Research Article

Assessment of the Practices and Challenges of Good Governance in Public Service Delivery: The case of Jimma Arjo Town Municipality, Oromia region, Ethiopia

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Abstract: The purpose of this study was to assess the practices and challenges of good governance in public service delivery in Oromia, using evidence from Jimma Arjo town of Oromia region, Western Ethiopia. In order to achieve this objective samples were selected. A total of 173 sample household heads and 27key informants were selected through simple random sampling and purposive sampling respectively. From these samples both Primary and secondary data were collected via questionnaire and interviews. Both qualitative and quantitative methods of data analysis were employed. Form quantitative analysis- descriptive statistics like mean, sum, percentage, frequency was used. The result of the study was presented using figures, graphs and tables. The study revealed the presence of poor practices of implementing responsiveness, efficiency and effectiveness in public service delivery of Municipality. Furthermore, the study revealed that lack of capacity, weak coordination, and existence of pity corruption and rent seeking behaviors, Lack of commitment and awareness were identified as challenges of good governance in public service delivery. It was also found that lack of funds, lack of civil society or other organizations and community involvement have affected the service delivery of Municipality. Therefore, the study recommended that the studied Municipality should mainly focus on the effectiveness of applications of good governance in public service delivery. In addition, the Municipality should promote effective service delivery through maximizing their funds, inviting civil society and society involvement in the public service of the town.

Keywords: Governance, Good governance, public service delivery, Municipality

INTRODUCTION

Background of the Study

The issue of good governance becomes the most notable paradigm within which to direct all political reform efforts. According to the World Bank, good governance shows sound public sector management efficiency and effectiveness, accountability, exchange and free flow of information (transparency) and provides effective and efficient services to the whole public in the given locality. Good governance manifested in a partition of governance in which public services and problems are managed effectively, efficiently and in response to critical needs and motivations of society and it rely on public participation, accountability and transparency and render the possible and available basic services in effective and efficient manner to the general public. As far as delivery of public services or service provision is concerned devolution as a component of good governance is fundamental for the empowerment of citizens and enhancing the responsiveness and accountability of the state in the delivery of basic services to service users. This includes services rendered directly to the communities, such as water, sanitation, electricity, waste management, environmental management, roads, housing and community facilities (Abrha, 2018).

Accordingly, good governance promotes accountability, transparency, participation, efficiency, effectiveness, equitability and responsiveness in sphere of public institutions at all levels. Thus, Citizens of many developing countries would be better off, if public life were conducted within institutions that are recognized for practically applying the indicators of good governance in public service delivered. In other words, many of the conditions and indicators of good governance are laudable goals in and of themselves; the efficient use of resources, the effective delivery of services, responsiveness to the poor majority (Suchitra as cited in (Tagesse, 2015).

The idea of good governance includes the political stability, the quality of policy making as well as evaluation and implementation, the quality of public service delivery, quality of regulations independent judiciary, the control of corruption and rent seeking in public service delivery (World Bank, 2004). Though, governance in Africa has been debated since the 1960s following the independence of many African countries from western colonization, it was recently that has become the leading socio-political agenda of the continent and that democratic politics and better governance have taken a significant leap in Africa since the last two decades. Competitive political parties have come to power in many African countries and the political space has been gradually liberalized. Though, still numerous challenges regarding political governance and enhancing public provisions or public service

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deliveries in public institutions are widely observed in many African countries including Ethiopia (ECA, 2005).

Ethiopia, after a long year's tradition of centralized government and governance structure, a decentralized form of government and governance structure has been adopted since 1991 with four tires of government structures; Federal, Regional & Woreda and Keble for good governance improve quality of public service delivery. This marked a dramatic change in terms of the tradition of the country's governance. According to the FDRE government five-year growth and transformation plan (2011-2015), good governance is given more attention to put the principles of good governance into ground in all the public sectors and includes maximize the accessibility of service delivery, fight against corruption and rent seeking. However, the government of Ethiopia in general and regions, zones, and Woreda administration in particular establishes council at different tiers of government as parliamentary control mechanism to ensure good governance, promote local democracy and efficient & effective service delivery.

