources and the preservation or protection of the environment (Birku, A. and Wondwosen, T.,2023). Efficiency is all about the quality of public services and the degree of its independence from political pressures in order to create formulation and implementation; and the trustworthiness of the government's commitment to such policies (UNDESA, 2011; Pal, 2017).

Efficiency and effectiveness states that the government tries to produce quality public outputs, and includes the services delivered to citizens at the right time and at the best cost, and ensures that outputs meet the original intentions of policymakers (Gisselquist, 2012).

2.4.7. Accountability

Accountability is the process whereby public sector organization and the individuals within them, take responsibility for their decisions and actions. It is a key crucial of good governance that makes both the government and stakeholders to focus on results, establish effective plans, look for obvious objectives and monitor and report on performance. Accountability requires holding individuals and organizations answerable for results measured as objectively as possible (Cheema & Rondinelli, 2003). Similarly, accountability is described as a principle of good governance which requires the elected and appointed government officials to be answerable for the decisions and actions in accordance with in the will and wishes of the people, not for themselves (Birku, A. and Wondwosen, T.,2023).

Accountability is also defined as a give and take relationship between those who have been entrusted with certain functions and those who expect those functions to be performed and to measure the performance of public officials, to ensure trust and confidence in those assigned with the responsibilities as well as to ensure how the standards are met in public institutions, private sector and civil society organizations and to the public as well as to institutional stakeholders (ECA, 2009). In present day, the issue of accountability is the most important means for the society and governance in provisions of public services in different sectors (Allen, 2003).

2.4.8. Transparency

Transparency means clear, /openness/ in the conduct of public affairs at all levels of governance (ECA, 2009). Transparency refers to the actions, decisions and decision-making processes of public officials are open to an appropriate level of scrutiny/examine/ by others parts of government, civil society, people and including outside institutions and governments (Gisselquist, 2012). It is also mentioned as all about the availability or accessibility of information of the general public and clarity about government rules, regulations and decisions and those decisions taken and their enforcement are done in a manner that follows rules and regulations to reduces uncertainty and to inhibit corruption among public official (Birku, A. and Wondwosen, T.,2023).

Transparency is a means of providing the appropriate and reliable information to the needy and openness to decision made about the citizens who may either be affected negatively or benefited from the decisions made (Tamarkar, 2010).

2.4. 9. Strategic vision

Strategic vision refers to accepting longer strategies to ensure or safeguard good governance and continuous human resource development. It also suggests the actual understanding of contexts to serve the public interest at its best (UNDP, 1997).

2.4. 10. Predictability

Predictability refers to the presence or existence of laws, regulations and policies to regulate society, and their consistent application to ensure the accountability of public institutions. It also requires transparency, because without information about how similarly placed individuals have

been treated, it may be difficult to ensure adherence to the rule of equality before law (Pal, 2017).

2. 5. Requirements for Good Governance

According to Ethno- cultural Diversity Resource Center and the King Baudouin Foundation (2007), the following necessary situations have first put in to action , and stated by Ethno cultural Diversity Resource Center and the King Baudouin Foundation (2007) as follows:

A. Security

Security is all about explained in terms of chances of survival, self-affirmation and participation because practices of good governance without security is superfluous/ unnecessary/,and important to ensure the fundamental right of citizens.

B. Recognition of Diversity

To meet the proposed or intended purpose, multifaceted leadership is important. To do so, inclusive participation of citizens and all stakeholders is a necessary condition. Therefore, a leader has to be accepted and acknowledge diversity of different backgrounds. Good governance in multiethnic communities requires recognition of the ethno- cultural diversity.

C. Capacity to Improve Local Governance

In today's world, power is expected to be decentralized to the local level of authorities. By doing so, local government can play a great role in flourishing democratic and good governance to implement legislations at all level with due regard to the constitution of the state. Thus, in order to make the local public governance effective and efficient and assuring accountability and transparency, it's worth full to improve local institutions to play their role.

D. Decentralization

One of the bottles-neck or narrow of good governance in providing service to pubic is centralization of power. This is because it denies the decision-making power of the local institutions. Therefore, devolution of power both at the top and lower lever is worth needing to play attention. So, the local decisions shall be indicated the 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 (Ethno cultural Diversity Resource Center and the King Baudouin Foundation, 2007).

2.6. Empirical Literatures

2.6.1. The importance of Good Governance for Development

Good governance might seem that self-evidently an end by itself or at least a direct means to an improvement in human well-being (Smith, 2007). It establishes a framework for fighting poverty, inequality, and many of humanities, shortcomings or other problems, and therefore, UN considered it as an essential component of the Millennium Development Goals (UN, 2007). It changes the quality of life and the human development in a given society; empowers local government in terms of authority and resources, let citizens should pay a greater role in governance, and ensures that civil society has participated actively in setting priorities and making known the needs of the most victims' people in society (Cheema, 2005).

Good governance is the source of development that gives emphasis to the poor, advance the cause of women, sustained the environment and paved a way to desired opportunities for employment and other livelihoods (UNDP, 1997).

2.7. Impacts of absence of good governance

The failure of good governance result in impacts such as political instability, inability of rule of law, inability to secure justice (lack of proper distribution resources and not getting their fair share of the deliverable promised by the government), lack of transparency, lack of empowerment, lack of awareness among the public regarding policies that are being implemented, inefficient service delivery such as lack of education and health sectors ,electricity, etc. as well as administrative irregularities like proper management of data (Birku, A. and Wondwosen, T.,2023).

2.8. Historical development of Good Governance

The question of good governance is traced back to the evolvement of development thinking since the 1950- 60s, when the state was seen as the wing/machinery/ of growth. The transition in 1970s led to a reversal of roles in the 1980s when market liberalism became the solution of underdevelopment. As of the late 1970s, the World Bank began to lend money conditional upon economic reforms referred to as the Washington consensus (Aubut, 2004). The 1990s, failure of least developed countries to bring important change regardless of receiving aid paved a way to

focusing on the institutions and public sector management. The significance of institutions and public sector management is an area that the post- Washington consensus focuses on that facilitates for production and investment ensures property rights and support frameworks or structures to enforce /implement/ the rules and established law and order. This is an ultimate objective for fostering development practitioners and the introduction for an issue of good governance (Eggertson, 1990 & Aubut, 2004).

After the issue of good governance emerged, other financial institutions like the IMF and OECD follows the World Bank's policy discourse to undertake good governance as conditionality for aid. Especially, this institution emphasized need for an effective state apparatus in corporation with good governance as an essential prerequisite for development (Lehtinen, 2008).

The change from the agenda of governance to good governance introduces an innovative direction solving the quality of governance (Santiso, 2001). It is acknowledged also good governance is fundamental for stability and prosperity in all states, were nations who are able to sustain high standards of governance will succeed while others are struggling.

2.9. Good Governance in Developing Countries

The World Bank and the IMF started to give significant emphasis or priority to policy processes in states for which funding was being considered. This concern on those processes has been traced back by some scholars to the era when two important governments for these organizations (the United States and United Kingdom) promoted neo- liberal market-friendly policies for their own and other countries around the world. However, it also been suggested that the World Bank and the IMF arrived at similar conclusion independently in response to a serious of crises faced in different part of the world (Munshi *et al.*, 2009). Corruption, non-transparent government, unresponsive government and break down of rule of law and inclusive governance are some of the improvements that has been take place to undertake the worst form of governance in Africa (Hyden, 2000 & ECA, 2003)

Developing countries are the sole responsible bodies in assuming responsibility for their well-being. As they are capable to manage their well-being and their budgets, they need effective government with strong and independent judiciary, openness, transparency and freedom from corruption that challenged the effectiveness of the public and growth of the private sectors.

Development is not mean only about widening income inequality; rather it is about transforming societies, enhancing the lives of the poor and enabling everyone to access social services (Stiglitz, 2002.). It should be recognized that not all institutive to improve governance have been promoted by international agencies. But, the negative economic and social consequence of poor governance is the fundamental motive that developing nations and regions have taken institutive to enhance governance emphasizing on by their own (Munshi *et al.*, 2009).

2.9.1. Efforts and Achievement of Good Governance in Ethiopia

Concerning the emergence or commencement of government in its democratic nature,(Vestal 1999) stated that governance in Ethiopia dates back to the patriotism to fascist period. However, good governance is a much recent and novel idea of democratic governance that found expression in the detailed provision of December 1994 the new EPRDF constitution ratified that restrained the basic objectives and directive principle of state policy. This shows governance as the concept has been introduced /started/ in Ethiopia long years back but, in its democratic form emerged with the ratification of the 1994 FDRE constitution which laid foundation for the protection of fundamental human and democratic claims of the citizens.

At the local level, the administration is manifested by lack of qualified man power to run the administration in the local affairs. This resulted in poor leadership skill in managing and administering all activities in the Tabia or kebele level (Serdar & Varsha, 2008).

Ethiopia, post a long year's history of centralized government and governance structure, a decentralized form of government and governance structure has been adopted since 1991 with four level of government structures which are termed as federal, regional & woreda (city administration/government) and Kebele. This manifested a dramatic or radical change in terms of the tradition of the country's governance (FDRE Constitution, 1995). Based on the article 50(1 and 2) of 1995 FDRE constitution, Ethiopia is organized in to federal and nine regional states, and states have their own legislative, executive and judiciary functions similar to the federal government (FDRE Constitution, 1995). Accordingly, based on the proclamations numbers 98/1998 and 105/1998 -revised constitution of Tigray Regional State's Constitution article 45(1), the regional state divided in to Woredas and Kebeles (1998 -revised constitution of Tigray Regional State). EPRDF government made a lot of efforts to tackle the challenges of governance beginng from the country level up to grass root level. In line with the government

under take different reforms to solve the various or different challenges faced the country regarding the good governance at local the level of administration (Cohen, 2008). However, still now Ethiopia faced different problems in ensuring good governance.

The government of Ethiopia has made a lot of efforts to achieve good governance like the development and implementation of the Urban Development and Urban Good Governance Packages, which has provided the basis for the implementation of good 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 the government is delivered the public services of the Urban Development Package and all other public services those less tangible but essential attributes of government service delivery are described in terms of efficiency, effectiveness, accountability, transparency, participation, sustainability, the rule of law, equity, democratic government and security (Ministry of Works and Urban Development, 2007).

The government has also made a five-year program agreement, in support of PASDEP's team goal to develop a fully operational democratic, accountable and responsive constitutional federalism, to ensure good governance, citizens' empowerment and involvement, consent with Multi- Donor aid for the Democratization program with the total budget of USD 53.438 million. Based on the agreements, for instance at the end of the term of agreement in 2011, one of the selected institutions, Federal Ethics and Anti-Corruption Commission is expected to achieve improved effectiveness, efficiency and accountability of the civil service; efforts to fight against corruption, institutionalized, well-structured and systematized. Nevertheless, the PASDEP announces about the need for more efforts to make local authorities more transparent, responsive, accountable and efficient in their feedback to meet the needs of the people as a whole (MOFED, 2007).

2.10. The Role of Public Leaders and Employees in Promoting Good Governance

Citizens usually judge how well local government work for the good of the citizens. The success of the local government in meeting citizens' expectations and community goals often depends on the leader's capacity to improve or enhance the governing bodies' effectiveness (Charldean, 2004). Thus, committed leaders who can mediate between conflicting interests and visionary to

arrive to common goal have key role not only in enhancing good governance, but also all the productive changes required by any society (UNDP,1995). It is also obvious/clear/ that, the civil service is at the Center of the public service which reflects the pulse of government. Civil servants administer government policy and to a large extent determine the success of government administration and programs. A well-functioning public service is and both are driven by the quality of the strategic human that they engage and retain (UNDP, 2006).

2.11. The Role of the community and civil society in promoting Good Governance

The participation of both men and women is a base for participatory democracy and good governance. Participatory governance is about completing and strengthening existing democratic institutions. It is also complementary ways which bring citizens and governments closer together and strengthening local governance institutions. These links call for both a strong state both in its national and sub-national levels and a strong and vibrant civil society (Robin, 1999).

Also, Civil society has an energetic /vital/ role to play in making the state more democratic and contributes good governance through: Developing, forming, improving, and supporting capacities of individuals for self-governance what he call it developmental effects on individuals; Constituting the social infrastructure of public spheres that provide information, develop agendas, test ideas, represent distinctions and provide voice, and Supporting and enhancing institutions of democratic governance by providing political representation, enabling pressure and resistance, organizing collective actions, and serving as alternative venues or sites of place for governance (Warren ,1997). Likewise, civil society organizations have roles across institutions and governance issue, and good governance cannot take place without them (UNDP, 2006).

2.12. Challenges of Good Governance

The introduction of good governance is not something that can be done overnight. Many aspects of it involve changes to long-standing practices, deep-rooted interests, and cultural habits, even social and religious norms. The process is not the result of one time and also challenged by different impeding factors (WB, 2012). Among these, some of the challenges of good governance are include absence influential leadership, lack of good governance implementation guidelines, weak policy formulation and implementation, and minimum public service standard and human resource capability, political cultural of the past; low society involvement, restricted

awareness level of community; Corruption, racism, discriminative culture and unsupportive values and institutional strength and coordination (Desalegn *et al.*, 2010).

Also, there are different challenges of good governance and public service delivery which are expressed or stated by ECA, 2005 and 2009 such as: Lack of effective checks and balances undermines good governance or lack of institutional capacity building that created through political rather than normative processes impact negatively on national and local governance, as well as on participation and the delivery of services including lack of focus on outputs, outcomes and impact with the result that civil servants lack a full appreciation of their service orientation and mission due to inadequate skill or training to carry out their duties. Effective delivery of services is hampered or hindered by lack of upstream stakeholder participation, donor imposition on selection of contractors and program focus. Furthermore, insufficient human resources reduce the capacity of institutions to influence governance. Poor technical skills also impinge or crash the quality of program output (ECA, 2005). In the five years growth and transformation plan of Ethiopia, it shows that, many challenges are affecting the effectiveness of local government in discharging their duties and responsibilities. These includes, inadequate institutional capacity, unpredictability and low level of community participation continue to weaken the ability of local governments. This has important implications, particularly, in light of the extended role of local governments especially at kebele level in public service provision or delivery of basic services. It is therefore, extremely important that institutional capacity, including development of systems and structures of local government is significantly improved if meaningful and sustainable development is to be a reality (MOFED, 2010).

