Prospect and Challenges of Good Governance in Dilla Town: Analysis of Political History
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A Research Report submitted to Research and Dissemination Office of Dilla University Dilla, Dilla University

1. Background of the Study

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

James Madison (1788), the 18th century state-builder

It is apparent that certain historical developments in recent past have partly altered the agenda of many developing countries, though the concerns of these states did not stem from the external influence alone. These issues do not have much impeachability about their significance mainly in the poverty stricken less developed states since they have been considered as important remedies to the multifaceted ills of these countries. Among these crucial tenets, the most dominant strands of the contemporary period are the political idea of democratization and good governance.

As a criterion, good governance has assumed wider position in international politics to be installed mainly in developing countries so as to facilitate their endeavor of curbing poverty, bad governance and so forth. In stating the basic position that good governance holds, its significance weighs much in the realm of development, while controversies rage as to which must come first or which is more important, most would argue that both of these elements (democracy and economic development) are needed, that neither of these factors would be effective without improved governance that shapes how resources are used and who has a say in those decisions.

The principal concern of this paper is highly related with the recent paradigm of the historical antecedents which gave rise to the consideration of democracy and good governance. In this case, Mohammed highlights that

with the end of the cold war, multilateral agencies such as the World Bank, UNDP and the OECD and the major bilateral development agencies adopted what they considered to be a new conception of democracy and good governance, in a bid to foster the relationship between economic growth and democracy.....democratization and good governance have become effective political instruments in the hands of donor agencies for short-listing deserving states, as well as black listing pariahs, according
to their position on the democratic scale (Mohammed, 2001:12)

Ethiopia, as one of the developing countries, has been engaged in basic political economic and social developments so as to transpose the multifaceted problems of the country. Together with other agendas, the concept of good governance has been assuming much priority and passed through the blurred stage to the present much-articulated form characterized with the reforms and programs of government since the recent past. The attempt of installing and reinvigorating the performance of good governance has witnessed certain limitations felt even by the government that precisely entangled the fruits. In addition the dearth of good governance at varying degree is bound to reveal itself at different governmental levels in varying places. In spite of the decentralized federal form of administration, it is apparent that the local governments have not been implementing the political authority without any constraints and challenges.

In this case examining the prospects and challenges of good governance at local levels where the practice should be reinvigorated and targeted to benefit the mass at grass root levels, has been of greater importance to display the major hindrances and portray the possible opportunities lay ahead. The findings of this case study would be a stepping stone in any effort to improve the conditions of good governance in other parts of the country, besides the practical utility that will offer to the target town. In theoretical area, it would further create opportunities to investigate the basic tenets of good governance, which are being exercised in most towns in the country. And moreover, it would show the gaps in selecting the parameters of good governance and enrich our general understanding about the matter in the political realm of the country.

The study has tried to canvass the overall practice of good governance that has been undergone in the town, in addition. The research study has also attempted to treat the policies and strategies of government and the various documents and archives of the administration pertaining to good governance in Dilla town. In far steps, it has discerned the major alterations displayed and prospects envisaged in the town. It has furthermore been tried to shed light on the limitations that impede the prevalence of good governance in the locality in a better way.

It focuses on this town for an intense investigation on various reasons. The urban development of the town could basically be realized when the vicinity is able to secure the system of good governance. Moreover the local government can possibly address the past problems and fasten the economic and political developments of the area principally for the benefit of the society by galvanizing the various urban groups in good governance for mutual benefits. In a nutshell, the findings of this study would serve as a premise for generalization about the overall process of good governance in the country. As a matter of both theoretical and
empirical investigation, it would also enrich our knowledge of the phenomenon.

2. Theoretical Formulations

2.1. The Essence of Governance

Governance denotes the utilization of political authority and exercise of control in a society in relation to the management of resources for social and economic development. This broad definition encompasses the role of public authorities in establishing the environment in which economic operators function and in determining the distribution of benefits as well as the nature of the relationship between the ruler and the ruled. (OECD, 1995)

Furthermore, governance takes in the capacity of the state, the commitment to the public good, the rule of law, the degree of transparency and accountability, the level of public participation and the stock of social capital as it is coined. It also adds that without good governance, it is impossible to foster development. ‘No amount of resources transferred or infrastructure built can compensate for-or survive bad governance’. In the World Bank denotation governance is merely seen as the manner in which power is exercised in the management of a country’s economic and social resources for development; on this definition, the concept of governance is considered directly with the management of the development process, involving both the public and the private sectors. It encompasses that

