

**LOCAL GOVERNANCE AND PUBLIC SERVICE DELIVERY  
IN BENADIR REGION-SOMALIA**

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A Thesis

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In Partial Fulfillment of the Requirements for the Degree of

Master of Public Administration

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By:

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MPA/35050/113/DF

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## DECLARATION A

"This thesis is my original work and has not been presented for a masters degree or any other academic award in any University or Institution of Learning".

BILE ISMAIL DIRIE

Name and Signature of Candidate

B. Ismail Dirie  


16/12/2013

Date

## DECLARATION B

I confirm that the work reported in this thesis was carried out by the candidate under my supervision".

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Name and Signature of Supervisor

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Date

## **DEDICATION**

I dedicate this research to my beloved wife, children, parents and my supervisor for all the love, understanding, encouragement, material and moral support, without them my studies would not have been a success. To my dear brothers and sisters together with my colleagues and friends, I love you all.

## **ACKNOWLEDGEMENT**

I'm deeply grateful to my supervisor, Dr. Anyama Charles for his guidance, patience and support. I consider myself very fortunate for being able to work with a very keen, considerate and encouraging person like him. Without his offering to accomplish this research, I would not be able to finish my study at Kampala International University. I'm much obliged to my colleagues Alas, Dini and Faysal. Their enlightening suggestions and encouragements made me feel I was not isolated in my research. I owe them many thanks and all my friends that always supported and helped when exchanging new ideas. They made my life at Kampala International University (KIU) a truly memorable experience and their friendships are invaluable to me. I am most grateful to my immediate family; they have always stood by me, encouraged and supported my every choice. As I know, they are the happiest and the most proud when seeing their own receive this award. I dedicate this project to my wife Ifrah, and my children Zuhur, Siham, Samia and Mohamed. I'm also thankful for the great joy and happiness brought by my parents and brothers. Thank you all.

## **ABSTRACT**

The study sought to establish the relationship between local governance and public service delivery in Benadir region-Somalia. This study was guided by four specific objectives namely; i) to determine the demographic characteristics of respondent in terms of gender age, education qualification and years of experience, ii) to determine the level of local governance, iii) to determine the level of public service delivery, iv) To establish whether there is a significant relationship between local governance and public service delivery in Benadir region-Somalia.

The research employed descriptive correlational design to describe the relationship between the variables. The findings revealed the following: dominated by respondents between 26-39years (62.7%), these were followed by those between 40-45years (23.6%). The researcher concluded that the level of local governance was generally high in Benadir region-Somalia, and the level of public service delivery was found to be generally high. Local governance and public service delivery are positive and significantly correlated, therefore concluding that high level of local governance increases the level of public service delivery in Benadir region administration-Somalia. The researcher recommended to the Central government of Somalia should ensure co-ordination, advocacy, collaboration and networking with the various development partners that include both international, intermediary, local NGOs, the private sector and also increased public/private partnership that offer more alternative and direct delivery of services.

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## **CHAPTER ONE**

### **THE PROBLEM AND ITS SCOPE**

#### **Background of the study**

#### **Historical perspective**

Globally the Local governance's role in the political system has been considered primarily in terms of the relationship with the central government. Observers from a liberal democratic standpoint have stressed two bases upon which such relationships have been formulated since the nineteenth century. First, local governance has been considered important to the encouragement of political public activities basis upon which services could be provided according to local needs. Hence, relationships with the centre have been based on the partnership of free democratic institutions. Secondly Local governance has been seen as rational from an administrative point of view as it allows for the efficient provision of public services at the point of service need under the direction of the centre. On this basis local governance is seen as the agent of central government. Political participation has been maintained through the strong community identity underpinning commune local governance, and a strong relationship between the operations of local governance and the interests of the state has been maintained through the office of departmental (Desmond, 1990).

In Africa the debate on sustainability of local self governance in the context of globalization, the view is strongly expressed that efforts were made to prevent a situation where Somalia continued to be integrated into the global system basically as producers of inexpensive primary commodities and consumers of finished products and services from the industrial world negating local efforts to develop and make a contribution in any other way (Chris, 1991).

The situation in Africa since independence has demonstrated, unmitigated concentration of power around the center such that a relationship of patronage exists between the center and the local authorities and their populations not only stunts local initiatives, but also suffocates local potential for economic development and social transformation. In addition, capacity of the central government to provide for all the necessities of the population throughout the country is badly over-stretched and can no longer be relied upon to inspire development for any community (Ellis, 1996).

The Somali local governance until 1973, the country was divided into eight regions, each headed by an official chosen by the central government. The regions were subdivided into 48 districts, headed by district commissioners also appointed by the government. There were 83 municipalities and sub-municipalities. The powers of the municipal

councils included local taxation, town planning, registry and census, public services, and approval of the local budget. The major educational, economic and social services were financed and maintained by the central government, which also exerted supervisory control over the municipal councils through its power to remove mayors and to dissolve the councils. In 1973, restructuring increased the number of regions from 8 to 16 regions and the whole number of districts to 80. In 1986 there were 18 regions, each governed by a regional revolutionary council, the members of which were appointed by the president.

### **Conceptual perspective**

Local governance is one of the actors involved in governance vary depending on the level of government that is under discussion influences decision-making, particularly in urban areas and at the national level, democratic Governance may play a vital role in participation and service delivery (Albert, 1999).

Service delivery is defined by DFID-UK (2005) as a process between a provider and a client or target group that creates benefits by facilitating a change in the client(s), a change in their physical possessions, or a change in their intangible assets. Service delivery to citizens may be considered from the standpoint of two types of decentralization – that guided by the principle of subsidiary; and that guided by the principle of management by results. Some services are best delivered at the national

level; others at the regional level; and many at the grass-roots level where the consumers of those services are located.

### **Theoretical perspective**

The theory of a systems approach of Peter Senge (1988) was followed in this study, according to Senge, systems theory is characterized by principles such as legal support, capacity development and rule of law. These principles are civilian oriented, meaning each is determined and shaped by service delivery in terms of availability of a service, acceptability and affordability. Local governance has to evaluate legal support, capacity development and rule of law from a system's point of view.

### **Contextual perspective**

Benadir Regional is made up of 16 Districts – each with a District Commissioner and Council. It is the same number of districts (16) which also constitute the City Council of Benadir Regional. The Benadir Regional Administration (BRA) is led by a Governor while the City Council is headed by a Mayor. Since 2007 both positions (Governor and city council) have been held by single individual leading to some commentators to refer to a title of Governor-Mayor.

## **Statement of the problem**

Poor service delivery is a frequent phenomenon in Benadir Region-Somalia, this has been characterized by the existence of poor infrastructures such as roads and poor education services in Benadir Region-Somalia. Problem has been caused by high rate of corruption and poor planning by Benadir Region authority leaders. The quality of service delivery is regarded as low by both community and local governance authority, Public participation is also low due to poor service delivery, disparities that population is growing again (Chris, 2005).

