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ASSESSING PRACTICES OF GOOD GOVERNANCE IN THE SECURITY SECTOR: THE CASE OF ADIGRAT CITY SECURITY AND ADMINISTRATION OFFICE, EASTERN ZONE OF TIGRAY, ETHIOPIA.

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ABSTRACT

The objective of this research article was to assess the practices of good governance in the security sector particularly in Adigrat City Security and Administration Office. The study used both qualitative and quantitative research methods. Primary and secondary sources of data were also used. Primary data was gathered through semi -structured interview and focus group discussions and secondary data was gathered through document analysis. Respondents were selected using probability and non- probability sampling methods. Among the probability sampling methods, simple random sampling technique was employed, and non- probability sampling method (Convenience sampling technique) was used. The qualitative data was collected from 10 respondents and the quantitative data was gathered from 122 respondents. The qualitative data was analyzed through narrative analysis and discussion and the quantitative data was analyzed through descriptive analysis techniques such as, frequency and percentage.

Keywords: Adigrat City, Good Governance, Principles of Good Governance, Security Sector and Administration.

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1. INTRODUCTION

Over the past 60 years, there have been efforts to ensure international peace and security by the United Nations. Despite tremendous efforts, conflict and instability still remains unsolved. The members of the UN therefore continued the efforts of promoting peace and security by providing two integrated perspectives. These perspectives are, first: security, human rights, and development are complementary and go hand in hand for ensuring everlasting peace. Second, ensuring rule of law and good governance are recognized as the main factors for safety, human right promoting and ensuring economic development(UN, 2010).

There is also argument within the members of the UN and other actors of the international system on the constraints of socio-economic and political progress because of insecurity and conflict. This has dramatically changed the point of discussion and expanded the scope of security from security of the state towards safety and security of people and communities. That's why states and governments have started to modify their institutions in such a way to promote security. This is because states that don't promote safety and wellbeing to their citizens are considered as having ineffective security sector thereby cannot realize visible development and protection of human rights (Fallis, 2013). As a result, good governance in the security sector as a policy concept was emerged with the aim of institutionalizing a professional security sector that is effective, responsive, efficient, legitimate, apolitical and accountable to the citizens (Ball et al., 2003).

Africa is also experiencing a daunting challenge to promote rule of law, good governance and security. The continent has experienced tremendous conflicts, human right violations and political upheavals. This problem attracted the need for strong security sector institutions among African countries through regional integration and cooperation (African Union,2013). Thought African governments tried to rearrange their security sector much has remained to be done. The security sector institutions are filled with unprofessional human resources in addition to weak management and follow up mechanisms (Cawthra, 2009).

In response to challenges of good governance in the security sector, the Ethiopian government has introduced 'the security sector reform' in 2002 under the authority of Ministry of Capacity building. The security sector reform was latter named as the Comprehensive Justice Sector Reform Program(JSRP) in 2005 (Henok ,2014). The goal of the JSRP was to ensure rule of law and good governance thereby creating fertile condition for the promotion and protection of basic human rights and freedoms of citizens. However, the security sector governance program failed to participate relevant stakeholders and gave little attention to democracy as it has been dominated by security forces like police and military forces (Wallelign, 2018).

As part of fighting the challenges of security sector governance, the Tigray regional state justice sector reform bureau also involved in solving insecurity and violence. But,

political interference, inadequate human and material resources and incompetent leadership have been the most serious problems (Tigray Bureau of Plan and Finance, 2015).

1.1 JUSTIFICATION

After the end of Cold War new perspectives emerged insisting that security and development are inseparable and indivisible. Besides, The World Bank's voices of the poor studied over 60,000 poor women and men from 60 countries and indicated that insecurity is the main challenge to reduce poverty (Caparini, 2006). The security sectors in many developing and transition countries are inefficient and ineffective. Due to lack of professionalism in the security sector and irresponsible security bodies and justice systems insecurity and violence are rampant. This overall mess happens due to weak governance in the security sector (EU, 2007).

According to Geneva Center for Democratic Control of Armed Forces (DCAF), (2015) poor security sector governance stems from neglecting the principles of good governance within a state's security sector office. Poor security sector governance affects the overall socio-political system and dynamism of a state (OECD, 2008). Ball. Bouta, Tsjeard van de Goor, and Luc, (2003) also argued that poor security sector governance leads to mess within the security sector institutions. Ineffective follow ups, lack of transparency and accountability in the security sector also create a suitable condition for corruption and mischiefs. In general, poor security threatens political, economic and social stability of a given polity (Kayhan & Hartog, 2013).

Taking a lesson from the international actors, the security sector reform or the justice sector reform program in Ethiopia was launched and the security sector institutions are reformed based on the hope that they would deliver efficient and effective services as per the country's law by inviting relevant stakeholders to take part in crime prevention ,creating professional ,accountable and transparent police officers via establishing police colleges at federal and regional governments (Henok, 2014).

