



COLLEGE OF SOCIAL SCIENCE AND HUMANITIES

DEPARTMENT OF CIVICS AND ETHICAL STUDIES

Assessing the Opportunities and Challenges of Public Service Sector to enhancing Services Delivery of Civil Service: The Experience of Wolkite Town.

A senior Essay Submitted to Department of Civics and Ethical Studies in Partial fulfillment for the requirement of Bachelor of Art Degree in Civics and Ethical Studies

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DECLARATION

I declare that this is my original work and every reference is dully acknowledged. This study has not been submitted for any other university and this university. It's offered for the partial fulfillment of the BA in Civics and Ethical Studies.

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Examiner

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ACRONYMS

EPRDF- Ethiopia People Revolutionary of Democratic Front

FDRE- Federal Democratic Republic of Ethiopia

SNNPR- Southern Nation Nationality and People of Region

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ABSTRACT

The main objectives of the study were assessing the opportunities and challenges of Wolkite Town public service in discharging its duties and responsibilities in civil service delivery. To do so, the researcher followed mixed research method. In order to collect viable information about the subject of the study, the researcher was undertaken 15 sample size from the study area based on purposive technique from non-probability sampling technique. The study found that external challenges as main challenges of Wolkite Town public service which includes lack of financial resource, increment of demand of dwellers to ward luxuries good and services that are not fulfilled by the limited institutions. The opportunities of Wolkite Town public service, which includes improve the motivation of employees to effective and efficient, providing different training to employees, creating the satisfaction of clients are the major opportunities of Wolkite Town public service sector. In Order to develop primary and secondary source of data collections. Finally, the researcher findings could be identified possible solutions and recommendations for the studies problems were forwarded which enable the institution to improve its further performance in the implementation of its duties and responsibilities via delivering public service. As a result the issues which exist in Wolkite Town needs attention of government to address problems of public service delivery then government should manage efficiently and effectively to solve this problems, giving enough budget for the Wolkite Town to fulfill this essential service.

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CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Public service institutions are the backbone of any government. It is because the implementation of particular government policies and strategies highly depend on the courage and passion of its respective public service institutions (Atkilit,1996). When the capacities public service to discharge its responsibility, the implementation of government policies and strategies would fail from achieving its intended mission and goals. During the last two decades countries have been trying to replace the traditional rule driving and highly bureaucratic public administration made by responsive model of new public management. Here the main driving factor for this plagiarism transformation of civil services are targeted for escalated citizens, demands, global competition and environmental changes such as technology and management (Boyne et al,2005).

Reforming public services in developing countries arise from the need to realize effective and efficient civil services that is capable of facilitating the implementation of developmental program in an environmental which is constantly changing and demanding (*Ibid*). Like its counterpart in the rest of the World, Ethiopian public services under takes similar tasks, like the implementation of government policies and strategies (*Ibid*).

Now a day like that of the World, the Ethiopian government gives due emphasis on these races delivering public services for its citizen. Accordingly, the government is on the way of bringing economic, social and institutional reforms to improve service delivery of its institutions (Sharp,2005). According to Sharp, public service institutions have an important contribution for the overall functioning of the government and for the protection of citizen right. In this regard the minister of capacity building or to day public service and human resource management had established institutions at the federal and regional levels.

The council of regional government might issue regulation necessary for the power of implementation of public service reform (Wiley., and Sons.Ltd.2007). Then *Wolkite* Town public service office is one of the government institutions established in South Nation Nationality and People of Regional State.

1.2 Statement of the Problem

Developing countries are characterized by the result of both natural and human made factors. Even though democracy, decentralization, public participation and local government are recent phenomena in developing countries like Ethiopia, the government have expectation to fulfil effective and efficient public service sector to deliver quality of service (Ghebru,2016).

There are a number of challenges of civil servant including weak monitoring and evaluating mechanism, shortages of financial resources, the rises of price local participation by the poor people, lack of ability to service delivering. It affects all spheres of human being in economic, in political and social affairs of societies (FDRE,2001).

Many studies were undertaken and identified some gaps in service delivering in relation with health service delivery for the customers. For example, Gezea (2017) studied on the implementation of health service delivery system at public health facilitation. As Gezea (2017) stated that the quality of health service delivery in Addis Ababa. As Gezea (2017) stated, the problem is depending on the role of the service delivery, but he did not focus on the challenges of public service delivery to civil service. He rather focused the economic and social problem under taken. In addition to this Yosef on (2011), also conducted study on the civil service reform in *Adama* City administration regional state of Oromia. Therefore, the above researchers mainly focused on the quality of service delivery and the role of civil service reform. But they did not focus on the opportunities and challenges of public service sector.

