PRACTICES AND CHALLENGES OF GOOD GOVERNANCE IN ETHIOPIA: THE CASE OF HAWASSA CITY MUNICIPALITY, SOUTH NATION, NATIONALITY AND PEOPLE REGIONAL STATE, ETHIOPIA.

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ABSTRACT

The main objective of this study was to assess the practice and challenges of good governance at Hawassa city municipality. The study employed mixed research approach and cross-sectional research design. Accidental and purposive sampling methods were employed to select respondents. The primary data were collected from service users and service providers using questionnaire and interview. Beside to this, document analysis was made to support the primary data. The data was analyzed and presented by using tables, frequency, percentage, mean and standard deviation. The study found that, the administrative officials under Hawassa city municipality were less accountable and transparence in the process of service provision. The study further found that good governance practices at Hawassa city municipality were hindered by various factors, such as, corruption, poor management, political interference, bureaucratic delay and incompetence. Establishing institutional framework and mechanism to follow-up the implementation of good governance, the institution open their door for the participation of other stake holders, Increasing the implementing capacity of the service providers in the institution through training, the necessity of using different mass media including the regional mass media for good governance issues, struggling against corruption are recommended for the failures of the institution in their run forward to achieve good governance. Keywords: Good governance, Principles of good governance, Participation, Accountability

INTRODUCTION

There is strong evidence that governance matters in accelerating development and in reducing poverty in most countries of the world. Advocates have linked the advancement of a variety of issues to improved governance. Since the end of the 1980s, the issue of good governance, as an instrument for sustained development and poverty alleviation, has gained widespread acknowledgment, especially among international organizations. It has also been dominating the international discussion about development and international assistance to developing countries (Imran and Shahnawaz, 2009; Anowar, 2010).

According to African governance report (2012), the issue of poor governance in African public sector had also well documented and identified as one of an age old problems that serve as a bottleneck of development. Timothy and Maitreesh (2005) pointed out that public services delivery in many African countries is riddled with bureaucracy, corruption, selfishness and favoritism that tend to benefit the privileged few at the expense of impoverished many and this has service offered by the different public sector institutions. Ethiopia after a long year's tradition of centralized governments and governance structure; decentralized forms of government and government structure has been adopted. Since 1991 Ethiopia has four tiers of government structures that is federal, regional, city administration and kebele. This marked a dramatic change in terms of the tradition of the country's governance. The governance of Ethiopia using its plan for accelerated and sustainable development to End poverty (PASDEP) has given emphasis to continue supporting the enhancement of democratization and improved governance. It recognized that democracy and good governance are necessary conditions for poverty reduction. To this end plan for accelerated and sustainable development to End poverty (PASDEP) promotes a more conducive mechanism of accountability, responsiveness and effectiveness of public institutions (Misgana W., 2013).

Ethiopia like any other African country has faced a number of challenges in democratization and good governance building process. In order to address the identified gaps, the government of Ethiopia developed a multi-sectarian national capacity building strategy which advocates the principles of decentralization, regional autonomy and efficiency to enhance popular participation and to promote good governance, accountability and transparency (ECA, 2005). According to the ministry of work and urban development(2007), the main objectives has been to create and strengthen urban local governance that will ensure the traits (a particular quality) of good governance such as public participation, democratization and enhance decentralized service delivery through institutional reforms, capacity building system development and training. Formerly in its strategy, Ethiopia sustainable development and poverty reduction program (SDPRP), the issue of good governance and decentralized governance was considered as one of the building block and in the struggle against poverty (Minister of work & urban development, 2005-2009).

Although, the government of Ethiopia has taken important measures to promote good governance by ratifying a number of international human right instruments and the FDRE constitution adopted a multi-party government system and accepted most of the internationally recognized convections since 1991, the process of good governance building is facing serious and complex challenges with that of the infancy of building good governance in the country (Terecha D. Feyissa, 2008). These challenges of good governance were lack of adequate awareness about human right among the public, the limited democratic culture and experience in the country, limited participation of citizens in governance, lack of adequate and appropriate policies and laws in some areas and capacity limitations of law enforcement and governance organs of the government (Shimelis A., 2005 and Fitsum W., 2016).

