

Challenges and Opportunities of Good Governance in Effective Service Delivery: In Case of Ethiopia Some Selected Woredas in Hadiya Zone

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This paper investigates the challenges and opportunities of good governance in effective service delivery: in case of selected woredas in Hadiya zone. The study used survey method using a structured questionnaire which was administered on 150 sample respondents which are participants in three sectors. This study includes three sectors namely such as municipality, urban development and justice office taken for the study by using purposive and census techniques. After the data collected, it was analyzed by using descriptive statistics like tables and graphs. Based on findings, the following recommendations are forwarded: All concerned s bodies should work on the challenges of good governance by providing different training, research, advocacy, consulting on opportunities and challenging issues of good. Promoting the indigenous values identified with governance practices in the sectors.

DOI: 10.7176/PPAR/12-4-01

Publication date: June 30th 2022

1. INTRODUCTION

Governance is the manner in which a government exercises political power; governance is always related to the institutions and structures that are also for exercising power; governance suggests also that all relevant public decision making processes have to be considered. Governance also implies that the implementation capacity for government action in a country is of relevance and government encompasses also the relation between the government and the public (Wohlmuth, 1998). Since early 1980s, the concept of governance has emerged as a popular agenda of development literature and appeared in the discussion about public organizations. Governance, particularly in the world of globalization and competition, matters in accelerating development and reducing poverty. Currently, governance has occupied a central stage in the development discourse and is considered as a crucial element to be incorporated in the development strategy of various developing countries (Aminuzzaman, 2007; AnowarUddin, 2010). According to Crocombe (2008) governance is about ensuring that the resources are used for the citizens' benefit. If governance in an economy is weak, then there is a major reduction in the quality of public services. Bad or unresponsive governance not only restricts opportunities of success but it can even degenerate into sectarian conflicts and civil wars. Good governance allows for sound and efficient management of human, natural, economic, and financial resources for equitable and sustainable development. 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 (Stella Ladi, 2008). On the other hand, poor governance contributes to poor economic and social performances in most developing countries. It also stifles and impedes development. In those countries where there are lacks of accountability, transparency, responsiveness, inefficiency, ineffectiveness, corruptions, rent seeking, poor control of public funds and abuses of human rights, and development inevitably suffers (Tagesse, 2015). Mr. Kofi Annan, the then Secretary General of the United Nations declared that 'good governance is vital for the protection of the rights of citizens and the advancement of economic and social development. Bad governance acts as a barrier to economic, social, and political development and this leads to the collapse of a nation state. Good governance helps create an environment in which sustained economic growth becomes achievable. Conditions of good governance allow citizens to maximize their returns on investment. (Kim et al., 2005; Anowar Uddin, 2010).

2. Statement of the Problem Good governance is 'good public management', which underpins good performance, good stewardship of public money, good and responsive public service delivery and, ultimately, good outcomes (Langlands, 2004). Ethiopia is a unitary government for a long period of time and there is great quest for good governance among the people. In line with this, the government of Federal Democratic Republic

of Ethiopia (FDRE) has taken important measures to promote good governance by ratifying a number of international human right instruments, and the FDRE constitution adopted multiparty government system and accepted most of the internationally recognized human rights conventions since 1991. In addition, there have been a number of initiatives which are being taken by the Ethiopian government to realize true good governance. However, the process of good governance building in the country, particularly in the public institutions, has been facing serious and complex challenges (Kumera, 2011). In other words, despite the efforts of the Government and the assistance of the international community, lack of good governance and lack of efficient and effective public services continues to represent a growing threat to sustainable development in Ethiopia. Based on the state governance survey conducted by the Economic Commission for Africa for 28 countries (2004), Ethiopia's performance in all indices of measuring good governance has fallen below the sample average which is 53% while the sample index of Ethiopia is 36% (Shimelis, 2005). Moreover, Ethiopia is still not good in good governance even as far as African standards concerned. The study conducted by Economic Commission for Africa (2005), for example, indicated that Ethiopia, like any other African country, has faced a number of challenges in democratization and good governance building processes. According to MoFED (2010), the Ethiopian development vision underlying its Growth and Transformation Plan (GTP) is "to become a country where democratic rule, good governance and social justice reigns, upon the involvement and free will of its people and once extricating itself from poverty to reach the level of a middle income economy as of 2020-2023. In line with this, one thing that no one can deny is that there have been continuous improvements and changes with regard to infrastructural development and facilities. However, major governance deficits are still; persist in almost all parts of the country. There are great problems and challenges the country is facing in the process of ensuring good governance, which the governments of Ethiopia and its poor people have been suffering of while there are great opportunities and enabling environments to harness the benefits of good governance.