## **Purpose of the study**

The purpose of this study is to examine the relationship between the extent of local governance and service delivery in Benadir region, Somalia. It also aimed at testing the hypothesis of a significant relationship between the two variables and identifying the existing gaps.

## **Research Objectives**

**General:** This study determined the relationship between local governance and effective public service delivery in Benadir region, Somalia.

### **Specific objectives:**

1. To identify the demographic characteristics of the respondents in terms of:
  - 1.1 Gender
  - 1.2 Age
  - 1.3 Highest of educational
  - 1.4 Number of years Experience in the local governance.
  - 1.5 present positions
2. To examine the level of local governance in Benadir region, Somalia.
3. To determine the level of public service delivery in Benadir region, Somalia.
4. To establish if there is a significant relationship between the level of local governance and effective public service delivery in Benadir region, Somalia.

### **Research questions**

1. What are the demographic characteristics of the respondents in terms of:
  - 1.1 Gender?
  - 1.2 Ages?



1.3 Qualifications?

1.4 Present positions?

1.5 Experiences?

2. What is the level of local governance in Benadir region, Somalia?
3. What is the level of public service delivery in Benadir region, Somalia?
4. Is there is a significant relationship between the level of local governance and effective public service delivery in Benadir region, Somalia?

### **Hypotheses**

There is a significant relationship between the levels of local governance and effective public service delivery in Benadir region, Somalia.

### **Scope**

#### **Geographical scope**

The study was carried out in Benadir region headquarters in Somalia.

#### **Content scope**

Local governance is one of the actors involved in governance vary depending on the level of government that is under discussion influences decision-making, local governance was operationalised in terms of legal support, capacity building and rule of law (Albert, 1999).

Service delivery was defined as a process between a provider and a client or target group that creates benefits by facilitating a change in the client(s), a change in their physical possessions, or a change in their intangible assets. Service delivery was operationalised in terms of availability, acceptability and affordability (DFID-UK, 2005).

### **Theoretical Scope**

The study was guided by the systems theory approach of Peter Senge (1988) which states that for any effective local governance is supposed to be characterized by principles such as legal support, capacity development and rule of law. These principles are civilian oriented, meaning each is determined and shaped by service delivery in terms of availability of a service, acceptability and affordability. Local governance has to evaluate legal support, capacity development and rule of law from a system's point of view.

### **Time Scope**

The study was conducted in a period of one year starting with proposal development between September 2012 and August 2013, data collection took place between March 2013 and June 2013. The report was written in July and August 2013 and the final report was submitted in September 2013.

### **Significance of the Study**

This study will be helpful to local administrators in the selected local governance in Benadir region Somalia in coming up with decisions concerning their local administrators.

The study was useful to service delivery managers and the departments of Benadir Regional Administrators.

The study was also constructive to future researchers as references for people who were doing further research in this topic or related subject matter.

1. The local governance officials in Benadir region and its departments by knowing their weaknesses of administration and gaps that exist and way forward.
2. The researchers, the community, persons who are involved in the study have gotten the information and literature review related to local governance and effective public service delivery in Benadir region-Somalia.
3. Government ministers and other institutions have known the development planning and gaps existence in the administration and service delivery of public administration.
4. The scholars and those who are involved in public service, the readers have gotten information of how to be effective in their managing of local public service.
5. Government institutions and donors are those who are always involved in service and development so they are very interested

the documents, researches and all information related local governance and public service management.

### **Operational Definitions of Key Terms**

For the purpose of this study, the following terms are defined as they are used in the study:

**Local governance:** refers to the ways in which local level power is exercised and the manner in which important local level decision-making is carried out.

**Local government:** refers to administrative body for a small geographic area, such as a city, town, county, or state and only have control over their specific geographical region, and cannot pass or enforce laws that will affect a wider area.

**Service:** Service shall be used to mean the intangible attributes delivered by local governance in the fields of education, water supply, health and so on.

**Public Service:** is a service rendered in the public interest which is provided by government.

**Delivery:** Wherever it is used shall mean the process taking the services and supplying them to the target population.

**Service delivery:** is broadly defined as a process between a provider and a client or target group that creates benefits by facilitating a change

in the client(s), a change in their physical possessions, or a change in their intangible assets.

**Community:** Social groups of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage.

**Legal Supports:** the core aspects of activist legal support of information, support and solidarity

**Capacity development:** The development of knowledge, skills and attitudes in individuals and groups of people relevant in the design, development and maintenance of institutional and operational infrastructures and processes that are locally meaningful.

**Rule of law:** independent, efficient, and accessible judicial and legal system with a government that applies fair and equitable laws equally consistently, coherently, and prospectively to its entire people.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **Introduction**

This chapter provides existing literature about local governance and public service management in relation to the delivery effectiveness. It highlights Concepts, Ideas, and Opinions from Authors/ Experts, theoretical perspectives and conceptual frame work. Also it describes related studies. It involves secondary data obtained from textbooks, journals and internet.

#### **Concepts, Opinions, Ideas from Authors/ Experts**

##### **Local governance and service delivery**

**Local Governance** refers to an organization or agency through which political powers are exercised within a particular limited geographical area.

##### **Governance**

Governance is vital to the success of any organization from small domestic organizations to large international organizations. But what exactly is governance? In its simplest form, governance refers to group that make decisions and addresses shared problems. Within the context of international organizations, governance describes the processes and institutions that guide and restrain the collective activities taken by an international organization and its members. In addition, governance is more about the process through which a decision is made, rather than the substance of the decision itself. In other words, governance is not necessarily about making an international organization stronger; rather,

governance describes an international organization's rules and procedures that the organization uses to fulfill its goals (Bardhan, 1993).

Government is one of the actors in local governance. Other actors involved in governance vary depending on the level of government that is under discussion influence decision-making, particularly in urban areas and at the national level, democratic Governance may play a vital role in participation and service delivery (Albert, 1999).

### **Legal support**

Local Government has in essence been enshrined into all constitutions in the Somalia (2008) as the Comprehensive Peace Agreement (CPA) in Djibouti commits governments in the Somalia to adopt federal decentralization policies. Further, the adoption of such policies is affirmed by the Interim National Constitution of the Somalia (INCS) which recognizes four levels of government (State and Local Government) to which authority is devolved to share power and wealth in the context of the Somalia. In conformity with the INCS the constitutions of states in Somalia affirm decentralisation as a policy issue to be adhered to in the practice of governance within their own jurisdictions. But practice in Africa and elsewhere shows that the enshrinement of local government into the constitution as the case in the Somalia is not sufficient in itself unless the affirmative action required to launch decentralisation policies by the Governments of the National Unity and the and other states like Somaliland is consciously taken to drive the course of effective transfer of power to sub-national governments is undertaken with zeal and vigour.

