



Journal of Modern Economy
(ISSN:2577-8218)



Prospects and challenges of Good governance in the realm of service delivery

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ABSTRACT

The main objective of the study is to assess the report of the office of urban planning practice of good governance in shire Municipality located in Tigray regional state ,Ethiopia .Accordingly, transparency and responsiveness which are the main indicators of good governance had used to assess the governance situation in the public institutions' of land administration office . The research design and strategy of the study was qualitative and quantitative. The study used 153 purposely selected sample respondents from the selected sub cities that are Ayder and Hawelti sub cities. In order to gather the necessary data from the sample respondents, Questionnaire and interview were used as data collection tools. In this regard descriptive statistics was employed to analyze the data obtained via questionnaire. The qualitative data was analyzed by making use of descriptions and interpretations. The findings of the study show that there is lack of accessibility of information, corruption and rent seeking behavior from the bureaucrats, delay of decisions, lack of openness and low satisfaction from the constituents and irresponsiveness are considered the main hindrances' of good governance with regard to service delivery.

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How to cite this article:

Fitsum Abrha Weldu. prospects and challenges of Good governance in the realm of service delivery. Journal of Modern Economy, 2018,1:5

eSciencePublisher

eSciPub LLC, Houston, TX USA.
Website: <http://escipub.com/>

Introduction

The analysis part includes seven components. The first part deals with back ground information of the respondents. The study was all inclusive in which respondents from sex, educational level and age level were entertained from the sample sub cities. The second part deals with the perception of respondents on transparency of the land administration office to the public. The third part deals with the perception of respondents on the responsiveness of the land administration office to the public. The fourth part deals with perception of the respondents on transparency in the office of urban planning and development. The fifth part deals with the perception of respondents' on responsiveness in the office of urban planning and development. The sixth part deals with the challenges of good governance in the achievement of good

governance in the offices of land administration and urban planning and development. Part seven deals with the measures taken to consolidate good governance in the sphere of service provision in the selected public offices.

General Demographic Characteristics of Respondents

The main intention of this study is to assess the practice of Good governance in decentralized city administration in the selected city administration particularly in the given sub cities. First hand data was obtained via questioner and interview.

The demographic characteristics of the respondents such as their ages, sex and educational level had been analyzed as followed in the table. The study was conducted in two sub cities that are Ayder and Hawelti.

Table1: Respondents profile classified by Age, Sex and Educational level

Item	description	Frequency	Percent
1.sex	Male	107	69.9
	Female	46	30.1
	Total	153	100
2.Age	20-35	74	48.4
	36-51	47	30.7
	52-67	31	20.3
	>67	1	0.7
	Total	153	100
3.Educational Level	Illiterate	34	22.2
	4-1	7	4.6
	8-5	17	11.1
	12-9	29	19
	Diploma	37	24.2
	Degree and above	29	19
Total	153	100	

Source: Survey, 2017

The first section of the analysis part is concerning the demographic characteristics of the respondents .As shown in the above table 107(69.9%) of respondents were male where as the remaining 46(30.1%) of the respondents are female. The overwhelming majority of respondents were male dominated. Most of the respondents lay in between the age of 20-35 who are an estimate of 74(48.4%).

Accordingly regarding their educational level 34 (22.2%) of the respondents were illiterate and the remaining 119 (77.9) were literate even if there is a variation in their educational level. The potential respondents of the paper were heads of households. So Table 1 reflects 107 (69%) of

the respondents were male headed households and the remaining 46 (30.1%) were female

Transparency in urban planning and development office in the realm of service provision

Providing effective and efficient service to the community in a clear way is one manifestation of transparency and generally that of good governance. It helps for the service users to have a confidence on the service providers and in its part it plays a significant role in fostering good governance. As it was shown in the above table question was raised to see whether the urban planning and development office distribute land for investment and urbanization in a clear way for the general public.

Table 10: Perception of respondents on Clearness, Transparency and openness of the office to the public

Item	Description	Frequency	Percent
1.The urban planning and development office distribute land for investment and urbanization in a clear way for the general public	Never	84	54.9
	Rarely	49	32.0
	I can't decide	5	3.3
	some times	10	6.5
	Always	5	3.3
	Total	153	100.0
2.The urban planning and development office Provides Services to all through a transparent manner	Never	90	58.8
	Rarely	34	22.2
	I can't decide	7	4.6
	some times	16	10.5

	Always	6	3.9
	Total	153	100.0
3. Is the office is open to its decisions on urban planning and its development (expansion).?	Yes	77	50.3
	No	76	49.7
	Total	153	100.0
4. If your answer for question is yes, decisions on?	Registering excess land	10	6.5
	Providing Ownership data	28	18.3
	Giving site plans	7	4.6
	Data on unallocated land	24	15.7
	Giving clearance	5	3.3
	Opening new files	3	2.0
	Total	77	50.3

Source: Survey, 2017

Accordingly, an estimate of 84(54.9%) respondents responded that the office never provides service in a clear way and around 49(32.2%) replied that the office provides service in a clear way on rare occasions on the other hand about 10(6.5%) responded that the office provides service in a clear way some times while an estimate of 5(3.3%) replied that the office provides service in a clear way always. From this survey one can understand that the overwhelming majority of respondents were in between never and rarely. So, the office of urban development fails to ensure clearness in distributing land for investment and urbanization

in a clear way for the general public. This becomes one main obstacle in ensuring good governance in the given public office because; as a result of lack of clearness the office fails to be transparent.

In contrary to the result of the analysis according to Katsriku (2012) each public service agency must be clear about the purpose of the organization, objectives and its intended services to the citizens and make sure that all employees in the organization understand them. This will ensure that citizens receive high quality

service and that the taxpayer receives value for money in service delivery.

In contrary to this survey Mezgebe (2007) argued that transparency manifested in accessibility of information to the general public and clarity about government rules, regulations, and decisions. The office need to have clarity during distribution of land whether for investment and urbanization to the general public. Such as clarity of land delivery processes and urban planning and development for investment and urbanization are critical for improving transparency in land administration institutions. In short, transparency refers to the availability of information to the general public and clarity about government rules, regulations, and decisions (UNESCFAP,2003).

The second question requested the respondents to respond whether the urban planning and development office Provides services to all through a transparent manner. As it can be shown in the survey about 90(58.8%) respondents' replied the office never becomes transparent on its service delivery and around 34(22.2%) replied that the office is transparent on rare occasions and on the other hand an estimate of 16(10.5%) replied that sometimes the office is transparent in service delivery to the clients while around 6(3.9%) respondents responded that the office is transparent always. Larger sizes of respondents lay in between never and rarely. From this the researcher perceives that the public institution lags behind from being transparent to the community. A lack of transparency paves the way for the spread of and opportunities of government corruption and decreases public sector efficiency.

In this regard the respondents said that the office do not try to take enough measures to improve transparency in general. They said that the office sometimes take measures for example by punishing the service providers (civil servants) those who fail to be transparent for the service users. But they did not satisfied by the

punishments taken by the respective authorities. Because, the measures taken were not on time. They add that the service providers used to say we will take measures for every failure happened because of the service providers but, the reality in the ground is quite different to mean they (respective authorities) do not take satisfactory measures to punish for those who do not carry out their responsibilities accordingly.

