



Assessment of the Challenges and Prospects of Good Governance: The Case of Gedeo Zone Municipalities

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Abstract

Governance, in the world of globalization and competition, matters in accelerating development and in reducing poverty particularly in most developing countries of the world. In line with this, good governance allows for sound and efficient management of resources for equitable and sustainable development. In Ethiopia, where many people are poor, municipalities are very responsive areas because of the nature of services they provide. They are also highly susceptible areas for bad governance. The general objective of this study is to assess the challenges and prospects of good governance in Gedeo zone municipalities. Concerning the methodology, quantitative and qualitative approaches of a research were employed. Both primary and secondary sources of data were used. In addition to simple random and purposive sampling techniques, census was used. The study comprised 106 total respondents. The primary data collected through questionnaire, structured interview, and focused group discussions was analyzed using descriptive and narrative methods. The major findings of the study identified that existence of rent seeking thinking, lack

of commitment from the leadership of the municipalities, lack of commitment of the employees, lack of qualified man power in the municipalities, lack of standardized performance standards as major challenges of good governance among others. The greatest concern given, currently, for the expansion of good governance at the country level is also found the most important prospect. It can then be concluded that the condition of good governance in the study area was not satisfactory. Thus, it is recommended that the municipalities should promote accountability, transparency, rule of laws, and enhance the participation of local communities in municipal developments. The opportunities, at the municipal level, to promote good governance have to be identified and properly harnessed. The municipalities should try to find qualified and competent human resource administrators for municipal services provision.

Key words:

Challenges; Good Governance; Gedeo Zone; Municipalities; Prospects; Woreda

'If men were angels, no government would be necessary. If angels were to govern men, no controls on government would be necessary. In framing a government of men over men, the great difficulty lies in this: You must first enable the government to control the governed, and in the next place oblige it to control itself.'

James Madison (1788)



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 Uddin, 2010).

Good governance promotes accountability, transparency, participation, efficiency, effectiveness, equitability and rule of law in public institutions at all levels. It also allows for sound and efficient management of human, natural, economic, and financial resources for equitable and sustainable development. Moreover, under good governance, there are clear decision making procedures at the level of public authorities, civil society participation in decision-making processes, and the ability to enforce rights and obligations through legal mechanisms (Berhanu, 2003; Julie Aubut, 2004; Morita and Zaelke, 2007; Stella Ladi, 2008).

Without good governance, it is assumed that the benefits of most reforms in developing countries, like Ethiopia, will not be reached to the poor and the funds allocated for various developmental issues will not be used effectively. On the other hand, bad governance stifles and impedes development. In those countries where there are lacks of accountability, transparency, responsiveness, inefficiency, ineffectiveness, corruptions, poor control of public funds and abuses of human rights, development inevitably suffers. Bad governance acts as a barrier to economic, social, and political development and this leads

to the collapse of a nation state (John Graham et.al, 2003; Stella Ladi, 2008; Anowar Uddin, 2010). Sustainable development, social cohesion and environmental management are dependent on governance and efficient public sector management. Hence, good governance is representative of successful public sector reform programs that promotes equity and sustainable development (Mezgebe, 2007).

It is very difficult to think effective management of a country's social and economic resources in a manner that is transparent, accountable, and equitable without the existence and practical applicability of the indicators of good governance. A weak governance system compromises the delivery of services and benefits to those who need them most (Adel M. Abdellatif, 2003; Samson, 2011).

According to Suchitra Punyaratabandhu (2004), citizens of many developing countries would be better off, if public life were conducted within institutions that are recognized for practically applying the indicators of good governance. In other words, many of the conditions and indicators of good governance are laudable goals in and of themselves; the efficient use of resources, the effective delivery of services, responsiveness to the poor majority.

Good governance is pointed out as one of the targets of the Millennium Development Goals (MDGs) and an agenda for poverty alleviation and sustainable development. It is perhaps the single most important factor in eradicating poverty and promoting development. To achieve the economic and social development, strengthening good governance is assumed to play a key role especially in mobilizing human and capital resources. In this regard, the current government of Ethiopia has committed itself to eradicate poverty by introducing proven economic strategies in tandem with good governance. As part of Growth and Transformation Plan (GTP), the government



planned and has been striving to realize and strengthen the implementation of good governance and to address the bottlenecks in its implementation processes among other measures. However, the government is still facing many challenges in the effort to put the principles of good governance in to ground. Hence, reinforcing good governance and democratic system is crucial and paves ways to economic and social development (MoFED, 2010).

This study is concerned on some of the municipalities found in Gedeo zone. This is mainly because, especially in Ethiopia where many people are poor, municipalities are very sensitive areas because of the nature of services they provide to the citizens. On the other hand, because of different challenges and constraints, municipalities are also among the areas commonly and continuously blamed for lack of good governance. So, it is highly susceptible area that can be exposed to bad governance. Because of this, according to the researcher, currently municipalities are different at least to some extent, from other offices in the public sector. Therefore, the researcher of this study strongly believes that municipalities are one of the most important areas that need the realization and practical existence of practical good governance.