However, little achievement was registered and the security threat in the state increased from time to time in both federal and regional governments. For example, in recent years (2018-2020) insecurity and violence in Tigray region have been increased. Specifically, as the home of more than 800,000 populations, the eastern zone of Tigray region has suffered from lack of good governance in the security sector administration office which resulted in instability and violence. Hence, a significant number of people are dying, losing their physical body, being confiscated their property like money, mobile phones and different materials because of high level of insecurity(Tigray Bureau of Plan and Finance, 2015) .

Pertaining to the studies little has been done on security sector governance in Ethiopia in general and in Tigray region in particular. For example, (Wallelign, 2018) studied "The security sector reform in Ethiopia particularly in Amhara National Regional State police force" and argued that the challenges of security sector reform program are

political interference, lack of adequate budget and incentives, and lack of human and material resource. His studies are limited to assess the implementation of the security sector reform program, and challenges of security sector reform program in the police force. Wallelign failed to examine the importance of stakeholders' participation in the security and administration, the role of government to control and oversight in activities of security and administration, and overall the importance of applying good governance principles in the security sector in enhancing security environment. The fact that no research regarding good governance in the security and administration office is conducted in the study area and the resulting rampant crime, loss of life and property makes the topic relevant and timely, which inspired the researcher to engage in such research activity.

1.2 Objectives of the project

The general objective of the study was to assess the practices of good governance in the security sector taking case study of Adigrat City's Security and Administration Office, Eastern zone of Tigray region, Ethiopia.

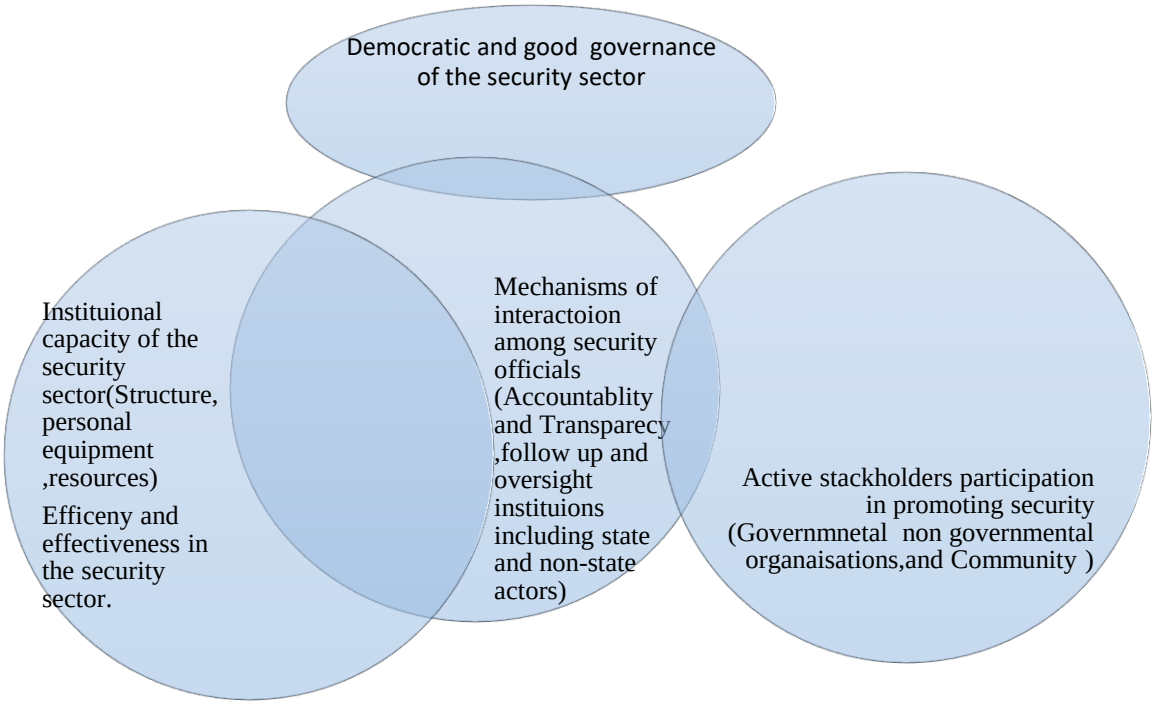
The Specific Objectives of the study are:

i. To assess the capacity of the Security and Administration Office in promoting good governance.
ii. To examine the mechanisms of interaction in the Security and Administration Office.
iii. To examine the extent of stakeholders participation in preventing security challenges in collaboration with the security and administration office.
iv. To identify the major challenges hindering good governance in the Security and Administration Office.

Research Questions

i. What looks like the capacity of Security and Administration office to function effectively and efficiently in promoting good governance?
ii. Are there sound mechanisms of interaction in the Security and Administration Office?
iii. To what extent do the stakeholders participate in preventing security problems in collaboration with the security and administration office?
iv. What are the challenges hindering good governance in the Security and Administration Office?