The researchers also asked questions the key informants of interview /service providers about the overall transparency of the office

One of the key informants of interview named Haregot responded the following with regard to the transparency of the office

There is lack of transparency especially in relation to providing site plans in the specified time frame

He adds that there are formal guiding rules and regulations in the office but, the problem is lack of implementing the rules and regulations accordingly and this situation leads for ss unclearness, lack of openness and in general 'lack of transparent service delivery.

Un democratic exercise of power is also widely spreaded/rampant

Rent seeking behavior in the form of bribe is also common in the office

Prevalence of nepotism is also a common phenomena

Problem of working according to the lease proclamation

He adds that the office gives the responsibility of site of urban planning to the contractors but, there is a big problem of follow up and oversight by the office because, the contractors are not interested to work collaboratively with the office's sub sector which is responsible to prepare site plan of the urban and this situation most of the time crates a conducive atmosphere/room for rent seekers/the leadership/management with the contractors

One of the key informants of interview named Tsegay added the following notions with regard to the transparency of the office

- There is lack of transparency especially in relation to providing site plans in relation to the following;-
- Delay of service provision
- problem of clearness among the service providers
- Unclearness in time of service giving
- lack of integrative work among them
- Asking bribe from the constituents'
- Pressure from the management/leadership both from the given office and in general from the regional state/mekelle
- He generally concludes that there is a big problem of transparency and responsiveness because of the above mentioned situations and rates transparency of the office 50%

According to the key informants of interview there is a problem of serving the community in a transparent manner this problem mainly prevailed in the office of urban planning. Again they said that the prime core function of the office is making the community (service users) aware of the rules, regulation and proclamations because this move is help full in undertaking the workings in a transparent manner. But this does not mean that the problem of transparency is totally ensured. Still this problem prevailed in the office. Additionally key informants also added that there were problems of transparency which is mainly related to rent seeking behavior from the side of the employees.

In contrary to this survey a study undertaken by UN (2005) reveals that transparent governance implies openness of the governance system through clear processes and procedures enabling good access by citizens to public information. High levels of transparency stimulate awareness of responsibilities and standards in public service through information sharing, which ultimately ensures the

accountability of individuals and organizations that handle resources and/or hold public office for their performance. Transparency refers how accessible, open and clear are informations, processes, institutional rules and decisions to community members and the general public (Arko, et al 2010).

This finding is confirmed by Kpundeh and Khadiagala (2008). Studies conducted by these authors revealed that in regard to transparency the experience in Ethiopia reveal problems of constraints on information access for service delivery, depicted as institutional and technical challenges. The rules of the public's appointment of authorities are still weak and rudimentary. The governance deficit has implications for the quality and reliability of information. Specifically, because information about government policies, behavior, and performance is typically generated in political environments that are polarized and contested, assures that information is not for narrow legitimation and propagandist ends is a central mystery in fostering good governance.

In contrary to this result of the analysis UNHSP (2004) found that transparency has been acknowledged as an instrument of guaranteeing an informed citizenry and for following a collective vision by exposing the public space by making every stakeholder to remain aware of achievements and setbacks of the government and thus it limits corruption, which tends to flourish in closed systems that are ridden with ambiguity and open behavior.

In contrary to this result of the analysis to UNESCAP (2003) Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

The third question requested the respondents to respond whether the office is open to its decisions on urban planning and its development (expansion). Accordingly, around 77(5.3%) replied that the office is open to its decisions on the other hand an estimate of 76(5.3%) responded that the office is not open to its decisions.

In connection to this question which was asked in the fourth question that is if your answer for question no 12 is yes, decisions on around 10(6.5%) respondents reported that the office is open in its decision in registering excess land on the other hand an estimate of 28(18.3%) reported that there is openness in providing ownership data for the public and about 7(4.6%) replied that there is openness in giving site plans to the service users and around 24(15.7%) reported that the office is open on providing data on un allocated land to the public and about 5(3.3%) replied that the office is open in giving clearance to the public and around 3(2%) respond that the public institution is open to the community in opening new files to the service users. From this the researcher understands that the office is relatively open as the survey reflected.

✓ **The researchers also asked the key informants of interview /service users about the transparency/opens of the office on decisions made to the clients**

One of the key informants of interview named **Tsegay** responded the following:-

- ❖ There is lack of openness and informing the constituents' on the decisions' made by the service providers this simply because all the time there is meeting which is used as an instrument to escape responsibility
- ❖ Some times the office takes different cases to the court when ever it becomes difficult to be solved by the office. Even if this is so there is lack of transparency on decisions' made by the court

He adds that some of the decisions made by the office are hidden/lack of publicizing the necessary decisions made to the clients

Incompatibility problem to mean not working collaboratively with the office of urban planning of the Tigray regional state/Mekelle

Problem of working according to the lease proclamation

He adds that the office gives the responsibility of site of urban planning to the contractors but, there is a big problem of follow up and oversight by the office because, the contractors are not interested to work collaboratively with the office's sub sector which is responsible to prepare site plan of the urban and this situation most of the time crates a conducive atmosphere/room for rent seekers/the leadership/management with the contractors

He generally concludes that there is a big problem of transparency and responsiveness because of the above mentioned situations

According to key informants of interview the office is open to its decisions and whenever the service users who did not satisfied by the decisions made they complain and appeal to higher body. But there are service users who complain by disregarding the rules which are expected from them .Others said there are reluctant service providers who refrain from being open to their decisions. Other informants said there is a system of passing decisions and making them open to the public through committee, cabinet members and process council.

In relation to this survey to UN (2005) transparent governance implies openness of the governance system through clear processes and procedures enabling good access by citizens to public information. High levels of transparency stimulate awareness of responsibilities and standards in public service through information sharing, which ultimately ensures the accountability of individuals and

organizations that handle resources and/or hold public office for their performance.

By the same token Crook (ND) argues that “open government” provides citizens full information on

what is being decided and how, is a kind of public accountability mechanism which only functions in systems which already have the basics of democratic accountability in place.

Table 11: Perception of respondents on the level of corruption

Item	Description	Frequency	Percent
1.The urban planning and development is free from rent seeking activities	Never	105	68.6
	Rarely	28	18.3
	I can't decide	11	7.2
	some times	4	2.6
	Always	5	3.3
	Total	153	100.0

Source: Survey, 2017

Corruption emanates from lack of transparent authorities. The more individuals become non transparent the more they tend to be corruptors. With regard to this respondents' requested about their perception on the situation of corruption in the study area. An estimate of 105(68.6%) respondents replied that the office is not free from rent seeking. There is a wide spread of rent seekers. Around 28(18.3%) replied that there is rent seeking behavior from the side of service providers on rare occasions .On the other hand about 11(7.2%) responded that they cannot decide whether there are rent seekers in the office or not .On the other hand an estimate of 4(2.6%) replied that there are rent seekers some times while an estimate of 5(3.3%) replied that always there are rent seekers in the office .From this one can understand that the extent of rent seeking is rampant. Moreover, respondents had been said

that rent seeking activities had been the main challenges in the urban planning and development in the given sub cities. They had been said major areas of corruption are manifested in the form of nepotism, delaying decisions, and unequal treatment among service users, nepotism, bribes and prioritizing self advantage.

