

**The Significance and Practice of Good Governance in
Addis Ababa, Ethiopia**

The Case of Bole Sub-city

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Declaration

I hereby declare that the dissertation entitled the Significance and Practice of Good Governance in Addis Ababa city, the Case of Bole Sub-City submitted by me, for the partial fulfillment of the Master of Arts in public administration to Indira Gandhi National Open University (IGNOU), New Delhi is my own original work and has not been submitted earlier either to IGNOU or any other institution for the fulfillment of the requirements for any course of study. I also declare that no chapter of this document in whole or in part is listed and incorporated in this report from any earlier work done by me or others.

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Certified that the Dissertation entitled the Significance and Practice of Good Governance in Addis Ababa city, the case of Bole sub-city is his own work and has been done under my supervision. It is recommended that this Dissertation be placed before the examiner for evaluation.

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List of acronyms

COB = Community Based Organization

CSAE = Central Statistical Agency of Ethiopia

CSO = Civil Society Organization

ECA = European Commission Authority

FDRE = Federal Democratic Republic of Ethiopia

HSHR = Human Strategies for Human Rights

IMF = International Monetary Fund

IPMDS = Institute of Public Management and Development Studies

OECD = Organization for Economic Cooperation and Development

PDRE= People's Democratic Republic of Ethiopia

Pro. No = Proclamation Number

UNECA = United Nations Economic of Africa

UN.ESCAP = United Nations, Economic and Social Commission of Africa

UNDP = United Nation Development Program

GTP= Growth Transformation Plan

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Abstract

Good governance is a broad reform strategy that makes public administrators to be more open, responsive, accountable and democratic.

It also strengthen the multi-actors of governance, such as, the government it self, citizens, cooperatives, NGOS, Research institutions, Religious leaders, Finance institutions, Political parties, the Civil societies, Armed forces, Individual self-help groups, Community based organizations and so on.

Good governance appears to be the heart of democratic values and principles which includes participation, effectiveness and efficiency, transparency, accountability and rule of law. In Ethiopian context good governance encompasses representativeness, constitutently transparency, responsiveness and accountability. The study of this project work focused on the Significance and Practice of Good Governance in Addis Ababa City the case of Bole sub-city administration. As it has been stated in the revised charter of Addis Ababa city Administration, both the sub-city and warada power and functions rely on allocation function only. In other words, hierarchies, the sub-city and warada do not have the power to make policies and laws which implies that their responsibilities rely on budget allocation to enhance public services and goods as well as implement the city administration policies based on observation. In this project work, the lack of good governance in Bole sub-city administration emanates due to the capacity and ill commitment tends to reduce the effectiveness of those institutions. Inadequate educational qualification of both political and non-political echelons, poor service facilities, poor management and limited budget are some of the major causes for the prevalence of poor governance in the sub-city. Under Bole sub-city there are 14 waradas (districts). All waradas (districts) have been established with the consideration of geographical and socio-economic factors to provide the municipal and other services to the public at large. Instruments for data collections, such as, questionnaires, interviews and observation have been held at the sub-city and warada levels. Questionnaires are distributed to the sub-city office servants, residents, public servants teacher and professionals. The general assessment and findings reveal that the power and function of the sub-city rely on resource allocation function to deliver public goods and services.

The findings indicated that there is poor accountability, absence of transparency, ill commitment both at the sub-city and warada level. The poor capacity and absence of high skilled personnel resulted poor service delivery. The magnitude of the problem is more prescribed at warada level. In sum, the type and the quality of service being provided by the sub-city and waradas are not satisfactory. In order to tackle these problems and to enhance the quality of services, upgrading the skill of employees, installing information technology tools implementing BPR and BSC to create the sustainable and conducive atmosphere, developing public /private/ partnership, establishing the ethical office at the sub-city level are some of the major recommendations.

Chapter one

1. The general background

Introduction

Good governance is said to be the basis of development in any democratic form of government. The study of city governance is very important to ensure Good governance in the city. Good governance is one of the best elements of the democracy in any country.

This study is concerned on the significance and the practice of good governance in Addis Ababa city particularly in bole sub-city administration.

In this Chapter the general background, statement of the problems, the research questions, objective of the study, significance of the study, the scope of the study, and limitation of the study and research methodology are analyzed.

1.1. Background of the city

Good governance is one of the basic elements of the democracy. It plays a significant role in city governance and development. The study is concerned with the significance and practice of good governance in Addis Ababa city, particularly in bole sub-city. First of all, the seat of Addis Ababa was chosen by Empress Tayitu Betul and the city was founded in 1886 by Emperor Menelik II. As every one knows, the name of Addis Ababa city was taken from parts of the city called hora finfinnee, (hot springs in oromifa). Another oromiffa name of the city is sheger. Since its establishment in 1886, Addis Ababa has experienced several changes that have influenced its physical and social growth.¹

Before the arrival of the Italians in 1936, the city had been developing sporadically in all directions with particular emphasis to wards the north. North west and south of the nodal point. According to Addis Ababa city development plan (2002), the short lived Italian occupation (1936-1941) established the most features of the current structure of the city. On 5/1941 after 5years independent struggle, Emperor haile selassie returned to Addis Ababa and helped to form the organization of Africa unity in 1963, and invited the new organization to keep its head quarters in the city. The OAU dissolved in 2002 and replaced by Africa union (AU), also head quarters in Addis Ababa.²

Addis Ababa city is located in the central Ethiopia at latitudes of 9:3⁰ north and longitude 38.74⁰ east. Its altitude ranges from 2000-2500 meters above sea level on the

southern foot the 3000 meters higher mount Entoto. In recent time, the city has a total land area of 540 square kilometers of which 18.2 kilometer is rural.³

According to the central statistical Agency of the city (2005), it has about 3 millions residents of which 48% were men and 52.3% women. The dependency ratio was 52.3% while 32% of the population was children's that are below 15 years and 3% were old above 64 years.⁴

According to the city development framework (2002), about 61 of population derive their livelihoods from informal activities such as, street vending; home based processing industries and small shops and business.⁵

Addis Ababa city is the capital of Ethiopia and has been serving as political and financial decisions are made and where most of the financial establishments are located. Furthermore, Addis Ababa is the seat of Africa union and various international organizations. Now a day, the city is divided in to three administrative branches and ten sub-cities. Sub-city is a 2nd administrative stratum of the city, such as, Bole, Arada, Yeka, Lafto, Akaki, Lideta, Kolfe, Kirkos, Gulelie and Addis sub-cities. Each of sub-cities can play a significant role to alleviate good governance problems in the city. Among these, Bole sub-city is the concerned study area.⁶

1.1.1. Vision of the sub-city

Bole sub-city aspires to see the sub city prosperous, neat, green and comfortable environment to residents, being as a center of the trade and effective good governance.

1.1.1. Mission:-

The sub-city has the following mission statements.

- To establish efficient and effective good governance.
- To enhance the city social and economic development.
- To perform efficient and effective service delivery to satisfy the customer needs.

1.1.2. The general Goals and objectives of sub-city:-

- To establish the transparent, accountable and good governance.
- To enforce the civil service reform program.
- To establish the substantial revenue system.
- To provide efficient and effective service delivery to the citizen.
- To perform efficient social and economic development to solve the problem of shelter and reduce the prevalence of HIV/AIDS.
- To develop the sub-city infrastructure.
- To enhance the reliable security.

- To develop the social and political linkages of the residents.

1.2. Statement of the problem

In Ethiopia the concept and the practice of good governance is a new phenomenon. The government began to implement it due to service delivery dissatisfaction on the part of the country and growing consensus that it is the root cause of all round crises in the country. Bole sub-city has been faced several good governance problems that emanate due to limited budget and lack of commitment in various governmental institution in different branches of state.

The gap of capacity building and ill commitment tends to reduce the effectiveness of governmental institutions.

The lack of executive's educational qualification, poor facilities, limited budget, poor management, the absence of strategically oriented training, the policy could be the major cause of prevalence of poor government in the sub-city.

The improper utilization of urban land, inadequate sanitary system, the pollution of environment also seems to be another problem.

Therefore, conducting an assessment on the current practice of governance along with identifying the magnitude of the above mentioned problems and other drawback is the focus of the study. Thus, in order to recommend alternative solution, the study focuses on addressing the following basic research questions.

1.3. Research Questions

- What are the basic features of good governance in the sub-city?
- Do all men and women have equal participation in decision making?
- Are all individuals and vulnerable groups having opportunity to improve their social life?
- Is the city administration accountable to those who will be affected by its decisions?
- Is there the balance of power between the executive and the councils of the sub-city which enable to ensure accountability and transparency?
- What challenges were faced in the applications of the pillars of good governance?
- What measures should be taken to enhance and strengthen the effort to realize good governance in the sub-city?

1.4. Objectives of the study

The major objective of the study is to examine the governance of the sub-city, administration rules, regulations, and practices in the study area with respect to the norms and principles of good governance.

The specific objective of the study aim to.

- Assess and analyses the past performance of the bole sub-city administration to produce results that meet the needs of the residents.
- Investigate the existence of equality of service delivery among the citizens in the sub-city.
- Investigate the role of men and women to ensure equally participated in decision making participation.
- Assess the administrations answerability to their constituencies.
- Assess the challenges which are faced by the sub-city administration in practicing the pillars of good governance.
- Forward measures to be taken to enhance strengthen efforts to realize good governance.

1.5. Significance of the study

Good governance is said to be the basis of development. To ensure good governance in the sub-city, the state organs should operate in the manner of independency, accountability and transparency. The researcher believes that the result of the assessment will help the policy makers, the administrators, the urban managers and other stakeholders who are working with the government service provision to improve the governance so that the socio-economic development of the residents realized in the sub-city.

On the other hand, it is very important to introduce the city governance and to assess the status of good governance and recommendation will form an important base for policy strategy and forward looking plan being prepared by the city administration. Furthermore, the result of the research will fill the gap in the knowledge pertaining to the problem especially for service providers and for replicating the research.