Non-the-less, the experience of Somaliland so far (1991-2012) raises the issue of political will to adopt and implement any form of a meaningful decentralization policy into question mark. In this case a meaningful decentralization policy that puts the effective transfer of power into the plat forms of the States pre-supposes the clear articulation of such constitutional principles like the Self-rule for the People and detailed specification of the roles of states. State and Local government in the achievement of the Millennium Development Goals (MDGs) in a decentralization policy document or a Blue Print to emphasize government commitment to the devolution of authority and power to Local Authorities for effective organization of local government in Somaliland and punt land

While it may be true that "local governments act more in accordance with the needs and priorities of local communities than would higher authorities (Jeni KIugman 1994), local governance on its part requires that even higher authorities in accomplishing their share of the job, work in accordance to the laws, needs and priorities of the local community in close partnership with them.

### **Capacity development**

The past decade has witnessed a resurgence of interest in the issue of capacity development and with it the redefinition of the concept, with the intent of moving away from the traditional acceptance of capacity development based on technical training and foreign expertise and to capture the concept in its complexity and entirety. There is some evidence (Wade, 1987; Bardhan, 1993; Baland and Platteau, 1995 and 1999) of successful co -operation within local18 communities in the management of



common property resources. This is because in small groups with similar needs, shared norms and patterns of reciprocity monitoring is facilitated and sanctions are easier to implement. Thus, conserving and maintaining common resources that are vital for the poor may be better achieved by devolution of power to these communities. There are also a number of cases showing that centralized bureaucracies have failed in important functions. Small autonomous communities show better results than central bureaucracies in the maintenance of crucial infrastructure, such as irrigation schemes (Baland, 1995).

**Rule of law:** The term to mean independent, efficient, and accessible judicial and legal system with a government that applies fair and equitable laws equally consistently, coherently, and prospectively to its entire people.

UNOCHA (2010) states that more importantly though, the spirit of the local government laws and regulations expected of its legislations is that of the concern for "giving to the people their peace dividend" One year on the peace dividends known to the people are the gun silence and the existence of governments in the Somalia but no change in service delivery nor in the status of their local institutions of government as the majority of the local government councils if not all have statically remained non-functional. This situation can only change with full commitment to the implementation of the Local Government Act, 2009 for Somalia as the law that regulates all aspects of local government required for the initial establishment of local government in the Benadir. To be effective however, the Act will have to be supported with the legislation of such other

complements like the Public Service rules and regulations, financial rules and regulations, Public Accounts procedures and Tax schedules, Office Routine rules and regulations, Codes of Professional Ethics, to mention but few (UNOCHA 2010). Finally, in content the expected legislations.

### **Local Governance and Accountability in Delivery Service**

It is argued that the delivery of services needs strong relationships of accountability between the actors in the service delivery schema. The delivery of public services involves at least two relationships of accountability. (i) Clients as citizens have to hold policy makers or politicians accountable for allocating resources towards these services and; (ii) policymakers in return need to hold the service providers accountable for delivering the service. (Ahmed et al, 2005) refer to this as the "long route of accountability" as opposed to the "shot route" which connotes the direct responsibility

**Contemporary theories on local governance** make a fundamental distinction between governance and local governance. While both concepts involve intentional behavior on the part of an organization and its members to achieve certain goals (for example, an international organization creating a new human rights policy), local governance is a broader concept than government.( IMF 1996) governments have the formal authority to act; they also have powers to enforce compliance with their activities, rules, and policies. In particular, governments have, and exercise, police power. In contrast, the broader concept of local governance describes the way in which an

organization/local institution chooses to engage in certain activities backed by goals shared by its constituents. Often, these activities do not derive from legal or formal responsibilities of the organization. This is not to say that international organizations have no power to require compliance; their powers are different than those of national or local governments. For instance, the World Bank can suspend a loan to a borrowing country that has deviated from the terms of its loan agreement with the Bank. The various theories of local governance all observe the difference between the concepts of governance from government. (World Bank, 2006).

### **The relationship between local governance and public service delivery**

While local governance in the provision of public services has become an increasingly relied institutional arrangement aimed to improve pro-poor delivery (World Bank, 2004), the effects of local governance on public service delivery are theoretically ambiguous. On the one hand, local governance may bring decision-making closer to people, so local preferences can be better reflected in policies (Oates, 1972). On the other hand, local governance may degrade public service provision when local governments are less efficient than central governments (Smith, 1985). In this regard, the relatively scarce empirical evidence provides findings confirming such theoretical ambiguity.

However, the role that the efficiency of newly decentralized local governments plays in the quality of public service delivery remains an important open question.

### **Service delivery**

DFID-UK (2005) defines service delivery as a process between a provider and a client or target group that creates benefits by facilitating a change in the client(s), a change in their physical possessions, or a change in their intangible assets.

Service delivery to citizens may be considered from the standpoint of two types of decentralization – that guided by the principle of subsidiary; and that guided by the principle of management by results. Some services are best delivered at the national level; others at the regional level; and many at the grass-roots level where the consumers of those services are located.

The concept of service delivery to citizens forces actors (e.g. local governments, groups of affected citizens) to focus on exactly what the sub-national government intends or plans to provide, and what the citizens expect to get in terms of the quantity and quality of services rendered.

### **Effective public service delivery**

Around the world, developing and developed countries alike have observed that decentralized service delivery can result in quicker gains than with centralized systems.

It is important to note that the national governments have several options in this regard. (UNCDF, 2011).

In many countries, central government ministries responsible for service delivery have created field offices and delegated more decisions and

resources to their local staff—a process referred to as deconcentration. In principle, a well-deconcentrated government system is able to increase the total amount of resources available for pro-poor public services and can allocate these resources across the national stage in accordance with where local needs are greatest. Yet while deconcentrated units are potentially able to adopt more efficient management practices and link more closely with local stakeholders, they are unable to achieve the same degree of responsiveness and downward accountability that is possible in a public sector where public services are delivered by elected local governments.

The strongest form of decentralization is achieved by employing devolution, in which elected local governments are empowered, either by the acknowledgement of general competences in certain policy areas, or by the transfer of specific service delivery functions. The global trend has been toward the development of elected forms of local government that have, in addition to their vertical accountability, a strong public service delivery role and direct accountability to its citizens. Where devolution is the chosen mode, central authorities typically retain some involvement over the functions assigned to the local level (for instance, by setting national service delivery standards, supervising and providing support), but still grant the local governments the main responsibility of providing the public service.

The weight of public service responsibilities and the degree of autonomy acquired by local government varies greatly from country to country.

There is widespread acknowledgment that local governments are well-situated, but need to be more empowered to make a contribution to the achievement of the society. Local governments that are large, urban, well-established and have a productive economic base are in the forefront of this effort. Conversely, new, small and poorly supported local governments struggle to take on meaningful service functions.