Additionally, the respondents have also said there are problems of corruption and partiality in the administration of the land. There are service providers, who put to those they have friendship and family tie to the front and tried make them to get the services first. The services favor the people who have tie with them. There is also partiality in delivering service to the community. People who have tie and familiarity with the service providers will be beneficial from the service provision but those who have not

relationship; they will not get land and other services timely and appropriately

In addition to this respondents said that whenever you want to get something, you have to do corruption which is given in the form of money which emanated from not knowing the right of getting efficient and efficient service from the respective service providers. Therefore, the affluent can afford to pay it not the poor. Therefore; this implies that there was unfair treatment of individuals. The affluent have been assuring their right of getting service by buying it which mean committing illegal act that corruption. This shows us that transparency is getting compromised because of the prevalence of rent seekers in the given public office.

❖ **The researchers also asked question the key informants of interview/service users pertaining to the prevalence of rent seeking spirit among the service providers and generally in the leadership**

One of the key informants of interview named **Tsegay** responded the following problems in the office in relation to the prevalence of corruption and rent seeking

- ✚ According to him there is no evidence that shows the service providers and in general the leadership in the office are rent seekers but, there is suspicion that some service providers and in general the leadership /management have houses and they live in a luxury life. He said this because according to him the way they live and their income/salary is in consistent/invisible rent seeking
- ✚ He adds that there is spirit of needing bribe from the service providers
- ✚ In general he concludes that there is a spirit of rent seeking in some service providers

According to the key informants of interview in the office of urban planning previously corruption was rampant but now a day there is a sign of

decrement but it does not mean that it was totally alleviated. The problem is related with unequal treatment of service users, delaying (un proper usage of time), not serving the clients properly and at the right time and absence of employees during working hours and the strive for fighting it is not a such satisfactory. Rent seeking behavior from the side of engineers is rampant. In the office of land administration there is problem of rent seeking behavior related to land but the problem is not rampant like that in the previous time because of the strive made to minimize it.

According to FAO cited in Palmer (2007) corruption hits those who lack the ability to pay the bribes to get the services and legal protection, particularly to defend their rights to land. Weak governance may promote inequality as the rich are able to benefit from the opportunities. Self-enrichment while the poor may lose their rights to land and common property resources such as communal grazing areas and forests. The poor who cannot afford the formal legal services are doomed to rely on informal and extralegal arrangements, becoming effectively excluded from the protection and reach of the law. Politically the consequences can be severe, as grievances may fuel violent conflict. The result is inhibition of corruption among public officials and reduction of distrust among their constituents' (UNESCFAP, 2003).

According to transparency international (2006) Corruption is defined as the abuse of delegated power and resource for personal advantage. Corruption vitiates and obliterates the key ingredients of social capital, without which the machinery of governance cannot function.

Anello (2006) further argued that it has become a moral imperative that all sectors of society should address and resolve the problem of corruption. There is a variation in the level of Corruption individually and institutionally.

Table12: Perception of respondents on the Information service /desk, publicizing information and means of publicizing (accessing) information.

Item	Description	Frequency	Percent
1. Is here is information services/desk in the office of urban planning and development?	Yes	97	63.4
	No	56	36.6
	Total	153	100.0
	YES	102	68.6
2. Is there any means of publicizing information on urban planning and development office?	No	51	33.3
	Total	153	100.0
	Hard copy	26	17.0
3.If your answer for question no 2 is yes, the institution makes information access using	online	12	7.8
	Meeting	45	29.4
	Notice board	19	12.4
	Total	102	

Source: Survey, 2017

The prevalence of information desk is critical in a given office to prevail. Because, service users can easily and quickly get the respective service provider (authorized) person and it helps them to finish their task quickly. The prevalence of information desk in a given office is one manifestation of transparency as far as information dissemination is the concern of transparency. Respondents were asked whether the office has an information service/desk. As it was shown in the above table an estimate of 97(63.4%) respondents replied the office has an information desk and as per personal observation conducted the office has information desk while around 56(36.6%) replied that the office has not information desk. From this one

can understand that the office has an information desk for the service users.

This finding is confirmed by Arko, et al (2010) Studies conducted by these authors revealed that access to information also depends on the availability of mechanism for recording and maintaining information. Thus institutions should put in place instruments that help for maintaining urban planning and development information and information-desks where users from this public institution can easily interact with institutions.

Information can be made access to the public using various mechanisms .As it was shown in the above table the second question was asked to the respondents. Accordingly, an estimate of

105(68.6%) replied that the public institution has a means of publicizing information. In relation to this question again respondents were also asked what kind of system the office has to publicize the information. Accordingly around 26(17%) of the respondents said that the office publicize the information through hard copy to the service users and about 12(7.8%) respondents' said that the office is publicizing information through on line and on the other hand an estimate of 45(29.4%) replied that the office is publicizing information via meeting while 19(12.4%) responded that the office is publicizing information in the form of notice board to the clients. From this one can understand that the most common mechanisms uses to publicize information are through conducting meetings and on notice boards. Around 51(33.3%) however replied that as there is No means of publicization information in the office.

➤ **The researchers also asked the key informants of interview/service providers pertaining providing accurate information and wether the provided information is accessible to the constituents'**

One of the key informants of interview named **shewit Gebremariam** responded the following problems in the office

- According to her the office provides information to the constituents/clients but,there is a delay of informing the clients in relation to providing accurate information on the specified time frame
- Lack of accessibility of accurate information on the specified time frame to the clients
- According to him more or less the office provides information on the process of only lease bidding but, there is no accessibility of accurate information on other issues and functioning's of the office
- She adds that even the members of the Chamber of the Tigray regional State donot take measures even if the manual and report is at their hand/they donot see the reports and manuals of the office
- In general she concluded that there is lack of providing accurate information and making the over all functioning of the Buerau/office accessible to the constituents
- Problem of implementation

From this result of the survey as well as the in accordance with the personal observation conducted the office of urban planning and development publicizes information mostly via conducting meetings and notice board. This move helps the clients to be informed about the services that are going to be delivered since information is power.

Table13: Perception of respondents on clearness for acquiring services and measures to improve transparency

Item	Description	Frequen cy	Percent
1. Procedures for acquiring services are clear to all stakeholders	Never	66	43.1
	Rarely	63	41.2
	I can't decide	8	5.2
	some times	10	6.5

	Always	6	3.9
	Total	153	100.0
	never	68	44.4
2. The office tries to take measures to improve transparency in general	rarely	61	39.9
	I can't decide	4	2.6
	Some times	16	10.5
	always	3	2.0
	Un certain	1	.7
	Total	153	100.0

Source: Survey, 2017

Clearness in procedures for acquiring services to the public is critical in improving good governance and particularly transparency. As it can be shown in the table 13 an estimate of 66 (43.1%) respondents replied that the office never makes the procedures clear for acquiring services and on the other hand around 63(41.2%) replied that the offices procedures for acquiring services are clear to all stakeholders on rare occasions and about 8(5.2%) responded that they ca not decide whether procedures for acquiring services are clear to all stakeholders and around 10(6.5%) replied procedures for acquiring services are clear to all stakeholders some times while around6(3.9%) responded that the procedures for acquiring services are always clear. From this survey the researcher understands that the office is lagging behind in making the procedures and process for acquiring services clear to the community. In this regard this situation plays it role in diminishing the strive for improving good governance and in particular reference to transparency in the given public institution. The clarity of procedures in land administration will help clients to easily identify the steps to pass the hierarchies to posses land and this in its part play a great role in minimizing the intense bureaucracies.

This finding is confirmed by Custovic. Study conducted by the author revealed that citizens in Croatia are less informed about procedures and find procedures too long and too complex for citizens and they recommended publishing of manual that would include all steps needed to perform the registration.

