



**THE SIGNIFICANCE of GOOD
GOVERNANCE AND ITS CHALLENGES
IN ETHIOPIA**

**THE CASE STUDY OF HUMBO WEREDA
ADMINISTRATIVE OFFICE**

NAME: GIZAW YOHANNES

E.No :ID1217323

SUPERVISED BY: ELIAS BERHANU (Dr.)

Masters of Arts (Public Administration)

INDIRA GANDHI NATIONAL OPEN UNIVERSITY

November, 2014

Declaration

I, Gizaw Yohannes declare that this work entitled “ The Significance of Good Governance and Its Challenges In Humbo Woreda Administrative Office” is my own work and study and that all source of material used for the study have been duly acknowledged. I have produced it independently except from the guidance and suggestion of my research adviser Dr Elias. This study has not been submitted for any degree in this university or any other university. It is offered for the partial fulfillments of the degree of MA in Public Administration.

Signature-----

Date-----

CERTIFICATE

I certified that the dissertation entitled *The Significance of Good Governance and Its Challenge in Humbo Wereda Administrative Office* by Gizaw Yohannes is his own work and has been done under my supervision. It is recommended that this dissertation be placed before the examiner for evaluation.

Signature of the Academic Supervisor -----

Name -----

Address -----

Study Center -----

Regional Center -----

Date -----

ACKNOWLEDGEMENT

I would like to thank my Lord Jesus Christ for his countless help, which has done to me to be successful in my study.

Secondly I would like to thank all people who supported me during thesis work.

Those people whom I want to give my special thanks are;-

Dr. Elias Birhanu;-I sincerely thank him for his kindly and sharp advice and comments he gave me on this thesis. From his advice I have learned many things for my life as well as to materialize this thesis and whatever effort he had done will never forgot in my life.

Ato Wolde Dossa ;- His advice ,support in gathering data and editing my works , I would like to thank him again from my heart.

My mother her advice to upgrade my educational status and her close following of my success during the time of assignments and final exams period would like also to thank mama. My special thanks goes to those who supported me by providing school fee, Sr Sara and Sir Gimte, I will never forget what you have done to me to be success full in my work I will say thank you again and again. I will also thanks all typists who supported me by typing my project proposal and my final projects, Once again I will say thank you.

I am also thanks to Humbo Woreda Administration Office for their help from starting to end the thesis and my acknowledgments helped is very great Finally my family members all including my wife and my two children Nathnael and Tsgabe for their cooperation when I am studying and doing assignments I will say thank you all.

ACRONYMS

FAO	Farm Africa Organization
EFDR	Ethiopia Federal Democratic Republic
UNDP	United Nation Development Program
PASDEP	Plan for Accelerated Progress and Sustainable Development to End poverty
OECD	Organization for Economic Cooperation and development
NGO	Non Governmental Organization
GTP	Growth and Transformation Plan
GOE	Government of Ethiopia
CBO	Community Base Organization
NPM	New Public Management
EPRDF	Ethiopian People Democratic Revolutionary Democratic Front
CGP	Country Governance Profile
PSCAP	Public Sector Capacity Building Program
UNDESA	United Nations Department of Economic and Social Affairs
UDHR	Universal Declaration of Human Rights
MOFED	Ministry of Finance and Economic Development
EHRCO	Ethiopian Human Rights Council

Definition of Key Terms

The following words are adopted from different authors and operational in the thesis:-

Politics: it is about decision and it occurs in public space. It refers to ministers and cabinets, parliaments, councils; it means parties and pressure groups, civil services and courts (Philipos, 1991)

Governance: - refers to the process of decision making and the process by which decisions are implemented or not implemented “administrative authority in the management of a Countries affairs at all level.

The way “power is exercised through a country’s economic, political, and social institutions.” – the World Bank’s PRSP Handbook.

Governance comprises the complex mechanisms, processes and institutions through which citizens and groups articulate their interests, mediate their differences and exercise their legal rights and obligations.

Good governance: is the process and institutions produce results that meet the need of the society, while making the best use of resources at their disposal. It also defined as the rule of the rulers typically within given set of rules. It is “among other things participatory, transparent and accountable. It is also effective and equitable which promotes rule of law” (UNDP)

Status: - the status usually refers to the position in which persons or groups are found in the structure of society, different positions which women hold with social structure as broad categories recognized in a society (Daniel, 1979)

Affects: - Influence some things that contribute to or have an influence on the outcome of same thing (Microsoft Encarta, 2009)

Implementation: carry out or fulfill same thing: to put same thing in to effect or action lived.

Sustainability: - Encarta dictionary, (2009) define sustainable capable of sustained and sustain means, lengthen or extend duration or space, prolong or keep in the good work. The definition adapted by FAO (1988), sustainably development in the management and government of the natural resource base and the orientation of technological and institutional change in such a manner as to ensure the attainment and continued satisfaction of human needs for present and future generations such sustainable development of society in governance related factor (chanhan, 2007).

ABSTRACT

The purpose of this study was to assess the significance of good governance and its challenges in Humbo Woreda 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 Woliata Zone Humbo Woreda. 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 Humbo Woreda 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 aspects that helps society participate on government and related commitments of government. Nevertheless, in the study wereda 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 wereda 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.

TABLE OF CONTENTS

<u>Contents</u>	<u>pages</u>
Declaration-----	i
Certificate-----	ii
Acknowledgement-----	iii
Acronyms-----	iv
Definition of key terms-----	v
Abstract -----	vi
Table of content-----	vii
List of table-----	- x
List of Figures-----	--xi
CHAPTER ONE	1
1. INTRODUCTION	1
1.1. Background of the Study	1
1.2. Statement of the Problem	2
1.3. Research Questiones-----	3
1.4. Objective Of The Study.....	3
1.5. Significance of the Study	4
1.6. Scope of the Study.....	4
1.7. Limitation of the Study-----	5
1.8. Organization of the study	5
CHATER TWO-----	7
2. REVEW OF RELATED LITRUTURE	6

2.1. Overview on Good Governance.....	6
2.2. Assessment of governance in Ethiopia.....	11
2.3. Objectives of good governance.....	13
2.4. Characteristics of good governance.....	15
2.5. Why does it matter?.....	17
2.6. Challenges or Problems of good governance.....	17
CHAPTER THREE.....	20
3. RESEARCH METHODOLOGY.....	20
3.1. Research Design.....	20
3.2. Data Sources.....	20
3.3. Sampling Techniques and Size of Sampling.....	20
3.4. Data Collection Techniques.....	21
3.4.1. Questionnaire.....	21
3.4.2. Interview.....	21
3.5. Procedures of Data Collection Ethical Consideration.....	22
3.6. Method of Data Analysis.....	22
CHAPTER FOUR.....	23
4. RESULTS and DISCUSSION.....	23
4.1. Responses Related with background of the respondents.....	23
4.2. Administrative Accountability and Transparency.....	26
4.3. Society participation on governance aspect.....	27
4.4. Implementation of participatory decision making principles of good governance.....	28
4.5. Budget plan preparation and its management.....	29
4.6. Flow up of good governance.....	30