1.6. The scope of the study

This study focused on the practice, principles, and significance of good governance in Addis Ababa city with specific reference to Bole, Sub-city since 2009 up to 2012 (the five year practices). The head office of the sub-city is the source of managerial activities,

strategies, directives, missions and standards. This is more opportunity for the researcher to save time, finance and easily collect the necessary data.

The targeted groups of this research are the top, middle and technical levels of management in the sub-city, experts, public servants and residents of the sub-city. These targeted groups are the source of data or information about the practice of good governance and the existing strength and weaknesses of good governance in the sub-city administration. The response of the respondent will be gathered to rate the overall performance of city administration so as to identify the principles of good governance in the sub-city administration.

1.7. Limitations of the study

There are various factors that influenced and affected the research. Among these, some of the respondents are unwilling to give reliable and valid data especially about their personal information.

Some of the respondents in the sub-city and administration departments may refuse to give information and turn back interview guides.

- The officials of sub-city can not be obtained by the reason of close meeting.
- Respondents fear to tell the reality due to the political nature of the case.
- Financial constraints for collecting sufficient data from extended number of sample respondents and
- Time and social constraints for data gathering and analysis.
- The overlap of the work and study.
- The interruption of study because of government work and social problems.

1.8 Research methodology

In this study, the data are collected from the two broad sources such as, primary and secondary. The primary data will be collected through interview and questionnaire methods of data collections. These methods used to collect the necessary data or information from public servant and respondent easily through searching the relevant people, such as, employees, top managements, subordinates, stakeholders and other outside of the organization experts.

The secondary data are gathered from different published and unpublished books and other relevant materials. This source is very important to obtain accurate and relevant information which is related to this research. The interviews will be administered in the normal work time by making appointment with interviews. The questionnaires are

administered to each subject in face to face situations are distributed for each subject in their tea break time to avoid unwillingness and to make them be able to fill the questionnaires freely and honestly.

Both the interviews and questionnaires are prepared in Amharic language to avoid the language difficulties. The relevant documents are reviewed.

CHAPTER TWO

2. Literature Review

Introduction

Now a day, the lack of good governance indicates the inadequate of development in many countries especially in developing countries. In this reason, governments, international organizations and other concerned bodies are engaged in promoting good governance.

In this chapter the conceptual framework of good governance, the significance and dimensions, elements of good governance, sustainable development and poverty reduction, governance, public sector institutions and finally empirical literature on Ethiopian governance are discussed.

2.1. The Theoretical Literature

2.1.1. The Conceptual Framework of Good Governance

Good governance is part of the development vocabulary in 1980 century under the influence of the World Bank development program to replace structure adjustment which based itself on neo-liberal macro economic reforms, privatization of trade and reducing the role of the state in economical issues. In general, according to Seppanene (2003), good governance is about democracy, transparency, equality, property rights, combating corruption, self administration, and responsiveness.

According to the United Nation Development Program (UNDP, 1997), Governance is the exercise of economical, political and administrative authority to manage a countries affairs at all levels.

Governance comprises the mechanisms, processes, and institutions through which citizens and groups articulate their interests, exercises their legal rights, meet their obligations and mediate their differences.

According to Seppanene (2003), good governance can be defined as a democratic governance to make fair rules of accountability, transparency, participation and rule of law.

According to Jaya Chaturvedi, (2009) Good Governance is the exercise of legitimate political power and formulation and implementation of policies and programs that are equitable, transparent, non-discriminatory, socially sensitive, participatory, and above all and accountable to people.

Besides, there could be specific requirements in programs in different contexts which would be necessary to provide for good governance.

According to Leftwich (1993), Good Governance involves, an efficient public service, an independent judicial system, and legal framework to enforce contracts, and accountable administrative of public funds, an independent public auditor responsible to a representative legislature respect the rule of law and human rights at all levels of government a pluralistic structure and a free press.

According to UNDP, in its human development report, democratic governance includes the following

- Human right and fundamental freedoms are respected and allowing to live with dignity.
- People should have say in decisions that affected their lives.
- People can hold decision makers accountable.
- Inclusive and fair rules, institutions, and practices which govern social instruction.
- Women are equal patterns with male in private and public sphere of life and decision making.
- People are free from discrimination based on race, ethnicity, class, gender or any other attribute.
- The needs for future generation are reflected in the current policies.
- Economic and social policies responsive to the people needs and aspirations.
- Economic and social policies aim at eradicating poverty and expanding the choice that all people have in their lives.

The World Bank (1992) in its document on governance and development defined good governance as the manner in which the power is exercised in the management of the country's economics and social resources for the development.

According to 73rd Indian constitutional amendment Good governance become a very fashionable concept in the literature on political science and public administration. It is also widely used by international agencies, such as, the United Nations, the World Bank and IMF.

The World Bank has identified aspects of good governance such as, political accountability, freedom of association and participation, rule of law and independence of judiciary, bureaucratic accountability, freedom of information and expression, a sound administrative system, which is leading to efficiency and effectiveness, cooperation between the government and civil society organizations.

According to World Bank, the concept of Good governance includes the political stability, the quality of policy making as well as implementation, the quality of public service delivery, quality of regulations independent judiciary, the control of corruption and rent seeking.

Good governance aims at enhancing the quality of life and involves governing the process which strives for maximum good for the maximum number of people.

According to Tony Bovarid and Loffler (2003), Good governance is the negotiation by all the stakeholders in an issue of improved public policy out come and agreed governance principles which are both implementation and regulatory evaluated by all stakeholders.

2.1.2. The Significance and Dimension of Good Governance

2.1.2.1. The Significance of Good Governance

Good governance is a broad reform strategy to make government more open, responsive, accountable, democratic, as well as, strengthen institutions of civil society and regulate private sector.

Good governance is a combination of efficiency concerns of public management and accountability concerns of governance. There fore the following major points are significance of good governance.

- It is a prerequisite for promoting people centered development.
- Improving the quality of life of citizens.
- Enhancing the effectiveness and efficiency of administration.
- Establishing the legitimacy and credibility of institution.
- Securing the freedom of information and expression.
- Providing citizen friendly and citizen caring administration.
- Ensuring accountability.
- Using information technology based services to improve citizen-government interface.
- Improving or enhancing the productivity of employees, and
- Promoting organizational pluralism, state, market, and civil society organization for the governance. There fore, Good governance relates to the quality of governance through attributes such as, participation, empowerment, accountability, equity and justice. Good governance includes the capacity to formulate and implement sound policies by the government with due respect for citizens.

2.1.2.2. Dimension of Good Governance

The World Bank considered good governance as a sound management development having four major dimensions, such as, public sector management, Accountability, the legal frame work for development, transparency and information accessibility. In this reason, Good governance is an essential component of sound economic policies. The Bank identified the three distinct aspects of governance, such as, political regime (which may be, parliamentary, presidential, and military or civilian.) processes by which the authority is exercised in the management of a country's economic and social resources and the capacity of governments to design, formulate and implement policies.

2.1.3. Elements of Good governance

According to Jain (2004), voice and accountability which includes civil liberties and freedom of the press are elements of good governance. The 1997 of UNDP reports acknowledge the following elements of good governance, such as, participation, rule of law, transparency, fairness and inclusiveness, responsiveness, consensus oriented, effectiveness and efficiency, accountability and strategic vision. Each of the major elements are discussed as follows.

2.1.3.1. Participation

According to Uma Medury (2009), participation is considered the core of good governance. According to him, governments are aiming to ensure the requisite freedom to the citizens in order to participate in the decision making process, articulate and represents which get reflected in policies and programs. Participations is being looked upon as a transformative approach to development.

The participation of both men and women is a key corner stone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy dose not necessarily mean that the concerns of the most vulnerable in society would be take in to consideration in decision making. Participation needs to be informed and organized. This means the freedom of association and expression on the one hand and organized civil society on the other hand. (Brown, 2000)

2.1.3.2 Rule of law

According to Brown (2000), governance does not imply arbitrary use of authority. Any type of governance to be effective needs to be supplemented by a fair legal

framework. This should be supported by appropriate enforcement machinery independent judiciary which instills confidence in the people.

Good governance requires fair and just legal frame works that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and in corruptible police force.

2.1.3.3. Transparency

According to Jenfer Jalal (2008), transparency is any mechanism for adopting reforms for responsive governance usually implies the need to access the vital information. According to Max Weber, governments which operate secrecy is more prone to corruption as compared to governments which operate in grater openness. Therefore, transparency is an openness of governmental functioning and regarded as an essential ingredient of democracy and the right to information as fundamental democratic right. Transparency and the right to information tends to remove unnecessary secrecy surrounding the decision making process in the government and there by helps to improve the quality of decision making in public policy and administration. Litvack (1998), stated that the right to information legislation enacted at the center and several states in India is a positive measure in ensuring transparency.

Transparency is the decisions which are taken and their enforcements are done in a manner that follows rules and regulations. It is also means that information is freely available and directly accessible to those who will be affected by such decision and their enforcement. It also means that enough information is provided in easily understandable forms and media.

2.1.3.4. Responsiveness

According to Goetz and Gaventa (2001), responsiveness is the extent to which a public service agency demonstrates receptivity to the views, complaints and suggestions of service users by implementing changes to its own structure, culture and service delivery patterns in order to deliver a more appropriate product. According to them, responsiveness also depends to a large extent on the influence citizens have on the design, delivery and assessment of public services and the interaction of three major factors, such as,

- The social, cultural and economic powers of the client group in question within civil society its power to mobilize resources and public concern to support its demands.

- The nature of political system that means the configuration of the executive, legislative and judicial powers, the organization of political competitions, the number and types of parties, their ideologies and memberships.
- The nature and power of the state and its bureaucracies whether it is a developmental state whether it has the will and capacity to enforce change in the culture and practices of bureaucracies, whether there is a professional civil services, whether the public service has internalized a commitment to poverty reduction etc. (Goetz and Goventa, op.cit.)

Good governance requires that the institutions and processes try to serve all stakeholders within a reasonable time frame. In this reason, every one who has the obligation to deliver service, has also the obligation to response for the demand of customers.