According to the findings of Dickovich JT, and RiedlR B. (2010), the capacity of local government in formulating policies, implementing strategies and development activities is an essential part of the governance structure at local or regional level. Despite the fact that there is a clear capacity gap in running and managing different responsibilities under the umbrella of decentralized governance.

By the same token Zemelak (2011), assess that "the most serious bottle neck for Ethiopian local government is capacity and local government of the country has a high shortage of qualified man power". Many were as have

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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 the society (Zemelak M, 2011). Hawassa city administration municipality's has been faced several good governance problems that emanate due to lack of executives educational qualification, the improper utilization of urban land, poor facilitates, Lack of appropriate law implementation by the city municipality, the gap of capacity building and ill commitments are some of the problems (Hawassa city administration municipality, 2011).

Different studies have been conducted by different researchers concerning good governance across different place and times. For instance Kumera K. (2011) & Shimelis K.(2015) undertook a research on decentralized governance and service delivery and Meskerm also undertook research on local governance at woreda level. But both of them did not incorporate the key indicators of good governance. Tamiru also undertook a research on good governance but assessed only one indictors of good governance that is responsiveness. It is very difficult to measure the prevalence or absence of good governance simply by taking one indictors of good governance. Beside the above mentioned problem, the practice and challenges of good governance is not well researched by incorporating the key indicators of good governance in the selected study area (Hawassa city municipality, 2011).

Hence, this study tried to deal with practice and challenges of good governance at Hawassa city administration municipality in order to assess the entire above problem and fill the above gap. To deal with this study, we incorporated key indicators of good governance that are transparency and accountability, inclusiveness and equity, efficiency and effectiveness, participation, and rule of law; to assess the situation of good governance in the city municipality with regard to land administration, infrastructure provision administrative office, urban planning and development.

Objective of **the Study:** This study has the following specific objectives:

- To examine the city municipality's accountability, transparency, inclusiveness and equity in delivering services.

- To assess the effectiveness and efficiency of municipality with regard to urban land administration.
- To identify the major challenges of good governance of the city administration municipality's.

METHODOLOGY OF THE STUDY

Research design and Approach

The study was employed across-sectional research design. The design allowed data collection to be done at a single point in time and is most appropriate for sample descriptive interpretations as well as determination of relationships between and among variables. Concerning the approach of the study, a mixed approach was employed. The qualitative approach was employed for the reason it is typically used to answer question about the complex nature of phenomenon, often with a purpose of describing and understanding the phenomenon from the participant's point of view. On the other hand, to support the qualitative approach, quantitative approach was to analyze responses from the close-ended questions from the questionnaire.

Sampling Design and Procedure

In this study, the researchers employed both convenience (Accidental) and purposive sampling to select town residents (ordinary individuals) and authorized persons (service providers) respectively. The main reason for using of convenience sampling is because of the sampling procedure of obtaining the people or units are most conveniently available and the nature of the service user unavailability in fixed time and place. The office of land administration, infrastructure provision and administration office, urban planning and development office manager's selected purposively because of the magnitude and importance of the response responded by the selected institution's manager and these public institution's provide services to a large number of users as well as they would give their in-depth information and optimal insight into an issue.

Sample Size Determination of the Study

Kothri (2004) defines sample as a collection of some parts of the population on the basis of which judgment is made. He stressed that a sample should be small enough to make collection convenient and should be large enough to be a true representative of the population which is selected. The target populations of this study were authorizing persons (service providers) and town dwellers (service users) at Hawassa city municipality. To calculate, the sample size, different authors have chosen different formulas. For the purpose of this study, the researchers used Godden's formula. According to Godden (2004), when the total population is unknown the sample size determined as

follow: $n = \dfrac{p[1-p]Z^2}{E^2}$ Were n is sample size. P = is

proportion of the dependent variable in the study area. Since the proportion is not known, 0.5 will use as P value to obtain maximum number of sample households. Z = is the number of standard error units that are found to be corresponding to 95% confidence level, which is given to be 1.96. E = is margin of error or limit of accuracy to be tolerated which is taken to be 0.05.

$$n = \dfrac{0.5[1-0.5]1.96^2}{(0.05)^2} = 384$$

Tools of Data Collection

In conducting this study, the researchers used mainly two data gathering tools. These were questionnaire and interview guide for the service user and service providers in the institution respectively.