Also, lack of devolution of power to the local level involves the integration of three processes: strengthening of local government, reform of sector institutions, and empowerment of communities; and corruption continues to pose a serious challenge in many African countries, undermining the legitimacy of institutions and entire governments, impeding investors' confidence and depriving citizens—women and the poor in particular—of essential public services. Corruption is another problem that include insufficient remuneration of public officials and the vast income disparities existing in most African societies. It also includes the ignorance among citizens about their rights, and the erosion of ethical and communal values to the benefit of materialism and acquisitiveness (ECA, 2005).

Although many African governments have recognized the positive role of traditional authorities in promoting good governance, much remains to be done to overcome structural and organizational constraints affecting their efficacy. Chief among these constraints is financial shortages are exacerbated by loss of traditional sources of revenue; many central governments have provided little financial and institutional support, lack of capacity to enforce customary law rulings is also a major impediment, stemming from the abolition of the coercive policing infrastructure of the traditional tribal authorities (ECA, 2009).

In Africa, democratic governance arrangement, political parties, civil society organizations and legislative institutions remain weak and almost not institutionalized to improve good governance (Dula, 2013). Although governance indicator shows the Ethiopians performance in government effectiveness is relatively found as better than the rest of sub-Saharan countries for the year 2006, its percentile ranking on voice and accountability and regulatory quality were lower (ADB and ADF, 2009).

2.13. Local governance and Good Governance

In developing countries, it is the governments which initiate and implements development agenda. It must gain support of the people in the implementation of these, particularly at the local level. Such support would strengthen democracy as well as a positive response of the community to development program which should be the ultimate goal of good governance (Goel, 2007). This indicates democracy to be successful at the national level, the grass root organizations have to be strong. The kebele administrators have to respond to the felt needs of the people. The citizens have to have faith in the efficiency of the administrative system so as to reduce the distance between people and the government.

Local governance started with the history of human beings. In line with this, local governance can be clarified as the formulation and implementation of collective action at the local level. Hence, local governance includes the diverse objectives of vibrant, living, working and environmentally preserved self-governing communities with appropriate autonomy to determine their destiny (Weldeabrha, 2017). Moreover, local governance is also defined as the interaction between a local government and its people including other government bodies and levels (Shah and Shah, 2006). It is a broader concept which can be is defined as the formulation and execution of collective action at the local level including the direct and indirect roles of formal institutions

of local government and government hierarchies. It is also concerned with the roles of informal norms, networks, community organizations, and neighborhood associations in pursuing collective action by defining the framework for citizen to citizen and citizen-state interactions, collective decision making, and the distribution of local public services (ibid).

According to UN (2007) at the local level good governance is needed for development. Where local governance is good, the responsiveness of local government soundly increases and becomes interactive with the community. They are becoming more transparent, participatory and accountable to local inhabitants, and increasingly addressed the need of citizens by providing service based on their priorities. Local good governance is not only concerned with giving a range of local services but also about preserving the life and liberty of residents, creating space for democratic participation and civic dialogue, supporting market-led and environmentally sustainable local development, and facilitating outcomes that enrich the quality of life of residents (Shah and Shah,2006).Local government can be an effective weapon for channeling local presser, articulating and aggregating local interests, which may not necessarily agree with the ideas of central government (Mathur 1999). It is the local government serves as effective communication channel between the center and the people which can in a way ensure the effectiveness of the actions of the central government as well (Ibid).

2.13.1. Universal Priorities of Local Governance

UNDP-Oslo Center (2009) can be enumerated the following key points as universal priorities for local governance:

- A. Participation through inclusiveness, and empowerment of citizens.
- B. Capacity-building and institutional reform that strength local authority.
- C. Local authorities should recognize the different constituencies within civil society and strengthen all to participate in the development process.
- D. Apply the principle of non-discrimination to all concerned bodies/ stakeholders.
- E. Ensure the representation of citizens in the management of local authority throughout all stages of the policy processes.

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

G. Records and information should be maintained in principle and made publicly available.

2.14. Public Service Delivery

Public service implies to the services such as education, transportation, sanitation, health care and the like that a government or an official organization provides for the people in general in a particular society (Moges, 2015). Public service means enforcement law and order, collection of revenue, provision of infrastructures and promotion of human welfare services (Pal, 2017).

Public Service delivery demanding how decentralization and enhanced local government capacity provides new options for service delivery (UN,1996).Public services are always provided within a politically defined framework which is determined by the extent to which the services to benefit the community (UN, 1996).Public service delivery refers to achieve a balance between the interests of the citizen/customers, the professional ambitions of staff and the interests of the general public by providing effective local level service delivery through establishment of a clear division of functions between central and local governments, insuring financial capacity through adequate tax bases or sufficient transfers; higher utilization of existing tax capacity or fees and insuring public accountability, transparency and high ethical standards(ibid).

2.15. Theoretical and conceptual Framework of the Study

This section summarizes the theoretical literature review of the study regarding with the practice of good governance and its challenges, and service Quality Theory of Customer Satisfaction.

Parasuraman et al., (1985), initiated a research stream that many considers to be the broadest investigation into service quality to examine the function of pre-purchase customer expectations, perceived process quality and perceived output quality. They defined service quality as the gap between customers' expectations of service and their perceptions of the service experience, ultimately deriving the now-standard Service Quality multiple-item survey instrument (Parasuraman et al., 1985). The Service Quality scale is a principal instrument in assessing service quality

2.15.1. Conceptual frame work of the study

Based on this, conceptualization of service quality and its instrument included items designed to measure such as customers' (service receivers) expectations for various aspects of service quality and customers' perceptions of the service they actually received from the service organization through the five dimensions of service quality emerged across a variety of services that include tangibility, reliability, responsiveness, assurance and empathy (Parasuraman et al., 1985).

Conceptual frameworks

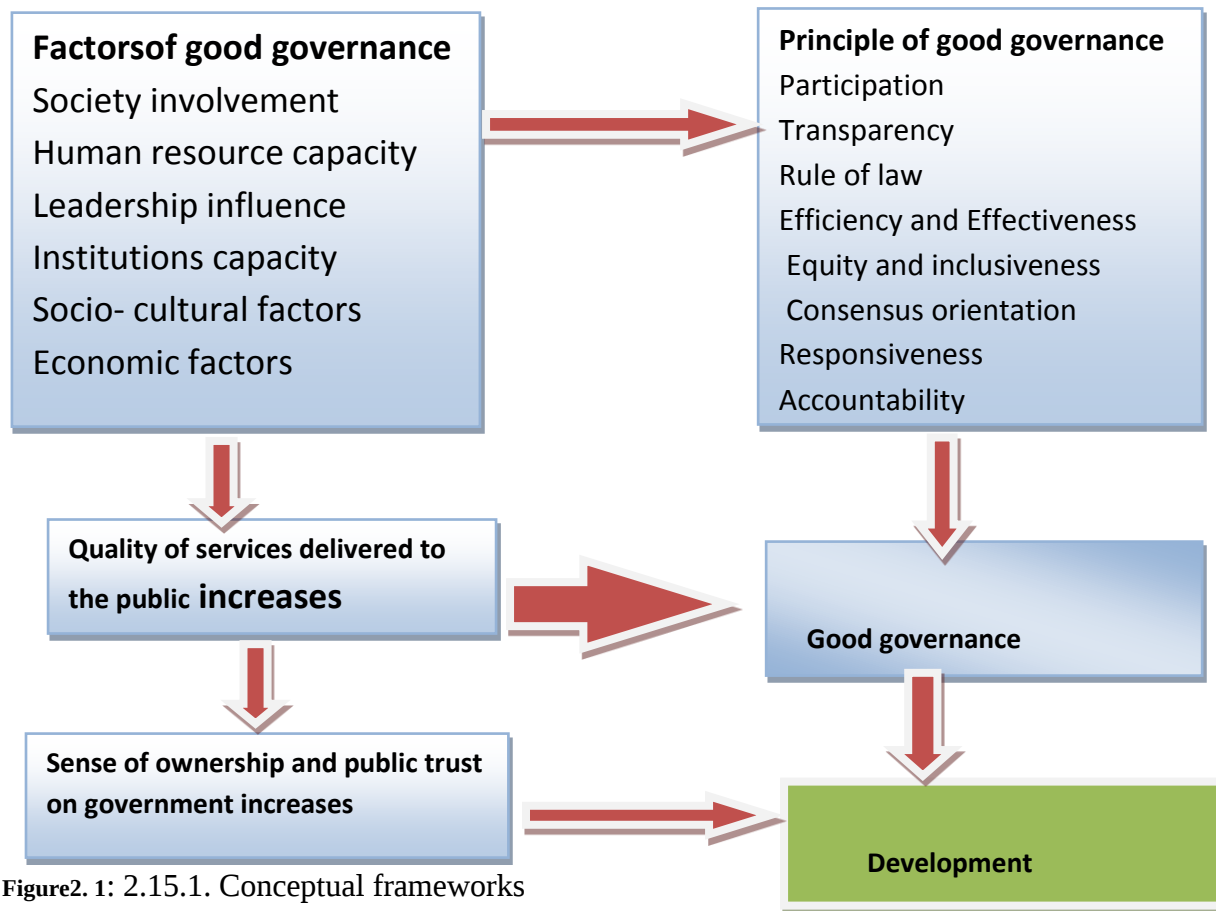


Figure2. 1: 2.15.1. Conceptual frameworks

Source: Adapted from (LIU, 2002; Mardasom, 2008; sumanigus, 2011)

This conceptual framework is seeking to align the independent characteristics those have effect on features of good governance and are used as indicators to evaluate the practice of good governance. To identify the major challenges in implementation, factors of good governance indicated in the conceptual framework taken in to consideration, but not limited to it. Generally, if identified factors positively affect these characteristics, it leads to good governance and, as a

result, the quality of services delivered to the citizen increases. The citizens delivered services that fit need than their sense of belongingness on public institutions increases and their trust on government too. Unlimitedly securing good governance would make an environment conducive for development endeavor of a given locality or country (LIU, 2002; Mardiasmo, etal, 2008; Sumanigus, 2011). Based on this, researcher was carried out to achieve for the purpose of the study through incorporated transparency, accountability, participation, responsiveness, equity, efficiency, effectiveness, rule of law and consensus oriented to assess or evaluate good governance and its challenges as well as public service quality in the ground based on the data collected from research participants in the selected study areas.

CHAPTER THREE: RESEARCH METHODOLOGY AND METHODS

3. Introduction

This section of the study presents in precise terms how the research is conducted. It is also including the procedures such as sample size, data sources, means of data collection and methods of data processing, analyzing and presenting based on available time and resources that allocated for this study.

3.1. Description of the Study Area

3.1.1. Physical Characteristics of the Study Area

Location: Geographically, the study was conducted in Tigray regional state of Eastern zone at Irob woreda in general (at kebelles Endamossa and Hareze-sebaeta in particular) which is located in the far north east between 390 28' to 390 59' E longitude and 140 22' to 140 40' N latitudes about 150 km North East of Mekelle which is the capital of Tigray Region.

Irob woreda is bordered on the North by Eritrea, on the East by Afar region, on the South by Seaside-tsaeda-Emba woreda and on the West by Gulemekeda Woreda. The natural setup of Irob woreda is high land and plateau that put in low-lying hills and flat lands.

Topography: The total land of the Irob Woreda is covered about 850 km² with a landscape that involves rugged mountains, hills, high plateaus and deep valley bottoms. It also has 8 Tabias(kebelles) and Dawhan is formed as tabia(kebele) recently (IWARDDB, 2012 E.C).

Climate: The climatic condition of the Irob woreda is generally dry with significant temperature gradient along the altitude ranging from 5°C-37°C. The altitude varies from 900 meters above sea level at Endeli Valley to the peak mountain Asimba that is 3200 meter above sea level. Most of the people live in areas ranging from 1500 to 2700 meters above sea level (IWARDDB, 2012 E.C). Irob woreda has three climatic condition which are Woina dega, high land and low land, which accounts for 75 percent, 15 percent and 10 percent of its territory respectively. During the dry season, the days are pleasurable warm and the nights are by some means cool; in the rainy season, both days and nights are cool moderately. There are two rainy seasons which are locally named as the 'Belg'(spring) and 'keremt'(summer) (IWARDDB, 2012 E.C).

The rain falling in the spring season is low for growth of plants as a whole but main rain season is Keremt where by some rain and moisture is available for plant growth. It is estimated that the average annual rainfall ranges from 148-384 mm per annum (IWARDDB, 2012E.C).

3.1.2. Economic Characteristics of the Study Area

The livelihood of the population is mainly depending on agriculture (90%) and the rest 10% depends on trade, governmental services and other private activities (IWARDDB, 2012E.C).

3.1.3. Demographic Characteristics of the Study Area

Population: According to the central statistics agency of Irob Woreda Administration in 2015 E.C, the population of Irob woreda is 33562, from this male 16342 and female 17220. Also, Irob Woreda has 6664 households, from these 3554 males and 3110 females.

3.1.4. Study Site Selection

The rationales behind to select the study areas were the grievance/complaints/and dissatisfaction of people at Irob Woreda administration in general and Endamossa and Hareze-sebaeta kebelles administration in particular about the practices of good governance. The study area was selected purposely because of the researcher's residence or work place, experience, and proximity or nearness to the study area that helps for the researcher's expectation to get available information that easing the data gathering process.