4.7.	Knowledge on polices, principles, and procedures importance	30
4.8.	Good governance problem is the problem of growth and development	31
4.9.	Community involvement on resource management-----	32
4.10	Fair Utilization, maintenance, and purchasing system of materials.....	33
4.11	Inadequate knowledge and skill in planning and allocation of financial resources	34
CHAPTER FIVE		35
5	SUMMARY, CONCLUSION, AND RECOMMENDATIONS	35
5.1	Summary of the major findings.....	35
5.2	Conclusions	37
5.3	Recommendations	38
6	REFERENCE-----	39
7	APPENDIX-----	43
7.1	Appendix one-----	43
7.2	Appendix two-----	46

List of Table

Table 1:Sample size-----	24
Table 2: Back ground information of respondents -----	26
Table 3:Responses related with good governance-----	28
Table 4: Male and female on governance aspect -----	30
Table 5:Participation of females and youth in leader ship in worda administration offices-----	31
Table 6:Adequate knowledge on polices, principles, and procedures importance-----	33
Table 7: State of community involvement on the appropriate resource management -----	35

LISTS OF FIGURE

Figure 1: Responses related with administration Accountability and transparency-----	29
Figure 2: participatory decision making-----	31
Figure 3: Shows Budget plan preparation and its management-----	32
Figure 4: Importance of good governance follow up-----	33
Figure 5:- Response on Good governance problem is the problem of growth and development-	34
Figur 6: Utilization, maintenance, and purchasing system of materials-----	36
Figure 7:Responses on knowledge and skill in planning and allocating financial resource-----	37

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

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. Proper application of Good governance improve 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.

Furthermore, it ensure 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. 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

1.2. Statement of the Problem

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 lows 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. 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. 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. Humbo Woreda is one of fifteen Woredas of Wolaita Zone, which is located about 410 kilometers away from Addis Ababa to the south West of the country from center. It is relatively far away from the 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 Worade. 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 Humbo Woreda Administrative office.

1.3. Research Questions

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

1. What are the states of application of good governance in Humbo Woreda Administrative office?
2. What are the main challenges (factors) that constrained society to get and participate in good governance?
3. What are opportunities that help to create awareness on significance and effect of good governance in Woreda?
4. What is attitude of society on governance related factors?
5. What are the appropriate solutions to curb the challenges of good governance in Humbo Wereda?

1.4. Objective of the Study

General Objective

The main objective of the study was to assess and analyze the significance of good governance and its challenges in Humbo Wereda of Southern Ethiopia.

Specific Objectives

1. To assess the status of good governance application in Humbo Wereda Administrative office

2. To assess main challenges (factors) that constrained society to get and participate in good governance
3. To assess opportunities that help to create awareness on significance and effect of good governance in Humbo Wereda.
4. Assess the opportunities of society to get good governance in Humbo Wereda.
5. Come up with relevant recommendations that help to curb the challenges of good governance

1.5. Significance of the Study

The significance of this study is serve as a guide line benchmark for individuals who could work on the significance of good governance and its challenges in the same or other area of the region as well as other parts of Ethiopia.

- ❖ It gives better understanding about good governance and its significance.
- ❖ It helps to familiarize with working on good governance and to work on curbing challenge.
- ❖ It also helps the society to practice good governance and to understand what it means what is its significance and playing parts on its challenges.
- ❖ It contributes its part on investigating existing knowledge and playing parts on problem
- ❖ It helps to solve implementation challenges of good governance.

1.6. Scope of the Study

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 Weredas in Wolaita Zone. The study was confined to the assessment of that challenges and opportunities of good governance in Humbo Wereda

1.7. Limitation of the Study

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 Woreda 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.

1.8. Organization of the study

This research reports has been organized under five chapters. Chapter one concentrates on the problem and its approach. It include the background of the study, statement of the problem, objectives of the study, significance of the study, the scope of the study and research design and methodology. The second chapter is general literature review on good governance. The third chapter includes the methodology of the research. The fourth chapter covers presentation and analysis of the data. The last chapter focuses on the summary, conclusions and recommendations of the study.

CHAPTER TWO

2. Review of Related Literature

2.1. Overview on Good Governance

What is “Good Governance”?

Kofi Annan in his function of secretary general of the UN said about good governance that it is perhaps the single most important factor in eradicating poverty and promoting development (UNU,2002).This is nicely said ,but what does it imply?

What is that thing called governance, and what does it explain? Governance is a concept that many scholars have addressed before. However, when asked what governance is exactly, many different answers can be and are usually given. The most simple definition is that governance is nothing else than the conduct of government. This is nevertheless rather different from the interpretations given to governance in the last 15 years.

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.

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 overloaded.

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.

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.

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. 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. Overlooking the period from 1995 until now many aspects and dimensions were added to the concept of governance. At first the numbers of criteria were not that many. The UNDP, for instance, saw five good governance principles, namely legitimacy and voice (including participation and consensus orientation), direction (including strategic vision) performance (including responsiveness, effectiveness and efficiency) accountability (including transparency) and fairness (including equity and rule of law) (Graham, Amos and Plumptre, 2003). The World Bank has given six dimensions to the concept, namely: Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law and Control of Corruption (provided by the World Bank)

Five or six dimensions do not seem to be too bad. However, behind each of the dimensions there are multiple indicators. If we only look for instance at the number of indicators measuring the dimension 'government effectiveness' as done by the World Bank, there are more than 40

indicators (Kaufmann, Kraay and Mastruzzi, 2003: 93). A similar complexity in indicators is visible for the other five dimensions, resulting in an agenda for improving governance that is huge with over 150 indicators.

In this sense, the concept has become 'slippery' (Kettl, 2002: 119). One of the first critics to this abuse of the term good governance was Merilee Grindle. She tells us that most of the good governance agenda is about what governments need to do to organize their affairs. At the same time, many governments (in countries lacking the financial and/or human resources) not only have low capacity to carry out such commitments, but are also locked in conflicts of interests between trying to do the right things and doing things right, that consume their energies and resources (Grindle, 2004: 539). This is congruent with the argument of Collier in his recent book about the Bottom billion, namely that bad governance is only one of the traps in which developmental countries are caught (Collier, 2008).

Mechanisms and proposes that good governance be equated with specific out come. In a real sense of insuring that every one irrespective of social or economic status has a voice in governing and receives just. But the challenges of good governance run deeper. If we only look at the first indicator of good governance, that is, 'voice', this can be interpreted in multiple ways. The World Bank defines it as *'The extent to which a country's citizens are able to participate in selecting their government, as well as freedom of expression, freedom of association, and a free media.'* The basic requirement is to have free and fair elections. It is democracy in the classic form as a state in which policy decisions were based on the preferences of the majority, usually through elections and/or elections open to all or the majority of citizens. It results in what Schumpeter called an institutional arrangement in which individuals get decision making power by a competition over the votes of the citizens. According to Anthony Downs this interpretation of democracy results in politics in which the main goal of politicians is not to maximize outcomes beneficial to the population. However, to maximize the number of votes, and in which substantial views are only a strategic means to get a maximum of support in elections with the result being that the winner takes all and the legitimacy of policies is decided by 51% of the population.