THEORETICAL FORMULATIONS: THE ESSENCE OF GOVERNANCE

There are many reasons as to why development, particularly economic development, continues to bypass many of the world's poorest people and places. One common cause for this is poor governance. Poor governance is characterized by lack of transparency, accountability or competence and people suffer in general. In 1980s, specifically, the economic performance of the countries in the region had worsened despite the implementation of the Bank's Structural Adjustment Programs (SAP's). The SAP introduced conditionality on a

macroeconomic level into the Bank's lending activities. At the same time, the Bank changed its lending policy from project financing to program financing. However, the SAPs of the Bank were not able to bring the expected outcomes and change mainly because of bad governance in the region (World Bank, 1989).

Recently the terms "governance" and "good governance" are being increasingly used in development literature. Bad governance is being increasingly regarded as one of the root causes of all evils especially within developing societies. Since 1990s, the World Bank, major donors and other international financial institutions have been using good governance as a precondition for lending to developing nations (Ara and Rahman, 2006). This is because sound governance addresses itself to the allocation and management of resources to address

collective problems (http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1528449; UNDP, 1996, Bhattarai, 2006). Effective governance can improve management, leading to more effective implementation of the chosen interventions, better service delivery, and, ultimately, better outcomes. People's lives are thereby improved (IFA, 2013).

Efficient, effective and democratic governance is the best guarantor of social justice as well as an orderly society. Governments, therefore, have the singular responsibility to create an enabling environment where development programs get properly implemented and that creative minds do not get stifled (Anowar Uddin, 2010; Nicole Maldonado, 2010).

GOOD GOVERNANCE IN INTERNATIONAL CONTEXT

The concept of good governance emerged mainly because practices of bad governance, characterized by corruption, unaccountable governments and lack of respect for human rights, had become increasingly dangerous, and



the need to intervene in such cases had become urgent. However, the idea was first introduced by the World Bank in 1989 to characterize the crisis in sub-Saharan Africa as a crisis of governance has become increasingly popular among the donors. The term good governance became a buzzword in this era and has swept public attention in the last decades. In recent years, good governance has got the interest of public administrators, economists, political scientists, lawyers, politicians, national institutions and institutions of World Bank and International Monetary Fund (Amoako, 2003; Kaufmann, et al, 2003; Chowdhury and Skarstedt, 2005; Eyasu, 2006; Anowar Uddin, 2010; Karl Turner, 2011).

Different scholars and international agencies define the term 'good governance' in different ways. Some social scientists define it in a very simple way, as the level of goodness or quality of government. It is also defined as 'good management', which underpins good performance, good stewardship of public money, good public engagement and, ultimately, good outcomes (Langlands, 2004). Good governance could also be taken to refer to the efficient and effective management of public resources and problems in dealing with the critical needs of a society. Good governance and sound public sector management constitute the major mechanisms for social transformation and the cornerstone of successful economic policy (Demeke, 2000).

BENEFITS OF GOOD GOVERNANCE

Good governance is the foundation on which a society is built, and thus it is an essential precondition for the development of a given country particularly developing ones (Rahaman and MM, n.d.). Various countries those are quite similar in terms of their natural resources and social structures have shown noticeably different performance in improving the welfare of their people. Much of this is attributable to

standards of governance (Nicole Maldonado, 2010).

Good governance is increasingly being seen as panacea for the governance problems of developing countries and considered as a holistic approach for development in a development debate (Ara and Rahman, 2006). In poorly governed countries, it is argued, corrupt bureaucrats and politicians directly hinder development efforts by stealing aid contributions or misdirecting them into unproductive activities (Rachel, 2012; Hirotsune Kimura, n.d.).

Kofi Annan, former UN Secretary-General (1997-2006), has under-scored that good governance is perhaps the single most important factor in eradicating poverty and promoting development. He also declared that 'good governance is vital for the protection of the rights of citizens and the advancement of economic and social development' (Kim et al., 2005; World Bank, 2007a; Williams, 2009; Nicole Maldonado, 2010; Bichaka Fayissa, 2010; Rahaman and MM, n.d.).

Good governance assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of a society. Citizens of developed countries would be better off, and citizens of many developing countries would be much better off, if public life were conducted within institutions that were fair, judicious, transparent, accountable, participatory, responsive, well-managed, and efficient among others (Dobriansky, 2003; Malloch Brown, 2002; John Graham et al., 2003; Merilee, 2008).

BRIEF OVERVIEW OF GOOD GOVERNANCE IN ETHIOPIA

Ethiopia's long-term vision is, (as stated in the GTP document) "*to become a country where democratic rule, good-governance and social*



justice reigns, upon the involvement and free will of its peoples; and once extricating itself from poverty and becomes a middle-income economy”(MoFED, 2010).

For many years Ethiopia was a unitary state under the philosophies of unitary governments. It was in 1991, following the demise of the Dergue regime, Ethiopia has been introduced with the democratic system that has been taken as a cornerstone which would ensure economic development and sustain the unity of its diversified peoples. The government of Ethiopia, since 1991, has been striving to bring changes in socio-political and economical realm of the country. As the issue of governance, especially good governance has recently got a special attention in the agendas of the country and become one of the most important priority issues of the current government (MoI, 1994; Anteneh Melu, 2010; MoFED, 2010).