In contrary to this a study conducted by Oviasuyi, et al (2010) shows that Good governance needs that all the actors engaged in the governance process follow well-defined codes of conduct and their public issues are subject to examination by the public under legally predetermined procedures.

Contrary to the result of the analysis UN (2005) mentions' that transparency implies openness of the governance system through clear processes and the procedures enabling good access by citizens to public information and the clarification of the procedures in acquiring the available services to the community. Arko, et al. (2010) argues that the process for possessing land need to be via clear rules and regulations and it need to be clear and open to all the concerned service users.

Taking measures when a problem of transparency happens is one manifestation of

improving governance in the given office. In the second question respondents requested to know whether the office is trying to take measures to improve transparency in general. Accordingly an estimate of 68(44.4%) reported that the office never takes measures when ever problem of transparency happens and about 61(39.9%) replied the office takes measures on rare occasions when ever problem of transparency happens and around and about 16(10.5%) responded that sometimes the office takes measures and around 3(2%) replied that the office always takes measures when ever problem of transparency happens. Large number of respondents lay in between rarely and never. From this the researcher understands that the office is not (lagged behind) to improve the atmosphere of transparency of the office so, this situation restricts the strive for improving

transparency and generally enough governance in the given public office.

In contrary to this finding according to UNESCFAP (2003) Transparency stipulates that decisions made by governmental and non-governmental authorities are openly communicated, and their enforcement is conducted in accordance with established rules and regulations. It also requires that information is freely available and easily accessible to those who will be affected by such decisions and their enforcement. In short, transparency refers to the availability of information to the general public and clarity about government rules, regulations, and decisions. If this is not the case lack of transparency will result in inhibition of corruption among public officials and reduction of distrust among their constituents.

Table 14: Perception of respondents on petition (appeal) in decisions made

Item	Description	Frequency	Percent
1. There are mechanisms for community members to petition (appeal) against the decision made by the authorities	Never	73	47.7
	Rarely	49	32.0
	I can't decide	7	4.6
	some times	16	10.5
	Always	8	5.2
	Total	153	100.0

Source: Survey, 2017

Respondents were asked whether there are mechanisms for community members to petition (appeal) against the decision made by the authorities. Regarding mechanisms for community members to petition (appeal) against the decision made by the authorities an estimate of 73(47.7%) respondents replied that there are no mechanisms for community members to

petition (appeal) against the decision made by the authorities and about 49(32.%) reported that there are mechanisms for community members to petition on rare occasion on the other hand around 7(4.6%) reported that they Can't decide whether the office has mechanisms to appeal against decisions made or not and about 16(10.5%) reported that sometimes the office

has mechanisms for community members to petition on the other hand an around 8(5.2%0) responded that in the office always there are mechanisms for community members to petition . From this one can understand that the office lags behind in accepting the petitions' of the respective service users. From this survey the researcher understands that this situation affects the atmosphere of the strive for ensuring good governance.

According to the key informants of interview in regard to this they said that there is no specified time frame for accepting complaints and help citizens to appeal their concern to the higher body. Other key informants of interview said that there is a specified time frame for service users to present their complaints and appeal to the higher body and there are days which help citizens to present their complaints that are on Monday, Wednesday and Friday but there are times in which citizens are not served in these specified time frame because of unexpected and urgent meetings in the office.

Again according to some informants they said that an effort had been made in accepting complaints and appeal and solving them on time and properly but, there is a problem if the complaints and appeal presented by the service users are to be solved with other stakeholders who are responsible (assigned) for this task which is emanated from a problem of giving timely and proper response to the respective service users.

This finding confirmed by MOFED (2009).Astudy conducted by MOFED (2009 shows that the supposed responsiveness to complaints, for example, is largely interrelated with satisfaction levels. It also seems that those who are most likely to visit the local government are people of higher income, men, and older adults. Encourage the establishment of systems to collect and respond to complaints. These can be as simple as a sign on a door or the placement of a box that is clearly labeled "Complaints or Suggestions." Complaints should be logged and responded to in a timely manner.

Table 15: Perception of respondents on Enforcement of decisions

Item	Description	Frequenc y	Percent
1.Decisions are taken and enforced in accordance with the rules and regulations given	Yes	63	41.2
	No	90	58.8
	Total	153	100. 0

Source: Survey, 2017

The enforcement of decisions in the realm of service provision in any public office need to be in accordance to the established laws, rules as well as regulations because, this is one manifestation of transparent governance in public offices and the established law of the land also says so. In regard to this respondents were asked whether decisions are taken and enforced

in accordance with the established rules and regulations given. Accordingly an estimate of 63(41.2%) reported that decisions are enforced accordingly on the other hand around 90(58.8%) replied that decisions are not taken and enforced in accordance with the rules and regulations given .From this one can understand that there is a big problem in enforcing decisions in

accordance with the established rules and regulations. Decisions are getting enforced arbitrarily in the given public office.

The respondents said that decisions are made in the wish and willing of the respective authorities not in accordance with the given rules. So in this case the researcher perceives that decisions are made arbitrarily. This situation highly damages the endeavor towards improving good governance (transparency and responsiveness) in the given public office. They added that in the given public offices authorities made decisions

based on their interest and not in accordance to the established rules and regulations as well as with the interest of the general public.

In contrary to this Mezgebe (2007) found that transparency stipulates that decisions made by governmental and non-governmental authorities are openly communicated, and their enforcement is conducted in accordance with established rules and regulations.

4.6 Responsiveness in the office of urban planning and development

Table 16: Perception of respondents on assessing needs and preferences, considering needs and means's of assessing the needs and preferences

Item	Description	Frequency	Percent
1. The office assesses the needs and preferences of different stakeholders'	Never	88	57.5
	Rarely	18	11.8
	I Can't decide	11	7.2
	some times	2	1.3
	Always	34	22.2
	Total	153	100.0
2.If your answer for question no. 1 is yes, using what mechanism?	Meeting	12	7.8
	Suggestion box	19	7.8
	Questioner	3	12.4
	Total	34	22.2

41.The program implementation considers the needs and preferences of the public during project designing and planning.	strongly agree	13	8.5
	agree	19	12.4
	strongly disagree	46	30.1
	Disagree	53	34.6
	Uncertain	15	9.8
	I can't decide	7	4.6
	Total	153	100.0

Source: Survey, 2017

Question was raised to know the perception of respondents on whether the offices assess the needs and preferences of different Stake holders. Accordingly 88(57.5%) of the respondents reported that, the office never assess the needs and preferences of different stakeholders and on the other hand an estimate of 18(11.8%) responded that the office assesses needs and preferences on rare occasion and about 11(7.2%) reported that they can't decide whether the office assesses the needs and preferences of different Stake holders or not and an estimate of 2(1.3%) reported the office assesses needs and preferences some times while around 34(22.2%) responded that the office assesses needs and preferences always. It is critical to know the needs and preferences of the constituents'. However, as the result of the survey indicates most of the respondents replied that the office does not assess **the needs and preferences of the majority needs and preferences rather the service providers prioritizes their own and relatives needs and preferences in which it implies that there is widely spreaded favouritism and nepotism**. **So** what we can understand from this is that the

office does not know clearly the needs and preferences of the society. If it does not clearly identify these needs and preferences it does not correctly include in to plans and projects. If the office does not assess the needs and preferences of the society, these needs and preferences will not take into plans and projects. Hence these plans and projects will not be up on the needs and preferences but the needs of the people participate in planning and in designing projects. The office is lagging behind in improving enough governance by assessing the diverse needs and preferences during project designing and planning. To this end if the needs and preferences of the people do not well assessed and examined the people will not have confidence up on the administration system and participate in the overall governance of land administration. This situation has a serious implication on effective and efficient service provision as well as on local level developments and in general on the effort for improving enough governance.