However, the researcher would fill the gaps political and social issues of public service sector in the *Wolkite* Town. The major challenges of public service in enhancing service delivery of civil service; unskilled worker, inefficiency workforce, unaccountability and ethical behavior civil servant, consuming organization of structure and mis human resource management are not clearly investigated. So, the researcher was aimed to investigate the challenges and opportunities of public service sector in the experience of *Wolkite* Town.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The general objective of the study was to assess the challenges and opportunities of public service sector to enhancing service delivery of civil service the experience of *Wolkite* Town.

1.3.2 Specific Objectives of the Study

- To investigate the quality of service delivery of public service sector for the customer in the *Wolkite* Town.
- To identify the challenges that hinders the proper factions of civil service in the *Wolkite* Town.
- To explore the opportunities of public service sector in deliveries effective service for the customers in the *Wolkite* Town.

1.4 Research Questions

The study would be design to search answers for the following questions, these includes;

- What is the quality of the service delivery of public service sector in the *Wolkite* Town?
- What are the challenges that hinders the proper functions of civil service in the *Wolkite* Town?
- What are the opportunities of public service sector in delivery effective service for the customers in the *Wolkite* Town?

1.5 Significance of the Study

The study would have the following significance:

- The finding the study identified and highlight the best practice and suggest policy makers to be taken in public sector and to give due attention for good public service.
- The study would motivate other researcher to undertakes the better and detailed in the topic under study.
- The researcher is likely to come up with the end of the would be pounded awareness effective and efficiencies implementation of public service important to teach all of the population of in the study area.

1.6 The Scope of the Study

The researcher study would be focused on only assessing the challenges and opportunities of public service sector to enhancing service delivery of civil service. This study would be focused on only social and political issues in public service sector and geographically delimited in *Wolkite* Town. It is convenient to study would be started area on which this was undertaken.

1.7 Limitation of the Study

The study would be faced lack of time, research experience, reference material on the topic, absence of documented material in the target area and unwilling to the respondents are limitations of the study. But the researcher was passing these obstacles by using different systematic techniques by using time wisely, to read different research materials to improve research experience and to approach sisterly and brotherly to respondents to get real information for the topic.

1.8 Organization of the study

This study would be organized into five chapters. The first chapter concerns introduction, background of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study, limitation of the study. The second chapter would be included Review of Related literature of the study. The third chapter was including about Methods and Methodologies of the study, descriptive of the study area, research method, research design, sample technique and sample size, ethical consideration and data analysis. The fourth chapter was discussing the result of analysis and interpretation. The last chapter was focusing about the conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. Conceptual and Theoretical Frameworks on Civil Service

Institution

2.1 Definition of Public Service

The concept of public sector is broader than simply that of core of government and many overlaps with the not for profit or private sectors. For the purposes of this guidance the public sector consists of an expanding ring or organization with the core government at the center, followed by the agencies and public enterprises. Around this ring is gray zone consisting of publicly founded contractors and publicly owned businesses, which may be but for most part is not, part of the public sector (Kassahun, 2007).

Often the public sector is seen as broadly synonymous with government. In most cases a government shoulders the prime responsibility to establish institutions and agencies that are fully committed to provide the necessary service to its people in equitable and judicious manner. Public institution, departments and agencies constitute a public sector or public service (*Ibid*).

2.2 Definitions of Civil Service Institution

There is no standard definition of civil service in the academic literature. A comparative study of civil service systems asserts that "civil service" is differentiated from public service and ended in every case found in the literature. The civil service is defined as a subset of persons employed in a public service. However, authors diverge when incomes to an exact definition of the term. The differences arise in two respects. One concern of the composition of that is the category of public service. Employees that are considered "civil servants" thus military personnel are generally excluded. Such as those in local government, state enterprises, judges and health professionals (*Ibid*).

A second source of definitional variation arises when the term “civil service” is applied not a specified category of employees but rather to instructional arrangements under which they are employed. In practice public service can be carried out under variety of contractual and administrative arrangements. But many authors reserve the term civil service for career employees working under an explicit civil service law (Atikilt,1996).

2.3. Principles of Public Service to Service Delivery of Civil Service

Public service the society can be achieved through a well-managed process. In a process where citizens participate in any way can accountable to citizens and obliged to observe the rules and laws. Such a process also means civil service is well managed service delivery involves more participatory and transparent process and aims to protect the property rights and enterprises based on a set of commonly held principles. These principles can be made operational through equity, efficiency, effectiveness, transparency, accountability, public participation, responsiveness and security as defined below (Rodrik,2000).

Equity; - implies that all human beings, including ecologically weak groups, children, women, elders and minority have the right to unbiased access to basic necessity. In other words, public services should not favor a particular group or individuals, whether on the basis of gender, ethnicity, religion, age and political affiliation. Equity is way of providing equal opportunity for all access land and information without legal impediment. The indicators of equity including; equitable access of land and land information as well as fair compensation (*Ibid*). The indicator of participation including; the extent of involvement of community members in the delivery process, plan preparation, policy decisions the implementation of laws and regulations (*Ibid*).