3.2. Research Design

Designing research is a means of making a road map /blueprint/ to a study in order to carry out all functions and steps undertaken for research (Kothari, 2004). Moreover, research design is the arrangement of conditions for collection and analysis of data in a manner that aims to join or combine relevance to the research purpose with economy in procedure and to ease the smooth sailing of the various research operations, thereby making research as efficient as possible producing maximum information with cost minimizing related to energy or effort, time and money (Kothari, 1990). It is also defined as a means of investigation/study/ within qualitative, quantitative, and mixed methods approaches that provide precise or specific way (direction) for procedures in a research study (Cresswell, 2014). **Explanatory sequential mixed design** is the form of research design in which the researcher first conducted quantitative research to analyze the quantitative results and then builds on the quantitative results to explain them in more detail

with qualitative research (Cresswell, 2014). Explanatory sequential mixed design is named as explanatory due to the initial quantitative data results are explained more with the qualitative data. It is also considered as sequential since the initial quantitative phase is followed by the qualitative phase (Ibid). It is a form of research design which is strained or focused on strong quantitative orientation as the project begins with quantitative research, but it presents challenges of identifying the quantitative results to further explore and the unequal sample sizes for each phase of the study (Cresswell, 2014). Considering the above definitions of the research design, the study was employed explanatory sequential design for the reason that the study is more or a strong quantitative orientation and include unequal sample sizes, and to analyzed data collected by questionnaires based on the quantitative results qualitatively, and to analyzed qualitative data collected through interview based on qualitative results as well as triangulated both the quantitative and qualitative results that obtained from key informants and respondents. It is also the important means for this study to provide interpretive, descriptive and explanatory tools in order to rate and realize the perceptions and awareness of the community about the practices and challenges of good governance in Irob woreda in the case of the Endamossa and Hareze -sebaeta kebelles administration offices.

3.2.1. Research Approach

The study was employed different ways of data collection methods to obtain information about the practices and challenges of good governance in the selected study area. Mixed research approaches (qualitative and quantitative) were employed in the study to be done with a view to create a better understanding /comprehending/ of the research problem.

Mixed approach is defined as a form of a research design that encompasses (consist of) both the qualitative and quantitative methods in a single study due to the reasons that all methods have restrictions (limitations) and felt that biases inherent in a single method could or might neutralize or cancel the biases of other methods (Creswell, 2014). With regarding the definition provided by Creswell , the study was used mixed approach concerning the assumption that collect diverse types of data best provides an understanding of a research problem and well work for this study and to cross check the collected data from the key informants and respondents whether or not reliable". It is also vital /essential/ or easy to rate and realize the perceptions and awareness of the residents about the practices and challenges of good governance in Irob woreda

in the case of the Endamossa and Hareze -sebaeta kebele administration offices quantitatively and qualitatively.

3.4. Sampling technique and Sampling Size of the Study

3.4.1. Sampling technique

Sample design can be described as a definite plan determined before any data is actually collected for obtaining a sample from a given population. It is also articulated in the form of either "probability or non-probability samples". With probability samples each element has a known probability of being included in the sample, but the non-probability samples do not allow the researchers to determine this probability (Pandey, 2015). In line with this, the study was applied both Simple random sampling as it is significant means to minimizes biases through giving equal chance (opportunity) for the population /residents, and purposive sampling as it is crucial /indispensable/ way to collect pertinent or relevance data for this study because both purposive sampling and simple random sampling techniques are relatively more precise and easier to apply /valid/ than others. According to (Pandey, 2015) Simple Random sampling method is defined as a form of probability sampling method in which each individual population has an equal and independent chance of being included in the sample through different techniques like tossing a coin, throwing a dice, lottery method, blind folded method and tippet's table method. From the above various models of simple random sampling techniques, the study was used lottery method to select the respondents and minimize or reduce biases, and to distribute or provide equal opportunity for all the residents in the selected study areas.

Purposive Sampling method is selected by some arbitrary method as it is determined as representative of the total population, and it produces well matched groups. This method is appropriate when the study places special emphasis upon the control of certain specific variables (Pandey, 2015).

The study was employed purposive sampling method by conceptual details or arbitrary way in order to obtain consistent /reliable/ information about the study, and to select the key informants (because they have knowledge, experience and reliable information about the practices and challenges of good governance in Irob woreda in the case of the Endamossa and Hareze-sebaeta kebele administration offices), and to select the study area due to its proximity for the researcher and the experience of the researcher in the study area, whereas simple random

sampling in the form of lottery method or technique was used in this study in order to minimize biases, to deliver equal chance for the residents, save time, reduce cost and to select and manage the respondents because they are very huge (too large).

- ❖ Non- probability sampling methods include; In nonprobability sampling, not all members of the population have a chance of being selected. Selection is based on the researcher's judgment or convenience.
- Convenience Sampling Participants are selected based on availability or ease of access, like students in your class. (Etikan, 2016)
- Purposive (Judgmental) Sampling; Participants are chosen based on specific characteristics or purpose of the study. Often used in qualitative research (Alkassim, R. S. (2016)
- Snowball Sampling; Existing participants recruit future participants from their acquaintances. Useful for hard-to-reach populations.
- Quota Sampling; Population is segmented into exclusive subgroups, and a quota is set for each subgroup. Participants are selected non-randomly until the quota is filled.

3.4.2. Population size

Sampling size (population size) refers to the act of selecting a given number of subjects from a defined population as representative of that population. It also works with objective to attain precise information about the population or universe with minimum of cost, time and energy and to set out the limits of accuracy of such estimates. A target population is selected as representative of the whole population or universe (Pandey, 2015).

So, the target population of the study were selected from the residents of the Endamossa and Hareze -sebaeta kebelles (Tabias) administration offices . Endamossa kebele administration has total population of **3337**. From the total population of Endamossa, **1591and 1746** are male and female respectively. Endamossa kebele administration office encompasses 758 households who contain 450 and 308 male and female respectively. Likewise /similarly/, the total population of Hareze-sebaeta is 3586. From the total population of Hareze-sebaeta kebele administration, 1817 are males and 1769 are females. It also consists of 886 households including 540 and 346 male and female respectively. Both the Endamossa, and Hareze-sebaeta kebelles (Tabias) has a total population of 6923, from this the total households number of populations is male 990 and female 654. This shows or demonstrates that the total households are 1644. Due to the number of the

population is too large, the researcher was taken the respondents from the households as a sample unit from the 1644 total households *by using the Yamane formula (1967)*;

$$n = \frac{N}{1 + N(e)^2} \quad n = \frac{1644}{1 + 1644(0.08)^2} = 137$$

Where: n =sample size, N =population size, e =level of precision. This formula is assumed a degree of variability (proportion) of 0.08 and a confidence level of 92% (Yamane 1967). In this study, Yamane formula was employed due to the reason that it is famous formula and significant to take proportional defendants (respondents) for the study as much as possible to achieve this study.

Besides, the researcher was conducted interview with the leaders and vice leaders of both selected study areas(tabias) because the researcher was considered them as they have knowledge or knowhow and experience about the practices and challenges of good governance in Irob woreda in the case of the Endamossa and Hareze -sebaeta kebele administration offices, as well as the leaders and vice leaders have direct or close relationship with all the respondents in order to collect valid and reliable /pertinent/ data. The study was employed 141 total respondents.

3.5. Sources and Methods of Data Collection.

According to Kothari, 1990, Primary and secondary sources of data are identified as the two major or important kinds of data collection methods. Therefore, the study has employed both primary and secondary sources of data which are useful to collect relevant information about the practice and challenges of good governance at Irob woreda administration: In case of Endamossa and Hareze-sebaeta kebele Administration offices.

3.5.1. Primary sources of data

According to Kothari, 1990, *Primary sources of data are demonstrated as original in character and fresh, and are collected for the first time by distinct methods like observation method, interview method, questionnaires, schedules, and other methods which include warranty cards, distributor audits, pantry audits, consumer panels, using mechanical devices, projective techniques, depth interviews and content analysis, particularly in surveys and descriptive researches.* There are various ways of gathering appropriate data which differ considerably in

context of money costs, time and other resources at the disposal of the researcher (Kothari, 1990). From the diverse ways of primary data collection methods which are expressed by Kothari, the study was used or selected personal interview and questionnaires for the reasons that methods are not consume more time, money and effort; and proper to the study about the practice and challenges of good governance at Irob woreda administration: In case of Endamossa and Hareze-sebaeta kebele Administration offices.

3.5.1.1. Questionnaire Method

In this study, the researcher was prepared and disseminated /distributed/ questionnaires for 137 residents of the selected study areas or Tabias to collect authentic /pertinent/ data, and crucial to success for this study. Questionnaire can either be structured or unstructured questionnaire. Unlike unstructured questionnaires, structured questionnaires are encompassing definite, concrete and pre-determined questions which are simple to administer and relatively inexpensive to analyze (Kothari, 1990). Accordingly, the researcher was distributed structured and semi-structured questionnaires to the residents of Endamossa and Hareze-sebaeta to collect relevant data about the practice and challenges of good governance in relation to kebele administration sector from the residents. Dawson (2007) can be acknowledged that Closed -ended, open-ended or a combination of both questionnaires is the 3 basic forms of questionnaire. Dawson can be explained close-ended questionnaires are easy and quicker to administer, record responses and code, and important to generate statistics in quantitative research. Unlike, close-ended questionnaires, Open-ended questionnaires are difficult complex/ to analyze and code, slow to administer and hard to record responses (Dawson, 2007). Based on the above definition or forms of questionnaires which are demonstrated by Dawson, the study was employed both closed ended questionnaires and the combination of both open and closed questions in single question. So, with the purpose of evaluating practice and challenges of good governance in relation to kebele administration sector in the selected study areas (Tabias), both closed ended questionnaires and the combination of both open and closed questions in single question were prepared and distributed for 137 respondents.

3.5.1.2. Interview Method

Unlike, structured and semi-structured interview methods, unstructured interviews are articulated as means of interview methods which are difficult to analyze or evaluate and not

economical in terms of time, effort and money (Dawson, 2007). The interview questions translated in to the local language /Tigrigna/ to minimize communication barriers.

Interview was made with four /4/ respondents /key informant interviews / who are purposely selected from the two /2/ kebele chair men, and one /1/ from the community leader, and one /1/ from religious leaders. In the field of study primary source of data were collected from the residents because the researcher was considered as or expected them they have enough knowledge, and experience, and assumed to have direct contact or close relation relationship with the issue of the practices and challenges of good governance in Irob woreda; in the case of Endamossa and Hareze- Sebaeta kebele administration offices. Based on this, the study was used both structured and semi-structured interview methods. All the respondents in order to collect valid and reliable data. The data collected by interview from key informants were recorded through texts or notes.

3.5.2. Secondary Sources of Data

The secondary sources of data are referred as the figures which are already available or accessible, analyzed and collected by anyone else from published and unpublished sources of data such as are journals, books, magazines, newspapers, historical documents, official reports, and other sources of published and unpublished information (Kothari, 1990). Based on this, the secondary sources of data in this study were gathered or assembled from books, journals, articles, magazines, newspapers, historical and legal documents, official reports, internet or website, training manuals, and the like.

3.6. Data Presentation and Analysis

The data analysis method that employed in this study was explanatory sequential design in the form of sentence and paragraph. The data, after collection, was processed and analyzed in accordance with the outline laid down for the purpose at the time of developing the research plan. Processing implies editing, coding, classification and tabulation of collected data are amenable to analysis. The term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data-groups. It also involves a number of closely related operations which are performed with the purpose of summarizing the collected data and organizing these in such a manner that they answer the research questions (Kothari, 1990). Based on this, the qualitative data was obtained through interview by taking notes, and

describe qualitatively in sentences form. In the analysis of data, the study was used descriptive statistics such as frequency and percentage in the form of classification and tabulation.

Finally, the results were summarized into tables so that the analysis and meaningful interpretation of results was made to draw conclusions and implications. The study was used both structured and semi-structured questionnaires which include both combination of close and open-ended questions (in a single question) were organized by the researcher and the questionnaires for easy communication purpose and to collect reliable data from respondents were translated in to Tigrigna language.

3.7. Ethical Considerations of the Study

Code of Ethics such as anonymity, integrity, informants' consent, confidentiality, right to comment, the final report, data Protection, and the like should be granted for everyone who takes part in the research. Ethics is critical for any kinds of research and most importantly in social science research. Ethical considerations are important in both the process of the interviews and data presentations and analysis (Pandey 2015). Before any question and interview was commenced or started letter of recommendation was submitted to the Tabias local administrations offices to get permission to conduct the research. The researcher was made all interviews keeping the interest of the interviewees respected. In the process of data analysis, maximum care is taken to maintain the objectivity of the research.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1. Introduction

Analysis of data is a very important/crucial/ part of any study. The quality of data collected matters but what matters more is the interpretation of that data. This chapter deals with presentation of data analysis and discussions of the findings. Data of all the respondents to the questionnaires were compared to provide a better understanding of the situation. This comparison was used to achieve the objectives of the study.

4.2. Profile of the Respondents

In this section the profiles of the respondents were analyzed under the classifications of sex, age, educational level and occupation by using frequencies and percentages to help the study to establish the extent of judgment one might have in the area of the study. The respondents' characteristics included sex, age, level of education and occupation that had significant/important/ effect on understanding governance practices and its challenges.

4.2.1. Sex of Respondents

Table 1. Sex of Respondents

Sex	Frequency	Percentage
Male	75	55
Female	62	45
Total	137	100

Source: Own Survey, 2025

The sex of the respondents was recorded or incorporated to show that respondents are both sexes. The above table reveals that the sex of the respondents and the sample size of the study was 137 respondents as 75 (55%) and 62 (45 %) of the respondents were male and female respectively. This result indicates the majority of respondents were male. However, the study was associated in a medium difference with a paternalism or male dominated way of life whereby more male than female were engaged in the realization or assessment of the practice and challenges of good governance.

