

Original Research Paper

An Assessment of Urban Good Governance Challenges and Their Trends in Alamata Town Since 2020

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Abstract: The purpose of this study was to assess the significance of good governance and its challenges in Raya Alamata Town administrative office. Descriptive survey based on cross sectional study was used to attain the objective of the research. The research has been carried out in southern maychew Raya Alamata Town Questionnaires; interview and document review techniques were employed as data gathering instruments. The collected data were analyzed using descriptive statistics such as percentage, bar graph, pie chart, and cross –tabulations. The analyzed findings indicated that significance of good governance and its challenge in Alamata Town has been presented. Lack of awareness of the society and knowledge and skill of the officers on properly implementation of good governance has impact on societal outlook, which constrains playing part in governance. To curb challenges, Ethiopian government has taken number of measures that could be considered as opportunities. This includes adaption of FDRE constitution, amendment of domestic laws, development plan that enhances the development of country in many accesses that helps society participate on government and related commitments of government. Nevertheless, in the study Woreda there were knowledge and skill gaps on planning, execution, and evaluations. In addition, the administrative office was not transparent and accountable to the society. The societies were not participating on resource management, financial planning, and administrative issues. This was part of the study Town administrative office, that the study recommends integrated effort of the government and society needs to embark upon challenges of governing and minimizes problems of good governance.

Keywords: Administrative Accountability, Good Governance, Public Participation, Urban Governance Challenges, Urban Planning.



1. Introduction

Good governance related to leadership management and organization, which is leading of economy on how to coordinate and mobilize the public at large the private sector and nongovernmental organization for accelerated and sustained growth. This is done using increasing productivity and production of different sectors such as farming, mining, education, health, and mobilization of domestic activities and the others too [1] [2]. Proper application of good governance improves the quality of life of citizen, enhance the effectiveness and efficiency of administration, establish the legitimacy and credibility of institutions, secure freedom of information and expression, provide citizen-friendly and citizen-caring administration [3].

Furthermore, it ensures accountability, using information and technology-based service to improve citizen government interface, improve the productivity of employs; and promote organizational pluralism-state, market and civil society organization for governance. Good governance includes capacity to formulate and implement sound policies by the government with due respect for citizens [4] [5]. From this framework, governance can be construed as consisting of six different elements. These are (1) Voice and accountability, which include civil liberties and freedom of the press (2) Political stability, (3) Government effectiveness, which includes the quality of policymaking and public service delivery (4) Quality of regulation, (5) Rule of law, which includes protection of poverty rights and an independent judiciary, and (6) Control of corruption.

As the main development agenda of Ethiopian is poverty eradication all development polices and strategies are there for geared to words this end effective implementation of this polices and strategies are integrated and comprehensive manner of varies level of government administration. It needs good governance, which is strategic direction of domestic governance in the country are to adopt infancy and enforces laws that support democracy and good governance conducts free fair and democratic election, ensure the human right of all citizens. To bring all economic and political development community had to respecting construction and democratic values. These forces government to give guarantee for the people are well-respected strengthening accountability and financial system [6] [7]. Good governance plays key role in realizing governments objectives eradicating poverty specially food shortage problem in short term backwardness of domestic economic sector, traditional use of land and animal husbandry poor use labor power too comparing of global agricultural practice chemical fertilizers and improved sedate national level increase land productivity not only dependent of yearly rain water and ideal weather.

As it is indicated in five years plan of growth and transformation (2010/11-2010/15) PASDEP, challenges of good governance in different levels encounters when implementation where capacity constraints among leaders and public servants at different administrative levels. To curb challenges government launched a number of process reengineering and training programs to improve skills and ensure appropriate implication capacity fanatical mobilization inflation problem, rain dependency, under performance of industrial sector and good practices [8] [9]. According to PASDEP leadership management and organization implement mobilization of domestic resource, good governance industrialization and social sector of instructor implement is taken as solution in a countries political and economic growth and stability for this and others some basic question to be answered. Raya Alamata city is one of the cities of Maychew zone, which is located about 180 kilometers away from Tigray of the country from center. It is my observation that the level of awareness about leadership how, the society participate on good governance is passive and those of them who exercise political power are considered as deviants in the Woreda. In the area like other Ethiopian some society, goals, and ideologies were assumed to be only for the leading powers that administrative zone, observed some over whelming problems. One of them is low participation of society in good governance related facts and outlook on leadership roles which is initiated to undertake the study in the area. Thus, the study tries to explore the challenges and awareness about significance of good governance in Raya Alamata Town Administrative office.

In addressing the issue mentioned in the statement of the problem, the research attempted to investigate answers to basic questions stated below.

- 1) What is the application of urban good governance principles in Rayya Alamata Woreda Town Administrative office?
- 2) What are the main challenges (factors) that constrained society to get and participate in good governance?
- 3) What is the perception of society on urban good governance related factors?

The general objective of this study is to assess and analyze the significance of urban good governance

and its challenges in Raya Alamata Town. The specific objectives of this study are to assess the status of urban good governance implementation in Raya Alamata Town and identify the main challenges or factors that constrain society from accessing and participating in urban good governance, as well as to assess the attitudes of the people toward urban good governance in Alamata Town.