1.3 Conceptual framework



Source: Adopted from Ball, (2004).

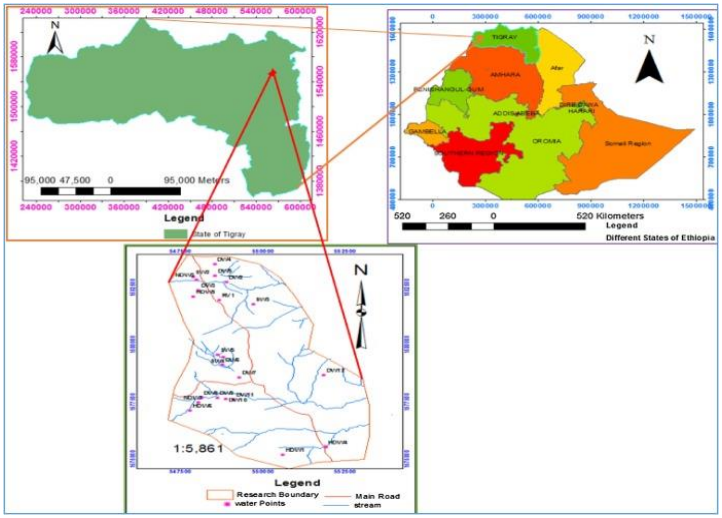
Figure.1. Conceptual framework

2. METHODS AND MATERIALS

2.1 Description of the study area

The study was conducted in Adigrat town located in the Eastern zone of Tigray region, Ethiopia. The town is the Center of Eastern zone of Tigray. It is situated between 14°15′N Latitude and 39° 27′ E Longitude with an elevation of 2,457 metres (8,061 ft) above sea level. It has 6 administrative *kebelles*. The total population of the town is 97,125 of whom 46,113 are men and 51,012 women (Adigrat town Labour and Social affairs office, 2020).

2.2 Map of the study area



Source: (Grmay , 2018).

Figure.2. Map of the study area

2.3 Research Strategy and Design

2.3.1 Research Strategy

There are two common research strategies. These are Qualitative and Quantitative. The study used both qualitative and quantitative research strategies. This is because mixed research strategies substantiates the strengths and weakness of both methods and improves the analytic power of the study (Creswell, 2007).

2.3.2 Research Design

Research design is a blue print of the methods to be employed for collecting data and the techniques to be used in analyzing data considering the research objectives and resources (Kothari, 2004). The design helps to minimize bias and maximizes reliability. It also helps to address the research questions. Thus, cross-sectional survey design was used because it is affordable in terms of money and consumes less time.

In terms of the depth of investigation, case study research design was employed because the researcher has intensely described the practice of good governance principles in the study area, that is- Adigrat security and administration office. Creswell, (2007) noted that case study design is detailed analysis of attributes rested on selected study areas.

2.4 Sampling Methods and Techniques

This study employed both non-probability and probability sampling methods. One of the types of non-probability sampling methods, known as convenience sampling was used. That means the researcher selected interviewees, FGD discussants and *kebelles* purposively because of the fact that the respondents were supposed to be better source of information about the security issues in the district. In addition, Maurer & Michelleti, (2012) argued that if respondents are selected based on better source of information and the close relationship they have with certain sector, there are chances that the

results obtained will be highly accurate with a minimum margin of error. Accordingly, from the Eastern zone of Tigray region, Adigrat town was purposively selected because of its high level of crime and insecurity (Eastern zone security and administration office, 2020). As mentioned earlier Adigrat town has 6 *kebelles*. Then out of Six *kebelles*, three *kebeles i.e Kebelle* 3,*Kebelle* 4 and *kebelle* 6 were selected still purposively based on the level of crime and insecurity they have(Ibid). Questionnaires were distributed to the respondents based on preliminary interview made by the researcher because of the fact that there is no documented list of clients per day or per week in the security and administration office of the town. The estimated numbers of clients per day are gained from the security and administration office selected as key informants. Therefore convenience sampling was employed to get the average clients per day.

TABLE 1: Sampling Technique.

Selected Town/District	Selected Institution	Average Clients per week	Sample
		50*5=250	112
Adigrat	Security and Administration Office		

Source: Survey result, 2020.

N.B -50 indicates average clients per day in the security and administration office.
-One week has 5 working days.

The sample size is determined by using Yamane's formula(1967) as cited by Israel, (1992). The formula is given by:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{250}{1 + 250(0.07)^2} = 112$$

Where, n= Sample size, N=population size, e = the level of precision (93%) and sampling error which is 0.07% 1=the probability of even occurring.

There are also 10 workers in the Security and Administration Office; therefore 122 questionnaires will be distributed to the respondents, i.e 112+10=122.