4.2.2. Age of Respondents

Table 2. Age of Respondents

Age	Frequency	Percentage
18 – 25 years	17	12
26 – 30 years	22	16
31 – 35 years	23	17
36 - 45 years	49	36
Above 45 years	26	19
Total	137	100

Source: Own Survey, 2025

With regarding to the age composition, the above table shows that the majority of the respondents 49 (36%) were in the 36-45 years of age, 23 (17%) of respondents were in the 31-35 years of age, 22 (16%) of respondents were in the 26-30 years of age and 17 (12%) of respondents were in the 18-25 years of age, while 26(19%) of respondents were in the above 45 years of age. This result indicated that the majority respondents are understood well about the practice and challenges of good governance at Irob woreda administration: In case of Endamossa and Hareze-sebaeta kebele Administration office because they are mature people.

4.2.3. Level of educational qualification of respondents

Table 3. Level of educational qualification of respondents

Qualification	Frequency	Percentage
Grade 1-5	12	9
Grade 6- 8	36	26
Grade 9-10	39	28
Grade -11	6	4
Grade -12	8	6
Diploma	20	15

Degree	11	8
MA Degree	5	4
Total	137	100

Source: Own Survey, 2025

The findings of the study in the above table specified that 12 (9%) of respondents were from grade 1-5, 36 (26%) of the respondents were reached from grade 6- 8,39 (28%) respondents were attained from grade 9-10, 6 (4 %) 8 (6 %) of the respondents were accomplished grade -11 and grade -12 respectively, while 20 (15%),11 (8%) and 5 (4%) of the respondents were diploma, degree and MA Degree holders respectively. So, due to the reason that 39 (28%) respondents were achieved from grade 9-10, the findings of the study revealed that educational level is not a factor that affect or hinder to understand of the practice and challenges of good governance at Irob woreda administration: In case of Endamossa and Hareze-sebaeta kebele Administration office.

4.2.4. Occupation of the respondents

Table 4. Occupation of the respondents

Occupation	Frequency	Percentage
Civil Servant	30	22
Farmer	56	41
Private Employed	49	36
Daily laborer	2	1
Total	137	100

Source: own survey,2025

Concerning the occupation of the respondents, the above table displays,30 (22%), 56 (41%) and 49 (36%) of the respondents were engaged in civil servant, farmer and private employed(self-

employed) respectively whereas 2 (1%) of the respondents were daily laborers. This showed that majority of the respondents were engaged in farming and dominated the sample, then followed by private employed.

4.3. The practice of good governance and its challenges

4.3.1. Assessment of the awareness and perception of the respondents about the practice of the core elements of good governance at Erob Woreda and kebele Administrations.

4.3.1.1. Public participation

Table 5. The evaluation of the community's participation in workshop, training, seminar, meeting, and decision-making process.

No	Items	Response	Frequency	Percentage
1	Does the office of kebele administration sector is prepared community forum, workshop, training and seminar in order to enable the community to discuss issues that affect them?	Yes	53	39
		No	84	61
		Total	137	100
2	Does kebele administrators inspire or motivate the community to participate in decision making process?	Yes	47	34
		No	90	66
		Total	137	100
3	If your answer question No 2 is NO, explain the reasons: _____.			
4	Do you have attained workshop, training or seminar all about the practices of good governance in the office of your kebele administration?	Yes	55	40
		No	82	60
		Total	137	100

Source: own survey,2025

The above table exhibits how kebele leaders are the organized and prepared community forums, workshop, training and seminar to alleviate or to ease the issues of the community as 53 (39%) and 84 (61%) of respondents are responded “Yes” and “No” respectively. However, due to the majority of the respondents, Endamossa and Hareze-sebaeta kebele Administration offices are organized and prepared inadequate and insufficient community forums, workshop, training and

seminar which are not enough to mitigate or address the problems of the society. So, the kebele and woreda leaders in collaboration with zonal, regional and federal are working hard to sustain effective and efficient public forums or meetings and trainings that help to handle the community issues.

Furthermore, the interview conducted with the key informants also stated that preparation and organization of work shop, training, or seminar to the community in relation to good governance practices is not delivered to the local communities properly due to lack of funds and budget, absence of experts, and skilled human power, readiness of the people to take part in training without payment, shortage of modern technological inputs such as computers, projectors, internet access, transportation, and other infrastructures that facilitate to prepare training and workshop. In some extent however, it is granted for kebele leaders and the representatives of the residents alone, but it is not created effective change in the problems of good governance and not satisfied to maintain know how for the residents or dwellers. This finding /result/ reveals that there is weak arrangement of training and work shop at kebele and woreda levels in particular and in region and zone in general.

In the other hand, the key informants replied that yes, they are facilitating open meeting that help for the community to be heard their questions, run their rights and obligations, but it is not enough to handle the complaints/grievance/ and issues or affairs of the community and promote effective and efficient public engagement/involvement/ in the meeting due to the constraints such as lack of funds, absence of experts and skilled human power, readiness of the people to participate in meeting without payment, shortage of modern technological inputs and infrastructures. As, a result it is not comfortable and open to all the community, and it is not enough to address their petition, complaints, grievance, and affairs. But it serves for the kebele leaders to take constructive comments and input. So, it is possible to conclude that there is lack of open public meeting that helps to address the community issues.

Additionally, the above table also indicates that 47 (34%) and 90 (66%) of the respondents were replied Yes” and “No” respectively. The majority of the respondents said “No”. This majority result implies lack or absence of inspiration or motivation of the community to participate in decision making process at the Endamossa and Hareze-sebaeta kebele Administration offices. Similarly, the respondents from the above table also confirmed that the reasons like, lack of

awareness about role of community participation in decision-making process, absence of commitment and carefulness, unwillingness of the leaders of kebele and Woreda, absence of influential leadership or role-modeled and versatile leadership, refusal of public opinion, at Irob woreda administration are the factors that affect the motivation of the community to participate in decision making process. Also, the above table also indicates about 55 (40%) of the respondents are attained workshop, training or seminar all about the practice of good governance in the office of your kebele administration whereas 82 (60%) of the respondents are not attained. Therefore, the majority outcome displays lack of workshop, training or seminar all about the practice of good governance in the office of kebele administration.

Table 6. The assessment of the participation of citizens in the adoption of plan, implementation, and monitoring of public development programs and decision-making process.

No	Item	Response	Frequency	Percentage
5	How do you assess your involvement in the adoption of planning, and implementation?	Very high	7	5
		High	12	9
		Medium	20	15
		Low	40	29
		Very low	58	42
		Total	137	100
6	How do you rate the public participation in decision making process at your kebele administration offices?	Very good	3	2
		Good	6	4
		Medium	15	11
		Poor	72	53
		Very poor	41	30
		Total	137	100

Source: own survey, 2025

The above table reveals about the participation of community in the adoption of planning, implementation, and monitoring of public development programs regarded as 7 (5%), 12 (9%) and 20 (15%) of the respondents answered that very high, high and medium respectively, whereas 40 (29%) and 58 (42%) of the respondents replied low and very low respectively. As 58 (42%) the majority of the respondents reacted that very low, the result shows that public participation in the adoption of planning, implementation and monitoring of public development programs is very low at kebele administration offices. In addition to this, the above table also exhibits 3(2%), 6 (4%) and 15 (11%) of the participants said very good, good and medium respectively while 72 (53%) and 41 (30%) of the respondents responded poor and very poor respectively. However, based on the majority result, public participation in decision making process is poor at the kebele administration of Endamossa and Hareze-sebaeta.

Moreover, key respondents or informants detailed that community participation in the process of planning, decision- making and implementation activities of the kebele administrations offices plays great role to create sound decision-making, design right planning and realize effective and efficient implementation of activities. In addition to this, the key informants believed that the residents are not more participated in the planning, decision-making process implementing activities because of various reasons like, that of inadequate of funds and budget, lack of experts to give short training, and workshop easily, poverty, reluctance/unwillingness/ of the residents to take part in public meeting and discussion without payment, low government attention for the role of community participation, involuntary of skilled labors to create public awareness about the merit of community participation in the realization of governance practices and its challenges without payment, inadequate salary, and lack of capacity building training center, and the like are the factors or challenges that undermine public involvement in the process of planning, decision- making and implementation activities.

4.3.1.2. Equity and Inclusiveness

Table 7. The appraisal of equity and fairness in the allocation of the local resources and complaint-hearing organ at kebele administration

No	Items	Response	Frequency	Percentage
7	Do you believe that there is fair and equitable complaint –hearing organ in the office of kebele administration sector?	Yes	48	35
		No	99	65
		I don't know	----	-----
		Total	137	100
8	How do you rate the allocation and utilization of the local resources at your Kebele administration office in terms of fairness and equity?	Very good	4	3
		Good	8	6
		Fair	37	27
		Unfair	88	64
		Total	137	100

Source: own survey, 2025.

According to the above table, 48 (35%) and 99 (65%) of the respondents responded that Yes and No respectively. Based on this majority outcome, unfair and inequitable complaint hearing organ is existed in the office of kebele administration at Irob woreda in general and Endamossa and Hareze-sebaeta in particular. This also implies absence of proper and speedy response for the grievances or complaints of the society in the study areas. Likewise, the above table exhibits about the allocation and utilization of the local resources, 4 (3%) and 8 (6%) of the residents said very good and good respectively whereas 37 (27%) and 88 (64%) of the participants replied that fair and unfair respectively. As the majority respondents responded that unfair, this shows that unfair allocation and utilization of the local resources is prevailed in the office of kebele administration of Endamossa and Hareze-sebaeta. Generally, this finding is concluded that there is absence of fair and equitable utilization or allocation of resources, absence of adequate

complaint-hearing organ, absence of responsiveness for the requests of society at the required time complaint-hearing organ at kebele administration.

4.3.1.3. Transparency and Accountability

Table 8. The evaluation of accountability, and transparency in the provision of information and allocation or utilization of the local resources.

No	Item	Response	Frequency	Percentage
9	Is there a notice board properly placed to indicate place to acquire speedy and clear services and information in the office of kebele administration?	Yes	86	63
		No	51	37
		Total	137	100
10	Are you get easily access information on rules and regulations existing at the Kebele administration office?	Yes	79	58
		No	58	42
		Total	137	100
11	Does the service provider office timely and transparently inform you whenever changes in service provision are made?	Yes	39	28
		No	98	72
		Total	137	100
12	How do you evaluate the accountability and transparency of the Kebele administrators to the local community? If you're low and very low, specify the reasons: _____	Very high	5	4
		High	10	7
		Medium	30	22
		Low	59	43
		Very low	33	24
		Total	137	100
13	How do you evaluate transparency in terms of the allocation and utilization of the local resources at your Kebele administration office? If your answer is low and very low, please, specify the reasons: _____	Very high	3	2
		High	8	6
		Medium	20	15
		Low	67	49
		Very low	38	28
		Total	137	100

Source: own survey, 2025

The above table demonstrates that 86 (63%) of the respondents said Yes, the kebele administrators of Endamossa and Hareze-sebaeta are placed a proper notice board which contains reliable information that helps for the community to obtain speedy and clear services. However, 51 (37%) of the respondents responded that there is No proper notice board. But, based on the majority result, there is a proper notice board which helps for the community to gain speedy and clear services and information in the office kebele administration of Endamossa and Hareze-sebaeta. The finding of the above table also denotes that about 79 (58%) of the participants replied that “Yes”, they are obtained easily access information on rules and regulations in the kebele administration offices while 58 (42%) of the residents reacted that they are not gained easily access information on rules and regulations in the office kebele administration of Endamossa and Hareze-sebaeta. As a result, there is a way that supported for the society to get easily access information about the rules and regulations in the office kebele administration of Endamossa and Hareze-sebaeta.

The above table also presented that 39 (28%) and 98 (72 %) of the respondents said yes and no respectively. But, based on 98 (72 %) majority of the respondents, the service provider or employees and kebele administrators of Endamossa, and Hareze-sebaeta are not transparent for their community when changes are made in the provision of social services. Therefore, there is lack of transparency in the office of kebele administrations.

Likewise, the above table also displays about the accountability and transparency of the Kebele administrators for their community in which 5 (4%), 10 (7%) and 30 (22%) of the participants replied very high, high and medium respectively. This result indicates the accountability and transparency of the Kebele administrators of Endamossa and Hareze-sebaeta to their community is medium. Although 59 (43%) and 33 (24%) of the respondents said low and very low respectively. So, the majority respondents reacted that there is lack of transparency and accountability of the kebele leaders for their society. Consequently, the respondents from the above table also replied that transparency and accountability of the kebele leaders for their society is low and very low because of several reasons such as absence risk taking leaders or bodies for their decisions and actions at kebele administration, lack of openness and responsiveness, lack of sufficient information to the public, absence of dedication of

administrators at kebele level, rent-seeking activities of leaders which result in absence of transparency and accountability of leaders for their local community.

Also, the above table indicates 3 (2%), 8 (6 %) and 20 (15%) of the respondents answered that the allocation and utilization of the local resources in relation to transparency is very high, high and medium respectively, but 67 (49%) of the respondents replied that it is low, and 38 (28%) of the respondents responded very low. At this point, the majority result that obtained from the respondents indicated that the allocation and utilization of local recourse in terms of transparency is low. Thus, the respondents also responded that there is low and very low transparency in the utilization and allocation of resources at Kebele administration office because of various reasons like unfair distribution of social services, discrimination, shortage of sufficient information and inability of leaders to utilize and allocate public resources and corruption (like nepotism and embezzlement). Therefore, this finding of the respondents shows absence of transparency.