When we come to the Hadiya zone selected sector offices, there may be many challenges facing the institutions in the effort to exercise good governance. However, it is not possible to address exhaustively all these challenges. Therefore, this study will focus on the following challenges that are identified, based on the pilot study conducted by the researchers, to be the important challenges confronting good governance practices by the sectors in the zone, currently. These priority challenges that have not been properly addressed includes: lack of political and bureaucratic commitment to realize good governance, acceptance, supremacy, and wide spread self-centered wealth accumulation and rent seeking thinking and practices over ethical, transparent, accountable, and quality public service delivery among government officials(service providers) and service users. Growing involvement of unnecessary or unholy and non-value adding brokers (intermediaries) on the process of public service delivery between government officials and public service users is also one of the burning challenges in the country, particularly case study areas. The reason behind to the involvement of these brokers is to shorten and fasten the process of public service delivery to the service users. Here, these intermediaries are being involved in the process of public service delivery and they are greatly contributing for unfairness, rent seeking practices inefficiency and ineffectiveness of the process. Moreover, low level of competence and false academic qualifications among the political appointees and some permanent civil servants can be taken as the common challenges of good governance in public institutions. Consequently, the proper practice of good governance in these selected sectors in the Hadiya zone is becoming under question and can be taken as the common challenges of good governance. Lack of measures taken on both political and permanent civil servants who are found corrupt and rent seekers, lack of accountability mechanisms particularly for those corrupt officials rather than changing their positions and transferring them to other offices are also among the major challenges Ethiopia is facing. Great attention given to simply posting to the principles of good governance in every office without proper commitment to its implementation, lack of attention and non-responsiveness for the questions raised by the large public, and lack of accountability of the government officials to the service users.

3. Objectives of the Study

The general objective of this study is to assess the challenges of good governance in effective service delivery: in case of selected woredas in Hadiya zone.

Specific Objectives

1. To identify the major challenges and gaps in the effort to exercise good governance in selected woredas in Hadiya zone.
2. To examine the steps made by this selected sectors to solve the challenges and narrow down the gaps of good governance.
3. To identify the major opportunities and enabling factors to properly exercise good governance for the effective service provider and users.
4. To identify the extent to which the service providers and the service users are aware on the significance of good governance to ensure effectiveness in the service delivery.

4. LITERATURE REVIEW

Governance is the manner in which a government exercises political power; governance is always related to the institutions and structures that are also for exercising power; governance suggests also that all relevant public decision making processes have to be considered. (Wohlmuth, 1998). Hyden and court (2002) defines governance as the formation and leadership of the formal and informal rules that regulates the public realm, the arena in which state as well as economic and Governance is a product of human organization that helps define the relations and interactions between state and society. Others have adopted a similar or perspective, arguing that governance “involves affecting the frame work with in which citizens and (state) officials act and politics occurs. The concept of good governance has received increasing attention in Africa at the end of the 1980s; the time coincided with the end of the cold war. Consequently, regional institutions as well as the respective countries have acknowledged its significance. central place in the NEPAD – an initiative that represents the latest attempt by African leaders to take the African continent on the path of sustainable development encompassing good governance and prosperity with a consolidation of peace, security, stability (African

Development bank, 1994). Good governance is crucial for ensuring the effective and efficient provision of infrastructure. (Ncube and Mafusire, 2010). The World Bank makes a distinction between governance as on analytical frame work and governance as an operational framework, heading it to identify three aspects of governance (Hyden G, et al.2010). From, a political sense, good governance presupposes a regime or state which enjoys legitimacy and authority, derived from a democratic mandate and built on the traditional liberal notion of a clear separation of legislative, executive and judicial powers (Leftwich, 1993; Leftwich, 1994). From an administrative point of view, good governance means an efficient, independent, accountable and open audited public service which has the bureaucratic competence to help design and implement appropriate policies and manage whatever public sector there is. The United Nations Development Programme (UNDP) defines the concept of governance as: the exercise of political, economic and administrative authority in the management of a country’s affairs at all levels.