*the functioning and capability of the public sector as well as the rules and institutions that create the framework for the conduct of both public and private business including accountability for economic and financial performance and regulatory frameworks relating to companies, corporations and partnerships. In broad terms, then, governance is about the institutional environment in which citizens interact among themselves and with government agencies/offices. (World Bank, 1997)*

2.2. The Commencement, Principles and Basics of Good Governance

2.2.1. Good governance in International Context

Good governance is the term that stands for the paradigm shift of the means of securing development. It has in fact become a cliché to say that good governance is essential for
successful development. Together with the end of the cold war, the assumptions of the giant multilateral financial institutions concerning good governance has surfaced and also held diverse and many definitions. The means and ends of the good governance even exhibited differences since the recent past. In deed the basic manifestations of good governance provided by these institutions are almost uniform and shared the major characteristics of good governance.

Good governance is committed to create conditions and effectively promote participatory, consensus oriented, accountable, transparent and responsive government that values the rule of the law. In the context of globalization, the issue of good governance has gained a pivotal concern and has also been given a paramount importance in the Millennium Development Goals (MDGs) and Poverty Reduction Strategy (PRS).(BARD, 2007) Regarding Africa, a number of factors account for the emergence of governance and democracy on the agenda of African development at the end of a millennium and into the beginning of a new one. They include the following:

- The development failures of the African continent in the 1980s, and in particular the mixed and meager accomplishments under structural adjustment programs (SAP).
- The rise of pro-democracy movements in Africa and other parts of the developing world, with the demand for improved governance as a rallying point.

- The forces of globalization, the rise of global competitiveness, shaped by the end of the cold war, and the imperatives it places on countries and their governments to provide a sound domestic policy environment and sound economic management.
- The lessons drawn from the experiences of the developmentally successful countries of South East Asia and a few in Africa – that sustained development requires not only investment in physical and social infrastructure (roads, bridges, schools etc), but also substantial investment in civic infrastructure (trust, reciprocity, citizenship, and public accountability).
- The new agenda also reflects the growing sense that the main strategies and tools used for state and nation-building and for socioeconomic advancement in the first 30 years of African independence are largely unsustainable, even if they delivered some limited developmental successes.

Above all, the good governance agenda represents an effort to revive and strengthen trust in governmental authorities, institutions, political leaders, private sectors and civil societies. In short, it is an agenda for moving African nations towards “developmental states.” (Diamond, 2005).

The recognition that both consolidating democracy and sustaining economic reform require improving governance systems, enhancing the rule of law and strengthening democratic institutions has led to an increasing junction between the economic and the political approach to development. (Santiso, 2001)

I. Principles of Good Governance and the Liaison with Democracy
UNDP has outlined a list of components that make for good governance. These include participation, rule of law, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, accountability and strategic vision. Even from this list, some of them are selected as the most pertinent to good governance such as accountability, the rule of law, participation, transparency representation and responsiveness. (Tsegaye, 2006) Good governance is an essential precondition for sustainable development. Various countries that are quite similar in terms of their natural resources and social structure have shown strikingly different performance in improving the welfare of their people. Much of this is attributable to standards of governance. Poor governance stifles and impedes development. In countries where there is corruption, poor control of public funds, lack of accountability, abuses of human rights and excessive military influence, development inevitably suffers. In addition two core principles hold the basic characteristics of good governance

**POLITICAL PRINCIPLES**

- Good governance is based on the establishment of a representative and accountable form of government.

- Good governance requires a strong and pluralistic civil society, where there is freedom of expression and association.

- Good governance requires good institutions – sets of rules governing the actions of individuals and organizations and the negotiation of differences between them.

- Good governance requires the primacy of the rule of law, maintained through an impartial and effective legal system.

- Good governance requires a high degree of transparency and accountability in public and corporate processes. A participatory approach to service delivery is important for public services to be effective.

**ECONOMIC PRINCIPLES**

- Good governance requires policies to promote broad-based economic growth, a dynamic private sector and social policies that will lead to poverty reduction. Economic growth is best achieved in an efficient, open, market based economy.

- Investment in people is a high priority, through policies and institutions that improve access to quality education, health and other services that underpin a country’s human resource base.

- Effective institutions and good corporate governance are needed to support the development of a competitive private sector. In particular, for markets to function, social norms are needed that respect contract and property rights.

