



WOLKITE UNIVERSITY
COLLEGE OF SOCIAL SCIENCE & HUMANITIES
DEPARTMENT OF GOVERNANCE & DEVELOPMENT STUDIES

**ASSESSMENT ON CHALLENGES OF ADMINISTRATIVE DECEN-
TRALIZATION IN LOCAL GOVERNMENT OFFICES: THE CASE OF
WOLKITE TOWN MUNICIPALITY.**

MA THESIS

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IPALITY.**

**THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES, COLLEGE
OF SOCIAL SCIENCE & HUMANITIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTERS OF ART IN DEVELOP-
MENT PLANNING & MANAGEMENT.**

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Abbreviations and Acronyms

| | |
|-------|--|
| EU | European Union |
| FDRE | Federal Democratic Republic of Ethiopia |
| KII | Key Informant Interview |
| MOFED | Ministry of Finance and Economic Development. |
| PB | Participatory Budgeting |
| PD | Policy Designers |
| QSAE | Quality and Standards Authority Ethiopia |
| SNNPR | Southern Nations, Nationalities, and People's Region |
| SPSS | Statistical Package for the Social Sciences |
| SSA | Sub-Saharan Africa |
| UNDP | United Nation Development Program |

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ABSTRACT

The main objective of this study where to assess institutional and implementation challenges of administrative e decentralization the case Wolkite town municipality. To pursue the objective of the study, the researcher used primary data gathered through questionnaires and key informant interviews, while secondary data was obtained from document analysis and consulting various literatures. Simple random sampling method was employed to select sample questionnaire respondents and informants for a key informant interview were selected purposively. From 146 research participants, 10 were interviewed and 136 were requested via paper questions, of which 4/four/ were not returned. Data collected by surveyed questionnaires was entered into SPSS for statistical analysis, and interviews were analyzed qualitatively using thematic based arrangement the analysis of data. The question examining the legal and institutional challenges of administrative decentralization, identifying implementation challenges of administrative decentralization and suggesting possible recommendations that improve the implementation of administrative decentralization in the Wolkite town municipal office. The assessment on challenge of institution administration decentralization result of the study. The cause of challenges where lack of commitment, lack of coordination and cooperation, political intervention, unsettled urban boundary and No modify urban plan. According to the document analysis made in the institutional structures of the municipality, the findings portray that the problem was the misuse of the budget, leadership instability, and poor management.

KEYWORD *Decentralization, Administration Decentralization, Local Government*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Decentralization has no separation from the local government system and has been practiced in varied degrees in the colonial times (URT, 2006). Historically, decentralization has never been a novel concept in countries worldwide. In Africa, the word gained popularity in the 1950s and 1960s when British and French colonial administrations prepared territories for independence by delegating responsibility for some programmes to local governments (Ndunguru, 2008; Nelson, 2000). Decentralization is carefully the governing system in emerging countries. Since the 1980s, most African countries have begun to transfer power, resources, and responsibilities to their sub-national governments. The rate of transition varies greatly across countries. A few nations, especially Ethiopia, South Africa, and Uganda, are moving quickly (Brosio, 2000).

Decentralization has many types, including political, administrative, fiscal, and economic decentralization (Alene Agegnehu et al, 2016). Administrative decentralization aims to divide power, responsibility, and funding for delivering public services among several governmental tiers i.e. lower levels of government, public enterprises with some degree of autonomy, or area-wide, regional, or functional authorities. Administrative decentralization is also the transfer of responsibility for planning, management, and the raising and allocation of resources from the central government and its agencies to subordinate units or levels of government, semi-autonomous public authorities, and area-wide regional or functional authority (Steiner, 2005).

The African governments have used a combination of devolution, delegation, and re-centering to make policies and inspire decentralization decisions. Nigeria, Ethiopia, Ghana, Kenya, Cameroon, South Africa, the Democratic Republic of the Congo, and, most recently, South Sudan has embraced decentralization or devolution in their governing systems. The majority of African nations have likewise chosen decentralization to empower local governments, but public administration now has the challenge of choosing what role they should play in resolving societal issues such as employment, health, electricity supply, education, housing, and leisure (Ibori, 2014).

Ethiopia has been started on the process of decentralization that divides power and responsibilities between the central and regional governments, after the overthrow of the Derg regime which was known by a highly centralized government system (Haimanot Debasu, 2007). Ethiopia adopted a federal structure in the mid-1990s, with nine regional regions organized along Ethno- linguistic lines. In 2002, it further decentralized administration by delegating responsibility and resources for important social services to the woreda (district) level (Jean-Paul Faguet, 2021). The justification for such district level decentralization was local governments are more effective regulators than regional or central governments, because they are better equipped to identify and aggregate their people's desires. In well-designed administrative decentralized system local government regulatory responsibilities extends to the following areas: local economic development, land use planning and management, zoning, and some aspects of public safety, public health, social protection, education, and environmental protection, (World Bank.2008).

As a result of the above mentioned decentralization scheme, local governments in Ethiopia can now provide services. In most cases, local governments are responsible for the management and delivery of key public services. The functions mainly include garbage collection, cleaning the streets, education, health, policing, water and sanitation, and elders and vulnerable care (Meshesha T, 2014). However, major challenges of Ethiopian local decentralization scheme include lack of autonomy, inadequate man-power and financial capacity, and absence of appropriate policies and legislations that promote the decentralization scheme.

Administrative decentralization of local governments, as part of the whole decentralization scheme, has also been challenged first by insufficient legal and policy frameworks that allow adequate autonomy/authority to exercise local administrative decentralization scheme. Second, institutional challenges such as absence of decision making authority, availability of adequate financial and manpower capacity to execute the assigned responsibility, lack of hierarchical accountability and poor vertical relationship with the higher government level lead to poor performance of local administration decentralization. Third, implementation challenge that is related with lack of authority and capacity to set rule and regulations at local level, unable to fully control the human resource manage-

ment power, and deficiency of Autonomy and power to purchase essential goods or services to facilitate its service delivery task is another bottleneck of administrative decentralization at local level. This study focuses on identifying major challenges of administrative decentralization in local government offices taking Wolkite town Municipality as a case study.

1.2 Statement of Problem

Local districts with sufficient capacity to deliver services in prioritized sectors such as health, education, water/sanitation/ and roads could benefit the local people by bringing essential services near to the beneficiaries. Such local decentralization scheme also gives District Councils the authority to make local decision on planning, finance and human resources. On the other hand unsuccessful decentralization reactions could bring economic and political instability and disturb public service delivery (Bennett, 1990). It poses serious problems for local authorities in delivering basic services (for example, in the fields of health or education). Accordingly, it lacks the basics of the local governance process, like community participation in governance, policies, and strategies, the principles of accountability and transparency as well as empowerment.

Ethiopian local government decentralization scheme has been challenged by different factors. Lists of the factors behind such a challenge include: lack of autonomy, absence of clear legal and institutional framework, poor inter-governmental relations and weak coordination with different stakeholders, upward accountability and absence of transparency in the operation of local governments, shortage of resources (skilled human power and material), limited administrative, institutional and technical local capacities, and weak budgeting and expenditure administration (Tilahun Meshesha Fenta, 2014). Although local government agencies have the authority to collect taxes i.e. primarily land use taxes, agricultural income taxes, sales taxes, and user fees, financial issues regarding revenue and expenditure balance is not yet settled among the Ethiopian local government. Capacity problem on the part of adequate and qualified manpower is also another headache of Ethiopian local government. High turnover among officials; a shortage of qualified manpower at the local level as a result of weak supervision, planning, monitoring, and evalua-

tion systems; and training deficiencies on the part of the professionals assigned to the activities are some difficulties attached with manpower capacity of local governments.

Lack of effectiveness of decentralization at local level in Ethiopia is also resulted from the overall government system. One of these challenges is lack of clear guidance for local government either in the constitution or other decentralization documents. There is no clear direction about the level of autonomy, territorial scope, population size etc. of local governments in the decentralization context of the country. For instance most Ethiopian municipalities and urban areas are not recognized as distinct authorities of local administration (Bahru Zewde and Siegfried Pausewang-2002). This indicates that the confusion on legal status and role of municipalities in the changing local government structure is an essential problem that must be addressed. These pressures influence the effectiveness of the decentralization process to improve public services provision (Melkamu et al. 2015). As a consequence, different communities are still living in poverty in Ethiopia, for which the local governance process is facing difficulties and is unable to deal with them (MO-FED, 2012).

Empirical evidences from prior research works exposed that there is a serious challenge in administrative decentralization scheme of the country. Poor decentralization policy design and implementation process, deficiency in accountability systems, lack of adequate community participation and empowerment, and overall local governance capability has made all Local government units insufficient to implement official decisions (Tegegne, 2007). Other researches that have been done in the area include (Guluma Dinkuma, 2020). on ‘challenges to administrative decentralization from a good governance perspective: the case of Toke Kutaye district, west Showa ’Assessment of the current status of decentralized governance and self-administration in Amhara National Regional State: A Study on Awi Nationality Administrative Zone(Negalegn Mamo, 2010). ‘Popular Participation in Decentralized Governance With Especial Emphasis on Adi-Haki Local Administration, Mekelle City (Adonay Habtu ,May 2011) .

All the above-mentioned studies emphasized that low accountability and poor management, undefined local autonomy, Poor capacity (in terms of manpower and finance), poor

service delivery, a high level of rent-seeking and weak political leadership are major challenges of decentralization scheme in the country. However, all studies except one, addressed the performance of local government under the whole decentralization scheme. But, this study has specifically concerned about administrative decentralization and tried its best to fill the literature gap on this specific issue. On the other hand, contextually the study tries to fill the gap of the absence of any study done on the challenges of administrative decentralization scheme in Wolkite locality particularly in Municipality. So, this study attempts to assess the challenges of administrative decentralization in Local government offices by making Wolkite Municipality as its unit of analysis.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study is assessing challenges of administrative decentralization in local government offices making Wolkite Municipality as its case study.

The specific objective of this study includes:

1.3.2 Specific Objectives

1. Examining the legal and institutional challenges of administrative decentralization in Wolkite town Municipal Office.
2. Identifying implementation challenges of administrative decentralization in Wolkite town Municipal Office
3. Suggesting possible recommendations that improve the implementation of administrative decentralization in Wolkite town Municipal office.

1.4 Research Question

- 1 What are the legal & institutional challenges of administrative decentralization in Wolkite town Municipal Office?
- 2 What are the implementation challenges of administrative decentralization in Wolkite town Municipal Office?
- 3 What are the possible recommendations that improve the implementation of administrative decentralization in Wolkite town municipality office?

1.5 Significance of the Study

This research aimed at identifying major challenges of administrative decentralization in Wolkite Municipal office and forwarding recommendations that improve the performance of administrative decentralization by tackling such challenges. Therefore the first significance of the study is to provide information and awareness for local communities, officials at both the local, regional, and national levels and policymakers interested in the study area about the problem embedding administrative decentralization in the Municipality. Such understanding helps local officers and policy makers to improve the current status and performance of the administrative decentralization scheme in Wolkite Town Municipality. Second, while the researcher did not analyze all aspects of decentralized administration, it can inspire other researchers to work in this field and perform additional studies in the study area.