The significance of this study is that it serves as a guideline and benchmark for individuals who may work on the significance of urban good governance and its challenges in the same or other areas of the region, as well as other parts of Ethiopia. It provides a better understanding of urban good governance and its significance, helps to familiarize stakeholders with working on urban good governance and addressing its challenges, and assists society in practicing urban good governance and understanding its meaning, significance, and challenges. In addition, it contributes to existing knowledge and helps address implementation challenges of urban good governance.

Due to time and resource constraints, the research did not based on comprehensive study of all challenges that society is comforting in the contemporary world. It was not also include all administrative towns. The study was confined to the assessment of the challenges and opportunities of urban good governance in Raya Alamata Town.

While carrying out this study, the researcher was faced certain constraints. One of the problems the researcher encountered was not easy to get most of government officials in the town due to frequent out of their office, field works and workloads. Lengthy appointments to return questionnaires or to conduct interview were also another problem. These factors caused data collection to take long time. Despite this, the researcher overcome the problems by using varies mechanisms. For instance, the researcher made frequent mails and phone calls until officials in the field or meeting returned, the researcher also used to collect data from secondary sources.

2. Literature Review

2.1. Conceptualization of Governance

Arguably the most important factor in the fight against poverty and development is good governance, said the UN Secretary General Kofi Annan in his capacity as the Secretary General of the UN. This sentiment is a core principle of global policy, although modern scholarship recognizes that governance is considerably more complex than the simple conduct of government. Indeed, interpretations over the last 15 years have been moving towards a more multi-layered approach involving transparency, rule of law and civil society participation [10] [11].

Governance has become a concept that includes more and more phenomena related to the steering of societal developments. Originally, it was seen as an alternative for government. It was-According to the scholars of that time - something like the final blow for government that had to accept that society cannot be hierarchically steered or controlled. The steering of developments had to be left to societal actors and had to be accomplished through networks in which hierarchy hardly played a role [12].

It is only recently that the role of government and the creation of good institutions by government were deemed important again. Scholars began to realize that government should do what it is supposed to do, that is at least to create security, protect property rights, reduce societal problems and take back its leading role in controlling and steering societal developments (See for instance the recent literature on failed states and nation building). If the popularity of the concept would only be used to describe different trends in the steering of societal developments there would not be a problem. One can analyze what is going on, try to explain it and test the findings. However, the term governance has become dangerous in that scholars as well as (international) organizations have added a normative prefix to it, namely 'good', which is indicative for a neglect for outputs and outcomes and increasing the criteria for 'good governance' imposing an agenda on governments which by now has become over loaded [13] [14].

Governments should act according to all the criteria of good governance. That implies on the basis of rule of law, voice and accountability, political stability and absence of violence, government effectiveness, regulatory quality, and control of corruption. If government would proceed in this way and improve itself as much as possible on these dimensions this is supposed to be sufficient for eradicating societal problems [15].

The idea that the way in which governments act is more important than what they actually do constitutes one of the many, many dubious assumptions, or (to put it benevolently) hypotheses, surrounding governance. It is a problematic supposition especially when human resources are scarce, when it would take a disproportionate part of the financial resources available to improve the process at the expense of improving outputs and outcomes [16].

Another assumption is that all the mentioned dimensions of good governance have such effects and

that this goes also for any dimension added to the concept of good governance [17]. This results in an overloaded agenda, squandering all the desperately needed resources to induce socio-economic growth and probably being counterproductive in that regard. An overloaded agenda emerges from no prioritization between the criteria or dimensions [18]. Since 1995, the idea of governance has grown in importance to a great extent apart from the analysis of administrative behaviour. Today, the modern frameworks are focused on the interdependence of institutional quality and sustainable development. As an example, the United Nations (2023) has moved from its original model comprising five principles to a revised model comprising eleven principles of effective governance, organized under the pillars of effectiveness, accountability, and inclusiveness. These principles seek to operationalize SDG 16 by focusing on pragmatic institutional capabilities at both national and local levels. The World Bank, for its part, continues to improve its Worldwide Governance Indicators (WGI), which are the world standard to measure six aggregate dimensions: voice and accountability, political stability, government effectiveness, regulatory quality, rule of law, and control of corruption [19]. Recent refinements of this methodology highlight the importance of perception-based data in bridging the gap between formal laws (*de jure*) and *de facto* implementation of laws at urban and national levels [20].

The other thing improvement in tax administration system is government organization system and capacity building. The resource mobilization problem, favorable policy and administrative environment creating will supports effective utilization of capacities of community and private sector as development partners in the development and governance. The contribution of NGO's and CBO's are important in implementation and strengthening of this issue. If not, the challenges face good governances. So the researcher wants to make understand what good governance means. What challenges it faces and the significance of good governance in Humbo Woreda Administration.