- Careful management of the national economy is vital in order to maximize economic and social advancement. (AusAID, 2000)

In deed democracy is not strictly essential for good governance, just as well as bad governance is quite possible under formal democratic structures. However, it considers that free, fair and competitive elections do
make it possible to remove and bad or corrupt political leaders. Thus they encourage leaders to govern more effectively, in the public interest. Democracy also gives citizens not-electoral means-associations, movements, the media-to monitor officials and participate in policymaking. In addition, leaders in democracies have stronger incentives (and more institutional means and obligations) to explain and justify their decisions and to consult a broad range of constituencies before making decisions. For these and other reasons, it is strongly in the interest of development assistance agencies to promote both democracy and good governance. The two are mutually reinforcing; when they develop together, resources are used to advance the public good.

Democracy and economic development are the ends to be achieved in a sustainable way, and this cannot be guaranteed without the greasing and conditioning process of good governance. ‘Despite all conflicts and dilemmas hovering about the concept of good governance and its linkage to democracy and economic development, one fact remains intact. The heart of achieving good governance is building the appropriate institutions.’

2.2.2. National Context: Good Governance in Ethiopia

Following the demise of the Dergue regime in 1991, Ethiopia has been introduced with the democratic system (with all its weakness despite the installation of various principles) that has been taken as a corner stone which would ensure economic development and sustain the unity of its diversified peoples. Basically, the government in one of its documents focuses that the ongoing democratic system brings into effect the prevalence of good governance and on the other side it underlines that the existence of democratic system in the country does not alone indicate and ensure the availability of good governance. For good governance according to its explanation, to prevail in the country, there should be a government committed itself to keep efficient and effective governmental tasks, control corruption and create favorable conditions for sustainable development. Moreover the document underlines the need for the prevalence of democracy and good governance jointly, if not, democracy alone will not be an instrument that can save the country from the multifaceted problems entangled within it. This stands in actual fact goes in line with the belief of many international financial institutions that it is possible to see poor governance under democratic regimes and even the availability of democratic system does not guarantee the existence of good governance in a given country.

In addition, good governance assumes a crucial position to ensure sustainable development and augment and make the task of building democratic system a reality. On the other hand, democracy is a necessity to achieve the much needed prevalence of good governance since both are believed to be complementary and interdependent and reinforced each other. In this case, the government at least theoretically seizes the
belief that to sustain good governance by controlling corruption, creating accountability and transparency in government activities and mobilizing the public at large the democratic system should be strengthened and allow the active participation of the people. Without the truly democratic system, the pillars of good governance will not be realized. Hence, democracy and good governance are highly interrelated and it needs to exercise both of them in a coordinated manner. (MoI, 1994)

Until recently the government of Ethiopia has focused on the task of building democratic system and as a result the attainment or realization of good governance has been integrated with the latter in the belief that the former will bear the necessary conditions for the existence of good governance. It was in the last few years that the government has been trying to promote the system of good governance in the country for many significant outcomes and mainly for the successful development particularly in urban areas. To this end, in 2006, it identified certain core principles of good governance in accordance with the level of the country’s socio-economic development and political conditions. This initial activity has been followed by certain developments intended to important the package of good governance in selected towns in the country.

The preparation of the package of good governance in succinct manner for the first time in 2006 could be viewed partly as a response to the grievances that should be corrected in the urban areas and the refusal of the population in a good number of urban areas to vote for the regime. On the other hand, it could be considered as a continuum of previous programs designed by the government which more emphasized on the civil service reform targeted basically to improve the delivery merely of the services to the urban dwellers. Thus it has assumed a much greater importance and urgency to reinvigorate the initial attempts of the government and thereby to execute the objectives of the package.

It was the Ministry of Work and Urban Development that accomplished the task of preparing the package of good governance after conducting survey study about the nature and level of good governance currently in many Ethiopian towns. The Ministry has also come up with the most essential principle or features of good governance which should be accorded vital priorities by the administration of the towns in their effort of familiarizing and implementing the package. Although the move has been regarded as late political development since it was believed that it should not have been promoted and exercised together with the task of building democratic system, the start on well-organized and with a state of precedence has become an encouraging and crucial political development for the last decade.