On the other hand an estimate of 34 (22.2%) replied that the office assesses the needs and preferences of service users via different

mechanisms. Accordingly, from 34 (22.2%) respondents an estimate of 12(7.8%) respondents reported that the office assesses the needs and preferences of the service users through Meeting and on the other hand about 19(12.4%) replied the office assesses the needs through suggestion box and an estimate of 3(2%) reported the office assesses the needs through distributing questioner to the clients. From this result of the survey one can understand that most of the time the offices assess needs and preferences of service through the use of suggestion box.

In the third question respondents were asked whether the office considers the needs and preferences of the public during project designing and planning in program implementation sections of the community in project designing and implementing. Accordingly an estimate of 13 (8.5%) respondents replied that they strongly agree in that the program implementation includes the needs and desires of different stakeholders in project designing and implementation on the other around 19(12.4%) replied that they agree in that the program implementation includes the needs of the constituents' and about 46(30.1%) reported that they strongly disagree in that the program implementation includes the needs and around 53(34.6%) reported that they disagree in that the program implementation includes the needs and an estimate 15(9.8%) replied Uncertain about program implementation.

In relation to this respondents added that most of the service providers specifically the Engineers are rent seekers and corrupters because they neglect the needs and preferences of the public. According to the informants the engineers receive a bribe for the service they provide from the service users. They added that even if the service providers conduct meetings and evaluations they did not provide a solution in the specified time frame.

From this one can understand that the office did not take in consideration the various needs and desires of different sections of society and this was affecting the governance of the office of urban planning and development. Good land administration needs the assessment of needs and preferences of the people and the incorporation of these needs and preferences according to the priority given by the society. If the need and preferences did not incorporated during project designing and planning full results cannot be achieved.

In this regard plans and projects done are not solving the demands of the people because the various needs and preferences of the constituents' do not well assessed. In every project designing and planning and implementation the needs need to be included and the policies need to be devised and adjusted to the circumstances of the community and every planning and designing need to be pro poor and marginalized sections of the society. But the office lags behind in undertaking its responsiveness in such away.

In contrary to the survey Negalegn and Sebudubudu (2010) on their paper argued that good governance is credited for responsiveness to the preferences of the large population mainly the poor and vulnerable sections that normally benefit from pro-poor policies and programmes. Equity and social justice are also pivotal principles under a democratic/well governed government. Responsiveness can be measured in terms of public officials ability to listen the demands and voice of citizens especially those who are vulnerable and poor, easy access of complaints for service users and whom to contact with the suggestion to change, the ability of councils decision to reflect the demands of the public etc

By the same token Siri Gloppen (2000) on his paper further argued that responsiveness implies to the method in which decision-makers

– public or private– identifies the needs and preferences replies to the demands of certain groups, such as the poor and the vulnerable sections of society.

Similarly a study conducted by Oviasuyi, et al (2010) further argued that Government policy decisions and enforcements should be

represent adequate responses to society needs and opportunities as good governance desires the basic needs, interests and the critical purpose that indicates policies ,programs and activities of government must represent enough response to the genuine and legitimate needs of the people.

Table 17: Perception of respondents on the responsiveness of the office

Item	Description	Frequency	Percent
1. How can you rate the office in terms of responsiveness?	Excellent	14	9.2
	Very good	9	5.9
	Good	14	9.2
	Poor	53	34.6
	Very poor	28	18.3

Source: Survey, 2017

It seems that the responsiveness of the local government is supposed by citizens to be particularly significant. Respondents were asked to know their perception on the responsiveness of the office to the community. Responsiveness is one critical component of good governance in which without responsiveness ensuring enough governance becomes unthinkable .As it can be shown in the above table 17 respondents rank the level of responsiveness in the given office. Accordingly an estimate 14(9.2%) sample respondents rated the offices responsiveness as it is Excellent and around 9(5.9%) respondents reported that the offices responsiveness is good on the other hand about of 14(9.2%) sample respondents reported that the office is good in manifesting responsiveness and around 35(22.9%) respondents responded that the

office is fair in exercising responsiveness and about 53(34.6%) reported that the office is poor in manifesting responsiveness while an estimate of 28(18.3%) respondents replied that the office is very good in terms of responsiveness to the general public.

Respondants added that there is lack of capacity, self confidence as well as they are also suspicious about the decision they made on the procedures of workings. From this survey one can understand that the office is lagging behind in ensuring responsiveness because large size of respondents replied in between very poor and poor. In this regard responsiveness was got compromised in the given public institution. With regard to this according to the key informants of interview they said that in the office of urban planning and

development there is a problem of responsiveness which is manifested by a problem of on time and proper (appropriate) response to the clients. Others said there is a problem in which there were previously unsolved issues and now it creates a big problem in solving them in possible time frame and again they said even if this thing creates problem we are doing our best to deal with the prevailed problems. There is also a problem from the road engineers in giving appropriate and on time response and every time they confront with the respective authorities who provide mater plans to the service users. In contrary to this survey according Yacob et al (2010) *Responsiveness*' implies to how the state and other public institutions perform in responding to the

requirements and rights of citizens. For instance, how does the state act in service provision? Are people treated equally? Or are certain needs prioritized over others?

In relation to this argument Shah (nd) further argued that responsiveness aims for governments to do the right things for the people and the services to be delivered must be consistent with the citizens' desires and needs. With regard to responsiveness Tim (2003) similarly argued that the closeness of local government to service users means that, provided that they have enough autonomy, they can be more responsive to local needs than central government.

Table 18: perceptions of the respondents on the appropriateness of the responses

Item	Description	Frequenc y	Percent
1. The office give appropriate response to the community	Never	71	46.4
	Rarely	52	34.0
	I can't decide	8	5.2
	Some times	18	11.8
	Always	4	2.6
	Total	153	100.0

Source Survey, 2017

Giving appropriate responses to the service users is one manifestation of responsiveness in which it plays its role in ensuring and sustaining the atmosphere of good governance and particularly that of responsiveness'. In relation to this respondents asked to know their perception on whether the responses given to the community are appropriate or not. Accordingly

an estimate of 71(46.4%) respondents replied that the office never gives an appropriate response to the constituents' and around 52(34.%) reported that the office gives appropriate response to the community on rare occasions and on the other hand an estimate of 8(5.2%) respondents reported that they can't decide whether the office gives proper response

or not and an estimate of 18(11.8%) sample respondents responded that that sometimes the office gives appropriate response to the clients while around 4(2.6%) respondents' replied that the office always gives proper responses to the community .From this survey the researcher understands that the office lags behind in giving proper responses to the service recipients as far as the overwhelming majority of the responses lay in between never and rarely .This situation plays its role in undermining the strive for the consolidation of good governance and particularly that of responsiveness in the office of urban planning and development. As a result of this situation the community loses its trust and confidence upon the service providers.

In relation to this respondents said that this big problem prevails because there are irresponsive public managers which emanated because of different reasons and they list the reasons behind why irresponsive managers existed and the reasons are they do not get to their office on time, they do not give proper response, they did not give response on time as well as they are not willing to serve the community .In this regard the service users did not deny that there are responsive leaders in providing quick response to the service users unlike that of the irresponsive authorities.