A semi structured questionnaire that consisted of close ended questions like five point scale, yes or no and open ended questions to measure the feelings and understanding were used to collect data from the selected sample respondents. The questionnaires for the data collection method of this study consist of two parts. Part one is concerned with the demographic information of respondents. The second part contains questions related with good governance which contains elements of good governance that extracted and adopted from Hawassa city municipality, urban land administration, infrastructural provision administrative office, and urban planning and development assessment framework. The semi structured interview was also employed for data collection because of its cost effectiveness and its strength in capturing empirical data in both formal and informal settings. This was used to obtain detail information from the concerned office of land administration, infrastructure provision and administrative office, urban planning and development as well as from the city municipal office manager's. This helps to get different ideas and not to restrict the views of the participants for collection of the primary data from the selected sample respondents.

Method of Data Analysis

Kothari (2004) posits that data analysis is a systematic process involving working with the data, organizing and breaking them into manageable units, synthesizing them, searching for patterns, discover what is important and what is to be learned and deciding what to tell others. In addition, data analysis involves organizing what observed, heard and read to make sense of the acquired knowledge. Therefore, for this study, the researchers analyzed the data based on the nature of the data. The data collected from primary sources using a variety of methods and techniques were used to organized, coded, condensed, and analyzed into sub sections based on their similarities. Qualitative data collected through interview was analyzed and interpreted in the form of narration together with the responses of the questionnaire. The quantitative data was analyzed, interpreted and presented by using descriptive statistical tools like Statistical Package for Social Sciences (SPSS Version 20), tabulation, frequency, percentage mean and standard devotion.

RESULTS AND DISCUSSIONS

Accountability and Transparency of the City Municipality's in Delivering Services

Table 1: Respondents View on Accountability and Transparency

Item No.	Variables	Response by category					Mean	Std.Dev.
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
1	The municipality has open and detail service	107 27.6%	143 37%	50 12.9%	55 14.2%	29 7.5%	2.3	1.2
2	There is an easy system to obtain information	102 26.4%	15 39.5%	59 15.2%	48 12.4%	22 5.7%	2.3	1.1
3	There is transparence in performing tasks	107 27.6%	155 40.1%	78 20.2%	30 7.8%	14 3.6%	2.1	1.0
4	There is a separate department responsible for the provision of training on good governance.	98 25.3%	66 17.1%	77 19.9%	80 20.7%	63 16.3%	2.2	1.4
5	The institutional communicated us newly enacted laws, directives, charters, and codes	132 33.9%	138 35.7%	58 15%	34 8.8%	23 5.9%	2.1	1.1
6	Whenever there are changes in service provision are, they timely inform us	110 28.4%	161 41.6%	77 19.9%	24 6.2%	12 3.1%	2.1	1.0
7	The institution has mechanism that enables us to questioning and controlling of them	134 34.6%	142 36.7%	74 19.1%	20 5.2%	14 3.6%	2.0	1.0
	Average mean						2.2	

Source: Field survey (April, 2019)

As indicated in the above Table 4.2 on item 1 concerning transparency and accountability, 64.6% with mean of 2.3 of the respondents were disagree in the statement of the municipality had open and detail service providing delivery procedure, 21.7% of the respondents' were agreed, while 14.2% of respondents were undecided. Therefore, the above table result on item 1 indicated that, the majority of the respondents were disagree in the statement of open and detail service providing delivery procedures at Hawassa city municipality. Having the above table results as a bench mark, the researchers conclude that, there was no a clear procedure that guide the service providers in the institution. This revealed that the service providers are going on their own ways because there was no open and detail service providing procedures in the institution.

As it can be seen in the same table on item 2, the majority of the respondents were responded that, they disagree on the written statements under accountability and transparency in item 2. In specific terms, total of 255(65.9%) of respondents were argued that, there was no an easy system to obtain information on laws and regulations of the institution. Therefore, based on the above table result and taking the mean as a bench mark, the researchers concluded that, there was no an easy system to obtain information on laws and regulations of the institutions. This revealed that, the institution was not transparent in the process of delivering services to their clients.