2.5 Sources and Methods of Data Collection

The study used both primary and secondary data sources. Primary data sources including key informant interviews, and Focus Group Discussions (FGDs) were used. The secondary data was gathered from both published and unpublished materials.

Qualitative and quantitative methods of data collection were used to collect reliable data. To collect data by qualitative methods, the study utilized key informant interview, and Focus Group Discussions while survey technique was utilized for quantitative method. To express in detail:

2.6 Key informant interview (KII): In this study Key Informant Interview particularly-Semi-Structured interview was used because the researcher wants to know

the specific information which can be compared and contrasted with information gained in other interviews. The researcher also wants the interviewee to remain flexible so that important information can be obtained (Dawson, 2013).

Therefore, key informants who have background information on security and administration issues were purposively selected and interviewed. From the security and administration office one security and administration's unit leader, and two security and administration officers were approached. Totally, three key informants were interviewed. The researcher also made interview with one eastern zone administrative and security affairs office officer to strengthen his data. Hence, there were totally four key informants in this study. Checklist was prepared for conducting the interview.

Focus Group Discussions (FGDs): Taking age, religion, education and sex in to account the researcher carried out two Focus Group Discussion. Each FGD was composed of six participants. For this purpose, checklist was prepared and each discussion was facilitated by the researcher.

Survey: a survey is a method of obtaining large amounts of data, usually in a statistical form, from a large number of people in a relatively short period of time (Kothari, 2004).Both close ended and open ended questionnaires were used in this study. Close ended questionnaire was used because categorized data were required and the informant chooses the answer from a set of provided alternatives. Whereas open ended questionnaire were used because the researcher needs new facts to be searched out by giving to the respondent to freely express their views and ideas. Questionnaires were distributed to 122 respondents. The questionnaires were prepared in Tigrigna language which is the medium of communication for the community in the study areas. Survey was used to supplement and triangulate the qualitative data gathered through key informant interview and FGD.

Document analysis: secondary materials were reviewed to supplement the primary sources of data. The research utilized secondary information such as the Tigray region security and administration bureau annual plans and performance reports, the Adigrat town security and administration office annual plans and performance reports, magazines, newspapers, articles, research reports, published and unpublished books dealing with the nature and practice of good governance in the security sector.

2.7 Method of Data Analysis

The quantitative data collected by household survey (Close- ended questionnaire) was analyzed using descriptive statistics like frequency, percentage. Statistical Package for Social Sciences (SPSS) software version 20 was employed for analyzing descriptive statistics. The qualitative data obtained through Open-ended questionnaire, Key Informant Interview, and Focus Group Discussions was analyzed through narrative analysis and discussion.

3. RESULTS AND DISCUSSIONS

In this section, the findings of the study will be presented. Firstly, the institutional capacity of the security and administration office will be discussed. This indicates the assessment of inputs vital for the efficient and effective performance of the security and administration office of the case study. Secondly, the mechanisms of interaction employed in the security and administration of the town will be presented. Thirdly, the extent of stakeholders participation in preventing security problems will be discussed, lastly, the challenges of good governance in the security and administration office of the town will be presented.

3.1 Sex Composition of Respondents

As shown in the table below, out of the total sample respondents 74.6 %(91) were male and 25.4 %(31) were female. This indicates that majority of the respondents were male.

TABLE 2. Sex of sample respondents

Sex		Frequency	Percent
	Male	91	74.6
	Female	31	25.4
	Total	122	100.0

Source: Survey result, 2020.

3.2 Educational Status of Sample Respondents

As depicted in table 3, out of the total sample respondents, 45.1 % (55) were Diploma holders, 34.4 % (42) were 9-12 grade, 15.6% (19) were Degree and above, and 4.9 % (6) were 5-8 grade. This shows that most of the respondents who filled the questionnaires were diploma holders and 9-12 grades.

TABLE.3. Educational Status of Sample Respondents

Education status		Frequency	Percent
	5-8 grade	6	4.9
	9-12 grade	42	34.4
	Diploma	55	45.1
	Degree and above	19	15.6
	Total	122	100.0

Source: Survey result, 2020.

3.3 Adequacy of Inputs

Supportive materials are one of the indicators of institutional capacity of the security sector. This is to mean that the security sector has to be filled with adequate materials and professional security personnel to functions its duties efficiently and effectively. Security governance Scholars like N.Van .D .walle, Nicole Ball,& V.Ramachandran (2013) also noted that adequate provision of goods and services to the security providers in the security sector promotes good governance.