In regard to the basic and visible premise for the devise of good governance package in urban centers of the country, the MoWUD has stressed the following urgent and principal drawbacks and/or developments observed in many towns of the country.
i. Towns in Ethiopia, as the document indicates, have not been given due attention and as a result they did not contribute for the socio-economic development of the country and also failed to provide the necessary provisions or facilities that the urban dwellers and the surrounding rural people deserved. Since the problems are interrelated, these urban areas did not have sufficient facilities or infrastructures which should have been established to meet the needs and demands of the urban population let alone to be the beneficiaries of good governance.

ii. Again as a result of the aforementioned reasons and the absence of good governance, many urban areas did not have the feature of an urban area must have and thus they were made locus of democratic and scientific thinking. In spite of the fact that the constitution of the FDRE outlines the establishment of administrative levels in accordance with the needs of regional states and the creation of conducive ground for the subsequent direct participation of the people in these administrative units, the towns are believed to have been failed to do so.

It was basically the aforementioned conditions that led to the formulation of the Package of Improving Good Governance in Towns. Besides, it has been taken as a key factor that the package of good governance is a principal factor for the attainment of sustainable development in urban areas together with other packages devised mainly to address the basic issues of the urban centers. The most pertinent and significant principles of good governance adopted by the Ministry include the following; decentralization of power(authority) and responsibility to the lower administrative units, equitable, improving the level of public participation, transparency and accountability, guaranteeing rule of law and security, and effective and efficient delivery of services. The selection of the elements of good governance by the MoWUD has addressed the pertinent principles and definition held by many institutions and attempts have been made to incorporate the basic ones under the consideration of the local circumstances.

3. Research Methods

The pertinent data for the research were collected by using open ended questionnaire, interview and document analysis. Following the consultation of the secondary sources relevant to the matter under investigation including books, governmental documents, and various articles and related written materials which basically shed light for further understanding and examination of the issue, the subsequent task has been undertaken to amass the available information. This enabled the researchers to draw the interpretation about the recent past and the current condition of good governance in Dilla together with the change and continuity of the various aspects of good governance in the town.

To analyze the constraints and prospects of good governance in the study area, the necessary data were collected through open ended questionnaire, interview and document analysis. The raw data gathered were interpreted and analyzed qualitatively in accordance with the nature of the study.
The open ended questionnaire was administered to 70 informants, who have been picked purposefully since the items prepared in the questionnaires at least demand familiarity with the idea of good governance. Hence these individuals were included from various civil service institutions, non-governmental organizations and private business firms resided in the town and are believed to have some preliminary understanding about the matter under study. Besides other individuals who are still believed to have held basic understanding about good governance and basically who are government employers and officials directly associated with the practice of good governance in the town have been interviewed. The study is assumed to have placed with opportunities to fetch the data obtained from the civil service employers in the town.

The last part conducted by examining the available documents collected from the local government offices or administrative bodies was employed to extract the relevant information and cast a very helpful insight to the recent activities of the Dilla town administration towards the realization of good governance in the town. This helped the researchers to pinpoint each and every components of good governance, undergoing in the town. The combination of these tools in turn is believed to have brought about the needed information for the study topic. The interpretation and analysis of the data was undertaken by cross checking the information collected through the different instruments.

4. Findings

4.1. The Overall Assessment of the Components of Good Governance in Dilla town.

The selected elements of good governance in most of Ethiopia towns have been here employed to evaluate the general feature of the political system in the specific town. These include as previously indicated participation, rule of law effectiveness, efficiency, equitable, accountability, transparency and decentralization. Here these principles are chosen not because the package dictates them to be implemented in the urban centers of the country as the most crucial ones. But we can come up with these elements identified as cardinal ones, albeit they are not the only ones as we can see in the previous part in many literatures of various institutions and international organizations at global level as the most eminent traits.

Nevertheless that does not mean the selection of the elements in the country’s context does not need any revision and modification since the very nature of the good governance system is an ideal and could not achieved at once and needs the adoption of the different local circumstances in the country. This would necessitate the examination of the selection of the principles to fill any gaps that have not been critically observed and the continuous rigor efforts of the various organs to effectuate the system of good governance.

At this juncture, however, the researchers insisted that these elements would be
appropriate and sufficient to assess the system and the impacts of good governance for the first time in the town and even the adoption and design of the principle of good governance in Ethiopia is a recent phenomenon which does not yet exhibit any academic and serious investigation of the matter. Thus the following parameters and the performance of the town administration in the light of these principles of good governance have been employed.

Accordingly the responses of the subjects of the study have been interpreted and analyzed in the context of these principles of good governance and the issues discussed in some elements could be found in the discussion of other elements. This is because most of the elements are interdependent and reinforced each other and the explanation would enable us to clarify the features in precise manner and grasp the matter related to the principles under discussion.