262(67.7%) respondents with mean of 2.1of the respondents were replied that, they disagree in the statement of transparence in performing task related with the organization. This result implied that, those the

majority of the respondents were disagreed that, on the presence of transparency in performing task in the institution. Therefore, based on the above table result, the researchers reach on conclusion that, the institution was not transparent in performing their task because the way delivering service to their client was not open. As it is depicted in the above Table 4.2 on item 4, 42.4% with mean of 2.2 of the respondents were disagreed on the presence of a separate department in the institution responsible for provision of trainings on the reform issues including good governance, 37% of the respondents were agreed, while 19.9% of the respondents were undecided. Therefore, as the above table result on item 4 show that, the majority of the respondents were disagreed on the presence of a separate department in the institution responsible for the provision of trainings on the reform issues including good governance. Having the respondent's response as a bench mark, the researchers conclude that, the institution did not have a separate department for the provision of training on the reform issue including good governance. Because of this, the service providers including the officials in the institution were not well aware on the key indicators of good governance.

Concerning the institution Communicated newly enacted related laws, directives, charters, codes….to the community, as it can be observed from the above Table 4.2 on item 5, 69.6% with mean of 2.1of the respondents were argued that, the institution did not develop the culture to communicate newly enacted related laws, directives, charters, code …… etc to the community .Therefore, based on the above table result, the researchers conclude that, the institution did not communicated newly enacted laws, directives, charters and code to the community before implementing it. This revealed that, the institution did not open their door to listen the view of other stake holders. Such kinds of things faces hindrance during the implementation of those enacted laws, directives, charters and code in the ground.

The findings in the table on item 6 show that, 271(70.2%) with mean of 2.1 of the respondents were argued that, the institution did not timely and transparently inform them whenever changes in service provision are made, 36(9.3%) of the respondents were argued while 19.9% of the respondents were undecided on the issue. Overall, the

majority of the respondents were responded that, they disagreed in the statement of the institution timely and transparently informed them whenever changes in service provision are made. Having the respondent's response as a bench mark the researchers conclude that, the institution did not inform whenever changes in service provision are made. This did not enable service users to adjust themselves on time and create confusion.

Regarding the mechanism that enables to questioning and controlling, it indicate that,71.3% with mean of 2.0 of the respondents were disagreed in the statement of the institution has mechanism that enables them to questioning and controlling of them,8.8% of the respondents were agreed while 19.1% of respondents were undecided on the issue. Overall, 71.3% of the respondents disagreed in the statement of the institution had mechanism that enables them to questioning and controlling of them.

Concerning transparency and accountability, the above table results show that, the majority of the respondents confirmed that, there is no transparency and accountability. Because most of the sub indices of accountability and transparency. Such as open and detail service providing delivery, easy system to obtain information on laws and regulations of the institution, transparency in performing task related with the organization, the institution timely and transparently inform them whenever changes in service provision were made, the institution has mechanism that enables them to questioning and controlling them were not implemented well.

> In the support of this, *Max Weber, cited by Jennefr.J(2008) government which operates secrecy is more prone to corruption as compared to governments which operates in greater openness. Therefore, transparency is openness of governmental functioning and regarded as essential ingredient of democracy and the right to information as fundamental right. Transparency and the right to information tend to remove unnecessary secrecy surrounding the decision making in public policy administration.*

As it can be observed from above questionnaire results and from the results of document analysis, the researchers concluded that, some of sub-indices of accountability and transparency were not exercise well in the institution. This revealed that, there was no transparency and accountability at Hawassa city municipality in delivering service.

Inclusiveness and Equity of the City Municipality in   Delivering Service

Table 1: Inclusiveness and Equity of the City Municipality in Delivering Service.