1.6 Scope of the Study /Delimitation of the Studies /

Conceptually the study focused solely on the challenges of administrative decentralization on local government offices. The scope of the study identified parameters related to legal, institutional and implementation challenges of administrative decentralization at local level. Generating possible recommendations that improve the implementation of administrative decentralization by tackling the identified challenges is also another conceptual scope of this study.

Geographically the study delimited itself to Wolkite town public offices. Specifically Wolkite town Municipal office was chosen as unit of analysis to identify challenges of administrative decentralization in various directorates of the office.

1.7. Limitation of the Study

The researcher encountered some challenges in carrying out this study. For instance some of the informants did not express their ideas clearly, and the absence of well archived documents also hampered the researcher not to get adequate secondary sources that bolster the data gathered from primary sources. In addition, Wolkite Municipal office managers were too busy with government duties to provide adequate information and respond

timely to the researcher's requests. That in turn has its own limitation on the quality of the gathered data.

1.8 Organization of the Thesis

This research paper was organized into five chapters: Chapter one is an introduction section where the background, statement of the problem, objectives of the study, research questions, significance, scope and limitations of the study were discussed. Chapter two reviews the literature and presents the conceptual and empirical frameworks that guide this inquiry. Chapter three briefly discusses the research methodology, including description of the study area, data collection and analytical methods. The fourth chapter then describes with the results and discussion from the field survey presented in relation to research objectives and questions stated in chapter one. Finally, in chapter five, summary, conclusions and recommendations of the study were provided.

1.9 Operational Definition of Key Term

- ❖ Decentralization is the process by which the activities of an organization, particularly those regarding planning and decision-making are distributed or delegated away from a central(*Jennie Litvack*).
- ❖ Administrative decentralization the transferring of authority, resources and responsibilities from central government to field offices and agencies. These lower levels of government remain wholly accountable to the delegating body, although there may be some scope for local citizen participation. (by Sumedh Rao2014)
- ❖ Local government institution.. Ethiopia has a three tiered local government; zonal, woreda and kebele administration; the kebele administration being the lowest level local administrative institution(Adonay Habtu,2011).

CHAPTER TWO

LITERATURE REVIEW

This section of the thesis attempts to review the existing literatures related to the research question under study. It begins with explaining the conceptualization assessing challenges of administrative decentralization in local government offices making Wolkite Municipality of terms discussed

2.1 Decentralization, Concepts and Definition

Decentralization is usually referred to as the transfer of powers from central government to lower levels in a political-administrative and territorial hierarchy (Crook and Manor 1998, Agrawal and Ribot 1999). This official power transfer can take two main forms. Administrative decentralization, also known as decentralization, refers to a transfer to lower-level central government authorities, or to other local authorities who are upwardly accountable to the central government (Ribot 2002). In contrast, political, or democratic, decentralization refers to the transfer of authority to representative and downwardly accountable actors, such as elected local governments” (Larson). “The term decentralization is used to cover a broad range of transfers of the "locus of decision making" from central governments to regional, municipal or local governments” (Sayer et al). Decentralization reform refers to “transforming the local institutional infrastructure for natural resource management on which local forest management is based” (Ribot). Decentralization is the means to allow for the participation of people and local governments (Morell).

- Decentralization is transferring the power from the federal to regional level or delivering management functions to other authorities. Decentralization in decision-making including in forest management, (by Elizabeth Linda Yulian)

2.2 Types of Decentralization

There are different forms of decentralization within the public sector: These are: political decentralization, fiscal decentralization, administrative decentralization and private decentralization. Political decentralization: it refers the transfer of political authority or of electoral capacities to Sub-national actors (Vochiğa and Gruescu, 2009).

Political decentralization aims to give more power to citizens and their local elected representatives in public decision-making by distributing policy and law-making power at the local level (worldbank, 2014 and Topal, 2005: 26).

Fiscal decentralization: -this involves a level of resource reallocation to local government which would allow it to function appropriately and furnish allocated service delivery responsibility, with arrangements for resource allocation regularly negotiated between local and central authorities. The fiscal decentralization on policy would normally also address such issues as assignment of local taxes and revenue-sharing through local taxation and user and market fees, (Olsen, 2007).

2.3 The role of local governments in decentralized local governance systems The first and most obvious institutional level that analysts should consider in a diagnosis of the functioning of the local public sector is to analyze the internal functioning of local government organizations or local administration. The assessment framework requires the analyst to assess the capacity and functioning of local government organizations along the political, administrative and fiscal dimensions of decentralization. Depending on the country's territorial-administrative structure and the assignment of functions and expenditure responsibilities, the assessment may have to analyze the performance of one or more regional or local government levels. In performing an assessment of the local government level(s) or the local administration level, it is important to go beyond a mechanical assessment of the various technical aspects of the performance of the local level. Instead, a meaningful analysis would also ask why the local public sector functions (or fails to function) the way it does, and seeks to uncover the different incentives that are faced by stakeholders at the local government level (Boex and Serdar Yilmaz ,December 2010).

2.4 Theoretical Framework

2.4.1 Decentralization in Ethiopia

In many African countries, the move to decentralize has come about in part through considerable donor pressure for governance reform. However, in Ethiopia, decentralization is widely seen to be internally driven to 'manage the fractious nature of national politics by accommodating the different nationalities through decentralized power (Dickovick and

Gebre Egziabher, 2010). The transfer of responsibilities from the federal state to regional governments began in Ethiopia in 1991 with the installation of the Ethiopian People's Revolutionary Front (EPRDF) government that overthrew Mengistu Haile Mariam's Derg regime and continued until 2001. Referred to as the 'first wave of decentralization', a new constitution in 1995 gave regional governments legislative, judicial and executive powers to govern their areas and oversee all economic and social development (Gebre-Egziabher, 2007). Each region then further devolves authority to weredas (districts) and subsequently to kebeles (local government). Adem asserts that the EPRDF leaders 'have publicly stated their intent to implement these provisions through participatory democracy' to bring 'government closer to the people ... making it responsive to local concerns' (2004, pg. 611). Regional governments developed their own constitutions and can pass laws and collect taxes following provisions set out in the Federal Constitution. Although this shift provides regional governments a degree of freedom from federal control, their ability to raise funds.

2.4.2 Ethiopia's Governance Structure Post 1991

Since 1991, the country followed a new socio-economic and political direction with policy that potentially allowed self-determination for the various nations, nationalities and peoples. This became a framework for instituting a decentralized approach in governance. At the same time, the country embarked on the task of economic adjustment and reconstruction through economic reforms (Hamdok, 2003).

2.5 Administrative decentralization

The essence of administrative (bureaucratic) decentralization is intra-government transfer of authority and responsibility among units of administration within the same organizational hierarchy. It is a DE concentrated form of administrative organization that involves delegation of responsibility and functions by central headquarters to field offices. This is a bureaucratic administrative arrangement whereby the authority to make decisions is retained by central headquarters. Since they highly regulated by central administration, local governments and branch offices are limited to executing policies and plans formulated by central authority. Their discretion in matters of decision making is very much restrict-

ed. Lacking independent legal existence, local authority exercise delegated authority that can be revoked by the center when circumstances precipitate such an action. In sum, administrative decentralization cannot promote democratic self-rule and participatory development because it does not confer decision-making authority up on local communities and institutions of governance. Hence, this model has limited use for studying the contribution of official decentralization policies to democratic self-government and local decision making by lower tiers of government ,(Smith, 1980; Rondinell, Etal 1989; Davery Etal, 1996; cited in Meheret, 2002),

De-concentration is the weakest form of decentralization and used most frequently in unitary states redistributes decision making authority and financial and management responsibility among different levels of the national Government (Getachew Adem, 2001: 05).

Delegation: Delegation is a more extensive form of decentralization. Through delegation, central governments transfer responsibility for decision making and administration of public functions to semi-autonomous organizations not wholly controlled by the central government, but ultimately accountable to it. Governments delegate responsibility when they create public enterprises, or housing authority, transportation authority, special service districts, semi- autonomous school delegation, some authorities and decision-making power is passed down to entities of the lower administrative organs

Devolution: shifting fiscal powers and decision-making responsibilities to subnational governments where sub-national governments are granted substantive decision-making authority. In a devolved system, local authorities have clear and legally recognized geographical boundaries over which they exercise authority and within which they perform public functions(Lidija R. Basta, 2002). Generally that Making and Unmaking of the Boundary of Local Governments Constitutionally backed local government autonomy with some of their powers defined in the federal constitution implies that such units have institutional security to exist as a sphere of government as they are neither created nor abolished by the discretion of the states or the federal government. “There should be a clear criteria and transparent procedures, involving the concerned community, for creating individual units of local government and delimiting their boundaries.” The South Af-

rican Constitution even goes one step further and establishes an independent municipal boundary demarcation board which is authorized to deal with issues relating to alteration of local government boundaries. There may be need to adapt or change, for example, on the number, size and basis for establishing local governments but that is done on a principled basis, not on the arbitrary decisions of the federal or state-level executive. The making and unmaking of local governments including their institutions and boundaries remain a key aspect of local government autonomy and the need to set some agreed upon principles at a constitutional level remains important (Assefa Fiseha-2019) remains limited because of an inadequate tax base and poor private sector development (cf. Chole, 1994). Regions depend substantially on transfers from the federal government. (John Wiley & Sons Ltd: 2014)

2.6 Decentralization and Central-Local Relations

There are two major kinds of decentralization. Political decentralization refers to the delegation of public administration to an autonomous lower level, typically with its own democratic mandate. Such a delegation usually entails a delegation of functions and staff, so it carries a major HR implication. Administrative decentralization, sometimes also called 'decentralization' or managerial devolution 'in the industrialized country literature takes two forms. The first is territorial, where workload in connection with a given geographical area is shifted from the center to offices in that area. The second form, which I will focus on, is functional, where authority is delegated to a lower level in the administrative hierarchy (Turner and Hulme, 1997).

2.6.1 Powers of Local Governments

The autonomy of local governments depends on the substance of power transferred to them either through a constitution or enabling laws (law on decentralization). These powers may be local government "own" powers or delegated ones from either the federal or state governments. It is the allocation of these powers and the competence of local governments to exercise such powers that contributes to the role and significance of local governments in achieving their goals. In this regard one observes two possible types of transfer of power from the center to the sub units(Assefa Fiseha, 2019)

2.6.2 Decentralized/ powers /authorities

Devolution of power follows the functional assignment. Devolution is important and politically a sensitive issue, and determines the control which the local government has over various decentralized functional activities. Moreover, it is also an intricate issue because it involves different powers for different decentralized functional activities. These powers may be broadly categorized in to: Policy making powers (Law Making), executive powers, financial (revenue and expenditure power), and powers over personnel (Hiring, appointment, transfer, discipline etc.), (Mahat, 2007:46).