2.1.3.5. Consensus Oriented

According to the 2002 of FDRE higher government officials training manual on democratic system, the full establishment of democratic culture and thought in a society can be reflected in the national consensus of its citizens around the basic principles and guide lines. These basic principles and guide lines are equality; freedom and rule of law have been identified as important characteristics that reflected in all eligible citizens.

However, it does not mean that every member of the society holds the common understanding and attitudes towards each and every issue, because there may be also differences that lead to raise questions in these basic principles and guidelines. In such situations, democratic system can be used as a remedy to compromise these differences.

According to the free encyclopedia, consensus oriented mean the basic principles are reflected in all eligible citizens being equal by the law and having equal access to legislative process. In this view, democracy requires three fundamental principles such as, up ward control i.e. the sovereignty residing as the lower level of authority, political equality, social norms by individuals and institutionally consider acceptable acts that reflect the first two principles of up ward. Therefore, consensus oriented is the common understanding that is hold by majority on basic principles and issues for building of democracy and good governance.

There are several actors who have many complex view points in the given society. Good governance requires the mediation of the different interests in the society to reach the broad consensus in the society on what is the best interests of the whole community and how this can be achieved. It also requires a broad and long term perspective on what is needed for sustainable human development and how to achieve the goals of such

development. This can only be result from understanding of the historical, cultural and social contexts of a given society.

2.1.3.6. Equity and Inclusiveness

Since governance structure and mechanisms aim at participation, they have to promote equity. A society's well being and development depends upon ensuring that all the members have a stake and the role in it and are not excluded from the mainstream activities. This means, Society's wellbeing depends on ensuring that its entire member feel excluded from the mainstreaming of society. This requires all groups, but particularly the most vulnerable groups have opportunities to improve their wellbeing.

2.1.3.7. Effectiveness and Efficiency

According to Jian, (2004), Good governance relates to the government effectiveness which includes the quality of policy making and public service delivery as well as quality of regulation. In addition to this, as stated by Brown, 2000, good governance and new public management need to aim an effectiveness and efficiency in the usage of resources in consonance with the societal needs and demands.

Good governance means that the processes and institutions produce results that meet the needs of society while making the best uses of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment. (Jain, 2004)

2.1.3.8. Accountability

As stated by Mohit Bhatatacharya (2008), accountability is both answerability and enforceability. Accountability is giving an account of action of public officials to inform about and explain what they are doing, while enforceability is the capacity of accounting agencies to impose sanctions on power holds that have violated their public duties. The objective of accountability is controlling the abuse of bureaucratic power and discretion as well as an assurance that performance will be in accordance with standards and quality.

As stated by Adam Wolk (2000), accountability could be the internal hierarchy, legislature, judiciary, citizens and media.

According to him, the accountability of public administration has the following requirements

- Make laws work as intended which a minimum of waste and delay.

- Exercise lawful and sensible administration discretion.
- Recommend new policies and programmed in existing policies and programmed as needed enhance citizen's confidence in the administrative institutions of government.

Accountability is a key requirement of good governance. Not only governmental institutions, but also the private sectors and civil society organizations must be accountable to the public and to their institutional stakeholders who are accountable to whom is varies depending on whether or not the decisions and actions which could be taken are internal or external to organization or institution. In general, organization or institution is accountable to these who will be affected by its decisions or actions. Accountability can not be enforced with out transparency and rule of law. As we understand from the above discussions it should be clear that good governance is an ideal which is difficult to achieve in its totality. The very few countries and societies have come close to achieving good governance in its totality. However, to ensure the sustainable human development actions must be taken to work to wards this ideal with the aim of making it in reality. (Brown 2000)

2.2 Governance and Decentralization

2.2.1 Governance

The term governance has several concepts. According to the Concise Oxford Dictionary; Governance is an act, or manner of governing and the office or functioning of governing. It is the process of decision making and the process by which decisions are implemented or not implemented.¹

Governance refers to the process of exercise of authority to govern people or regulate the public affaires. It relates to the effective management of the affaires of a country at all levels, guarantying its territorial integrity, and securing the safety and over all welfare of people.²

According to Sweta Misha, (2008), governance is the use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development.³

According to UNDP (1997), governance is the exercise of economic, political and administrative authority to manage nation's affaires at all levels.

UNESCO (1997), defines governance as a process whereby citizens needs and interests are articulated for the positive social and economic development of the entire

society and in the light a perceived common good. According to this concept, governance is more than government. It refers to the political process that encompasses the whole society and contributes the making citizens, active contributions to social contract that binds them together.⁴

Rhodes R.A.W (1997) highlighted the following contextual uses.

Governance as the Minimal State

In this context, the form of public intervention and the use of markets and quasi-markets to deliver public services. As regards UK, the size of government were reduced by privatization and cuts in the size of the civil service.⁵

Governance as Corporate Governance

According to this interpretation, governance is the system by which organizations are directed and controlled. In this context, the role of governance is not concerned with running the business of the company, but, with giving overall directions to the enterprises with over seeing and controlling the executive actions of management and with satisfying legitimate expectations for accountability and regulations by the interests beyond the corporate boundaries.⁶

Governance as New Public Management

In this context, governance calls for more steering providing impetus to other forces rather than rowing. Thus, the emphasis has been placed on enabling rather than rowing. This means, the government not the only service provider, rather it plays facilitating role for other multi-actors of governance, such as, citizens. Cooperatives, NGO'S, research institutes, religious leaders, Finance institutions, political parties, the civil societies, the Armed forces, individual self help groups, community based organizations are the multi actors of governance. In this case, the government has to create conducive situations for these actors to enable them to provide services. Citizens are not only service receiver, but also they have to be service provider.⁷

Governance as Good Governance

According to World Bank (1992), Governance is the exercises of political power to mange Nations affaires.

The Bank came to realize that good governance is central for creating and sustaining an environment which fosters strong and equitable development, and it is an essential complement to sound economic policies.⁸

Governance as a Socio-cybernetic System

According to Koozma (1993), Governance is the pattern or structure that emerges in a socio-political system as a common result or outcome of the interacting intervention effort of all involved actors. In other words, the policy outcomes are not the product of action by the government. The government may pass a law, but subsequently it interacts with local governments, health authorities, the voluntary sector, the private sector, and in turn they interact with one another.⁹

Socio-cybernetic approach views of governance are the result of interactive, social, political, forms governing. In this context, there is a multiplicity of actors specific to each policy area, interdependence among these socio-political administrative actors, shared goals, blurred boundaries between public, private, and voluntary sectors;- and multiplying and new forms of action, intervention and control.¹⁰

Governance as Self-organizing Networks

In this sense, governance is a broader term than government with services provided by a combination of government, private sector and the voluntary agencies. Networks are a wide spread form of social co-ordination a managing inter organizational links is just as important for private sector management. According to Harson (1992), the network form of governance highlights reputation, trust, reciprocity and mutual interdependence. The political, economical and social conditions are important forms of governance.¹¹

2.2.2. Decentralization

In the present context of rapid social change and development activities, de-bureaucratization and decentralization have been found to be much more appropriate to deal with contemporary trends of globalization, liberalization and privatization. Decentralization is the transfer of planning, decision making or administrative units, semi-autonomous organizations, local governments, or non-governmental organizations. Decentralization is regarded as a necessary condition of political social and economical development. It establishes the social harmony, community spirit and political stability. However, it is not an end by itself, but it depends on the circumstances under which the decentralization occurs. Now a day, democratic decentralization is a global phenomenon. It should be seen as a theory of development which requires a variety of institutions for empowering and uplifting the marginalized and the poor. Decentralization is expected to work for the building up of an administrative space at the cutting edge level where the

felt needs of the poor could be ventilated. It is a prime mechanism through which the democracy becomes truly representative and responsive.¹²

With decentralization, the bureaucrats have to transfer the local functions to the state and local governments. This will bring the center of decision making nearer to the people and empower the local administration in solving the civic problems. This will result in empowered communities who will develop a conducive mind-set for participation and motivation. The civil servants have to have commitment to strengthen the goals of public administration. According to 73rd and 74th Indian constitutional Amendment acts, the major steps have been taken in the direction of decentralization governance. The 73rd constitutional amendment acts relates to introduce reforms in rural local bodies. Where as, the 74th constitutional amendment Act relates to bring reform in urban local bodies.¹³

According to Dolly Mathew, (2009), The goal of these constitutional amendment acts is to integrate the concept of people's participation in a formal way with the planning process on the one hand and the devolution of responsibility to the people themselves on the other hand. In Contemporary settings, Decentralization is in operation, political decentralization, functional decentralization, Administrative decentralization and financial decentralization.¹⁴

In political decentralization, the people are drawn in to decision-making process through empowerment. It is the transfer of powers and responsibilities from the central government to autonomous and local tiers that have been democratically elected by their constituencies.¹⁵

Functional decentralization, refers to transferring the subject specific function to local tiers, Issues that are studied are the transfer of functions in order to cable them to discharge their functional roles. **Administrative Decentralization** involves placing, Planning, and implementation responsibilities with local bodies and assigning the roles, and responsibilities to functionaries and elected members. Issues that are studied under this are participatory planning institutional mechanisms for planning, Implementation, coordination, monitoring, transparency, support system etc.¹⁶

Financial Decentralization involves the developing powers with regard to taxation, funds and expenditure upon local bodies in order to first improve the financial position and the giving them, the financial autonomy for planning and implementation as per local bodies. Issues that are studied under this are collection of taxes by the local bodies, own income of panchayats and municipalities, devolution of funds by the state, criteria, for

interpanchayats and municipalities, devolution of funds and expenditure by municipality as per local needs.¹⁷

2.3. Public Sector Institutional Capacity Building for Good Governance

In the context of good governance, capacity is the ability of an institution of the governance of legislator, executive and judiciary to perform its accountability or political mandated functions or roles efficiently and effectively.¹⁸

The political executives set goals and broad strategic directions, but the sound institutional arrangements can determine the vision of political leaders. The democratic good governance need to be well nurtured institutions particularly the civil service institutions. According to BUJ Ra (2003), the civil services need to be retooled, trained and re-oriented to cope with governance and the development challenges. In order to realize this, the new principles to be followed are openness rather than secrecy, initiative rather than docile and pliable Obeisance democracy rather than authoritarian management structures, non-hierarchical leadership rather than corruption.¹⁹