According to Ministry of Work and Urban Development (2007), the main objectives has been to create and strengthen urban local government that will ensure the traits of good governance such as public participation, democratization, and enhance decentralized service delivery through institutional reforms, capacity building, systems development and training. Moreover, the government of Ethiopia using PASDEP to promote a more conducive environment to facilitate enhanced degrees of popular participation and increasing mechanisms of accountability, responsiveness and efficiency and effectiveness of public institutions in public service delivery (MoFED, 2009).

Local government in modern day life is responsible for delivering better services to its local communities in faster, easier and more efficient manner. According to Urban Local Government Development Project of Ethiopia, the targeted urban local governments improved their performance in the planning, delivery, and sustained provision of priority Municipal services, including with the support of additional financing (World Bank 2018).

Thus, this study was concerned on the Municipality practices and challenges of good governance in public service delivery. This is mainly because, especially in Ethiopia where many people are poor, Municipalities are very sensitive areas because of the nature of services they provide to the citizens. Because of this, Municipality is one of the most important areas that need the realization and existence of good governance practices in public service delivery to the service users. Therefore, researcher conducted this study on the practices and challenges of good governance

in the public service delivery in Jimma Arjo town district of East Wollega zone.

Statement of the Problem

People around the world are demanding good governance for the advancement of their life. Over many years, the debate on local good governance has focused on how to increase the effectiveness of public policies in service delivery in Ethiopia. Like many developing countries, public service delivery in Ethiopia suffers from weak capacity of public agencies and lack of effective transparency, responsiveness and accountability systems and other determinants of public services (Woldeab et al 2013).

The Ethiopian government has begun to implement good governance project due to service delivery dissatisfaction on the part of the country and growing consensus that it is the root cause of all round crises in the country. Therefore, good governance is assumed to play a key role in increasing public trust and allocation of public resources in an efficient and effective manner for the development of the country. Accordingly, the current state of good governance or elements of it in public service delivery of Ethiopia is not satisfactory. This is mainly because of varied constraints in the process of putting these indicators of good governance means efficiency and effectiveness, accountability, transparency, responsiveness and participation into practice particularly at the levels of the local governments and their institutions. As a result, there are growing threats in delivery of efficient and effective public services to the community and in ensuring sustainable development MoWUD, (2007). According to UNDP (2006), service provision in Ethiopia is significantly very low. It is anticipated that many local residents have poor access to services.

There are different studies conducted by different researchers in Ethiopia with regard to good governance and service delivery. For instance, Woldeab et al (2013) assessed the performance of good governance on service delivery at federal water sector institutions concluded that the effective water and roads service delivery governance still abound, which impede accountability relationships, responsiveness and transparency.

Another study made by Tewodros, (2015) assessed the prevalence of good governance in public sectors: in Yirga Cheffe town administration, Gedeo Zone. Based on the data collected from the sampled institutions, he found that the institutions have not been effective in any of four good governance indicators (transparency, accountability, participation and equality), used in the study. Besides, Kassahun, (2010) assessed the prevalence of good governance in selected public institutions in the case of Debre Birhan town. He concluded that poor and weak achievements were observed on the part of institutions.

Apart from that, some researches which were related to good governance and service delivery were conducted at federal level. In general, these researchers have looked good governance in public sectors and evaluated public service delivery indirectly. Other few researches at local level have been focused only on water supply service but they couldn't look at this part of the problem in addressing the practices and challenges of good governances in public service delivery. Therefore, despite the fact that the above researchers took different sectors and different study areas or locations that makes it different from previous studies, the present assess practices and challenges of good governance in public service delivery; the case of Jimma Arjo town Municipality and there has been no comprehensive and systematic study of the issue as to the best of the researcher's knowledge and as researcher got report from Municipal office of Jimma Arjo town. Thus, this study attempted to fill this knowledge gap.

OBJECTIVES OF THE STUDY

- **General Objective**

The main objective of the study was to assess the practices and challenges of good governance in public Service delivery in Jimma Arjo town.