In Ethiopia, it was the Ministry of Work and Urban Development that (MWUD) accomplished the task of preparing the package of good governance after conducting survey study about the nature and level of good governance currently in many Ethiopian towns. According to MWUD (2007), the package has provided the basis for the implementation of good urban governance practices in Ethiopian urban centers to facilitate accelerated and sustained urban development.

Currently, the Government is strongly working to ensure efficiency, effectiveness, transparency, and accountability at all the levels. Moreover, it has planned to achieve and strengthen all inclusive capacity building initiatives, strengthen good governance and to address the bottlenecks in an effort to implement good governance particularly in the urban areas. Despite all the efforts of the government and other philanthropy organizations, the process of building good governance is at its early stage, this is due to

serious challenges that the process has faced (Anteneh Melu, 2010; MoFED, 2010).

STATEMENT OF THE PROBLEM

Good governance is a very broad and multidimensional concept. However, this study is focused only on some of the aspects of good governance. The success of development is dependent on good governance; therefore, it is an essential precondition to ensure positive changes particularly in developing nations like Ethiopia. On the other hand, lack of good governance distorts the economy through the waste and misallocation of scarce resources and neglects citizens' fundamental need for food, shelter, health, and education (Rachel, 2012; IFA, 2013).

Currently, the government of Ethiopia has given special emphasis, preparing GTP and its implementation strategies, to put the principles of good governance in to ground in all the sectors of the economy. Therefore, good governance, in the country, is assumed to play a key role in increasing public trust and allocation of public resources in an efficient and effective manner for the development of the country. Despite the efforts of the local and national governments and the assistance of the international community to the development and realization of good governance, the current state of good governance in Ethiopia is not satisfactory. This is mainly because of varied constraints in the process of putting the indicators of good governance into practice particularly at the levels of the local governments and their municipalities. As a result, there are growing threats in delivery of efficient and effective public services to the community and in ensuring sustainable development.

When we came to the Gedeo Zone municipalities, the present condition of good governance is inadequate. There are challenges in realizing the principles of good governance



in the municipalities. Specifically, existence of rent seeking thinking in the delivery of municipal services, non-uniform or discriminatory application of laws, regulations, and policies in the process of municipal service provision and less commitment of the leadership of the municipalities' are among the major constraints. In addition, lack of commitment of the employees', lack of filling positions with qualified and competent workforce, and lack of published performance standards are among the challenges that are given less emphasis. Moreover, lack of budget that helps to provide trainings on the principles of good governance, lack of sufficient understanding, both from the employees and the leadership side, on the principles of good governance, are some of the common challenges that the municipalities have been facing.

JUSTIFICATION OF THE STUDY

In the municipalities of the Gedeo zone, there are a variety of challenges that are negatively contributing to the development of the culture of good governance and practicality of its indicators while there are opportunities that have not been properly utilized to its realization. The researcher of this study has been working in the zone where this research was conducted for the past six years. This has given him an opportunity to be familiar with and observe the aspects of municipal service deliveries and the challenges related with good governance. In addition, though municipalities in Ethiopia are one of the commonly blamed areas for lack of good governance, there are no sufficient literatures written and research works conducted on the topic under the study, particularly, in Gedeo zone and its municipalities. Because of these, the researchers believe that it is an appropriate and priority issue to assess the challenges and prospects of good governance in the municipalities of Gedeo zone.

RESEARCH QUESTIONS

1. What are the major challenges of good governance in Gedeo zone municipalities?
2. What are the measures taken by the municipalities to solve the main challenges of good governance?
3. What are the prospects of good governance, in the municipalities, which have not been properly harnessed?
4. To what extent the principles of good governance are aware to the officials and employees of each municipality?
5. What do you recommend as solutions to the major challenges of good governance?

OBJECTIVES OF THE STUDY

The general objective of the study is to assess the challenges and prospects of good governance in Gedeo zone municipalities so as to forward some workable recommendations. The specific objectives of the study include:

1. To identify the major challenges of good governance in Gedeo zone municipalities.
2. To identify the measures taken, by the municipalities in the zone, in order to solve the challenges of good governance.
3. To identify the prospects in the municipalities of the zone which have not been harnessed
4. To analyze to what extent the elements of good governance are aware to the employees of the Gedeo zone municipalities.
5. To recommend workable solutions to the basic challenges of good governance based on the major findings of the study.

SIGNIFICANCE OF THE STUDY

Research studies are mainly conducted either to solve practical social problems and/or add valid knowledge to the existing ones. Therefore, this study, in one way or another, is expected to have the following significances.



1. To identify the major challenges and the prospects of good governance in the study area.
2. To provide valuable information to information seekers regarding the major challenges of good governance in the municipalities of the zone.
3. The study may serve as a stepping stone for others who want to pursue further study on similar or the same topic in the area.
4. To provide an input to authorities of the municipalities and decision makers for the future actions.

SCOPE OF THE STUDY

This research was conducted in Southern Nations; Nationalities and People Regional State (SNNPRS), Gedeo Zone. For the purpose of its manageability, the study is delimited to five major municipalities in the zone. This was with the intention that their experiences provide good representation of the whole situation in the zone. Besides, the study was focused only on the major challenges and prospects of good governance in the municipalities of the zone. The study was also focused only on the employees and the managers of the municipalities.