4.1.1. Legitimacy and Voice

The active participation of a society in a given political entity is significant in achieving sustainable development by considering the peoples’ voice addressing the demands of the society and reaching at consensus among the diverse interest group of the society. It is also a prerequisite for the prevalence of other elements of good governance to be demonstrated and maintained effectively.

With regard to the participation of the people in Dilla town, it is found that the existing situation does not seem favorable for the people to be engaged in. These conditions have prohibited the society to take part in the developmental and administrative activities of the town. Although the situation has changed, the administration has almost silent in approaching the society to integrate the society’s voice and to mobilize the human and financial resources of the town in its endeavor to bring urban development. The few instances of the public participation observed have been made recently to consult the society in the project of road construction in the town. The inhabitants have responded by granting money for the designed road construction projects.

Much of the respondents asserted that the town administration has not exerted the necessary efforts to create the needed conducive atmosphere for the participation of the dwellers that subsequently failed to accommodate the participation. It has become clear that the recent historical development witnessed the change in bringing the public participation particularly after 2000 and the administration has tried to involve the society for the road construction. Most of the respondents are not comfortable with the initiative and activities of the town administration. In this aspect they claimed that the atmosphere in general is not conducive and still needs further improvements for the betterment of the inhabitants and the urban development of the town itself.

In some instances the alteration that could be seen in the involvement of the public has been a good beginning in holding discussion with the society concerning the problems of
security and development. This is mainly done with the efforts of the zone administration according to the informants.

The establishment of various lower administrative levels such as Kebele and Kifle Ketema within the administration is one good precondition for the active public participation and in this regard some of the respondents have asserted that the inhabitants are now involving in different issues like education, health and security affairs of their vicinities. This may not be the whole case while taking about the active participation of the people in the town. Another important issue that should be made clear is that even the low level participation identified in the town is confined at the first level of developmental projects and the administrators used to consult the people in designing the developmental projects at the outset and after that the dwellers of the town do not have any involvement in the projects affecting their lives.

In general the participation of the people in the town is characterized as poor/low level that has not considered the various interests, demand and needs of the dwellers of the town. The problems here may be associated with the absence of transparency and accountability and the rampant corruption that surfaced in many sectors of the town administration. Besides, the failure of the town administration particularly before recent years in demonstrating the commitment to bring certain changes in the urban development of the town by for instance establishing infrastructures facilities and this situation together with the above problems led to the public to distance away from the participation and develop apathy.

Like many large towns in Ethiopia the case of Dilla town administration in sharing power and responsibility is a promising trend but this positive step should be further strengthened by efficient power of decision making and the capacity using the power responsibly. Otherwise the problems observed in the town could not be tackled or eliminated for the sake of the existence of good governance and thereby the fulfillment of urban development and sustainable development in the town. This activity should be reinforced by approaching the dwellers to participate in the various affairs of their specific vicinities to air their grievances and demands directly and to contribute their own parts financially materially for the betterment of the town in general.

Without the active participation of the town’s residents the political system of decentralization means nothing. Since the councils of the town administration would not be effective political entities that would guarantee the needs of the population. They would also facilitate the accomplishment of transparency and accountability, sustain rule of law and up holding effective and efficient administrative and developmental activities of the town.

4.1.2. Performance: Effectiveness and Efficiency and Responsiveness

Concerning the functions of the town administration and the municipality, the
situation does not seem conducive due to certain problems associated with these offices. The respondents have precisely asserted that the conditions do not put the concerned bodies in a good manner since the offices have not yet effectively and efficiently discharging their functions entrusted to them and the society deserve in the town. The inhabitants indeed are not happy with the general activities of the town administration specially the municipality of Dilla town. Most of the development activities are lagging behind and are not completed on time and since characterized as having low pace and failed to provide effective and efficient administrative and municipality tasks. However the town administration as one clearly observes in the town has been moving to establish infrastructures in the town that a given urban area needs to have.

Moreover there have been attempts to alter the situation in the town since recent times which aimed at discharging effective and efficient services to the population of the town. The endeavor in this respect is stemmed from the recent civil service reform namely business process reengineering (BPR) which brought about the decentralization of the authority and responsibility to be performed by the lower level administrative units. Although this is by itself a good beginning in relieving the burden of the municipality in earlier times that would facilitate the efficient and effective discharging of tasks by those units to the dwellers in their vicinity, there need further improvements.