- **Specific Objectives**

The specific research objectives were stated as follows;
➢ To assess efficiency and effectiveness in public service delivery
➢ To assess determinants of public service delivery

RESEARCH QUESTIONS

The following research questions were derived from specific research objectives and pointed as follows;
➢ How efficiency and effectiveness is realized in public service delivery?
➢ What were the determinants that influence public service delivery?

METHOD OF THE STUDY

Research Method

The researcher used both quantitative and qualitative approaches in order to provide comprehensive analysis of throughout the research. In this study, the researcher collected relevant data from different sources to integrate the collected data in the interpretation of the overall results. Mixed methods were used in order to triangulate the collected data to verify the validity and reliability of the research. In other ways, both were used to confirm findings from different data sources through triangulated data instruments and consequently to draw valid general conclusions. Thus, it is important to provide information about the practices and challenges of good governance in public service delivery because it helped the researcher to get a clear picture of good governance to improve service

provisions and advance people's living standard in Jimma Arjo town.

In this study, qualitative research approach employed to collect in-depth data through exploring behaviors and experience using interview about the practices and challenges of good governance in public service delivery. On the other hand, the quantitative data was gathered through questionnaires and helps to generate statistical data which was collected through questionnaire.

Hence, mixed approach used in this study to describe respondent's information regarding the practices and challenges of good governance in public service delivery in the study area.

Research Design

A descriptive research design method was employed in this study. This design is concerned with conditions that exist, opinions that are held, and the process that is going on, effects that are evident or trends that are developing. Thus, this design is chosen on ground that practices and challenges of good governance were better perceived from the opinion survey of the different types of the respondents. This is because it is convenient ways and to acquire necessary information about practices and challenges of good governance in public service delivery from large number of respondents within short period of time.

Data Types and Sources

Two types of data were used in this study; primary and secondary. The primary data for this study includes information that was obtained from the respondents using primary data collection tools like questionnaires, semi-structured interviews. Secondary data were obtained from various published and un-published materials, official documents such as the constitution and legal instruments etc were referred. Books, working papers, articles, reports, and statistical documents were also being employed as secondary source.

Sampling Techniques and Procedures

This study employed both probability and non-probability sampling techniques. The researcher sampling frame was populations are in Jimma Arjo town. There are two Kebeles in Jimma Arjo town. The total number of households in Jimma Arjo town was 1169, i.e., 596 households in are 01 kebele and 573 households are in 02 kebele (Jimma Arjo town Municipality office, 2024). Therefore, the participants of the study were selected by using a simple random sampling and purposive sampling techniques. Simple random sampling technique gives each unit of the population have equal opportunity of being selected. While a simple form of random selection was to pick names from a hat or, for samples from larger populations. But the purposive samples do not allow this probability.

Thus, the researcher was used simple random sampling techniques for households of the town by lot method. The researcher were get the list of the households from the Municipality and Purposive sampling employed in order to select public servants, head department of Municipal and Zone leaders. Because, not every member of that study area of the populations contacted. So, in the sample process the researcher has to select some part of the study population and conclude about the whole. The sample size and sampling technique determined to select the representative sample from the populations under study. Therefore, the researcher used the following formula, because it is appropriate to determine sample size in this study. In this study, the sample size is considering confidence level, the value of the standard variation at a given confidence level of error. Therefore, the sample size of population is determined using the formula developed by Yamane (1967).

$$n = \frac{N}{1 + N(e)^2}$$

$$= \frac{1169}{1 + 1169 \ (0.07)^2} = 173$$

Where **n** is the sample size
N is the population size
e is the level of error 0.07
1 is constant.
By applying the above formulate sample size becomes 173.

Therefore, 173 samples were the minimum sample size of households for reliable results. Thus, by proportional sampling, the representativeness of each *kebeles* was determined. So, 88 households from 01 *kebele* and 85 households from 02 *kebele* were selected. Finally, by using simple random techniques, the researcher decided to take 173 sample households from Jimma Arjo town. Later on, a sample was drawn in form of lot until the researcher gets the decided amount of sample size.