Effectiveness and efficiency; - implies that the services and result of civil service system have to meet the requirement of societies while making the optimal use of social resource. The civil service system remains efficient and effective when the government is able to improve services delivery to owner and reduce the service cost. They also with regard the quality process for public service while making the best use of its user needs without wastage. Some indicators of efficiency and effectiveness, include customers satisfaction; risk of bribery, competency, land conflict resolution mechanisms (Ghebru,2016).

Accountability; - is mainly concerned with the public service institutions have to accountable to the people who are influenced by their decisions and activities. The responsibilities public

service body has to clearly define and the responsible body has been answerable to its decisions and activities regarding service delivery of civil service issue answerability of institutions and servants for their actions and resulting consequences in implementing. The indicators of accountabilities include; the mechanism of reporting, mechanism declaration of financial statements, mechanism for questioning and appeal mechanisms for conflict resolutions (Ghebru,2016).

Transparency; - implies that the process decision making and implementations to be done in an open manner, and the information of decision making and implementation should freely and reliably accessible to those who would be directly affected by those decisions. It can be ensured when information is freely available and accessible so that civil service delivery decisions and their enforcement are made honestly and fairly by institutions mandate for the same (*Ibid*).

public participation and responsiveness; shows the promotion of representative democracy and decentralization of authority and the provision of necessary response for the request of customer recipient. Citizens should enable to participate in related policies either via elected politician or civil society, without limitation on freedom of expression and association. Public participation also includes the acts of engagement of stakeholders at various level in decision making process regarding service delivery of civil service issues that affect their interest. The indicators of participation include; the extent involvement community members in the land delivery process, plan preparation, policy decision and the implementation of laws and regulations (Rodrik,2000).

Security; - good governance in land administration requires a consistent and coherent legal framework, fair and transparent judiciary and general prevalence of the rule of law to protect the property of rights (*Ibid*).

2.4 Historical Origin of Civil Service Institution

The term civil service evolved in India in the 19thc' under the British imperial rule .so as to identify the military rule from the other parts of service (Drewry and Butcher, 1998).

The term was first introduced to distinguish the activities of these servants or employees with non-military capacity from those of the military. Gradually the philosophy and the concept where developed and translated the mother countries public administration. But with quite different

connotation and developed to have a meaning of conveying the distinction between holders of permanent post and those job changed when there was change of government (*Ibid*).

2.5 Historical Development of Civil Service In Ethiopia

When we come to the Ethiopia case, the genesis of the modern civil service dates back to 1907 when *Menelik II* initiated the formulation of new ministers with the aim of leading an orderly and efficient arrangements to the working of the government (Hana, 2005).

According to Hana, the formal framework of government brought Ethiopia in to the 20th century, but *Menelik's* subsequent likeness unit death in 1913 stand further modernization. The succession of his daughter *Zewditu* did not ring any better prospect in this regard. In fact, during the reign of *Zewditu* (1913-1930), the initiation faced serious setbacks in leadership and was characterized by weak leadership period.

2.6. The Ethiopia Civil Service during the *Dreg* Regime (Socialist Era)

The rules of the *Derg* were consequently marked by intensive mobilization and animalization during the first years of its regime. The nationalization measures along with the proliferation of new government in situation and corporations led the tremendous expansion of the public sector (Mihret and Paulos, 2000).

The fluidity of political development making the post-revolutionary years did not enable the civil service to prepare itself for effecting corresponding changes. The subsequent years characterized by the centralization of administration witnessed a situation where corruption in efficient service delivery and increased neglect of due process of lead in matter of public concern become the order of the day. Such a bleak picture has partly contributed to the fall of *Derg* regime (Kassahun ,2007).

2.7. The Ethiopia Civil Service during the Period of Post 1991

Up on its assumptions of power, the EPRDF came to grips with the differences that were feared as the hallmarks of the civil service. This was expressed in effecting a policy of transition from the old practice of single party to the multiparty system, and challenging the centrally planned economic model to the market variant. The political dimension of the transition was expressed in changing the form of government from (unitary to federal) and instituting national or regional

self-government by way of developing tasks land authority to the newly erected sub national entities (*Ibid*).

Political decentralization under the EPRDF entailed the need to address a serious of new concerns. The new phenomena were accompanied by a number of setbacks such as, lack of experiences, trained man power, vision and knowledge of pertinent rules regulations and procedures on the parts of newly entwisted civil servants and officials (Kassahun ,2007).

In May 2003, the government commenced the third phase of its reform agenda in the five years public service delivery capacity building program. This was intended to strengthen working system, improve or organizational effectiveness and rapidly develops human resource in the public private society, and higher education structure (Getachew and common, 2006).

The ministry of capacity building has reformulated the objectives of civil service reform programmer in June 2003 as: -

- To shake of basic weakness in grained in the existing, civil service in the rated from the past regime.
- To build the capacity of civil service so that it will execute the policies and programs of government successfully.
- To facilitates the civil service to provide efficient and fair service to the public.
- To enhance transparency and accountability in the civil service.
- To build a civil service that is ethically sound and free of corruption nepotism, and favoritism (*Ibid*).