### **Levels of public service delivery**

Although central governments have a crucial role in achieving sustainable human development and reducing poverty, they cannot achieve these goals alone.

Effective governance in a global society implies cooperation or partnerships in which national governments work collaboratively with lower levels of public administration, the local governance, the private sector, organizations of civil society, other states, and international organizations through democratic, transparent, and participative processes. "Reconceptualizing Governance," New York: UNDP (1997).

**Availability**, it refers to the physical access or reachable of services that meet a minimum standard. The latter often requires specification in terms of the elements of service delivery such as basic equipment, drugs and commodities, health workforce (presence and training), and guidelines for treatment. This can only be obtained by facility visits, using standardized data collection instruments. Data on the population distribution are required to estimate physical access. More precise estimates of physical

access use travel time (and costs) rather than distance, but are difficult to measure.

**Affordability** refers to the ability of the client to pay for the services. Data can be collected by facility visits or by household interviews. The latter is likely to be a more accurate reflection of what the consumer paid. The extent to which the service is affordable depends on the clients' ability to pay which complicates measurement.

**Accessibility;** service delivery predominantly has a socio-psychological dimension which can best be measured through household surveys. Client exit interviews are a biased sample as those who stay away from the facility because of socio-cultural barriers will be missed. These dimensions of access are a pre-condition for quality (Oates, 1972).

### **Theoretical perspective**

The study was guided by the systems theory approach of Peter Senge (1988) which states that for any effective local governance is supposed to be characterized by principles such as legal support, capacity development and rule of law. These principles are civilian oriented, meaning each is determined and shaped by service delivery in terms of availability of a service, acceptability and affordability. Local governance has to evaluate legal support, capacity development and rule of law from a system's point of view.

## **Related studies**

### **Local Governance and Public Service Delivery**

Kimenyi (2004) found out that in the context of an increasingly globalizing world, challenges and requirements of capacity building for local governance should always be analyzed and diagnosed taking into account the full range of stakeholders and actors analysis at community, local, national, regional and international level. Such an analysis should always be conducted in a participative manner to make the stakeholders and actors involved in local governance to share a common understanding of one another's strengths and weakness. This would in turn facilitate the process of cooperation, harmonization, and synergy in capacity building activities. The framework given in the globalization world was used by the author to conduct a governance capacity assessment in Uganda, Rwanda, Liberia, and Tanzania and was found to be very useful.

Agrawal (1999) found out that most poor populations are quick to agitate for participation but when it reaches the level of participating in the financing they still want some donor or central government to foot the whole bill. Central government on its part gets money from taxes paid by the people. But however efficient and effective a tax system is, if it is taxing a poor population, it will yield poor revenues. There is a limit beyond which a hungry person can milk a hungry cow. The fundamental problem with most African societies is that they suffer from double weakness. Their central and local governments are weak while at the same time their private and civil society sectors are also weak (vertical and horizontal weakness). This double weakness is not only in terms of



resources (human, material and financial) it is also in terms of institutions, systems, information, networking, skills, knowledge, etc (Agrawal 1999).

According to the USAID Somalia Local Government Assessment (2009), the CPA, the Republic of Somalia Interim National Draft Constitution, the Interim Constitution of Somalia (ICS), and the Local Government Act of 2008 clearly state that the states has a three—tier structure: Government of Somalia, which is central, the local state governments and “local governments” within each state. Counties are in effect the third tier of government and are subsequently formed by payams and bomas. As the legislation currently stands states have a large degree of autonomy from the GOSS, as the legislation truly describes decentralized states in all three spheres (political, financial and administrative). The 2009 Local Government Act demonstrates interest in deepening political decentralization through implementing elections for a four-year period of the county commissioners (mayors) and members of the legislative councils. This Act also shows the intention to advance the professionalization of the civil service by appointing chief administrators that are required to be career officers with university degrees (USAID, 2009).

According to SAGE (1990) says that African national governments have to be urged and encouraged to acknowledge the right of the local population to local self government as the surest way to satisfy their needs through their efforts. The national governments in Africa have to recognize their limitations in terms of resources and capacity to mobilize

the population sufficiently enough to transform the living conditions in the society without further delay. Second the adoption of the World.

It seems remarkable that local developments gain significance and expansion while globalization expands. They gain significance as an alternative to the state, which in turn changes its significance. They gain expansion because aspects of society traditionally not in the scope of local dimensions are now permeating into local developments (Hinz and Gatter 2006:8). The inexorability of globalization is irrefutable, still globalization cannot succeed without functioning states. Disempowered states are of little value to globalization. They must have the capacity to act and react, particularly if globalization should affect their independence and autonomy to decide on their own fate (Hinz and Gatter 2006:72).

Considering the African experience, one can note that the initiatives towards democratic decentralization inherited from the colonial period generally went into decline after independence under the centralizing influence of one-party or military regimes. Since the mid-1980s there have been positive moves towards decentralization led by Ghana and Uganda and followed by other countries in the wake of the restoration of multiparty elections at the national level (Reddy 1999:1). Considering the best practices that are taking place on the continent, this research posits that local government can be used as a pillar in strengthening the tenets of democracy in Africa.

Public service delivery remains a challenge in most of African countries. In spite of this negative picture, there are countries that strive to establish adequate systems of local government in order to improve public services

delivery. Amongst those countries one can cite the cases of Uganda and South Africa which represent cases of best practices in their respective regions namely: the Great Lakes region and the Southern African region.

Service delivery as a public service management issue has taken centre stage as the country and its state organizations strive towards providing better life for all. More emphasis is put on the quality of service delivered to the general public and the other clients receiving any form of service from government organizations. Hussey (199:3) contends that customer expectations continue to rise, requiring more attention to service and quality.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Introduction**

This chapter is set to discuss the research design, Target population, and sample size, Sample techniques, Research Instruments, Research procedure and tools for analyzing data.

#### **Research Design**

The study employed cross-sectional survey as a research design to identify on how Benadir Regional Administration (BRA) delivers effective public service in Benadir region, the levels of local governance and an effective public service delivery for local administration as strategy will contribute to the current status of Mogadishu. It allows being investigated population, the situation of the target population. A survey may be occasionally simply by a need for administrative facts on some aspects of public life. Cross sectional survey design examines several groups of people at one time. It deals with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity. It also involves events that have already taken place and may be related to present conditions (Kothari, 2004). Further, descriptive surveys are used to discover causal relationships (descriptive correlation), differences (descriptive comparative), to provide precise quantitative description and to observe behavior.

## Research Population

The study was conducted in Benadir region and its departments with a population of about (150) respondents. The target population was the local governance officials and civilians. So the researcher selected Benadir region departments to collect the data from the population of the study which is 150 individuals was chosen as local governance administrators and some of the population sample of this study. The reason of chosen Benadir region because it is the capital city of Somalia and most peaceful comparing other regions, the most population living in this region have right to participated the decisions and service delivery and also in this region has active developments of public service delivery, It comprised of both male and female respondents including educated plus experienced respondents.