The aim of *Good Governance in the Public Sector* is to encourage better service delivery and improved accountability by establishing a benchmark for good governance in the public sector. The International Framework is not intended to replace national and set oral governance codes. Instead, it is anticipated that those who develop and set national governance codes for the public sector will refer to the International Framework in updating and reviewing their own codes. Where codes and guidance do not exist, the International Framework will provide both a shared understanding of what constitutes good governance in the public sector and a powerful stimulus for positive action.

Characteristics of good governance

The United Nations Development Programs (UNDP 1997) highlighted good governance as the good exercise of a nation’s affairs at all levels. It described that governance is good when it subscribes to nine characteristics, which are:

Participation is all men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests.

Rule of law- Legal frame works should be fair and impartially, particularly the laws on human rights.

Transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.

Responsiveness refers institutions and processes try to serve all stakeholders.

Consensus orientation -Good governance mediates differing interests to reach a broad consensus on what is in the best interests of the group and, where possible, on policies and procedures.

Equity means all men and women have opportunities to improve or maintain their well-being.

Effectiveness and efficiency -Processes and institutions produce results that meet needs while making the best use of resources.

Accountability-Decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders.

Strategic vision-Leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development.

The UNESCAP identifies eight values of good governance. These are: Accountable, Participatory, Transparent, Consensus oriented, Responsive, Follows the rule of law, Effective and efficient and Equitable and inclusive (UNESCAP 2008). The World Bank (WB) defines good governance as good management of a country’s economic and social resources for development. The organization identified six criteria such as accountability, participation, rule of law and control of corruption, governance effectiveness, regulatory quality and political stability and absence of violence; that underpin the concept of good governance (Turner & Hulme 1997). Likewise, the Asian Development Bank (ADB) identified four basic components of governance that help a government to operate most effectively and efficiently.

Though these agencies have identified a number of basic components for good governance, four are common and universally recognized amongst these components. These are: accountability, participation, predictability, and transparency. Accountability refers to the imperative to make public officials answerable for government behavior as well as responsive to the entity from which they derive their authority. The principle of participation derives from the acceptance that people are at the heart of development. People need to have access to the institutions that promote it. Predictability refers to (i) the existence of laws, regulations, and policies to regulate society and (ii) their fair and consistent application. Transparency refers to the availability of information to the general public and clarity about government rules, regulations and decisions (Gurung 2000).

Six components of good governance are identified (UNECA, 2003):

- A political system that encourages broad input from all elements of civil society.
- Impartial and credible electoral administration and an informed and active citizenry.
- Strengthened public sector legislative and administrative institutions.
- Transparency, predictability, and accountability in political, oversight, and regulatory decisions by government and public bodies.
- Effective public sector management with stable macroeconomic policy, effective resource mobilization, and efficient use of public resources.
- Adherence to the rule of law in a manner that protects personal and civil liberties and gender equity, and ensures public safety and security with equal access to justice for all.

Good governance has several characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective, efficient, equitable, and inclusive and follows the rule of law. At a minimum, good governance requires fair legal frameworks that are enforced impartially by an independent judiciary and its decisions and enforcement are transparent or carried out in a manner that follows established rules and regulations. Since accountability cannot be enforced without transparency and the rule of law, accountability is a key requirement of good governance. Not only governmental institutions, but also private sector and civil society organizations must be accountable to the public and to their institutional stakeholders (Sharma, 2007).

Good Governance from African Perspective

UNESCAP holds that governance means the process of decision-making and the process by which decisions are implemented (or not implemented). On the other hand, it portrays good governance as a sort of governance that embodies processes that are participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and (which follow) the rule of law. While it may not be necessary to dwell so much on the current definitions of good governance, as many other definitions appear to have been derived from the aforementioned, it may be important to note that the term comes with its own controversies. Leftwich (2007) exposed it as one of the three main requirements for contemporary western aid – the other two being promotion of open market, friendly and competitive economies; and support for democratization and improvement of human rights records. While it is very difficult to speculate on how good the conventional paradigm of good governance (as espoused by the world's major economic and political powers) is for Africa, there is need for African institutions to start addressing its meaning within a localized context. This is very critical to the future state of the continent because apart from the practical difficulties experienced in practicing western-structured norms in Africa, it brings further “ideological baggage” which may even threaten the “entire gains that have been made in reestablishing significance of governance in the development process” of the continent (Ayeni, 2005). This calls to question on what constitutes good or bad in governance in Africa.