2.8 Challenges of Public Service Sector

Africa public service reform process is complex as there are often political development coupled with public service reform. Reforms of the bureaucracy were initiated by the demands of the donor agencies or structural adjustment programs which were invariably borrowed from developed countries public service reform experienced (Miller,2005).

Challenges have been observed in Ethiopia public service deliver in service to the public. The major challenge in the public service were: lack of structural setup that was amenable to plan the execution as well as for its effective monitoring and control; absence of clearly defined management system and procedural of effective and efficient utilization of human resource; lack

of management knows how and low service delivery (Gezea,2011). In addition, challenges that face the public service includes: unskilled worker, the efficiency of workforce, uncountable and an eroded ethical behavior of civil servants, long and time-consuming organizational structure, shortages of resources, lack of capacity, give insufficient attention to service delivery improvement, inconsistency of regulation and guiding public institution. Furthermore, civil servant was demoralized by their income which was very low compression to those in private sector, practice of neglecting the customer needs, misuse of human resources management as well as consistent government police are some Yonas (cited Etefa,2006).

2.9 Opportunities of Public Service Sector

As the sector in the world the reform system responding well to what people expect of is fairness, means it responds equally well everyone without discrimination. Example world health 2008, devoted entirely to health system, the world health organization expect the traditional covers for people, the physical elements goodness and fairness (world health report,2008).

Ethiopian public service opportunities some are educate: achievements of flatter structure, less time to decide, improving employees and increasing flexibility of serves human resource management which is highly related of public service, mission and vision these helps to improve effectiveness of public services; customer care and client relationship has been improved; many benchmarking programs were carried out and lesson helping to improve performance has been gained; management skills have improved as the result of training in area of strategic planning and management (FDRE Minister of capacity building, 2010).

CHAPTER THREE

3 RESEARCH METHODOLOGIES

3.1 Description of the Study Area

The study would be conducted in *Wolkite* Town which is found South Nation Nationality and People of Region (SNNPR). *Wolkite* Town is largest town in *Gurage* zone in SNNPR, Ethiopia and it is located in the Southern part of Ethiopia. *Wolkite* Town is found between Addis Ababa and *Jimma*. Their economic activity depends on agriculture and merchants. The distance of *Wolkite* Town to Addis Ababa is 158 KM and also *Wolkite* Town to *Jimma* is 202Km.

3.2 Research Approach

In this research method would be developed mixed research approach (both qualitative and quantitative). Quantitative research involving numerical or statistical data and also qualitative research an approach to gathering non numerical data. The reason behind, the researcher was use mixed research approach, because the researcher was approach using language and numerical number. Mixed research method worked for the purpose for breadth and depth understanding and partnership. Mixed research method helps to for the researcher to validate are a form of the data with other form, the transform comparison or to address different question listed in research questions.

3.3 Research Design

In this research the researcher would be used concurrent research design, because in which the researcher coverage's qualitative and quantitative data in order to provide comprehensive analysis of research problem. In this design the researcher would collect both form of data at the sometime. When the study and translates the information interpretation overall results. The

quantitative data was concurrently analysis and interpret to enhance clarity and support findings derived from other quantitative data (Plato, 2007).

3.4 Data Source

The data required for this research would be collected from both primary and secondary sources.

3.4.1 Primary Data Sources

The researcher was conducted to assess the challenges and opportunities of public service sector enhancing service delivery of civil servant the study area. The necessary data would be collected from employees of *Wolkite* office public service sector. From that the researcher was collected directly from the respondents the through questionnaires and interview.

3.4.2 Secondary Data Sources

The researcher would be used secondary data from different sources such as books, journal, and magazine and newspaper material.

3.5 Instruments of Data Collection

In order to collect reliable data from subject of the study data would be collected both primary and secondary data sources. From primary data sources the researcher was semi - structured interview, the reason behind that was, the researcher was prepared different question for informants and to ask for informants' accidental question they response. Besides the researcher was collect data through closed ended questionnaires.

3.6 Sampling Technique and Sample Size

The researcher would be used purposive sampling technique for the sake of getting the reliable in information from both service bears and service providers. The researcher was use purposive sampling from non-probability sampling to get deep in information from those deemed to have sufficient knowledge with area under study.

The researcher would be used interview and questionnaires in the study. Therefore, the respondents include in study was select persons as a sample by assuming that when the researcher was use small sample size, because the shortage of time. In order to select sample size, the researcher was select the sample size from *Wolkite* Town civil service institution select

15 respondents and participants, from them are 12 of respondents to questionnaires three of informants to interview. Therefore, the student researcher was using by this assumption to established questionnaires and interview.