## Sample Size

The researcher used method of Slovene's Formula for selecting sample size from the population which is been narrated by Amin for selecting the sample size; so the researcher selected 110 respondents for data collection. (pearce, 1998), "if the sample is selected properly, the information collected about the sample may be used to make statements about the whole population". Therefore the researcher's respondents selected are sufficient to determine the outcomes of the study. The researcher decided this sample size using Slovene's Formula which says:

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

Where n=the required sample size, N=the known population size  
and a=the level of significance at 0.05%

$$n = \frac{150}{1+150(0.05)^2}$$

So, the sample size of this study was 110.

**Table 1:**

**The selected sample size**

<b>Category of Selected Region</b>	<b>Benadir Target population</b>	<b>Sample Size</b>
Education Department	50	40
Health Department	50	40
Sanitation Department	25	15
Construction Department	25	15
<b>Total</b>	<b>150</b>	<b>110</b>

### **Sampling Procedures**

The purposive sampling will be utilized to select the respondents based on these criteria: Both male and female respondents in any of the local governance official and administrative experts or experience. An administrator of the local governance official under study from the list of qualified respondents chosen based on the inclusion criteria, the systematic random sampling will be used to finally select the respondents with consideration to the computed minimum sample size.

### **Research Instruments**

There were two sets of questionnaires to be used in the study. One was be on local governance administrators and the other one is an effective public service delivery.

A standardized instrument on the administrations of local governance will be used to determine the level of local governance management systems and service delivery employed by the Benadir local governance administrators. The scoring system of this instrument is as follows:

Strongly agree (4); agree (3); disagree (2), strongly disagree (1)

### **Validity and Reliability of the Instruments**

The construct and criterion validity of the local governance Questionnaire was empirically proven by world assembly of governance in 2007. While an effective public service delivery Survey which is non-standardized will be tested for validity and reliability. Content validity will be measured through content review by experts who are professors, associate

professors and senior lecturers of KIU (5) and academic administrators (5). Pre-testing for reliability shall be done by administering the questionnaire to 5 qualified administrators from a university excluded in this study. These respondents will also not be included in the actual study. The pre testing for reliability will: (1) reveal problems relating to answering, completing or returning the questionnaire; (2) point out weaknesses in the administrators, and distribution of the questionnaire (Treece and Treece, 1973).

### **Data Gathering Procedures**

#### *A.* Before the local governance of the questionnaires

An introduction letter was obtained from the collage of high Education and Post Graduate Studies and Research for the researcher to solicit approval to conduct the study from respective of local governance and public service delivery.

When approved, the researcher was secure a list of the qualified respondents from the local governance's official in local government and authorities in charge and select through systematic random sampling from this list to arrive at the minimum sample size.

Pre-testing of the instrument on public service delivery will follow.

The researcher was prepared the questionnaires and convenes with his selected research assistants to discuss and brief them on the sampling techniques and data gathering procedures.



During the local governance of the questionnaires:

1. The respondents were being requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher and assistants will emphasize retrieval of the questionnaires within five days from the date of distribution.
3. On retrieval, all returned questionnaires will be checked if all are answered.

After the local governance of the questionnaires

The data gathered was being collated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

### **Data Analysis**

The frequency and percentage distribution was being used to determine the demographic characteristics of the respondents. The mean and standard deviations will be applied for the levels of local governance and public service delivery in Benadir local government administrators. An item analysis will illustrate the strengths and weaknesses based on the indicators in terms of mean and rank. From these strengths and weaknesses, the recommendations will be derived. The following mean range will be used to arrive at the mean of the individual.

The analysis of Variance (ANOVA) was being utilized to test the difference between means for hypothesis one at level of significance. A multiple correlation coefficient to test the hypothesis on correlation level of significance using a t-test will be employed. The regression analysis

(coefficient of determination) was being computed to determine the influence of the independent variables on the dependent variable.

The following mean range was being used to arrive at the mean of the individual indicators and interpretation:

<b>Mean Range</b>	<b>Description</b>	<b>Interpretation</b>
3.26-4.00	Strongly Agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	Strongly Disagree	Very low

The analysis of Variance (ANOVA) was being utilized to test the difference between means for hypothesis one (Ho #1) at 0.05 level of significance.

A multiple correlation coefficient to test the hypothesis on correlation (Ho #2) at 0.05 level of significance using a t-test will be employed. The regression analysis  $R^2$  (coefficient of determination) will be computed to determine the influence of the independent variables on the dependent variable.

### **Ethical Considerations**

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities will be implemented by the researcher, and will be

used for purposed fulfillment of the requirement for the award of the degree of master of Development studies.

The following activity was being implemented by the researcher:

1. Seek permission to adopt the standardized questionnaire on local governance through a written communication to the author.
2. The respondents and administrators will be coded instead of reflecting the names.
3. Solicit permission through a written request to the concerned the local governance officials included in the study.
4. Request the respondents to sign in the Informed Consent Form (Appendix 3)
5. Acknowledge the authors quoted in this study and the author of the standardized instrument through citations and referencing.
6. Present the findings in a generalized manner.

### **Limitations of the Study**

In view of the following threats to validity, the researcher was claim an allowable 5% margin of error at 0.05 level of significant. Measures are also indicated in order to minimize if not to eradicate the threats to the validity of the findings of this study.

The main limitation of this study was being security problems in Mogadishu and may be some questionnaires was not reply as soon as possible, second is the language because many people did not understanding English. Other measures or validate of findings are:

**Extraneous** -variables which was being beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study.

**Instrumentation:** The research instruments on local governance and an effective public service delivery are standardized. Therefore a validity and reliability test was being done to produce a credible measurement of the research variables.

**Testing:** The use of research assistants can bring about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants were being oriented and briefed on the procedures to be done in data collection.

**Attrition/Mortality:** Not all questionnaires maybe returned neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher will reserve more respondents by exceeding the minimum sample size. The respondents will also be reminded not to leave any item in the questionnaires unanswered and was being closely followed up as to the date of retrieval.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS**

#### **Introduction**

This chapter presents the profile information of respondents, the level of local governance, level of public service delivery and the significant relationship between level of local governance and public service delivery in Benadir region-Somalia.

#### **Profile of respondents**

Respondents were asked to provide information regarding their gender, age, education level and years of experience. Their responses were summarized using frequencies and percentages as indicated in table 2;

**Table 2**  
**Profile of Respondents**

<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>		
Male	72	65.5
Female	38	34.5
<b>Total</b>	<b>110</b>	<b>100</b>
<b>Age</b>		
20-25 years	15	13.6
26-39	69	62.7
40-45	26	23.6
<b>Total</b>	<b>110</b>	<b>100</b>
<b>Education qualification</b>		
Certificate	42	38.2
Diploma	46	41.8
Degree	18	16.4
Masters	4	3.6
<b>Total</b>	<b>110</b>	<b>100</b>
<b>Years of experience</b>		
below 1 years	23	20.9
1-4 years	42	38.2
5-9 years	41	37.3
10 years and above	4	3.6
<b>Total</b>	<b>110</b>	<b>100</b>

Results in table 2 indicate that majority of respondents in this sample were male (65.5%) and only 34.5% were female.