By employing purposive sampling techniques, the researcher selected the Municipality based on the nature of services they provide to society i.e., infrastructural service development which delivered by Municipal to community. So, 11 public servants from Municipal and 16 Zone/ *Gooxii* leaders were selected by purposive sampling. So, 200 sample respondents were drawn for data collection using simple random and purposive sampling techniques.

METHODS AND TOOLS OF DATA COLLECTIONS

Survey

The researcher employed survey questionnaire as the major data collection tool. A questionnaire was developed to access the respondent's information, understanding regarding the practices and challenges of good governance in public service delivery. 173 Questionnaire was prepared for 173 randomly selected households. The questionnaire constitutes both close–ended and open- ended questions and constructed to gather data from respondents. Close ended questions were used to help the researcher to easily handle the answers and manage the responses with minimal amount as compared to the open-ended ones. Whereas the open-ended questions were used to give the chance for the research participants to flexibly answer the questions from different angles to collect rich data to accommodate close-ended responses collected in the research. Hence, the respondents were household heads of Jimma Arjo town.

In depth-interview

Interview was the other important data gathering tool in this study. Thus, in this research, the researcher used semi-structured interview to obtain the relevant data from key informant interviews concerning the practices of good governance in public service delivery. And to crosscheck the responses obtained through questionnaire and help respondents express their idea and information freely on the practices of good governance in public service delivery in the study area. Therefore, interviews were conducted with 10 public officials and 1 head of Municipal and conducted with 16 Zone/ *Gooxii* leaders. In addition, during interview the researcher used smart mobile phone to record responses of the respondents.

Procedures of Data Collection

First, the researcher came up with an official support letter written from Jimma University, College of Law and Governance to whom it may concern to get support during the overall research processes. Then, the researcher explained the purposes of the study to the concerned bodies. After getting permission to conduct the stated research, the researcher communicated the selected respondents to introduce about the objectives and significances of the study to ease effective communication between researcher and research participants.

Then, the researcher first conducted a general survey of the study area. Thereafter, the actual data collection was done. In order to facilitate the survey, six field assistants were recruited. They were selected based on their experience and level of education. All field assistants were trained by the researcher for administration of the questionnaire to the respondents. Finally, to maintain the quality of data, the meeting was

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conducted to cross check the progress and alleviation, monitoring and evaluation of problems encountered. The researcher also employed random checking of the households surveyed by the field assistants.

Methods of Data Analysis

This study employed both quantitative and qualitative method of data analysis data. Qualitative data obtained from questionnaires and an interview and were analyzed properly through descriptions by making it clear and understandable. Whereas quantifiable data obtained from questioners were analyzed through frequency, percentages and other descriptive statistical methods. The analyses of data obtained from respondents were undertaken with the help of Statistical Package for Social Science (SPSS version 25). Finally, the finding was summarized with careful evaluation and interpretations of data available from courses of actions of research. The results were interpreted and presented based on the objectives of the study.