RESEARCH METHODOLOGY AND DESIGN

Basically, the choice of an appropriate research approach depends on the nature of the problem at hand and the type of data needed. This study employed mixed research approach and it is a descriptive type of research.

TARGET POPULATION

The target population for this study was all the employees and the managers' working in Gedeo zone municipalities.

SAMPLE SIZE AND SAMPLING TECHNIQUES

There are six woredas and two town administrations in the zone under the study. So, using simple random sampling technique, three woreda municipalities were selected. In addition, Yirgachaffee and Dilla town administrations were included as part of the study purposively. This is because the two town administrations are relatively older and assumed to have sufficient experience. In order to gather sufficient and relevant data for the study, all of the employees from the three woredas and Yirgachaffee town administration were included as a source of primary data using census. This is because of their small number. In the case of Dilla town administration, from the total employees, about 50 were taken as part of the study using simple random sampling technique which is proportional to their size.

DATA COLLECTION TOOLS

Both primary and secondary sources of data were used in this study. Primary data was gathered through questionnaires (which was with close and open ended questions) distributed to 124 respondents. From this, 106 (85.5%) were properly filled and returned. In addition, to substantiate the information collected through questionnaire, interviews were conducted with five managers of each municipality and other five key informants. Thus, it made the number of total respondents 116. Secondary data were obtained from relevant books and journals, internet sources, annual reports and documents of the municipalities. Moreover, for issues that require more clarification and exploration of the group views, experiences and debates on the topic under the study, Focus Group Discussions (FGDs) were conducted.

METHOD OF DATA ANALYSIS

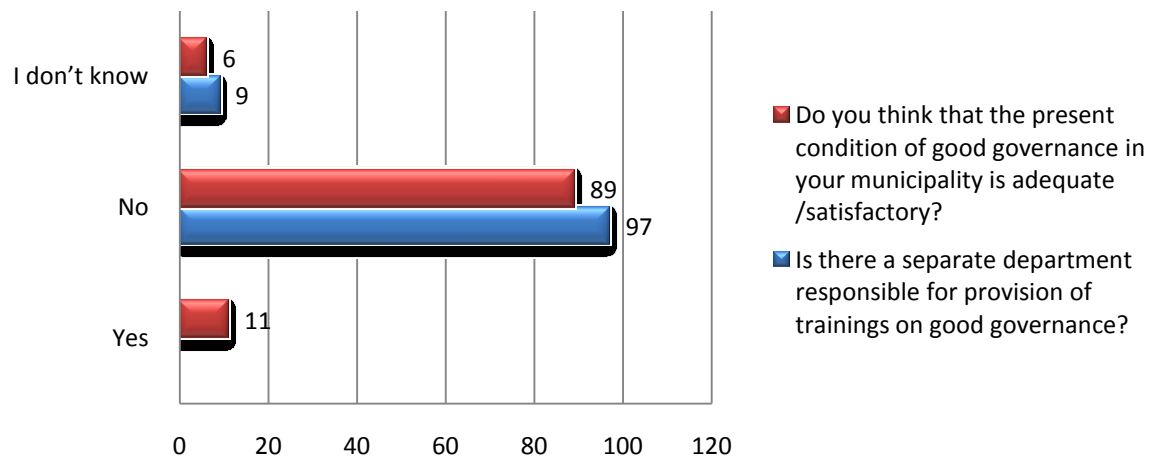
The data collected from primary sources using a variety of methods and techniques were organized, coded, condensed, and analyzed in

to sub-sections based on their similarities. Information collected through interviews, questionnaire and FGDs were examined to detect errors and omissions. The purpose of this editing was to ensure that the information collected was as accurate as possible, consistent with other facts secured and as complete as possible. The results of this study was

summarized and presented using descriptive statistical tools like Statistical Package for Social Sciences (SPSS Version 20). The information collected through FGDs and interviews were analyzed and interpreted in the form of narration together with the responses of the questionnaire.

RESULTS AND DISCUSSION

Chart 1: Present Condition of Good Governance in Gedeo Zone Municipalities



Source: Survey Questionnaire (2014)

As it is clearly indicated in Chart 1, item 1 above, a great majority 97 (91.5%) of the total respondents confirmed that there is no a separate department, in their municipalities, responsible for the provision of trainings on the issues of good governance. The remaining 8.5 percent of them responded that they don't know whether there is a separate department in their municipality so as to provide trainings on the reform issues. In addition, the information gathered through the interviews made with the managers of the municipalities indicated that there is no a responsible department to provide trainings on the reform issues. Therefore, it is possible to deduce that the municipalities in the zone have no a separate department to provide

appropriate or gap filling and effective trainings on the reform issues including good governance.

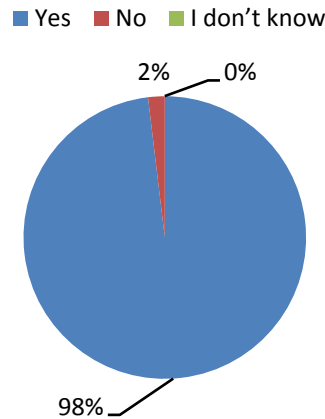
With regard to the item (2), in Chart 1 above, concerning whether the present condition of good governance in the municipalities is adequate, the great majority 89 (83.9 percent) of the total respondents confirmed that the condition is not satisfactory. About 11 (10.4%) of the respondents agreed that the present condition of good governance in their municipality is adequate and the remaining 6 (5.7%) of the total respondents don't know whether the present condition of good governance in their municipality is adequate. In addition, the information gathered through the interviews made with the managers and key informants of

the municipalities and discussion made with focused group participants indicated that the present condition of good governance is unsatisfactory. Therefore, the overall conclusion is that the present condition of good governance in Gedeo zone municipalities is not adequate.