2.7 Status of Local Governments

The federal constitution hints the various levels of government that should exist at state level. It states that “state governments shall be established at state and other administrative levels that they find necessary. Adequate power shall be granted to the lowest units of government to enable the people to participate directly in the administration of such units. As can be gathered from the minutes of the Constitutional Assembly” there was a heated debate as to whether the federal constitution should prescribe all the hierarchies of the levels that should exist at regional state level. In the end a compromise was reached. On the one hand, the framers of the constitution agreed that in light of the existing diversity in size and population among the states and in order to give effect to the autonomy of the states, the setting of such details should be left to the states. On the other hand, they thought it is necessary to state the fact that however diverse the position of local governments may be, local governments should be granted “adequate powers.” It was agreed that the local governments should not merely be agents of the state governments but should have some level of autonomy. This is further reinforced in article of the constitution which stipulates “guided by democratic principles, Government shall promote and support the peoples’ self-rule at all levels (Assefa Fiseha ,2019).

2.8 Institutional decentralization

Institutional decentralization refers to the administrative bodies, systems, and mechanisms, both local and intergovernmental, which help to manage and support decentralization. It also includes mechanisms that link formal government bodies to other key local

actors' traditional local authorities, non-governmental organizations, private sector partners, etc. This is the critical institutional architecture on which decentralization is built. Interaction among government levels must be managed to facilitate local service delivery rather than, as is sometimes the case, to hinder it. Similarly, local government staff must function with organizational structures and procedures that allow them to meet their obligations, including the development of a good working relationship with elected representative councils. Without appropriately designed and implemented structures and processes as well as the adequate local capacity to manage the political and fiscal functions of sub-national governments, decentralization will fail. The articles in this volume give considerable attention to institutional concerns (Olowu).

2.8.1 Concept and legal status of local government.

Local government is defined as a system of local administration under local communities that are organized to maintain law and order; it provides some limited ranges of social amenities and encourages cooperation and participation of inhabitants towards the improvement of their living conditions. Local Government is an agency organized to provide and supervise administrative, fiscal, and other services to the people who reside within its territorial boundaries. It is a sub-unit of government controlled by a local council which is authorized by the central government to pass ordinances having a local application, levy taxes or exact labor and to vary centrally decided policy to apply it locally within the limit specified by the central government. Therefore, the crucial part of the definition of local government is that it is a democratically elected authority that exercises political choices within denoted boundaries, though of course, local governments cooperate across boundaries and ally in quasi-federal bodies, such as urban communities (Konrad-Adenauer-Stiftung november 2005).

2.9 Fiscal decentralization and financial autonomy.

Financial autonomy is a core concept of decentralization. (Meheret1998 cited in Tesfaye: 2007:140) argues that the real test of an effective self-government is adequate financial strength. Mahat (2007:49) also shares this view that fiscal decentralization is the life blood of decentralization, without which other forms (political and administrative) decentralization will be empty rhetoric. Fiscal decentralization concerns the way tax revenue

and public expenditure are distributed among the different tiers of government. If local governments are to carry out decentralized functions effectively, they must have adequate level of revenue- either raised locally or transferred from the higher level of government. Therefore, fiscal decentralization is one of the main dimensions or indicators of power sharing (see the literature section of this study) (Negalegn Mamo , 2010).

. 2.10 Major functions of municipalities in Ethiopia

Preparation and implementation of development plans

- ❖ Assessment and collection of municipal revenues Provision of infrastructure such as roads and bridges
- ❖ Provision of markets, slaughterhouses, terminals,
- ❖ public gardens
- ❖ recreational areas, and other public facilities
- ❖ provision of services such as waste collection,
- ❖ Water, housing, basic health, basic education, sewerage, drainage services, etc.
- ❖ Delivery of miscellaneous services such as fire protection, library services, public toilets, street

lighting, and ambulance services, etc. However, the type and quality of services and infrastructure provided by the municipality greatly varies across municipalities. The municipality of a larger city or town takes responsibility for a wider range of services and functions, while the types of services provided by a medium- or small-sized municipality are limited and of low quality (MWUD-2000).

2.10.1 The Role of Municipalities in Ethiopia

According to National Urban Planning Institute (2001), an urban area is said to be efficient and effective when it provides those urban services that directly affect the quality of urban life, which include social services, physical infrastructure and municipal services. Unfortunately, provision of these services have consistently failed to keep pace with increasing service demand in urban areas of Ethiopia because municipal revenues are not large enough to cover the cost of the increasing service demand due to rapid urbanization and resultant population pressure. Municipal services are those public services, which are

rendered and controlled by the urban administration. These include sewerage, sanitation, garbage collection and disposal, public markets, abattoir, recreation and cultural places, etc. The delivery, efficiency and sufficiency of these public services are crucial in determining the quality of urban environment and life. According to Mullugeta, (2004), there are more than 900 localities in Ethiopia considered to be urban. Most of these urban areas are technically and financially weak and are deprived of necessary basic infrastructures like roads, water supply, power service, postal service, telecommunication and housing. Hailu, (2003)

2.10.2 The Major Principles of decentralizations

Different international and regional organizations including the United Nations Development Program (UNDP) tried to define the following elements as core principles of good governance:

Accountability 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 whether decision as actions taken is 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 (UNDP, 2006)

Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. The greater transparency can improve service provision by increasing the accountability of service providers to service users. Also transparency can improve the functioning of governments as a whole, by increasing citizen voice and enhancing people's ability to hold their government to account which should, in turn, lead more effective decision-making processes (Mahat, 2007).

Participation: in development two key processes can Participation is, therefore, a continuum and an everlasting principle that can only be achieved via providing the means for effective involvement of people in all facets of the society and actively promoting this as

a matter of policy and practice characterize people's participation: participation in the governance; and participation in the development process, (Jacob.M 2008, p. 68).

Rule of law the legal frame works should be fair and enforced impartially particularly the laws on human rights. A fair, predictable and stable legal framework is essential so that businesses and individuals may assess economic opportunities and act on them without fear of arbitrary interference (UNDP, 2003).

Responsiveness not considered as easy in the governance literature is undoubtedly critical for politicians, bureaucrats, and citizens .Good Governance require that institutions and processes for to serve all stakeholders within 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 (Jacob,M, 2008).

Equity and Equality Good governance has to promote to all men and women to advance or sustain their well-being. It is common to say that, all human beings are born free and equal in dignity and rights. All men and women should have equal opportunity to maintain or improve their well-being repealing the rules exist and are publicly known a society well-being depends on ensuring that all its members feel that they have a stake in it and doesn't excluded from the mainstream of the society (Ara and Rahman,2006).

Effectiveness and Efficiency Under certain systems of governance, processes, and institutions should produce results that meet needs while making the best use of resources. Effectiveness as a principle of good governance concerns the ability of public bureaucrats to skillfully and to efficiently transform public resources into services and infrastructure that publicly determined priorities. Therefore, good governance here means that processes and institutions produce (UNDP, 2003).

2.11 Summery of Literature Review

The previous discussion documents the conceptual and practical complexity of decentralization and the chain of interrelated steps and processes generally needed for it to be successful. Beyond this basic reality, a number of important factors and challenges may par-

ticularly affect how decentralization emerges, unfolds, and functions and explain why it is undertaken in spite of the uneven evidence to recommend it. Many of these were noted or implied earlier, but further elaboration is useful. Given space constraints, the treatment is necessarily selective and condensed, focusing on several issues: the diversity of institutional arrangements, national political economy factors that condition motives for decentralization, the effects of the national bureaucratic environment, the role of international development agencies, local political power and dynamics, and the neglected role of implementation

2.12 Empirical Review

Decentralization and Local Autonomy in Ethiopia's Federal System: A Two-Decade Experiment (Kena Deme Jebesa: July 2016). Decentralization and Local Good Governance in Ethiopia's Federal System (Tegane, 2007). A participatory study of decentralized government in Mekele city (Adonai Habtu ,2003). An assessment of the current state of decentralization and self-governance in the Amhara National Regional Government: A study on the Awi ethnic administrative zone (Negalen Mamo, 2010) then not be done conduct asses of challenge administration decentralized of local government

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter focuses on the research methods and techniques that are employed in this study. The chapter includes description of the study area, data type and source, research design and strategy, sampling design, sampling techniques, sampling size and procedures, data collection instruments, data processing and analysis and Ethical considerations that have been followed in the course of the study..

3.1 Description of the Study Area

This research was performed in Ethiopia's Southern Nations, Nationalities and People's Region (SNNPR), Guraghe Zone specifically in Wolkite town./Current Name Central Ethiopia/ Town located around 155 km from Addis Ababa and it also serving as the capital Gurage Zone. According to the Central Statistical Agency, the town has a total population of 28,866 people, with 15,074 men and 13,792 women. The research will be carried out in the municipality's office of Wolkite Town.



Figure 3.1 map of wolkite town

3.2 Research Approach

This study used both of quantitative and qualitative methods, to obtain more reliable data. Researchers used a mixed-mode of research approach for the sake of comprehensive un-

derstanding by incorporating both qualitative and quantitative methods, and to better explain or built the analysis part based on triangulation of data from the two approaches.

3.3 Research Design

Descriptive survey research design is very important when it is aimed to assess a certain phenomenon in detail. Descriptive survey research (Leedy & Ormrod 2001) answers the question, "What is it?" To provide relevant and accurate information and to describe the data collected from the sample population (based on the data collected from both primary and secondary sources) the researcher employs a descriptive survey design.

3.4 Type and Sources of Data

Both primary and secondary sources of data were used to gather relevant information on the issue under study. The primary source of data for this study was information gathered through a questionnaire from respondents of Wolkite town Municipal office employees. Interview with chief executives and core process leaders who have four years of experience in the Municipal office was also another primary data source. Secondary data contains all information acquired from record documents, reports, , and appropriate government proclamations relating to the issue under study.

3.5 Sampling Frame, Sample Size and Sampling Techniques

3.5.1 Sampling Frame and Technique

The study was conducted at the Wolkite Municipal Office. The sample was taken from 229 permanent employees/civil servants of the Municipal office. This study employed both probability and non-probability sampling technique to select samples for questionnaire respondents and interview informants. The researcher predominantly employed simple random sampling technique to select respondents of the questionnaire. Stratified sampling technique was also used along with simple random technique to identify representative respondents from each sub-units of the town's Municipal (the detail is depicted under table 3.1 below). Stratification was made based on membership of the employees in

eight sub-offices of the Municipality. This technique is advisable to subdivide the population into smaller, homogeneous groups to get a more accurate representation (Best, W. J., & Khan, J. V-2006). Informants of the interview were selected based on purposive sampling method from chief executives and core process owners/leaders of various sub-offices in the Municipality.