A quite different and more modern view on 'voice' defines it in terms of the protection of minority rights from the sometimes brutal dominance of the majority. It is not about the majority but about the minorities. Good governance implies a role for government next to other societal organizations and actors instead of hierarchically above them to take care of minorities. This is similar to the definition of Raadschelders who sees governance as referring to all organizations and institutions that are involved in the structuring of society, including governmental as well as

In general Good Governance relate to the interventions that contribute significantly to human development democratization enhancing peoples participation, building well integrated institutional capacity building and ensuring transparency and accountability these are initiating using growing industrial sectors increasing access to infrastructure and social services particularly education and health services. Improving of this helps to achieve vision of any country and in due coorce, eradicate poverty and so improve the level hood of citizens. It is imperative to sustain in the higher economic growth.

For these reason investments in growth enhancing sectors such as infrastructure and social sectors has to continue at large scale. Economic growth is central in creating growing employment opportunities is important of country which is developing to transfer to middle income country so definition of Good Governance goes further than merchant fair equitable treatment. For example, UNDP notes that "Good Governance in among other things participating transparent and accountable. It is also effective and equitable and it promotes the rule of law. Good Governance ensures that political social and economic properties are based on broad consensus in society and that the voices of the society and that the voices of the poorest and the most vulnerable, are heard in decision –making over the allocation development resources" that a government can govern of how well it can govern lies in that of the formal structure of government does necessarily account for the manner in which it manages society, resources and exercises control and discipline over its own power and policy instruments. These face problems when implemented. The challenges in the implementation of governance including low implementation, low national saving rate that is un able to support the investment needs of economy and the unpredictability of external financing in addition it is anticipating that the global market price fluctuating could pose some challenges to effective implementation.

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. It includes enhancing the awareness of citizens about the consequences corruption through ethics and anti – corruption campaign and education such that the public nature 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.

In this context, a number of activities will be carried out in the plan period in collaboration with the relevant stakeholders including civic education and measures to develop a zero tolerance of corruption among the society. Additional activities intended will be to strengthen the system to track corruption in society and protect public resources.

A citizens identification information system will be put in place as will system to register ownership of land and establish urban spatial plan, further the public will be made aware of the need to pay tax as directed by law and regulation at the time required and of the importance of taxes in financing the GTP and its objectives.

2.2. Assessment of governance in Ethiopia

According to country governance profile of Ethiopia, the objective of the CGP is to assess the strengths and weaknesses in Ethiopia's

governance. The focus is on dimensions of accountability, transparency, participation, judicial and legal reform and anti-corruption, which are of particular concern to the Bank in the context of its development mandate and the Good Governance Policy of 2000.

- 2.2.1. The CGP assessment shows that compliance with formal rules and regulations in the Ethiopian civil service is high and control systems are relatively strong. Public sector performance is, however, constrained by limited institutional and human resource capacity. Under the Public Sector Capacity Building Programme (PSCAP), donors are assisting the Government to deepen on-going civil service reform and address capacity gaps. This CGP has underlined the need to intensify these efforts, while safeguarding the autonomy and professionalism of the civil service to ensure effectiveness in the delivery of public services and enhanced accountability.
- 2.2.2. Public financial governance in Ethiopia is based on a solid legal and regulatory framework, consisting of an extensive body of laws, rules, and regulations and supporting institutions. Sustained reform implementation has led to the strengthening of the planning, budgeting, and accounting systems. These gains are reflected in improvements in the budget preparation process, budget comprehensiveness, as well as timeliness in fiscal reporting. Despite these improvements, Ethiopia's PFM exhibits weaknesses in several areas, which have implications for accountability. These include: (i) low quality of fiscal data in some of the regions;
(ii) inadequate capacity of key oversight agencies, namely the Federal Auditor General and Regional Auditor General; (ii) weak procurement capacity; and; (iii) weak implementation of audit recommendations. These weaknesses underline the need to deepen the PFM reform and capacity building efforts so as to enhance transparency and accountability.
- 2.2.3. The CGP has assessed progress in decentralization, which lies at the core of Ethiopia's efforts to strengthen democratic governance and improve basic service delivery. The key challenge is to build the requisite institutional and human resource capacity at sub-national levels in order to effectively empower sub-

national governments and communities. At the same time, there is need to strengthen the demand side of governance by moving forward the social accountability agenda, which is still in its infancy. The CGP notes the promising initiatives to promote social accountability in Ethiopia, particularly the Protection of Basic Services Programme.

- 2.2.4. The availability of information to citizens is vital for enhanced accountability. While access to information in Ethiopia has improved significantly, this aspect of governance remains challenging. The CGP has highlighted the importance of establishing an appropriate legal framework to underpin freedom of access to information, which is a basic human right.
- 2.2.5. The degree of corruption in Ethiopia has historically been low. There is, however, a growing perception that the incidence of corruption in Ethiopia is on the rise. This seems to be borne out by the recent trend in the Transparency International Corruption indices for Ethiopia. Whilst the legal and institutional framework for combating corruption exists, a more active engagement of non-state actors in monitoring corruption would be vital for the success of the anticorruption drive.
- 2.2.6. The CGP has also assessed the judicial system in Ethiopia, and has identified weaknesses impeding its effectiveness and efficiency. These weaknesses are being addressed through the on-going Justice System Reform Programme, which is supported under the PSCAP. However, a key challenge in efforts to promote the rule of law, and strengthen horizontal accountability is to protect the independence of the judiciary.

2.3. Objectives of good governance

The objectives of good governance are to enhance transparency and accountability so that there is zero tolerance for corruption. Good governance initiatives will be supported by information technology and expansion of civic education. The public service delivery systems will be modernized made efficient, fair and transparent in their delivery. Some of the majeure objectives and benefits of good governance are to:-

Promotes community confidence

People are more likely to have confidence in their local government if decisions are made in a transparent and accountable way. This helps people feel that local government will act in the community's overall interest, regardless of differing opinions.

It also encourages local governments to remember that they are acting on behalf of their community and helps them to understand the importance of having open and ethical processes which adhere to the law and stand up to scrutiny.

Encourages elected members and council officers to be confident

Elected members and council officers will feel better about their involvement in local government when good governance is practiced. Councilors will be more confident that they are across the issues, that they can trust the advice they are given, that their views will be respected even if everyone doesn't agree with them, and that the council chamber is a safe place for debate and decision making. Officers will feel more confident in providing frank and fearless advice which is acknowledged and respected by councilors.

Leads to better decisions

Decisions that are informed by good information and data, by stakeholder views, and by open and honest debate will generally reflect the broad interests of the community. This does not assume that everyone will think each decision is the right one. But members of the community are more likely to accept the outcomes if the process has been good, even if they don't agree with the decision. They will also be less tempted to continue fighting or attempting to overturn the decision. So even the most difficult and controversial decisions are more likely to stick.

Helps local government meet its legislative responsibilities

If decision-making is open and able to be followed by observers, it is more likely that local governments will comply with the relevant legal requirements. They will also be less likely to take shortcuts or bend the rules.

Supports ethical decision making

Good governance creates an environment where elected members and council officers ask themselves ‘what is the right thing to do?’ when making decisions. Making choices and having to account for them in an open and transparent way encourages honest consideration of the choices facing those in the governance process. This is the case even when differing moral frameworks between individuals means that the answer to ‘what is the right thing to do’ is not always the same.