Item No.	Variables	Response by category					Mean	Std.Dev.
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
1	There is employees impartiality on providing service	64 16.5%	91 23.5 %	92 23.8 %	78 20.2 %	59 15.2%	2.9	1.4
2	The institution provides reasonable cost for services delivered	146 37.7%	106 27.4 %	90 23.3 %	16 4.1%	26 6.7%	2.1	1.1
3	There is fair cost for delivered service	59 15.2%	61 15.8 %	56 14.5 %	127 32.8 %	81 20.9%	3.2	1.3
4	The municipality office is equally accept customers	145 37.5%	159 41.1 %	57 14.7 %	15 3.9%	8 2.1%	1.9	0.9
	Average Mean						2.5	

Source: Field survey (April, 2019)

Concerning employee impartiality, the above Table 4.3 on items 1 indicates that, 40% of the respondents were disagreed in the statement of the employees was impartial in providing services. 35.4% of the respondents were agreed while 23.8% of the respondents were undecided on the issue. Therefore, the majority of the respondents replied that, there was no employee's impartiality on providing services. Having the above table result as a bench mark, the researchers conclude that, in providing services the institution is partial. This revealed that, the employees in the institution did not see the service user equally as the service users. In the same table on item 2 show that, 65.1% with mean of 2.1 of the respondents were disagreed in the statement of the institution provide reasonable cost for service delivered,10.8% of the respondents were agreed while 23.8% of the respondents were undecided on the issue. Therefore, the majority of the respondents were argued that, the institution did not provide reasonable cost for service delivered. Concerning fair cost for delivered service, as it is depicted in the above Table 4.3 on item 3 show that, 31% of the respondents were disagreed on fair cost for delivered service, 53.7% of the respondents were agreed and the remaining14.5% of the respondents were neutral. Therefore, as the above table on item 3 result show that, the majority of the respondents were argued that, there was fair cost for delivered service. 78.6% with mean of 1.9 of the respondents were disagreed in the statement of the municipal office is equally accept customers, 6% of the respondents were agreeing and the remaining 14.7% of the respondents were neutral. Therefore, the majority of the respondents responded that, the institution did not equally accept customers. This revealed that, in the institution, there was a clear discrimination in accepting customers. *In consistence with the above, Mulat(2014) a society's well being and development depends up on ensuring that all the members have a stake and the role in it and are not excluded from the mechanism activities. This means,*

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society's well-being depends on ensuring its entire member was not excluded from the mainstreaming of society. This requires all groups particularly the most vulnerable groups have opportunity to improve their well-being.

Hence, the researchers concluded that, in delivering services at Hawassa city municipality, there was employee partiality on providing service, the institution did not ask reasonable coast for service delivered and the institution did not equally accept customers. This revealed that, the institution did not exercise the principles of good governance such as inclusiveness and equity well.

Efficiency and Effectiveness of Urban Land Administration Official Performance

Table 2: Efficiency and Effectiveness of Urban Land Administration

Item No.	Variables	Response by category					Mean	Std.Dev.
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
1	There is a bureaucratic delay and much process in the service	72 18.6%	35 9%	37 9.6%	87 22.5%	153 39.6%	3.6	1.5
2	The institution provides a special service delivery mechanism for women & the disadvantage group	92 23.8%	167 43.2%	78 20.2%	34 8.8%	13 3.4%	2.2	1.0
3	There is high standard service delivery in the institution	100 25.8%	138 35.7%	58 15%	60(15.5%)	27 7%	2.4	1.2
4	There is complete availability of competent personnel	103 26.6%	146 37.7%	65 16.8%	49(12.7%)	21 5.4%	2.3	1.1
5	There is accurate, integrated and computerized land information	104 26.9%	129 33.3%	71 18.3%	58 15%	22 5.7%	2.4	1.1
6	There is fast and simple access of land registration	128 33.1%	174 45%	41 10.6%	26 6.7%	15 3.9%	2.0	1.0
7	There is one-stop -shop service is available	41 10.6%	60 15.5%	71 18.3%	138(35.7%)	74(19.1%)	3.4	1.2
8	The institution provides the overall service on time as per the service standard	84 21.7%	151 39%	76 19.6%	58 15%	14 3.6%	2.6	1.2
Average Mean							2.6	

Source: Field survey (April, 2019)

As it is clearly identified in the above Table 4.4 on item 1 show that, 27.6% of the respondents were disagree in the statement of a bureaucratic delay and much process whenever they are engaged in the institution,62.1% of the respondents were agree and the remaining 9.6% of the respondents were neutral. Overall, 62.1% of the respondents were argued that, there was a bureaucratic delay and much process whenever they engaged in the institution. This reveals that, in the institution, there was bureaucratic delay or engaged a much process to get service from service providers. Good governance is a mechanism by which women, youth, minorities and disadvantaged groups are treated in a special manner and given due emphasis. In the process of building good governance, giving a special attention to the already mentioned parts of a society is mandatory and it is by what