Accordingly, out of the total sample respondents, 43.4 %(53) disagree with the provision of necessary inputs important for promoting good governance in the security sector and 33.6% (41) strongly disagree with the availability of supportive materials in the security and administration office. And, 9.8% (12) of them were neutral on the availability of supportive materials while 7.4 %(9) strongly agree , and 5.7% (7) agree. In addition, a police officer with the rank of "Unit Leader" in the security and administration office of the town explained that:

"The security bodies in our institution don't receive adequate resources (financial, training, material) to execute their roles as professionals. They don't also receive enough professional training while they are working in their institution thus lack the necessary expertise to fulfill their functions efficiently and effectively. The police officers always ask the necessary materials needed to promote peace and security in the town. But, the security and administration office don't provide them. There is also lack of financial support, for example there is no allowance/incentive to the police officers in the security and administration office. The police officers legally have the right to get 200 birr per month for house allowance, but, peculiar to other Weredas/Districts of eastern zone of Tigray, the Adigrat security and administration office don't provide house allowance to its workers. So, mostly the workers feel discouraged of their profession which has its own negative impact on peace and security of the town (Interview, Unit Leader , Adigrat, 2020)."

TABLE 4. Sample respondents on Adequacy of Inputs

Response		Frequency	Percent
	Strongly Agree	9	7.4
	Agree	7	5.7
	Neutral	12	9.8
	Disagree	53	43.4
	Strongly Disagree	41	33.6
	Total	122	100.0

Source: Survey result, 2020.

3.4 Accountability

A sound mechanism of interaction among workers in the security sector enhances good governance in the security institutions. These mechanisms of interaction are accountability, transparency, responsiveness, oversight and checks and balances. Specifically, accountability in security sector refers to the existence of clear expectations for security provision, independent authorities be it governmental or non-governmental oversee whether these expectations are met and impose sanctions if they are not met (DCAF, 2015).

The survey result on the status of accountability in the security and administration office indicates that, out of total sample respondents 48.4 % (59) of them disagree and 31.1(38) of them strongly disagree . In addition, 10.7 %(13) of them agree, and 5.7 % (7) of them were neutral and 4.1% (5) of them strongly agree.

As per the interview conducted with a security and administration officer and with some clients, the status of accountability was not satisfactorily. One *police officer* interviewee explained that:

"Of course authorities like the peoples' representatives of the town oversee the actions and decisions of the security and administration office but it's not adequate. Some security officials coordinate with criminals and engage themselves in crime activity. Seeing this, they are not accountable to any concerned body and the people's representatives don't impose sanctions on these criminals particularly police officers. In addition, the community, the media and other non- government officials don't adequately oversight and follow up the actions and decisions of the security officials in the security and administration of the town'. (Interview, Police Officer Adigrat town, 2020)."

TABLE 5. Accountability of sample respondents

Response		Frequency	Percent
	Strongly Agree	5	4.1
	Agree	13	10.7
	Neutral	7	5.7
	Disagree	59	48.4
	Strongly Disagree	38	31.1
	Total	122	100.0

Source: Survey result, 2020.

3.5 Transparency

In the contemporary world, transparency or openness in governance is significant in the process of development. Its meaning is linked with information freely available and accessible to those who will be affected by decisions and their implementation (DCAF, 2015).

The summary result presented in table 6 indicates that 40.2 % (49) of the respondents replied disagree with the existence of transparency, 31.1% (38) replied strongly

disagree, 18 % (22) of them replied agree and 10.7 % (13) of them remain neutral. Additionally, as per to the researchers Focus Group Discussion on transparency in the security and administration office the discussants noted that that:
"In the security and administration office of Adigrat town, there is no transparency about almost all decision makings as well as about implementations of laws and programs. Most information is not accessible to the media and ordinary citizens. That's why the community and Medias don't know about the activities of the security and administration office the town. Because of lack of transparency, the security and administration of the town cannot be easily monitored and understood by the entire society. The communication between the community and the security and administration office is too weak. They don't work cooperatively. This is the result of weak community policing in the town (FGD, Adigrat town 2020)."

TABLE 6. Transparency and response of sample respondents

Response		Frequency	Percent
	Agree	22	18.0
	Neutral	13	10.7
	Disagree	49	40.2
	Strongly Disagree	38	31.1
	Total	122	100.0

Source: Survey result, 2020.

3.6 Responsiveness

As shown in the table below, most of sample respondents, i.e. 49.2 % (60) of them replied disagree with responsiveness in the security and administration office, 9.8% (12) of them strongly disagree, and 30.3 % (37) of them agree. Furthermore, 5.7% (7) of them were neutral and 4.9 % (6) of them strongly agree with fast service delivery to clients in the security and administration office. To supplement the study with qualitative data the researcher also conducted an interview with security and administration worker. Accordingly, the interviewee said that:
"The security and administration office of Adigrat town is not sensitive to the different security needs of all parts of the population and they don't perform their missions in the spirit of a culture of service. The service delivery to clients in the institution is very poor. This might happen because of lack of adequate provision of material resource, motivations, impartiality, and respect for human rights (Interview, Security and administration worker Adigrat, 2020)."