The Major Actors in Promoting Good Governance

There are three major institutions that promote good governance. These are the state, the private sector and civil services. Good governance, therefore, encompasses effective states, mobilized civil society and productive private sector. Good governance is facilitated by effective states that create enabling political and legal environments for economic growth and equitable distribution. It is dependent on vibrant civil societies which mobilize groups and communities, facilitate political and social interaction, ensure participatory governance, help generate social capital and foster social cohesion. The promotion of good governance therefore depends up on efficient public sector management, accountability, a legal framework for development, access to information and transparency.

A priority or a critical element in good governance in one country may not be regarded or accorded the same importance in another country. For example, the conduct of free and fair elections may be a priority in one country while the eradication of corruption may be regarded as critically important in another. Good governance is, therefore, a wide subject area that ranges from: economic liberalism which constitutes private ownership, more investment and greater equality, political pluralism, which refers to participation of people in the development process, decentralization of authority from the centre and democracy, Social development which includes human rights, rule of law, independent judiciary and free press and administrative accountability which

reforms to transparency, less corruption, economic, efficiency and effectiveness and public sector reforms, strategic planning and management of change (Gillibrand, 2000)

6. RESEARCH METHODOLOGY

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 was employing both qualitative and quantitative approaches of a research. This study was a descriptive research designed challenges and opportunities of good governance in effective service delivery. Both primary and secondary sources of data were used to gather pertinent information on the issue under the study. Primary data was gathered through field work using different data collection tools. Secondary sources of data for this research was obtained from books, annual organizational reports and documents, internet sources, and other relevant unpublished materials related to the topic under the question.

There are about 10 woredas and 2 town administrations in Hadiya zone. So, by using purposive sampling technique, 4 woredas, and 1 town administrations were selected. From those selected woredas and town administration three public sectors such as municipalities, urban development and justice office were selected by purposive method. Finally data was collected by using census method because of small number of the peoples in each sector.

In order to obtain primary information pertaining to the subject under the study, questionnaire, structured interview and FGDs (Focus Group Discussions) was designed and used. These data gathering tools was prepared taking in to account the objectives of the study, research questions and review of related literature. The data was collected from primary sources using variety of tools were organized, coded, condensed, and analyzed in to sub-sections based on their similarities. Information collected through interviews and questionnaire was examined to detect errors and omissions. The purpose of this editing of the data collected 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.

7. ANALYSIS AND DISCUSSION

The purpose of this study was to study challenges and opportunities of good governance in effective service delivery: in case of selected woredas in hadiya zone.

To make easy in conducting the observed analysis, first, demographic profile of respondents was analyzed and presented followed by general questions about challenges and opportunities of good governance in effective service delivery. Generally 150 questionnaires were distributed to employees of the sector. Out of which 140 were completed and returned successfully,

Demographic Profile of Respondents

The following table summarizes the demographic information of respondents by gender, marital status, age, educational level, income, work experience and family size of the respondents.

Table 1 Gender of the respondents

Gender	Number	Percentage
Male	84	60
Female	56	40
Total	140	100

Source: own survey 2017

As it is depicted in table 4.1.1 majority of the respondents or 84(60%) of the respondents are males and the remaining 56(40%) are females.

Table 2 marital of the respondents

	Number	Percentage
Married	75	53.5
Unmarried	42	30
Divorced	12	8.6
Widowed	11	7.9
Total	140	100

Source: own survey 2017

The other demographic variable is marital status of the respondents from those all managers or owners 75(53.5%) of them are married, 42(30%) of them are unmarried 12(8.6%) are divorced and the remaining 11(7.9) of them are widowed. From this we can understand that most of the respondents are married.

Table.3 Age of the respondents

Age	Number	Percentage
less than 20	0	0
20-25	40	28.6
26-31	68	48.6
Greater than 31	32	22.8
Total	140	100

Source: own survey 2017

The sample response shows that 40(28.6%) of the respondents are age range between 20-25 68(48.6%) of the respondents whose their age range between 26-31, also 32(22.8%) of the respondents are greater than 31. From the above information we have seen that most of them are in productive age range.