3.7 Method of Data Analysis

To analyze the collected data, for the quantitative data descriptive analysis would be used by using tables, percentages and frequencies when the side of qualitative on the other hand was use thematic analysis, because to ask the respondents and the researcher to was write the answer of the question on the researcher paper.

3.8 Ethical Consideration

The researcher was trying to make the study ethical acceptance and the following issues goes great consideration the study, such as the concept of the respondent of the study, confidentiality emphasis and researcher was free from any bias permission later from *Wolkite* University Department Civics and Ethical Studies was taken everyone.

CHAPTER FOUR

4. DATA ANALYSIS AND PRESENTATION

This chapter is concerned with the presentation, analysis and interpretation of data which are collected through questionnaires and interviews. To analysis the data, the researcher uses to obtain through the listed sampling methods to present and analysis by using quantitative and qualitative methods. This chapter is the main part of the study on assessing the opportunities and challenges of public service sector to enhancing service delivery of civil service in the experience of *Wolkite* Town.

That data was collected form 15 clients or respondents of *Wolkite* Town civil service institution through questionnaires and form the concern officer in the form of interview.

4.1. An Overview of the Background Profile of Respondents

In the following section, the general characteristics of respondents are presented and analyze in the form of table.

Table 1: Sex structure

Sex	No. of respondents	Percentages
Male	7	58.33
Female	5	41.66
Total	12	100

Source: data survey computed form respondents' profile

The above table shows out of the total respondents, seven (58.33%) of them are males and five (41.66%) of them are females. This shows that the majority of the respondents are male.

Table 2: Age groups

Age group	No. of respondents	Percentages
18-30	3	25
31-40	7	58.33
41-50	2	16.66
50 and above	0	0
Total	12	100

Source: data survey computed form respondents' profile

The above table shows the age distribution of respondents. Out of the total respondents three (25%) of them are with in an age interval of 18-30, seven (58.33%) of them are within age interval of 31-40, two (16.66%) of them are within age of 41-50 and no respondents the age of above 50 years.

Standing form, the above data, the researcher conclude that the majority of the respondents are found in the age group of 31-40, seven (58.33%) for the total respondents.

Table 3: Educational status of respondents

Educational status	No. of respondents	Percentages
Certificate	0	0
Diploma	2	16.66

Degree	8	66.66
Master	2	16.66
Total	12	100

Source: data survey computed form respondents' profile

The above table shows that the educational status of respondents or clients of *Wolkite* Town of civil service institution and they gave response concerning with its challenges and opportunities. Among the select respondents in the above table, no respondent of certificate, two (16.66%) of them are diploma, eight (66.66%) of them are degree and two (16.66%) respondents of master. For this the researcher conclude that the educational level of greater number of respondents with eight (66.66%) are degree.

Table 4: marital status of respondents

Marital status	No. of respondents	Percentages
Single	5	41.66
Married	7	58.33
Divorced	0	0
Total	12	100

Source: data survey computed form respondents' profile

The above table shows that the marital status of the respondents. Regarding to the respondent's marital status out of the total number of 12 respondents five (41.66%) of them are single, seven (58.33%) of them are married, none of them are divorced. Based up on the marital status of the respondents, the researcher concludes that, among them the majority of the respondents are married and which shares the highest percentage that accounts seven (58.33%) out of the total number of 12 respondents.

Table 5: religious affiliation of respondents

Religious	No. respondents	Percentages
Orthodox	7	58.33
Muslim	3	25
Catholics	0	0
Others	2	16.66
Total	12	100

Source: data survey computed form respondents' profile

The above table shows that the religious of respondents. According to the respondents religious out of the total number of 12 respondents seven (58.33%) of them are orthodox Christian, three (25%) of them are Muslims, zero (0%) of the are Catholics and, two (16.66%) are others. Based up on the religion on the respondents that they followers believers, the researcher concluded that the majority of the respondents shares an orthodox Christian and which account seven(58.33%) out of the total number of 12 respondents, and Catholic follower believes shares the lowest and which account zero(0%) out of the total number of 12 according to the religion that they believes.

Table 6: work status of the respondents

Work status	No. of respondents	Percentages
Temporary employed	2	16.66
Unemployed	0	0
Permanent employed	10	83.33
Total	12	100

Source: data survey computed form respondents' profile

The above table shows that the works status of the respondents. Based up on the respondents work status out of the total number of 12 respondents two (16.66%) of them are temporary employed, zero (0%) of them are unemployed and 10(83.33%) of the are permanent employed. Regarding to the work status of the respondents. The researcher concludes that the work status of greatest number of respondents with 10(83.33%) are permanent employed of the respondents.

4.2. The Status of *Wolkite* Town Civil Service Institution in Discharging Its Duties and Responsibilities

Wolkite Town civil service institution has its own mission and vision that are basic for its existence. Like other institutions *Wolkite* Town service institutions have different duties and responsibilities which are given by FDRE constitution in general and the SNNPR state constitution and its different proclamations in particular. These duties and responsibilities among other are serving clients or the people at large via delivering public service efficiently and effectively as it is with statuesque.