With respect to age, results in table1 indicated that respondents in this sample were dominated by those between 26-39years (62.7%), these were followed by those between 40-45years (23.6%), implying that most of the local governance employees in this sample were youths.

With respect to education qualification, results indicate that majority of respondents are diploma holders (over 41.8%), these were followed by certificate holders (38.2%), 16.4% were degree holders and only 3.6% were masters and there was no who had PhD in this sample, therefore implying that local governance officials in this sample are relatively educated.

Concerning years of experience, results indicate that most respondents in this sample have worked for 1-4 years (32.2%), 41% have worked for 5-9 years, implying relatively experienced local governance employees in Benadir region-Somalia.

### **Extent of Local governance**

The independent variable in this study was local governance, the level of local governance was operationalised using three constructs namely; legal support (with three questions), capacity development (with four questions) and rule of law (with three questions). Each of these questions was based on the four point Likert scale where the respondents were asked to rate the level of local governance whether its high or low by indicating the extent to which they agree or disagree with each question and their responses were analyzed using SPSS and summarized using means and rank as indicated in table 3;

**Table 3**

**Level of Local Governance**

<b>Variables</b>	<b>Mean</b>	<b>Interpretation</b>	<b>Rank</b>
<b>Legal support</b>			
Citizens enjoy Local governance Administration efficiently	3.33	Very high	1
The local governance authority is always supported financially by the central government of Somalia.	3.07	High	2
Mechanism for participation, responsiveness, equity, inclusiveness, transparency, and accountability	2.48	Low	3
<b>Average mean</b>	<b>2.96</b>	<b>High</b>	
<b>Capacity development</b>			
Collaborative stakeholder relationships exist in Local governance administration	3.24	High	1
The local governance administration promotes the personal participant of citizens to clearance of the city	2.89	High	2
Participatory decision making process is always open and fair to every member	2.97	High	3
Efficient, effective, and responsive service in your local governance are always practiced in your administration	2.47	Low	4
<b>Average mean</b>	<b>2.90</b>	<b>High</b>	
<b>Rule of Law</b>			
The citizens always have freedom of expression	3.20	High	1
The citizens always respect the rules and regulation of local governance orders	2.95	High	2
The local governance administration management is free from corruption	1.74	Very low	3
<b>Average mean</b>	<b>2.63</b>	<b>High</b>	
<b>Overall mean</b>	<b>2.83</b>	<b>High</b>	



Results in Table 3 indicate that the level of local governance is generally high (overall mean=2.83), implying that level of local governance officials in Benadir region headquarters do perform their duties efficiently.

Legal support, this variable was measured by three items and respondents were asked whether they agreed with the statements under investigation. Responses reveal that legal support was rated high (mean = 2.96), implying that Benadir region administration highly perform well on this aspect.

Capacity development- four items measured this variable and respondents were asked whether they agreed with the statements. Responses indicated that capacity development was rated high on average (mean =2.90), implying that capacity development play a big role in the success of Benadir region administration- Somalia.

Rule of law- three items were used to measure this variable and responses indicated that rule of law was rated high on average (mean =2.63), implying that Benadir region administration always put rules and regulations to be followed by the employees in order to come up with quality output.

### **Public service delivery**

The dependent variable in this study was the level of Public service delivery in Benadir region administration-Somalia, this variable was broken into three constructs which included availability, accessibility and affordability, respondents were required to ascertain the extent to which they agree or disagree with the statements by indicating the number which best describes their perceptions. This variable was measured using quantitative questions with response rate ranging between 1=strongly

1=strongly agree, 2=agree, 3=Disagree and 4=strongly disagree. The responses were analyzed and described using means as summarized below in table 4;

**Table 4**

**Level of Public service delivery**

Items on growth of MSSEs	Mean	Interpretation	Rank
<b>Availability</b>			
Ensuring availability and access to health service is one of the main functions of your administration	3.27	Very high	1
Physical access and reach ability of services have met a minimum standard	3.20	High	2
Increasing inputs lead to improved service delivery and enhanced access to services.	2.68	High	3
Service delivery is always an immediate output of the inputs in to the health system	2.44	Low	4
<b>Average mean</b>	<b>2.89</b>	<b>High</b>	
<b>Accessibility</b>			
Local governance gives access to the citizen's free education	3.18	High	1
Local community possess satisfaction in terms of the elements of service delivery such as basic employment, drugs and commodities, health, housing and infrastructure, sewages and clear water	3.05	High	2
Extent to which the service is affordable always depends on the client's ability	2.80	High	3
Public service projects frequently encounter implementation problems in Benadir Region	1.94	Low	4
<b>Average mean</b>	<b>2.74</b>	<b>High</b>	
<b>Accountability</b>			
Local government rely on central government and donor agencies for resources.	3.30	Very high	1
Examination of the local government could become a first step towards establishing productive partnership	3.00	High	2
Dimensions of access are always a pre-condition for quality	2.13	Low	3
Service predominantly has a socio-psychological dimension which can be measured	1.72	Very low	4
<b>Average mean</b>	<b>2.28</b>	<b>Low</b>	
<b>Overall mean</b>	<b>2.63</b>	<b>High</b>	

Results in Table 4 reveal that the level of public service delivery in Benadir region -Somalia is generally high (overall mean=2.63), the dependent variables represent the perceptions of the respondents regarding these concepts. All the items for the dependent variables were measured on a 4-point scale (1=strongly agree, 2=agree, 3=Disagree and 4=strongly disagree) and it was divided into five constructs namely:-

**Availability**– This variable was measured by four items and respondents were asked whether they agreed with the statements under investigation. Responses reveal that availability was rated high (mean = 2.89), implying that public services are always available to the citizens of Benadir region-Somalia.

**Accessibility** – four items measured this variable and respondents were asked whether they agreed with the statements therein and responses indicated that accessibility was rated high on average (mean =2.74), implying that the sampled citizens of Benadir region-Somalia always have access to public services.

**Regarding affordability**- this variable was also measured with four items and responses show that it was rated low on average and this was indicated by the average (mean=2.28), implying that Benadir region administration cannot stand on its own minus the central government of Somalia.