Table19: Perception of respondents on the timeliness of service provision to the community with regard to the procedures' of workings

Item	Description	Frequency	Percent
1.service is timely given to the community with regard to the procedures' of workings	Never	61	39.9
	Rarely	56	36.6
	I can't decide	6	3.9
	Some times	21	13.7
	Always	9	5.9
	Total	153	100.0

Source: Survey, 2017

Delivering services to the clients within reasonable time frame with regard to the procedures of workings is one manifestation of being responsive to the demands of the service recipients. In relation to this respondents asked whether the service given timely to the

community with regard to the procedures' of workings. Accordingly an estimate of 61(39.9%) respondents replied that the public institution never gives a timely service to the service recipients with regard to the procedures' of workings and around 56(36.6%) replied the

office gives a timely service to the constituents' on rare occasions and on the other hand around 6(3.9%) responded that they can't decide whether the office gives a timely service to the constituents' or not and about 21(13.7%) reported that the office gives a timely service to the constituents' some times while around 9(5.9%) reported that the office gives a timely service to the constituents' always.**The overwhelming majority respondents added that the service providers does not provide a quick and on time response for the grievances/discontents raised from the public/service users regarding to the situation and quality of the service provision.**

The researchers also asked the key informants of interview/service providers about solving the grievances of the constituents'/clients on the specified time frame

One of the key informants of interview named **Haregot** responded the following

- There is lack of solving clients discontents on the specified time frame especially in relation to the issue of land
- Lack of prioritizing the interests of the constituents' and dealing with them on specified time frame and most of the time this problems leads to excessive burden for the service providers as well as it also leads to not delivering service on time.
- More than 75% of the service users want to get advantage unfairly so it becomes difficult to make it consistent with the rules and regulations of the proclamation of the

leasing rule and specifically with the office's rules so, it becomes too difficult to resolve the grievances /discontents of the clients on the specified time frame.

- Problem of solving the grievances/discontents in terms of solving them in the short and long run/lack of prioritizing the grievances

One of the key informants of interview named Geberwahid Berhane added the following:-

- There is a problem of responsiveness' with regard to on time service delivery to the clients especially problem of on time service provision with regard to land distribution to the constituents'
- Delay of implementing the guiding rules and regulations and specifically provision of effective and efficient services in a responsive manner and this situation most of the time creates a fertile ground for rent seekers/rent seeking because, delay of service delivery is one of the manifestations' of corruption and rent seeking
- From this the researchers understands that the office lags behind in delivering effective and efficient services within reasonable time frame with regard to the procedures of workings. And this affects the governance system in the realm of service provision.

In contrary to this survey Mezgebe (2007) argued that institutions should be approachable to their clients and serve them within a reasonable time frame and the procedures of workings need to be on time.

Table 20: Perception of respondents on how likely is the city's urban planning and development office solves the most important problems

Description	Frequency	Percent
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Item			
1. How likely is the city’s urban planning and development office solves the most important urban planning and development problems you Identified?	Very fast	12	7.8
	Fast	26	17.0
	Very slow	55	35.9
	Slow	50	32.7
	Medium	10	6.5
	Total	153	100.0

Source: Survey, 2017

Prioritizing problems that need quick fixation and urgent response are critical in improving governance in service delivery. And it helps for the policy makers (service providers) to devise policies so as to adjust the policies in order to deal with the most important problems .In relation to this respondents were requested to know whether the office solves the most important problems related to its workings. So, an estimate of 12(7.8%) respondents reported that the office solves most important problems related to its workings always and about 26(17%) respondents reported that the office solves most important problems in a fast manner and on the other hand around 55(35.9%) replied that the office solves most important problems very slowly and about 50 (32.7) reported that it solves the problem slowly and around 10(6.5%) reported that the office is medium in solving most important problems. From this one can understand that the overwhelming majority of

respondents lay in between slow and very slow. This shows that the office lags behind in identifying and solving the most important problems related to the workings of the office which has negatively affects the workings of the office to undertake the responsibilities in a transparent manner. This situation creates a problem in ensuring good atmosphere for the strive of consolidating the practice of good governance in the given office. The office need to prioritize the most important problems related to the functioning of the office so as to pave the way for practicing good governance.

According to the personal observation conducted the office is very slow in fixing the most important problems related to the workings of the office quickly

Mechanism to accept suggestions from the community

Table 21: Perception of respondents on mechanism to accept suggestions from the community

Item	Description	Frequency	Percent
1. Is the office having suggestion box?	Yes	98	64.1
	No	55	35.9

	Total	153	100.0
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Source: Survey, 2017

Having suggestion box in a given office is crucial in that it helps to accept the suggestions given in the box and to entertain the diverse suggestions and opinions for warded by the constituents which is crucial to include the suggestions given in the plans and programs and more importantly to adjust (modify) the plans, programs and general workings of the office by taking in to account the suggested ideas and it plays its role in fostering responsiveness and generally that of enough governance .As the result in the above survey shows an estimate of 98(64.1%) respondents replied that the office has a suggestion box. So from the above result of the survey the researcher understand that the office has a suggestion box. But this situation is subjected to whether the service users have an exposor in service using to the office. The result on the second question in the above table shows 55(35.9%) of the respondents responded as the office does not have a suggestion box. From this one can understand that the office has a mechanism of accepting the suggestions of clients using suggestion box. But, the

respondents said that even if this is so the office did not see what was suggested in the box and collect it on the specified time frame. As a result of this it did not entertain the diverse suggestions given by the clients in the box. This situation has a serious implication in which it undermines the effective and efficient service delivery. This situation on its part plays its part in hindering the strive for enhancing enough governance and particularly that of responsiveness

4.7 Impediments of good governance and measures taken to improve good governance

As literatures pointed out there are different bottle necks in the strive for fostering good governance mainly in local level governments which is mostly related to administrative problems, Capacity and technical problems as well as rent seeking behavior and corruption from the part of the service providers as well as unfair treatment of among the service recipients by the service providers.

Table 22: Perception of respondents on impediments of good governance and measures taken to improve good governance in the realm of service provision

Item	Description	Frequency	Percent
1.Are there impediments' that influence good governance with regard to transparency and	Never	23	15.0
	Rarely	30	19.6

responsiveness in the office of land administration?	I can't decide	6	3.9
	Some times	34	22.2
	Always	60	39.2
	Total	153	100.0
2.The land administration office takes measures when ever problems encountered	Never	106	69.3
	Rarely	29	19.0
	I can't decide	2	1.3
	Always	16	10.5
	Total	153	100.0
3. Are there obstacles that influence good governance (transparency and responsiveness) in the office of urban planning and development?	Never	21	13.7
	Rarely	27	17.6
	I can't decide	2	1.3
	Some times	25	16.3
	Always	78	51.0
	Total	153	100.0
4.The urban planning and development office takes measures when ever problems occurred	Never	72	47.1
	Rarely	47	30.7
	I can't decide	5	3.3
	Some times	25	16.3
	Always	4	2.6
	Total	153	100.0

Source: survey 2017

In relation to this in the above table respondents were asked whether there are challenges in the office of land administration. Accordingly 23(15%) of the respondents responded that the office never faces challenges and around 30(19.6%) replied that there are challenges in

the office rarely and about 6(3.9%) responded that they can't decide whether there are challenges in the office or not and on the other hand an estimate of 34(22.2%) reported that there are challenges in the office some times while around 60(39.2%) respondents reported that challenges prevail always. They added that the service providers does not come to the office on time as well as they are not also serving the public interest and preferences. Large size of respondents lay in between some times and mainly always. From this the researcher understands that there are impediments' that influence good governance with regard to transparency and responsiveness in the office. They said the challenges are related to administrative problems, the service providers are not capacitated enough and technically the staff is not well equipped, the resource available is also not fair enough to carry out every workings related to the office.