According to impediments of good governance in Ethiopia, by Semahagn Gashu (PhD.) presents that when the EPRDF regime took power 1991, different legal reforms essential for the realization of good governance have been undertaken. Some of the initial measures undertaken include the participation of opposition parties in the political discourse, the introduction of independent media, decentralization, and adoption of the federal and parliamentary system. Other democratic institutions such as the judiciary, electoral commission, human rights commission, ombudsman and other democratic institution had been established during the last two decades.

The constitution further provides for the protection of different democratic rights such as the right to hold opinion, thoughts and free expressions, freedom of assembly, public demonstration and the right to petition, right to association, freedom of movement, and rights of citizenship. The constitution further provides for the structure and separation of the three branches of state. Federal law making power is granted to the bicameral parliament of the House of Peoples Representatives and the House of Federations, executive power is granted to the Prime Minister and the Council of Ministers and establishment of an independent judiciary. In addition to this, periodic general elections have been taken place four times in the last two decades (1995, 2000, 2005 and 2010). Thus, from formal perspectives, it seems Ethiopia is an emerging democracy and departing from its authoritarian past. Impressed by such formal rhetoric, many international organizations such as Freedom House and most western states, at least until recently, refer the country as an 'emerging democracy'.

According to growth and transformation plan, (20/10/11-20/10/15) good governance plays a key role in realizing the government's objective of eradicating poverty by enhancing public trust and ensuring efficient allocation of public resources for development. The strategic direction focus on improving the land and tax administration system includes enhancing the awareness of citizens about the consequences corruption through ethics and anti – corruption campaign and education such that the public natures zero tolerance against corruption measures that improve transparency and accountability would be undertaken with particular emphasis on movement organizations and public enterprises that are susceptible to corrupt practices by improving their operational systems. Furthermore, it increasing the role the citizens in the fight against corruption, introducing registration system of the wealth of governance authorities and civil servants introducing information technology systems, enhancing transparency, developing cadastral land registration system, improving the tax information system, taking legal measures against those guilty of corruption and using these measures as an input to increase the awareness of the public.

2.2. Conceptual Framework

The conceptual framework for this study is built on the interaction between institutional supply-side factors and community "demand-side" factors in the urban governance ecosystem of Raya Alamata Town. The main part of this framework is the Independent Variables, the basic principles of good governance,

namely transparency, accountability, rule of law and equity, and the administrative capacity of the Woreda town council and civil servants. These are the strategic directions of domestic governance in Ethiopia that support the enforcement of laws that promote democratic values and effective policy implementation [25].

The relationship between these governance inputs and the desired outcomes is mediated by a set of Intervening Variables or challenges identified in the study area. These include institutional capacity constraints such as the skills gap among public servants, financial mobilization constraints and socio-political hurdles. In particular, the framework includes the passive nature of community awareness and low levels of societal participation in governance-related activities, which often stems from the view of leadership as an exclusive exercise of power [21]. The local administration’s ability to eradicate poverty and ensure food security is further hampered by external economic pressures such as inflation and a history of dependence on rain-fed agricultural systems

The Dependent Variable in this study is the overall status of Urban Good Governance in Raya Alamata Town. This is measured by the effectiveness with which decisions are made and implemented to meet the community's needs. The framework suggests that when administrative capacity is strengthened through process re-engineering and when society's passive outlook is transformed into active participation, the resulting governance environment becomes a significant driver for local economic and political stability. Conversely, if the identified challenges such as low awareness and resource constraints persist, the implementation of urban governance remains fragmented, hindering the broader national agenda of poverty eradication [22].

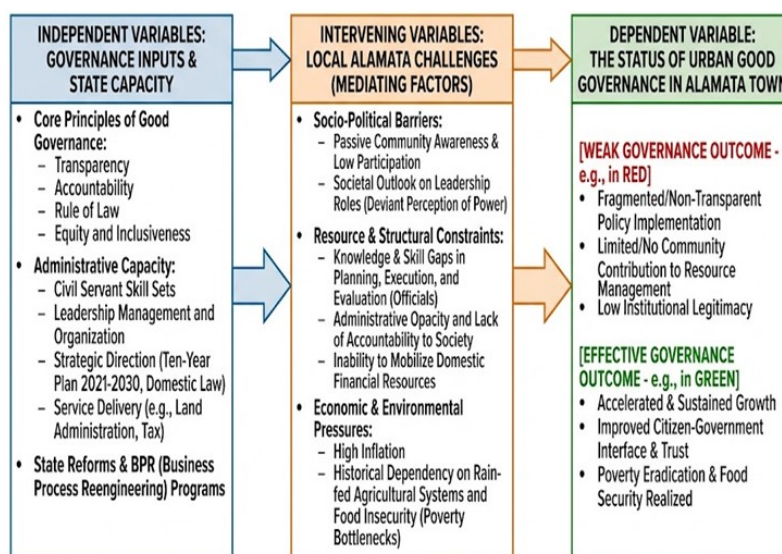


Figure 1. Conceptual Framework of Urban Good Governance Challenges in Raya Alamata Town

2.3. Challenges or Problems of Good Governance

The inherent conceptual weaknesses of good governance continue to challenge the legitimacy of international development projects. Without robust, context-specific frameworks, donor agencies lack a rigorous basis to justify one measurement metric over another or to prioritize components within a classification [22]. Furthermore, the absence of refined indicators prevents agencies from empirically testing hypotheses regarding institutional evolution or developing evidence-based strategies to influence positive change [23]. Consequently, quantitative findings suggesting a causal link between poorly conceptualized governance measures and development outcomes remain unconvincing, particularly in fragile or post-conflict urban settings [24] [25].