TABLE 7. Responsiveness of sample respondents

Response		Frequency	Percent
	Strongly Agree	6	4.9

	Agree	37	30.3
	Neutral	7	5.7
	Disagree	60	49.2
	Strongly	12	9.8
	Disagree		
	Total	122	100.0

Source: Survey result, 2020.

3.7 Rule of Law

Ensuring rule of law in the security sector entails impartial treatment of all citizens, equality of all citizens irrespective of their differences based on different backgrounds ,respect for human and democratic rights enshrined in the international bill of human right (Fallis, 2013). Hence, out of total sample respondents, 44.3 % (54) responded disagree with the existence of rule of law in the security and administration office of the town, 34.4% (42) of them replied strongly disagree, and 5.7 %(7) of them replied agree. Furthermore, 10.7 % (13) of them remained neutral and 4.9 % (6) of them replied strongly agree. As per the FGD conducted with clients, the essence of rule of law is more of theoretical than practical in the case study's security and administration office. The FGD discussants explained that:

"Rule of law is the most abused issue in the security and administration office of Adigrat town. All citizens are not seen equal in the security and administration office especially in police stations. The workers especially police officers are not subject to laws and regulations. The police officers are not impartial. They practice preferential treatment to clients who need service from the office. The police officers are not consistent with the international and national human right norms and standards. There is violation of human rights like the right to equality in the security and administration office (FGD, Adigrat town, 2020)."

TABLE 8. Rule of Law and response of Sample Respondents

Response		Frequency	Percent
	Strongly Agree	6	4.9
	Agree	7	5.7
	Neutral	13	10.7
	Disagree	54	44.3
	Strongly Disagree	42	34.4
	Total	122	100.0

Source: Survey result, 2020.

3.8 Oversight and follow-up mechanisms

According to Wanandi, (1998) security management and oversight bodies, such as parliament, justice sector and civil society, the community and the media are responsible to make oversight and follow up actions in different public sector institutions. Laying on this perspective, the oversight and follow-up mechanisms in the security and administration office of Adigrat town was assessed. Thus, the summary result presented in table 9 indicates that, 43.4 %(53) of respondents disagree with oversight and follow up mechanisms in the security and administration office of the town, 22.1% (27) of them strongly disagree, and 18.9 %(23) of them agree. But, the rest 15.6 %(19) remained neutral. According tom the interview conducted with a client in the security and administration office about the oversight and follow up mechanism. The interviewee explained that:

"Actors' oversight and follow up practice in the institution is very poor. The people's representatives of the town rarely follow up the security and administration office of the town. The relation between the people's representatives and the security bodies is weak. This opens a door for security bodies to coordinate themselves with criminals and engage in criminal activities. But some measurements were made by the people's representatives in coordination with the community because of the alarming level of insecurity in the town. For example, last year in 2019, a significant number of police officers were caught coordinating with criminals and become responsible and sanctions were imposed on them (Interview, Client, Adigrat town, 2020)."

TABLE 9. Oversight and follow up mechanism and response of sample respondents

Response		Frequency	Percent
	Agree	23	18.9
	Neutral	19	15.6
	Disagree	53	43.4
	Strongly	27	22.1
	Disagree		
	Total	122	100.0

Source: Survey result, 2020.

3.9 Stakeholders Participation

Active stakeholders' participation is the key to ensure good governance not only in security sector but also in other public sectors. The engagement of civil society and the media in security affairs enables the perspectives of ordinary people and important sub-sections of the population (such as women and minority groups) to be incorporated into policymaking and oversight processes (Berhe et al., 2015). Having this in mind, the respondents were asked about the level of stakeholders' participation. Thus , the

survey result in table 10 shows that 52.5 % (64) of respondents replied Low stakeholders participation, 31.1% (38) of them replied Very Low stakeholders participation, and 16.4 %(20) of them replied Medium stakeholders participation. The interviewee serving as a security and administration unit leader also elaborates that:
"Stakeholders like the community, governmental and non-governmental organizations have less opportunity to participate in decision-making. They community residing in the town has also less interest to participate in security provisions(Interview ,Unit Leader , Adigrat Town,2020) .This is similar with Ball's et al (2003) argument that low stakeholders' participation in decision making process in the security and administration office leads to low oversight and follow up mechanisms."

TABLE 10. Response on Stakeholders participation

Response		Frequency	Percent
	Medium	20	16.4
	Low	64	52.5
	Very Low	38	31.1
	Total	122	100.0

Source: Survey result, 2020.

3.10 Challenges Hindering Good Governance in Adigrat Security and Administration Office

The survey result depicted in figure 2 indicates, out of total sample respondents, 54.9 %(67) of them replied agree that lack of accountability is the main challenge hindering good governance. 19.7% (24) of them replied strongly agree, and 14.8 %(18) of them strongly disagree. Besides, 5.7 % (7) of them responded disagree and 4.9 %(6) of them were neutral about the constraint of accountability in the security and administration office of the town.