Major Targets of GTP (20/10/20/15) Plan

A GTP good governance target is to develop system, using modern information technology to register the wealth of government authorities and civic servants and track and take legal measures where wealth from unidentifiable sources is detected in addition the public will be enhanced with the aim that there is zero public tolerance of corruption and rent sacking ethics education will helps to increase public collaboration with government in the fight against corruption. An anti –corruption strategy will be developed and implemented in all governmental organization. An enabling mechanism will be put in place to fight in corruption. The knowledge and understanding of tax payers will be increased through development and implantation.

2.4. Characteristics of good governance

Participation; by both men and women is key corner stone of good governance participation could be either direct is through legitimate intermediate institutions or representatives. it is important to point and that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken in to consideration in decision making participations needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand.

Rule of Law

Good governance fair legal frame works that are enforced impartially. It also requires an independent judiciary and an impartial and in corruptible police force. . Governance does not imply arbitrary use of authority.

Transparency

Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

Responsiveness

Good Governance require that institutions and processes for to serve all stakeholders with in a reasonable time frame. In the present times the emphases is more on institutions being responsive to the needs of all those who are going to be affected by their actions

Consensus Oriented

There are several actors and as many view point in a given society. Good governance requires meditation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long –term perspective on what is needed for sustainable human development and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contests of a given society or community.

Equity and Inclusiveness

A society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society this requires all groups but particularly the most vulnerable have opportunities and improve or maintain their well being.

Effectiveness and Efficiency

Good governance means that process and institutions produce results that meet the need of society while making the best use of resources at their disposal.

The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the Environment.

Accountability: - It is key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stake holders. Who is accountable to who varies depending on is whether decision as actions taken are internal or external to an organization or an institution is

accountable to those who will be affected by its decisions of actions. Accountability cannot be enforced without transparency and the rule of law. However it is an idea to action in its totality but has to come close to achieve.

Strategic Vision

Leaders and the public have a long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.

2.5. Why does it matter?

If a state practices good governance, it is likely to be:-

1. Among the most developed counters:- there is a high correlation between the quality of governance and per capita income. And statistical analysis has proven that good governance improves economic performance rather than vice –versa. The concrete example is Singapore, which by transforming into one of the least corrupt places in the world, is fast becoming one of the world’s booming economies.

2. Using resources wisely for the benefit of all:- For example, Nigeria and Botswana are both rich in mineral resources, diamonds and oil but have completely different development paths; whereas Botswana’s real per capita income increased six fold from [1970-74] to [200-2004], that of Nigeria scarcely reached gains of 25 percent and was in fact negative between [1970 -1999]notwithstanding \$231 billion gains made by the Nigerian petroleum industry.

3. Making you happier:- There is a direct connection in the OECD countries between trust in the national government and life satisfaction, or perceived well being.

In the World Happiness Report , good governance is recognized as one of the four pillars of sustainable development since it “signifies the ability of people to help shape their own lives and to reap the happiness that comes with political participation and freedom”

2.6. Challenges or Problems of good governance

The weakness of the good governance concept, however, calls into question each of these projects. Without stronger concepts, donor agencies have no clear basis upon which to argue the

merits of measurement versus another, or to evaluate the relative importance of various components of governance in any classification. Without better measures, donor agencies cannot, in a rigorous manner, empirically test hypotheses about how political and economic institutions change, much less develop evidence –based strategies about how to positively influence this change. Nor can they be very convincing about the rigors of quantitative findings suggesting a causal relationship between (weakly –conceptualized) measures of governance and development outcomes.

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.

In short, the term “good governance” has become a catchy shorthand way to describe a variety of political and economic institutions and outcomes. While it thus is likely to remain in common public usage, as is, it is not a useful concept for development analysts and policymakers.

As a governance and good governance defines concept of governance is not new. It is as old as human civilization simply put governance means the process of decision –making and the processes by which decision are implemented (or not implemented). 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, multi-national corporations etc –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 crime 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 is often the result of corrupt practices or leaders to corrupt practices. Where as a good governance is a participatory consensus oriented accountable, transparent, responsive and efficient equitable and inclusive and follows the rules of law.

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 arise 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 pattern of organizational and administrative behavior a general theory that provides an 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 extended 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.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research Design

As it is clearly stated in Chapter One, the main purpose of this study is to identify significance of good governance and its challenges. To get these objectives a descriptive research method was employed. In order to carry out this research it was important to contact wereda dwellers', delegates of wereda 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.

3.2. 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.

3.3. Sampling Techniques and Size of Sampling

In order to obtain a representative sample of respondents for this study, non probability purposive sampling methods were used. According to Choen and Moniona(1994)cited in Sibelo argue for statistical analysis, a minimum sample size of 30 is usually thought to be desirable. A number of factors also determined options for sample survey. These required less time and produced quick answer, more economical, and detailed information and high degree of accuracy because it deals with relatively small number of respondents.

Furthermore; one could face financial, administration and time constraint to deal with the whole population (Walace, 2006). Due to these, the researcher selected 130 sample respondents purposively.

From the total number of 130 respondents, 42 were representative of woreda council, 20 from different sector civil servant and 68 dwellers were used as a source of information for this study.

Table 1: Sample size

S .no	No of admin office	Number of respondents			Total
		Delegate Of wereda council	Civil servant	Wereda dwellers'	
1	1	42	20	68	130
		-	-	-	
		-	-	-	
Total	1	42	20	68	130

3.4. Data Collection Techniques

3.4.1. Questionnaire

A questionnaire with both open-ended and close-ended question items have been originally prepared in English and then translated into Amharic to collect information from delegates, Civil servants, and dwellers' were fill up the questionnaire and focal persons were used.

3.4.2. 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.

3.5. 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.

3.6. 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.

CHAPTER FOUR

4. Results and Discussion

4.1. 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 above table 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 percents).

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.

No	Item	Responses								
		Str. Disagree		Disagree		Agree		Strongly Agree		Remark
		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%	

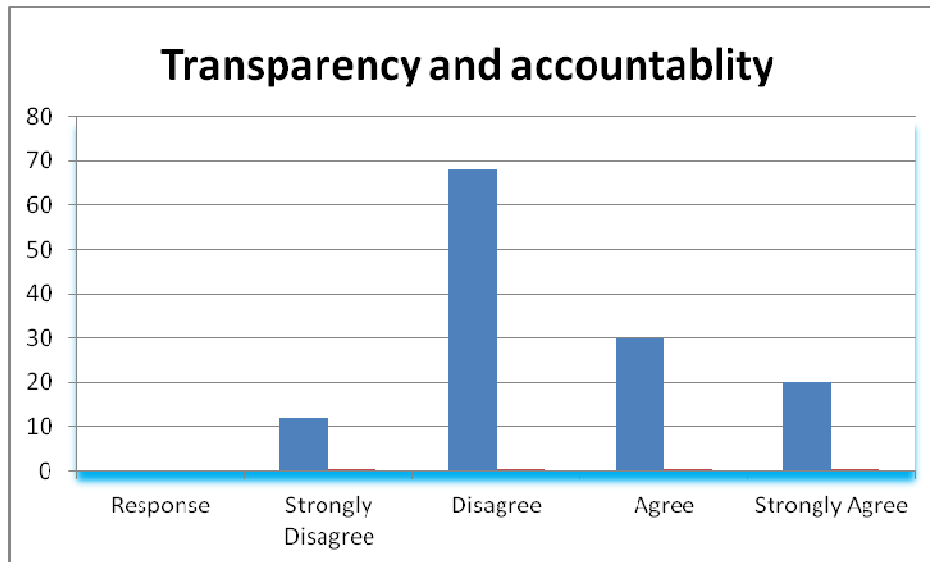
Table: 3.Responses related with good governance