DATA ANALYSIS AND PRESENTATION
Efficiency and effectiveness

Figure 1. The efficiency and effectiveness service providers of Municipality
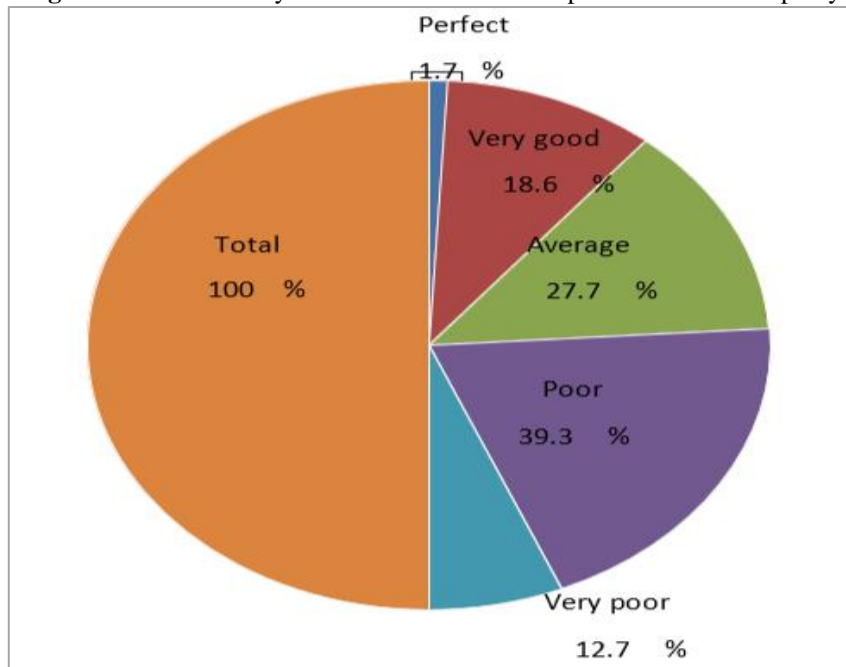
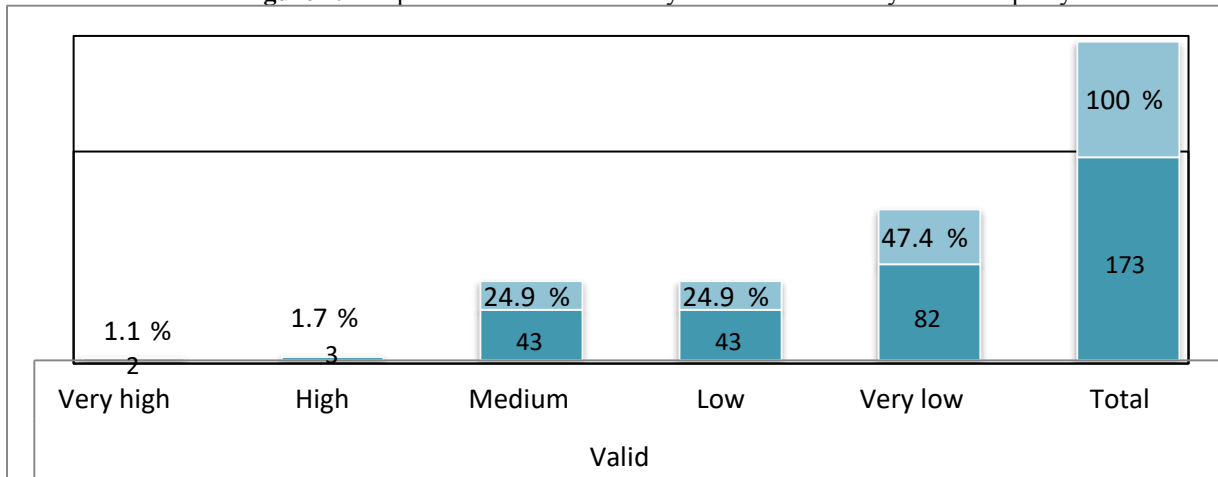*Source: Computed From Own Survey Data, (2024)*

Respondents were asked to reveal their rate of evaluation on the efficiency and effectiveness service providers of Municipality and they responded according to the following proportions: As presented in the above figure 3, of the 173 responses given, 39.3% replied the efficiency and effectiveness rate was poor, 27.7% believed that the rate was average, 18.6% revealed it as very good, 12.7% as very expensive or very poor and rest 1.7% replied perfect. The analysis shows that the response or the results observed, it can be said that respondents rated the efficiency and effectiveness service providers of Municipality more or less poor.

From the formal interview among public officials, Zone leaders asked the interviewees regarding on the effectiveness and efficiency of the office they rated low, they are do not providing effective and efficient service to the community in a clear way. One of the major decisive factor of efficiency and effectiveness of services provided by Municipality were the human resource or staff which it has. Thus, the sufficiency and competency of the staff were below the expected. This coincides with the study conducted by Zemelak (2009) who stated that the most difficult challenge for Ethiopian local government is capacity. The local government institutions of the country have acute shortage of qualified man power, ineffectiveness of training, and lack of administrative and coordinative skills. This challenge makes this office fail to provide effective and efficient services to users.

Similarly finding result of Tuhafeni, (2015) stated that inappropriate governance practices by some public institutions delay service delivery. The study concluded that while poor governance, ineffective and inefficiency service delivery are considerable challenges faced by public service of Oshana region. Accordingly, the present study shows that there was lack of efficiency and effectiveness in Municipality to deliver services to the society.