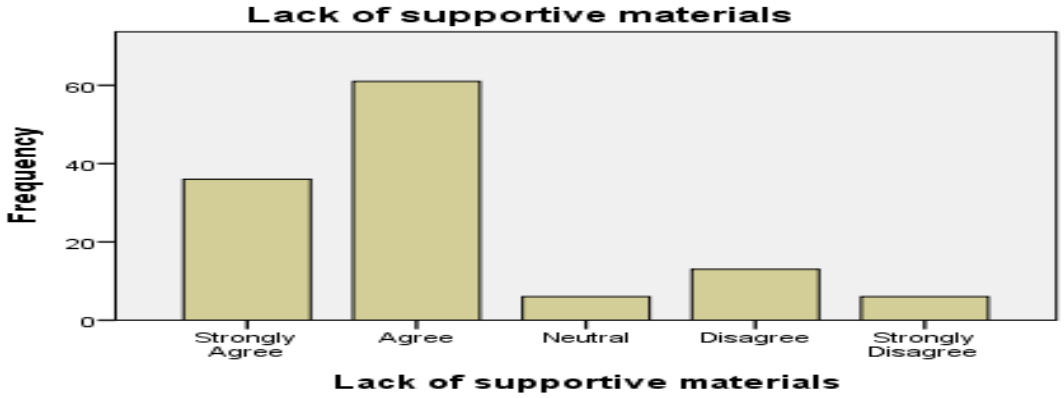
Figure.2. Lack of accountability

Source: Survey result, 2020.

3.11 Lack of Inputs

Good governance can't be achieved without adequate material support (inputs) in every public sector. The summary result in figure 3 shows that out of the total sample respondents, 50 %(61) of them replied agree, 29.5% (36) of them responded strongly agree, 10.7 %(13) of them responded disagree, 4.9 % (6) of them replied strongly disagree, and 4.9 %(6) of them were neutral.

The survey result shows most of respondents agree lack of material support is the main factor hindering good governance in the security and administration office of the town. Other also strongly agrees that there is shortage of material support important for ensuring good governance in the security administration office of the town.

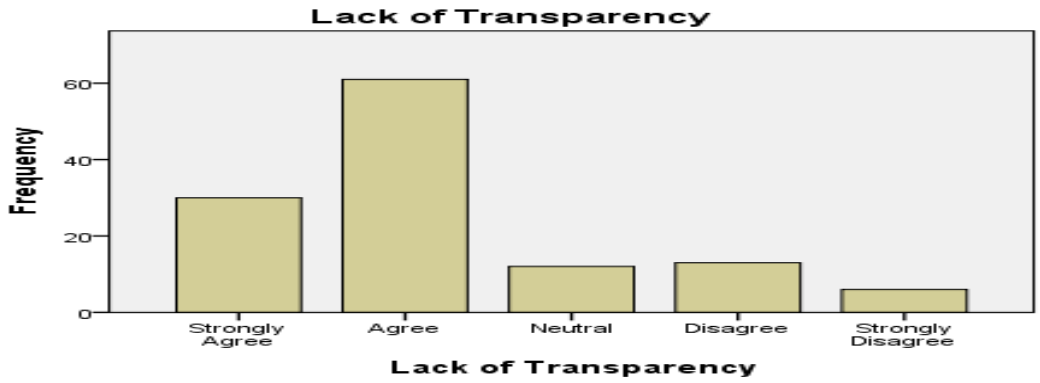


Source: Survey result, 2020.

Figure.3. Lack of supportive material

3.12 Lack of Transparency

As it is depicted in the figure below, out of the total sample respondents, 50 %(61) of them replied agree, 24.6% (30) of them strongly agree, and 10.7 %(13) of them replied disagree. Besides, 4.9 % (6) of them responded strongly disagree, and 9.8 %(12) of them remained neutral. The survey result is depicted figuratively as follows:

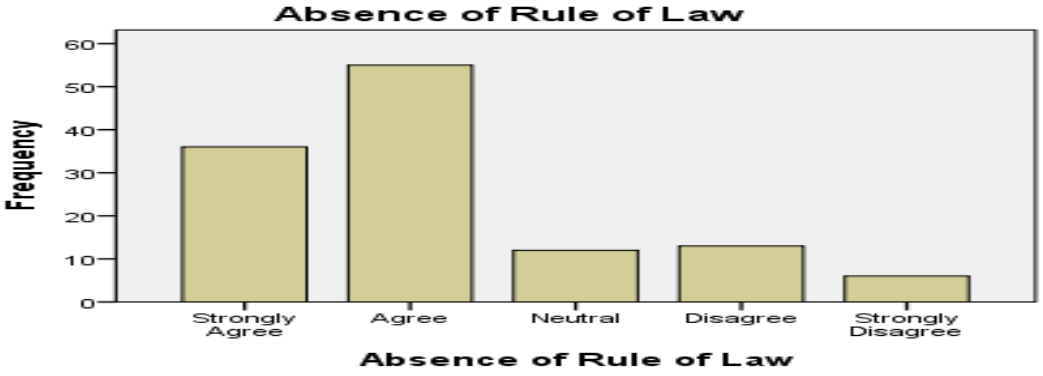


Source: Survey result, 2020.