Identifying the major challenges of good governance, ranking them in order of their importance and taking timely, appropriate and proactive measures to solve the problems that may happen as a result of poor governance is very important to the success of various organizations including municipalities.

Chart 2: Existence of Major Challenges of Good Governance in Gedeo Zone Municipalities

Do you think that there are major challenges your municipalities have been facing to exercise good governance?



Source: Survey Questionnaire (2014)

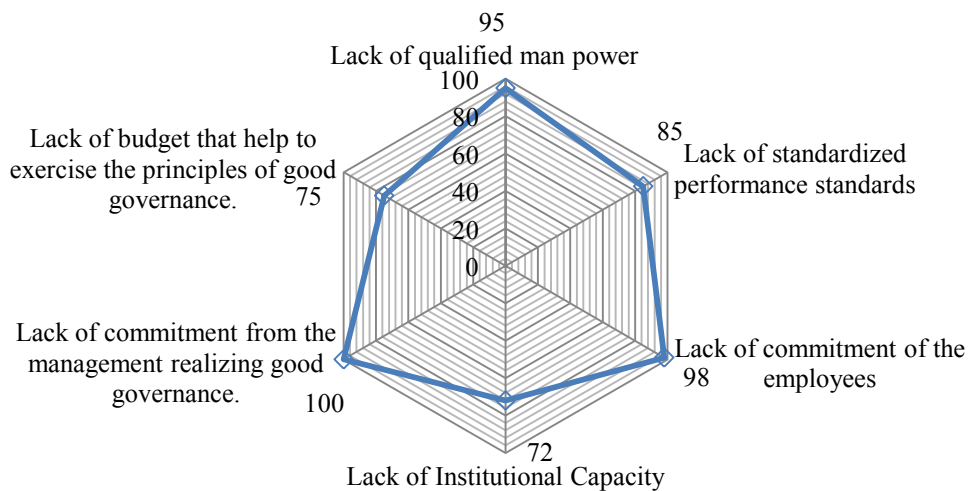
Chart 2, item 1 above, tried to look whether there were major challenges that the municipalities in Gedeo zone have been facing in the process and effort to exercise good governance. In this regard, the majority (98.1%) of the total respondents expressed that their municipalities have been facing great challenges in the process of exercising good governance while 2(1.9%) of them have shown their disagreement on the issue. The interviews made with the

managers and the discussion conducted with focus group participants show that the municipalities have been facing challenges in the process and effort to exercise good governance in a complete way. Therefore, based on the above information, it is possible to conclude that all of the municipalities in the zone have been facing great challenges in the process of exercising good governance.

Chart 3: Ranking the Common Challenges of Good Governance in Gedeo Zone Municipalities(the respondents were given chance to choose more than once)

◆ Number of respondents

In your opinion, which of the following challenges of good governance were commonly observed ?



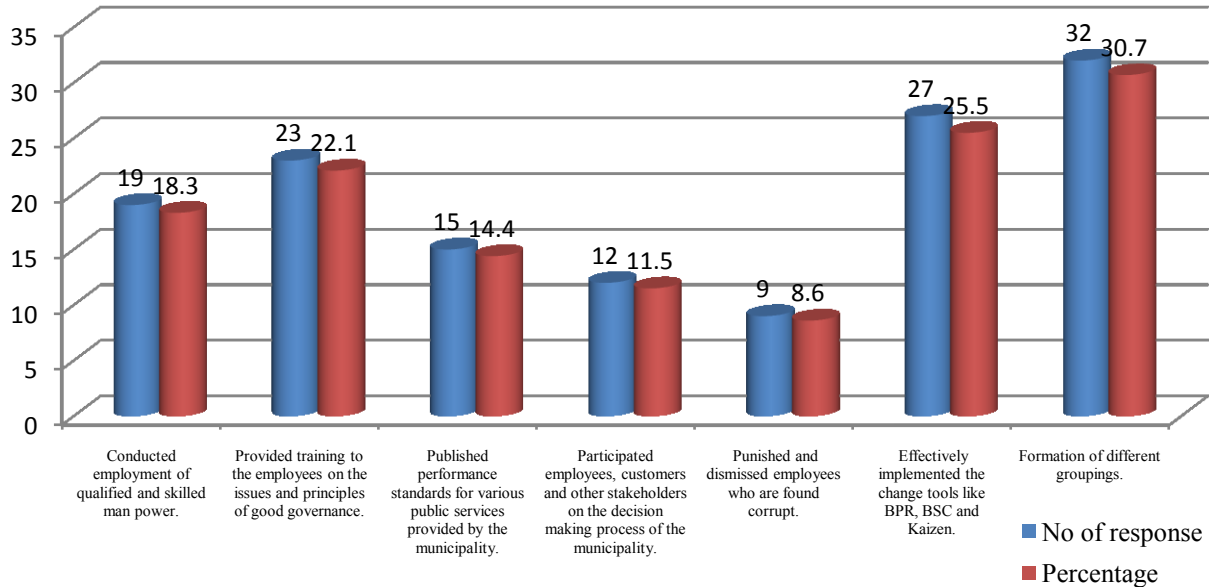
Source: Survey Questionnaire (2014)