It is believed that the municipality collects a huge amount of money from different revenues but the activities do not seem compatible even with the ongoing developmental activities in the town. In addition the most salient issue to be mentioned here under the element of effectiveness and efficiency is that the problem of land development and administration of the town municipality for a long period under discussion. The matter is related primarily with the absence of transparent working conditions that encourage improper land use and supply without certain criteria let alone effective and efficient land administration in the town. Next to this there is little attention to protect and correct illegal land occupation in the municipality and even it itself is identified as a major source of the problem. It has been exacerbated by deeply rooted corruption in the municipality of Dilla town. Concerning the delivery of infrastructures in the study area, the attempts to expand the already existing ones have been promising though still there are no enough water supply and sewage services. The already started road construction including the coble stone activities in the town will have a vital role in the urban development of the town. However one serious issue that should be assessed is the problem of implementing and managing the designed and the ongoing projects to be completed on time and their efficiency and effectiveness of these projects.
4.1.3. Accountability and Transparency

It is precisely indicated that the problem of providing the necessary information for the town dwellers through various means should be improved since there is no transparent and accountable activities undertaken by the officials of the town administration. Most of the respondents of this study underline that the situation in the town concerning this element of good governance needs further improvement. They asserted that a good many officials of the town administration have immersed in the corruption and illegal activities, even the issue of land in the town administration has displayed the bad practices. Besides failing to provide the necessary information for the inhabitants of the town the residents have not been able to get any services without giving bribe to the concerned officials and civil servants which has been the most common and serious form of corruption in the town. It is without much exaggeration that corruption prevails or reigns in the town that is the common response of almost all respondents and informants.

With regard to accountability in the town, there have been attempts to make accountable those civil servants and officials committed certain illegal activities but still there remain much to be done on officials and civil servants to be accountable for what they are doing and transparent on activities that they are doing. In doing so, the administration can attract the much needed public participation in the developmental and administrative tasks of the town. The problem of corruption is not the case of a single organization or office of the town administration but most of the sectors of the town administration are equated with this issue including lower level administrative units let alone the municipality and the police force.

The successful realization of accountability and transparency would draw the active participation of the inhabitants and be a best tool for the development of effective and efficient organizations in the town. However the absence of accountable and transparent activities of the town administration in most cases has made the inhabitants to distance themselves from active participation and develop apathy. Moreover the bad practices in the town administration would not be felt or ignored by the concerned bodies.

In addition the failure of the town administration in installing transparency and accountability certainly deteriorates the realization of other elements of good governance which in turn affects the overall development of the town.

4.1.4. Fairness: Equity and Rule of Law

The rule of law denotes the institutional process of setting interpreting and implementing laws and other regulations. It also indicates that decisions made by governments or organizations must be based in law and that private firms and individuals are protected from arbitrary decisions. But realizing this basic component of good governance and of course democratic system the security of individuals would be
guaranteed and their rights would be maintained. This is also an effective means for the sustainable development in a given political entity which also encourages the flow of investment and the private businessmen would be sure or hold belief in decision they make to take part in investment.

While considering this principle of good governance in the study area, the situation in recent time is not too bad though illegal activities such as crime, theft, corruption and other activities have been demonstrated in the town. The level of theft and crime in the town is getting worse and much pronounced and cannot be taken as minor scale.

The main actors to realize the prevalence of rule law in the town are found to be the source of the problem and as a result some police force including the traffic police the judges and other in the sector are believed to have been seriously connected to the corruption activities that is the worst form of illegal activity identified in the study area. It is difficult to bring rule of law in a given administration if the law enforcing bodies are found to be the source of the problem and may not be able to execute the delineated tasks properly. This is also partially the reason for other officials and civil servants to fail to perform their functions legally and impartially and would also encourage others to do illegal activities in the town.

In addition based on our informants claim, the criminals and the police forces are said to have connection which eradicate the reliability of the police force and would be the worst manifestation of the bad governance in the town. Concerning the attempts of the city administration geared towards curbing poverty and unemployment that would result in crimes and other illegal activities, the recent situation is encouraging though it needs further efforts to reach the most vulnerable and needy groups of the society. In this regard the attempts of establishing the micro and small business enterprise and facilitating the youth organization to be engaged in the road construction in the town are worth mentioning here.

Most of the respondents in this case have agreed about the initial beginning of the town administration in preventing crimes together with the society through community policing and the establishment of micro and small business enterprise carried out by the town administration recently. But these activities should be strengthened in a view of creating peace and security for the residents of the town so as to promote the healthy working conditions needed for any developmental activities. The various forms of illegal activities particularly the corruption mania need immediate attention by the town administration and concerned sector organizations.