There is also a problem of accessing information to the public so information if not reached to the society effectively and efficiently., un equal treatment of service recipients because there are service providers who serve they know firstly instead of serving all citizens impartially, rent seeking and corruption which is mostly related to nepotism, bribery and prioritizing self advantage technical problems and soon are main challenges.

In relation to this issue respondents also asked whether the office of land administration takes measures so as to tackle these problems. Accordingly an estimate of 106(69%) sample respondents reported that the office never takes measures in dealing with the challenges and about 29(19%) replied that the office takes measures rarely and around 2(1.3%) reported that they can't decide whether the office takes measures or not and around 16(10.5%) replied that the office takes measures always. From this survey one can understand that the office is lagging behind in dealing with the prevailed

challenges of good governance related to responsiveness and transparency. Hence, transparency and responsiveness had compromised in the selected sub cities which are the most critical elements of good governance.

In relation to the challenges of good governance Key informants of interview said there were certain challenges previously which are mostly related to the system of land distribution which previously distributed to the leaders of the *Tabia* in which they did not fulfilled the requirements to posses land which now created a big problem to fix this problem. So, land is a major factor to become fundamental factor in spoiling the system of governance in the sub cities. In addition to that issue informants also add that there was a challenge in assigning the right person in the right place which is related to capacity of the civil servants (service providers) and a problem not going in parallel with the Business Process Reengineering, lack of support and follow up to the service providers in relation to their duty.

From the side of service users there was a preparation by the service users to posses land by disregarding the established rules and regulations of the land administration and urban planning and possessing it in unlawful (illegal) manner , lack of genuine and committed civil servant (service provider) which is related to teaching the service users about the rules and regulations ,rent seeking behavior and corruption practice from the side of service providers which is mainly related to bribery, nepotism and discrimination, not serving individuals who present their dissatisfaction and complaints in proper way and on time, problem of prioritizing self advantage (not putting citizens interest first),problem of work ethics and loving your job, lack of spirit of service giving, lack of awareness about the rights and responsibilities' from the part of the community, the participation of the community was insignificant for improving the atmosphere of

governance ,not solving the complaints of the users, the limited and even if the laws governing the system prevailed there is a big gap in implementing(enforcing) what was devised.

They added that low capacity which is related to limited technical and human resources ,low commitment from the side of service providers, corruptors, low payment for the employees and unfair treatment of service users by the providers are the main hindrances' for improving good governance (transparency and responsiveness). Generally the main reasons that hindered for improving the governance system of the land administration were shortage of material resources and human resources, low capacity or competence of the public office, skill and knowledge, dishonesty and irresponsiveness and corruption.

Similar to this result of the analysis Scott (2012) argued that improving the coverage of quality basic services is a major concern for states and donors. Some of the challenges to ensuring national, equitable coverage are a lack of skilled personnel and unsustainable financial provision. By the same token Katsriku (2012) argued that good Governance demands of leadership, the commitment to ensuring that all employees have the skills, knowledge and experience that they require to perform well. This also means having the ability to develop and manage people and be able to assess their performance.

In the third question again respondents also requested which is related to whether there are challenges that influence good governance (responsiveness and transparency) in the office of urban planning and development. Accordingly, an estimate of 21(13.7%) respondents reported that the office never comes up with challenges that influence good governance (transparency and responsiveness) and on the other hand about 27(17.6%) reported that the office has challenges on rare occasions and around 25(16.3%) replied that sometimes the office has challenges and around 78(51%)

reported the office comes up with good governance challenges always. From this the researcher understands that the office have a big problem of governance impediments'. The respondents said that the major good governance evil in the office of urban development is corruption and the rent seeking behavior of the service providers and they list others like administrative problem, lack of capacity among the service providers and the office is not well equipped in equipments and scarcity trained human resource. In relation to this respondents requested whether the office takes remedial measures when such challenges encountered.

Accordingly an estimate of 72(47.1%) reported that the public institution never takes measures in dealing with the listed bottle necks in the given office and on the other hand around 47(30.7%) respondents replied that the office takes measures on rare occasions and about 5(3.3%) replied that they can't decide whether the office takes measures or not and around 25(16.3%) replied that the office takes measures some times and an estimate of 4(2.6%) responded that the office deals with the challenges always when ever every challenge encounters at the office.

The overwhelming respondents replied that even if the office identifies the corrupt, rent seekers specifically the engineers who are responsible in designing the urban plan does not work with out bribe/the engineers receive bribe from the public /service users and generally the irresponsive service providers the office does not take effective measures to correct the wrong doers rather there are events in which the office upgrade the wrong doers to a new position via changing their work place to new areas Beside to these challenges of good governance respondents added that the service providers lack capacity to perform simply because the office does not apply the merit based recruitment strategy rather most of the

service providers appointed through political appointment s/willingness And there is also lack of geniunie service providers to under take their responsibility ,in addition according to the respondants delay of decisions specifically in relation to implementing the lease agreement reached between the service users/land possers and the office In addition respondants also replied that the land proclamation specialy the new land lease policy is not suitable in administering the land.They added that the office generally the federal office/bureau is lagging behind in informing and discussing with the public/service users before implementing the proclamations,laws,rules ,regulations as well as implementing strategies of the land and urban planning and development sector in addition the office also conducts a contionous which is unnecssary meeting in the working hours to escape responsibility because the contionous meetings till now did not bring a fruit full change s.

❖ **One of the key informants of interview named Geberwahid Berhane responds the following hindrances of good governance:-**

- ✓ Problem of awareness from service providers and clients
- ✓ Lack of capacity/expertise among the service providers
- ✓ Lack of awareness of recognizing and practicing rights and responsibilities among the constituents'/service users
- ✓ Lack of follow up and regulation from the leadership
- ✓ Lack of solving the challenges of good governance on time from the leadership side
- ✓ Sometimes the leadership makes an endeavor to solve the challenges but, it is not in a full manner so there is no

improvement in delivering services as expected and desired

- ✓ Lack of responsibility to carry out the tasks effectively

Low level payment for the service providers which leads for the service providers not to be fully committed

Lack of follow up by the leadership/management

Prevalence of rent seeking in the form of receiving bribe from the clients

Problem of regognizing and practicing the rules and regulations of the office among the service providers;

The domination of the wealthy service users which leads for the poor one not to get effective and efficient service thorough bribery

EXAMPLE This can be manifetsed in the form of bidding in which the wealthy service users compete by paying a lot of money to bit the leasing process.

Secondly the involvement of brokers in the bidding process of leasing of the land which all the time makes the wealthy service users proffitable /rent seeking behaviour

✓ The management/leadership of the office are not supportive of the service providers when the service providers are in a position to make proffessional analysis about the overall functioning of the office and they donot give freedom to them to make proffessional analysis.They manipulate the reality for their own advantage.