3.5.2 Sample size

To get the sample size of study participants, the researcher determined to use Yemane formula of (1967). It was used to calculate sample size at a percentage level of confidence. This method used descriptive Graphical representation or advanced statistics to divide data into categories or groups (homogeneous type). As a result, respondents were

chosen using a basic random sample procedure.
$$= \frac{N}{1+N(e)^2}$$

Where, n = sample size

N= Target Population, which is known 229 and the acceptable

Sampling Error at (0.05) or 5%

Confident interval 95% percent

Hence, $n = \frac{229}{1+229(0.05)^2}$

n = 146 Sample Size/respondent/

Table 3.1 Selection of Sample Respondent from the Population

| N/o | Job type/office | population | Population percentge | Sample size |
|-----|-------------------------------------|------------|----------------------|------------------------|
| 1 | Central markets and shops | 50 | 21.8 % | 32 |
| 2 | Urban/city transportation | 50 | 21.8 % | 32 |
| 3 | Street lighting | 5 | 2 % | 3 |
| 4 | Recreation/parks | 10 | 4 % | 6 |
| 5 | Fire protection | 4 | 2% | 3 |
| 6 | Road (access and main) construction | 35 | 15% | 22 |
| 7 | Marriage & birth certificates | 9 | 4 % | 6 |
| 8 | Municipal Housing | 66 | 29% | 42 |
| | Total | 229 | 100% | 146/Respondent/ |

Source; Of Municipality Office

Table3.2 Selection of Sample Interview Informants from the Population

| N/o | The interview select from manager or employee over 4 year job experienced | Sample size of interview | Sampling techniques |
|-----|---|--------------------------|---------------------------|
| 1 | Central markets and shops | 1 | <i>Purposive sampling</i> |
| 2 | Urban/city transportation/ | 2 | |
| 3 | Street lighting | 1 | |
| 4 | Recreation/parks/ | 1 | |
| 5 | Fire protection | 1 | |
| 6 | Road (access and main) construction | 1 | |
| 7 | Marriage & birth certificates | 2 | |
| 8 | Municipal Housing | 1 | |
| | Total | 10 | |

Source; Of Municipality Office

Source; Of Municipality Office

3.6 Data collection instruments

Questionnaires, interviews, and document analysis were used to collect relevant information regarding challenges of administrative decentralization in Wolkite town Municipal office.

3.6.1 Questionnaires

Questionnaires thought to be superior for gathering a large amount of data from a large number of respondents in a relatively short period of time. And low cost. The researcher used questionnaires to collect data from the municipal office employees. The questionnaire was prepared in the form of open-ended and closed-ended questions in English and translated into Amharic. Researcher prepared both open- and closed-ended questions because they were the most frequently used instrument in

descriptive survey. The research by were prepared in the form of Likert scale considered on a 1–5 points scale 5-strongly agreed, 4-agreed, 3-undecided, 2-disagreed, and 1-strongly disagreed.

3.6.2 The Key Informant Interview (KII)

The researcher applied semi structured interview. In this type of interview, the researchers need to know specific information which would be compared and contrasted with information gain in other interviews. To do this, the same question was asked in each interview. On the other hand, the researcher made the interview to remain flexible so that other important information will be raised from the conversation. The interview was held with key informants who were selected purposively from chief-executives and core process owners/leaders of eight subunits of the municipality.

3.6.3 Document Review

Other significant secondary data sources that were used to acquire relevant data include books, journals, online sources, research reports, and records. This method had been very much helpful in collecting data related to the assessment of administrative decentralization challenges of local government offices in wolkite town Municipal office.

3.7 Methods of Data Analysis

In order to answer the research questions and achieve the objectives of the study, the researchers employed both quantitative and qualitative data analysis methods. SPSS (version 20) was used to analyze the primary data gathered via survey questionnaires. Based on the study's objectives, descriptive statistical analysis such as percentages and frequencies were used to portray the challenges of administrative decentralization based on the identified themes such as: availability of institutional and legal frameworks, autonomy on budget and personnel administration, and presence of institutional capacity to implement decentralization scheme. In addition, the qualitative data from both primary and secondary sources was arranged and analyzed through classification, narration and description..

3.8 Validity and Reliability

Mixed-methods researched, validity refers to the extent to which reliability refers to the consistency of the researcher's interactive style, the data recorded the data analysis, and the interpretation of participants' meanings from the data (Mcmillan & Schumacher, 1993:385-891). Therefore, checking the validity and reliability of data collection instruments before providing them to the actual studied subjects was essential to ensure the quality of the data (Yalew, 2004). So the validity of instruments had been prepared by the researcher and developed under the closed supervision of an advisor, who provided input on the instruments' validity

Table3.3 Cronbach Alpha/Reliability Statistics/

| Cronbach Alpha | N of Items |
|----------------|------------|
| 0.929 | 25 |

Source results of questionnaire, 2023

Based on the original 25-item scale, the scales have been validated for internal consistency and fit measures (Cronbach's alpha value of 0.929) and indicate very good reliability of the scale in the sample under study. Thus, the measures were reliable. When using Likert scales, that most acceptable measure of reliability (Whitley, 2002; Robinson, 2009). For the purpose of this study, the data was organized and analyzed using descriptive statistics and present analysis.

3.9 Ethical Consideration

Ethical Consideration before beginning data collecting process is essential. This thesis acquired a letter of support from Wolkite University's College of Social Science and Humanities and requested permission from the Wolkite town municipality administration. Participants in the study were told about the study's goal, emphasizing that the data was solely used for academic purposes. The data were acquired using various ways with the agreement of the study's participants. The researchers took great care to respect the participants' rights, needs, and values, as well as to safeguard the anonymity of the data and acknowledged sources of information.

**CHAPTER FOUR:
RESULT AND DISCUSSION**

4.1. Introduction

The main objective of the study was assessing major challenges related to administrative decentralization in local government offices. Wolkite town municipality was taken as a case study. The analysis was made within the parameter that investigates availability of institutional and legal frameworks, autonomy on budget and personnel administration, and presence of institutional capacity to implement decentralization scheme. Generating possible recommendations that improve the implementation of administrative decentralization by tackling the identified challenges is also another objective of this study. The data were gathered through questionnaires, key informant interviews, and document analysis. SPSS software was used to analyze the data collected through questionnaire. 136 respondents returned the dispatched questionnaire papers timely whereas four/4/ questionnaire papers showed errors that occurred during the respondents filled the questionnaire. Additional data was collected via ten informants of a semi-structured interview. Generally the primary data was gathered from 142 participants Municipal office employees and leaders who engaged in different job categories and units.

4.2 Socio-Demographic characteristics of Respondents.

Table 4.2.1 Socio-Demographic characteristics of Respondents

| No | Characteristics | Response | |
|----|----------------------|----------|-------|
| | | N | % |
| 1 | Gender of Respondent | | |
| | Male | 80 | 60.6 |
| | Female | 52 | 39.4 |
| | Total | 132 | 100.0 |
| 2 | Age of respondent | | |
| | 18 – 25 years | 20 | 15.2 |

| | | | |
|---|--------------------|-----|-------|
| | 26 – 33 years | 57 | 43.2 |
| | 34-41 years | 40 | 30.3 |
| | 42 years and above | 15 | 11.4 |
| | Total | 132 | 100.0 |
| 3 | Marital Status | | |
| | 1)Married | 84 | 63.6 |
| | 2)single | 29 | 22.0 |
| | 3)Divorced | 13 | 9.8 |
| | 4)Widowed | 6 | 4.5 |
| | Total | 132 | 100.0 |
| 4 | Educational level | | |
| | Certificate | 4 | 3.0 |
| | Diploma | 29 | 22.0 |
| | 1st degree | 92 | 69.7 |
| | 2nd degree above | 7 | 5.3 |
| | Total | 132 | 100.0 |
| 5 | Experience of job | | |
| | Below four year | 21 | 15.9 |
| | 4-9 years | 74 | 56.1 |
| | Above 10 years | 37 | 28.0 |
| | Total | 132 | 100.0 |

Source: Field Survey, (2023)

As shown on the above table 4.2.1 the terms of gender classifications of respondents, majority of the respondents 80 (60.6%) were males, and the rest 52 (39.4%) of them are females. This implies that the municipality office dominated by male employees.

The age characteristics of the employee 18-25 years 20 (15.2%), 26-33 years 57(43.2%), 34-41years 40(30.3%), 42 and above years 15(11.4%) Then we understand from this 26-33 years young and employee productivity in the municipal office.

In regard to educational background of the employees , employees with certificates 4(3.0%),employees with diploma29(22.0%), degree holders are 92(69.7%)and employees with the second degree 7(5.3%). This implies that the municipality office was the majority of the respondents were degree holders. Education is an essential of shaping the social, economic and cultural forces, and determining the direction of their growth and good knowledgeable of the office.

Employees with less than four years of experience represented 21 (15.9 %). Employee career experience respondents ranged from 4 to 9 years (74.1 %). Next, 37 (28.0 %) of employees above the age of ten responded. the majority of experienced 4-9 year employee, So competence and knowledge represented a high-quality job to experienced.

4.3 Legal and policy framework challenges of administrative decentralization in Wolkite town Municipality

Table 4. 3.1 Legal and policy framework challenges of administrative decentralization in Wolkite town Municipality

| No | Characteristics | Response | |
|-----|---|-----------|------------|
| | | Frequency | Percentage |
| 1.1 | There is Availability of national/regional Legal/policy frame work regarding administrative decentralization at local government offices. | | |
| | Strongly disagree | 29 | 22.0 |
| | Disagree | 54 | 40.9 |
| | Undecided | 33 | 25.0 |
| | Agree | 11 | 8.3 |
| | Strongly agree | 5 | 3.8 |
| | Total | 132 | 100.0 |
| 1.2 | The legal/policy framework allows adequate autonomy/authority to exercise administrative decentralization scheme | | |
| | Strongly disagree | 33 | 25.0 |
| | Disagree | 49 | 37.1 |
| | Undecided | 38 | 28.8 |
| | Agree | 11 | 28.8 |
| | Strongly agree | 1 | 8 |
| | Total | 132 | 100.0 |
| 1.3 | The legal/policy framework at national/regional level allows local office executives to set their own regulation/rule regarding Procedures to execute their legally given | | |

| | | | |
|-----|---|-----|-------|
| | responsibility | | |
| | Strongly disagree | 34 | 25.8 |
| | Disagree | 51 | 38.6 |
| | Undecided | 36 | 27.3 |
| | Agree | 8 | 6.1 |
| | Strongly agree | 3 | 2.3 |
| | Total | 132 | 100.0 |
| 1.4 | Decision making space is available for local office executives | | |
| | Strongly disagree | 26 | 19.7 |
| | Disagree | 61 | 46.2 |
| | Undecided | 28 | 21.2 |
| | Agree | 12 | 9.1 |
| | Strongly agree | 5 | 3.8 |
| | Total | 132 | 100.0 |
| 1.5 | Scope of the municipal responsibility is clearly known, | | |
| | Strongly disagree | 27 | 20.5 |
| | Disagree | 56 | 42.4 |
| | Undecided | 30 | 22.7 |
| | Agree | 14 | 10.6 |
| | Strongly agree | 5 | 3.8 |
| | TOTAL | 132 | 100.0 |
| 1.6 | There is clear procedure that regulates vertical relationship of local office executives with higher government level. | | |
| | Strongly disagree | 33 | 25.0 |
| | Disagree | 61 | 46.2 |
| | Undecided | 23 | 17.4 |
| | Agree | 10 | 7.6 |
| | Strongly agree | 5 | 3.8 |
| | TOTAL | 132 | 100.0 |
| 1.7 | Monitoring mechanism of the higher government level affects the municipality autonomy. | | |
| | Strongly disagree | 24 | 18.2 |
| | Disagree | 66 | 50.0 |
| | Undecided | 27 | 20.5 |
| | Agree | 11 | 8.3 |
| | Strongly agree | 4 | 3.0 |
| | Total | 132 | 100.0 |
| 1.8 | The vertical relationship between the higher government and the Municipality facilitates the decentralized administrative scheme/there is no risk of re-centralizing authorities. | | |
| | Strongly disagree | 28 | 21.2 |
| | Disagree | 54 | 40.9 |