Table 7: - The responses of respondents regarding to *Wolkite* Town civil service institution in discharging its duties and responsibilities.

Item	No. of respondents	percentages
Do you think that in <i>Wolkite</i> Town		

civil service institution discharges duties and responsibilities effectively and efficiently?		
Yes	4	33.33
No	8	66.66
Total	12	100

Source: data survey computed from respondents' profile

The above table shows that the responses of respondents concerning with the status of *Wolkite* Town civil service institution in discharging its duties and responsibilities in delivering public service effectively and efficiently for its customers. Among the total respondents, four (33.33%) of them are claimed as the institution have discharge its duties and responsibilities via providing efficient public service for its customers. In contrary, the remaining eight (66.66%) of them claimed as *Wolkite* Town civil service institutions does not discharge its duties and responsibilities. As the clients described, this is due to lack of competent employees, lack of punctuality of employees the existence of self-centered (selfish) employees are the main problems inferred by the respondents to fulfill its duties and responsibilities. There the researcher can conclude that most of the respondents with eight (66.66%) are explaining as it does not discharge its duties and responsibilities effectively and efficiently.

4.3. Level of Service Delivery in *Wolkite* Town Civil Service Institution

When the researcher says the level of service delivery, it expresses the degree of providing service, it may be low, medium and high levels. But the main aim of any organization is to deliver public goods and services in higher degree. The following table presents the response of respondents about the degree of service delivery in *Wolkite* Town civil service institution.

Table 8: the responses of respondents concerning with the level of service delivery in *Wolkite* Town civil service institution

The level of service delivery	No. of respondents	Percentages
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Very low level	1	8.33
Low	2	16.66
Medium	6	50
High	2	16.66
Very high	1	8.33
Total	12	100

Source: data survey computed from respondents' profile

The above table shows that the response of respondents concerning with the level of public service rendered by *Wolkite* Town civil service institution for its customers. Among the total number of respondents, one (8.33%) of them are expressed very low, two (16.66%) of the are low, six (50%) of the are medium, two (16.66%) of the are high and, one (8.33%) of them are expressed very high. This shows that the level of service delivery in the institutions is medium with six (50%) with greatest number of respondents. Having consider the above data the researcher conclude that *Wolkite* Town civil service institution have expected to do more in order to reach a highest faction of the clients or customers by improving its structure and function.

4.4 Some Challenges Which Impede the Effectiveness of *Wolkite* Town Civil Service Institution

Challenges are problems which impede the effectiveness of something. These challenges are inevitable in any institutions or organization. *Wolkite* Town civil service institution is encountered different problems in discharges its duties and responsibilities via providing public service for its customers.

These challenges are either internal or external problems which hinder it from achieving its intended goals and objectives regarding to these problems the responses of respondents have presents in the following table.

Table 9: - The respondent's response regarding to the challenges faced in *Wolkite* Town civil service institution in discharging its duties and responsibilities.

Item	No. of respondents	Percentages
What kind of challenges do you think that faced in <i>Wolkite</i> Town civil service?		
Internal challenges	5	41.66
External challenges	7	58.33
Total	12	100

Source: data survey computed form respondents' profile

The above table shows that among the total respondents seven(58.33%) of the are claimed as it is external challenges such as less coordination with other institutions, insufficient supply of office, other supporting materials and due to less budget supply five(41.66%) of them are claimed as it is internal challenges such as the existence of corruption, lack of cooperation of themselves, lack of more skilled manpower and the like are internal challenges, standing form this the researcher conclude that majority of the problems are external challenges with seven(58.33%) and the institution have to do more in order to reduce these problems and to provide efficient and effective service to the public.

The major challenge in the public service were: lack of structural setup that was amenable to plan the execution as well as for its effective monitoring and control: absence of effective and efficient utilization of human resource, lack of management knows how and low service delivery (Gezea, 2011).

4.5. Some Opportunities of *Wolkite* Town Civil Service Institution

Prospects are those opportunities that pave good way for the success of one's organization *Wolkite* Town civil service institutions also some prospect for achieving its responsibilities and duties in providing public service of its clients in the following table. It can be present the response of clients about prospects of *Wolkite* Town civil service to its clients.

Table 10 - the response of respondents regarding prospect of Wolkite Town civil service institution in its public service delivery

Item	No. of respondents	percentages
Do you think that have any opportunities of Wolkite Town civil service intuitions		
Yes	7	58.33
No	5	41.66
Total	12	100

Source: data survey computed form respondents' profile

The above table shows that responses of the respondents that are considered as *Wolkite* Town civil service intuition that are considered as good futures in discharging its duties and responsibilities via public service delivery for its clients or customers. Among the total number of respondents eight(58.33%) are claimed if have some sorts of opportunities that used to improve its efficiency to render public service for those clients or customers, whereas the remaining five(41.66%) of them are described as *Wolkite* Town civil service institution have not any kind of opportunities that help to achieve its duties and responsibilities via creating satisfaction for its clients.