The question of “how to improve governance?” is, of course, the most pressing from a policy perspective. However, this question cannot be rigorously answered without better addressing the concept of good governance: “how to improve what exactly?” These points are discussed in greater depth in my forthcoming working paper. “Good Governance as a concept, and why this Matters for development

policy”. The provides a review of donor approaches to governance disuses conceptual issues in greater depth and argues that one promising way forward is to disaggregate the concept of “good governance and to refuse our attenuation and analysis on its various disaggregated components (e.g., democracy, civil and political rights, public sector management.

“Good governance,” in effect, has emerged as a catchall for a broad spectrum of political and economic institutions and outcomes. It still exists in the public discourse but many development analysts argue that it lacks the conceptual precision necessary for effective policy-making [22]. But governance is not new, it is as old as human civilization. At its most fundamental level, governance is about the formal and informal processes of decision-making and the mechanisms by which those decisions are or are not put into practice (Ansell & Torfing, 2022) [26]. Modern scholarship increasingly emphasizes this "process-oriented" definition to move beyond value-laden labels and focus on the actual capacity of institutions to function in complex environments [25].

Governance can be used in several contexts such as corporate governance internal governance national governance and local governance. Since governance the process of decision making and the process by which decision focus on the formal and informal structures that have set in place to arrive at and implement the decision.

Government is one of the actors in governance. Other actors involved in governance vary depending on the level of government that is under discussion. In rural areas for example other actors may include influential land lords, associations of peasant farmers, cooperatives, NGOS, research institution, religious leaders, finance institutions, political parties the military and others too. The situation in urban area is much more complex.

At the national level in addition to the above actors made lobbyists, international donors, multinational corporations may relay a role in decision making process. All actors other than government and the military are grouped together as part of the civil society. In some countries in addition to the civil society organized comer syndicates also influence decision making particularly in urban areas and the national level. Similarly for formal government structures are one means by which decision are arrived at and implemented. At the national level informal decision-making structure, such as “kitchen cabinets” or formal advisors may exist in urban areas; organized crime syndicates such as the land mafia may influence decision making such informal decision making in often the result of corrupt practices or leaders to corrupt practices.

It assures that corruption is minimized the views of minorities are taken into account and that voices of the most vulnerable in society are heard in decision making. It is also responsive to the present and future needs of society and as indicated in public system management. As Frederic Kson (2005) points out two important implications arises from the critique of governance one is that governance approach to public administration focuses on change and reform rather than functioning of institution such as state. The second implication of the critique is that governance theorists look for in all pervasive patterns of organizational and administrative behavior a general theory that provides and explanation for the past and a means to predict future.

As Frederickson suggests a fundamental distinction between public administrations as the internal day-to-day management of the organization and governance as management of extend state. It includes management of non-governmental, institutional and other organization in so far as their policies or actions affect the citizens in the same way as state agencies. There are challenges that the governance faces such as corruption, instability, injustices and many more instated of good governance, social justice and democracy.

3. Methodology

3.1. Study Area

The study was conducted in Alamata Town, which is located in the Southern Zone of the Tigray Region of Ethiopia. Geographically, Alamata lies at approximately 12°25'N latitude and 39°33'E longitude, at an elevation of 1,520 meters (4,990 feet) above sea level. The town is strategically situated along Ethiopian Highway 2, a major north-south transportation corridor, approximately 600 kilometers north of the capital city, Addis Ababa, and about 180 kilometers south of the regional capital, Mekelle. Topographically, the wider Alamata woreda is divided into two distinct zones: the western highlands, which include localities like Tsetsera and Merewa with altitudes ranging from 2,000 to 3,000 meters characterized by steep slopes and gorges covering about 25 percent of the district, and the eastern lowlands, where the town of Alamata itself is situated, with generally plain topography at altitudes between 1,450 and 1,750 meters that is highly suitable for agriculture and covers the remaining 75 percent of the district. Alamata also lies within

the endorheic basin of the Afar Triangle, meaning its streams do not drain to the ocean.

Administratively, Alamata functions as both a town and a separate urban administration, surrounded by the larger rural Alamata woreda, which is part of the Southern Zone and shares borders with Ofla and Raya Azebo woredas of Tigray to the north and west and with the Amhara Region to the south and west. Regarding demography, according to the 2007 national census conducted by the Central Statistical Agency of Ethiopia, the town of Alamata had a population of 33,214, comprising 16,131 males and 17,083 females, although pre-war projections estimated the town's population to have grown to approximately 70,441 by 2022. For the wider Alamata woreda, the 2007 census recorded a total population of 85,403, with the ethnic composition being mixed: the three largest groups were Tigrayan at 62.19 percent, Amhara at 33.91 percent, and Oromo at 2.24 percent, while in terms of religion, 80.27 percent of the woreda's population identified as Orthodox Christians and 19.68 percent as Muslim.