However, the key informants revealed that maintain public confidence in their leaders and commitment of leaders, forwarding accessibility of information to the public, display integrity, honesty and locality to the public, create citizenry-centered administration and participation, uphold short training and open public meeting, working in collaboration with the community and leaders and helping each other, report and disclose maladministration by media to the people, receiving and forwarding constructive criticism, decide right decision, monitoring and evaluating rules and regulations, take action and give advice to those who committed corruption, outline clear and precise rules and regulations and announce or acknowledgement to the public, etc.... are the ways to ensure transparency and accountability of the public officer and civil servants in the office of the selected study areas in particular and at Irob woreda in general. But, with corresponding the results of the above table, it is possible to conclude that mechanisms to exercise transparency and accountability are not put into practice to ensure implementation of good governance.

4.3.1.4. Effectiveness and Efficiency

Table 9. The evaluation of effectiveness and efficiency of public servants and leaders in provision of social services and its technological inputs

No	Items	Response	Frequency	Percentage
14	How do you examine the efficiency of public servants in relation to run public service delivery at your kebele administration office?	Very high	-----	
		High	4	3
		Medium	14	10
		Very low	71	52
		Low	48	35
		Total	137	100
15	How do you estimate technological inputs which are used by the office of kebele administration to improve effective and efficient service delivery?	Very high	-----	-----
		High	6	4
		Medium	24	18
		Low	65	47
		Very low	42	31
		Total	137	100
16	Do you believe your kebele administrators are facilitate and place conducive environment for effective and effective service delivery? If your answer is No, write the reasons: _____	Yes	16	12
		No	121	88
		Total	137	100

Source: own survey ,2025

The above table implies that, the efficiency of public servants in public service delivery at the kebele administration office of Endamossa and Harezesebaeta, 4 (3%), 14 (10%), 71 (52%) and 48 (35%) of the respondents replied high, medium, very low and low respectively. As the majority outcome of the participants is very low, the public servants are run or provided inefficient public service delivery. Besides, the above table also displays how the technological inputs are help to improve effective and efficient service delivery in the office of kebele administration as 6 (4%), 24 (18%), 65 (45%) and 42 (31%) of the respondents answered high, medium, low and very low respectively. However, as the majority participants replied that low, the kebele administrators are not used technological inputs to advance effective and efficient public service delivery. This implies lack of technological inputs that negatively affect the dissemination of effective and efficient public service delivery.

Also, the above table shows 16 (12%) of the respondents reacted "Yes" that kebele administrators are working to facilitate and place conducive environment for effective and efficient service delivery whereas 121 (88%) of the respondents said "No" that kebele administrators are failed to facilitate and place conducive environment for efficient and effective service delivery. This indicated that lack of dedication of the leaders to maintain sustainable environment that support to enhance efficient and effective service delivery. The respondents were also stated that kebele administrators are not working hard to facilitate and create conducive for effective provision of public services due to different reasons such as irregularities of administration, lack of responsiveness, incapability of kebele administrators, absence of modern technologies like, transportation and computers, inadequate infrastructure (like roads, hospitals, electricity, etc.), lack of commitment and dedication of leaders, rejection of public opinion, lack of qualified manpower, and the like.

Table 10. The assessment of the efficiency and effectiveness of kebele leaders to addresses the community issues in service delivery

No	Items	Response	Frequency	Percentage
17	How do you rate the service delivery of kebele administrators in terms of quality and time?	Very good	2	1.5
		Good	18	13
		Moderate	15	11

		Poor	33	24
		Very poor	69	50
		Total	137	100
18	How do you rate efficiency and effectiveness of the service provided by the kebele administrators?	Very good	1	1
		Good	4	3
		Moderate	13	9
		Poor	75	55
		Very poor	44	32
		Total	137	100
19	Does the Kebelle administration office is working to addresses the community issues within an efficient and reasonable means?	Yes	44	32
		No	93	68
		Total	137	100

Source: own survey,2025

The above table demonstrates 2 (1.5%), 18 (13%) and 15 (11%) of the respondents responded very good, good and moderate respectively, they believed that kebele administrators are provided qualified or effective services within the required time. But,33 (24%) and 69 (50%) of the respondents replied (poor and very poor respectively) that the kebele administrators are not provided qualified or effective services within the required time. So, the social services that delivered by the kebele administrators are very poor. Likewise, the above table is also revealed that 1(1%),4(3%) and 13 (9%) of the respondents replied that very good, good and moderate respectively as the kebele administrators are delivered or provided efficient and effective public services while 75 (55%) and 44 (32%) of the participants reacted poor and very poor for the reason that the kebele administrators are provided inefficient and ineffective services. Hence, the public services which delivered by the kebele administrators are poor. Similarly, the above table shows that 44 (32%) of the respondents said Yes and 93 (68%) of the residents responded No. Therefore, the majority outcome of the respondent indicated that the Kebelle administration office is not

working to addresses the issues of good governance, and it lacking efficient and reasonable means to settle or alleviate the problems of the community.

4.3.1.5. Rule of law, responsiveness and consensus oriented

Table 11. The assessment of the practice of rule of law, responsiveness and consensus oriented

No	Items	Response	Frequency	Percentage
20	How do you examine the implementation of rule of law in your kebele?	Very high	6	4
		High	19	14
		Medium	64	47
		Low	37	27
		Very low	11	8
		Total	137	100
21	How do you evaluate the responsiveness of kebele leaders in terms of addressing the complaints of the local community?	Very good	7	5
		Good	12	9
		Moderate	18	13
		Poor	34	25
		Very poor	66	48
		Total	137	100
22	How do you evaluate the consensus on different issues between the community and kebele administrators?	Very high	----	-----
		High	5	4
		Medium	45	33
		Low	29	21
		Very low	58	42
		Total	137	100

Source: own survey,2025

The above table displays 6 (4%),19 (14%) and 64 (47%) of the respondents answered that the implementation of rule of law is very high, high and medium respectively, whereas 37 (27%) and

11 (8%) of the respondents said that the implementation of rule of law is low and very low respectively. As a result, the practice or implementation of rule of law at kebele Endamossa and Hareze-sebaeta is medium. In addition, the above table exhibits the responsiveness of kebele leaders how to address the complaints of the local community, 7(5%), 12(9%) and 18(13%) of the respondents reacted very good, good and moderate in respective manner that implies the kebele leaders are responsible to address the complaints of the local community, but 34 (25%) and 66 (48%) of the respondents replied that the responsiveness of kebele leaders to address the complaints of the local community is poor and very poor respectively. Accordingly, the responsiveness of kebele leaders to address the complaints of the local community is very poor.

Moreover, the above table revealed that 5 (4%) and 45 (33%) of the participants responded that the consensus between the community and kebele administrators on different issues is high and medium respectively whereas 29 (21%) and 58 (42%) of the respondents said low and very low. Hence, finding of this result indicated that there is very low agreement between the public and kebele administrators on various issues that needs to be addressed. So, absence of consensus between the community and kebele administrators leads to lack of public confidence in their leaders, conflict, discrimination, corruption, social disintegration and the like that result in absence of good governance. Though, the interview conducted with the key participants specified that there is consensus oriented on different issues between the community and Kebele administrators to promote transparency and accountability, create job opportunity, maintain rule of law and justice, build infrastructures (like roads, hospital, networks), sustain peace and stability, fight against poverty, reduce corruption and conflict of interest, uphold public relation, resolve conflict and other social issues, keep state sovereignty, promote peace and order, and so on. Therefore, from the findings of the above table regarding consensus oriented and result of key informants, it is possible to generalize that there is low consensus or agreement among the kebele administrators and the public on different issues that needs to be handle. So, the community and kebele administrators should be agreed to address or alleviate issues of good governance.

4.3.2. The Confidence and satisfaction of the community in their service providers and leaders at Irob woreda.

Table 12. Appraisal on the Confidence and satisfaction of the community in their leaders.

No	Items	Response	Frequency	Percentage
23	How do you rate your satisfaction level on the social service provided by the kebele administrators?	Very satisfying	----	-----
		Satisfying	10	7
		Fairly satisfying	23	17
		Dissatisfying	46	34
		Very dissatisfying	58	42
		Total	137	100
24	How do you evaluate the degree of confidence (trust) you have in your service provider?	Very high	-----	-----
		High	4	3
		Medium	31	23
		Low	54	39
		Very low	48	35
		Total	137	100
25	How do you rate your satisfaction in terms of Service delivery at your kebele? If your response is poor and very poor, specify the reasons: _____	Very good	---	----
		Good	12	9
		Moderate	25	18
		Poor	38	28
		Very poor	62	45
		Total	137	100

Source: own survey, 2025

The above table indicated about the satisfaction of the community in their service providers and leaders in the distribution of social services, 10 (7%) of the respondents reacted satisfied and 23

(17%) of the respondents said fairly satisfied while 46 (44%) of respondents replied that dissatisfied and the rest 58 (42%) of respondents responded very dissatisfied. So, the majority outcome of this finding indicated that the satisfaction of the community in their service providers and leaders in the distribution of social services is very dissatisfied. Hence, /therefore/ the community needs or demands to be promote sustainable delivery of social services.

The above table also revealed that public confidence (trust) in their service provider as 4 (3%) and 31 (23%) of the respondents answered that the public confidence (trust) in their service provider is high and medium in ascending order, however, the rest 54 (39%) and 48 (35%) of the participants reacted that degree of public confidence (trust) in their service provider is low and very low. Therefore, majority result implied in absence of public confidence in their service provider as it is low. So, it causes issues or problems of good governance.

Additionally, the above table indicated that the satisfaction of the community in Service delivery at kebele administration as 12 (9%), 25 (18%), 38 (28%) and 62 (45%) of the respondents replied good, moderate, poor and very poor respectively. However, as majority respondents reacted or responded that the satisfaction of the community in Service delivery at kebele administration is very poor due to the existence of discrimination, unequal provisions of public services, lack of transparency and accountability of kebele administrators, delay public service delivery, absence of integrity and courtesy of leaders to serve to the public, inequality that result in conflict of interest, prevalence of private interest against public interest, insufficient infrastructures, shortage of accessibility and affordability of facilities, lack of commitment and dedication of kebele leaders, government officials and other stakeholders, and lack of modern technologies like, internet access, network accessibility, cars, and computers. Hence, the finding of the study indicates that there is low the satisfaction of the community in service delivery.

Though, the key informants expressed that the complaints about the dissatisfactions of residents concerning to service delivery are addressed by the complaint hearing organ through receiving complaints mechanisms like preparing suggestion box, receiving petition by organized proceedings, preparing public meetings or forums, oral petition and written petition in which the residents are aired out their questions and complaints that demands to be settle or resolved.

But the key participants are explained that complaint hearing organ that receive the complaints of the people is not satisfied as a result of shortage of funds, absence of enough access of public

services, uncomfortable road for transportation that leads to dissatisfaction of the community in service delivery. To sum up, the result of the findings indicates that there are insufficient and effective complaints and dissatisfactions handling methods of the kebele administrators in the public service delivery. Accordingly, the kebele administrators are not working to address the complaints and dissatisfactions of residents concerning to service delivery.

4.3.3. The capacity, feedback and reporting mechanisms of kebele administrators and society at Irob woreda

Table 13. Assessment on feedback mechanisms and capacity of kebele administrators at Irob woreda

No	Items	Response	Frequency	Percentage
26	Are there feedback mechanisms to give comments & complaints about service delivery? If your answer is Yes, please, specify: _____	Yes	79	58
		No	58	42
		Total	137	100
27	Have you ever reported to the concerned body for any act of mismanagements which observed at your kebele? If your response is No, please, explain reasons behind: _____	Yes	51	37
		No	86	63
		Total	137	100
28	How do you evaluate the capacity of the kebele administrators in implementing plans?	Very good	3	2
		Good	13	9
		Moderate	34	25
		Poor	42	31
		Very poor	45	33
		Total	137	100

Source: own survey, 2025

The findings in the above table shows that 79 (58%) of the respondents were replied that “yes” there are feedback mechanisms that help for the respondents to raised out their comments or

complaints in their service delivery. Whereas 58 (42%) of the respondents responded no. Hence, as 79 (58%) of respondents answered that yes, there are feedback mechanisms the office of kebele administrations of Endamossa and Hareze-sebaeta. Also, the respondents and key informants are mentioned that complaint management and feedback giving and receiving instruments such as suggestion box, proceedings, direct oral petition and written petition, public communication/dialogue/ that support for the respondents to forward their comments or complaints in their service delivery in the office of kebele administrations of Endamossa and Hareze-sebaeta.

Likewise, the above table also articulates that 51 (37%) of the respondents replied Yes, they are reported to the concerned body for any act of mismanagements or maladministration which observed at their kebele, although 86 (63%) of the respondents replied No. This result reveals that 86 (63%) of the majority respondents were not reported for any act of maladministration to the concerned body because of different reasons like, that of fear of revenge from kebele administrators or employees, lack of responsiveness of kebele administrators or employees to be received reports that related to malpractices, lack of effective and efficient complaint-hearing organ, absence of taking corrective measures by kebele administrators or employees for any act of mismanagements, lack of willingness of leaders and employees to read the complaints paper that dropping in the suggestion box, lack of attention of kebele administrators for the oral petition of residents and so on. So, based on these findings, the residents and kebele leaders are not working to fight against malpractices or mismanagement and implement complaints handling, receiving and giving mechanisms.

The findings in the above table also conclude that 3 (2%), 13 (9%) and 34 (25%) of the respondents examined that the capacity of the kebele administrators in implementation of plans is very good, good and moderate respectively while 42 (31%) and 45 (33%) of the respondents responded that poor and very poor. So, according to the majority respondents, the capacity of the kebele administrators to implement their plans is very poor. This finding demands effective and efficient capacity building training and education for leaders and employees.