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Figure 2. The public servant's efficiency and service delivery in Municipality

Source: Computed From Own Survey Data, (2024)

A similar question raised was on the public servant efficiency and service delivery in Municipality and related requests from customers reveled the following reply: As shown on the above figure 4, 82 (47.4%) respondents responded that the public servant's efficiency and service delivery of the office was very low, 43 (24.9%) responded that it was low, 43 (24.9%) replied medium or average, 3 (1.7%) replied as high and 2 (1.1%) confirmed that very high. The analysis shows that the majority of respondents responded the public servant efficiency and service delivery in Municipality was very low and follows this they replied low, medium. The above discussion also supported by the information collected through interviews. Efficiency in the service delivery system was discussed and it was shown that the service provision was not efficient. Moreover, as the institution, one of the major challenges faced the service delivery of Municipality is shortage of sufficient staff and incompetence of the staff to deliver services efficiently and effectively.

Similarly, study conducted by United Nations Economic and Social Council (2005) stated that African governments, like most countries in the developing world including Ethiopia, face a daunting task in their attempts to provide effective and equitable public services. It becomes quite apparent that basic infrastructure in Sub-Saharan Africa lags well behind the rest of the world. Poor quality and lack of wide spread availability of services are quite common in some Sub-Saharan Africa countries. Also, this coincides with the study conducted by Ram (2017) who stated that, lack of community participation in plant preparation, discontinuity of public utility, lack of efficient and effective service delivery to the community, lack of competent work force between the community, the Kebele's manager is not elected by community and the concerned body is not created awareness to the community with the concept and elements of good governance that contribute in Buee town reduction of poverty. Thus, from the above discussion the service provider's efficiency and service delivery in Municipality were dissatisfied the society of study area.

Table 1. The satisfaction level on the service provided by the Municipality

	Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfaction	2	1.2	1.2	1.2
	Satisfying	30	17.3	17.3	18.5
	Fairly satisfying	22	12.7	12.7	31.2
	Dissatisfying	80	45.2	46.2	77.5
	Very dissatisfying	39	22.5	22.5	100.0
	Total	173	100.0	100.0	

Source: computed from own survey data, (2024)

Issues related to satisfaction level on the service provided by the Municipality was raised to the sample households and the response has had the following patterns: As shown in the above table 23, it was rated dissatisfying rate by 80 (45.2%), rated very dissatisfying by 39 (22.5%), it was rated satisfying by 30 (17.3%), fairly satisfying by 22 (12.7%), and very satisfaction

rated by 2(1.2%). This indicates that the respondents believe that satisfaction level on the service provided by the Municipality was not satisfied. This result also supported by the information collected through interviews. From the analysis result of interviews, the customer satisfaction on provision of the service indicates that there was no organized satisfaction level

done by the office. It was raised that there was dissatisfaction on service delivery. But, some of the interviewees supposed that the Municipality management is trying to provide services to the satisfaction of customer needs. However, it is understood that full satisfaction of customers couldn't be achieved within a short period of time as it is a gradual process.

Similar to this study conducted by Abrha (2018), stated that there is lack of accessibility of information, limited Capacity (competence) of the offices and human power, discrimination, corruption and rent seeking behavior from the bureaucrats, delay of

decisions, material and human resource, low level of skill and knowledge, lack of openness and low satisfaction from the constituents', dishonesty, low level of motivation and commitment irresponsiveness are considered the main hindrances' of good governance in the city administration in general and the selected public institutions service delivery in particular. Based on this result it is possible to conclude that service users or communities are dissatisfied on the service provided from Municipality.