**Relationship between local governance and public service delivery**

The last objective in this study was to establish whether there is a significant relationship between local governance and public service delivery in Benadir region administration-Somalia, the researcher stated a null hypothesis that there is significant relationship between local governance and public service delivery in Benadir region administration-Somalia. To achieve this objective and to test this null hypothesis, the researcher correlated the overall mean on local governance and that on public service using the Pearson's Linear Correlation Coefficient, as indicated in table 4;

**Table 5:**

**Pearson correlation between Local governance and public service delivery**

<b>Variables Correlated</b>	<b>r-value</b>	<b>Sig</b>	<b>Interpretation</b>	<b>Decision on Ho</b>
Local governance Vs Public service delivery	.283	.003	Significant correlation	Rejected

**Primary data 2013**

Results in table 5 indicated a positive significant relationship between local governance and public service delivery in Benadir region administration-Somalia, since the sig. value (0.003) was less than 0.05, which is the maximum level of significance required to declare a significant relationship in social sciences. Therefore this implies that high level of local

governance increases the level of public service delivery and low level of local governance reduces it. Basing on these results the stated null hypothesis was rejected and a conclusion made that increased good local governance enhances public service delivery.

## CHAPTER FIVE

### FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### **Introduction**

This chapter presents the findings, conclusions, recommendations and suggested areas that need further research following the study objectives and study hypothesis.

#### **Findings**

This study was set to find out the relationship between local governance and public service delivery in Benadir region administration-Somalia. It was guided by four specific objectives, that included determining the i) profile of respondents in terms of gender, age, education qualification and years of experience; ii) determining the level of local governance; iii) level of public service delivery; iv) the relationship between local governance and public service delivery in Benadir region administration-Somalia.

The study findings indicated that majority of respondents were male (65.5%) ranging between 26-39 years of age and were diploma holders and had spent 1-4 years of experience.

Data analysis using means showed that the level of local governance was rated high (mean=2.83); legal support was found to be high (mean=2.96), and this implies that Benadir region administration highly supports legal activities.

Capacity development was rated high (mean=2.90), this implies that capacity development play a big role in the success of Benadir region administration- Somalia

Rule of law; this construct was rated high (mean=2.63) which implies that Benadir region administration always put rules and regulations to be followed by the employees in order to come up with quality output.

Still results found out that public service delivery as the independent variable was rated high and this was indicated by the overall mean of 2.63.

Availability as a construct of public service delivery was rated high and this was showed by the average mean of 2.89, implying that public services are always available to the citizens of Benadir region-Somalia.

Accessibility; this construct was rated high and this was indicated by the average mean (mean=2.74), implying that citizens of Benadir region-Somalia always have high access to public services in their region.

Affordability; this construct was operationalised using four items and it was rated low and this was indicated by the average mean (mean=2.28), implying that Benadir region administration cannot stand on its own minus the central government of Somalia.

The findings also indicated a positive a significant relationship between local governance and public service delivery in Benadir region administration-Somalia, this is because the sig- value was less than 0.05, which is the maximum level of significance required to declare a relationship significant. Therefore; implying that high level of local governance increases the level of public service delivery in Benadir region administration-Somalia.

## **Conclusions**

From the findings of the study, the researcher concluded that majority of respondents were male (65.5%) ranging between 26-39 years of age and were diploma holders and had spent 1-4 years of experience.

The Level of local governance was generally high in Benadir region-Somalia (overall mean=2.83), hence concluding that local governance officials in Benadir region headquarters do perform their duties efficiently.

The level of public service delivery was generally high in Benadir region-Somalia (overall mean=2.83), therefore concluding that the sampled citizens in Benadir region do receive public services effectively.

Finally local governance and public service delivery are positive and significantly correlated, therefore concluding that high level of local governance increases the level of public service delivery and low level of local governance reduces it. Basing on these results the stated null hypothesis was rejected and a conclusion made that increased good local governance enhances public service delivery.

## **Recommendations**

From the findings, the researcher recommends the following:

### **To the Government**

The Government of Somalia should ensure co-ordination, advocacy, collaboration and networking with the various development partners that include both international, intermediary, local NGOs, the private sector



and also increased public/private partnership that offer more alternative and direct delivery of services.

The Government of Somalia needs to evaluate the achievements and challenges faced by the local government managers in implementation of programs as means of establishing appropriate re-focusing of service delivery.

### **To local Government**

The local government should have the potential of being a key channel for two way information gathering and dissemination it should more effective with greater use of EIC materials e.g local radios, publications and announcements in Islamic centers, mosques and public gatherings (WB growing out of poverty 1993).

### **To the Local Leaders**

Local leaders should follow bylaws that can strongly strengthen the existing laws such that education and Health ordinances can be supported and implemented by all stakeholders at community level.

### **To the international community**

The international community should setup rules and policies that favor local governance activities so that improvement of public service delivery is realized in the end and this can be done through setting up accountability policies governing local governments.

### **Areas for further research**

Prospective researchers and even students should be encouraged to research on the following areas:

1. Local governance and Accessibility of public services.
2. Capacity building in local government and availability of public services
3. Local governance and availability of public services

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## APPENDICES

### APPENDIX I: TRANSIMITAL LETTER

Republic of Somalia  
Benadir Regional Administration  
Mogadishu Municipality



جمهورية الصومال  
إدارة محافظة بنادر  
حكومة المحلية لمغاديشو


Ref: DH/ma/x/10/14/x/12/13/7066/03/03/2013 Date: 20/03/2013

To whom it may Concern

Benadir Regional Administration allowed Mr. Bile Ismail Dirie to be given and shared information which he has required us in the form of questioner under the title of “Local Governance and Effective public service Delivery” in selected local administrators in Benadir Region, Somalia.

We have given him this information after he has brought as a request letter from Kampala International University which was dated 12/01/2013.

We hope success to him and university as whole.

  
Mr. Abdikafi Hilowle Osman  
Secretary of local government and Urban Planning  
Of Benadir Regional Administration (BRA)



(+) 2526-15565602/ (+) 252699-758533

E-mail: Secretarygeneralbra@yahoo.com

**APPENDIX II: RESEARCH INSTRUMENT**

**Section A**

**FACE SHEET: DEMOGRAPHIC CHARACTERISTICS OF THE  
RESPONDENTS**

**GENDER (Please Tick):**

(1) Male\_\_\_\_\_

(2) Female\_\_\_\_\_

**AGE**

(1)20-25\_\_\_\_\_

(2)26-39\_\_\_\_\_

(3)40-54\_\_\_\_\_

(4)55 & above\_\_\_\_\_

**EDUCATIONAL QUALIFICATION LEVEL**

(1) Certificate\_\_\_\_\_

(2) Diploma\_\_\_\_\_

(3) Degree\_\_\_\_\_

(4) Masters\_\_\_\_\_

(5) PhD\_\_\_\_\_

**YEARS OF EXPERIENCE**

(1) Less than /Below 1year\_\_\_\_\_

(2) 1-4 Years\_\_\_\_\_

(2) 5-9 years\_\_\_\_\_

(3) 10 & above \_\_\_\_\_

**Section B: QUESTIONNAIRE TO DETERMINE THE LEVEL OF LOCAL GOVERNANCE**

Direction: Please respond to the options and kindly be guided with the rating system below. Please write your rating in the space provided:

**Response Model Rating    Description  
Interpretation**

Strongly Agree	<b>(4)</b>	You agree without doubt at all	Very high
Agree	<b>(3)</b>	You agree with some doubt	High
Disagree	<b>(2)</b>	You disagree with some doubt	Low
Strongly disagree	<b>(1)</b>	You disagree without doubt at All	Very low

---

**Legal support**

Citizens enjoy Local governance Administration efficiently

Mechanism for participation, responsiveness, equity, inclusiveness, transparency, and accountability

The local governance authority is always supported financially by the central government of Somalia.