Good governance requires all government and non-government institutions of function in accordance with countries constitutional provisions, such as, rule of law, due-process of law, cultures and traditions. Good governance is a development issue with the capacity building ramifications. Institutions can substantially bridge the gap between the formal organizations of government and their actual governing capacity. It is frequently understood that the quality of government is equal to that of its effective institutions. In India, the 73rd and 74th constitutional amendment acts have introduced the self governance at grass root levels and local governance as well as the new institutions at this level. However, the capacity of these new institutions at the local level would depend on the resources, infrastructure and the technical expertise available with the personnel in these institutions that are elected functionaries, the local bureaucracy and the subject matter specialists such as, the state finance commission, and the district committee besides the community which is stated to be an important contributor to development in the future.²⁰ (Jaya Chaturvedi, 2009)

According to UNDP (1997), capacity is the ability to perform functions, solve crucial problems, to set and achieve the desired goals. Thus, the capacity development covers the sustainable creation, utilization and retention of the capacity which will serve to reduce poverty, improve self-reliance, and the quality Vulnerable peoples lives. The UNDP focuses on the capacity development is on promoting learning, boosting empowerment, building social capital, creating an enabling environments integrating cultures and orienting behavior.²¹

Capacity building is the development organizations core skills and capabilities, such as leadership management of finance, and fund raising in order to build organizations effectiveness and sustainability. In this concept, the capacity building has two components such as, organizational and human. Organizational capacity building involves both technical updating of the organization through periodic reviews and the development of human capital through education and learning. Where as, human capacity building is the process of assisting an individual or group to identify the key areas of development and gain the necessary insights for fuller exploitation of capacity. It involves building on the available knowledge base both in technical and human relation fields.²²

In other words, the capacity involves the general knowledge about all skills of leadership and manager such as, technical, interpersonal, conceptual, communication and decision making skills.

As stated by FDRE Ombudsman (2012), capacity building means, maximize the capacity of higher leadership, consolidate the capacity of human resource and change agents, improve the capacity of governmental institutions, their organization as well as system of implementation and competency of performance, maximize the conduct of transparency and accountability.

According to FDRE the civil service Agency (2001), the institutions are required to plan and carry out the following capacity building activities such as:-

- Maximize the utilization of existing capacity.
- Train trainers of front the line staff.
- Plan and conduct continuous training programs based on the identification of the critical skill gaps and through assessment of human resource development need of the institution.
- Mobilize internal and external resources for capacity building, including the modern technology.
- Establish appropriate mechanisms for collecting processing and maintaining information to facilitate continuous improvement of service delivery effectively and efficiently.

According to FDRE five year growth and transformation plan, the goals of capacity building are maximize the capacity of higher leadership.

- Consolidate the capacity of human resource and change agent.
- Develop the capacity of government institution.
- Maximize change communication.
- Maximize the conduct of transparency and accountability.

- Fight against corruption mal administration, rent seeking and attitudes.
 - Maximize the participation of community.
 - Ensure the justice system transparency and accountability.
 - Ensure judiciary independent, transparency and accountability.
- In relation to good governance
- Build a political and economic community.
 - Create one economic, political, community, ensure the participation of people.
 - Improve the accessibility service delivery, fight against corruption and rent seeking, create vibrant civil society.

The Human Strategies for Human Rights (HSHR) provides the capacity building services centering on the development of effectiveness, efficient and sustainable physical working conditions for the promotion and protection of human rights. It focuses on the two areas of development such as, the employee's institution, and the organizations thematic area of work. The objective is to provide training and guidance that facilitates the development of a profession and ensures transparency and accountability of internal organizations and processes with respect to environment and internal equilibrium of the organization.

Capacity building is very important to change the environment and continued the systematic pressure on the organizations which requires that stake holders are capable of coping with the increased demands of the tasks. It calls society for a radical change in attitudes and behavior of the personnel in the public administration system. Capacity is needed for enhancement assessment from time to time may enable the managers in taking timely steps to wards capacity building stake holders. For example, the ministry of agriculture before contemplating a subsidy on any item needs to be aware of implication of any subsidy in the world trade organization.²³

Dr. Amartya sen, advocates enhancing the capacity of the system by human resource development measures like improved access to education health services more secure environment for humanity to thrive the systematic changes can be realized through liberalization and globalization bring the desired effect. As we understand from the above several concepts Institutional capacity building at grass-root level is very important in order to realize good governance properly.²⁴

2.4. Good Governance in Ethiopian Context

According to FDRE civil service Agency (2001), although Ethiopia has a long tradition of various, governments, it has so far given little attention to good governance due to the orientation, attitude and work practices of the bureaucratic machinery

established to carry out highly centralized and control oriented government policies of the various regimes are ill suited to the needs of the new policy environment in Ethiopia. According to this idea, since the various governments were not democratic in nature, they did not promote, rule of law, participation, transparency and accountability.

According to FDRE Ombudsman (2012), <<before 1991, there was not good governance in Ethiopia>>. The despotic monarchy and dictatorship form of governments, the violation of fundamental rights and freedoms were the major problems of democracy and good governance. After down fall of PDRE government, the radical political, economical and social changes have taken place in Ethiopia since the establishment of the transitional government. The FDRE constitution (1995), establishes a federal democratic state structure.

The introductory part of the constitution incorporates the right to self determination, rule of law, lasting peace, guarantying democratic order, economic and social development individuals and peoples freedoms and right to live together on the basis of equality and with out any sexual religious or cultural discrimination.

Chapter two of the constitution also provides the following fundamental principles.

Sovereignty of people

Article 8 of the constitution stated that all sovereign powers are vested to the nation, nationalities and peoples of Ethiopia. According to this provision the constitution is an expression of their sovereignty and their sovereignty shall be expressed both through their representative and direct democratic participation.

Supremacy of the constitution

As provided under article 9 of the constitution, since the constitution is supreme law of the land, any customary practices or decisions of an organ of the state or public officials which contravenes this constitution shall be of no effect. According to this provision all citizens' organs of the state political organizations, other associations as well as their officials have the duty to ensure the observance and to obey it.

Article 13 of the constitution also stated that all federal and state government organs at all levels shall have the responsibility and duty to respect and enforce the fundamental rights and freedoms which are provided under this chapter.

Human and democratic rights

As provided under article 10 of the constitution, human rights and freedoms that are emanating from the nature of mankind are inviolable and inalienable. According to this provision, human and democratic rights of citizens and peoples shall be respected.

Separation of state and religion

Article 11 of the constitution provided that state and religion are separate. Under this provision, there shall be no state religion. The state shall no interfere in the religious affaires and the religion shall no interfere in the state affaires. According to this constitutional provision, religion is free from any influence of the state and the state is free from any influence of religion.

Conduct and Accountability of government

Article 12 of the constitution incorporates transparency, accountability and responsiveness. As provided under article 12(1) of the constitution, the conduct of affaires of government shall be transparent. Any public officials or an elected representative is accountable for any failure in official duties. In the case of loss of confidence the people may recall an elected representative.

Chapter three of the constitution further incorporates, about fundamental rights and freedoms in detail. As provided in the charter, 30.2% of the constitution incorporates the human and democratic rights. Under this chapter, pursuant to article 55 (14 and 15) of the constitution, the house of peoples representatives shall establish a Human Rights Commission and institution of Ombudsman to protect the Human Right Violation and Mal-administration respectively. Based on these constitutional provisions, the FDRE government established the Human Right Commission and Ombudsman institution pursuant to pro.No 210/2000 and 211/2000 respectively.

According to article 5 of pro.No 210/2000, the objective of Human Right Commission is <<to educate the public be aware of Human Rights see to it that Human Rights are protected, respected and fully enforced as well as to have the necessary measures taken where they are found to have been violated>>.

As provided under article 5 of pro.No 211/2000, the objective of Ombudsman institution is <<to see to bringing about good governance that is of high quality, efficient, transparent and are based on rule of law by way of ensuring that citizens rights and benefits provided for by law are respected organs of the executive. Article 11(3) of pro.Nos 590/2008, provided that one of the objectives of mass media and access to information is to

encourage and promote public and efficiency in the function of public bodies and to encourage participation, public empowerment to foster a culture of transparency, accountability and promote good governance>>.

As stated under article 12 of the same proclamation the right of access to information shall include << the right to be informed and to obtain information from any public body by means of inspection taking extracts, and notes, certified the copies of any records of such public authority, diskettes, floppies or any other electronic mode or through print outs where such information is stored in a computer or any other device>>.

As further stated by Ombudsman (2012), the provisions or expressions that can help to build good governance are supremacy of constitution, voice and accountability, the right to self-determination, the equality of nation, nationalities and peoples of Ethiopia, protection of Human and Democratic rights, the absence of mal-administration, legal pluralisms such as, customary and religious laws, participation, transparency and accountability, responsiveness and the right to development.

According to the institution, in order to ensure good governance, the capacity building of public servants? the improvement of justice system and consolidated the building of democratic system are very important.

Article 37 and 38 of the constitution provided about the right of access to justice and the right to vote and to be elected respectively.

The FDRE Civil Service Agency (2001), designed the policy instruments, such as, promoting positive attitudes to wards serving the public facilitating easy access to get service, establishing complaints handling mechanism providing adequate information, setting service standards and promoting transparency to attain the over all specific objectives of the policy on service delivery in the civil service.

The FDRE capacity building (2002), incorporates the following ethics infrastructures, such as, integrity, loyalty, transparency, accountability, exercising the legitimate authority, impartiality, respecting the law, responsiveness and exercising fair leadership. According to FDRE five years growth and transformation plan (2011-2015), good governance is given more attention and includes maximize the accessibility of service delivery, fight against corruption and rent seeking. More over, in 2012, the FDRE council ministers organized the three major stabling committees such as, good governance and reform cluster coordinating stabling committee, social issues clusters coordinating committee and economic finance cluster coordinating stabling committee.