Determinants of service delivery

Table 2. Determinants of Service Delivery

Questions	N	Mean	Std. Dev	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)
				Measurement (%)				
1. There is no lack of funds in Municipality	173	2.03	1.252	8.1	8.1	6.9	32.9	43.9
2, There is devolution of authority in Municipality to provide services to residents	173	3.38	1.432	20.8	46.2	2.9	10.4	19.7
3. There is no lack of active civil society which affects the service delivery in Municipality	173	2.16	1.269	5.8	16.2	5.8	32.4	39.9
4. There is no lack residents' involvement in service delivery	173	2.4104	1.21488	5.2	20.8	8.7	40.5	29.9
Valid N (listwise)	173							

Source: SPSS result, 2024

The above table 15, deal with determinants of service delivery statements was designed and the result has been given as follows. The first statement was focuses on "there is no lack of funds in Municipality". Availability of financial resources is important factor for better performance of local governments to deliver service to communities in particular and for local development in general. Financial autonomy is important to ensure local development. In response to question number 1, 76.8 % of respondents disagreed that there is no lack of funds in Municipality while 16.2% respondents are agreed and 6.9% of them are neutral. Therefore; based on majority response, it's possible to say that there is lack of funds in Municipality which affects services delivery to the society.

The calculated mean is 2.03 which is less than the likert scale mean (3). The calculated mean was

concentrated far from the standard deviation .252. From the above table it is possible to suggest that in Municipality or office there is lack of funds to deliver services effectively. Likewise, the information obtained through interviews also supports the information provided above. Data obtained from interviews with the key informants" show that Municipality has weak revenue base and heavily depend on the own revenue for their budgets. One person among them said that ''the challenge identified in Municipality services provision was the limitation of financial capacity by the authority followed by the office's bureaucracy and transparency and accountability concerns''.

Similarly, the works of Swinburn, Goga & Murphy (2006) indicated that, local economic development is not yet well embedded in Municipal structures, which is shown by the lack of local economic

development units within the Municipalities, limited funds and in some instances no funds allocated to local economic development. Also, the study by Rajesh (2015) stated that low revenue generating capacity increased dependence on regional and zonal block grants there by limiting financial resources available for public service delivery in the study Woreda. According to above discussions result, the financial capacity of the Municipality is inadequate to meet the increasing service demands and needs of the local community.

The second item was "The devolution of authority in Municipality to provide services to residents. As indicated in the above table question number 2, 30.1% of respondents disagreed there is devolution of authority in Municipality to provide services to residents while 67 % are agree and 2.9 % of them are remained neutral. Therefore; based on the above responses we can conclude that there is devolution of authority in Municipality to provide services to residents which does not affects services delivery.

Moreover, the calculated mean 3.38 is more than likert scales mean. The standard deviation is .432. This implies that in the Municipality, there is the devolution of authority in Municipality to provide services to residents. The key informants also support that, there is the devolution of authority in Municipality to provide services to residents.

The third item was there is no lack of active civil society that affects the service delivery in Municipality. As indicated question number 3, 72.3% disagreed to there is no lack of active civil society which affects the service delivery in Municipality while 22.2 % respondents agreed to there is no lack of active civil society which affects the service delivery in Municipality and 5.8 % remain neutral. Based on the majority response, we can conclude that there was lack of active civil society which affects the service delivery in Municipality.

Moreover, the calculated mean was 2.16 which is less than the likert scale mean. The standard deviation was .269 which is concentrated far from the calculated mean. Thus, from the above table it is possible to conclude that there was lack of active civil society that affects the service delivery in Municipality because the mean score of lack of active civil society was below average. The information collected through interviews stated that there was no any coordination or relationship between Municipality and civil society. It also argues that Municipality does not invite civil society to played or participated in public service delivery and do not find them too involved in. Moreover, civil society or community-based organizations involvement was weak in the Municipality and there are no mechanisms to participate them. In addition, the Municipality was not requesting them to have participation in their office.

This coincides with the study conducted by Kassahun (2010) who stated regarding civil society or community-based organizations; the study found that poor in most of the institutions there are no frameworks to participate them and institutions favored not them to have participation in their institution.

Similarly, Tilahun (2014) stated that inadequate administrative personnel capacity, poor revenue base to carry out socio-economic functions for financial allocation as well as limited space for political competition and participation of civil society at the Woreda level. Accordingly, in present study there was no any coordination or relationship between Municipality and civil society which was help to increasing service demands and needs of the society.