Source: field survey (2014)

Concerning transparency and accountability the figure below (figure-1) shows that about 80 (62%) of respondent^s 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 understood 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

4.2. Administrative Accountability and Transparency

Figure 1: Responses related with administration Accountability and transparency



Source: field survey (2014)

4.3. Society participation on governance aspect

Table:4. Male and female on governance aspect

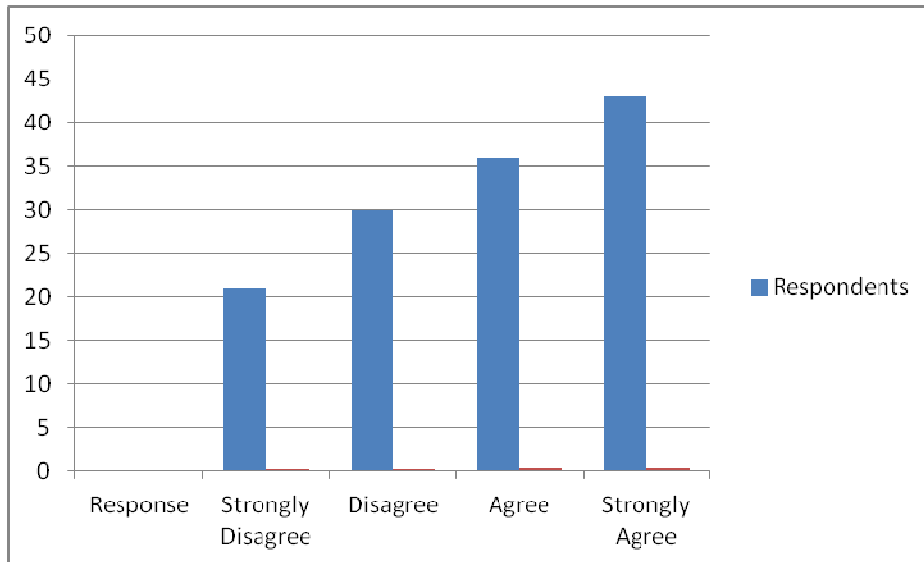
No	Response	Gender			
		Female	Male	Total	%
1	Strongly Disagree	8	5	13	10
2	Disagree	10	13	23	17.7
3	Agree	24	26	50	38.5
4	Strongly Agree	20	24	44	33.8
5	Total	62	68	130	100

Source: field survey 2014

Concerning the participation of the society on the aspect of good governance the above table 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 wereda administration.

4.4. Implementation of participatory decision making principles of good governance

Figure.2. participatory decision making



Source: field survey (2014)

Regarding implementation of participatory decision making the above table shows that 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 wereda. From this figure it can implied that there have implementation gap on participatory decision making.

Table 5:- Participation of females and youth in leader ship in woreda administration offices.

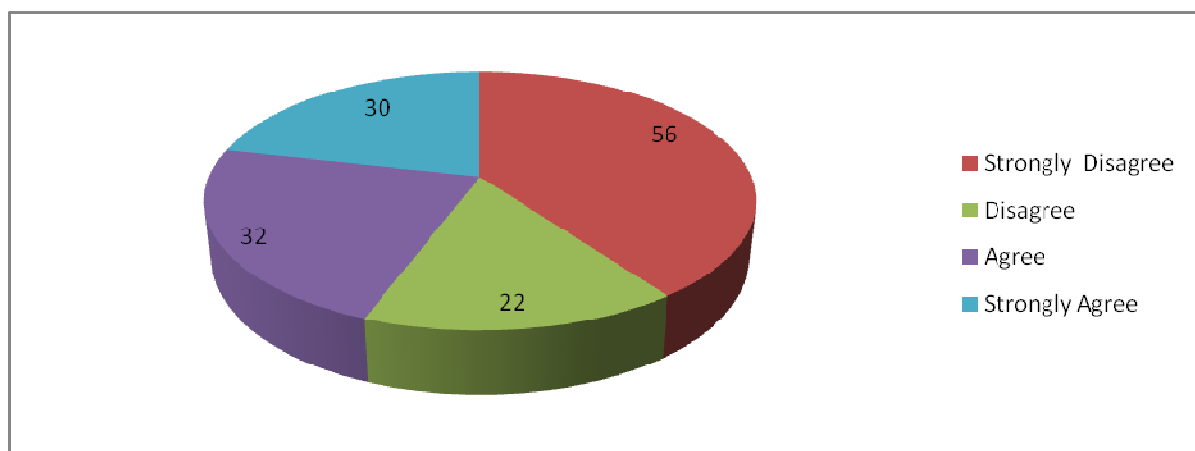
Level	Sex					
	Male	%	Female	%	Total	%
Woreda Council	76	76	24	24		100
Woreda Cabinet	25	95.5	3	4.5	28	100
Keble Council	1025	89.4	121	10.6	1146	100

Source: Humbo wereda administration office (2014)

Concerning the participation of youth in kebele counsel, Woreda Council and woreda 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.

4.5. Budget plan preparation and its management

Figure 3:- Shows Budget plan preparation and its management

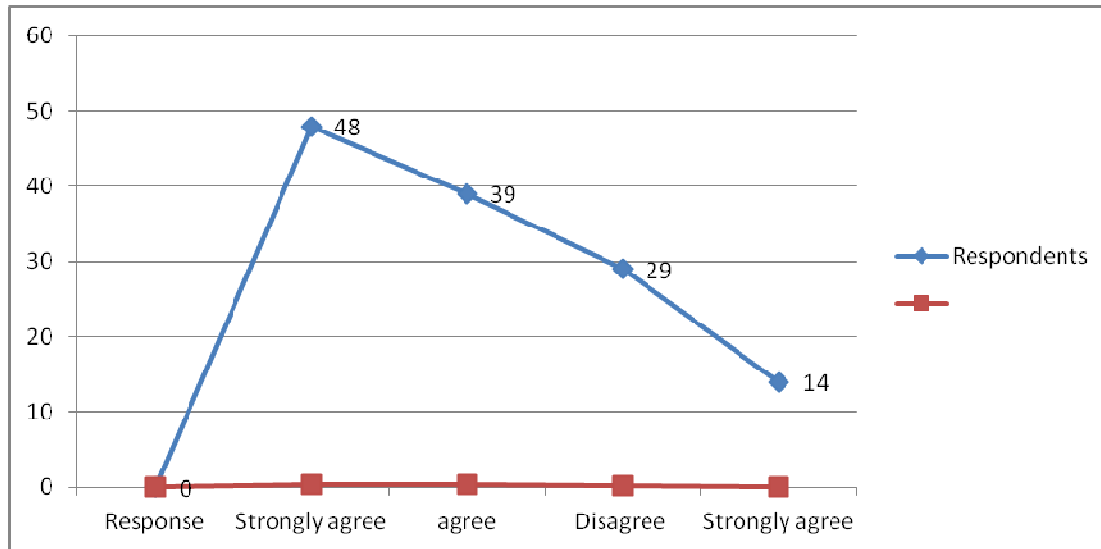


Source: field survey (2014)

Concerning budget plan preparation and its management the above figure shows 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.