Those who provided the response “yes”, for the second question raised in Chart 2, above, were further asked to rank the most common challenges of good governance in their municipality. Accordingly, about 100(98%), 98(96%), and 95(93.1%) of the total respondents, as indicated on Chart 3 below, have identified lack of commitment from the leadership of the municipalities, lack of commitment of the employees, and lack of qualified man power in the municipalities as first, second and third most common challenges hampering the effort to realize good governance respectively. Moreover, lack of standardized performance standards, lack of budget to help the exercise and

provision of trainings on the issues and principles of good governance, and lack of institutional capacity were found the common challenges of good governance in the municipalities of the zone. Furthermore, information collected through interviews and FGDs was also in line with the information collected through questionnaire.

Therefore, it is reasonable to conclude that lack of commitment from the leadership of the municipalities, lack of commitment of the employees and lack of qualified man power were most common challenges in the process of exercising of good governance in the municipalities of the zone.

Chart 4: Measures taken by the Municipalities to address the Challenges of Good Governance*(the respondents were given chance to choose more than once)*

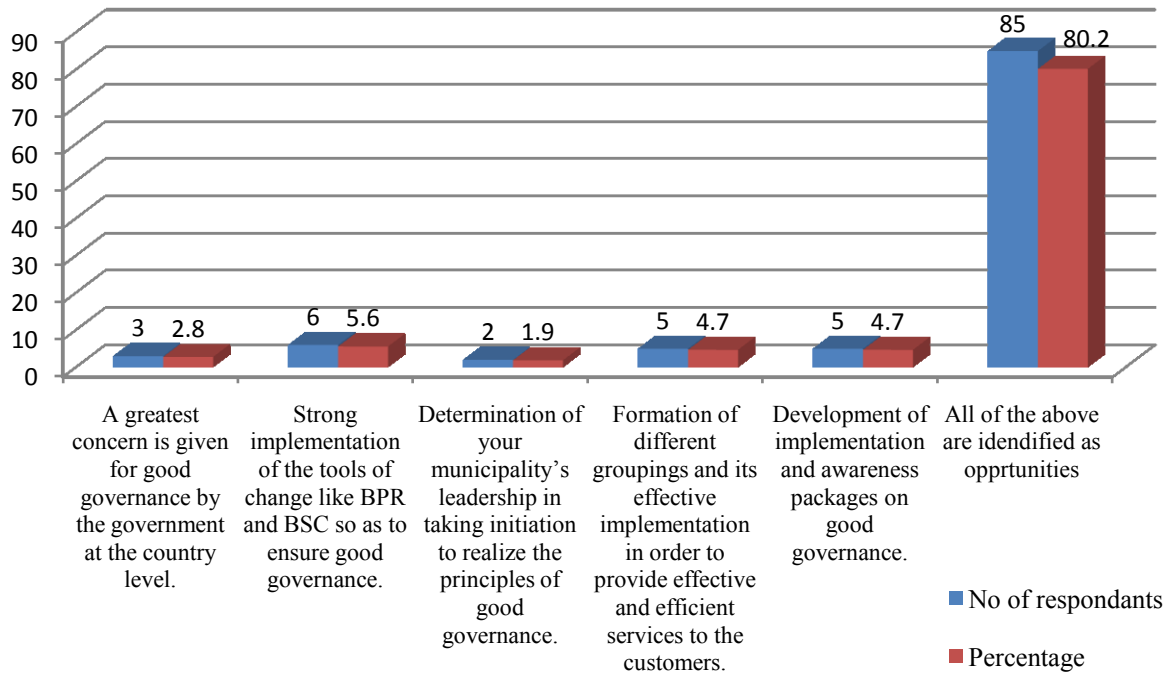


Source: Survey Questionnaire (2014)

As indicated in Chart 4, above, relating to measures taken to address the challenges of good governance in the Municipalities, 19(18.3%) of the respondents replied that the municipalities have conducted employment of qualified and skilled manpower, again 23(22.1%) of them responded that it has provided training to the employees on the issues and principles of good governance. About 15(14.4%) of the total respondents answered that the municipality has published performance standards for various public services it has been providing. 12(11.5%) of the respondents responded that the municipalities participated employees, customers and other stakeholders on the municipal decision making processes and 9(8.6%) of them said that it has punished

and dismissed employees who were found rent seekers. About 27(25.5%) of the employees replied that their municipality has effectively implemented the tools of management like Business Process Re-engineering (BPR), Balanced Score Card (BSC) and Kaizen, and the rest 32(30.7%) of the total respondents identified formation of different groupings like 1 to 5 as one of the measures taken. Overall conclusion is that implementing the tools of management like BPR and BSC, providing training to their employees on the issues and principles of good governance and conducting employment of qualified and skilled man power were the most important measures taken by the municipalities to solve the challenges of good governance.