4.3.4. The community's awareness about the practices of good governance and its constraints.

Table 14. The community's awareness about the practices of good governance and its constraints

No	Items	Response	Frequency	Percentage
29	What is your awareness on good governance practices in the Office of your kebele administration?	Totally aware	5	4
		Aware	22	16
		Partially aware	71	52
		Not aware	39	28
		Total	137	100

Source: own survey, 2025

The finding of the above table states that the awareness of the society about the practice of good governance and in the Office of their kebele administration in which 5 (4%), 22 (16%), 71(52%) and 39 (28%) of the respondents said that totally aware, aware, partially aware and not aware respectively. However, majority result indicates that the societies are partially aware how good governance is realized or practiced in the Office of their kebele administration. This shows the society demands great effort to maintain their awareness about the realization of good governance. Moreover, the respondents demonstrated the ways such as media, prepare short training by experts for the community and kebele administrators, educated for the kebele administrators, and disseminating brochures are important to support how good governance is practiced realized.

4.3.4. Challenges of good governance

Table 15. The assessment of limitations of the practice of good governance.

No	Item	Response	Frequency	Percentage
30	Which of the following hamper the implementation of good governance	Corruption	35	26
		Poverty	10	7

	regarding the office of your kebele administration? If others specify-----	Incompetence and lack of institutional capacity building	21	15
		Lack of funds	20	15
		Absence of commitment and devotion of kebele administrators and employees	11	8
		Low technology and infrastructures	40	29
		Total	137	100

Source: own survey, 2025

The findings in the above table shows that 35 (26%), 10 (7%) and 21 (15%) of the respondents were replied that corruption, poverty and incompetence or lack of institutional capacity building respectively though 20 (15%),11 (8%) and 40 (29%) of the respondents responded that lack of funds, absence of commitment and devotion of kebele administrators and employees, and low technology and infrastructures are factors that affect the practices of good governance at Irob woreda administration office in general and Endamossa and Hareze-sebaeta kebele Administration offices in particular. Nevertheless, Corruption, and low technology and infrastructures are the main impediment or barrier for the practice of good governance.

Similarly, the respondents stated the challenges which hinder the realization of good governance like, shortage of complaint hearing organ, vengeance, egoistic/ private interest of leaders and employees, absence of transparency and accountability, inadequate monitoring and evaluation system of responsiveness of lower government officials by the higher government officials, lack of giving priority to public interest, nepotism and stereotype or discrimination, delays of justice, lack of honesty and commitment of kebele leaders and employees, lack of motivation and poor performance of kebele leaders and employees, fear of risk taking in decision making process, lack of skilled human labors, poor leadership management, and misuse of funds(resources), and the like.

Also, the key informants expressed that absence of political, economic, social and psychological healing that result from the war between Tigray, and Ethiopia, migration/emigration/ of skilled manpower, political instability, absence of capacity building training center for kebele leaders and employees, lack of funds, absence of adequate infrastructure such as (roads, transportation, network access, hospitals, etc....), vengeance on public leaders from the residents, poverty, lack of skilled human resources, inadequate salary of employees, absence of role model leadership, absence of peace and order, absence of public confidence in their government and public leaders as well as employees, absence of transparency, accountability and responsiveness from the upper government officials, delaying justice due to shortage of public services, unemployment, time consuming bureaucracy from the higher government officials including lack of enough attention for kebele administration by the upper officials are factors that negatively affecting practice of good governance.

But, according to the key informants, lack of funds, inadequate infrastructures (such as roads, transportation, network access, hospitals, etc....), migration/emigration/ of skilled manpower, political instability, and absence of capacity building training center for kebele leaders and employees are revealed as the main challenges which hinder for the implementation of good governance at Irob woreda administration office in general and Endamossa and Hareze-sebaeta kebele Administration office in particular. In addition to this, the key informants are also articulated that poverty, migration, shortage of budget to deliver services and corruption are internal factors and external factors like controlling or invasion of Irob woreda by the Eritrean national defense forces, border and War that affect the implementation of good governance. This indicates that internal and external factors cause for the challenges good governance to be occurred.

4.3.5. Methods to fight against for the challenges of good governance

Table 16. The appraisal of the measures to improve good governance.

No	Items	Response	Frequency	Percentage
31	What measures are taken to fight against the challenges of good governance at the office of your kebele administration?	Promote capacity building mechanisms through prepared workshop, training or seminar for kebele leaders or officials, employees and local community	50	36

	If others, specify----- -----	Maintain democratic institutions	15	11
		Promote transparency & accountability mechanisms	43	31
		Maintain effective and efficient evaluation and monitoring system	20	15
		Promote exemplary leadership	9	7
		Total	137	100

Source: own survey, 2025

The finding in the above table articulates that 50 (36%), 15 (11%) and 43 (31%) of the respondents were responded that promote capacity building mechanisms through prepared workshop, training or seminar for kebele leaders or officials, employees and local community, maintain democratic institutions and promote transparency and accountability mechanisms are measures taken to fight against the constraints of good governance in the office of kebele administration, but, 20 (15%) and 9 (7%) of the respondents stated that maintain evaluation and monitoring system and promote exemplary leadership. Based on the majority outcome/result/that gained from these findings, promote capacity building mechanisms through prepared workshop, training or seminar for kebele leaders or officials, employees and local community and promote transparency and accountability mechanisms are key ways to fight against the constraints or obstacles of good governance in the office of kebele administration centers at Irob woreda.

Moreover, the respondents also stated avoid discrimination and stigma, working in collaboration with community, experience share, expose and outline strong legal punishment for the person who are committed crime, prepared media access, avoiding fear of failure and negative criticisms, give reward and other encouragement for the employees and their stakeholders who are performed their work properly, create people- centered training or forum, promote durable responsiveness, transparency and accountability mechanisms and promote the dedication and commitment of employees and residents are the other means to fight against the problems of good governance.

Similarly, the key informants also revealed that the methods which are important to fight against the problems of the practice of good governance are encompassing collecting funds or

income from merchants and other wealthy people or diasporas, give priority for public interest, prevalence of job opportunity or reduce unemployment, prepared appropriate workshop, training or seminar for kebele leaders or officials, employees and local community, take legal action on those who committed corruption, grant rewards and thanks paper for exemplary leadership, promote skilled leadership and human resources, make strong rules and regulations, pay adequate salary for leaders and employees, create smooth relationship, unity and friendship between the government and society, promote justice and equality, maintain peace and order, promote strong monitoring and evaluation systems, working in collaboration with community, expose and outline strong legal punishment for criminals, placed adequate budget, placed adequate materials and skilled human resources, implementing the established policies and strategies properly, introduce modern technological inputs and so on.

4.4. Conclusion

To summarize the overall finding/results presented above, the study shows that the practices of good governance principle in the study area is poor, because of weak practices of principles of good governance, there are so many challenges, the perception of the community towards principles of good governance is low and the overall satisfaction of the residents from the service delivered of the local government of the Tabia is poor.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, conclusions and recommendations for the findings of the study are presented. The main aim of the study is assessing the practice of good governance and its challenges at Irob woreda administration :In case of Endamossa and Hareze-sebaeta kebele administrations offices.

5.2 Conclusion

Good governance, a key aspect of democratic systems, aims to improve public service delivery. However, its implementation still faces significant challenges.

The study found limited organization of community forums, trainings, and seminars due to lack of funds, skilled personnel, and public interest without incentives. Public participation in planning, decision-making, and monitoring is low, mainly because of resource shortages, weak government support, and inadequate public awareness.

Additionally, there is poor transparency and accountability in kebele administrations of Endamossa and Hareze-Sebaeta. Contributing factors include corruption, lack of openness, limited access to information, and unfair resource allocation. To address these challenges, the study suggests enhancing public confidence, improving access to information, promoting integrity among leaders, encouraging public engagement, and ensuring clear rules and accountability mechanisms.

The study reveals that public service delivery at the Endamossa and Hareze-Sebaeta Kebele Administration Offices is inefficient and substandard. This is largely due to limited use of modern technology, poor infrastructure, and weak administrative capacity. The kebele administrators have failed to create favorable conditions for effective service delivery due to several interrelated factors, including: administrative irregularities, lack of responsiveness, incompetence and limited commitment among leaders and staff, Inadequate technological resources (computers, internet, transport)Poor infrastructure (roads, hospitals, electricity),Low levels of public engagement and disregard for public opinion ,and lack of qualified personnel and

skilled manpower. While the rule of law is moderately practiced, the responsiveness of kebele leaders to community complaints is very poor.

There is a significant gap in mutual understanding between the public and kebele administrators on critical governance issues. However, some consensus exists around broader goals such as: Promoting transparency and accountability, upholding the rule of law and justice, creating job opportunities, developing infrastructure, sustaining peace and stability, combating poverty and corruption, addressing social issues and maintaining state order. The study also finds that existing complaint and feedback mechanisms are largely ineffective due to: Fear of retaliation by administrators or staff, lack of responsiveness or corrective action from officials, disregard for complaints submitted by the public, and absence of functioning complaint-handling structures. Additionally, the capacity of kebele administrators to implement development plans is very low, underscoring the urgent need for targeted training and capacity-building programs.

Public awareness of good governance practices is limited. The main challenges identified in the study that hinder good governance in Irob Woreda (especially in the selected kebeles) include: Corruption, limited access to technology and infrastructure, lack of funding and resources, shortage of skilled manpower and high emigration rates, political instability, absence of regular training and capacity-building centers for leaders and staff. Overall, the findings highlight the need for systemic reforms, capacity enhancement, improved infrastructure, and stronger public engagement to realize effective good governance at the local level.

The study concludes that improving good governance requires several key actions: organizing workshops, trainings, and seminars for kebele leaders, employees, and the community; promoting transparency, accountability, and regular monitoring systems; and encouraging exemplary leadership.

5.3. Recommendations

Based on the findings of the study regarding the implementation and challenges of good governance in the Endamossa and Hareze-Sebaeta Kebele Administration Offices, the following actionable recommendations are proposed:

- **Enhance Transparency and Accountability**
Kebele administrators should be ensuring greater transparency in decision-making and be held accountable for their actions through regular public reporting and oversight mechanisms.
- **Implement Anti-Corruption Measures**
Establish clear procedures to monitor and enforce anti-corruption policies. Encourage collaboration between residents and kebele administrators to identify and report corruption and malpractice. Strengthen complaint-handling mechanisms to receive and respond to public grievances effectively.
- **Promote Public Participation;**
Facilitate citizen involvement in planning, implementation, monitoring, and evaluation of kebele activities. Increase the use of electronic and print media to share information and raise awareness about governance processes.
- **Build Institutional Capacity**
Organize regular training, workshops, and seminars for kebele leaders, employees, and community members to enhance their understanding of good governance practices. Establish continuous capacity-building programs tailored to the identified skill gaps.
- **Improve Infrastructure and Resources**
Provide essential equipment such as computers, internet access, printers, and transport facilities to support efficient service delivery.
Ensure that institutions are staffed with qualified personnel and are well-resourced to meet their mandates.
- **Establish Functional Oversight Bodies**
Form independent complaint-handling and monitoring units at the tabia level. Work with stakeholders, including NGOs and community groups, to address administrative inefficiencies.
- **Promote Inclusive Governance**
Engage the public in kebele development plans and decision-making forums. Raise awareness about the importance of citizen participation in governance as both beneficiaries and active stakeholders.
- **Ensure Merit-Based Appointments**
Select tabia or kebele officials based on qualifications and relevant training, not political affiliations.
- **Strengthen Monitoring and Evaluation**
Regularly assess the progress of good governance initiatives
Identify gaps between policies and practices and report findings to relevant authorities.
Learn from successful governance models and share best practices.
- **Foster Dialogue and Community Engagement**

Create safe and inclusive spaces for community forums and public dialogue, organized with the consent of the residents.

➤ **Address Systemic Challenges**

Jointly address key governance issues such as lack of funding, rent-seeking behavior, insufficient human resources, and poor infrastructure through coordinated efforts between kebele administrators, employees, and the community.

➤ **Control Rent-Seeking and Malpractices.**

Zonal, regional, and local governments should be implement strict control mechanisms and training programs to reduce rent-seeking behavior among leaders and staff.

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Appendix: I.

Questionnaires for the residents of Endamossa and Hareze-sebaeta kebelles

MEKELE UNIVERSITY

COLLEGE OF LAW AND GOVERNANCE

DEPARTMENT OF CIVICS AND ETHICAL STUDIES

Questionnaires to be fulfilled by the residents of Endamossa and Hareze-sebaeta kebelles

Dear, Respondents

The questionnaire was prepared to residents of Irob woreda particularly to the residents of Endamossa and Hareze-sebaeta kebele. The purpose of this questionnaire is to collect relevant data from the residents about the practice and challenges of good governance at Irob woreda administration: In case of Endamossa and Hareze-sebaeta kebele Administration office. The purpose of research is to identify the problems which are related to the practice and challenges of good governance at Irob woreda administration: In case of Endamossa and Hareze-sebaeta kebele Administration office. The researcher is going to conduct this study for academic purpose i.e., for the fulfilment of MA Degree in Civics and Ethical Studies in Mekelle University. To this end, your genuine responses for every element in the questionnaire have play pivotal role to the success of this study. The data or information that you offer is supposed to contribute and achieve the outcome of the study.

The researcher would like to assure your response or data would be for academic purpose but not for any purpose or publish. Therefore, your data or responses will be secured confidentially, truthfully, feel free and try to answer all the questions honestly and accurately.

Thank you very much for your cooperation!!