4.6. Flow up of good governance

Figure 4: Importance of good governance follow up



Source: filed survey 2014

Figure 4:- Shows that about 69 percent of respondent agreed on follow up of the 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.

4.7. Knowledge on polices, principles, and procedures importance

Table 6:- Adequate knowledge on polices, principles, and procedures importance

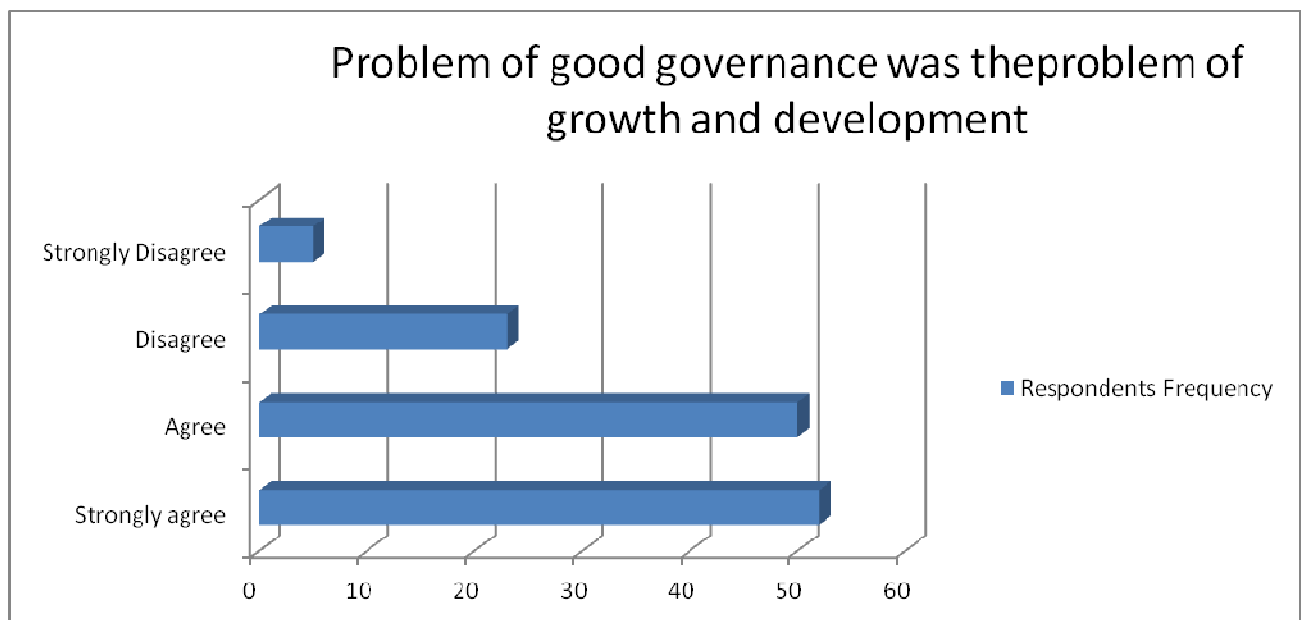
	Respondents	
	Frequency	Percent
Strongly agree	52	40%
Agree	18	13.9%
Disagree	38	29.2%
Strongly disagree	22	16.9%
Total	130	100%

Source: filed survey 2014

Concerning the knowledge on policy and principles as indicated in table above, 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 were the need of capacity building for the all civil servants, officers and other concerned bodies on the polices, principles and procedures of governments.

4.8. Good governance problem is the problem of growth and development

Figure 5:- Responses on Good governance problem is the problem of growth and development



Source: Field survey 2014

Concerning 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 and properly application of good governance.

4.9 Community involvement on resource management

Table 7:- State of community involvement on the appropriate resource management

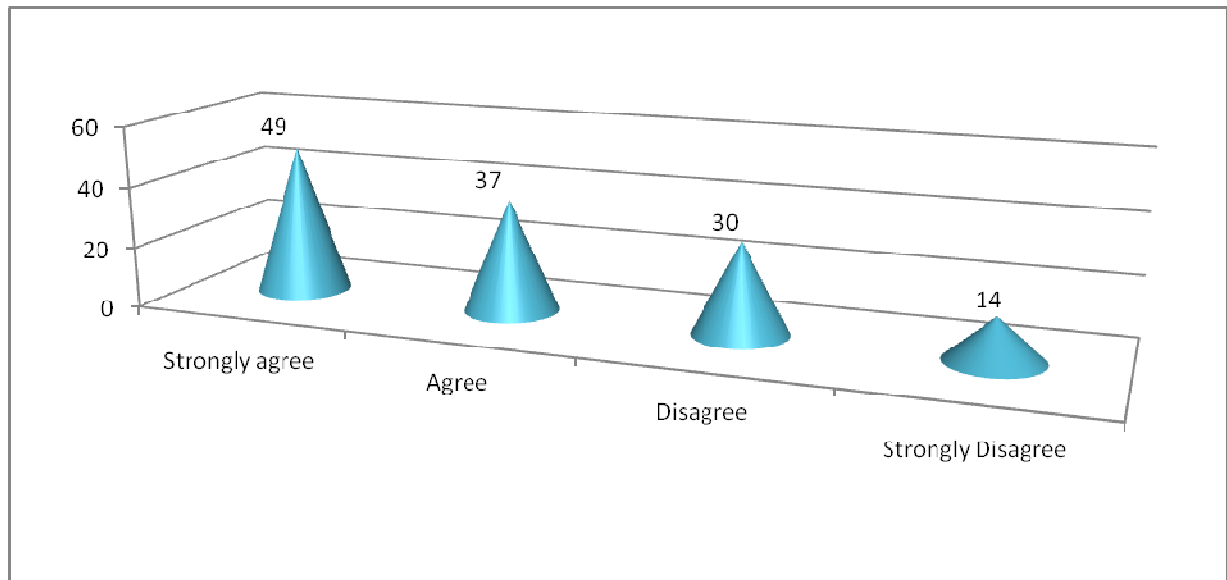
Response	Respondents		Remarks
	Frequency	Percent	
Strongly agree	48	36.9%	
Agree	60	46.2%	
Disagree	13	10%	
Strongly Disagree	9	6.9%	
Total	130	100%	

Source: field survey 2014

From above table-6 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.