Standing from the above table, majority of the respondents believed that as there are some opportunities in *Wolkite* Town civil service institution. Among other the measures and decisions as well as penalties taken by the higher tiers of government recently are considered as opportunities for discharging its duties and responsibilities. Here the researcher can conclude that as there are opportunities which are expressed by majority of respondents with seven (58.33%) from the total respondents.

4.6 Analysis of Result from Semi-Structured Interview Guideline

In order to quality the information obtained from questionnaires and interviews are organized form *Wolkite* Town civil service institution top managers as follows.

4.6.1. Some Challenges Which Impede the Effectiveness of *Wolkite* Town Civil Service Institution in Achieving Its Duties and Responsibilities

According to the interview that made with the manager and officials of *Wolkite* civil service institution. The major challenges mentioned by the participant during the interview are presented as follows.

When the researcher asks the question, can you please tell me the challenges concerned in *Wolkite* Town civil service institution in discharging its duties and responsibilities? The managers are mentioned different changes or problems that have internal and external dimensions which are discussed in the following subsections.

4.6.2. Internal Challenges Which Affects the Function of *Wolkite* Town Civil Service Institution in Discharging Its Duties and Responsibilities

Internal challenges are problems found or traced back internally in the institution. According to the arguments of the participants, internal challenges include lack of integrity of capacity building tasks, lack of experienced workers, threat of workers to take responsibilities and the existence of bureaucracy that lead to less motivation and innovation of employees are the main internal challenges of *Wolkite* Town civil service institution in achieving its duties and responsibilities.

4.6.3. External Challenges Which Impede The Effectiveness Of *Wolkite* Town Civil Service Institution In Discharging Its Duties And Responsibilities.

External challenges or problems are external to the organization or institution that influences its effectiveness. As described by the participants, the main external challenges of *Wolkite* Town civil service institution includes the negative attitude of clients towards the institution and to its employees, increment of demand of dwellers to ward luxurious good and services that are not fulfilled by the limited finance of the institution lack of sharing experience with other institutions and also increment of population are the main external problems.

4.7. Some Prospect of *Wolkite* Town Civil Service Institution

When the researcher asks the question, can you please tell me help it to provide public service?

The manager of the institution through BSC (business Scorecard) the existence of support and controlling by nominating leaders, the existence of rules and regulations of employees are the main prospects of *Wolkite* Town public service institution in achieving its duties and responsibilities via delivering civil service for its customers. Besides when the researcher asks the question, what kinds of remedial action or measures do you think to take by the institution to solve its challenges? The leader or manager of the institution for wards solutions to be taken in account by *Wolkite* Town civil service institution which included improving the internal structure of the institution, increasing skilled man power via merit principle which focuses on specialization.

Creating open competition and completely of employees, the institution tries to create tiers with other institutions to share experiences. In addition to these fulfilling materials, performing capital building tasks, providing different training for employees to improve their motivation to serve clients efficiently and effectively, rendering gown discussion with clients or customers including accepting feedback and suggestions and organizing the communities are the main solutions proposed by the manager of the *Wolkite* Town civil service institution to achieve intended goals and objectives.

4.8. The Implementation of Principles of Public Service in Service Delivery of Civil Service

Regarding the application of the principles of public service in urban in service delivery, the researcher had asked the question that says, how to extent the principles of public service are

being implemented in delivery of civil service efficiently and effectively. According to most informant respond, for the above question implementation practical principles of public service is low in general. In contrast to this, some of the participants respond revealed that the implementation of the principles is good, even if it is not extended as much as needed. This implies that the implementation of such principles of public service in service delivery of civil service are low. The reason behind the implementation that principles of public service in service delivery of civil service not sufficient is due to the following problems.

According to the most of informants responds, concerning transparency, there is no transparency of civil service officials and development management officials in the Town. Most of participants responded that the level of transparency was very low. The study found that the extent of clarity and accessibility regarding newly enacted land laws, proclamations and directives and the extent of transparency of service delivery of the civil service were very low as perceived by the informants residents and participants in the interview (head of reform supporter profession *Wolkite* civil service, December, 2020) .

Similarly, according to most of participants responds, regarding the principles of accountability, there is no accountability among the officials of the town. As their intention indicated that there are some government officials those who are not clearly accountable for their customers. In other words, most of them are focusing for the eyes and ears of their bosses rather than their people.

However, the implementation the principles of public service in *Wolkite* Town, as far as the most responses of informants said that according to our wish to improve effective and efficient implementation of principles. But different challenges not successful the wish of manager of civil service in *Wolkite* Town.