Chart 5: The Opportunities in Gedeo Zone Municipalities for the Success and Realization of Good Governance (*the respondents were given chance to choose more than once*)



Source: Survey Questionnaire (2014)

There are many opportunities in the municipalities of Gedeo zone to contribute to the success and realization of good governance. For example, the already existing and established administrative structures and units in the towns of the zone starting from *Kebele* and *Kifle Ketema* have vital role for the direct involvement of the society and attract the participation of the people to have a say on the good governance and service provision mechanisms of the municipalities.

In the above chart (5), with regard to the question asked in relation to the opportunities in the municipalities of the

zone for the success and realization of good governance, 3(2.8%) of the respondents replied that a greatest concern given for good governance by the government at the country level is a great opportunity and 6(5.6%) of them said that the strong implementation of the tools of management like BPR and BSC are more important prospects. About 2(1.9%) of the total respondents responded that determination of municipality's leadership in taking initiation to realize the principles of good governance is among important opportunities. 5(4.7%) of the respondents replied that formation of different groupings and arrangements (like 1 to 5) and its implementation in order to



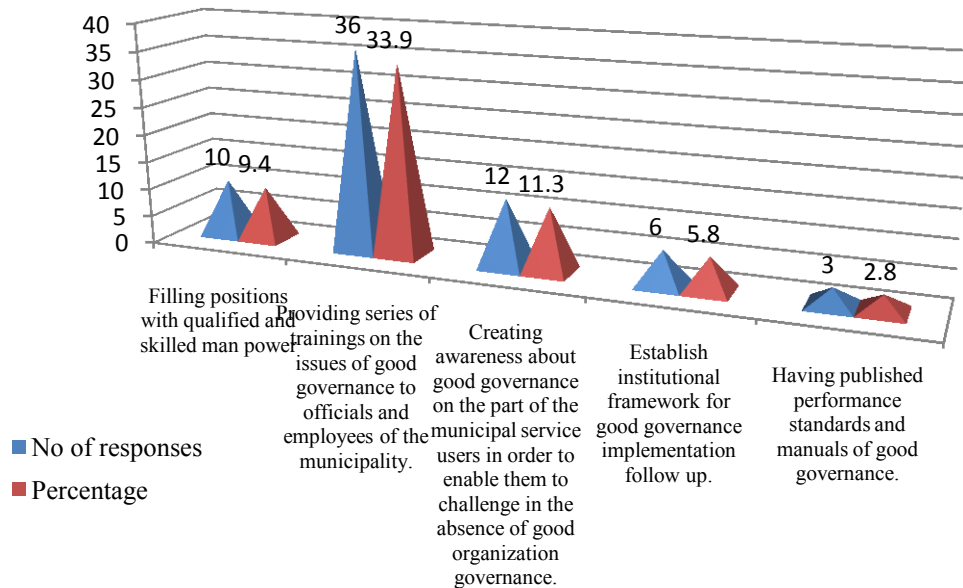
provide effective and efficient services to the customers is the answer and again the same percentage of them responded that the development of implementation and awareness packages on good governance is among the prospects. The most majority 85(80.2%) of the respondents agreed that all of the above are opportunities even if there are differences in their extent. The information collected through interviews and discussions also supports the information provided above. Thus, it is possible to deduce that the greatest concern given for good governance by the government at the country level, strong implementation of the tools of management like BPR and BSC, determination of leadership in taking initiation to realize the principles of good governance, and formation of different groupings and its effective implementation in the process of providing efficient and effective services to the customers are the major opportunities that can effectively be used by the municipalities to the realization and success of good governance.

Identifying the major challenges of good governance and suggesting solutions to cure these challenges is very important in deepening the principles and providing efficient and effective services to the customers and stakeholders of municipalities.

Concerning suggesting solutions to the major challenges of good governance, particularly, to the success of good governance in the future in the municipalities of Gedeo Zone so as to ensure efficient and effective public service

delivery, as indicated on the above chart, about 36(33.9%), 28(26.4%), 12(11.3%), and 10(9.4%) of the total respondents have identified providing series of trainings on the issues of good governance to the officials and the employees of the municipalities, commitment from the leadership, creating awareness about good governance to the municipal service users in order to enable them to challenge in the absence of good organizational governance, filling positions with qualified and skilled man power as important solutions respectively. The remaining 7(6.6%), 6(5.8%), 4(3.8%), and 3(2.8%) of the total respondents responded that building institutional capacity of the municipalities, establishing institutional framework for good governance implementation follow up, carrying out various activities of the municipalities benchmarking or centering the principles of good governance, and having published performance standards and manuals of good governance are some of the solutions to the challenges of good governance respectively. Therefore, the overall conclusion is that providing series of trainings on the issues of good governance to the officials and employees of the municipalities, commitment from the leadership, creating awareness on good governance to the municipal employees and service users in order to enable them to challenge in the absence of good organization governance, and filling positions with qualified and skilled man power are identified as major solutions to the challenges of good governance in the future municipalities so as to provide efficient and effective public services.

Chart 6: Suggested Solutions to the Challenges of Good Governance in Gedeo Zone Municipalities



Source: Survey Questionnaire (2014)

MAJOR FINDINGS

The main purpose of this study was to assess the challenges and prospects of good governance in Gedeo Zone Municipalities. From the analysis and interpretation of the data, the following findings were identified.