Here the absence of transparent and accountable activities of the town administration has had its own contribution for the problem that prevailed in the area. It is also indicated that the applicants for various job opportunity are usually asked to offer bribe to officials to get job and the officials sometimes used to hire their own
relatives for the vacant posts in many offices of the town administration. Bribe and nepotism mainly shows the problem of equity in the area which seriously wrecks the interest and participation of the residents of the town.

In addition the town administration does not seem to have been employed certain transparent means in allowing the society to have access to information and facilitating the job opportunities and land allotment equally to the residents of the town since the residents of the town do not seem satisfied in the delivery of these facilities by the town administration. Besides the positive trend that could be observed in the delivery of services like education, water supply and other facilities, there is certain problem in maintaining equitable delivery of services and facilities to the residents of the town. This problem is basically associated with the absence of transparent and accountable system of administration which in turn has dire effects principally on the urban poor.

Furthermore the problem of corruption in the various sectors of the town administration has snatched the town the opportunities of getting sufficient amount of facilities that would satisfy the basic needs and demands of the inhabitants of the town. It is merely the result of the maladministration that did not tackle those problems discussed in the previous parts and significantly the corruption problem further deteriorates the urban development of the town in many ways. It distances the public from the development and administrative activities and the residents in one way or another are unable to exert the needed effort in the urban development of the town.

Much more serious is that the diverse forms of corruption made the progress of the town sluggish since the money is diverted to the interests of individuals at the expense of the urban population. All these malpractices precisely are burdens for the urban poor whose position in the urban development should be reinvigorated and considered in the development program of the town so as to maximize their benefits. The urban well to do businesspersons and officials and their relatives unfairly extracted the benefits and opportunities for their own advantages. These practices as it is indicated lessen and take away the public engagement in the various activities of the town administration. The good thing that should be mentioned here is that the town administration without almost any discrimination is trying to involve the youth in by providing loan for the economic activities to be done by small and micro business enterprise. This is very helpful for the urban poor to improve their living standard and thereby to come out of poverty.

4.2. Challenges of Good Governance in Dilla Town

It is apparent that the system of good governance in a precise and relatively well organized is at its embryonic stage and the political idea also by itself is an ideal one that could not be up held at once and for all instead it requires the activities and attention of concerned bodies for the better state of it and further continuous improvement. Realizing these constraints and working out
to ameliorate the maladies would ensure the attainment of good governance and in turn would facilitate the urban development of the town. In the study area certain hurdles for the prevalence of good governance have been identified which need the attention of the town Administration principally. The challenges of good governance in this study area include:

The low level of public participation on the general affairs of the town. Although there are improvements in recent time still the participation of the population is severely low and is not promising. The absence of accountability and transparency among officials and civil servants of the town administration that seriously impeded other elements of good governance for instance participation, rule of law effectiveness and efficiency and equity in the town.

The existence of the various forms and rampant corruption in many offices of the town administration. This certainly obstructs the position and opportunities of the urban poor population and snatches the benefits from the poor that should be entitled with. The most beneficiaries of these bad practices have been the haves and the officials with their relatives. The absence of reliability and predictability in the town administration. This is again related with the above problems which damages the investment atmosphere of the town since the investors would not be confident enough to invest their capital in the town.

The low level performance of the town administration in terms of effectiveness and efficiency. This constraint is related with the poor institutional capacity of the town administration though there are encouraging developments concerning the element particularly following the onset of BPR in different sectors of the administration. These hurdles at least most of them do not seem inherent or permanent that cost the administration a lot but they only need the initiative and good willingness of the various organs of the town administration to act on them. This would galvanize the public to be engaged in the various activities and programs of the town administration.

4.2. Prospect of Good Governance in Dilla Town

The promising activities geared towards achieving the system of good governance in the town certainly will have a paramount part for the consolidation of god governance in the area and will have positive effects on the various affairs of the society and the town as well. We can find some positive trends that will have stronger potential on the prevalence of good governance in the town. Thus the following prospects could be mentioned that identified under the study,

The already existing established administrative units in the town starting from Kebele and Kifle Ketema will have vital role for the direct involvement of the society and attract the participation of the people if the administrators of these units exert the necessary efforts in creating favorable preconditions. This will in turn facilitate certain features of good governance in the town for instance the elements of accountability and transparency, effectiveness and efficiency and rule of law.
will be strengthened. As a result the current state of good governance will be improved in the town. The readiness and willingness of the society to be engaged in the developmental activities which will bring about the better condition of good governance is another crucial element and prospect for good governance in the area. But this will happen only when the administration and the various sectors become good enough to embrace the voices demands comments and grievances of the society and demonstrate effective and efficient administrative and developmental works in the town mainly by freeing themselves from any forms of corruption.