Figure.4. Lack of transparency

3.13 Absence of Rule of Law

The respondents were asked to mention the challenges hindering good governance in the security and administration office .Accordingly, out of the total sample respondents, 45.1 %(55) of them responded agree, and 29.5% (36) of them replied strongly agree. In addition, 10.7 %(13) of them replied disagree, 4.9% (6) of them responded strongly disagree, and 9.8 %(12) of them replied Neutral.

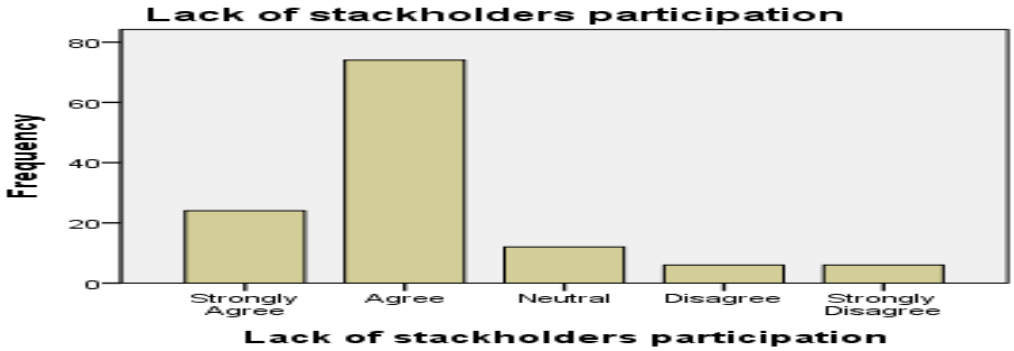


Source: Survey result, 2020.

Figure 5. Absence of rule of law

3.14 Low Stakeholders Participation

The other factor assessed in hindering good governance in the security and administration office is lack of stakeholders' participation. Accordingly, out of the total sample respondents, 60.7 %(74) of them responded agree, 19.7% (24) of them responded strongly agree, 4.9 %(6) of them replied disagree, 4.9% (6) of them replied strongly disagree, and 9.8% (12) of them replied Neutral.



Source: Survey result, 2020.

Figure.6. Lack of stakeholders' participation

4. CONCLUSION AND RECOMMENDATION

4.1 Conclusion

The findings of the study reveals that the practices of good governance in the security and administration office do not brought promising results. The institutional capacity of the security and administration office is not strong. That means the institution doesn't have adequate inputs, the workers particularity police officers don't have motivation like allowances/incentives. There is high shortage of necessary materials important for security provision. The security workers feel discouraged because of the overall lack of attention given to them.

Mechanism of interaction in the security ad administration office is also weak. That means the workers in the security and administration office are not accountable, transparent and responsive. Absence of rule of law is also highly prevailed in the institution. There is also low level of legislative, media and community follow up and oversight mechanisms which negatively affects check and balances.

In addition, the stakeholders' participation to promote good governance in the institution is low. In general, Institutional capacity, strong mechanisms of interaction and community participation in the security sector are not satisfactorily. These components are intertwined and thus highly reinforce to each other. If these components of security sector are not implemented efficiently and effectively, good governance in the security and administration office will not be achieved.

The Likert scale result of the study revealed that, lack of adequate inputs, low level of accountability and transparency, absence of rule of law, and low level of stakeholders' participation are the major challenges hindering good governance in the security and administration office.

4.2 Recommendation

In order to ensure good governance in the security and administration office of Adigrat town, the following recommendations are forwarded.

The institutional capacity of the security and administration office of the town should be strengthened. That means, adequate inputs like material support, financial support (budget), and frequent training for workers to enhance their knowledge, skills, and attitude should be provided.

The mechanisms of interaction within the security and administration office of the town should be enhanced. For instance, Rule of Law should be ensured, accountability and transparency should be prevailed, oversight and follow up mechanisms from all stakeholders like the legislative of the town, the community and the media should be strengthened.

For enhancing the oversight mechanisms, the security and administration office should engage stakeholders in decision making process, and awareness rising campaign or training should be made so that the stakeholders especially the community could actively participate in decision making process.

The major challenges of good governance in the security and administration office, such as inadequate inputs, lack of accountability, low level transparency, absence of rule of law, and low level of stakeholders' participation should be solved as soon as possible before they brought serous insecurity and violation of human wellbeing.

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