Table.4 Education level of the respondents

Age	Number	Percentage
12 complete	6	4.3
Certificate	5	3.5
Diploma	40	28.6
First degree	25	17.8
Master's degree	14	18
Total	140	100

Source: own survey 2017

When we see the educational level of the respondents, 6(4.3%) are 12 complete, 5(3.5) have certificate, 40(28.6%) of the respondents have diploma, 25(17.8%) of the respondents have first degree, 11(18%) of the respondents have master's degree. From this data we can see that most of the respondents are diploma holders.

Table.5 Monthly income of the respondents

Income	Number	Percentage
Below 1000	0	0
1000-1500	5	3.6
1500-2000	30	21.4
2000-2500	20	14.3
Above 2500	85	60.7
Total	140	100

Source: own survey 2017

The above table 4.1.5 shows the respondents range of salary 5 (3.6) of total population have a monthly salary between 1000-1500, 30(21.4%) have 1500-2000 and 20(14.3%) have 2000-2500 and the remaining are above birr 2500 monthly.

Table.6 Number of years of the respondents

Year	Number	Percentage
1-3	61	43.6
4-6	45	32
7-9	18	12.9
Above 9	16	11.5
Total	140	100

Source: own survey 2017

With regard to the work experience of the respondents, the table shows that majority of the respondents 61(43.6%) have 1-3 years of experience in their work. 45(32%) respondents have 4-6 years of experience 18(12.9%) of respondents have 7-9 years of experience and the remaining 16 (11.5%) of the respondents are more than 9 years of service in their sector. this shows most of them have short time experience in their work.

Table .7 Family sizes of the respondents

Family size	Number	Percentage
No family	41	29.3
1-3	36	25.7
4-6	52	37.1
7-9	11	7.9
Total	140	100

Source: own survey 2017

As we can see from the table, majority of the respondents 41 (29.3%) have no family followed by family size of 1- 3, 36(25.7%). The remaining 52(37.1%) and 11(7.9%) of the respondents have between 4-6 and 7-9

family size.

Study related information

Is there good governance in the organization?

Table 8 Is there good governance in the organization

Response	Number	Percent
Yes	51	36.4
No	89	63.6
Total	140	100

Source: own survey 2017

Table 4.8 indicates whether there is good governance in their organization or not, 51(36.4%) of the respondents responded that there is good governance in their organization but 89(63.6%) of the respondents responded that there is no good governance in their organization. From this data one may understand that there is no good governance in most organization.

Challenges of good governance which are common in sector

Table .9 challenges of good governance which are common in sector

challenges of good governance	Number	Percent
Lack of qualified man power	25	17.8
Lack of standardized performance standards	25	17.8
Lack of commitment from the employees	35	25
Lack of institutional capacity	10	7.2
Lack of commitment from the management	45	32.2
Total	140	100

Source: own survey 2017

In the above table the most common problem for the good governance was Lack of commitment from the management 45(32.2%), 35(25%) said that lack of commitment from the employees is common problem for good governance, 25 (17.8%) said that lack of qualified man power and lack of standardized performance standards was common problem for good governance and the remaining 10 (7.2%) said lack of institutional capacity was common problem for good governance in the sector.

Effectiveness of public service delivery of the organizational

Table .10 Effectiveness of public service delivery of the organizational

Effectiveness level	Number	Percent
Very effective	10	7.2
Effective	25	17.8
Fairly effective	70	50
Poor	10	7.2
Very poor	25	17.8
Total	140	100

Source: own survey 2017

In the above table 4.10 from total respondents 70 (50%) of them said that their service delivery is fairly effective, 25(17.8%) of them said that their service delivery is effective where 10(7.2%) of the respondents responded that their service delivery is very effective and 10 (7.2%) of the respondents said that their service delivery is poor the remaining 25(17.8%) of the respondents said that their service delivery is very poor.