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institutions did to them that the prevalence of good governance is measured. But as shown in the table above, their responses were somewhat negative, that is to mean, only 12.2% of them agree but the majority (67%) of the respondents were disagreed. Therefore, the above Table on item 2 showed that, in the institutions under discussion were not totally effectively discharging their responsibility regarding treating women and disadvantage groups. Based on the above table results, the researchers concluded that, in the institution, there was no a special attention for those who need a special service provision.

As it can be observed from the Table 4.4 on item 3 show that, 61.5% with mean of 2.4 of the respondents were disagree in the statement of high standard service deliver in the institution,22.5% of the respondents were agree and the remaining 15% of the respondents were neutral. Overall, 61.5% of the respondents were argued that, there was no high standard service delivery in the institution. Having the above table result as a bench mark, the researchers conclude that, the institution did not delivered service in accordance to standard service deliver.

As it can be seen in the above Table 4.4 item 4 show that, 64.3% with mean of 2.3 of the respondents were disagreed in the statement of complete availability of competent personnel, 18.1% the respondents were agree, and the remaining 16.8 % of the respondents were neutral. Overall, 64.3% of the respondents were arguing that, in the institution, there was no complete availability of competent personnel. Therefore, from the above table results, the researchers concludes that, most of the service providers under urban land administration had a capacity gap in providing services to their clients.

The Table 4.4 on item 5 show that, 60.2% with mean of 2.4 of respondents were disagree in the statement of accurate, integrated and computerized land information , 20.7% of the respondents were agree and the remaining 18.3% of the respondents were neutral. Overall, 60.2 % of the respondents were argued that, there was no accurate, integrated and computerized land information in the institution. Based on the above table results, the researchers concludes that, due to lack of skilled human power and material resource, capacity building problems and earnings, lack of modernized documentation and recording system. In the institution, there was no accurate, integrated and computerized land information.

The findings on the above table show that, 78.1% with mean 2.0 of the respondents were disagreed in that statement of fast and simple access of land registration, 10.6% of the respondents were agree, and the remaining 10.6 % of the respondents were undecided on the issue. Overall, 78.1 % of the respondents were argued that, there was no fast and simple access of land registration.

As it is clearly identified in the above table 4.4 item 7 shows that, 26.1% of respondents were in the statement of one-shop-stop service is available, 54.8% of the respondents were agree, and the remaining 18.3 % of the respondents were neutral. Overall, 54.8% of the respondents were argued that, in the institution, there was one-stop-shop service is available.

The findings on the above table item 8 show that, 60.7% of the respondents were disagree in the statement of the institution provides the overall service on time per the service standards,18.6% of the respondents were agree while 9.6% of the respondents were neutral. Therefore, as the above table results show that, the majority of the respondents implied that, the institution did not provides the overall service on time per the service standards. In the support of this, urban land administration manager said that,

> *"There was a certain limitation in the implementation of effectiveness and efficiency, due to the impurity of the service providers from bribery/ rent seeking. The other limitation was mostly linked with land related policy particularly with lease proclamation. According to him, Most of the customer's did not pay well yearly land use tax because they believe that lease proclamation will change within a short period of time"*(my own translation from Amharic language).

In consistence with the above, J.M.Lusugga kironde.(2009) also forward as strengthening the views of interview discussion participants, "*Land problems are serious in urban areas. Good governance in land issues is a practical, technical and political nature. This is for the reason that, right over land cannot be separated from civil, political and human right, and is dependent on political administrative and professional readiness*

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to ensure fair administration and equal opportunities for all".

As it can be observed from the above table and interview results,   the researchers concluded that, some of sub indices of efficiency and effectiveness such as high standard service

delivery, availability of competent personnel, computerized land information and providing service on time as per the service standards were not exercise well in the institution. This revealed that, urban land administration officials performance were not efficient and effective.