4.10 Fair Utilization, maintenance, and purchasing system of materials

Figur.6. Utilization, maintenance, and purchasing system of materials

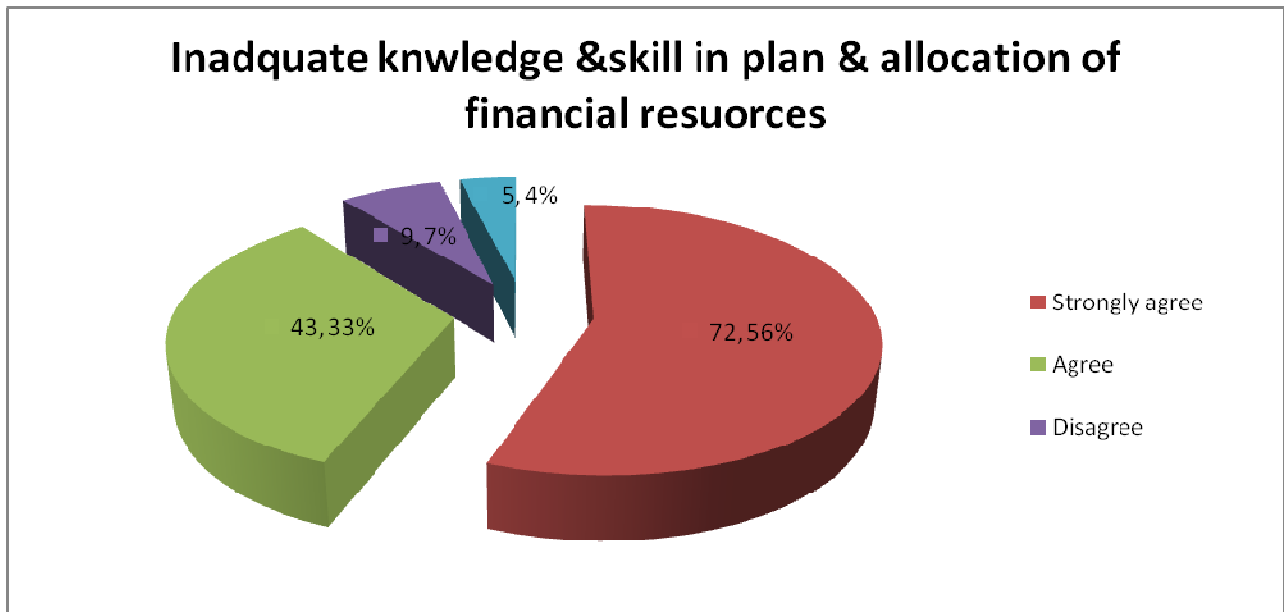


Source: field survey 2014

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.

4.11 Inadequate knowledge and skill in planning and allocation of financial resources

Figure 7. Responses on knowledge and skill in planning and allocating financial resource



Source: field survey 2014

Concerning 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.

CHAPTER FIVE

5 SUMMARY, CONCLUSION, AND RECOMMENDATIONS

In this part of the paper findings of the research had briefly summarized, more condensed and comprehensive statements had offered in the form of conclusions and recommendations.

5.1 Summary of the major findings

The main purpose of this study was to investigate the significant of good governance and its challenges in Humbo Woreda administrative office. More specifically the study had designed to answer the following research questions: - What is the current state of application good governance in Humbo Woreda Administrative office? , What are the main challenges (factors) that constrained society to get and participate in good governance? , What are opportunities that help to create awareness on significance and effect of good governance in Woreda? and What are the appropriate solutions to improve the challenges of good governance in Humbo wereda?

In order to find out answer for the above research questions the study has used questionnaires and interview as the main data gathering tools also document analysis have been used as supplementary instruments to generate additional information. The collected data were analyzed using simple statistical technique such as percentage, charts, and tables.

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

1. Concerning transparency and accountability the figure below (figure-1) shows that about 80 (62%) of respondent^s 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 wereda administrative officials were less accountable and transparent to their people.
2. About 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 the governance in the study wereda were not

participatory. They were not participating on discussion making, planning, execution, and evolutions.

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 wereda were not fair and not based on prioritizing society problems.
4. Knowledge on policy, principles, and procedures, about 54% of the respondents were 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 lead 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 reveled 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.

5.2 Conclusions

The study attempted to address significance of good governance and its applications challenges in Humbo wereda administrative office. Specifically, the study addressed:

- ✚ To assess the states of good governance application in Humbo Wereda Administrative office.
- ✚ To assess main challenges (factors) that constrained society to get and participate in good governance.
- ✚ To assess opportunities that help to create awareness on significance and effect of good governance in Humbo Wereda..
- ✚ Assess the opportunities of society to get good governance in Humbo Wereda.
- ✚ Come up with relevant recommendations that help to curb the challenges of good governance.

In line with the objectives stated above and the major findings obtained, the following conclusions were drawn:-

1. The wereda administrative officials were less accountable and transparent to their people.
2. The governance in the study wereda was not participatory. They did not make the society to participate on discussion making, planning, execution, and evolutions.
3. Budget allocation and consumption were not economic.
4. There was awareness gap on importance of polices, principles and procedures of the government this made the application of good governance challenging.
5. The whole community was not participating on resource management.
6. Material utilization, maintenances, and purchasing systems were not done according rules and regulations of the government. This shows that the usage and purchasing system could be exposing to rent seeking.

To sum up, the significances of good governance was not made fully aware in the study wereda at the society and administrative officers. This made the applications of good governance challenging.

5.3 Recommendations

Based on the conclusions reached, the following recommendations were made:

1. The wereda administrative office should be accountable and transparent to the society.
2. The administration system should be participatory. All dwellers' of the wereda should participate from planning, execution, and evaluation. During the time of planning people invite to discuss on issue to be prioritized and should forward constructive ideas for discussion makers. In addition, once the decision made, they should give their full support to the wereda administrative office to implement the government policies and decisions.
3. Material utilization, maintenances and purchasing system should be according the government procurement rules and regulations.
4. Capacity building programs should carry out to fill awareness gaps of officers, civil servants, and council members of the wereda on polices strategies, rules, regulations and principles governments through short and long-term trainings.
5. There should be exist mechanisms that shows to whom the wereda administrative officers are accountable for their decision and action. Moreover, presence of evaluation methods directly and indirectly by the public should be vital to measure and control the capacity and performance of wereda administrative officers.

6 REFERENCES

- African Development Bank (1999). African Development Bank & African Development Fund Bank Group Policy on Good Governance. November 1999.
- Alemseged, A. (2009). Diversity and democracy in Ethiopia, *Journal of Eastern African Studies*, 3:2, 175 — 201 DC: IMF
- Bovarid, Tony and Loffer, (2002) “Moving from Excellent Model of Local Service Delivery to Benchmarking Good Local Governance“, international review of Administrative Science, Vol.69.
- Bovarid, Tony and Loffer, (2003) ”Evaluating the Quality of Public Governance Indicators, Models and Methodology“, International Review of Administrative Science, Vol.69.
- Canadian International Development Agency (2008). Independence, Transparency and Accountability in the Judiciary of Ethiopia. Addis Ababa, Ethiopia.
- Daft, R., (1999). leadership: Theory and practice. Washington Dryden printing ministry.
- Economic Commission for Africa (2004). Governance Profile for Ethiopia. ECA, 2004. Addis Ababa, Ethiopia.
- Economist Intelligence Report for Ethiopia (2007). Proceedings of Economic intelligence country report, January, 2007. Addis Ababa, Ethiopia.
- EHRCO (2001). Monitoring Activities and Findings of the EHRCO in 2001, Addis Ababa, Ethiopia.
- EHRCO (2001). Ethiopia, Enhancing Human Development Outcomes through Decentralized Service Delivery. “The 2001 Ethiopian Local Elections: A Report on experience. Washington, DC: World Bank.

Ethiopia, Enhancing Human Development Outcomes through Decentralized Service Delivery, World Bank, May 2007

Getachew H. and Common R., (2006). *Civil Service Reform in Ethiopia: Success in two ministries* at <http://www2.hull.ac.uk/hubs/pdf/memorandum59.pdf>

Getachew Hailemariam and Common, Richard, 2006. *Civil Service Reform in Ethiopia: Success in two ministries* at <http://www2.hull.ac.uk/hubs/pdf/memorandum59.pdf>

Globalization and the State (2001). Good Governance and Development by B.C.Smith, 2001.