**Capacity development**

Collaborative stakeholder relationships exist in Local governance administration

Efficient, effective, and responsive service in your local governance are always practiced in your administration

Participatory decision making process is always open and fair to every member

The local governance administration promotes the personal participant of citizens to clearance of the city

**Rule of Law**

The citizens always have freedom of expression

The local governance administration management is free from corruption

The citizens always respect the rules and regulation of local governance orders

**Section C: QUESTIONNAIRE TO DETERMINE SERVICE DELIVERY**

Direction: Please respond to the options and kindly be guided with the rating system below. Please write your rating in the space provided.

<b>Response Model</b>	<b>Rating</b>	<b>Description</b>	<b>Interpretation</b>
Strongly Agree	<b>(4)</b>	You agree without doubt at all	Very High
Agree	<b>(3)</b>	You agree with some doubt	High
Disagree	<b>(2)</b>	You disagree with some doubt	Low
Strongly disagree	<b>(1)</b>	You disagree without doubt at All	Very Low

---

**Availability**

\_\_\_ (1) Delivery is an immediate output of the inputs in to the health system.

\_\_\_ (2) Ensuring availability and access to health service is one of the main functions of your administration.



- \_\_\_ (3) Increasing inputs lead to improved service delivery and enhanced access to services.
- \_\_\_ (4) The physical access and reach ability of services have met a minimum standard.

**Acceptability**

- \_\_\_ (5) the extent to which the service is affordable depends on the client's ability.
- \_\_\_ (6) Public service projects frequently encounter implementation problems in Benadir Region.
- \_\_\_ (7) Local governance gives access to the citizen's free education
- \_\_\_ (8) local community require satisfaction in terms of the elements of service delivery such as basic equipment, drugs and commodities, health, housing and infrastructure, sewages and clear water.

**Affordability**

- \_\_\_ (9) Dimensions of access are a pre-condition for quality.
- \_\_\_ (10) Re-examination of the local government could become a first step toward establishing productive partnership.
- \_\_\_ (12) Service predominantly has a socio-psychological dimension which can be measured.
- \_\_\_ (13) Your Local government rely on central government and donor agencies for resources

## RESEARCHER'S CURRICULUM VITAE

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### PERSONAL INFORMATION

**Name:** Bile Ismail Dirie  
**Nationality:** Somali  
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**Date of birth:** 11<sup>th</sup> October, 1971  
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### ACADEMIC BACKGROUND

**2011-Now:** Master of **Public Administration (MPA)**

- School of Social Science **Kampala International University (KIU)**  
Kampala Campus-Uganda

**2011-2012:** Postgraduate Certificate in **Project Monitoring and Evaluation**

- School of Statistics and Applied Economics. **Makerere University**  
Kampala Campus-Uganda

**2009-2010:** Diploma of **procurement & logistic management**, with grade **A+**

- Modern Institute of Informatics & Management (**MIIM**)  
Islamabad- Pakistan.

**2010:** Certificate of Completion in **Academic English**, with grade **A**

- Maestro English Language Institute Online, USA

**2004-2008:** Bachelor Degree in **Accounting**, with GPA of **2.98/4**.

- Somali Institute of Management and Administration Development  
**(SIMAD)**, Mogadishu-Somalia  
**2004-2007:** Post Secondary Diploma in **Accounting**, with GPA of **2.84/4.**
- Somali Institute of Management and Administration Development  
**(SIMAD)**, Mogadishu-Somalia  
**2004-2005:** Pre Academic Certificate, with grade **B.**
- Somali Institute of Management and Administration Development  
**(SIMAD)**, Mogadishu-Somalia  
**1999:** Computer Course Certificate, with grade **A.**
- National Computer Institute, Mogadishu-Somalia  
**1986-1989:** Secondary School Leaving Certificate, with average of **74.4%.**
- Mogadishu Technical Institute, Mogadishu- Somalia

#### WORK EXPERIENCE

- **March, 2013-Now: Admin. & Finance Officer INTERSOS**  
Mogadishu Office
- **Nov, 2010-Dec, 2012: Part-time Lecturer, SIMAD University-**  
Mogadishu-Somalia:
- **Dec, 2010-Feb, 2013: Credit Controller and Monitoring/  
Evaluation Officer,**  
Telcom Somalia Inc, Mogadishu
- **Nov, 2007-Dec, 2010: Marketing Manager, Telcom Somalia Inc,**  
Mogadishu.
- **Jun, 2002-Nov, 2007: Chief Cashier Telcom Somalia Inc,**  
Mogadishu.
- **1997-2002: Cashier, Sundus Company, Somalia**
- **1993-1994: Logistic Officer, United Nations Operation in  
Somalia (UNOSOM)**

#### TRAINING & SEMINARS

**2012:** Management and Leadership Course, held at Nkrumah Hall, Makerere University. Africa Population Consult, Kampala-Uganda

**2008:** Participated and Contributed World Athletic Day with International Association Athletics Federations (IAAF)

**1988:** Attended a course on Electric, ENTE (Nazionale Energia Elettrica)  
Mogadishu, Somalia:

### LANGUAGES

- Somali: (Mother Tongue)
- English: Very Good
- Arabic: Very Good

### CORE COMPETENCE

- Quick learning ability,
- Good interpersonal and teamwork skills
- Thrives in highly pressurized and challenging working environments.
- Skilled in working with various computer software programs.

### INTEREST

- Reading Books
- Football

### REFERENCES

- 1- Name:** Prof. Yusuf Salad Warsame  
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Mogadishu-Somalia  
  
**E-mail:** [simadhrd@gmail.com](mailto:simadhrd@gmail.com)
- 2- Name:** Hon. Abdalla Boss Ahmed  
**Title:** Member of Parliament ( **MP**)SFG  
**Address:** Mobile Phone+252-615-524606, Mogadishu-Somalia  
  
+989331160711, Tehran - Iran

3- **Name:** Prof. Abdulkareem Da'ud Nur  
**Title:** Professor of Political Science in Mogadishu University  
**Address:** Mobile Phone: +252-699-988642/ 0615-598616  
Mogadishu-Somalia