| | | | |
|------|--|-----|-------|
| | Undecided | 32 | 24.2 |
| | Agree | 13 | 9.8 |
| | Strongly agree | 5 | 3.8 |
| | Total | 132 | 100.0 |
| 1,9 | The municipal office decentralized activities to various Departments based on their particular responsibilities | | |
| | Strongly disagree | 29 | 22.0 |
| | Disagree | 53 | 40.2 |
| | Undecided | 32 | 24.2 |
| | Agree | 17 | 12.9 |
| | Strongly agree | 1 | 8 |
| | TOTAL | 132 | 100.0 |
| 1,10 | There are procedures that ensure hierarchical accountability if failure of executing one's responsibility occurred. | | |
| | Strongly disagree | 27 | 20.5 |
| | Disagree | 57 | 43.2 |
| | Undecided | 29 | 22.0 |
| | Agree | 14 | 10.6 |
| | Strongly agree | 5 | 3.8 |
| | TOTAL | 132 | 100.0 |
| 1.11 | There is availability of adequate and skilled manpower to execute the municipal responsibilities | | |
| | Strongly disagree | 27 | 20.5 |
| | Disagree | 56 | 42.4 |
| | Undecided | 27 | 20.5 |
| | Agree | 14 | 10.6 |
| | Strongly agree | 8 | 6.1 |
| | TOTAL | 132 | 100.0 |
| 1.12 | The financial autonomy (budget allocation) of the Municipality is in line with the assignments assigned to its different departments | | |
| | Strongly disagree | 33 | 25.0 |
| | Disagree | 55 | 41.7 |
| | Undecided | 25 | 18.9 |
| | Agree | 12 | 9.1 |
| | Strongly agree | 7 | 5.3 |
| | TOTAL | 132 | 100.0 |

Source: Field Survey, (2023)

4.3.1 Table show that There is Availability of national/regional Legal/policy frame work regarding administrative decentralization at local government offices. Strongly disagree 29 (22.0 %), disagree 54 (40.49 %), undecided 33 (25.0 %), agree 11 (8.3 %) and the rest one 5 (3.8 %) strongly agree respectively. the majority respondents disagree, and the respondents view the legal and policy framework as laws, rules, and regulations. Wolkite Town challenges administrative decentralization that is not easily accessible. The legal framework, which establishes the authorities, rights, and duties of municipal governments, is unclear.

An interviewer from the municipality asserted that, Legal and policy framework work regarding administrative decentralization at local government offices. About Legal and policy framework of division of power to zone or municipal administration. The federal government's ability to build connect at the local level have limited. The absence of such a framework make, less awareness to know about that responsibility. The local government authority does not promote accountability. Zone and Local government related to the legal framework smoothly and clarity unknown. Causes of the main problems Lack of development work performance and law enforcement .Furthermore, the political and legal character complex. There a case of political intervention, and Lack of commitment. According to that, development town would be lagging. The powers that local government's exercise and the functions they perform come as a result of political decisions, as opposed to legal and constitutional prescriptions, (ZemelakAyitenewAyeleandYonatanTesfayeFessha,2012)(Federal Democratic Republic of Ethiopia ,Constitution, 1995, p. 37 Mulugeta, 2012, p. 116, International Development Agency, 2004. 10). However, researches conducted by Paulos, and (2004) and Mulugeta, (2012)

The question, 1.2 the legal/policy framework allows adequate autonomy/authority to exercise administrative decentralization scheme. Where the employee respondent strongly disagree 33(25.0%). Disagree 49(37.1%), undecided38 (28.8%). agree11 (28.8%).Strongly agree 1(8%).then this indicates, there was no proper allows adequate autonomy/authority to exercise administrative decentralization scheme. From this data the majority of respondents disagree49 (37.1%) the implication the study area about allows

adequate autonomy/authority to exercise administrative decentralization scheme. Autonomy provides sub national officials with inflexibility /rigid/ and weak to local government.

The question, 1.3, The legal/policy framework at the national/regional level allows local office executives to set their own regulations or rules regarding procedures to execute their legally given responsibility, Where the employee respondent strongly disagree 34 (25.8%), disagreed 51(38.6%), undecided 36(27.3%), agree 8(6.13%) ,strongly agree3(2.3%),majority of respondents disagree with the view. The legal or policy framework at the national or regional level allows local office executives to set their own regulations or rules regarding procedures to execute their legally given weak responsibilities.

The Question 1.4 Decision making space is available for local office executives. 26 (19.7%) and 61 (46.2%) of the respondents to strongly disagree and disagree, respectively, whereas 28 (21.2%), and 12 (9.1%) of the respondents replied undecided and agree respectively, but the rest (5.8%) of the respondents responded strongly agree. **The Town Municipality** Decision-making space does not comfortable for local office executives. Presence of unsupportive type of management, to shows that open the door for poor management of administrative decentralization and weak decision-making

The Question 1.5 the respondents were asked about the scope of municipal responsibility, which is clearly known. Strongly disagree27 (20.5%), disagree 56 (42.4%), undecided 30 (22.7%), agree 14 (10.6%), and the rest 5 (3.8%) strongly agree, respectively. These apply the scope of municipal responsibility is clearly unknown and unsuccessfully responsibility.

The question, 1.6 there is clear procedure that regulates vertical relationship of local office executives with higher government level. The respondents these question strongly disagree33(25.0%), disagree61(46.2%), undecided23(17.4%), agree10(7.6%), andstronglyagree5(3.8%). the majority of respondent disagree. accordingly the responded question imply the regulates vertical relationship of local office executives with higher government level unclear .

The question, 1.7 Respondents were asked their opinion concerning Monitoring mechanism of the higher government level affects the municipality autonomy. According that strongly disagree 24(18.25), dis agree 66(50.0%), undecided 27(20.5%), agree11(8.3%). strong agree 4(3.0%) respectively. the majority of respondent dis agree .the challenges of administrative decentralization in Wolkite town Municipality poor managements. unknown Monitoring mechanism of the higher government level .

The question, 1.8 The vertical relationship between the higher government and the Municipality facilitates the decentralized administrative scheme/there is no risk of re-centralizing authorities Accordingly, the question respondent about strongly dis agree28 (21.25), dis agree54 (40.9%), undecided 32(24.2%), agree13 (9.8%) , strongly agree5(3.8%) .The results suggest that the majority of respondent dis agree54 (40.9%), higher government and local government uncomfortable with in decentralized authority, there risk of re-centralizing authorities,

The question, 1.9The municipal office decentralized activities to various Departments based on their particular responsibilities Accordingly, strongly disagree29(22.0%), dis agree53(40.2%), undecided 32(24.2%) , agree1(12.9%),strongagree1(8%)The majority respondent disagree 53(40.2%),

The question, 1.10, There are procedures that ensure hierarchical accountability failure executing responsibility occurred strongly Agree 27(20.5%), **dis agree**57 (43.2%), undecided29 (22.0%), agree14 (10.6%), strong agree5 (3.8%). It can be stated that the majority respondent dis agree57 (43.2%). We can understand noting ensure hierarchical accountability and failed of responsibility

The question, 1.11 the respondents were asked about the There is availability of adequate and skilled manpower to execute the municipal responsibilities. Stronglydisagree27 (20.5%) disagree 56(42.4%) undecided27 (20.5%), agree14 (10.6%) and the rest 8(6.1%) strong agree respectively. These shows are not easily accessible to all local government. Lack adequate and skilled manpower to execute the municipal responsibilities.

The question, 1.12 the respondents were asked about the financial autonomy (budget allocation) of the Municipality line with the assignments assigned to its different depart-

ments .Strongly disagree33(25.0%),disagree55(41.7%),undecided25(18.9%), agree 12(9.1%), and the rest 7(5.3%)strong agree respectively. The financial autonomy (budget allocation) of the Municipality is in line with the assignments assigned to its different departments. The major respondent responded disagree 55(41.7%)

Regarding the interview questions every year, the municipality has a budget. The municipal budget is funded by the city's people. It is gathered through a variety of methods, including taxes, land, roofs, and leases. ‘The budget should be implemented effectively for practical development. According to the budget, (budget allocation) of the Municipality line not assigned to different departments, the infrastructure functional and developed difficulty for the municipal office institutions involved in socio-economic processes at local level. In case Abuse of the budget, Weak institution, and Instability in leadership, farther activates to various Departments does not based on their particular responsibility. ‘The system was very much centralized because local government units had no Authority over their budgets, and could not undertake development on their initiative (Meheret, 2007; Vander Loop, 2002; Asmelash, 2000). The proclamation also compels urban or woreda administrations the duty to resettle people displaced on the basis of the resettlement package and allocated budget (Article 16 (3) of Proclamation No. 1161/2019, 2019).

4.4 Implementation Challenges of administrative decentralization in Wolkite town Municipality,

Table 4.4.1 Implementation Challenges of administrative decentralization in Wolkite town Municipality,

| No | Characteristics | Response | |
|-----|--|-----------|------------|
| | | Frequency | Percentage |
| 2.1 | The municipal office has the power/capacity to initiate regulatory legislation on its jurisdiction | | |
| | Strongly disagree | 38 | 28.8 |
| | Disagree | 50 | 37.9 |
| | Undecided | 30 | 22.7 |
| | Agree | 9 | 6.8 |

| | | | |
|-----|---|-----|-------|
| | Strongly agree | 5 | 3.8 |
| | TOTAL | 132 | 100.0 |
| 2.2 | The Municipality executive has the capacity to enforce decisions based on the rule & regulation | | |
| | Strongly disagree | 32 | 24.2 |
| | Disagree | 55 | 41.7 |
| | Undecided | 28 | 21.2 |
| | Agree | 9 | 6.8 |
| | Strongly agree | 8 | 6.1 |
| | TOTAL | 132 | 100.0 |
| 2.3 | The Municipality has the mandate to hire employees from the Municipal budget. | | |
| | Strongly disagree | 35 | 26.5 |
| | Disagree | 52 | 39.4 |
| | Undecided | 32 | 24.2 |
| | Agree | 7 | 5.3 |
| | Strongly agree | 6 | 4.5 |
| | Total | 132 | 100.0 |

Source: Field Survey, (2023)

Question 2.1 about the Implementation Challenges of administrative decentralization respondents asked about the municipal office has the power/capacity to initiate regulatory legislation on its jurisdiction Strongly disagree38(28.8%), disagree50(37.9%), undecided 30(22.7%),,agree9(6.8%),and the res5(3.8%)strong agree respectively. These shows the majority respondent of dis agree

Regarding the questions the municipal have power to regulatory weak. The main difficulty Implementation of administrative decentralization urban planning directs the development of towns under governmental regulation, rule, and policy. The urban plan is renewed every ten years, but two years have passed without renewal. The landscape of Wolkite town located between two woreda's. Making it difficult to harmonize laws for regulatory law, cleanliness and beautification, slaughterhouses, transport access, house building, fire accident prevention, generally urban improvement, and developed social

economic factors. Unimplemented Boundarie of the city case of legislation on its jurisdiction a weak. There are two ways that remapping the internal boundaries of the states could be effected: through a political compromise that would eventually lead to a constitutional revision or through a top-down imposition.(Zemelak Ayele-2017)Under such a scenario, the researcher is convinced Asifa Fiseha's,(2019). argument that there is an "independent municipal boundary demarcation board that is authorized to deal with issues relating to the alteration of local government boundaries. There may be a need to adapt or change, for example, on the number, size, and basis for establishing local governments, but that should be done on a principled basis, not based on the arbitrary decisions of the federal or state-level executive.