The Extent of the Practice of Rule of Law in the City Municipality

Table 3: The Extent of the Practice of Rule of Law in the City Municipality.

Item No.	Variables	Response by category					Mean	Std.Dev.
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
1	The institution makes decision and takes actions in accordance with the law of the country.	71 18.3%	26 6.7%	77 19.9%	135 34.9%	75 19.4%	3.3	1.3
2	There is a clear procedures/rules	83 21.4%	118 30.5%	62 16%	93 24%	28 7.1%	2.1	1.2
3	The institution oversees different complaints daily	90 23.3%	147 38%	41 10.6%	77 19.9%	29 7.5%	2.5	1.2
4	The institution is impartial in implementing their task in accordance to the law.	79 20.4%	161 41.6%	38 9.8%	77 19.9%	29 7.5%	2.5	1.2
5	The institution is independent from political dependence to decide on different issues	102 26.4%	158 40.8%	65 16.8%	43 11.1%	16 4.1%	2.3	1.0
		Average mean					2.5	

Source: Field survey (April, 2019)

As it is depicted in the above Table 4.6 , 25% of the respondents were disagreed in the statement of institution make a decision and take actions in accordance with the law of the country, 54.3% of the respondents were agree, while 19.9% of the respondents were neutral. Overall, 54.3 % of the respondents were agreed that, the institution make decision and take actions in accordance with the law of the country. Having the above table as a bench mark, the researchers concluded that, the institution make and take action in accordance with the rule of law. In the same table

4.6 on item 2, 51.9% with mean of 2.1 of the respondents were disagreed in the statement of a clear procedures/rules set up to execute different matters of the city's municipality, 35.1% of the respondents were agree while 16 % of the respondents were neutral. Overall, 51.9% of the respondents were argued that, there was not a clear procedures/rules set up to execute different matters of the city's municipality. Therefore, based on the above table result, the researchers conclude that, the institution

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did not has a clear procedural set up to execute different matters of the city municipality.

As it is clearly identified in the above table 4.6 on item 3, 61.8% of the respondents were disagreed in the statement of institution oversees different complaints daily to avoid prevalence of illegal activates in the institution among service providers, 27.1% of respondents were agree and the remaining 10.6 % of the respondents were undecided on the above issue. Overall, 61.8% of the respondents were argued that, the institution did not oversee different complaints daily to avoid prevalence of illegal activities in the institution among service providers. On item 4 show that, 62% of the respondents were disagreed in the statement of the institution was impartial in implementing their task in accordance to the law, 27.4% of the respondents were agree and the remaining 9.8% of the respondents were neutral. Overall, 62% of the respondents were argued that, the institution was not impartial in implementing their task in accordance to the law. As it can be observed from the above Table 4.6, 67.2% with mean of 2.3 of the respondents were disagreed in the statement of the institution was independent from political dependence to decide on different issues respectively, 15.1% of the respondents were agree while the remaining 16.8% of the respondents were undecided on statement of the institution independence from political dependence to decide different issues.

In general, concerning those six operational questions targeted to measure the prevalence of rule of law in the institution was seen. As clearly displayed by the above table results, institution was in good position concerning on making decision and takes actions in accordance with the law of the country whereas the remaining operational questions such as a clear procedures/rules set up to execute different matters of the city's municipality, oversees different complaints daily to avoid prevalence of illegal activities in the institution among service providers, impartial in implementing their task in accordance to the law and independent from political dependence to decide on different issues where not implanted in the institution well.

CONCLUSION

Based on the result of this study, the following conclusions were down:

- ✓ The finding show that, the administrative officials under Hawassa city municipality were less accountable and transparence to their clients in the process of service provision.
- ✓ The study also reveals that, the administrative officials under Hawassa city municipality particularly urban land administration was not effective and efficient in some sub-indices such as in providing a special service delivery mechanism for women and the disadvantage group, accurate, integrated and computerized land information as well as fast and simple access of land registration.
- ✓ There was no employee impartiality on providing service; the institution did not accept the customers equally; there was a bureaucratic delay and much process in getting service. There was no public forum prepared to discuss about the urban planning and development and there was no mechanisms of customers' consultation for the implementation of police and program as well as the governance at Hawassa city municipality.

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