According to the 2013, FDRE government plan, the human rights protection and good governance are given more attention to ensure them. The 2013 of federal prison administration citizen charter stated that the preparation of citizen charter, the redressed of citizens grievances, the right to information, and the participation of people are initiatives of good governance in Ethiopia.

As clearly understood in the above discussion, the elements of good governance, such as, rule of law, participation, transparency and accountability, responsiveness and representativeness are incorporated in the constitution, proclamations, regulations, directives, policies and strategies. There fore, now a day, Ethiopia is a country which is being engaged and committed in promoting good governance.

2.5. Addis Ababa City Administration Charter

2.5.1. The Power and Function of City Administration

Art. 11 of pro.No. 361/2003 of the revised charter states that the city government should have the power to make laws and exercise judicial powers specifically conferred on it by this charter as well as executive powers and function over the matters that have not specifically been included in the details of the powers and functions of the executive organs of federal government. The city administration enjoys the autonomous independent and clearly separate level of government. It has recognized geographical boundary, the power of resource functions provision of services to local citizens and finally there is a mutual benefit to the central government. This refers to the devolution type of decentralization.²⁶

The FDRE Constitution has run in providing provision based on which the charter, Addis Ababa city government has formulated. The city government is endowed with maintain good governance in which effectiveness, transparency and accountable to the residents as well as to make the city in which expedient and equitable services and reliable security and social harmony are ensured and create favorable conditions of living and work as well as to facilitate conditions in which the residents determine the overall operations of the city and become beneficiaries of its development. The elected members of the city constitute both the city government and non-government organizations, youth and women's organizations, religious groups, the trade union, academic and the media, political parties, traditional and customary leadership are among the mile stones that ensure government.²⁷

This charter gives the city government the main objectives to maintain good governance in which effectiveness, transparency and accountability to the residents, prevail, make the city one in which expedient and equitable municipal services and

reliable security and social harmony are ensured, enlarge the role of the city as a capital city of the Federal government and as a seat of Africa union and different international and regional organizations, create favorable conditions of living and work as well as to facilitate conditions in which residents determine the overall operations of the city and become speedy economic development through the encouragement and enhancement of investment and research and other similar duties.

The executive bodies of the city government includes the Mayor, the city cabinet, the city manager, the chief of city government Auditor, police commission, Ethics and Anti-corruption commission. The city government of Addis Ababa is comprised with various organs in Diverse Economic, political, social and other sectors. Now a day, the governance structure of the city is established under 10 sub-cities and 116 Districts called Warada. The most of the public services of the city administration reach the means through these sub-cities and waradas. Among these Bole sub-city is one of the ten sub-cities and the concerned study area. The sub-city is organized by 14 districts (waradas). The total surface area of sub-city is about 11,852 hectar. The sub-city is bordered by 4 sub-cities, such as, at the north from yeka, at the south from Kirkos sub-cities and at the east from oromia regional state.²⁸

According to FDRE CSAE (2009), the total population of the Bole sub-city is 328,900. From this total number, the No. of female 174,358, while the No. of male is 154,542. However, based on this information, the CSAE (2009) estimates, in 2011, the No. of female is, 178,139, while the No. of male is 157,976, the total No. of population is 336,115. When we have seen, the information of 2011 and 2012 similarly indicated that the share of female is 53% in each year.²⁹

2.5.2. The Major Actors of Bole Sub-city

Bole sub-city shall functions as municipality with in the hands of the physical space located for it in accordance with the principle of decentralization and coordination with the organs of the power of city government.

According to pro,No- 361/2005 of the revised charter, the council, the spokes person the deputy spokes person, the secretary of sub-city council, the chief executive, and the sub-city manager are the major actors of the sub-city.³⁰

2.5.2.1. The Power and Functions of Sub-city Council

The sub-city council is being an accountable to residents of the respective sub-city which as the following responsibility.

- Approve economic social development and managerial service plan of the representative of sub-city.
- Elect the spokes person and deputy spokes person and secretary among its members.
- Elect the chief executive and deputy chief executive the sub-city among its members as recommended by the political party with the majority and seats in the council.
- Approve the appointment of members of the standing committee of the respective sub-city up on the nomination by the chief executive there of.
- Allocate the budget set aside to it by the city council.
- Constitute the committee of the council of the sub- city.
- Issue internal regulations that govern the operation of the sub- city council.

2.5.2.2 The Spokesperson of the Sub-city

The spokes person of the sub-city performs the following functions.

- Directs the secretariat of the council.
- Represents the council in all its dealing with 3rd parties.
- Calls and presides over the meeting of the council and coordinate the committee there of.
- Execute the disciplinary decision which is passed by the council agents on its members.
- Gives the periodic briefings to residents on the decision passed by the council.

The Deputy Spokes Person of the Sub-city

The deputy spokes person acts on be behalf of the spokes person in the case of absence or incapacitation of the latter and performs other functions assigned to him/her by the spokes person. The secretary of sub-city council is accountable to the spokes person of the council. He has to prepare the agenda of the council in consultation with the spokes person published and keep the minutes of the council. He ensures the minutes and documents of the committee of the council are recommended and kept.

2.5.2.3. The Chief Executive of Sub-city

The chief executive of the sub-city has the following functions.

- Nominate standing committee members from within and without the members of sub-city council and have their appointment approved by the city council.

- Submit annual plan and budgetary allocation after the consultation there on by the sub-city standing committee; implement the same up on approval.
- Ensures the observance of law and order respective sub-city and report the Mayer the event of the security problem beyond sub-city control.
- Receive, examine and decide on reports from the respective sub-city manager.
- Submit annual and periodic reports to the respective council of the Mayer.

2.5.2.4. The Deputy Chief Executive of Sub-city

He is being accountable to the chief executive of sub-city and performs the following functions.

- In the case of absence or incapacitation of the latter and perform ether functions assigned to him by the chief executive.
- Administer in accordance with the applicable Law, the employee, the municipal organs of the respective sub-city.
- Submit annual and periodic performance reports to the city manager and the chief executive of the respective sub-city.
- Execute decisions concerning municipal services.

2.5.2.5. The Municipal Service Branch

The municipal service branch includes offering the temporary and parliament lease, approving the private and business houses ownership documents approving the residential houses and industrial area plans, code enforcement against unlawful trade construction and so on based on the principal laws. The municipal branch which is directed by the sub-city manager has an obligation to deliver efficient and effective services to the residents at large. The standard aimed to cut the long hierarchy work process and remove the red tape. The power and function are similar to that of sub-city. Art. 38 of prock.No. 36(2004), the revised charter states that the power and function of warada being a center of development and direct popular participating as well as location for the delivery basic services shall with its council accountable to the residents there of and to the respective sub-city council have such power and functions as to be specified by the city council. Facilitate conditions in order for service to be available within reach the respective residents.

According Art.2 (4), the revised charter, municipal service means, water and sewerage service, road construction service, fire and emergency service, day to day services for residents which are including civil status record operations, land development and management, city sanitation and beautification and other services by the city government.

Chapter three

3. Data Presentation, Analysis and Interpretations

Introduction

This chapter consists of two major parts. The first part presents the characteristics of respondents. Where as, the second part deals with the analysis of data which are collected from respondents to seek answers for the basic questions those are raised in the statement of problems. Under this section the back ground and characteristics of respondents, the result of questionnaires and interviews, the general assessment and findings are discussed.

3.1 Background and Characteristics of Respondents

According to the 2009 of FDRE population CSAE, the total resident of Addis Ababa city is 2,917,295. Among this, the number of Female is 1,527,478 while, the number, of male is 1,389,817. From this, the total resident of Bole sub city is 328,900.

Among this the number, of female 174,358 while the number of male is 154, 542. The sub city is divided in to 14 waradas since 2012 for administration purpose.

All waradas have been established with the consideration of geographical, demographical and socio economical factors, to provide municipal and other services to the public at large. Since it is an equal chances of drawing sample for all waradas, the sub city office, warada 7, and warada 14 are randomly selected. From each warada about 10 people are composed of different parts have been taken. With regard to this, 20 respondents are male, where as, 11 respondents are female. From this, total number of peoples, 18 respondents is below the age of 30 years while, 13 are above 30 year old.

That is 58.1% of respondents are youth and 41.9% of respondents are adults.

In the case of educational back ground, 32.3% of the respondents are degree holder, 38.7% of the respondents are diploma holder, 19.3% of the respondents are certificate holder, and 9.7% of the respondents are 1-9 grades.

Concerning the marital status, about 83.9% of the respondents concluded marriage. How ever, 16.1% of the respondents did not conclude marriage.

3.2 Questionnaires and Structured Interview

In order to identity the basic features such as, implementation, challenges and problems of good governance in bole sub city, the preparation of questionnaires, and

structure interviews have been conducted to the respective respondents. For the purpose of this study, the 6 basic elements, such as, decentralization, participation, efficiency and effectiveness, equitable and fair distribution of resources, transparency and accountability, and rule of law are included in the questionnaires .Based on this, about 49 kinds of questionnaires are distributed to 40 people.

From these 71% of the people responded while 29% of the people did not response the questionnaires.

Furthermore, structured and semi-structured interview have been conducted to the official of the sub city. Interview has a significant contribution to identity the drawbacks in exercising good governance in the sub city. The interview particularly focused on the executive bodies that are responsible to the day to day function of the administration in the sub city. Interview has also used as cross sectional examination on the executive bodies both political and non political echelons in exercising good governance. For this reason, 8, kinds of interview questions are distributed to 4 executive officials of the sub city. From these, 75% of the executive officials responded where as, 25% of the executive officials did not respond the interview questions.

3.3 Questionnaires

The following tables show the elements of good governance which are practiced in the sub city and attitudes of respondent to wards in each elements of good governance.