Good Governance and Law (---), legal institutional reform in developing countries

Good Governance in the 21st century, conflict institutional change and Development in the era of globalization

GTP (2011-2015). **Ethiopian** five years growth and transformation plan. Ministry of Finance and Economic Development, Addis Ababa, Ethiopia.

I.M.F (2002) The I.M.F approach to promoting Good Governance and combating corruption.

IAN B. and Matthew F., (2004). Multi –Level Governance, oxford University Press in- New York

IMF (1997). Good governance: the IMF's role. Washington, USA.

Kaul.M (1996). Civil service Reform learning from commonwealth experience,-----

Mukherjee, A. (1996). Report on Peoples' Participation in the Process of Decentralized Planning in India. New Delhi, India, Government of India.

Mulu Solomon (2003). Gender Policy in relation to employment public and private sector formal and informal policy Dialogue Series No. 1. Gender and Economic policy, Addis Ababa Ethiopia.

Nada K. and Andrew K., (2006). *Governance, strategy and policy*. CPI Antony Rowe Chippenham and Castbourne Great Britain.

Pausewang S., (1996) *Ethiopia human rights in developing countries*, year Book 1996 ed. Sadina Lalrineetal Philips, A(1991) *engendering democracy*, London Black Well publisher ltd.

Semahegn G. (Part 2). *Impediments of good governance in Ethiopia*, by Semahagn Gashu (Phd)

Smith B,C, (2007) *Good Governance and development*, CPI Antony Rowe Great Britain.

Solomon Addis Getahun, Ethiopia in the New Millennium: Issues of Democratic Governance at
www.forumonpublicpolicy.com/summer09/archivesummer09/getahun.pdf

The FDRE constitution (1994). *Negarit Gazeta Proclamation 1*.

Transitional government of Ethiopia (1994) *national policy in Gender issues*.

UNDESA (2003) “*Decentralization and Poverty Reduction: African and Asian Experience*,”
Division of Public Administration and Development Management, United Nations,
Department of Economic and Social Affairs.

UNDESA (2010). *Reconstructing Public Administration after Conflict. Challenges, Practices and Lessons Learned*. New York: United Nations.

UNDP (1994). “*Good Governance and Sustainable Human Development*”, United Nations
Development programme annual Report, Oxford University, New York.

UNDP (1997), *Governance for Sustainable Human Development*
<http://meltingpot.fortunecity.com/lebanon/254/cheema.htm> accessed date 13 /3/2013

UNDP (1997). *Governance for Sustainable Human Development*. United Nations Development Programme.

UNDP (2002) “*Public Administration Reform: Practice Note*,” United Nations Development Programme, New York.

UNDP(2007) Building Trust in Government 26-29 Jun, Vienna, Austria

United Nations Department of Economic and Social Affairs, “World Public Sector Report:

United Nations University (2002). Policy Notes. *World Governance Assessment (WGA)*.
Accessed September 6, 2012 at: <http://archive.unu.edu/p&g/wga/index.html>.

World Bank (1992). "Governance and Development". World Bank annual Report, Washington

World Bank (1994). Governance: the World Bank's Experience. The World Bank, Washington
DC

Website;

www.imf.org.

www.weforum.org

www.governance.works.org.

<http://www.hrw.org/node/89128>

www.rhul.ac.uk/mgt/news/and/events/seminars.

http://www.abbaymedia.com/pdf/nij_ethiopian_judiciary_assessment.pdf

APPENDIXES

7.1 Appendix one

Indra Gandhi National Open University Post Graduate Program

Page 1, questioners:-

This questionnaire is prepared to collecting information on significance of good governance and its challenge especially in Humbo Woreda Administration office.

The purpose of study is:- is to identify the governance challenges of the Woreda and finally to inform how to solve it. Thank you for cooperation. No need of writing your name.

Part one. Background information

Put “X” marks in box given for your choice

This part is ok:

1. Wereda name -----

2. Candidates -----

Sex:- M F

Age A) 22 -25

B) 26 -30

C) 31 -40

D) 40 and above

3. Qualification A) diploma

B) 1st degree

C) 2nd degree

4. Service year in administrative functioning

A. 01-10

B. 11- 20

C. 30 and above

PART TWO rating scale in significance and challenge of good governance. Indicate the degree of agreement and disagreement by putting “X” mark in front of each item under the following five:-

1) Strongly disagree 2) Disagree 3) Undecided 4) Agree 5) strongly agree

No	Item	5	4	3	2	1
	Significance of good governance and challenges related					
1	Accountability and transparency of administration					
2	Society participation is important in governance aspect					
3	Participatory decision making implemented properly					
4	Budget plan preparation is well managed and it is important					
5	Flow up of good governance is important					
6	Adequate knowledge of police principles and procedures are important					
7	Good governance problem is the problem of growth and development					
8	The above in no 7 using appropriately is important					
9	Good governance is safe in Woreda administrator(leadership)					
10	The Governance is said to be good or not is depends on administrators					
11	Governing bodies are transparent and accountable					
12	Community involves in resource management					
13	Management flows transparency principle in resource utilization					
14	Participation decision making imply properly administration					
15	There is frequent follow up in administration area					
16	Utilization, maintenance and purchasing system is fair					
17	In adequate knowledge and skill in planning and allocating financial resource is observed					
18	Stake holders are participating in budget planning					

Appendix two interview guide line for civil servant of Humbo woreda administrative office.

Part I: General information and personal data

Name of office you currently work in-----

Data of interview -----

1 sex-----2 age-----3 qualification -----

4 experience as civil servant-----As leader-----5 present positions-----

Part II: interview questions

1. What do good governance mean to you?
2. How do you describe the effectiveness of working about good governance?
3. Do society, civil servants participate on good governance related facts?
4. What is to be done do you think to increase society participation?
5. How do you describe attitude of society to words good governance in woreda administration?
 1. Function of leaders to words good governance.
 2. Competence of leader car out leading activity.
 3. Approach of society to words good governance in a woreda.
6. What factors do you think can negatively affect society attitude to words governance

7. How long fair distribution of job occupation take place in woreda administrative office

8. politically and decision- making for future?

9. what is your comment

ከላይ ስለተጠቀሰው ጉዳይ መልስዎ <<ሰ>> ከሆነ ሊደረግ በሚችሉ ነገሮች ላይ አስተያየት ካለዎት -----

5. የመንግሥት ሀብትና ንብረት በአግባቡ መጠቀም ላይ ጥሩ ግንዛቤ ይታያል፣ ሀ) እጅግ በጣም ለ) መካከለኛ ሐ) ዝቅተኛ ነው፡

ከላይ ስለአለው መልስዎ <<ሐ>> ከሆነ መፍትሄ ሀሳብ ካለዎት ቢሰጡ -----

6. በአስተዳደር ክልል ከአድልዎና ማገለል ነፃ የሆነ አስተዳደር በመኖሩ ሁሉም ሰዎች እኩል ተጠቃሚ ናቸው፡ ሀ) አዎን ለ) አይደለም

7. በአጠቃላይ ስለተነሱ ጉዳዮች እና ተጨማሪ አስተያየት የምሰጠዎት ካለ -----