The question, 2.2, was asked of the respondents. The municipal executive has the capacity to enforce decisions based on the rules and regulations. Strongly disagree 38 (28.8%), disagree 50 (37.9%), undecided 30 (22.7%), agree 9 (6.8%), and the last respondent strongly agree 5 (3.8%). These show the majority of respondents who disagreed with the response.

Question 2.3. the respondents were asked if the municipality has the mandate to hire employees from the municipal budget. Strongly disagree. 35(26.5%), disagree 52(39.4%) undecided 32(24.2%) agree 7 (5.3%), and the rest strongly agree. 6 (4.5%) shows the majority of respondents dis disagreed with the response.

The interviewees from the municipality employee hiring has been banned since 2015 E.C., but for the time allowed, the hiring of workers would be done from the budget prepared according to the plan. Every year, the municipality has a budget. The municipal budget funded by the environment resident. Budget gathered through a variety of methods, including taxes, land, roofs, and leases. There are employee hiring and salary pay.” According to FDRE Proclamation (No. 515/2007) promotion shall be given for the purpose of enhancing the performance of government institutions with an intention of motivating the employee further civil servant obtains an evaluation result of satisfactory or above satisfactory he/she shall be entitled to a salary Increment to be made every two years (FDRE Proclamation No. 515/2007(Henok Seyoum Assefa.2018).

Table 4.4.2 Implementation Challenges of administrative decentralization in Wolkite town Municipality,

| No | Characteristics | Response | |
|-----|---|-----------|------------|
| | | Frequency | Percentage |
| 2.4 | The Municipality has the mandate to provide incentives to its employees | | |
| | Strongly disagree | 34 | 25.8 |
| | Disagree | 54 | 40.9 |
| | Undecided | 29 | 22.0 |
| | Agree | 9 | 6.8 |
| | Strongly agree | 6 | 4.5 |
| | Total | 132 | 100.0 |
| 2.5 | The Municipality has Pay policy autonomy (wage rate determining authority). | | |
| | Strongly disagree | 34 | 25.8 |
| | Disagree | 49 | 37.1 |
| | Undecided | 34 | 25.8 |
| | Agree | 8 | 6.1 |
| | Strongly agree | 7 | 5.3 |
| | Total | 132 | 100.0 |
| 2.6 | The Municipality can decide on employees' career management control including mobility of employees | | |
| | Strongly disagree | 31 | 23.5 |
| | Disagree | 45 | 34.1 |
| | Undecided | 34 | 25.8 |
| | Agree | 15 | 11.4 |
| | Strongly agree | 7 | 5.3 |
| | Total | 132 | 100.0 |

Source: Field Survey, (2023)

Table 4.4.2 show that Employees from the municipal budget, and incentive provision strongly disagree 34 (25.8%), Disagree 54(40.9%), Undecided 29(22.0%), Agree 9(6.8%), Strongly agree 6(4.5%)Most of the answers to the question disagree.

The question, 2.5 part of implementation The Municipality has Pay policy autonomy (wage rate determining authority. Strongly disagree 34(25.8%), Disagree 49(37.1 %), Undecided 34 (25.8%), Agree 8(6.1%), strongly agree 7(5.3%)

The question, 2.6 The Municipality can decide on employees' career management control including mobility of employees - strongly disagree 31 (23.5 %), disagree 45 (34.1 %), undecided 34 (25.8 %), agree 15(11.4 %), strongly agree 7 (5.3 %), then the implementation administration decentralized by summarized that The Municipality cannot be decide on employees' career management control including mobility of employees.

Table 4.4.3 Implementation Challenges of administrative decentralization in Wolkite town Municipality,

| No | Characteristics | Response | |
|-----|--|-----------|------------|
| | | Frequency | Percentage |
| 2.7 | The Municipality has recruitment autonomy, and can decide to recruit essential skilled manpower | | |
| | Strongly disagree | 34 | 25.8 |
| | Disagree | 45 | 34.1 |
| | Undecided | 31 | 23.5 |
| | Agree | 14 | 10.6 |
| | Strongly agree | 8 | 6.1 |
| | Total | 132 | 100.0 |
| 2.8 | The Municipality control performance management of its employees (promotion, demotion or firing employees) | | |
| | Strongly disagree | 30 | 22.7 |
| | Disagree | 50 | 37.9 |
| | Undecided | 32 | 24.2 |
| | Agree | 14 | 10.6 |
| | Strongly agree | 6 | 4.5 |

| | | | |
|-----|--|-----|-------|
| | Total | 132 | 100.0 |
| 2.9 | The Municipality has the authority to decide on the procurement/purchase of essential items for the items for the municipality consumption or for the task of its service delivery mandate | | |
| | Strongly disagree | 38 | 28.8 |
| | Disagree | 47 | 35.6 |
| | Undecided | 28 | 21.2 |
| | Agree | 14 | 10.6 |
| | Strongly agree | 5 | 3.8 |
| | Total | 132 | 100.0 |

Source: Field Survey, (2023)

The Table 4.4.3 shows that the Municipality has recruitment autonomy, and can decide to recruit essential skilled manpower Strongly disagree 34(25.8%), disagree 45(34.1%), undecided 31(23.5%), agree 14(10.6%), strongly agree 8(6.1%) .

The question, 2.8 The Municipality control performance management of its employees (promotion, demotion or firing employees) for The question to response the employee's municipality, strongly disagree (22.7%), disagree 50(37.9%), undecided 32(24.2%) agree 14(10.6%) strongly agree 6(4.5%).

The interviewee from the municipality Employment handling recruitment, promotion, and punishment, as well as firing employees, has been suspended in 2015 E.C. The last few years, the employee was finally warned and fired. There was recruitment, but the promotion to be done in five years. Generalize as Policy control civil service. Hiring employees depend, competences Office at consensus building and creating incentives for paying taxes, not just punishments for non-compliance'/Rao, S., Scott, Z. and Alam, M. (2014/)

The question, 2.9 he Municipality has the authority to decide on the procurement/purchase of essential items for the municipality's consumption or for the task of its service delivery mandate The question to response employees strongly disagreed 38(28.8%), dis-agreed 47(35.6%), undecided 28(21.2%), agree 14 (10.6%) ,strongly agree

5(3.8%) the majority respondent dis agree, further there is a problem of not purchasing a standard and quality plan

4.5. Possible solutions to improve implementation of Administrative decentralization in Wolkite town Municipality.

Table 4.5.1 possible solutions to improve implementation of Administrative decentralization in Wolkite town Municipality.

| No | Characteristics | Response | |
|-----|--|-----------|------------|
| | | Frequency | Percentage |
| 3.1 | Would you please suggest the possible solutions for such problems To The Municipality has Pay policy autonomy (wage rate determining authority). | | |
| | YES | 9 | 6.8 |
| | NO | 123 | 93.2 |
| | Total | 132 | 100.0 |
| 3.2 | Would you please suggest the possible solutions for such problems To There Wolkite town Municipality allocates the budget, the relevant department monitors its implementation | | |
| | YES | 16 | 12.1 |
| | NO | 116 | 87.9 |
| | Total | 132 | 100.0 |
| 3.3 | Would you please suggest the possible solutions for such problems To There The Municipality control performance management of its employees (promotion, demotion or firing employees | | |
| | YES | 8 | 6.1 |
| | NO | 124 | 93.9 |
| | Total | 132 | 100.0 |
| 3.4 | Would you please suggest the possible solutions for such problems The Municipality has the authority to decide on the procurement/purchase of essential items for the municipality consumption or for the task of its service delivery mandate | | |
| | YES | 14 | 10.6 |

| | | | |
|--|-------|-----|-------|
| | NO | 118 | 89.4 |
| | Total | 132 | 100.0 |

Source: Field Survey, (2023)

The question 3.1. Please suggest the possible solutions. The Municipality has Pay Policy Autonomy (wage rate determining authority). YES, 9 (6.8 %), NO123 (93.2 %), If your answer NO, specify them.

- ❖ Skills and knowledge were important for an organization's success.
- ❖ Building mental capacity by training and another location to share experiences.
- ❖ The payment will be determined by the government's department based on the weight of the assignment.

The question, 3 .2 Please suggest the possible solution. The Wolkite Town Municipality allocates the budget; the relevant department monitors its implementation. The question to response of the employee member YES 16 (12.1 %), NO 123116(87.9 %) If your answer NO, specify them;

- ❖ The budget, monitoring, and control should be done well by the office.
- ❖ If a separate work task force is formed to compare the budget and plan action.
- ❖ Other rules that govern parts of service delivery, budgeting, and so on must also be taken into account to provide a uniform approach.
- ❖ Establishing and responding to a special telegram address for comments can be utilized.

The question 3.3 would you please suggest the possible solutions for such problems. The municipality controls the performance management of its employees (promotion, demotion, or firing). YES, 8 (6.1%), NO 124 (93.9%) If your answer is NO, specify them.

- ❖ Controls the performance management of its employees (promotion, demotion, or firing). Accordingly ensuring clarity of the proper implications of decentralization for human resource management. There must be clear arrangements with central government.

- ❖ The employee municipality to encouraging effectively and efficiently .To absence of their complaints and ask their rights. Human resource management practices to be directly involved promotion and transfer of staff, always monitoring and solving implementation problems, undertaking.
- ❖ sustainable training and capacity building programs for all of employees, evaluating performance of workers continuously ,

The question, 3.4 please suggest possible solutions. The municipality has the authority to decide on the procurement or purchase of essential items for the municipality's consumption or for the task of its service delivery mandate. Yes, 14 (10.6%), No, 118 (89.4%). If your answer is NO specify them

- ❖ Control the distribution of budgeting, expenditure management, and accounting. Lastly, auditing and reporting requirements.
- ❖ Using digitalization technology in delivery service and purchase.
- ❖ Fulfilling basic service need such as health centers and hospitals, water and sanitation, internal infrastructure such as light, road, housing, and so on by engaging local communities with the assistance of regional government can be enormous. projects involving the central government;

4.6 Summary of major findings

The study tried to find out possible answers to the following basic questions and interview .of discussions and analysis of the study According to the survey data discussed above, the municipality employee. The following major findings were drawn and it gave the following results:

4.6.1 Examining the legal & institutional challenges of administrative decentralization in Wolkite town Municipal Office.