- In regard to the present condition of good governance, about 91.5% of the total respondents revealed that there was no separate department in the municipalities responsible for the provision of trainings on the issues of good governance. The great majority (83.9%) of the total respondents confirmed that the present condition of good governance in the municipalities of Gedeo zone is not satisfactory.
- It is found out by the majority (98.1%) of the total respondents that their municipalities

have been facing great challenges in the process of exercising good governance. The interviews made with the managers and the discussion conducted with focus group participants shown that the municipalities in the zone have been facing challenges in the process and effort to exercise good governance.

- About 100(98%), 98(96%), and 95(93.1%) of the total respondents identified lack of commitment from the leadership of the municipalities, lack of commitment of the employees, and lack of qualified man power in the municipalities as first, second and third most common challenges hampering the effort to realize good governance respectively. Moreover, lack of standardized performance standards, and lack of budget to

help the exercise and provision of trainings on the issues and principles of good governance were found among the common challenges of good governance in the municipalities of the zone. Furthermore, information collected through interviews and FGDs was also found in line with the information collected through questionnaire.

- It is agreed by the majority of the respondents that implementing the tools of management like BPR and BSC, providing training to their employees on the issues and principles of good governance and conducting employment of qualified and skilled man power were some of the measures taken by the municipalities to solve the challenges of good governance.
- The most majority 85(80.2%) of the total respondents agreed that the greatest concern given for good governance by the Government at the country level, strong implementation of the tools of management like BPR and BSC, determination of the current leadership in taking initiation to realize the principles of good governance, and formation of different groupings and its effective implementation in the process of providing efficient and effective services to the customers are some of the major opportunities that can effectively be used by the municipalities to the realization and success of good governance. The information collected through interviews and FGDs also supported this information.
- About 36(33.9%), 28(26.4%), 12(11.3%), and 10(9.4%) of the total respondents have identified providing series of trainings on the issues of good governance to the officials and the employees of the municipalities, commitment from the leadership, creating awareness about good governance to the municipal service users in order to enable them to challenge in the absence of good

organizational governance, filling positions with qualified and skilled man power as important solutions among others.

CONCLUSION

Based on the data analysis, interpretation and major findings, the study had finally come up with the following conclusions:

- It was revealed in the findings of this study that the municipalities in Gedeo zone have no a separate department to provide trainings on the reform issues including good governance. The municipalities have also been facing challenges in the process and effort to exercise good governance. In order to solve the common challenges of good governance, the municipalities have taken some of the measures. But, the measures taken and the effort shown were not to the level expected. Therefore, it could be reasonable to conclude that the municipalities didn't prove necessary effort and commitment to solve the common challenges of good governance.
- It was learnt by the findings of this study that there were many opportunities already existing in the municipalities so as to provide efficient and effective services to their customers based on the principles of good governance. However, the municipalities were not harnessed these prospects in a proper way. With this regard, the leadership in the municipalities of the Gedeo zone was not playing a leading role particularly in the process of familiarizing good governance. This has led to the low level of development of the concept and practice of good governance in the municipalities. Therefore, it is possible to infer that by providing proper trainings and increasing awareness on the issues of good governance as well as filling positions with qualified and skilled man power, among others, it is possible to solve the challenges of good governance in the



municipalities.

RECOMMENDATIONS

Based on the identified findings, the following possible recommendations may be made for better working of the municipalities in Gedeo zone.

- Since the present condition of good governance is not satisfactory, the Municipalities in Gedeo zone have to establish a separate department that provides training on the issues of good governance. In addition, they have to identify the common challenges of good governance in collaboration with their stakeholders. This would help in avoiding the misuse of the scarce human, financial, and material resources and enables to deliver efficient and effective municipal services to the customers. Moreover, it will be better to promote accountability, transparency, participation, efficiency, effectiveness and rule of laws in the municipalities. This also enables the municipalities to achieve the objectives and goals for which they are established.
- Based on the findings of the study, with regard to the measures that have to be taken to solve the challenges of good governance, the researcher recommends that the municipalities have to provide series of trainings to the officials, employees and the community to solve the major challenges of good governance related with the attitude of the service providers in the municipalities. These trainings must also focus on the issues like principles of good governance; rent seeking thinking and its effect; and accountability and transparency issues just to mention few. This, on the other hand, helps the municipalities in familiarizing their employees with the concepts, issues and principles of good

governance and also contributes to a large extent, to address and solve the major challenges of good governance.

- Properly identifying and wisely using opportunities in the process of exercising good governance is very crucial in providing efficient service to the customers. Therefore, it is recommended that the leadership of the municipalities have to identify the opportunities in their municipalities, properly use the greatest attention given to ensure good governance at the country level, work hard, and properly evaluate its progress to strengthen the implementation of the tools of management. The new blooded leadership of the zonal administration has to make a serious follow up, establish proper linkage and also provide adequate support to the municipalities so as to make them strong enough.
- Commitment from the leadership of the municipalities, creating awareness about good governance to the municipal service providers and users, filling positions with qualified and skilled human power were found very important solutions in the effort to solve the challenges of good governance in the municipalities.

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