Socio-economically, the economy of Alamata and its surrounding area is primarily based on agriculture, with the lowland plains suitable for growing cereals such as sorghum, teff, and maize, and the area historically being a significant cotton production region. The town hosts the Alamata Agricultural Research Center, which was established to support farming and food security in lowland and midland agro-ecologies, and the town functions as a local commercial hub with a municipal bus station, government offices, and various small-scale trade and service enterprises. This specific study was conducted in Alamata Town for several reasons. First, the town's location in a historically contested borderland between the Tigray and Amhara regions makes it a critical case for studying the practical challenges of urban good governance, as the area has experienced significant political and administrative instability, especially following the Tigray War from 2020 to 2022, leading to complex questions of accountability, transparency, and public participation. Second, Alamata is situated on a major highway, making it accessible for fieldwork, and its status as a distinct administrative unit provides a clear and manageable government structure to study. Third, with an estimated population suitable for a master's-level study, the town allowed for the collection of a representative sample of 130 respondents from the town council, civil service, and citizenry within the available time and budget.

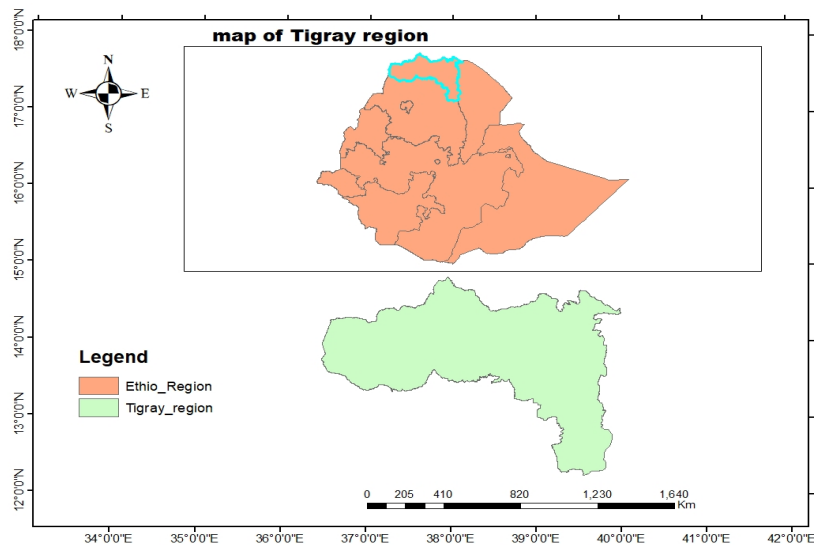


Figure 2. Location of Ethiopian Tigray Region

3.2. Research Design

As it is clearly stated in Chapter One, the main purpose of this study is to identify significance of urban good governance and its challenges. To achieve these goals, a descriptive research design was employed, which is a robust framework for gathering information on current conditions and attitudes within a specific locale. (Creswell & Creswell, 2018) [7]. In order to carry out this research it was important to contact town dwellers', delegates of Woreda town council, civil servants and officers. To collect information from office informants the researcher used questionnaire. The questionnaires were of two types: closed and open-ended. Two types of questionnaires were prepared for sample respondents of the

study area. Structured questionnaires were used to collect information by interviewing the governmental officers and civil servants, who had close relation to civil service reforms. The questionnaire prepared for civil servants were set in English and translated to Amharic language by the researcher that contained closed and open-ended questions. In order to ensure the appropriateness of the items in each instrument, a pilot study was carried out in peer Indra Gandhi master’s program participants.

3.3. Data Sources

The data used to this study included both primary and secondary data sources. Primary data which was directly collected from the respondents while secondary data relied on published and unpublished materials, such as internet, books, magazines, reports and journals.

3.4. Sampling Techniques and Size of Sampling

In order to obtain a representative sample of respondents for this study, non-probability purposive sampling methods were employed. As Memon et al. (2024) explain, purposive sampling allows researchers to intentionally select participants based on predefined criteria relevant to the research phenomenon [8]. Bouncken, Czakon, and Schmitt (2025) further emphasize that in qualitative and mixed-methods research, "how to achieve purposeful case selection and saturation of cases and informants" is highly substantial to the validity of insights gathered from rich data [9].

Regarding minimum sample size requirements, recent methodological literature provides updated guidance. Wutich, Beresford, and Bernard (2024) [10], in their integrative review published in the International Journal of Qualitative Methods, extracted the following sample size guidelines for different types of qualitative data analysis: theme saturation requires approximately 9 interviews, meaning saturation requires 24 interviews, theoretical saturation requires 20 to 30 or more interviews, and metatheme saturation requires 20 to 40 interviews per site. Gamarra-Moncayo and Prada-Chaponan (2025) note that current recommendations revolve around performing power analysis to calculate sample size, and that "the choice of sample size depends on multiple factors that should be carefully analyzed" [11].