Opportunities to the effective public service delivery in the sectors

Total	140	100
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The level of your agreement in the following areas relative to prevalence of good governance in sector

Table .11 The level of agreement in the following areas relative to prevalence of good governance in sector

No	Item	Mean
	Lack of qualified man power so as to carry out organizational services in efficient and effective way	3.28
	lack of transparency in information flow and decision making process	3.92
	lack accountability to service users of the sector	3.61
	Lack of participation of employees and customers on various issues of the organization	4.13
	Existence of rent seeking thinking and wide spread of corruption in the delivery of official services	3.85
	Lack in provision of a clear and responsible direction and procedures to the official service users.	2.27
	lack of inclusiveness of all the employees in the decision making process	3
	Lack of participation of employees and customers on various issues of the sector	3

Source: own survey 2017

In the above table respondents are responded about to prevalence of good governance in sector the mean score (3.28) shows that there was prevalence of good governance in sector. The respondents are agree on the idea that lack of transparency in information flow and decision making process with the mean score of (3.92) similarly they are agree on the statement, lack accountability to service users of the sector with the mean score of (3.61) . Also the response with mean score of (4.13) shows that respondents are agree for the statement, Lack of participation of employees and customers on various issues of the organization and they are agree on the idea that Existence of rent seeking thinking and wide spread of corruption in the delivery of official services with mean score of (3.85) , however they are not agree or disagree on the idea that Lack in provision of a clear and responsible direction and procedures to the official service users. With mean score of (2.27). Respondents responded that there average amount of inclusiveness of all the employees in the decision making process and participation of employees and customers on various issues of the sector with the mean of

8. CONCLUSION

The concept of good governance has gained significant attention in developing countries and Ethiopia is no exception. It is widely recognized that as a precondition for sustainable development particularly for developing countries like Ethiopia. In practice, as evidenced by this research administrative decisions are not open to the people, the public sector office's information is less accessible, and also there is a gap between the administrative bodies and its people. The administrative bodies have a low level of consultation with its people concerning various affairs of the community. In this regard, respondents reported as they are disengaged due to lack of transparency in information flow and decision making process and lack of accountability to service users of the sector and lack of participation of employees and customers on various issues of the organization, there is existence of rent seeking thinking and wide spread of corruption in the delivery of official services to the people publicly affecting transparency in service providers.

The main challenges hindering good governance in Hadiya zone public sectors are found to be corruption, poor management, and weak capacity of service providers. It was also concluded that lack or improper implementation of the principles of good governance practices, and poor knowledge about citizen charter among users leads to poor service delivery satisfaction. The study lastly concludes that service users are strongly feel that there is a strong relationship between good governance and service delivery performances, interlocking the existing poor performance of effective service deliveries. Absence of good governance practices such as lack of transparency, accountability, and community participation would lead to non-responsiveness of service providers, low satisfaction among service users, and to the overall poor service delivery performances. Hence, good governance practices would significantly contribute to enhance quality of services in the selected public sectors of Hadiya zone.

Concerning public participation, it is perceived that local government representatives are not keen enough on encouraging people to participate. This means the local governance seems less participatory; despite participatory governance is one of the key components of good governance which has been included in definitions of good governance. Citizens have little say in service provision and prioritization of shared problems in Hadiya zone. In general, corruption is high in the administration and also people lack courage in exposing corruption because of fear of reprisal. In addition to this though, discussions/public conferences are made between the local government and people regarding good governance, problems raised remain unsolved. Public discussions are made only for the sake of formality.

9. RECOMMENDATIONS

Based on the findings, we would like to recommend the following actions to mitigate the factors negatively affecting the public of service deliveries in Hadiya zone.

The Hadiya zone public sector service providers should also pay attention to human resources capacity development and provide appropriate training to enhance knowledge of good governance practices. The Hadiya zone public sector service providers should ensure dissemination of information and make the citizens' charter accessible to users in all public sectors. The Hadiya zone public sector service providers has to hold regular and sustainable consultation with its town people regarding various affairs of the people (service delivery, development planning, and prioritization of public needs to mention some). The administration shall also ensure the performances of service providers are regularly monitored and evaluated in-terms of good governance practices to improve the quality and concert of services, accountability, and transparency. The zone administration should be committed prevent corruption and wastage of public resources and hold public officials accountable for their poor performances. This will help local government representatives to make themselves close to the people, get feedback, and tackle challenges of good governance in collaboration with people. In order to deliver good governance in the public sector, both governing bodies and individuals working for entities must act in the public interest at all times, consistent with the requirements of legislation and government policies, avoiding self-interest and, if necessary, act against a perceived organizational. Finally, the researchers kindly advise interested researchers to investigate challenges of good governance at local level administration focusing on service delivery issues.

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