1. Notice:

- No need of writing your name, please.
- Please, encircle the letter that best suits your answer
- For this open-ended choice, please, write short notes as needed to be.
- Please, put your answer carefully
- Please, try to answer all questions

2. Personal profile of respondents

2.1. Sex: A. Male B. Female

2.2. Age: A. from 18 – 25 B. 26 – 30 C. 31 – 35 D. 36 - 45 E. Above 45

2.3. Educational Status:

A. Grade 1-5 B. Grade 6- 8 C. Grade 9-10 D. Grade 11 E. Grade 12 F. Diploma
G. Degree H. MA degree

• Occupation: A. Civil Servant B. Farmer C. Private Employee D. Daily laborer

E. If other_____

I. Questionnaires

1. Does the office of kebele administration sector is prepared community forum, workshop, training and seminar in order to enable the community to discuss issues that affect them?

A. Yes B. No

2. Does kebele administrators inspire or motivate community to participate in decision making process?

A. Yes B. No

3. If your answer question No 2 is NO, explain the reasons:-----

4. Do you believe that there is fair and equitable complaint –hearing organ in the office of kebele administration sector?

A. Yes B. No C. I don't know

5. How do you rate the allocation and utilization of the local resources at your Kebele administration office in terms of fairness and equity?

A. Very good B. good C. fair D. unfair

6. How do you rate your satisfaction level on the social service provided by the kebele administrators?

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

7. How do you evaluate the degree of confidence (trust) you have in your service provider?

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

8. Is there a notice board properly placed to indicate place to acquire speedy and clear services and information in the office of kebele administration office? A. Yes B. No

9. How do you examine the efficiency of public servants in relation to run public service delivery at your kebele administration office?

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

10. Do you believe your kebele administrators are facilitate and place conducive environment for effective and effective service delivery?

A. Yes B. No

If your answer is No, write reasons: _____

11. What is your awareness on good governance practices regarding the Office of your kebele administration?

A. Totally aware B. Aware C. Partially aware D. Not aware

12. Which of the following hamper /obstacle/ the implementation of good governance regarding the office of your kebele administration?

A. corruption B. Poverty C. Incompetence and lack of institutional capacity building

D. Lack of funds

E. Absence of commitment and devotion of kebele administrators and employees

F. Low technology and infrastructures

If others specify: _____

13. Do you have attained workshop, training or seminar all about the practice of good governance in the office of your kebele administration? A. Yes B. No

14. What measures are taken to fight against the challenges of good governance at the office of your kebele administration?

A. Promote capacity building mechanisms through prepared workshop, training or seminar for kebele leaders or officials, employees and local community

B. Maintain democratic institutions

C. Promote transparency and accountability mechanisms

D. Maintain evaluation and monitoring system E. Promote exemplary leadership

If Other (specify) _____

15. How do you rate the service delivery of kebele administrators in terms of quality and time?

A. very good B. Good C. Moderate D. Poor E. Very poor

16. How do you assess your involvement in the adoption of plan, implementation and monitoring of public development programs at your Kebele?

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

17. How do you rate the public participation in decision making process at your kebele?

A. Very good B. Good C. Moderate D. Poor E. Very poor

18. How do you evaluate the accountability, accessibility, and timely responses of the Kebele administrators to the local community?

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

If your answer is low and very low, please, write the reasons:

19. How do you evaluate transparency in terms of the allocation and utilization of the local resources at your Kebele administration office?

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

If your answer is low and very low, please, specify the reasons:

20. Have you ever reported to the concerned body for any act of mismanagements which observed at your kebele? A. Yes B. No

If your response is No, please, explain rationales behind:

21. How do you estimate technological inputs which are used by the office of kebele administration to improve effective and efficient service delivery?

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

22. How do you rate efficiency and effectiveness of the service provided by the kebele administrators? A. Very good B. Good C. Moderate D. Poor E. Very poor

- How do you evaluate the capacity of the kebele administrators in implementing plans?
A. Very good B. Good C. Moderate D. Poor E. Very poor
- How do you evaluate the consensuses on different issues between the community and kebele administrators?
A. Very high B. High C. Medium D. Low E. Very low
- How do you rate your satisfaction in terms of Service delivery at your kebele?
A. Very good B. Good C. Moderate D. Poor E. Very poor

If your response is poor and very poor, specify the reasons:

26. Are you get easily access information on rules and regulations existing at the Kebelle administration office? A. Yes B. No

27. How do you examine the implementation of rule of law in your kebele?

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

28. Does the Kebelle administration office is working to addresses the community issues with in an efficient and reasonable means? A Yes B. No

29. How do you evaluate the responsiveness of kebele leaders in terms of addressing the complaints of the local community?

A. Very high B. high C. medium D. low E. very low

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

31. Are there feedback mechanisms to receive comments/ complaints from the community for service delivery? A. Yes B. No

If your answer is yes, please, specify: _____

Appendix: II

የኢቨርሲቲ መቀለ

ሕግን ሰነ-መንግስትን ኮለጅ

ትምህርቲ ክፍሊ ሰነ- ዜጋን ሰነ-ምግባረዊ መፅናዕትን

ተፍትሽ፣ ከይድታትን ፀገማትን ሰናይ ምምሕዳር አብ ወረዳ ኢሮብ ምምሕዳር ጣብያታት እንዳሞሳን ሓረዘ-ሰባዕታን መሰረት ዝገበረ መፅናዕቲ።

ብሰነ-ዜጋን ሰነ-ምግባረዊ መፅናዕትን ማስተርስ ድግሪ ንምምራቕ ንክፍሊ ትምህርቲ ሰነ-ዜጋን ሰነ-ምግባረዊ መፅናዕትን

ዝቐርብ ፅሑፍ

ብሰናይ ካሕሳይ ሃይሉ

ዋና አማካሪ፡- ዶክተር ደጀን መዝገቦ

መቐለ፣ ትግራይ፣ ኢ/ያ፣ ሓምለ 2025

ንነበርቲ ህዝቢ ጣቢያ እንዳሞ ሳን ሓረዘ-ሰባዕታን ዝተዳለወ ናይ ፅሑፍ ማሕተት

እዚ ብተምሃራይ ሰናይ ካሕሳይ ሃይሉ ዝተዳለወ ናይ ፅሑፍ ማሕተት ብነበርቲ ህዝቢ ጣቢያ እንዳሞሳን ሓረዘ-ሰባዕታን ንክምላእ ዝተዳለወ እንትኸውን ቀንዲ ዕላምኡ ካብቶም ነበርቲ መረዳኢታ/ ብምእካብ ሰለ ሰናይ ምምሕዳር ከመይ ከም ዝፍፀምን ፀገማትን ንምድህሳስ እዩ።ናይዚ መፅናዕታዊ ፅሑፍ ዕላማ ሰናይ ምምሕዳር ከመይ ከም ዝፍፀም አብ ጣቢያ እንዳሞሳን ሓረዘሰባኢታን ዘለው ፀገማት ንምፍላይ እዩ።ካብ ብተወሳኺ ናይዚ መፅናዕታዊ ፅሑፍ ዘዳለውሉ አካል ቀንዲ ዕላማ ድማ ንኣካዳምያዊ ካልኣይ ድግሪ/ ማስተርስ ድግሪ/ ብሰነዜጋን ሰነ ምግባረዊመፅናዕትን አብ መቐለ ዩኒቨርሲቲ ንምጥንቓቕ እዩ። ሰለ ዝኾነ ድማ ናይካትኩም ተአማኒ/ትክክለኛ/ መልሲኡን ሕድሕድ ባእታ ናይዚ ፅሑፍ ማሕተት ነዚ መፅናዕታዊ ፅሑፍ ንክዕወት ወይ ከሳኻዕ ዓብይ ተራ ኣለዎ።ነዞም አብ ኣብላዕሊ ዝተገለፁ ዕላማታት ድማ ናይካትኩም ትክክለኛ ዝኾነ ሓበሬታ/ መረዳኢታ/ ብጣዕሚ ወሳኒ እዩ። እዚ መፅናዕታዊ ፅሑፍ ዘዳለወ አካል ከረጋግፅልኩም ዝደሊ ነገር እንተሃለወ ንስኹም/ንስኽን/ እትህብዎ/አ መልሲ ንኣካዳምያዊ/ትምህርታዊ/ ዕላማ እምበር ንኻለእ ዕላማ ወይ ድማ ንምሕታም ኣይኮን።ስለዚ ንስኹም/ንስኽን እትህብዎ/አ መልሲ/ሓበሬታ/ ብሓቂ ምስጢሩ ሕልው እዩ።ብምዃኑ እውን ነፃነት ተሰሚዒኩም/ኩን ብቐንዕናን ብትክክልን ንኹሎም ሕቶታት ንምምላስ ፈትኑ/ናት።

ንእትገብሩለይ ምትሕብባር ብጣዕሚ የመስግን!!

ሓፈሻዊ መምርሕታት ንነበርቲ ህዝቢ ጣቢያ እንዳሞላን ሓረዘሰባዕታን

ንነበርቲ ህዝቢ ጣቢያ እንዳሞላን ሓረዘሰባዕታን :-

ሽም ም ፅሓፍ አየድልይን

ኣብቲ ዝወሃበ መማረቂ /ሰደቓ/ እዚ √ ምልክት ኣቕምጡ/ጣ(

ነቲ ዝወሃበ መማረቂ ኣኹበቡ/ባ)

በይዛኹም /ኸን መልሲ ብጥንቃቄ ኣቕምጡ /ጣ

#በጃኹም/በይዛኹም/ ኩሎም ሕቶታት ንምምላስ ሞኩሩ/ራ

#ነዘም ጭቡጥ/ንፁር/መልሲ ዘየብሎም ሕቶታት ኣፂር ፅሑፍ/መወሰኽታ/ከከምኣድላይነቶም ኣድላይ እንተኾይኑ ኣብቲ ክፍቲ ቦታ መልስኺ/ካ ብንፁር ፀሓፊ/ፍ.

ሕቶታት ንነበርቲ ጣቢያታት እንዳሞላን ሓረዘ-ሰብዓታን

መቀለ ዩኒቨርስቲ

ኮለጅ ሕግን ስርዓት- መንግስትን

ዲፓርትመንት ስነ- ዜጋ ስነ - ምግባርን

ደረጃ ትምህርቲ ማስተር ድግሪ/ II ድግሪ

መምርሕታት :-

ስም ምፅሓፍ አየድልን

እቲ ዝትምልስዎ መልሲ (ዝሓዘ ፊደል)ኣክብብዎ

መልስኩም ብጥንቃቄ ኣቕምጡ

ኩሎ ዓይነት ሕቶ ንክትምልሱ ሞኩሩ

ድሕሪ ባይታ ናይቶም ምላሽ ዝህቡ ሰባት

2.1 . **ፆታ :-** ሀ. ተባዕታይ ለ. ኣነስታይ

2.2. **ዕድመ :-** ሀ. ካብ 18-25 ለ. 26-30 ሐ. 31-35 መ. 36-45 ረ. >45

2.3. **ደረጃ ትምህርቲ :-** ሀ. ካብ 1-5 ለ. 6-8 ሐ. 9-10 መ.11 ረ. 12 ክፍሊ ሰ. ዲፕሎማ ሸ. ድግሪ ቀ. ማስተር

ስራሕ /ሞያ:- ሀ.መንግስቲ ሰራሕተኛ ለ. ሓረስታይ ሐ. ናይ ውልቀ ስራሕ መ. መዓልታዊ ስራሕተኛ

I. ሕቶታት :-

1. ቤት ፅሕፈት ጣብያ ምምሕዳር ምስ ማሕበረሰብ ኣኬባ ፣ ስልጠና ሲሚናርን ዋዕላን የካይዱ ዶ ?

ሀ. እወ ለ. ኣይገብሩን

2. ጣብያ ኣመሓደርቲ ተሳትፎ ህዝቢ የተባብዑዶ? ሀ. እወ ለ. ኣየተባብዑን /ኣይኮነን/

3. መልሲ ሕቶ ቁፅሪ 2ተ ኣይኮነን /ኖ/ እንድሕር ኾይኑ ምክንያት ኣቅምጡ ::-----

4. ኣብ ቤት ፅሕፈት ጣብያ ምምሕዳርኩም ፍትሓውን ሚዛናውን ቅሬታ ሰማዒ ኣካል ምህላው ትኣምኑ ዶ ? ሀ. እወ ለ. የለን/ኣይኮነን ሐ. ኣይፈልጥን

5. ኣወሃህባ ኣገልግሎትን ከባብያዊ ሃፍቲ ኣብ ጣብያ ምምሕዳርኩም ብመሰረት ፍትሓውን ሚዛናውን ከመይ ይመስል ? ሀ. ብጣዕሚ ፅቡቕ ለ. ፅቡቕ ሐ. ዳሓን መ. ኢ-ፍትሓዊ

6. ኣወሃህባ ማሕበራዊ ግልጋሎትን ዕግበትን ብጣብያ ኣመሓደርቲ ከመይ ይመስል ? ሀ. ብጣዕሚ ኣዕጋቢ ለ. ኣዕጋቢ ሐ. ዳሓን መ. ዝተሓተ ዕግበት

ረ. ብጣዕሚ ዝተሓተ ዕግበት

7. ብመጠን ተኣማንነት ኣወሃህባ ግልጋሎት ከመይ ትግምግምዎ ? ሀ. ብጣዕሚ ዝለዓለ

ለ. ዝለዓለ ሐ. ማእከላይ መ. ትሑት ረ. ብጣዕሚ ትሑት

8. ኣብ ጣብያ ምምሕዳርኩም ሓበሬታን ግልጋሎትን ዝህብ ምልክታ ዝልጠፈሉ ሰሌዳ ብትኽከል ኣሎ ዶ ? ሀ. እወ ለ. የለን

9. ብቅዓትን ኣወሃህባ ህዝባዊ ኣገልግሎት ኣብ ምምሕዳር ጣብያኩም ከመይ ትግንዘቡ ? ሀ. ብጣዕሚ ልዑል ለ. ልዑል ሐ. ማእከላይ መ. ብጣዕሚ ትሑት ረ. ትሑት

10. ጣብያ ኣመሓደርቲ ፅቡቕ ዝኾነ ከባብን ውፅኢት ዘለዎ ኣወሃህባ ግልጋሎትን የመቻቸዉ ዶ ? እምነት ከ ኣለኩም ዶ ?