Several practical factors also informed the sample size decision for this study. These included the need for reduced time and quick answers, economic feasibility, and the ability to gather detailed information with a relatively high degree of accuracy by focusing on a manageable number of respondents. Furthermore, as Teresi et al. (2022) caution, researchers face financial, administrative, and time constraints when dealing with entire populations, and small samples inherently produce estimates with larger confidence intervals. Due to these considerations, the researcher selected 130 sample respondents purposively [12].

Table 1. Sample Size

No	No of Admin Office	Number of Respondents			Total
		Delegate of Woreda Council	Civil Servant	Woreda Dwellers'	
1	1	42	20	68	130
Total	1	42	20	68	130

3.5. Data Collection Techniques

(1) Questionnaire

A questionnaire with both open-ended and close-ended items was originally prepared in English and then translated into Amharic. Close-ended items used a four-point Likert scale (Strongly Disagree to Strongly Agree) to avoid neutral responses. Items were designed to operationalize the core principles of urban good governance: accountability, transparency, public participation, rule of law, and responsiveness.

(2) Validity Procedures

To establish content validity, the initial English version of the questionnaire was submitted to a panel of three experts: (1) two faculty members from the Department of Public Administration and (2) one Woreda-level governance officer with over 10 years of experience. The panel evaluated each item for clarity, relevance to the governance principles under study, and absence of ambiguity. Based on their feedback, five items were reworded, and two items were deleted because they duplicated other questions.

The Content Validity Ratio (CVR) was calculated, and only items with a CVR above 0.78 were retained.

Following expert validation, a pilot study was conducted with 15 master's program participants at Indira Gandhi College (peer students who were not part of the final sample). These participants had academic training in research methods and practical experience in local governance. The pilot served three purposes: (1) to assess the clarity of the Amharic translation through cognitive interviewing, (2) to measure the internal consistency of Likert-scale items using Cronbach's alpha, and (3) to estimate the time required for completion. The reliability analysis yielded a Cronbach's alpha of 0.84 for the governance perception items, indicating good internal consistency. Minor adjustments to question order were made following pilot feedback. The final questionnaire took approximately 20 minutes to complete.

(3) Interview

Both structured and un-structured manner of face to face (personal) interview was conducted to obtain accurate information from delegates, Civil servants, dwellers and other concerned bodies.

3.6. Procedures of Data Collection Ethical Consideration

Firstly, the questionnaires and interview were prepared in English and in Amharic to collect feasible information from the sample population. Then the researcher gave clear orientation and training for the data collection before interview and questionnaire were conducted.

It was also important to be aware of Ethical consideration during data collection phase. Consequently, the following ethical considerations have been meeting in the design and implementation of the study to prevent distress among the informants and for the successfulness of the study. These are explanation of the essence of the study, getting permission from institutions and maintain the confidentiality of information.

3.7. Method of Data Analysis

Data collected through the above-mentioned techniques were organized by using descriptive statistical tools such as percentages, tables, graphs and figures through SPSS and other software. Hence both quantitative and qualitative approaches were employed in the research to come up with the thesis report.

4. Finding and Discussion

Before presenting findings, it is important to note that the questionnaire demonstrated acceptable reliability (Cronbach's $\alpha = 0.84$) and content validity established through expert review. Therefore, the following results are interpreted as reliable reflections of respondent perceptions within the study context.

(1) Responses Related with Background of The Respondents

Table 2. Back Ground Information of Respondents

Variable	Characteristics	Frequencies	Percentage
Sex	Male	68	54.3%
	Female	62	45.7%
	Total	130	100%
Religion	Orthodox	18	14%
	Others	112	86%
	Total	130	100%
Education Qualification	Primary	12	9%
	Secondary	27	20.7%
	Diploma	32	24.6%
	Degree and above	60	45.7%
	Total	130	100%
Experience Year in Administrative Function	0-5	22	17.8%
	6-10	40	30.8%
	11 and above	68	51.4%
	Total	130	100%
Marital Status	Married	87	60.9%
	Single	43	39.1%
	Total	130	100%

The Table 2 depicts that 68 (54.3 percent) of the respondents were female. While 62 (45.7 percent) of the respondents were male. With regard to religion 18 (14 percent) of the respondents were orthodox and 112 (86 percent) of them were others, pertaining the experience 12 (9 percent) of the respondents served for (0-5) and above 22 (17.8 percent) while 6-10 40 (30.8 percent) were as 11 and above are 68 (52.4 percent).

This indicates that majority of the respondents have adequate experience to carry out their duties and to provide relevant information for the study. Regarding to marital status 87 (60.9 percent) of the respondents were married and 43 (39.1) percent of them were single. From the above information's it was concluded the informants have understandings about significance of good governance and its challenge.