Accepting bribe

One of the key informants of interview named Geberwahid Berhane also added that the following bottle necks of good governance to carry out their tasks in effective and efficient manner

- ❖ There is an excessive burden in the service providers and generally in the leadership/management
- ❖ Lack of planning and prioritizing problem which leads them not to deliver effective,efficent and

on time service delivery in a transparent and responsive manner to the constituents'

- ❖ Lack of commitment to provide effective and efficient service in a transparent and responsive manner to the clients because,they use the office as an instrument to accumulate wealth through bribe and other means of rent seeking
- ❖ Prevalence of rent seeking especially in relation to asking bribe from the clients
- ❖ Lack of recognizing and practicing the guiding rules and regulations of the office among the service providers and users
- ❖ Lack of capacitated civil servants/service providers to deliver effective and efficient service in a transparent and responsive manner
- ❖ Problem of attending public meetings from the service providers and users
- ❖ Lack of providing support from the leadership/management

So all these considered to be as a challenges of good governance

From this survey one can understand that the office is lagging behind/performing low in tackling the prevalent bottle necks which are already listed in the above discussions. The situation highly undermines the move towards intensifying the endeavor for ensuring good governance particularly that of responsiveness and transparency especially the wide spread of corruption and rent seeking in the public offices is a major problem which highly undermines the move towards improving enough governance. This situation has created a serious implication for effective and efficient service delivery and improvement in local development in the given sub cities. This situation needs to be tackled so as to minimize the challenges.

In relation to the above question the researchers also asked the key informants of interview (service providers) about the overall practice and endeavor made by the office to upgrade good governance

According to the key informant of interview in *Shire* town named **shewit Gebremariam** the office of urban planning and development prepares public discussion even by going to their residence to get information regarding to the effectiveness and efficiency of the office's on the issue of service delivery so as to improve the responsiveness and transparency of the service provision. According to her There is Gugile(group) established which is actually responsible to oversee and work on the ways of enhancing effectiveness and efficiency of service provision and generally on the practice of good governance in the office but,the Gugile lacks capacity , the required expertise and professional man power to handle its responsibility in effective and efficient manner in the realm/sphere of service provision

Positive responses

According to the key informant of interview in *Shire* town in the office of urban planning and development informed the researchers that before there was lack of professional human power ,undemocratic exercise of power,mal administration,bad governance ,lack of commitment ,lack of responsiveness and transparency in delivering service and satisfying the customers/constituents' but, currently relatively there are some improvements related to the following issues:-

The office takes measures for instance

by preparing public meeting to express their opinions in the issue of good governance which is help full to minimize the public grievances/discontents

Reforming the structure by new structure in a conducive manner especially by

- Staffing
- Assigning the right person at the right place/staffing the office with professionals/experts and staffing the office with at least BA degree holders

- Replacing the staffing of the office by professional experts which was previously held by political appointee /implementing Merit based appointment/Meritocracy
- By increasing the branches of office so as to minimize the delay of service provision
- Providing houses/residence by group to the service providers which was also the grievances/discontents repeatedly raised by service providers
- Increasing the salary of civil servants /service providers which was the grievance/discontent repeatedly asked by the service providers and this was helpful enhance commitment
- By introducing new reforms such as **CADASTRE**

CADASTRE refers to land tax register which is official register containing information on the value, extent, and ownership of land for the purposes of taxation

The informant added that the office made an endeavor to deal with the challenges of good governance (transparency and responsiveness) firstly by participating the community through aggressive mobilization so as to develop the feeling of sense of ownership as far as the public are advantageous (beneficial) when a good environment for good governance created and vice versa. And the informant replied that the office participate the community through carrying out successive meetings and conducting panel discussions so as to identify the setbacks and training the community about the rules, regulations as well as the existing proclamations in relation to land administration and urban planning and with this regard the informant added that a good move is also made through introducing and implementing Balanced score card. They also add that to deal with the impediments so as to improve the situation of good governance (transparency and responsiveness) trainings were conducted to

train the service providers (employees) in regard to how to handle the service users, how to improve service delivery system and provide them with the available information but problem of continuity prevailed.

On the other extreme according to other key informants of service providers in the office of urban planning and development informants said that in this office the service users are not satisfied because there is a delay of decisions, improper response by the service providers as a result of this situation people are complaining every day. And other informants said a good move had been achieved in bringing about good governance which is related to users previously who did not have ownership data made to get an ownership data, accepting and responding to complaints, replacing the service providers (employees) especially engineers who spoil the system of workings which is mainly because of the rent seeking behavior and governance and more importantly participating the community in every affairs related to good governance at large.

They add that rent seeking is rampant in the office of urban planning ,development and management and its related workings. Efforts had been made in regard to creating awareness, improving the skill and capacity of the employees and informing and training the community about the rules, regulations and proclamations, building the developmental agents(*lematawi gugele*), undertaking continuous evaluation of day to day result based performances with the employees, under taking trainings with community , using the aggressively mobilized community for further workings and questioning the service users through questioner so as to measure the level of their satisfaction and under taking a thorough discussions through meetings, panel discussions and others. But, still there is a big problem in sustaining what was performed so far. An agreement reached with the stake

holders so as to improve good governance (transparency and responsiveness) with the government bodies of justice sector, security members and the police department but problems of sustainability remains a challenge.

In relation to this survey a study conducted by Serdar and Varsha (2008) confirmed that despite the fact that important progresses so far made the process of building good governance is at its early stage, which has been facing serious and complex bottlenecks. Major bottle necks in good governance with regard to transparency and responsiveness include lack of adequate awareness about human rights among the public, the limited democratic culture and experience in the country, limited participation of citizens in governance, lack of adequate and appropriate laws and policies in some areas, capacity limitations of law enforcement and governance organs of the government, etc.

By the same token Zemelak (2009) asserts "The most serious bottleneck for Ethiopian good local governance is capacity and local government institutions of the country have high shortage of qualified man power." Many weredas have been witnessing a deficiency in achieving feasible local development and delivering an efficient and effective service for their grass root people and marginalized sections of society (Helvetas, 2008).

In relation to this Yilmaz and Venugopal (2008) argued that Local administrations are simply overwhelmed with the high amounts of responsibilities and tasks they should implement. Similarly the authors argued that these are topped by weak access to quality capacity building programs and a general lack of practical tools and procedures such as related to participatory planning, monitoring and evaluation and inexistent coordination and management, that lead to inefficient structures and procedures and lack of capacity on the part

of councilors at local level to review the planning, budgeting and service delivery functions.

By the same token Dickovick and Tegegne (2010), on their paper argued that the capacity of local government in formulating policies, and implementing strategies and development activities is an essential part of the governance structure at local/regional level. Despite the fact that there is a clear capacity gap in running and managing different responsibilities under the umbrella of decentralized governance. Apart from financial and budgetary problems, weredas face serious lack of competent, trained personnel and availability of required number of staff in a particular situation.

Similarly a study by Meheret (2007) cited in Dickovick and Tegegne (2010), is indicative of the fact that though there are some variations among localities in this regard, local administrators and councilors repeatedly suggested that there are many vacant positions that remain unfilled in their respective localities; this has serious implications for local service delivery and local economic development. The reasons for the presence of vacant positions is the lack of adequate budget to hire new staff members and the inability to remunerate well any prospective staffers that might come to the woreda. This means the weredas lack competitiveness in service delivery and economic development.

Marito and Andrew (2008), in their study argued that many weredas lack skilled personnel since administrative and technical posts created to handle administrative responsibilities have not been fully filled or have been filled by untrained personnel with limited capacity.