According to the respondents opinion the challenges and opportunities of public service delivery in *Wolkite* Town the following are problems that exist in civil service delivery lack of punctuality of employees the existence of self-centered employees are the main problems inferred by the respondent to fulfill its duties and responsibilities. And also the respondents view civil service delivery are very low due to lack of transparency and accountability and mismanagement of officials in public service delivery in the *Wolkite* Town.

Generally, the address of challenges of public service delivery the possible solutions forwarded from the respondents are working punctually for the communities and also government should be

responsible for managing the issues efficiently and effectively with related problems in *Wolkite* Town to delivery for all communities in the Town.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

According to the finds and results of the data analysis, the researcher concludes the following:

Major of clients of customers in *Wolkite* Town public civil service intuitions said that the institutions do not discharge its duties and responsibilities in delivering public services due to lack of self-confidence of employees, and lack of budget, or inputs and less motivation of civil servants or employees and its.

The level of service delivery in *Wolkite* Town civil service institution is medium with six (50%) of respondents. Clients or customers of *Wolkite* Town civil service institution believe that the main challenge of this institution in delivering public service are come from external challenges. Which contains seven (58.33%) of respondents.

The leader of manager of *Wolkite* Town civil service institution believes that both internal and external challenges are existing in the institution that undermines its effectiveness. For example, lack of competent and creative employees, lack of budgets, and financial limitation are internal challenge and negative attitude of clients towards the institutional among other are external challenges. The top manager of *Wolkite* Town civil service institution believed that the existence

of rules, policies, regulations and support of other institution are the main opportunities of the institution of deliver public civil service for its customers.

Majority of the informants believed that the measures decisions and penalties against the corrupted employees will be considered as the opportunities of *Wolkite* Town civil service institution in discharging its duties and responsibilities via delivering public service for its customers. The most informants the same principles of public service are not effective implementation in Town civil intuition, because of internal challenges for lack of motivation and selfishness workers most of the time.

At the end the top manager of the institution for wards some remedial action that are necessary to be taken by concerned body to solve these problems. These include improving internal structure of the organization, increasing skilled man power and performing capacity building tasks.

Generally, in *Wolkite* Town some of the problems in public service delivery are lack of budget allocation, financial limitation, and lack of effective management for governmental employees to do fairly and justly for society to get sufficient service.

5.2. Recommendation

Based on the findings of the study, the following points are recommended to be implementing in the future for betterment of delivering public service in *Wolkite* Town civil service institution.

- ❖ First, the institution should prove available to control and check day to day activities.
- ❖ It should be increases, the number of skilled man power in the increases the number of skilled man power in the way of merit principles.
- ❖ The institution should distribute incentives and promotions fairly for its employees in order to increase their job satisfaction to serve clients in good manner.
- ❖ It should be discussing freely with clients or customers and accepted feedback about their service delivery.
- ❖ Finally, the concerned body should have to provide enough budget for the institution and control them to implement with the in tend objectives.

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APPENDIX

Wolkite University
College of Social Science and Humanities
Department Civics and Ethical Studies

Dear respondents

This questionnaire is prepared by 3rd year graduate student of civics and ethical studies for partial fulfilment of senior essay. The aim of this questionnaires is to gather data on assessing the challenges and opportunities of public service sector in enhancing the service delivery of civil servant in *Wolkite* Town. Here you are kindly requested to respond question properly because your responses will be help for the success of the study. Your response will be kept confidential so you need do respond questions with full of freedom. Do not write your name at any part of the questionnaires paper. The researcher thank you in advances for your well cooperation.

Instruction

Please give your response by using(x) from the given choices and do not write your name.

Part I personal profile

- Demographic questions

1. Sex: male(_____) female (_____)

2. Age: 18-30 (____) 31-40 (____) 41-50 (____) 50 and above
(____)
3. Educational status: certificate (____) diploma (____) degree
(____) master (____)
4. Marital status: single (____) married (____) divorced (____)
5. Religion: orthodox (____) Muslim (____) catholic (____) others (____)
6. Work status: temporary employed (____) unemployed (____) permanent
employed (____)

Part II questionnaires for *Wolkite* Town respondent

1. Do you think that the *Wolkite* Town civil service institution discharge its duties and responsibilities effectively and efficiently?

Yes (____) No (____)

If the above question your answer is yes, describe it?

If your answer is no, describe it?

2. What kind of the level of service delivery of civil service ?

Very low(____) Low(____) Medium(____) High (____) Very high(____)

3. What kind of challenges do you think that faced in *Wolkite* Town civil service?

internal challenges(____) external challenges (____)

4. Do you think any opportunities of *Wolkite* Town civil service institution?

yes (____) No (____)

part 3. Interview of guidelines

- 1.Can you please tell me the challenges concerned in *Wolkite* Town civil service institution in discharging its duties and responsibilities ?
2. Can you please tell me help it to provide public service?
- 3.What kinds of remedial action or measures do you think to take by the institution to solve its challenges?
- 4.How to extent the principles of public service are being implemented in delivery of civil service efficiently and effectively?