.Due to the legal and policy framework, the town municipality administration decentralized in local does not normally apply. Do not perform well on a regular basis. There is no clear procedure that regulates the vertical relationship between local office executives. The higher government levels and decision-making space are unsuitable for local office executives. The majority of respondents to all questions disagreed (46.2%). The scope of

municipal responsibility is clearly unknown. There is adequate and skilled manpower available to execute municipal responsibilities, but the majority of respondents disagree. 42.4%, The explains the interviewer's participant Municipality was the hierarchy of zone according to the legal framework awareness gap on rules, regulations, and policies on part of the town; it has no transparency, accountability, promotes corruption, and smoothly legal framework. The finding shows that the institutional challenges of administrative decentralization in Wolkite Town Municipality Based on the quantitative findings, about how the monitoring mechanism at the higher government level affects the municipality's autonomy, the majority of respondents disagree 50.0% and activates to various departments does not depend on their particular responsibility. The same shows that the qualitative key informant interview, the infrastructure was not functional and developed difficulties for the municipal office. Lack of socio-economic performance at the local government. The main cases, abuse of the budget, weak institutions, and instability in leadership, farther more Poor management

4.6.2 Identifying the implementation challenges of administrative decentralization in Wolkite town Municipal Office

The finding shows the implementation challenges of administrative decentralization in Wolkite Town Municipality. The municipality executive has the capacity to enforce decisions based on the rules and regulations; the majority of respondents 41.7% fully disagreed, as evidenced of informant interviews. Participant's involvement the harmonization of laws for regulatory the basis for the growth of town cleanliness and beautification, slaughterhouses, transport access, standard house building fire prevention, urban improvement, and developed social and economic factors. But the obstacles to implementation. Cause of boundaries, Wolkite town landscape found its middle in two werdas. The urban plan renewed every ten years, but two years have passed without renewal. The respondents are not satisfied with the implementation. The main challenges of administrative decentralization have weak practical, legal, and political intervention. The total respondents have the opinion of strongly agree and agree respectively. If combined to reflect respondent's positives, then the number respondents is less. So, the gap of implementation of administration decartelization remains.

4.6.3 Possible solutions to improve implementation of Administrative decentralization in Wolkite town.

The finding shows the possible recommendations that improve the implementation of administrative decentralization in Wolkite town municipality. Organizational unsuccessful of knowledge, skills, and mental ability. Government Departments establish payments based on task weight, and budget management is discriminating. A separate task force reviews budgets and proposes actions. Communication addresses control employee performance management. Decentralization for human resource management requires clear agreements with federal government and municipalities. Human resource management involves staff promotions, transfers, monitoring, resource implementation, and continuous evaluation of performance.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSIONS

- ❖ Three methods of data collection used: a questionnaire, an interview, and a document review. Then the necessary primary data was gathered through questionnaires, and quantitative and key-informant interviews were qualitatively analyzed. Data from secondary sources was incorporated. The researcher supported a mixed-methods research approach. The study's findings show that forwarded recommendations were received from 146 research question respondents, including 136 question paper respondents, 10 interviewees, and 4 error question papers. Key informants were interviewed using semi-structured interview questions. The collected data were analyzed for descriptive statistics using SPSS software.
- ❖ Based on the major findings of the study, the following conclusions were drawn: Assessment of the challenges of administrative decentralization of local government offices: the case of Wolkite Town. To assessment of the study questionnaire, interview, and document review. The legal and institutional challenges, implementation challenges of administrative decentralization in Wolkite Town Municipality, and possible recommendations that improve the implementation of administrative decentralization in Wolkite Town Municipality, generalize as flows. The challenge for the municipal office and local government is to abuse the budget, which is an indication of poor infrastructure; they have not been successful with central markets, urban and city transportation, street lights, recreation and parks, fire protection, road building, marriage and birth certificates, and house building. According to the study's findings, the local government was the institution's challenge. These results include instability in leadership, a poor management system, and budget abuse. According to the study, the causes of the challenge of local government assessment were: no commitments, lack of cooperation and coordination, presented political intervention, local town boundaries, and the urban plan Renewal.

5.2. RECOMMENDATION

Based on the study's conclusions, the following recommendations were drawn to assess administrative decentralization challenges of local government offices: the case of town municipal. The researcher provided possible solutions based on the findings of the study. The municipality should be well managed by professional employees who automatically help to solve the uncertain problems which occur at work places.

- ❖ The town municipality would be free from political pressure by the zonal regional government and autonomous in the financial aspects of the plan as per local needs.
- ❖ There should be clear authority and responsible relationship between municipal employee , Zone and urban administrations balancing of authority ,and established through urban reform undertaken by the government
- ❖ The administration/municipal office should be implement digital technologies or computerizing systems. Decrease corruption system.
- ❖ Local governments require administrative autonomy through clearly set rule.
- ❖ Full devolution of authority and responsibility from the local government to sub-city, kebele, and even sub-kebele levels should be implemented.
- ❖ In Ethiopia, the constitutions of both regional and local governments delegate authorities and responsibilities to each level of government. The analysis, however, shows that there is limited devolution of authority. Local governments should be given sufficient decision-making authority to function as autonomous units of government.
- ❖ Lastly, the researcher recommends further full-fill studies to be conducted on Administration regarding the existing realistic local government.
- ❖ To improve developmental decentralized administration, local governments and other stakeholders should make an effort to practically involve the infrastructure at all levels of decision making process.

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APPENDICES- A

ANNEX

QUESTIONNAIRE

WOLKITE UNIVERSITY

College of Social Science and Humanities

Department of Governance and Developmental studies

Dear Respondents

The purpose of this questionnaire is to collect data for the study entitled "Assessment on Administrative Decentralization Challenges of Local Government Offices: The Case of Wolkite Town Municipal Office. The outcomes of the study are expected to shed light on the prevailing conditions and provide insight into directions to be followed in the future. Your assistance in providing the information is highly valued. Rest assured that the information you provide will be kept confidential and used only for academic purposes.

Fetlework Tekaligne

Thankyou for your cooperation in advance!

General Direction

No need of writing your name _ Put (✓)
mark for the correct answer inside the box

Part I Characteristics of Respondents

1. Sex A- : Male B- Female
2. Age: A- 18 – 25 B- 26 – 33 C- 34-41 D- 42 and above
3. Marital Status A- Married B- single C- Divorced D- Widowed
4. Educational level: A-Certificate B-diploma C- 1st degree D - 2nd degree above

5 Experience of job A- Below four year B- 4-9 years C- above 10 years

Annex II

Assessment of administrative decentralization challenges of local government offices: the case of Wolkite Town Office Please respond by putting a (√) mark for the response that best represents your degree of agreement with the items. Rate aspects on a 1–5 scale. 1=strongly disagree, 2 = disagree, 3=undecided, 4= agree, and 5=strongly agree. Your feedback is sincerely appreciated. Please respond to all items.

| No1 | Legal and Policy Framework Challenges of Administrative Decentralization in Wolkite Town Municipality. | 1--strongly | 2- | 3-undecid- | 4-agree | 5-Strongly agree |
|---|--|-------------|----|------------|---------|------------------|
| 1.1 | There is Availability of national/regional Legal/policy frame work regarding administrative decentralization at local government offices. | | | | | |
| 1.2 | The legal/policy framework allows adequate autonomy/authority to exercise administrative decentralization scheme | | | | | |
| 1.3 | The legal/policy framework at national/regional level allows local of- fice executives to set their own regulation/rule regarding Procedures to execute their legally given responsibility | | | | | |
| 1.4 | There is Decision making space is available for local office executives | | | | | |
| Table 4.3.1 Institutional Challenges of Administrative Decentralization in Wolkite Town Municipality | | | | | | |
| 1.5 | There is Scope of the municipal responsibility is clearly known | | | | | |
| 1.6 | There is clear procedure that regulates vertical relationship of local of- fice executives with higher government level | | | | | |
| 1.7 | Monitoring mechanism of the higher government level affects the mu- nicipality autonomy | | | | | |
| 1.8 | There is a function of facilitating the decentralized administrative func- tions of the municipality and coordinating activities | | | | | |
| 1.9 | The municipal office decentralized activities to various departments based on their particular responsibilities | | | | | |
| Institutional Challenges of Administrative Decentralization in Wolkite Town | | | | | | |

| | | | | | | |
|---|--|-----|----|-------------|-------------|-------------------------|
| Municipality | | | | | | |
| 1.10 | There are procedures that ensure hierarchical accountability if failure of executing one's responsibility occurred. | | | | | |
| 1.11 | There is The availability of adequate and skilled manpower to execute the municipal responsibilities each department responsibilities | | | | | |
| 1.12 | The financial autonomy (budget allocation) of the Municipality is in line with the assignments assigned to its different departments | | | | | |
| 2_Implementation Challenges of Administrative Decentralization in Wolkite Town Municipality | | 1-- | 2- | 3- unde- | 4- agree | 5- Strongly agree |
| 2.1 | The municipal office has the power/capacity to initiate regulatory legislation on its jurisdiction | | | | | |
| 2.2 | The Municipality executive has the capacity to enforce decisions based on the rule & regulation | | | | | |
| 2.3 | . The Municipality has the mandate to hire employees from the Municipal budget. | | | | | |
| 2.4 | The Municipality has the mandate to provide incentives to its employees | | | | | |
| 2.5 | The Municipality has Pay policy autonomy (wage rate determining authority) | | | | | |
| 2.6 | The Municipality can decide on employees' career management control including mobility of employees | | | | | |
| 2.7 | The Municipality has recruitment autonomy, and can decide to recruit essential skilled manpower | | | | | |
| 2.8 | The Municipality control performance management of its employees (promotion, demotion or firing employees) | | | | | |
| 2.9 | . The Municipality has the authority to decide on the procurement/purchase of essential items for the municipality consumption or for the task of its service delivery mandate | | | | | |

Q3 Possible solutions to improve implementation of Administrative decentralization in Wolkite town Municipality

The Question 3.1 Please suggest the possible solutions. The Municipality has Pay Policy Autonomy (wage rate determining authority). YES,

A. YES

B) NO

3.5 Please add any other comments?



APPENDIX B

Wolkite University

College of Social Science and Humanity

Department of Governance and Development studies

QUESTIONS PREPARED FOR INTERVIEWEE RESPONDENTS

Interview questionnaire for key informants (for office manager and experienced work above 4 years)

Current status /position/-----

Interview Questionnaire

1. there Is The legal/policy framework allows adequate autonomy/authority to exercise administrative decentralization scheme?
2. there Is financial autonomy (budget allocation) of the Municipality is in line with the assignments assigned to its different departments?
- 3 .The municipal offices have the authority and power to issue regulations?
4. there Is The Municipality control performance management of its employees (promotion, demotion or firing employees) accordance with the policy?
- 5 -Please there any other comments?



አባሪ :I

መጠይቅ

የወልቂጤ ዩኒቨርሲቲ የማህበራዊ ሳይንስና

ሰብአዊ ትምህርት ኮሌጅ የአስተዳደርና ልማታዊ ጥናቶች

ትምህርት ክፍል

ውድ ምላሽ ሰጪዎች

የዚህ መጠይቅ አላማ ለጥናቱ "የአከባቢ መስተዳድር መ/ቤቶች የአስተዳደር ያልተማከለ ተግዳሮቶች ግምገማ: የወልቂጤ ከተማ ማዘጋጃ ቤት ጽሕፈት ቤት ጉዳይ" በሚል ርዕስ ለጥናቱ መረጃ መሰብሰብ ነው። ወደፊት ሊከተሏቸው የሚገቡ አቅጣጫዎች:- መረጃውን ለማቅረብ ያደረጋችሁት እገዛ ከፍተኛ ዋጋ አለው። ያቀረቡት መረጃ በሚስጥር እንደሚጠበቅ እና ለአካዳሚክ ዓላማዎች ብቻ እንደሚውል እርግጠኛ ይሁኑ።

ፈትለወርቅ ተካልኝ

በቅድሚያ ሰለትብብርዎ

እናመሰግናለን!!