Table 3. Response Related with Urban Good Governance

No	Item	Responses								Remark
		Str. Disagree		Disagree		Agree		Strongly Agree		
		Fr	%	Fr.	%	Fr.	%	Fr.	%	
1	Accountability and transparency of administration	12	9.23%	68	52.3%	30	23.7%	20	15.30%	
2	Society participation is important in governance aspect	13	10%	23	17.7%	50	38.5%	44	33.8%	
3	Participatory decision making implemented properly	21	16.2%	30	23%	36	27.7%	43	33.1%	
4	Budget plan preparation is well managed and it is important	56	43.1%	22	16.9%	32	24.6%	30	15.4%	
5	Flow up of good governance is important	48	36.9%	39	30%	29	22.3%	14	10.8%	
6	Adequate knowledge of police principles and procedures are important	22	16.9%	38	29.2%	18	13.9%	52	40%	
7	Good governance problem is the problem of growth and development	5	3.8%	23	17.7%	50	38.5%	52	40%	
8	The above in no 7 using appropriately is important	10	7.7%	17	13.1%	41	31.5%	62	47.7%	
9	Good governance is safe in Woreda administrator	57	43.8%	42	32%	21	16.2%	10	8%	
10	The Governance is said to be good or not is depends on administrators	19	14.6%	30	23.1%	36	27.7%	45	34.6%	
11	Governing bodies are transparent and accountable	46	35.4%	52	40%	26	20%	6	4.6%	
12	Community involves in resource management	9	6.9%	13	10%	60	46.2%	48	36.9%	
13	Management flows transparency principle in resource utilization	11	8.5%	37	28.5%	39	30%	43	33%	
14	Participation decision making imply properly administration	26	20%	32	24.6%	52	40%	20	15.4%	
15	There is frequent follow up in administration area	18	13.9%	26	20%	54	41.5%	32	24.6%	
16	Utilization, maintenance and purchasing system is fair	14	10.8%	30	23%	37	28.5%	49	37.7%	
17	In adequate knowledge and skill in planning and allocating financial resource	5	3.8%	9	6.9%	43	33%	72	55.3%	
18	Stake holders are budget planning	11	8.5%	33	25.4%	39	30%	47	36.1%	

Source: Field Survey (2020)

Analysis of the data in Table 3 shows a significant gap between public support for good governance principles and critical views on how well the local administration is carrying them out.

Public backing for good governance ideas is strong. Most people agree that community involvement in governance and resource management is important, with 72.3% support for Item 2 and 83.1% for Item 12. They also see a direct link between good governance and development, with 78.5% agreeing on Item 7. There is a clear and pressing need for better administrative skills, especially in financial planning, as 88.3% agree that there is "inadequate knowledge and skill in planning and allocating financial resources" (Item 17).

However, people view the administration's current performance very negatively. A troubling 75.8% of respondents disagree that good governance is safe under the Woreda administrator, and 75.4% disagree that governing bodies are transparent and accountable. This points to a serious lack of trust. The perception of poor performance is further supported by negative opinions on accountability, with 61.5% disagreeing on Item 1, and budget management, where 60% disagree on Item 4.

(2) Administrative Accountability and Transparency

Concerning transparency and accountability, it shows that about 80 (62%) of respondents confirmed that there is no transparency and accountability and the other 50 (38%) of respondents agreed on the transparency and accountability.

From this, it can understand the wereda administrative office was not made transparent to their people on the wereda administrative issues. It can imply that in the study area there have the problems of transparency and accountability. Therefore, it was challenging to apply good governance.

(3) Society Participation on Governance Aspect

Concerning the participation of the society on the aspect of good governance, it shows that 72.3% of the respondents agreed the participation of society on the aspect of good governance and the remaining 27.7% were disagreed on participation of society in the issue of good governance. This shows that there have challenges of good governance in the study Woreda administration.

(4) Implementation of Participatory Decision-Making Principles of Good Governance

Regarding implementation of participatory decision making, about 60.8% of the respondents were agreed on and 38.2% of the respondents were disagreed on the implementation of the pillar of good governance in the study Woreda. From this figure it can implied that there has implementation gap on participatory decision making.

Concerning the participation of youth in kebele counsel, City Council and City Cabinets Male to Female Ratio table above show that 76% to 24% in Woreda Council and 25% to 3% of Woreda Cabinets where as 89.4% to 10.6% is the Kebele council members which shows that female participation in leadership is not sufficient it needs more to do.

(5) Budget Plan Preparation and Its Management

The budget plan preparation and its management show that about 86 (60%) of the respondents were disagreed on the planning and management the others 54 (40%) were agreed on. This implied that the budget use was less managed.

(6) Flow Up of Urban Good Governance

About 69 percent of respondent agreed on follow up of the urban good governance application and 31 percent of the respondents Disagree follow up of good governance in the study area. From this it can be concluded that there have follow up but still a gap concerning the application of good governance in the study.

(7) Knowledge On Polices, Principles, and Procedures Importance

Concerning the knowledge on policy and principles, about 54% of the respondents were agreed on the importance and about 46% were disagreed. This result shows that there was awareness gap on polices, principles and procedures of the government. From this it can concluded that there was the need of capacity building for the all-civil servants, officers and other concerned bodies on the polices, principles and procedures of governments.

(8) Good Governance Problem Is the Problem of Growth and Development

The problem of good governance were the problems of growth and development about 78.5% of the respondents agreed on and the remaining 21.5% were disagreed. This shows that there was knowledge

gap on the impact of good governance problem on growth and development. From this the researcher can concluded that in study area people need awareness creation on the principles of good governance.