The fourth item was the residents' involvement in service delivery. As indicated question number 4, 70.4 % disagreed that there is no lack of residents' involvement in service delivery whereas 26 % agree and 8.7 % remains neutral. Therefore; based on the majority response, we can conclude that there is scarcity residents' involvement which affect service delivery to the community.

As depicts in the above table descriptive statistics shown that the mean score and standard deviation for overall residents' involvement in service delivery. Based on the result the mean and standard deviation obtained (M = 2.4104 and SD =.21488), which are below moderate. This means that there was lack of residents' involvement in public service delivery of the Municipality. However, Municipality recognizes the important role that communities and non-state actors can play in the development process, and in holding public service providers accountable.

Similarly, the information collected through interviews also support resident involvements in planning and budgeting processes is still limited. The Municipality has a weak coordination and involvement of community in the provision of public services. Measures to improve the involvement of community members in planning and budgeting development activities are low.

In general, the interview result stated that there was no well-established network system and clear guidelines to enhance the community involvement in the Municipality. Similarly, the study conducted by Rajesh (2015) stated that weaknesses in coordination and participation characterizing different actors in the Angacha Woreda**.** In sum, the above discussion implies that there was lack of community involvement in Municipality.

CONCLUSIONS
All of the conclusions were made based on the results obtained from data analysis and discussion as in

chapter four. The conclusions on the practices and challenges of good governance in public service delivery of Municipality in Jimma Arjo town were as below:

The level of applications of good governance in public service delivery in the town from Municipality was found to be fairly poor. First, the important issue that needs a speedy response is not addressed from the part of the Municipality. This can lead residents or service users to give a lesser value for any office-initiated discussion.

The second, concerning effectiveness and efficiency of Municipality works the research finding come across weak performances. As the finding shows the societies satisfaction in the Municipality service is low. Third, other challenges in the study area were lack of funds, network and cooperation between the Municipality and other stake holders in the society such as civil society organizations, private business sector, and other governmental organizations. To conclude the challenges and practices of good governance in public service delivery of the study area were lack of transparency, accountability, participation, responsiveness, efficiency and effectiveness which resulted from capacity or performance, skill and knowledge, corruption and bureaucracy of the public servants. Therefore, respondents at the study area had lack a confidence, dissatisfied on the capacity, knowledge and skill of public servants Municipality.

RECOMMENDATIONS

Based on the analysis made throughout this research and the findings, the possible recommendations were forwarded as follows:

1. Practicing the indicators good governance would still be important component in overall service provision to the town. This aspect of the provision of services has to improve by respective offices through responsive, efficiency and effective manner.
2. The Municipality should be timely and transparently informing service users whenever changes are going too made in services provisions. This enables service users to adjust themselves on time and avoid later confusions.
3. To improve direct accountability to the residents, the Municipality should allow and invite various members of the society to examine and improve its performance. This can be done by disseminating the appropriate information to the community and improving the spectrum of participation. Simply information sharing doesn't allow the society to make decisions. The Municipality has to improve the level of information, consultation, involvement, collaboration and empowerment of the society.
4. It is also necessary to establish organized information center in the office and strengthen Municipality communication office that can facilitate easy accessibility of all information.

5. It is necessary; the Municipality develops mechanisms through which service delivery can be provided with in short period of time and fast complaint handling can be achieved. As long as possible it is necessary to receive feedback of the society in every aspect of the Municipality services activity.
6. Effective public servant requires adequate financial resources. But the study Municipality is financially constrained due to its low revenue generating and low administrative capacities. As such the office cannot generate sufficient revenues from its own sources. Therefore, measures to increase the revenue base should be seriously emphasized by the Municipality and government.
7. Poor coordination and communication systems are also the problems identified in the Municipality. To avoid this, the practice of involving the community in Jimma Arjo town in identifying problems and prioritizing their needs, planning, implementing, monitoring and evaluation of Municipality activities is crucial for true empowerment and accomplishment of desirable changes that satisfy the service user and justify the program.
8. The Municipality should need or find for support from non-state actors, there is no support from civil society; private sectors as well as NGO"s to provide service supplies, supporting of this actor may improve Municipality service delivery.

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