Table 3.3.1 Decentralization

Item No	Item response	response	Respondents by category							
			Residents		Males		Females		Total	
			No	%	No	%	No	%	No	%
1	Do you identify sub –city, and warada administration powers and function which are vested in the charter?	Yes	24	74.1	15	65.2	9	39.1	24	74.4
		No	8	25.6	6	75	2	25	8	25.6
2	Do you think sub –city and warada administration propose their own development plan and agendas independently?	Yes	22	70.9	16	72.7	6	17.3	22	70.9
		No	9	29.1	4	44.4	5	45.6	9	29.1
3	Do you think sub –city and warada administration are capable of implementing what they have planned?	Yes	18	58	12	66.7	6	33.3	18	58
		No	13	42	8	61.5	5	38.5	13	42
4	Do you think sub –city and warada administration executives effectively accomplish their responsibility?	Yes	20	64.5	13	65	7	35	20	64.5
		No	11	35.5	7	63.6	4	46.4	11	35.5
5	Do the sub -city and warada councils have a significant role in implementing the decentralization policy?	Yes	24	77.4	17	70.8	7	29.2	24	77.4
		No	7	22.6	3	42.8	4	57.2	7	22.6

All data have been obtained from primary sources.

Regarding the view that states whether or not the respondent identifies the powers and functions of the sub-city and warada administration as vested in the charter, 74.4% of the respondents known about the jurisdiction of the two tires which is vested in the charter. How ever, 25.6% of the respondents did not have information about the charter. Some people believed that the charter is nothing, but simply written for the sake of writing.

With regard to the capacity whether or not the sub-city and warada administrations propose their own development plan and agenda independently, 70.9%% of respondents

argue that the executive are capable to propose and prepare their own development plan and agenda. However, 29.1% of the respondents believed that the executives are not capable enough to design proper plan for sustainable development. Some of the respondents opinion lies on the executives at the sub city and warada level do not have capacity in order to implement the government policies. Simply they are symbol rather than responsible person they do what they have been told instead what must be done. They are in favor of nepotism and corruption.

Regarding to the view which stresses on the implementation capacity of the sub - city and warada executives, to implement what they have planned, 58% of the respondents stated that the executive have capacity to implement the plan of development issues. Where as, 42% of the respondent pointed out the incapacity of executives. Some of the respondents believed that the executives do not discharge their responsibilities properly. Because nepotism, non-responsiveness and the non-existence of accountability are the basic problems which are mentioned by the respondents.

In terms of the case which stresses on whether or not the sub city and warada administration councils have a significant role in implementing the decentralization policy, 77.4%of the respondents have a positive attitude in this regard. However 22.6% of the respondents believed that, the practice of decentralization has been abused by the executives and civil servants for their personal gain rather than to the public at large. Further more, the respondents underlined that the female participation in the administration both at the sub-city and warada levels are too few which reflect gender inequality.

Table 3.3.2 Participation

Item No	Item response	response	Respondents by category							
			Residents		Males		Females		Total	
			No	%	No	%	No	%	No	%
1	Do you participate in the sub-city and warada election?	Yes	25	80.65	16	64	9	36	25	80.65
		No	6	19.35	4	66.7	2	33.3	6	19.35
2	Do you think the development plan can ensure your interest and the community as a whole?	Yes	20	64.5	13	65	7	35	20	64.5
		No	11	35.5	7	63.6	4	36.4	11	35.5
3	Do you exercise your democratic right in your locality?	Yes	26	83.8	15	57.5	11	42.5	26	83.8
		No	5	16	5	16.2	-	-	5	16.2
4	How do you assess the community participation from development and good governance perspective?	Yes	24	77.4	18	75	6	25	24	77.4
		No	7	22.6	2	28.6	5	7.4	7	22.6
5	Do you openly oppose official's male administration from the community as well as your point of view?	Yes	22	71	14	63.6	8	36.4	22	71
		No	9	29	6	66.6	4	33.4	9	29

All data have been obtained from primary sources

With regard to the issue about the sub-city and warada council election, 80.65% of the total respondent affirmed their participation in both sub-city and warada council election to exercise good governance. However, 19.35% of respondents did not participate in the sub-city and warada council election. Some of the respondents said that

their vote is valueless and some others suggested that they do not have much interest to vote and the few of them also suggested that the election is unfair.

With regard to the case about the individuals as well as community interests in development agenda, 64.5% of the respondents responded that their interest is included in the development plan. Where as, 35.5% of respondent felt that there is no ground to reflect the individuals as well as community interests. for instance, some of the major reasons which are suggested by respondent are including the following things such as, one with out considering the interest of residents any development agenda set by the executives are with out the support of the people, there was no forum for popular discussion on development plans which are prepared by the political echelons.

Regarding the case about the exercise of democratic rights that are enshrined in the charter, 83.8% of the respondents stated that the opportunities are created to enjoy and exercise their democratic rights. However, about 16.2% of the respondents argue that they have fear to participate in politics. Because, they fear that there is imbalance of political relation between the citizens and executives, and fear of political partnership are some of the major reasons that are suggested by the respondents.

In relation to the case which refers to the assessment of community participation from development and good governance perspective, 77.4% of the respondents responded that they have participated in the development and good governance issues. On the other hand, 22.6% of the respondents stated that the level of participation has been decreasing and some of the respondents hold the view that there is no participation.

With regard to the view about the issues of the right to openly oppose sub-city and warada administration, public official's mal administration, 71% of the respondents stated that they can confront the mal administration practices in their residential locality. On the contrary, 29% of the respondents believed that against the former view. According to them, they did not oppose and confront any action against the mal administration due to the fear of executive's retaliations.

Table 3.3.3 Efficient and Effective Service Delivery

Item No	Item response	response	Respondents by category							
			Residents		Males		Females		Total	
			No	%	No	%	No	%	No	%
1	Do you think that the speedy services delivery is expected?	Yes	10	32.3	6	60	4	40	10	32.3
		No	21	67.7	14	66.7	7	33.3	21	67.7
2	How do you relate public servant efficiency and service delivery in the sub-city?	Increase	10	32.3	6	66.7	4	40	10	32.3
		decrease	21	67.7	14	66.7	7	33.3	21	67.7
3	Are office facilities and locations conducive for effective service delivery?	Yes	18	58.1	12	66.7	6	33.3	18	58.1
		No	13	41.9	8	61.5	5	38.5	13	41.9
4	Do you think offices at different levels pursue innovation technology?	Yes	16	51.5	9	56.25	7	43.75	16	51.5
		No	15	48.5	11	73.3	4	26.7	15	48.5
5	Do you think justice system at various levels offers speedy service?	Yes	14	45.2	9	64.3	5	35.7	14	45.2
		No	17	54.8	11	64.7	6	35.3	17	54.8

All data have been obtained from primary sources

With respect to whether or not the sub city and warada administration offices active and speedy service offered when requested, 32.3% of the respondents responded that the rendering service in time and quality are satisfactory. However, about 67.7% of the respondents assured that the executives squandered resources. The absence of integrity, loyalty, incapability, red tape and the long hierarchy of the decision making process are some of the reasons for their negative responses

Concerning about public servant efficiency and effective service delivery to the costumer/citizens, 32.3% of respondents believed that there is a very good efficiency and effectiveness of services delivery.

On the other hand, 67.7% of the respondents considered it below average. Lack of skilled man power, absences of training and development opportunities, incentives and absence of accountability are the major reasons for their negative response.

Regarding of question No.3 which refers to the conducive situations for efficient and effective service provisions 58.1% of the respondents stated that there is a conducive environment in the sub-city. How ever, 41.9% of the respondents considered as it is not conducive. The most offices are below standard, distance and inconvenient, the service delivery is organized for administrative convenience rather than the service recipients and the like are the reasons for their negative response.

In relation to the capabilities, the utilization of technologies for efficient and effective service provision, 51.5% of the respondents believed that proper technological equipments are used in the sub-city. Where as, 48.5% of the respondents perceived it not to be conducive. Because, information and computer technology are taken not to be properly utilized. Regarding the Question that rises about the issue of justice system in various level offer speedy justice to alleged complaints, 45.2% of the respondents perceived that there is capable judiciary system. However, 54.8% of the respondents stated that there is poor service delivery system. The decisions are not given in short period of time, the cases are extended more than a year, there are also red tape and so on are the major reasons of their negative response.

Table 3.3.4 Equitable Utilization of Resources

Item No	Item response	response	No of Respondents by categorization							
			Residents		Males		Females		Total	
			No	%	No	%	No	%	No	%
1	Do you acquire services from near by primary and secondary schools as well as health centers?	Yes	21	67.7	15	71.4	6	28.6	21	67.7
		No	10	32.3	5	50	5	50	10	32.3
2	Do you believe that the policy, its implementation and distributions of the condominium houses are just and fair?	Yes	18	58.1	11	61.1	7	38.9	18	58.1
		No	13	41.9	9	69.2	4	30.8	13	41.9
3	Do you think that the micro finance organizations, like Addis credit and saving institutions provide fair service?	Yes	20	64.5	12	60.7	8	40	20	64.5
		No	11	35.5	8	72.7	3	27.3	11	35.5
4	From the community as well as your point of view, do you consider the government's policy implemented to minimize unemployment is useful?	Yes	17	54.8	10	58.8	7	41.2	17	54.8
		No	14	45.2	10	71.4	4	28.6	14	45.2

The responses that refer to know where their public services such as, school and health centers and 67.7% of the respondents stated that there are sufficient school and public health centers to provide services. However, 32.3% of the respondents argue that there are no sufficient schools and public health centers. The residents used the private clinics and school since they are not sufficiently available for all residents are some of the major reason for their negative responses.

Concerning the policy, its implementation and distribution of condominium houses just and fair, 58.1% of the residents responded that there is fair and just

distribution of resources which are including condominium houses .Where as, 41.9% of the residents respondent that although the policy is best, it is said to be abused at the time of implementation by those who have responsibility to deliver condominium houses and they rent the kebele houses for their own benefits of very high rate. Beside this in the drawing system, there is lack of transparency and the low income groups do not benefit able in the policy.

With regard to the micro finance institution like Addis credit and saving enterprises offer fair services, 64.5% of respondents discussed about there is an equitable mechanism for a loan. How ever, 35.5% of respondents answered that there is inequitable services for loan. The high interest rate of loan, excessive process and long time required getting loan, pre-conditions of loan and the like are some of the reasons for their negative response.