(9) Community Involvement on Resource Management

The community largely agrees on their role in resource management. A total of 83.1% of respondents 36.9% strongly Agree and 46.2% Agree state that the community is properly involved in managing resources. This strong agreement suggests that participatory methods for resource management are not only established but also seen as effective by most community members. The 16.9% who disagree point out that while engagement is generally successful, some groups may feel excluded or notice gaps.

(10) Fair Utilization, Maintenance, and Purchasing System of Materials

The result revealed about 81 percent of the respondents was agreed and the others 19 percent disagree. This reveals that the whole community were not participate on resource management. The above results implied that in the study area there were the need of community-based resource management. To bring the sense of ownership participation is necessary.

Concerning material utilization, maintenance and purchasing system about 66.2% of the respondents were agreed and 33.8% of the respondents were disagreed. This shows that still there was a problem in purchasing system, maintenances and utilization of material. The result implies that there was violation of rules and regulation of government concerning the above- mentioned issues.

(11) Inadequate Knowledge and Skill in Planning and Allocation of Financial Resources

Concerning the inadequate knowledge and skill in planning financial resources, about 89% of the respondents were agreed and 11% of the respondents were disagreed. this shows that still there were knowledge and skill gap among the administrators of the study area. From the above result implied that to bring wise use of resources the study area needs to fill the gap.

The major findings of such analysis were briefly summarized as flow:

- 1) Concerning transparency and accountability shows that about 80 (62%) of respondents confirmed that there is no transparency and accountability and the other 50(38%) of respondents agreed on the transparency and accountability. From these results, it could be concluded that the town administrative officials were less accountable and transparent to their people.
- 2) About 72.3% of the respondents agreed on the importance of public participation in urban good governance, while the remaining 27.7% disagreed. This indicates that governance in the study town is not sufficiently participatory. Community members are not adequately involved in decision-making, planning, implementation, and evaluation processes.
- 3) Budget plan preparation and its management, about 86 (60%) of the respondents were disagreed on the planning and management of the budget and the others 54(40%) were agreed on. The mentioned result implied that budget allocation and consumption were not economic. The budgets allocated in this woreda were not fair and not based on prioritizing society problems.
- 4) Knowledge on policy, principles, and procedures, about 54% of the respondents was agreed on the importance and about 46% were disagreed. The results show that there was awareness gap on importance of polices principles and procedures of the government. This implied that awareness gap leads the administration office to violate principles of good governance and it was challenging to them to apply good governance.
- 5) Concerning community participation on resource management, the result revealed about 81 percent of the respondents was agreed and the others 19 percent disagree. This reveals that the whole community were not participate on resource management. This implied that due to awareness gap leads to lack of sense of ownership, this also makes challenging the application of good governance.
- 6) Material utilization, maintenance, and purchasing system, about 66.2% of the respondents were agreed and 33.8% of the respondents were disagreed. The result implied that material utilization, maintenances, and purchasing systems were exposed to rent seeking. This made the application of good governance challenging in study area.
- 7) Inadequate knowledge and skill in planning financial resources, about 89% of the respondents were agreed and 11% of the respondents were disagreed. The result implied that still there were knowledge and skill gap among the administrators of the study area in planning financial resources. This might lead to violation of fair and equitable distribution of financial resources.

5. Conclusion

The study aimed to examine the significance of urban good governance and the challenges of its implementation in the Raya Alamata Town Administrative Office. Specifically, the study sought to: assess the status of good governance application in the Raya Alamata Town Administrative Office; identify the main challenges or factors that constrain society from accessing and participating in good governance; examine opportunities that help create awareness of the significance and effects of urban good governance in Raya Alamata Town; evaluate the opportunities available for society to access urban good governance; and propose relevant recommendations to address the challenges of urban good governance.

In line with the stated objectives and the major findings, the following conclusions were drawn. The town administrative officials were found to be less accountable and transparent to the public. Governance in the study area was not sufficiently participatory, as community members were not adequately involved in decision-making, planning, implementation, and evaluation processes. Budget allocation and utilization were found to be inefficient. There was also a significant awareness gap regarding government policies, principles, and procedures, which hindered the effective implementation of urban good governance. Furthermore, community participation in resource management was limited. Material utilization, maintenance, and procurement systems were not conducted in accordance with established government rules and regulations, indicating potential exposure to rent-seeking practices.

It is recommended that regular civic education programs on good governance, as well as citizens' rights and responsibilities, be conducted to enhance public awareness through local media, community leaders, and religious institutions. The capacity of local officials should be strengthened through targeted training programs and the integration of good governance modules. Clear mechanisms for transparency and accountability should be established and effectively implemented. Inclusive citizen participation should be enhanced in planning and resource management by institutionalizing community representation in urban planning committees, budget forums, and local development committees, while ensuring the inclusion of women, youth, and marginalized groups. In addition, institutional design and coordination should be improved. Financial and performance management systems should be strengthened, and good governance principles should be mainstreamed into local development initiatives. Finally, successful lessons and best practices should be documented and scaled up to other towns.

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