ሀ. እወ ለ. ኣይኮነን እንድሕር መልስኩም ኣይኮነን ኮይኑ ምክንያትኩም ፀሓፉ-----

11. ኣብ ምምሕዳር ጣብያኩም ሰናይ ምምሕዳር ከይድታትን ሽግራትን እንታይ ግንዛብ /ኣፍልጦ/ኣለኩም ? ሀ. ልዑል ኣፍልጦ ለ. ኣፍልጦ ሐ. ክፋል ኣፍልጦ መ. ኣፍልጦ የለን

12. ኣብ ጣብያ ምምሕዳርኩም ሰናይ -ምምሕዳር ንከይፍፀም ዕንቅፋት /መሰናኸል/ ዝኮነ ኣየናይ እዩ ? ሀ. ግዕዝይና ለ. ድክነት ሐ.. ዓቕሚ ዘይብሉን ሕፅረት ዓቕሚ ምንኣስን መ. ሕፅረት ሓገዝ ረ. ኣግባብ ዘይብሉ ኣጠቓቕማ ሓገዝ

ሰ. ተወፋይነትን ተኣማንነትን ጣብያ ኣመሓደርትን ሰራሕተኛታትን ምህላው

ሸ. ዝተሓተ ቴክኖሎጂን መሰረተ ልምዓትን ምህላው:: እንድሕር ካለኣ እንተሃልዩ-----

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13. ስልጠና፣ ኣኼባ ኣብ ጣብያ ምምሕዳርኩም ተረኪብኩም ትፈልጡ ዶ ? ሀ. እወ ለ. ኣይኮነን

14. ኣብ ቤት ፅሕፈት ጣብያ ምምሕዳርኩም ፀገማት ሰናይ ምምሕዳር እንታይ ዓይነት ስጉምቲ /ቃልሲ /ተወሲዱ ኢልኹም ትኣምኑ ?

ሀ. ህንፃት ዓቅሚ ምዕባይ አኼባ ፣ ስልጠና ንኣመሓደርቲ ጣቢያ ፣ ንሰራሕተኛታት ፣ ንከባቢያዊ ማሕበረሰብ ብምሃብ ለ. ዲሞክራሲያዊ ትካላት ብምሕላው ሓ. ተሓታትነትን ግልፅነትን ምዕባይ መ. ስርዓትን ምቁፅፃርን ብምርግጋፅ ረ. ኣብነታዊ መራሒ ብምዕባይ ። እንድሕር ካሊእ ሃልዩ-----

15.መጠን ኣወሃህባ ግልጋሎት ጣቢያ ኣመሓደርቲ ብመሰረት ፅሬትን ግዜ ከመይ ትሪእዎ ?

ሀ. ብጣዕሚ ፅቡቅ ለ. ፅቡቅ ሓ. ማእከላይ መ. ድኹም ረ. ብጣዕሚ ድኹም

16.ተሳትፎን ተፈትሽን ኣብ ምቅባል ትልምን ኣፈፃፅማን ምቁፅፃርን ህዝባዊ ልምዓት ፕሮግራም ኣብ ጣቢያኹም ከመይ ይመስል ? ሀ. ብጣዕሚ ልዑል ለ. ፅቡቅ ሓ. ማእከላይ መ. ትሑት ረ. ብጣዕሚ ትሑት

17.መጠን ህዝባዊ ተሳትፎን ውሳኔታትን ኣብ ጣቢያኹም ከመይ ይመስል?

ሀ. ብጣዕሚ ልዑል ለ. ፅቡቅ ሓ. ማእከላይ መ. ድኹም ረ. ብጣዕሚ ድኹም

18.ተሓታትነትን ቅሩብነትን ጣቢያ ኣመሓደርቲ ንማሕበረሰብ ብግዚኡ ግብረ መልሲ ኣብ ምሃብ ከመይ ይመስል ? ሀ. ብጣዕሚ ልዑል ለ. ልዑል ሓ. ማእከላይ መ. ትሑት ረ. ብጣዕሚ ትሑት

19.ኣብ ጣቢያ ምምሕዳር ብመሰረት ምትዕርራይ ግልጋሎት ከባቢያዊ ሃፍቲ ምጥቃም ከመይ ይመስል ? ሀ. ብጣዕሚ ልዑል ለ. ልዑል ሓ. ትሑት መ. ማእከላይ ረ. ብጣዕሚ ትሑት

20. ዘይምዕሩይ ዝኮነ ኣጠፋፍኦ ንብረት ህዝብን መንግስትን ንዝምልከቶ ኣካል ፀብቂብኻ ትፈልጥ ዶ ? ኣብ ጣቢያኻ

ሀ. እወ ለ. ኣይኮነን /እንድሕር መልስኩም ኣይኮነን /No/ ምክንያትኩም ግለፁ ? -----

21. ጣቢያ ምምሕዳር ንምዕባይ ብቅዓትን ውፅኢታውነትን ኣብ ኣጠቓቕማ ግልጋሎት ግብኣት ቴክኖሎጂ ከመይ ይመስል ? ሀ. ብጣዕሚ ልዑል ለ. ልዑል ሓ. ማእከላይ መ. ትሑት ረ. ብጣዕሚ ትሑት

22.ብመጠን ብቅዓትን ውፅኢታውነትን ኣወሃህባ ግልጋሎት ጣቢያ ኣመሓደርቲ ከመይ ይመስል ?

ሀ. ብጣዕሚ ፅቡቅ ለ. ፅቡቅ ሓ. ማእከላይ መ. ድኹም ረ. ብጣዕሚ ድኹም

23. ክእለት ጣቢያ ኣመሓደርቲ ኣብ ኣፈፃፅማ ትልሚ ከመይ ይረካይ ?

ሀ. ብጣዕሚ ፅቡቅ ለ. ፅቡቅ ሓ.. ማእከላይ መ. ድኹም ረ. ብጣዕሚ ድኹም

24.ኣብ መንጎ ማሕበረ-ሰብ ጣቢያ ኣመሓደርትን ኣብ ዝተፈላለዩ ጉዳያት ዘለዎም ስምምዕ ከመይ ይመስል ? ሀ. ብጣዕሚ ልዑል ለ. ልዑል ሓ. ማእከላይ መ. ትሑት ረ. ብጣዕሚ ትሑት

25.ብመጠን ዕግበትን ብመሰረት ኣወሃህባ ግልጋሎት ኣብ ጣቢያኹም ከመይ ይመስል ? ሀ. ብጣዕሚ ፅቡቅ ለ. ፅቡቅ ሓ. ማእከላይ መ. ድኹም ረ. ብጣዕሚ ድኹም

እንድሕር ምላሽኩም ድኹም ብጣዕሚ ድኹም ኾ ይኑ ምክንያትኩም ግለፁ -----

26.ኣብ ጣቢያ ምምሕዳርኹም ሕግን ደንብን ብቀሊሉ እኹል ሓበሬታ ትረክቡ ዶ ?

ሀ. እወ ለ. የለን

27.ኣብ ጣብያኹም ልዕልነት ሕጊ ኣብ ምፍፃም ከመይ ትርደዱ ? ሀ.ብጣዕሚ ልዑል ለ. ልዑል ሐ. ማእከላይ መ. ትሑት ረ. ብጣዕሚ ትሑት

28.ጣብያ ኣመሓደርቲ ስረሓም ንማሕበረ-ሰብ ብብቅዓትን ግዜን የገልግሉ ዶ ?

ሀ. እወ ለ. ኣይኮነን

29.ጣብያ ኣመሓደርቲ ግብረ-መልሲ ኣብ ምሃብን ብመሰረት ቅሬታን ፀገም ኣብ ምፍታሕ ንማሕበረሰብ ብከመይ ትዕዘብዎ ? ሀ. ብጣዕሚ ልዑል ለ. ልዑል

ሐ. ማእከላይ መ. ትሑት ረ. ብጣዕሚ ትሑት

30.ግልጋሎት ወሃቢ ኣካል ብግልፅነትን ግዜን መሰረት ግልጋሎት ይህቡ ዶ ?

ሀ. እወ ለ. ኣይኮነን

31.ኣብ ኣወሃህባ ግልጋሎት ግብረ-መልሲ ምቅባል ሪኬቶን ቅሬታን ኣብ ማሕበረሰብ ንግልጋሎት ወሃብቲ ይወሃብ ዶ ?

ሀ. እወ ለ. ኣይኮነን እንድሕር መልስኩም እወ ኮይኑ ምኽንያትኹም ግለፁ -----

II. ቃለ-መጠይቅ ሕቶታት :-

1.ግደ ተሳትፎ ህዝቢ ኣብ ከይዲ ትልሚ ፣ውሳኔታት ኣፈፃፀማ ንጥፈታት ኣብ ጣብያ ምምሕዳር ከመይ ይመስል? ነበርቲ ኣብ ተሳትፎ ትልሚ ፣ኣፈፃፀማ ፖሊስ ውሳኔታት ምሃብ ከመይ ትሪኦም? እንድሕር እወ ኮይኑ መልስኩም ከመይ ከም ዝሳተፉ ኣብራህርህ? -----

2.ፀገማት ሰናይ ምምሕዳር ኣብ ጣብያኹም እንታይ እንታይ እዮም ? -----

3.ንምርግጋፅ ተሓታትነትን ግልፅነትን ኣብ ስልጣን መንግስትን ሰራሕተኛን መንግስቲ እንታይ ሜላ የድሊ -----

4.ዕግበት ዘይብሉ ማሕበራዊ ግልጋሎት እቲ ነባራይ ማሕበረሰብ ቅሬታ ብከመይ ይፍታሕ?-----

5.ካብ ህዝቢ ዝተልዓሉ ሪኬቶታትን ሓሳባትን ግብረ-መልሲ ዝህብ ኣካል ኣሎ ዶ? እንድሕር ምላሽኩም እወ ኮይኑ ሓሳብኹም ግለፁ-----

6.ሰናይ ምምሕዳር ንክመሓየሽ ዝተወሰዱ ስጉምታት እንታይ እንታይ እዮም? -----

7.ብዛዕባ ሰናይ ምምሕዳር ስልጠናታት ፣ዋፅኣን ስሚናርን ንሕብረተሰብ ይወሃብ ዶ? -----

8.ጣብያ አመሳጽርቲ ክፍትን ምቕውን ዝኾነ ኣኼባ ንሕብረተሰብ ይፍጥሩ ዶ? እንድሕር እወ ኢልኩም ብከመይ ግለፁ?-----

9.ኣብ ጣብያኹም ምምሕዳር ቤት ፅሕፈት ዓበይቲ ፀገማትን ፅዕንቶታትን ሰናይ ምምሕዳር አንታይ እንታይእዮም?መንቀልቲ/መልዓልቲ/ፀገማትሰናይምምሕዳር እንታይእዮም?-----

10.ኣብ መንጎ ጣብያ አመሳጽርን ማሕበረሰብን ኣብ ዝተፈላለዩ ጉዳያት ዝስማዕመዐሎም ነገራት ኣሎ ኢልኩምትሓስቡዶ?-----

11.ኣብ ጣብያኹም ፀገም ሰናይ ምምሕዳር ክፈትሑ ዝኸኣሉ መንገድታት እንታይ እንታይ እዮም? ውሽጣውንደጋውንፅዕንቶዝፈጥሩፀገማትሰናይምምሕዳርግለፁ?-----

12.ብመስረት ኣወሃህባ ማሕበራዊ ግልጋሎት ግደ ሰናይ ምምሕዳር ብከመይ ትገልፅዎ?

ንዝገበርኩምላይ ምትሕብባር የቀንየላይ!!

Appendix: III.

Interview questions to be answered by the key informants

**Mekelle University
College of Law and Governance
Department of Civics and Ethical studies**

Dear Interviewees

The purpose of this interview is only for academic purpose but not for any other actions or decisions and other political agendas. The researcher is going to conduct research on the practice and challenges of good governance at Irob woreda administration: In case of Endamossa and Hareze-sebaeta kebele Administration office for the sake of acquiring the partial fulfillment of master's Degree in civics and ethical education at Mekelle University. So, your honest response is so much significant for the researcher to find solutions for problems in relation to implementation of Good Governance at your own kebele. Also, the researcher would be genuinely secured and kept confidential for your response. So, be feel free to answer all the interview questions.

Thank you in advance for your genuine response!!

II. Interview questions to be answered by the key informants

1. What is the role of community participation in the process of planning, decision- making and implementation activities of the kebele administrations office? Do you believe that the residents are participating in planning, implementing policies and decision-making process? If say yes, please explain how they are participated.
2. What are the mechanisms to exercise transparency and accountability of the public officer and civil servants?
3. Is there any feedback mechanism to receive comments from the citizens? I f your response is yes, please, specify them.
4. How do you address complaints and dissatisfactions of residents concerning to service delivery?
5. Have you ever provided or prepared work shop, training, or seminar to the community about good governance? Explain it.
6. Does the Kebele administrators are facilitate open meeting for the community to discuss on their affairs and take constructive comments and input from them? If yes, how do you explain it?
7. What do you think are the major challenges that affect the practice of good governance in the Kebele administration office? What do you think are the causes for those challenges to be occur? Are there internal and external factors affecting good governance? Explain?
8. Do you think there is consensus oriented on different issues between the community and Kebele administrators?
- 9.What measures are taken to solve or fight against the challenges of good governance in your the Kebele administration?

NB: Thank you very much for your cooperation!!