Concerning the agenda on creating job opportunities of government employment policy in reduction of unemployment at the sub-city and warada level, 54.8% of the respondents stated that the policies such as, the different types of micro-financing policy for in formal sector assists to reduce unemployment .While 45.2% the respondents stated that there is no an encouraging policy to promote un informal sectors. Highly tightness to personal favor, and nepotism, unnecessary bureaucratic condition, prohibiting, and fairness and poor services is some of the reasons for their negative responses.

Table 3.3.5 Transparency & Accountability

Item No	Item	response	Number of Respondents by category							
			Residents		Males		Females		Total	
			No	%	No	%	No	%	No	%
1	Do you get appropriate services which are carried out in the sub-city?	Yes	19	61.3	11	57.9	8	42.1	19	61.3
		No	12	38.7	9	75	3	25	12	38.7
2	Is there notice board properly placed to indicate places so as to acquire speedy and clear services and information?	Yes	22	71	16	72.7	6	27.3	22	71
		No	9	29	4	44.4	5	45.6	9	29
3	When you go to the sub-city and warada offices do you observe the public servants badge which indicates the name and responsibility?	Yes	23	74.2	15	65.2	6	34.8	23	74.2
		No	8	25.8	5	62.5	3	37.5	8	25.8
4	When you see un fair treatment by any one of the worker, have you ever been reported the case to concerned body?	Yes	18	58.1	11	61.1	7	38.9	18	68.1
		No	13	39.9	9	69.2	4	30.8	13	39.9
5	When the sub-city office workers commit mistakes, are there rules and regulation to correct them?	Yes	17	54.8	12	70.6	5	29.4	17	54.8
		No	14	45.2	8	57.1	6	42.9	14	45.2

All data have been obtained from primary sources

With regard to the issues about the appropriate information in terms of about service delivery, 61.3% of the respondents stated that the access of appropriate information is good enough to deliver efficient and effective services in both sub-city and warada administration. However, about 38.7% of the respondents argue that appropriate information is not available for the expected quantity and quality of services. There is fear of some staff members to release information, and the refusal of some staffs to give information is some of the reasons for warded by the respondents.

Pertaining to the case which refers to the availability of information desk and bill board to facilitate efficient quality and speedy services, 71% of the respondents believe that there is an appropriate information desk and bill boards in the sub-city and each warada. On the contrarily, 29% of the respondents argue that negatively. In availability of information desk, the lack of the capacity of workers and out datedness of the some bill boards is some of the major reason for their negative responses

Concerning the issues which addresses whether or not employees fix badges with their names, position and responsibility on it, 74.2% of the respondents responded that there is proper utilization of the employees and executives. In contrast 25.8% of the respondents believe that on the contrary. According to them, there is negligence of employees in implementing government policy.

In terms of the case which emphasize on how manage complaints when there is protest on poor and unfair treatment of customers by any one of employers, 58.1% of people responded that the customer complain handling is good enough. How ever, 39.9% of the respondents confirmed that the absence of managing grievance handling mechanism result on favoritism.

The case which stresses on whether or not rules and regulation to correct employees when they commit mistakes, 54.8% of respondents believe that in some what there is appropriate mechanisms on accountability in the sub –city. Whereas, 45.2% of the respondents believe that there is check and balance of power of civil servants to make them answerable and enforceable to the public at large. The interdependent between the executives and civil servants for personal gains is the major reason for their negative response.

Table 3.3.6 Rule of Law

Item No	Item response	response	Number of Respondents by category							
			Residents		Males		Females		Total	
			No	%	No	%	No	%	No	%
1	Do you Exercise your democratic right in your locality?	Yes	24	77.4	14	58.3	10	42.7	24	77.4
		No	7	22.6	6	85.7	1	14.3	7	22.6
2	Do you believe that the justice system bodies fulfill their duties and responsibilities to over come illegal actions?	Yes	26	83.9	16	61.5	10	38.5	26	83.9
		No	5	16.1	4	80	1	20	5	16.1
3	Do you think that the judiciary organs are free from political influences?	Yes	24	77.4	17	70.8	7	25.6	24	77.4
		No	7	22.6	3	42.9	4	57.1	7	22.6
4	Do you think the executive at sub-city and warada level respect rule of law?	Yes	22	71	15	68.2	7	31.8	22	71
		No	9	29	5	55.6	4	44.4	9	29

All data have been obtained from primary sources

In terms of the case which investigates at the extent whether or not every one can exercise the democratic rights on the localities in which he lives, 77.4% of the respondents confirmed that they can enjoy their democratic rights. However, 22.6% of the respondents argue that by saying no. They believe that the poor performance of justice system do not allow them in order to enjoy their democratic rights without fear.

Regarding the issue which refers to whether or not the justice system bodies fulfill their duties and responsibilities, 83.9% of the respondents perceived that the justice's system bodies fulfill their responsibilities to over come illegal action in the community. Where as, 16.1% of the respondents believe that the justices system bodies do not exercise their responsibility against illegal action as expected. The poor handling cases of

the court system, the poor capacity and negative attitude of police as well as its organization are some of the major reasons for their negative response.

With respect to the position that emphasis on the independences of judiciary from any kinds of political influence, 77.4% of the respondents stated that the independence of court are free from any kinds of political influences. However, about 22.6% of the respondents argue that the judges are not independent and even for the committed judges there is no comfortable and suitable environment to exercise their power independently.

Finally As mentioned in the case which refers to whether or not the executive respect the rule of law, 71% of the respondents believe that the executives respect the rule of law, Where as, 29% of the respondents affirmed that they are not respect the rule of law. In their view, the executive do in accordance of their personal interests.

3.4 Interview

The interview has been conducted to the officials of sub-city administration. The officials of sub-city administration perceived good governance in basic features, such as political, economical, social and administrative features.

First of all politics refers to decision making and policy implementation by the legitimate organization which is including the rule of law, freedom of expression, freedom choose and participation. Second, economic refers to the economic activities which are the production, and distribution of goods as well as services.

Thirdly, social refers to the value of bases such as, the value of peoples which is including peace, patriotism and social justice. Finally, administration refers to the existence of an efficient and effective administration. In other words, administration is the capacity of state, effective and efficient bureaucracy, committed leader of officials, financial and other resources. It is also the ability of government to implement policies and accomplish its goal. According to the view of most official, the governance involves the multiple actors such as the government its self, private sector and civil societies at large.

These multi-actors articulate their interests in the conduct of government. However, in the case of Bole sub-city, there is little space for private and civil society to influence the government. The public officials believed that there is no strong transparent and accountable system in the sub-city and warada administration.

The poor organizational of the sub-city administration have permitted poor feedback system that hinders the existences of good governance. The executives of the sub-

city administration stated that attitudinal change continuous training and developmental for both political leaders and civil servants and work process reform should be developed to chance good governance in the sub -city administration at all levels. Most of the respondents believe that, the service delivery in the sub- city is inefficient

- That means both the sub-city and warada administration do not have sufficient space in policy making process and resource allocation in the sub-city. Warada administrations do not have clear transparent system for efficient and effective service delivery.
- There are no clear mechanisms to exercise accountability both in political leader and civil servants.
- Corruption rent seeking and nepotism are the most common phenomena in both sub-city and warada administration.
- The executive capacity is to low to implement government policies as expected quantity, quality and time bounded. ,
- The government polices such as condominium house and micro –financing policies are not properly implemented and there is a high turn over of employees.

3.5 The General Assessment and findings

3.5.1 The General Assessment

In the study the legal sources such as FDRE constitution rules and regulations as well as packages which are prepared by the sub-city administration create opportunities to start with the experience of good governance activities,

The council election has been experienced in the sub-city administration. It has been elected by the general public.

The council appoints the chief and deputy executives spoke persons and deputy spokes person and the secretary from the member of the council. The power and function of warada council is not clearly specified by the city charter. The city administration has three branches of government such as, the legislature, executive and judiciary. Where as, at the sub-city and warada level, the council and the executive body has the responsibility for allocation of function only. Howe ever, there is the gap of integration and net working among sub-city administration private sectors, and NGOS to enhance the development and good governance principles in the sub-city. This implies that the national policy program directions and the implementation of good governance package are not properly practical.

3.5.2 Findings

The findings of the study have indicated that good governance is somewhat practiced in the sub-city and warada level. The establishment of legislature and judiciary branches of government at the sub-city and warada level is not necessary, because the laws are passed at the city administration that can be applied in the whole of sub-city. However, the rate of performance of good governance elements at low-level that is needed to be improved. In this study, it is revealed that responsiveness is relatively accomplished better than transparency, accountability, efficiency and effectiveness. This implies that all elements of good governance are not given attention either by the sub-city or warada administration that may be caused by the absence of commitment, lack of inputs for establishing and exercising good governance properly. According to the view of some respondents, there is no conducive environment to play their roles in the implementation of good governance elements this shows that the public sector reforms are not still functional.

According to the information which is obtained from visionaries and interview as well as documents the main challenges and problems of good governance are absence of transparency on the part of the administration, lack of democratic culture and experience, lack of tolerance among the opposition parties, lack of capacities, lack of mutual understanding and lack of conducive environment to implement good governance properly. In addition to this the following specific challenges and problems of good governance are found in the study.

- There is little space for societal demands and pressure to influence and shape policies and their outcomes.
- The absence of little space of civil society and interest groups in policy making has resulted vertical imbalances between citizens and policy beneficiaries.
- Due to the sub-city and warada poor organization there are poor accountability, absence of transparency and loss of integrity in the executive bodies and civil servants.
- The information that supposed to be released to the beneficiaries or residents are not clear. This in turn vested substantial power to the executives that resulted nepotism and corruption and rent seeking.
- Due to the absence effectiveness and efficiency, the public good and services are abused and diverted to the personal consumption of the executives and civil servants.
- The government policies are extremely abused for instance condominium houses and micro financing policies whose objectives are means to enhance the demands of a

vulnerable and particular segments of society such as, the low and middle income citizens. However in reality the beneficiaries are high income groups of the society.