The opportunities in various investment sectors is another opportunity that the town can afford to investors which would strengthen the position of the poor of the town and here the existence of master plan among few urban centers in the country would be an important way to facilitate the investment activities in the town. The already started infrastructural facilities would be vital means to achieve the urban development of the town if the necessary follow up and support together with the public is made by the town administration. The further tasks in different developmental activities would pave way to the urban poor in getting the necessary income and encourage the businesspersons to hold up the development activities in the town.

The activities associated with the BPR should be further consolidated to satisfy the interests of the urban population in the town and to deliver effective and efficient administrative tasks that could be witnessed from some sectors like and the establishment of the small and micro business enterprises are basically important places for the urban youth and women that even need further attention by the town administration. In this case following the onset of the implementation of the BPR, there are changes in delivering efficient and effective services particularly in the payment of taxes in the established kifle ketemas for instance Bedacha sub city.

In a nut shell, these prospects would be realized again provided that the necessary measures are taken by the concerned sectors of the town administration. This basically requires the subordination of one’s interests particularly from the politicians or officials and the entailment of civic mindedness for the betterment of the town’s development.

**Conclusion**

The inhabitants of the town usually stress the sluggish progress of Dilla town mainly in recent past and one can even witness the meager economic and social development and the business or investment activities undertaking in the town in general. This problem has been partly related to the low level of good governance that the town administration has been failed to satisfy the interests and the needs of the society. All manifestations of good governance do have something for the problem or the absence of major urban development in the town. In this case, the problem of corruption, the absence of rule of law and the non existence of reliability and predictability among the officials of the town administration
prohibited let alone the administrative and developmental activities of the town, it drove out most of the businesspersons to invest their capital in other area instead of retaining the investors.

Beside this, the principles of good governance are highly interdependent and reinforced each other and similarly the failure of some elements deteriorates the accomplishment of other elements. In this case the absence or meager active participation led to the prevalence of non accountable and transparent administration and ineffective and inefficient delivery of services to the residents of the town, albeit recent developments in some components of good governance. There is a common consensus among scholars in the field that the effective prevalence of good governance is mandatory if any country wants to ensure its development and stability. If people have chance to participate in any activity of the town and the officials really work in that line it is natural for the society to develop confidence that would lead to peace and stability enhancing the development strategy of the country to be secured. It is beyond doubt that the system of good governance in a precise and relatively well organized is at its infant stage and the political idea also by itself is an ideal one that could not be perfectly achieved at once and for all instead it requires the activities and attention of concerned bodies for the better state of it and further continuous improvement. The journey for the successful implementation of good governance is long and there is no end to stop but there should always be strive for improvement.

**Recommendations**

It is imperative to consider certain issues in the study area for the realization of good governance and for the consequent positive results that are essential for the society in the town in curbing poverty reinvigorating the development activities and sustaining the prevalence of sustainable development by promoting good governance. Otherwise the much needed urban development and the benefits associated with it will not be realized in the town. This would worsen the poverty of the urban poor and hinders the activities of investment in the area and to this end the following important points have been put forward by the researchers to facilitate the effective realization or installment of good governance.

- there should be subordination of personal interests particularly from the politicians or officials and the entailment of civic mindedness for the betterment of the town’s development. The encouraging activities achieved with the implementation of BPR should be further consolidated in order to provide effective and efficient administration to satisfy the demand of its population. - the establishment of the small and micro business enterprises are undoubtedly important activities for the urban youth, disabled and women that even need further attention and strength by the town administration. - the already established administrative units in the town need to be further consolidated to ensure the direct involvement and the participation of the people. Because the readiness and willingness of the society to be engaged in the developmental activities
crucial element and prospect for good governance in Dilla town.

. there should be a mechanism to hear the voices, demands, comments and grievances of the society and control any forms of corruption. that seriously impeded other elements of good governance for instance participation, rule of law effectiveness and efficiency and equity in the town should be avoided. -community policing, courts and police force should be strengthen through training and incentive to ensure security and effective and efficient delivery of services.

In short the aforementioned activities should be implemented by convincing the society to participate in the various affairs of their specific vicinities in order to provide their experiences, opinions, grievances and demands directly so that they could contribute their own parts financially and materially for the betterment of the town in general.

References