አጠቃላይ አቅጣጫ

ስም መጻፍ አያስፈልግም _

በሳጥኑ ውስጥ ትክክለኛውን መልስ ለማግኘት ምልክት ያድርጉ (✓)

ክፍል 1 ምላሽ ሰጪዎች

1. ጾታ a -: ወንድ B- ሴት
2. ዕድሜ: A- 18 – 25 B - 26 – 33 C- 34-41 D- 42 እና ከዚያ በላይ
3. የጋብቻ ሁኔታ A- ያገባ B- ያላገባ C - የተፋታ D- ባል |የሞተባት
4. የትምህርት ደረጃ A-ሰርቲፊኬት B-ዲፕሎማ C- 1ኛ ዲግሪ D-2ኛ ዲግሪ በላይ ከዚያ በላይ
5. የስራ ልምድ A- ከአራት አመት በታች B - ከ 4 አመት በላይ C ከ 10 አመት በላይ

የአካባቢ መስተዳድር መሥሪያ ቤቶች አስተዳደራዊ ያልተማከለ ተግዳሮቶች ግምገማ፡ የወልቂጤ ከተማ ጽቤት አባኮትን ከመጠይቁ ያለዎትን ምላሽ ((√)) ምልክት በማድረግ ምላሽ ይሰጡ።

በ1-5 በመምረጥ። 1= በጣም አልሰማማም ፣ 2 = አልሰማማም ፣ 3= አልወሰንም ፣ 4= እስማማለሁ እና 5= በጣም እስማማለሁ ። በማለት አስተያየትን ከላይ ባለው ምልክት ይግለጹ።

| No | | 1-በጣም አልሰማማም | 2- | 3-አልወሰንም | 4-እስማማለሁ | 5-በጣም እስማማለሁ |
|---|--|--------------|----|----------|----------|--------------|
| 1 | በወልቂጤ ከተማ ማዘጋጃ ቤት ያልተማከለ አስተዳደር የህግ እና ተቋማዊ ተግዳሮቶችን እየፈተሹ ነው | | | | | |
| 1.1 | በአካባቢ መስተዳድር መሥሪያ ቤቶች አስተዳደራዊ ያልተማከለ አስተዳደርን በሚመለከት ብሔራዊ/ክልላዊ የሕግ/የፖሊሲ ማዕቀፍ ሥራ አለ። | | | | | |
| 1.2 | የሕግ/የፖሊሲ ማዕቀፍ አስተዳደራዊ ያልተማከለ አስተዳደርን ለመጠቀም በቂ የራስ ገዝ አስተዳደር/ሥልጣን ይፈቅዳል | | | | | |
| 1.3 | በአገር አቀፍ/በክልል ደረጃ ያለው የሕግ/የፖሊሲ ማዕቀፍ የአካባቢ ጽሕፈት ቤት ሥራ አስፈጻሚዎች በሕጋዊ መንገድ የተሰጣቸውን ኃላፊነት ለመወጣት የአሠራር ሥርዓትን በሚመለከት የራሳቸውን ደንብ/ደንብ እንዲያወጡ ያስችላቸዋል። | | | | | |
| 1.4 | የማዘጋጃቢሮ ኃላፊዎች የውሳኔ አሰጣጥ ቦታ አለ። | | | | | |
| ከወልቂጤ ከተማ ከልተማከለ አስተዳደር የተቋም ተግዳሮት አንጻር | | | | | | |
| 1.5 | የማዘጋጃ ቤት ሃላፊነት ወሰን በግልጽ ይታወቃል። | | | | | |
| 1.6 | ከከፍተኛ የመንግስት ደረጃ ጋር ቀጥተኛ ግንኙነት አለ እንዲሁም በአካባቢው ማዘጋጃ ቤት የአፈፃፀም ጥራትን ይቆጣጠራሉ፤ | | | | | |
| 1.7 | የከፍተኛ የመንግስት ደረጃ የከትትል ዘዴ የማዘጋጃ ቤቱን የራስ ገዝ አስተዳደር ይነካል | | | | | |
| 1.8 | የማዘጋጃ ቤቱን ያልተማከለ አስተዳደራዊ ተግባራትን የማመቻቸት እና እንቅስቃሴዎችን የማስተባበር ተግባር አለ ። | | | | | |
| 1.9 | የማዘጋጃ ቤቱ ተግባራት በተሰጣቸው ኃላፊነት መሰረት ወደ ተለያዩ ክፍሎች ያደርሳሉ። | | | | | |
| 1.10 | የአንድን ሰው ሃላፊነት አለመወጣት ከተከሰተ ተዋረዳዊ ተጠያቂነትን የሚያረጋግጡ ሂደቶች አሉ። | | | | | |
| 1.11 | የእያንዳንዱን ክፍል የማዘጋጃ ቤቱን ኃላፊነት ለመወጣት በቂ እና የሰለጠነ የሰው ኃይል አለ | | | | | |
| 1.12 | የማዘጋጃ ቤቱ የፋይናንስ ራስን በራስ የማስተዳደር (የበጀት ድልድል) ለተለያዩ ዲፓርትመንቶች ከተሰጡት ስራዎች ጋር ተመሳሳይ ነው. | | | | | |
| 2-በወልቂጤ ከተማ ማዘጋጃ ቤት አስተዳደራዊ ያልተማከለ አስተዳደር ያለውን የትግበራ ተግዳሮቶች በምን ይለያል? | | | | | | |

| | | | | | | |
|-----|---|--|--|--|--|--|
| 2.1 | የማዘጋጃ ቤቱ ጽሕፈት ቤት በሥልጣኑ ላይ የቁጥጥር ሕግ የማውጣት ሥልጣን/አቅም አለው | | | | | |
| 2.2 | የማዘጋጃ ቤቱ ሥራ አስፈጻሚ ደንብ እና ደንብን መሠረት በማድረግ ውሳኔዎችን የማስፈጸም አቅም አለው። | | | | | |
| 2.3 | ማዘጋጃ ቤቱ ሰራተኞችን ከማዘጋጃ ቤት በጀት የመቅጠር ስልጣን አለው። | | | | | |
| 2.4 | ማዘጋጃ ቤቱ ለሠራተኞቹ ማበረታቻ የመስጠት ሥልጣን አለው | | | | | |
| 2.5 | ማዘጋጃ ቤቱ የክፍያ ፖሊሲ ራስን በራስ የማስተዳደር (የደመወዝ መጠን የሚወስን ባለስልጣን) አለው። | | | | | |
| 2.6 | ማዘጋጃ ቤቱ የሰራተኞችን እንቅስቃሴን ጨምሮ በሰራተኞች የሙያ አስተዳደር ቁጥጥር ላይ መወሰን ይችላል። | | | | | |
| 2.7 | ማዘጋጃ ቤቱ የቅጥር ራስን በራስ የማስተዳደር መብት አለው፤ እና አስፈላጊ የሰለጠነ የሰው ሃይል ለመቅጠር መወሰን ይችላል። | | | | | |
| 2.8 | ማዘጋጃ ቤቱ የሰራተኞቻቸውን የሥራ አፈጻጸም ይቆጣጠራሉ (ሰራተኞችን ከፍ ማድረግ ፣ ከደረጃ ዝቅ ማድረግ ወይም ማባረር)፤፤ | | | | | |
| 2.9 | ማዘጋጃ ቤቱ ለማዘጋጃ ቤቱ ፍጆታ ወይም ለአገልግሎት አሰጣጡ ግዳጅ አስፈላጊ ዕቃዎች ግዥ/ግዢ ላይ የመወሰን ስልጣን አለው። | | | | | |

3 በወልቂጤ ከተማ ማዘጋጃ ቤት አስተዳደራዊ ያልተማከለ አስተዳደርን ተግባራዊ ለማድረግ ምን ምክሮች ሊኖሩ ይችላሉ?

3.1 እባኩትን መፍትሄ ጠቁሙን ! ለማዘጋጃ ቤቱ የክፍያ ፖሊሲ ራስን በራስ የማስተዳደር (የደመወዝ መጠን የሚወስን ህግና ስልጣን) ካለ . አዎ ለ) አይ

መልስዎአይ ከሆነ ይግለጹ.

3.2 እባኩትን ለችግሮች መፍትሄ ያስቀምጡ! የወልቂጤ ከተማ ማዘጋጃ ቤት በጀት ይመድባል፤ የሚመለከተው ክፍል አፈጻጸሙን ይከታተላል።

ሀ. አዎ ለ) አይ

መልስዎ አይ ከሆነ ይግለጹ.

3.3 እባኩትን መፍቴሄ ጠቁሙን ! ማዘጋጃ ቤቱ የሰራተኞቻቸውን የሥራ አፈፃፀም አስተዳደር (የደረጃ እድገት፣ ከደረጃ ዝቅ ማድረግ ወይም ማባረር በተመለከተ)

ሀ አዎ ለ) አይ

መልስዎ አይ ከሆነ
ይግለጹ _____

3.4 እባኩትን መፍቴሄ ጠቁሙን ! ማዘጋጃ ቤቱ ለማዘጋጃ ቤት ፍጆታ ወይም ለአገልግሎት አሰጣጡ ግዳጅ አሰፈላጊ ዕቃዎች ግዥ/ግዢ ላይ የመወሰን ስልጣን አለው። ሀ. አዎ ለ) አይ

መልስዎ አይ ከሆነ ይግለጹ _____

3.5. አባኩዎ ተጨማሪ አስተያየት ካልዎት?

ቃለ መጠይቅ II

1 ያልተማከለ አስተዳደር የሕግ ፖሊሲ ማዕቀፉ ለማዘጋጀት ጽ/ቤት ራስን በራስ የመወሰንና የማስተዳደር ስልጣንን አለ?

2 የፋይናንስ ራስን በራስ የማስተዳደር (የበጀት ድልድል) ለማዘጋጀት ቤት ጽ/ ቤት እና መምሪያዎች ከተሰጡት ኃላፊነቶች ጋር ይጣጣማሉ?

3 ማዘጋጀት ቤቱ ጽሕፈት ቤት የቁጥጥር ህግን (የገበያ ቦታ አጠቃቀምን በተመለከተ የእሳት አደጋ መከላከያ, የመዝናኛ ቦታ አጠቃቀም, ወዘተ) ደንቦች የማውጣት ስልጣንና መብት አለው?.

4 .የወልቂጤ ከተማ ማዘጋጀት ቤት ቅጥርን፣ እድገትን እና ቅጣትን እንዲሁም ዝውውርን በፖሊሲው መሰረት ያስተናግዳል?;

5 . አባከዎ ተጨማሪ አስተያየት ካልዎት