- The poor organized institutional system of the sub-city resulted in the poorest service delivery.
- The poor capacity and absence of high skilled personnel at the sub-city lags behind the development issues.
- The long process and diligenace of judiciary system resulted in less credibility there by affecting for the effective and efficient implementation of rule of law.
- As it has been responded through questioner, due to the absences of accountability, the executed services have not been delivered as per standards. In some cases the beneficiaries are enforced to find themselves for more than a month to respond their demands.

Chapter Four

4. Conclusion and Recommendation

In this chapter, conclusion and possible recommendations are listed shortly and precisely as follows.

4.1 Conclusion

This project work set out the topic of analyzing the practice, function, implantations and challenges of bole sub-city administration from good governance perspectives. There is complex and reciprocal set of interactions between theory and practice.

Good governance is the participatory, consensus, building, transparency and accountability, effectiveness and efficiency, equitable and inclusive, and follow rule of law.

Good governance assured that the high standards of behavior which is maintained by all these who are in position of responsibility that the view of minorities are taken in to account and the voice of vulnerable groups in the society is heard in decision making. It is also responsible to the need of society.

Now a day's countries and societies have come to close for achieving good governance in its totality. How ever, to ensure the sustainable good governance and participatory democracy, there must be commitment to work hard so as to ensure good governance with the aim of making it in reality. In order to achieve this goal, rules and regulations, processes and structures must be designed in the context of democratic governance. The public budget allocation, agenda setting to the process of decision making which is specifically prior to the establishment of the sub-city councils was entirely controlled by the sub-city executive.

4.2 Recommendation

The function of sub-city is mainly to give the different services at one and near the implementation, problems, and challenges of good governance in the administrative hierarchies. As it has been observed through questionnaires and interviews as well as pursuant to findings and conclusion of the research, the following points are for warded as possible recommendation to mitigate the problems and for enhancement of good governance.

1. To bring efficient and effective public services, the sub-city and warada administrations 'have to'
 - Create greater transparency and accountability in political and public bodies.
 - A political system which provides opportunities for all citizens including CBO, CSO, political parties and private sectors have to proactively participate in all aspects of good governance.
 - Construct new and one stop shopping service center at the sub- city and warada level.
 - Install sufficient computer and facilities which are interconnected by the local area of net work.
 - Equip the office with enough material and equipment.
 - Upgrading the skills of employees.
 - Strengthening the private sector partnership for quality service in a better access and the minimum resources.
2. The establishment of different infrastructures for system development and upgrading the skill of employees or the use of high tech machinery in daily activities of an institution alone will not guarantee to a stable efficient working system but also, there should be accountability for the transparent democratic and participatory provision and decision making. More secrecy is the innovation of bureaucracy for having more power to rent seeking and corruption. The right to information what we call it transparency is always have positive linkages for good governance. In order to get the trust of resident, the sub –city and warada have to create a clear flow of information to citizens customers.
3. Broadly speaking, there are two facets of accountability such as, intra-organizational and extra- organizational. Intra- organizational accountability is the formal hierarchy of government structures that should strengthen of the system of answerability and enforceability of the bureaucrats based on the rule and regulations. Supra {extra-organizational accountability} is the checking and balance of power of the executive and accountabilities of the elected body. The executive should submit report periodically to the councils both at the sub- city and warada level. The citizens also should have a means to control the councils and executives both at the sub-city and warada level at the time of election.
4. Some of the basic problems which have been indicated on the questionnaires are rent seeking, corruption and nepotism. In order to reduce corruption and rent seeking the ethics promotion office should be established at least in the sub- city level. The ethics promotion office should take responsibility to institute all embracing code of ethics and conduct in the sub–city and warada to teach the public and civil service by raising awareness of the evils of corruption, un-ethical

issues and to strengthen the capacity of sub- city and warada to prevent, detected, report, corruption, rent seeking and any improper contacts. In addition to the establishment of ethical promotion office, the strengthen of internal audit is very important to consolidate anti-corruption and fraud movement in the sub- city.

5. The power and function of waeada council is not clearly stated in the charter. Both tires which are the sub- city and warada executives seem to have similar function. As it has been stated in the charter, the council of sub- city has a power to approve the indicative plan, strategic plan, annual plan and budget for all waradas {districts}. There fore, certain regulations need to be formulated to ensure their full participation. Rules need to be suitable to alleviate their problems within the capacity of council members to formulate regulation that exactly curb the rampant problems in the respective warada is indispensable. Each member of the council need to exercise the power and function of warada council to avoid the duplication of responsibilities.
6. The knowledgeable, well trained, professional, disciplined, free and vibrant civil societies and enlighten civil servants are needed to achieve the objectives and goals of the sub- city and warada. One of the focus areas of the problem should be human resources development.
7. Further more, business plan re- engineering process and BSC are some of the tools which enable public administration to improve the sustainable and conducive environment of working system in the public service organizations.
8. Joint private and public partnership is one of the expressions of good governance on economics activities. For instance, the solid waste management can be out sourced. The tax can be jointly collected with private banks. The security management of public organization property can be transfer to the private banks. This in turn enhances the role of private sectors to reduce the government coasts and to make more efficient and effective service delivery.
9. To fill the gap of implementation and practice of good governance, the sub-city and warada administration have to take measures by
 - Monitoring the progress of good governance achievements.
 - Identifying the gaps between the policy and legal provisions as well as actual practice and reporting to the policy makers or the concerned bodies.
 - Identifying the capacity needs and reporting to the concerned bdies.
 - Sharing experiences and the best practices from those who are performing good governance effectively and efficiently.

End notes

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**St mary,s University College in partnership with Indira Gandhi National Open
University /IGNOU/ ,School of Social Science Department Of Public
Administration,**

Questionnaires

These questionnaires are prepared to Addis Ababa City Administration particularly to Bole sub city Administration residents, Government and Non government employees, Public servants, which are including women and youth. The research is conducted to identify the problems which are related to good governance stake holders, endeavour to its proper administration and recommend alternative solution for the identified problems. To this end, your responses for every element in the questioner have a pivotal role to the success of this work. The data or in formations that you offer are supposed to contribute and achieve the out come of the study.

Thank you for your cooperation.

Notice:-

- There is no need to write your name.
- From item chosen and among suggested alternatives check “X” in the box of your presence.
- For this open ended choice please write short notes as needed to be.

DEMOGRAPHIIC DATA

1. The respondent sex Male Female
2. Age 18-30 ≥31
3. Marital status Married Unmarried Divorce
4. Education status 1-8 grade 9-10 grades Certificate Diploma BSC
 MA/MSc

Types of questions which are expressions of Good Governance

There are different questions that are related to good governance

A. questions pertinent to d centralization:

1. Do you identify the sub city and warada administration “powers and functions vested in the charter?
 Yes no if no please write your justification
1. Do the above bodies propose their own development plan and agenda?
 Yes no if no please writes your reason?

2. Do you think the above bodies are capable of implementing what they have planned?

Yes no

Please write your reason

3. Do you think the above bodies Administrations executives effectively accomplish their responsibilities?

Yes no

4. Do the sub city Administration council have the significant role in implementing the decentralization policy?

If no; please write your reason

B Questions pertinent to participation:

1. Do you participate in the sub city and warada election?

Yes no if no write reasons.

2. Do you think the development plan can ensure your interests and the community as well?

Yes no if no write reasons.

3. Do you exercise your democratic right in your locality?

Yes no if no write reasons.

4. How do you assess the community participation from development and good governance perspectives?

Increasing decreasing none

5. Do you openly oppose officials their mal administration from your point of view?

Yes no if no write reasons.

C Question pertinent speedy service delivery:

1. Do you think that the speedy service delivery is expected?

Yes no if it no please write reasons.

2. How do you relate the public servant efficiency and service delivery in both sub city and warada level?

Very high high medium Low

3. Are office facilities and locations conducive for effective service delivery?

Yes no if no write reasons.

4. Do you think the offices at different levels pursue innovation of technology?
 Yes no
5. Do you think the justice system at various levels offers speedy service?
 Yes no if no write your reasons.

D Questions pertinent for distribution of resources:

1. Do you acquire services from near by the primary and secondary school as well as health center?
 Yes no if no write reasons.
2. Do you believe that the policy ‘its implementation and distribution of the condominium houses are just and fair?
 Yes no if no write reasons.
3. Do you think the micro finance organizations, like Addis credit and saving institutes provide fair services?
 Agree disagree I don't know If you disagree write your reason...
4. From the community as well as your point of view, do you consider the government policy implemented to minimise unemployment is use full?
 Yes no If no please writes reasons.

E Questions pertinent to transparency and accountability:

1. Do you get appropriate services which are carried out in the sub city administration?
 Yes no if not please writes your reasons.
2. Is there a notice board properly placed to indicate place to acquire speedy and clear service s and information?
 Yes no
3. When you go to the sub city and warada administrations offices do you observe the public servants badge which indicates the name and responsibility?
 Yes no if no write reasons.
4. When you see unfair treatment by any one of the worker, have you ever been reported the case to the concerned body?
 Yes no if no write reasons.

5. When the sub city office commit mistakes, are there rulers and regulations to correct them?

Yes no if no write reasons.

F Questions pertinent to rule of law:

1. Do you exercise your democratic right in your locality?

Yes no If no please writes you down your experiences.

2. Do you believe that the justice system bodies fulfill their duties and responsibilities to overcome illegal actions?

Yes no if no write reasons.

3. Do you think that the judiciary organs are free from political influences?

Very high high low if low write reasons.

4. Do you think the executive at both levels repent the rule of law?

Yes no if no write reasons.

Interview Questions

1. What are the basic features of good governance in the sub city?
2. What is the role of concerned bodies to implement good governance in the sub city?
3. Is there clear demarcation of power and function between the sub city and warada administration?
4. Who play dominant role in agenda setting and budget allocation in the sub city?
5. Is there check and balance mechanisms amongst government organs in the sub city?
6. What are the major challenges of good governance in the sub city administration?
7. Do the residents of sub city participate in political, economical, and social issues?
8. What are the mechanisms to exercise transparency and accountability of the executives and civil servants?
9. Is there any feedback mechanism to receive comments from the citizens regarding service delivery?
10. What must be done to improve good governance in the sub city and what are the means to tackle the problem of good governance?